

# Challenges of local women development NGOs in contributing to economic transformation of Hargeisa, Somaliland

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**Abstract:** Non-Governmental Organizations (NGOs) for a long time have relied on the generosity of donors to support their project activities through grants and donations. However, organizations have realized that such funding sources are often insufficient to meet needs and rising costs for project implementation. Women Local Non-governmental Organisations (NGOs) try to fill sustainable development gaps while struggling with insufficient resources. Survey research approach was adopted to examine the local women NGOs challenges using purposive and simple random sampling of two women local NGOs in Hargeisa. Issues such as NGOs governance and management, staff composition and incapacity, sources of funding and donor funding fatigue, strings attached to funding, relationship between local NGOs capacities and their operations as well as the changing donor funding requirements have been discussed in this regard. The main argument of this paper is that NGOs resource mobilization requires a lot of time and skills to seek resources from different sources and the pressure often using strategies that compromise the values they are fighting for through their work.

**Keywords:** women, development, NGOs, economic transformation, Hargeisa and Somaliland.

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## I. INTRODUCTION

Civil society is made up of institutions, organizations and individuals. The forms of civil society are many and varied and range from formal institutions and private sector bodies to informal associations and networks and faith based groups. In the new, free, democratic and stable environment created in Somaliland since the mid-90s, civil societies flourished and their numbers increased tremendously. Key factors militating against NGOs performance in developing countries include but not limited to; NGOs are not able to ensure alignment between the priorities of the National Development Plan and international recovery and development programs; NGOs have not undertaken the necessary reforms to enhance transparency and accountability in the use of donor resources; Lack of carrying out regular program monitoring and evaluation to establish performance; Low capacity building of local NGOs; Coordination among international NGOs, UN agencies, local NGOs and government institutions has not improved.

The world of NGOs contains a bewildering variety of labels. While the term “NGO” is widely used, there are also many other over-lapping terms used such as “non-profit,” “voluntary,” and “civil society” organizations. In many cases, the use of different terms does not reflect descriptive or analytical rigour, but is instead a consequence of the different cultures and histories in which thinking about NGOs has emerged.

The work undertaken by NGOs is wide-ranging but NGO roles can be usefully analyzed as having three main components: implementer, catalyst, and partner (Lewis, 2007). The implementer role is concerned with the mobilization of resources to provide goods and services to people who need them. Service delivery is carried out by NGOs across a wide range of fields such as healthcare, microfinance, agricultural extension, emergency relief, and human rights. This role has increased as NGOs have been increasingly “contracted” by governments and donors with governance reform and privatization policies to carry out specific tasks in return for payment; it has also become more prominent as NGOs are increasingly responding to man-made emergencies or natural disasters with humanitarian assistance.

Precise definitions vary as to what constitutes an NGO, and the challenge of analysing the phenomenon of NGOs remains surprisingly difficult. In relation to structure, NGOs may be large or small, formal or informal, bureaucratic or flexible. Some NGOs are well-resourced and affluent, while others lead a fragile “hand to mouth” existence, struggling to survive from one year to the next. There are NGOs with highly professionalized staff, while others rely heavily on volunteers and supporters. Morris-Suzuki (2000: 68) notes that “NGOs may pursue change, but they can equally work to maintain existing social and political systems.” For example, for radicals who seek to explore alternative visions of development and change, NGOs may be seen as progressive vehicles for change.

A key point to note here is that NGOs can be seen as a kind of *tabula rasa*, onto which a range of current ideas, expectations, and anxieties about social transformation are projected (Lewis, 2005). It is partly because of this high degree of flexibility of the NGO as an institutional form, and the wide spectrum of different values that NGOs may contain, that the rise to prominence of NGOs since the late 1980s. Salamon and Anheier (1992) argued that existing third sector organizational definitions had only limited usefulness because they were not holistic. A usefully concise definition used by Vakil (1997: 2060), who – drawing on elements of the structural-operational definition set out above – states that NGOs are “self-governing, private, not-for-profit organizations that are geared to improving the quality of life for disadvantaged people.”

From the late 1980s, NGOs assumed a far greater role in development than previously. The new attention given to NGOs at this time brought large quantities of aid resources, efforts at building the capacity of NGOs to scale up their work, and led ultimately to important changes in mainstream development thinking and practice, including new ideas about participation, empowerment, gender, and a range of people centred approaches to poverty reduction work. For example, Cernea (1988: 8) argued that NGOs embodied “a philosophy that recognizes the centrality of people in development policies,” and that this along with some other factors gave them “comparative advantages” over government.

As their name implies, NGOs also need to be viewed in the context of the government against which they seek to distinguish themselves. As “non-governmental” organizations, NGOs are conditioned by, and gain much of their legitimacy from, their relationships with government. Clark (1991) suggested that NGOs “can oppose, complement or reform the state but they cannot ignore it.” NGOs have received fierce criticism in some quarters. One argument has been about the role NGOs have played in shifting attention away from state institutions towards more privatized – and potentially less accountable – forms of public sector reform (Tvedt, 1998). Another area of criticism is in relation to the shortcomings of NGO accountability. For example, Wood (1997) raised concerns about the creation of a “franchise state” in Bangladesh in which key public services were increasingly delegated to foreign-funded NGOs with weak accountability to local citizens. For example, some argue that NGOs sap the potential of radical groups, by drawing such activity into the safe professionalized and depoliticized world of development practice. For Kaldor (2003), some NGOs represent the end points of “domesticated” social movements that have lost their political edge.

There is now almost no country of the world where NGOs do not exist or operate, yet their form and values are often strongly rooted in specific contexts. As Carroll (1992: 38) has pointed out, “all NGOs operate within a contextual matrix derived from specific locational and historic circumstances that change over time.” While NGOs have ended up taking different forms across these many and varied contexts, there are basic common features that remain at the core of people’s efforts to organize in the third sector.

