



Universiteit Utrecht

**'Collaboration between the Somali Organizations based in the Netherlands and
Development Organizations based in Kenya with focus on Somalia'**

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Abstract

From February to August 2011 a thesis project was conducted with the aim to explore the relationship between Somali Diaspora Organizations (SDOs) in the Netherlands and Non Government Organizations (NGOs) in Kenya with focus on Somalia, and also to give recommendations on the collaboration opportunities. Somali Diasporas and NGOs in Kenya target the same people, regions and provide more or less the same needs to the same people in Somalia. However, there has not been any collaboration initiative between these organizations. This lack of collaboration results into low level of capacities, weak organizations offering poor services, and low social capital between organizations. In addition, this lack of collaboration leads to high competition of funds and personnel.

HIRDA, a Netherlands based Somali Diaspora Organization, facilitated this research's activities in the Netherlands and Kenya as well. In the process of the research, different approaches and techniques were applied in selection of the research population, data collection and analysis. In research population selection, two methodologies purposive and snow ball sampling methods were used. As for the data collection literature review, structured and semi- structured interviews were practical in order to collect primary and secondary data.

The results reveal that there is nearly no relationship between SDOs in the Netherlands and NGOs in Kenya. Only one Somali Diaspora is in relationship with one local NGO in Kenya. However, SDOs in the Netherlands are involved in an ad hoc relationship between themselves which is the case among NGOs in Kenya as well. The results also show that these organizations are also engaged in different networks. Through relationships and networks, organizations share information, ideas, organize events, and implements projects together. Relationship and networks play an important role as organizations get the opportunities to expand their social and profession networks, learn from each other, and increase their level of performance. However, these relationships and networks encounter challenges like lack of time, lack of financial means, lack of trust among the members, lack of understanding.

Concerning the collaboration opportunities, the majority of the interviewed SDOs in the Netherlands and NGOs in Kenya accept to collaborate and invest their time, expertise and financial to support this collaboration. Out of 36 interviewed organizations (in the Netherlands and Kenya), 28 (78%) are willing to collaborate. They see the collaboration between them as an opportunity to join their efforts, human, social, financial capitals which are needed to provide different needs in Somalia. They also view that their collaborating will enhance the level of cooperation, improve their skills and expertise, and build their capacities. The interviewed NGOs that are reluctant to collaborate, they say that they are not ready to face challenges that the collaboration between the SDOs and NGOs in Kenya might face. Challenges include the existing lack of trust between the Diasporas and International NGOs, lack of capacity and structure in Diasporas projects, and clan affiliation in Diaspora Organizations.

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List of abbreviations

AFFORD: African Foundation for Development

CAP: Consolidated Appeal Process

DFD: Diaspora Forum for Development

FGM: Female Genital Mutilation

FSAN: Federation of Somali Associations Netherlands

HIRDA: Himilo International Relief, Rehabilitation and Development Association

IAS: Immigration Advisory Service

IASC: Inter-Agency Standing Committee

ICU: Islamic Courts Union

INGOs: International Non Government Organizations

IOM: International Organization for Migration

LNGOs: Local Non Government Organizations

NCDO: National Committee for International Cooperation and Sustainable Development

NGOs: Non- Government Organizations

OCHA: United Nation Office for Coordination of the Humanitarian Affairs

QUESTS-MIDA: Qualified Expatriate Somali Technical Support Migration for Development

SDOs: Somali Diaspora Organizations

SomNGO: Somali Non Government Organizations

SSS: Somali Support Secretariat

TFG: Temporary Federal Government

UKBA: UK Border Agency

UN: United Nations

UNDP: United Nations Development Programme

UNOPS: United Nations Office for Project Services

PART 1. INTRODUCTION

The breakup of the 1988 Somalia civil war and the collapse of its state in 1991 provoked the conflict that took the lives of many, left a mass of homeless population, and led others into exile. According to Moret et al. (2006) hundreds of thousands of Somalis crossed the border to seek for refuge in the neighboring countries including Kenya, Ethiopia, and Yemen. Eventually, some of these Somalis proceeded to the western countries such as USA, UK, the Netherlands, Italy, and Scandinavian countries. Considering the despairing circumstances they left in Somalia, the Somalis in the exile initiated Diaspora Organizations with the main aim to assist their families and rebuild their homeland (Klansoe et al. 2009).

Sheikh & Healy, (2009); Hammond et al. (2010) comment that, to an extent, the Somali Diaspora Organizations have brought significant development impact in their origin country. They contributed to the construction and rehabilitation of public institutions such as schools, and hospitals, supporting groups of people to start investments in small scale business, installing water bow holes etc. Adding up, some organizations offer humanitarian assistance in hard conditions resulted from flood, droughts, and conflicts. All the same, not only the Somalis Diaspora that became engaged in supporting and rebuilding Somalia, many Local and International NGOs based in Somalia and Kenya have been a source of the same support.

For almost the last two decades, these supportive parties, explicitly Diaspora Organizations, Local and International NGOs, have been targeting the same people, regions and providing the more or less the same needs. Nevertheless, there has never been any collaboration, despite its significance, between these parties. Lister (2000), suggest that the collaboration between the NGOs boost their capacities, promote the higher levels of social capital among them, increase of trust and accountability. Moreover, it bridges the gap between these NGOs, and enables the joint of resources in order to successively and efficiently accomplish their missions (Johnson and Wilson, 2006). Consequently, due lack or low level of capacities, there are weak organizations offering poor services, uncoordinated and unstructured support, whereas the low of social capitals lead to high competition of funds and personnel, etc. To respond to these problems, the Somali Diaspora Organizations in the Netherlands have taken the initiative to

explore the collaboration opportunities between them and the NGOs based in Kenya with focus on Somalia. In this regard, a research has been conducted with aim to give recommendations to the Netherlands based Somali organizations on the collaboration opportunities with NGOs in Kenya. The focus is on NGOs in Kenya because Kenya hosts the majority of the organizations, particularly International NGOs, operating in Somalia. To come up with the recommendations, a number of objectives to guide the process of this research have been formulated.

Main research objective:

To gain insight into the existing relationships between the Somali organizations based in the Netherlands and development organizations based in Kenya but with focus on Somalia and to identify the opportunities for collaboration development.

Sub research objectives

- 1. To identify the development organizations based in Kenya-Kenya but with operational focus on Somalia.*
- 2. To explore the links between the Netherlands based Somali Diaspora organizations and Kenya based development organizations*
- 3. To give recommendations to the Netherlands based Somali organizations on the feasible collaborations with the development organizations in Kenya.*

Structure of the report

This report consists of seven parts and each part is subdivided into several sections. The first part introduces the report, states the aim and objectives of the research.

Part two elicits different sections of theoretical framework. Here, theories behind the Diaspora organizations, their characteristics are discussed. Diaspora organizations and their involvement in development are explained and the attention is put on the role in social, economy, politics and technology fields. Further, this part looks into the involvement of the Diaspora organizations in conflicts. The part winds up with elucidating concepts behind development organizations and collaboration whereby aims, benefits, aspects and challenges of collaboration between Non government Organizations are explained.

Part three explores the conceptual framework and the methodology applied in the entire process of the research. Here, the focus goes to the main and sub research questions that guided the empirical process and the conceptual framework illustrate the relationship of various concepts applied. In addition, the part tells more on the host organization, and its relationship to this research. It also draws out the phases that were undertaken while explaining the methodologies utilized. This part concludes with the risks and limitations of the research.