The dominant view of NGOs as heroic organizations seeking to “do good” in difficult circumstances has rightly become tempered in the new millennium as their novelty has worn off. The idea of NGOs as a straightforward “magic bullet” that would solve longstanding development problems has also now passed (Hulme & Edwards, 1997). Babington et al. (2008), the strength of development NGOs remains their potential role in constructing and demonstrating “alternatives” to the status quo, which remains a pressing need.

Inappropriate funding modality has led Aid programs at the present time to be very much donor driven. International organizations determine priority programs, amount and schedule, and donations are generally unpredictable and short term. Insufficient program coordination shows that, participation by international NGOs in some of the forums has been weak. The enormous developmental functions undertaken by local NGOs demand many factors to be in place for them to function optimally. Therefore, the challenge facing local women NGOs in Somaliland and most developing countries is for them to emerge as valuable force to effect development so as to improve the living conditions of the people in the communities.

In Somaliland there is lack of adequate information about what challenges NGOs are going through. Lack of capacity: this is particularly true among local women NGOs which are usually small organizations run by few individuals with limited physical, financial and human resources. Because of these limitations, they are not able to undertake large scale development programs. International organizations and UN agencies, in the course of their work, have to deal with many government institutions including the ministries of Planning, Foreign Affairs, Finance, Interior, Labour and several other entities. These organizations sometimes send out mixed, competing and sometimes contradictory messages and instructions that undermine local women NGOs. This research was specifically aimed at; establish the internal strengths of the selected women development NGOs, deduce their weaknesses in tackling development issues, analyse NGOs contextual challenges and determine the policy measures that could enable women build resilient NGOs.

## 2. METHODOLOGY

### 2.1 Data Collection Methods

The research falls under a descriptive survey (Koul, 1984) in which studies are designed to obtain pertinent and precise information concerning the current status of phenomenon and whenever possible, to draw valid general conclusions from the facts discovered.

#### 2.1.1 Sample Selection

Two local women development NGOs- were purposively sampled. They included: Somaliland Women Research and Action Group (SOWRAG) and Barwaaqo Voluntary Organization (BVO) all working on thematic social, political and economic development issues. While targeting 71 people, a sample of 60 was engaged in data collection where 10 were interviewed while 50 were distributed with open-and closed ended questionnaires. However, only 40 people returned the filled questionnaires.

#### 2.1.2 Key Informant Interview schedule

Data collection was based on fourteen interview questions that were open-ended unstructured questions that are also backed by (Seidman, 1998). Each face-to-face interviews took ninety minutes capturing verbal and non-verbal information. Some of the longest serving women in these organisations were able to disclose insightful experiences during the conversation.

#### 2.1.3 Questionnaires

Questionnaires were administered to 50 respondents. Their composition ran across the board, that's, Board of Directors, management, staff. Fourty (40) questionnaires were returned which was 80% of the questionnaires administered while 10 did not. Questionnaires were practical and provided large amounts of information in a short time. Positivists believe that quantitative data can be used to create new theories and / or test existing hypotheses. Questionnaires also captured both objective and subjective responses; whereas probing/open ended questions reinforced objective responses by creating clarity.

##### 2.1.3.1 Data validity:

To verify the extent to which the questionnaire and interview guide/schedule was intended for, the researcher gave the instruments to experts in field for them to judge whether they were valid or not. In the same respect, the study employed the Cumulative Validity Index to ascertain validity of the questionnaires that was administered to the respondents.

Thus;  $CVI = \frac{\text{Number of Questions declared valid}}{\text{Total Number of Questions}}$

**Total Number of Questions**

$CVI = \frac{25}{27} = 0.93$

If  $CVI \geq 0.7$

**2.1.3.2 Data reliability:** To ascertain the extent to which the questionnaire and interview schedule were consistent in measuring what they were supposed to capture; the same results were obtained, **test-retest method** was used to simplify the whole process. When results of the two tests were compared, the deviation was negligible. Then the instruments were deemed to be reliable. In case there was a lot of difference, the instruments would have been redesigned.

### 2.1.4 Ethical Issues

Throughout the whole process of data collection, the principle of “do no harm” was respected and thus concurring with (Orb, 2001) that “ethics pertains to doing good and avoiding harm. Harm can be prevented or reduced through the application of appropriate ethical principles.” On this background therefore, participants were persuaded that their names and information shared would be kept anonymous and confidential respectively.

## 3. RESULTS AND DISCUSSION

### 3.1 Date of establishment

**Table 3.1: Year of local women NGO establishment**

Year	No of Local NGOs	%
Before 1991	0	0
1991-1997	1	50
1998-2003	1	50
Total	2	100

*Source: Developed by the researcher from the field, 2017*

The study finds that 50 percent of NGOs sampled for the study, were established 1996 and 50 percent in 1998. This finding therefore, shows that these NGOs have been in operation for almost two decades which is enough experience to be able to operate adequately and also to have contributed immensely to Somaliland economic transformation since it declared its independence from Somalia in 1991. These organizations should exploit their experience to go over hurdles facing them.

### 3.2 Local Women NGOs Programmes Areas

**Table 3.2: Programme areas of NGOs surveyed**

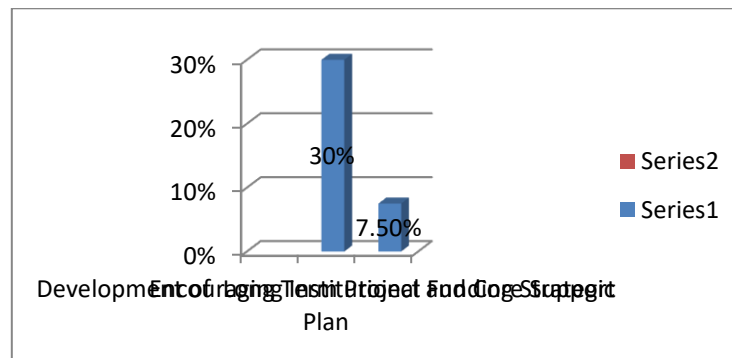
Programme Areas	SOWRAG	BVO	Percentage (%)
Gender-based Violence (GBV) including FGM	✓	0	50
Women and justice systems in Somaliland	✓	0	50
Women’s political participation and peace building	✓	0	50
Education	0	✓	50
HIV/AIDS & FGM	0	✓	50
Human Rights	0	✓	50
Food Security/livelihoods and Economic development	✓	✓	50
Environmental protection	0	✓	50
Total	2	-	100

*Source: Developed by the researcher from the field, 2017*

Local women NGOs surveyed are basically into different thematic areas—Gender-based Violence (GBV) including FGM, Women and justice systems in Somaliland, Women’s political participation and peace building, Education, HIV/AIDS & FGM, Human Rights, and Environmental protection programmes. It’s Food Security/livelihoods and Economic development that they were commonly involved. These programmes are aimed at poverty reduction in communities in the Somaliland. Therefore, for any country to be developed it’s based on the way employs gender mainstreaming.

(Dr. Bipasha Baruah, December 4, 2017 12.20am SAST); women’s NGOs played crucial roles in development projects, often mobilizing, organizing and building projects that otherwise would never have launched. In India, for example, women’s NGOs in the state of Gujarat mobilized local communities to participate in urban development projects. They helped form community-based organizations to represent local interests and implemented community development projects — such as health services, adult literacy and child care. The NGOs also educated stakeholders about the realities of life for the urban poor, and shared lessons learned in one urban area with NGOs in other cities in India.

### 3.3 Total number of staff employed in the organizations

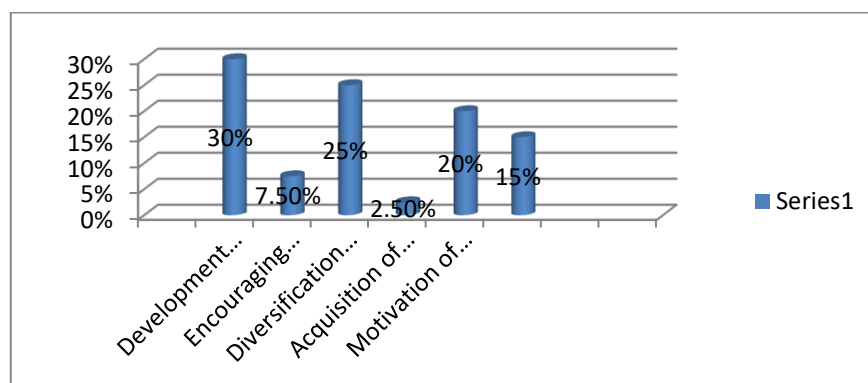


Source: Developed by the researcher from the field, 2017

**Fig 3.1: Percentage of staff employed in the organizations.**

From the findings there are 13 staff employed by the two local NGOs surveyed. They are made up of permanent staff (96.2%), volunteers (3.8%) and part-time (0%). This shows that most of employees are permanent hence taking a lot of NGOs' resources. Volunteer, a very important source of service for NGOs is dimly utilized. It is also true that part-time employees are not being made use of. This deprives organizations a vital human resource they need to be able to deliver adequately on their mandate.

### 3.4 Staff qualification



Source: Developed by the researcher from the field, 2017

**Fig 3.2: Percentage of staff qualifications in the organizations**

Staff qualifications give an indication of their capacity to manage programmes prudently. All the staffs of the sampled local NGOs have had some form of formal education. About 30.8 percent of the employees of the local NGOs sampled had Master's Degree while 42.3 percent had First Degree. Some of the employees (23.1%) were High School graduates, whilst 3.8 percent were primary School graduates. This shows that above 72% staff have degrees and master's degrees. That's these organizations have qualified personnel to run them well holding other factors constant. Table presents the details of the results. This shows that in terms of academic qualifications, these organizations have what it takes to perform well.

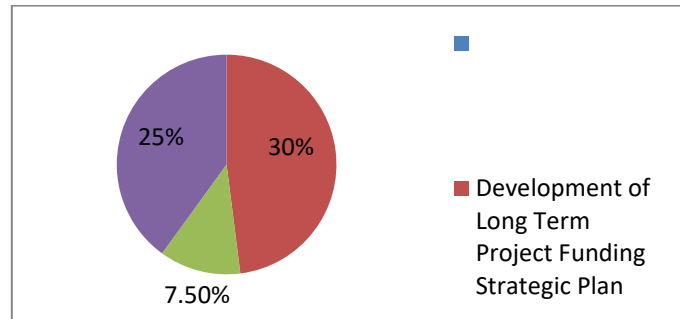
According to an article by (Barbara Bean-Mellinger; Updated June 30, 2018). Do employees have the proper skills for the jobs they do? Sometimes someone who was impressive in interviews is a letdown on the job. Perhaps they talk a good line but don't have the skills to follow through. Managers often chalk it up as a bad hire and believe there's nothing they can do about it, but many times, extra training can bring those employees up to the level you thought you were hiring.

### 3.5 Presence of Board of Directors

SOWRAG and BVO were found to have Board of Directors who serve for a two-year term in office. Seven members form the BOD of these organizations. The formation of board of directors is important to an NGO as they are responsible for many specific functions. The board's main function is to govern and oversee the operations of the local organizations. That is, the board is legally, financially, and morally responsible for the organization. Each individual member of a board

is significant and holds many responsibilities that help contribute to his/ her work on the board as a whole. One would expect that boards of local NGOs would function well to give direction to their organizations. This is because local NGOs are obliged by law to have board of directors as indicated in the company code.

### 3.6 Professional experience of respondents



Source: Developed by the researcher from the field, 2017

**Fig 3.3: Professional experience of respondents**

Professional experience of the respondents is very important to ensuring formidable staff that will implement organizational projects efficiently based on their experience in NGO work. The study sought information on the number of years worked for organization by the respondents.