Part four delves into the contextual information on Somalia, Somali Diaspora organizations and Development organizations in Kenya. In this line, the Somali political and social situation is briefly described. Different phases of the Somali conflict and its impact on human beings, livelihoods and infrastructure are argued. This leads to the discussion of emigration of thousands of Somalis to the neighboring and far away countries. In addition, facts and figures of Somali migrants, their organizations in their receiving countries particularly the Netherlands are shown. Other points of discussion incorporate the role of the Somali Diaspora in development as well as conflict in their homeland. Again special emphasis is put on the Somali Diaspora in the Netherlands. Finishing, this part provides the nature, characteristics of the development organizations in Kenya, and bring to light their involvement in Somalia

This leads to Part five which is the first part of the results. It addresses the characteristics of the Somali Diaspora organizations (SDOs) in the Netherlands. The discussion concerns the profile of the research population in the Netherlands and the highlighted points include the founding period, intervention and focusing area, administration and financing. A further section deals with the state of relationship and forms of networks between the Somali organizations in the Netherlands. In this regard factors determining the success and failure of this relationship and networks are enlightened.

Part six concentrates on the characteristics of the development organizations in Kenya. Similarly to the previous part, it also presents the profile of the research population in Kenya with emphasis on founding period, intervention fields, and regional focus. It also addresses the factors that govern the success and failure of the relationship between these organizations. Further an interest is on the main networks of the organizations while highlighting the benefits and challenges of these networks.

Part seven looks into collaboration between the Somali Diaspora Organizations in the Netherlands and development organizations in Kenya. The points of discussion in this part embrace the relationship between the Somali organizations in the Netherlands and development organizations in Kenya. It also examines the potential benefits and challenges of the collaboration and emphasizes on the opinions of the interviewees' towards this collaboration.

Part eight deals with the conclusion and it concentrates on summarizing the answers of the research questions by linking them to the theoretical and practical frame addressed in the whole research process. It also gives a detailed list of recommendations.

PART 2. THEORETICAL CONTEXT

This part consists of four sections. The first section explains Diaspora organizations. This information leads to the second section which looks into the Involvement of the Diaspora organizations in the development field. It is argued that the involvement of the Diaspora organizations is not always positive. In some cases, these organizations play a negative role like supporting conflicts. Such support, how it is channelled and why are discussed in section three. Section four looks into the benefits and challenges of collaboration between Non government Organizations.

2.1. Diasporas Organizations

Diaspora organizations are referred to as private groups, public-interest groups, grass-root movements, intermediary organizations, profit oriented or /and non-profits associations formed by the migrants (Moya, 2005). The aim of Diaspora organizations is to create opportunities of frequent interaction among the members, conduct cultural activities as a way of preserving their ethnic identity, and also to jointly explore means of contributing to development of their homeland (IOM, 2004). Though the goals of these Diaspora organizations might be identical, these organizations often have different agendas. Mohamoud (2005) argues that these organizations are formed by members originating from the same locality, people with ethnic affinity, and belief. Hence these organizations include religious organizations, charitable organizations, development NGOs, investment groups, and affiliates of political parties, humanitarian relief organizations, schools and clubs for the preservation of culture, virtual networks, and federations of associations (Spear, 2006). Diaspora organizations present different characteristics in terms of formalization, legal status, size, financial status, and mission and vision.

2.2. Diaspora and their involvement in development of their origin countries

The role of Diaspora organizations has been recognized especially in development fields. Development in this report refers to contribution that is aimed at stabilizing and building the long-term resilience of the population. It comprises support aimed at developing systems

(health care, education, public works, business etc.) and rebuilding livelihoods to be more resilient in the long term. Whether in social, economy, political, technology and other fields, it is documented that the Diaspora is an important channel for development, and contributes to a significant change in their communities of origin (Horst et al. 2010). This contribution has been carried out on an individual level or organizational level. On the individual level, the Diaspora members have sent remittances to their family members and friends, which were used as means of subsistence, additional income to their livelihoods, and also as job creation. As for the organizational level, in collaboration with their mirror local organizations, Diaspora organizations, have implemented different projects pertaining to bring change in their communities, and improve the living conditions of people in those communities (IOM, 2004).