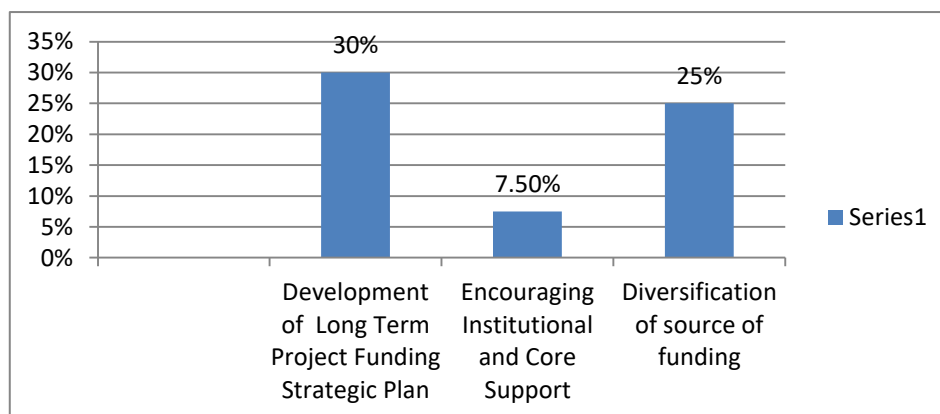
From the findings, 40% of the respondents have worked for less than ten years, 30% have worked for between ten to fifteen years and 30% have worked for between fifteen and 20 years for their organizations. This shows that most of the staff have been with their organizations for a long time. This shows they understand the vision, mission, and the long-term objectives of their organizations, hence they capable of steering them into the right direction.

According to an article ([Mariya, 10/05/2017](#)); Getting work experience is an important part of starting your career as a young adult. The earlier you start acquiring experience for your resume, the better. It sounds difficult and it will require work, but you can start even while you are still a student! Work experience is not just limited to time spent as an employee working at a company. You can get it with an internship, working with your family or freelancing. Practical application proves your competence employers want people with experience and give yourself the Chance for Personal development. All these contribute to overall performance of the organization.

### 3.7 Roles and how the boards are helping organizations to achieve their objectives.

The study sought from the respondents how the boards are helping organizations to achieve their objectives.

The study identified the functions of the Board of Directors in helping organizations to achieve their objectives as follows: Provide technical assistance (27.5%), Strategic and Review of programmes and plans development (35 percent), Give guidance and advice to the organization management (22.5%), and They lead in editing proposals and networking with donors (15 percent).



Source: Developed by the researcher from the field, 2017

**Fig 3.4: Roles and how the boards are helping organizations to achieve their objectives.**

The study identified the functions of the Board of Directors in helping organizations to achieve their objectives as follows: Provide technical assistance (27.5 percent), Strategic and Review of programmes and plans development (35 percent), Give guidance and advice to the organization management (22.5 percent), and They lead in editing proposals and networking with donors (15 percent). This shows that the Board of Directors are playing an important role in ensuring that the organizations stay on the right track.

### 3.8 Resources and Organisational Challenges

This section has covered and captured responses on methods used to mobilize resources for organizations' operations; Methods that support organizations to generate enough revenue for their operations; Difficulties encountered in using these methods; Improvement of the fundraising and resource mobilization methods; Organisational problems faced by organizations; Effects of the problems to the organizations' operations; How NGOs are managing organizational problems; Strengths NGOs have in contributing towards economic transformation of Somaliland; Major internal challenges organizations faces in performing their developmental activities; NGO environmental challenges local NGOs find themselves in when contributing to economic transformation of Somaliland; Promising opportunity for local NGOs operations in Somaliland; and Suggestions that can make local NGOs formidable in achieving their developmental goal.

Common findings emerge from research in India and Tanzania as documented (Dr. Bipasha Baruah, December 4, 2017 12.20am SAST). In both contexts, we found that women's NGOs had made vital contributions to the success of development projects, but they were easily marginalized and trivialized once those projects got off the ground. In India, after the success of the pilot projects, the other partners declared that they would "go it alone" and no longer involve the NGO partner in delivering basic urban services. A similar pattern emerged in Tanzania. Once the project was well-established, it started to expand to include community yogurt kitchens run by men, as well as kitchens in other parts of Tanzania, Rwanda and Kenya. The women's NGO was forced out.

### 3.9 Methods used to mobilize resources for organizations' operations

Table 3.3: Methods used to mobilize resources for organizations' operations

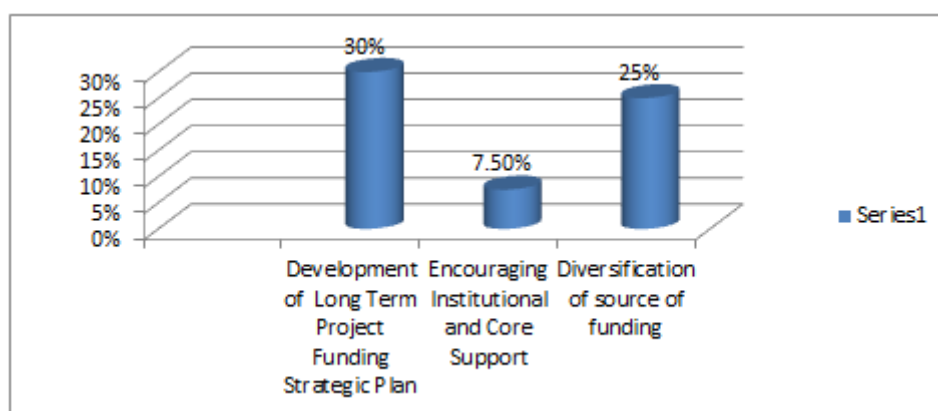
Methods	No of Respondents	%
Membership fee	3	7.5
Fundraising locally	2	5
Proposal writing to external donors	31	77.5
Advocacy to private sector	1	2.5
Advocacy to public/Government	3	7.5
Total	40	100

Source: Developed by the researcher from the field, 2017

The study sought information from the respondents as to the methods employed by their respective organizations mobilize resources for organizations' operations.

The findings show that organizations under study mobilize their funds through; Membership fee (7.5 percent), Fundraising locally (5 percent), Proposal writing to external donors (77.5 percent), Advocacy to private sector (2.5 percent), and Advocacy to public/Government (7.5 percent). This shows that existence of these NGOs is overdependence on the external donors-a very detrimental habit in a world where external funding is dwindling.

### 3.10 Methods that support organizations to generate enough revenue for their operations



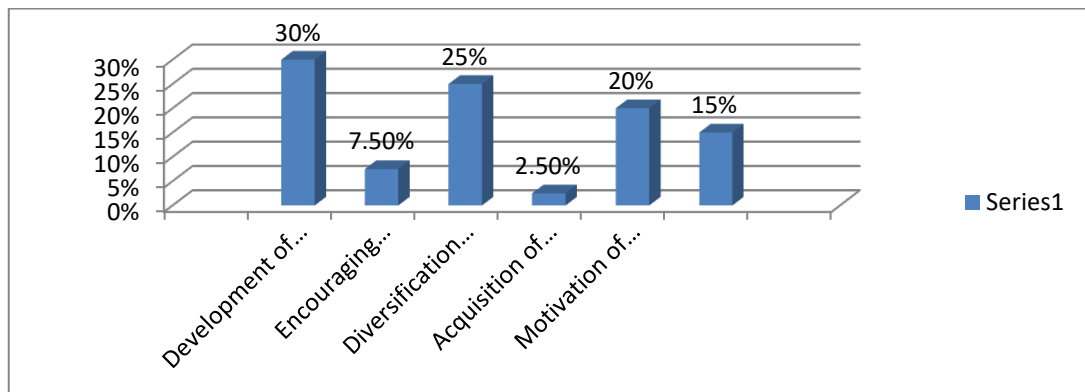
Source: Developed by the researcher from the field, 2017

Fig 3.5: Methods that support organizations to generate enough revenue for their operations

From the mentioned methods used to mobilize resources for organizations' operations respondents were asked which of them support organizations to generate enough revenue for their operations. Their responses were: Proposal writing to external donors (97.5 percent) and Advocacy to public/Government (2.5 percent).

From the findings; Proposal writing to external donors (97.5 percent) is the method that brings in enough revenue to the organizations that were studied. This shows overreliance on funding from external donors. This herald a dim future for these organizations since donors are undergoing funding fatigue as well as changing funding thematic areas.

### 3.11 Difficulties encountered in using these methods



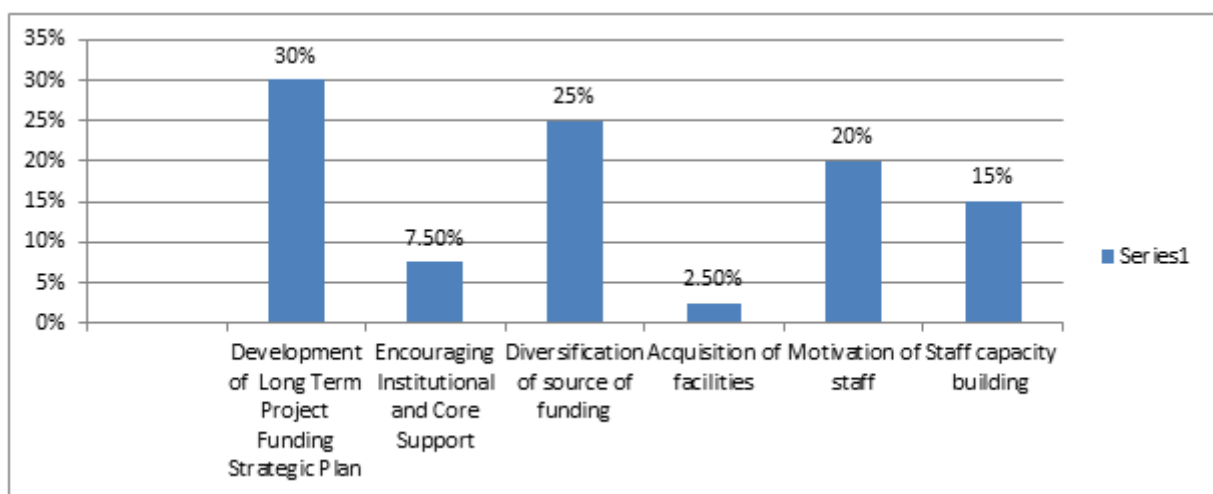
Source: Developed by the researcher from the field, 2017

Fig 3.6: Difficulties encountered in using these methods

The respondents were asked to indicate the difficulties encountered in using these methods in sourcing funds. From the findings, the respondents unanimously were in agreement that the difficulties to access funding by organizations include; Lack of qualified fundraising staff(12.5%), NGOs competition for Donor limited funds(22.5%), Donor preference to certain NGOs(15%), Raising counterpart fund(5%), High standards for NGOs to meet(5%), Cumbersome donor bureaucracy(7.5%), Changing donor funding thematic areas(25%), and Strings attached to donor funding(7.5%).

From the findings, the respondents unanimously were in agreement that the difficulties to access funding by organizations include; Lack of qualified fundraising staff, NGOs competition for Donor limited funds, Donor preference to certain NGOs, Raising counterpart fund, High standards for NGOs to meet, Cumbersome donor bureaucracy, Changing donor funding thematic areas, and Strings attached to donor funding, This shows that local NGOs are having a difficult time sourcing for funds to be able to implement developmental projects in Somaliland.

### 3.12 Improvement of the fundraising and resource mobilization methods



Source: Developed by the researcher from the field, 2017

Fig 3.7: Improvement of the fundraising and resource mobilization methods



Respondents were asked how the fundraising and resource mobilization methods can be improved. The following were their responses; Capacity building to the staff in fundraising (10 percent), Project funding to relate to expressed priorities (7.5 percent), Have in place promotional Strategic plan to earn funds and communicate NGO mission and goals clearly (5 percent), Initiate Public fundraising relations activities (7.5 percent), Diversification of resource mobilization strategies (55 percent), Increase and expand membership fees (7.5 percent), and Partnerships with private sector on social responsibility initiatives.

### 3.13 Organisational problems faced by organizations

Local NGOs are important to Somaliland community. They supplement government's services to the people. While contributing to Somaliland economic transformation, they are faced with a myriad of challenges. The study therefore, revealed that the following obstacles were conspicuous to both the surveyed organizations. Among them are but not limited to the following: 87.5% agreed and 12.5% disagreed that lack of Long Term Project Funding was a problem. 65% agreed and 35% disagreed that insufficient Institutional and Core Support was the problem. 95% agreed and 5% disagreed that Insufficient Funding was the problem. 20% agreed and 80% disagreed that Insufficient facilities was the problem. While 85% agreed and 15% disagreed that High Labour Turnover was the problem. 92.5% agreed and 7.5% disagreed that Low staff capacity was the problem facing the organizations.

**Table 3.4: Organizational problems faced by organizations**

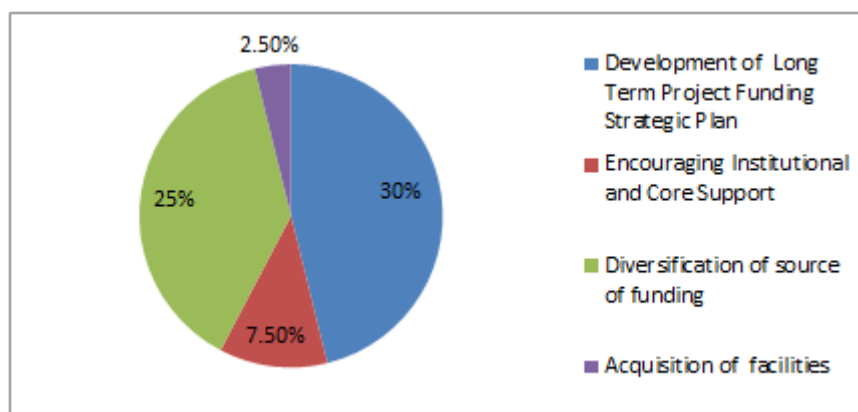
Organizational challenges	Agree		Don't Agree		Total	
	No	%	No	%	No	%
Lack of Long Term Project Funding	35	87.5	5	12.5	40	100
Insufficient Institutional and Core Support	26	65	14	35	40	100
Insufficient Funding	38	95	2	5	40	100
Insufficient facilities	8	20	32	80	40	100
High Labour Turnover	34	85	6	15	40	100
Low staff capacity	37	92.5	3	7.5	40	100

Source: Developed by the researcher from the field, 2017

From the findings 87.5% agreed and 12.5% disagreed that lack of Long Term Project Funding was a problem. 65% agreed and 35% disagreed that insufficient Institutional and Core Support was the problem. 95% agreed and 5% disagreed that Insufficient Funding was the problem. 20% agreed and 80% disagreed that Insufficient facilities was the problem. While 85% agreed and 15% disagreed that High Labour Turnover was the problem. 92.5% agreed and 7.5% disagreed that Low staff capacity was the problem facing the organizations.

Local NGOs are important to Somaliland community. They supplement government's services to the people. While contributing to Somaliland economic transformation, they are faced with a myriad of challenges. This shows that most of the respondents are in agreement that the above problems are faced by the NGOs with an exception of lack of facilities as a problem.

### 3.14 Effects of the problems to the organizations' operations



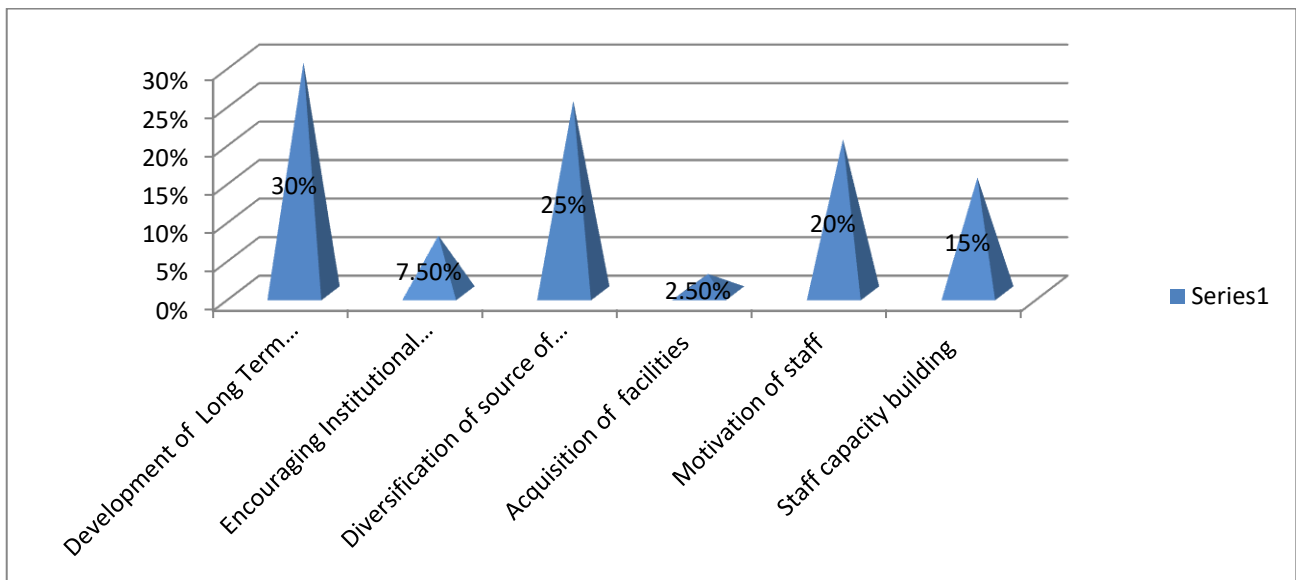
Source: Developed by the researcher from the field, 2017

**Fig 3.8: Effects of the problems to the organizations' operations**

Respondents were asked about the effects of the problems encountered to the organizations' operations. The following were their responses. Organizations inability to develop good proposals for funding (22.5%), Difficulty in obtaining funding for projects (25%), Retard growth of the organizations(27.5%),and Inability to sustain staff(25%).

The study showed that effects of the problems to the organizations' operations are as follows; Organizations inability to develop good proposals for funding, difficulty in obtaining funding for projects , retard growth of the organizations , and Inability to sustain staff. These effects cripples the work of NGOs in Somaliland.

### 3.15 How NGOs are managing organizational problems



Source: Developed by the researcher from the field, 2017

**Fig 3.9: How NGOs are managing organizational problems**

The study sought to find out how NGOs are managing organizational problems they face. The respondents gave the following responses; Development of Long Term Project Funding Strategic Plan(30%), Encouraging Institutional and Core Support(7.5%), Diversification of source of funding(25%), Acquisition of facilities(2.5%), Motivation of staff(20%),and Staff capacity building(15%).

The study indicates that NGOs are managing organizational problems by; development of Long Term Project Funding Strategic Plan, encouraging Institutional and Core Support(7.5%), Diversification of source of funding, Acquisition of facilities, Motivation of staff, and Staff capacity building. This shows that, inspite of the challenges NGOs are facing they are managing these difficulties.

### 3.16 Strengths NGOs have in contributing towards economic transformation of Somaliland

**Table 3.5: NGOs strengths**

Response	No of Respondents	%
Organizational internal systems, policies and plans (strategic plan) are in place with well-established office, and also has information sharing system	3	7.5
There is an effective Board of Directors with clearly defined roles and responsibilities, and there is good collaboration and teamwork between the management team and Board of Directors	10	25
Organization's vision, mission, and goals are well expressed and understood by all relevant stakeholders, and Have human resources	12	30
Good working relationship with local community, Have diverse donors, and have good relationship with all its stakeholders (local & Int'l)	15	37.5
Total	40	100

Source: Developed by the researcher from the field, 2017

Despite the fact that local NGOs are facing challenges, they have some strength that have kept them this far in working to meet the needs of the disadvantaged people and communities in Somaliland.

Respondents were asked to state their organizations' Strengths in contributing towards economic transformation of Somaliland. Organizational internal systems, policies and plans (strategic plan) are in place with well-established office, and also has information sharing system(7.5%), There is an effective Board of Directors with clearly defined roles and responsibilities, and there is good collaboration and teamwork between the management team and Board of Directors(25%), Organization's vision, mission, and goals are well expressed and understood by all relevant stakeholders, and Have human resources(30%),and Good working relationship with local community, Have diverse donors, and have good relationship with all its stakeholders (local & Int'l) (37.5%).

From the findings, respondents are in agreement that the following are the strengths their organizations have in contributing towards economic transformation of Somaliland; Organizational internal systems, policies and plans (strategic plan) are in place with well-established office, and also has information sharing system, there is an effective Board of Directors with clearly defined roles and responsibilities, and there is good collaboration and teamwork between the management team and Board of Directors, organization's vision, mission, and goals are well expressed and understood by all relevant stakeholders, and have human resources, and Good working relationship with local community, Have diverse donors, and have good relationship with all its stakeholders (local & International). This shows that the organizations' survival is based on these strengths.

### 3.17 Major internal challenges organizations faces in performing their developmental activities

**Table 3.6: NGOs internal challenges**

Response	No of Respondents	%
Limited financial resources to maintain and sustain operations, and Irregular BOD meetings	28	70
The staff and board members have inadequate knowledge and skills on fundraising, report writing, documentation, M&E, research, project and program/ organizational management	8	20
Staff payment is based on projects and there Lack of capacity to generate income hence donor dependency	4	10
Total	40	

*Source: Developed by the researcher from the field, 2017*

It is true that NGOs in developing countries have internal challenges that militate against their efforts to alleviate poverty in the communities. Therefore, respondents were asked of major internal challenges their organizations face in implementing their developmental activities. Their responses were as follows; Limited financial resources to maintain and sustain operations, and Irregular BOD meetings (70%), The staff and board members have inadequate knowledge and skills on fundraising, report writing, documentation, M&E, research, project and program/ organizational management (20%), and Staff payment is based on projects and there Lack of capacity to generate income hence donor dependency (10%).

From the findings, there are three internal challenges faced by organizations under study. They are; Limited financial resources to maintain and sustain operations, and Irregular BOD meetings, the staff and board members have inadequate knowledge and skills on fundraising, report writing, documentation, M&E, research, project and program/ organizational management, and Staff payment is based on projects and there Lack of capacity to generate income hence donor dependency. This shows that internal challenges militate against the efficiency of these NGOs in performing their developmental activities.

### 3.18 NGO environmental challenges local NGOs find themselves in when contributing to economic transformation of Somaliland

**Table 3.7: Social-political and economic challenges to NGOs**

Response	No of Respondents	%
Somaliland is not recognized by international community and thus cannot get access to bilateral relations and High competition among LNGOs for available donor funds.	10	25
International NGOs occupies and play the role of the LNGOs, and Donor fatigue	8	20
Donors only willing to work with old partners, and incomplete code of conduct for CSOs	6	15
Donor driven projects and High expectation by beneficiaries	16	40
Total	40	100

Source: Developed by the researcher from the field, 2017

Apart from internal challenges NGOs face-they find themselves in socio-political and economic policy environment that impact negatively to their performance. The study sought to find from the respondents NGO environmental challenges local NGOs find themselves in when contributing to economic transformation of Somaliland. Respondents gave the following responses; Somaliland is not recognized by international community and thus cannot get access to bilateral relations and High competition among LNGOs for available donor funds (25%), International NGOs occupies and play the role of the LNGOs, and Donor fatigue (20%), Donors only willing to work with old partners, and incomplete code of conduct for CSOs (15%), and Donor driven projects and High expectation by beneficiaries (40%).

From the findings, NGOs are facing the following challenges: Somaliland is not recognized by international community and thus cannot get access to bilateral relations and High competition among LNGOs for available donor funds, International NGOs occupies and play the role of the LNGOs, and Donor fatigue, Donors only willing to work with old partners, and incomplete code of conduct for CSOs, and Donor driven projects and High expectation by beneficiaries. This shows NGOs lack independency in making crucial decisions because of the enabling environment they find themselves in.

### 3.19 Promising opportunity for local NGOs operations in Somaliland

**Table 3.8: Future hope for Somaliland local NGOs**

Response	No of Respondents	%
Existence of INGOs, NGOs, UN agencies and donors who are involved in our core areas of operations in Somaliland, and our organization has different network alliances	30	75
Existence of peace and functional government in the country	8	20
Needs for local community (our services) exists	2	5
Total	40	100

Source: Developed by the researcher from the field, 2017

The study asked the respondents about promising opportunity for local NGOs operations in Somaliland. The following was deduced from the respondents; Existence of INGOs, NGOs, UN agencies and donors who are involved in our core areas of operations in Somaliland, and our organization has different network alliances(75%), Existence of peace and functional government in the country(20%),and needs for local community (our services) exists(5%)

From the findings, respondents are in agreement that because of existence of INGOs, NGOs, UN agencies and donors who are involved in core areas of operations in Somaliland, and organization has different network alliances, existence of peace and functional government in the country, and needs for local community (our services) exist, there is still opportunity for NGOs in Somaliland.

**3.20 Measures to tackle organizational and external NGO environmental challenges****Table 3.9: Organizational Internal measures**

Measure	No of Respondents	%
Diversify sources of financial resources to maintain and sustain operations,	23	57.5
Advise the boards to hold regular BOD meetings	2	5
The staff and board members to have adequate knowledge and skills on fundraising, report writing, documentation, M&E, research, project and program/ organizational management through capacity building	8	20
Staff payment should not be based on projects but on a sustained organizational income	4	10
The capacity to generate income through diversified revenue sources, hence reduction in donor dependency	3	7.5
Total	40	100

Source: Developed by the researcher from the field, 2017

Respondents were asked of the measures that can be put in place to contain organizational and external NGO environmental challenges their organizations face. Their responses were as follow; diversify sources of financial resources(local fundraising, private sector, public commitment etc0 to maintain and sustain operations (57.5%), and advise the boards to hold regular BOD meetings (5%), the staff and board members to have adequate knowledge and skills on fundraising, report writing, documentation, M&E, research, project and program/ organizational management through capacity building (20%), and Staff payment should not be based on projects but on a sustained organizational income (10%) and the capacity to generate income through diversified revenue sources, hence reduction in donor dependency (7.5%).

From the findings, measures to tackle organizational challenges are as follows; diversify sources of financial resources to maintain and sustain operations, and advise the boards to hold regular BOD meetings, the staff and board members to have adequate knowledge and skills on fundraising, report writing, documentation, M&E, research, project and program/ organizational management through capacity building, and Staff payment should not be based on projects but on a sustained organizational income, and the capacity to generate income through diversified revenue sources, hence reduction in donor dependency.

**3.21 NGO Environmental measures****Table 3.10: NGO Environmental measures**

Measures	No of respondents	%
Advocacy to Somaliland official to advocate and lobby for recognition of the country by international community and thus be able to get access to bilateral relations	3	7.5
Encourage local fundraising among LNGOs to reduce the competition for external donor funds	16	40
International NGOs to stop forth with from occupying and playing the role of the LNGOs	8	20
Donors to work with all partners	10	25
The government to complete code of conduct for CSOs	1	2.5
Reduction of donor driven projects and high expectation by beneficiaries.	2	5
Total	40	100

Source: Developed by the researcher from the field 2017

From the findings, environmental measures are as follows; Advocacy to Somaliland official to advocate and lobby for recognition of the country by international community and thus be able to get access to bilateral relations, and encourage local fundraising among LNGOs to reduce the competition for external donor funds, International NGOs to stop forth with from occupying and playing the role of the LNGOs, and, Donors to work with all partners, and the government to complete code of conduct for CSOs, and reduction of donor driven projects and high expectation by beneficiaries.

#### 4. CONCLUSION

The study concludes that though there are various hurdles for local NGOs in contributing to economic transformation of Somaliland. The followings are very key; lack of reliable and long-term funding for the projects, internal organizational limitations and stringent NGO external environment. Also, the study shows that NGOs are doing recommendable work in changing the lives of marginalized and disadvantaged people in Somaliland.

Local NGOs should put in place mechanisms and strategies that guarantees them reliable sources of funds, revitalization of internal systems and structures, and also to advocate for an enabling policy environment in which they work in. They include; diversify sources of financial resources to maintain and sustain operations, and advocate for International NGOs to stop forth with from occupying and playing the role of the LNGOs, and, Donors to work with all partners, and the government to complete code of conduct for CSOs, and reduction of donor driven projects.

Local women NGOs are doing tremendous job when it comes to economic development in Somaliland. There work and efforts need to be recognized.

#### 5. RECOMMENDATIONS

In the world where there is stiff competition for donor funds, NGOs need to build the capacity of their staff in formidable proposal writing, but over and above all to diversify in funds sources especially making use of local fundraising to be able maintain and sustain operations. This will reduce Staff payment based on projects hence reducing donor dependency. Also organizational efficiency is necessary to step up performance.

NGOs ought to align their thematic areas to the government's strategic goals so as to avoid unnecessary conflict. International NGOs operating in Somaliland by policy-government should clear state the boundary as to how far each mandate is defined.

With changing human resource expectations, organizations should ensure consistency between their organizations strategic objectives. This will guarantee accomplishment of the organizations' project activities.

This paper has identified some areas that require further research to include; efficient local NGOs use donor funds on the projects envisaged, what effect donors are likely to bring to local NGOs in Somaliland as well as policy environment affecting local women NGOs in their quest to implement development projects.

It is incumbent upon local women NGOs to make their contributions to economic development more visible to the different partners and to the development community at large.

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