In social terms, Weiss, (2009 p. 28) asserts that Diaspora organizations are agents of change who are proud to offer their contribution to a homeland that is deprived of the most basic services. Indeed, different Diaspora organizations from various countries take responsibility to assist their communities by providing social basic needs. Diasporas raise funds and use them to build hospitals, vocational centers, and bridges to link remote villages to services. They provide clean running water and electricity, and support income generating activities (AFFORD, 2003). To give few examples, the UK- based organization, Sierra Leone War Trust for Children, contributes to development by building schools and health centers for the remote communities (SLWT, 2008). Another example consists of the Ghanean organizations also based in UK, which fund and provide building materials for Health Centre in Ghana (Newland, 2004)

In economical terms, members of Diaspora invest and create employment opportunities in their countries of origin. They also establish new ventures in home countries, set up manufacturing units to produce goods for local consumption and export. Moreover, they establish and operate service facilities such as restaurants, hotels, internet cafes and retail stores (Mohan, 2004 p.869). An example is the Ethiopian Diaspora based in Washington DC which invests in rental building development, food processing, leasing construction machinery, agricultural production, hotels, schools, health services, and information technology (Chacko & Price, 2009). In promoting home land economy, Diaspora organizations attract and facilitate investments.

This is exemplified by the exhibition fair organized by the Ghanaian Diaspora organizations in the Netherlands. This “GhanaExpo” is to promote opportunities for Africans in Diaspora to connect with businesses, goods and services in Africa. It is reported that different fields including agriculture, raw materials, handicrafts and other retail good, automotive, electronics and travel and tourism are represented (Newland, 2004). Certainly, such exhibitions have a significant impact in the development as they attract and direct foreign investors to the migrants sending countries.

In political terms, Diaspora organizations support different groups in their origin countries to exert political influence. Together, they push governments to change or amend constitutions to the standards that favor citizens. They intervene in good governance, implementation of law, human rights, and democratization. Other activities include institutional support, material support that aimed for capacity-building (Newland, 2004, P 35). An example is the Eritrean Diaspora organization “G13” based in German which supported the home based groups to put pressure on the government to release political prisoners and demands for multiparty election, which eventually was organized (Spear, 2006).

The Diaspora organizations play role in peace building as well. Peace is very essential within the development process. Most times, the activities of Diaspora organisations are hindered by political instability in their home countries to promote development (Hilde, 2004). It is in this regard that some Diasporas focus on peace building interventions to make their home climate conducive to development. Diasporas organizations contribute to peace building by organizing a series of conferences designed to be open forums for the exchange of ideas on how to find solution to conflicts. Examples include the Ugandan Acholi Diaspora based in the UK-London which brings the Ugandans from the government side and the Lords Resistance Army (the rebel group) and other people with a stake in the conflict to discuss how to end the war and start a process of peace building in the country.

The role in development is also observed in technology and communication field. Some of the Diaspora organizations design websites start radio and television stations as means by which they facilitate the Diaspora to make contributions to the development of their homelands. Such

means are used to portray the needs of the people and encourage skilled, educated migrants to assist in development of their homeland. For instance the websites provide information and connect the Diaspora organizations with donor agencies, private investors. The websites also promote “brain gain” programs for expatriates to return permanently or temporary to their home countries. The radios stations are also common among the Diaspora to inform the Diaspora on the situation in their countries of origin and encourage them to help. These radios operate through the radio’s frequencies in their receiving countries or are relayed on the Internet (Gueron, & Spevacek, 2008)

2.3. Diasporas and their involvement in conflicts of their countries of origin

Though, Diaspora organizations play an important role in building their countries, they can also play in destroying them. This section talks more about the involvement that the Diaspora organizations play in supporting conflicts in their countries of origin.

Conflict is defined as a social situation involving perceived incompatibilities in goals or values between two or more parties which attempt to control each other, and express antagonistic feelings toward each other (Hagmann, 2005). Okumu & Ikelegbe (2010 p.75) add that conflict arises when certain groups claim to fight for a specific population defined by markers like region, ethnicity or religion. The groups fighting accuse the government of excluding certain social groups politically, culturally and economically, or they claim a share of revenue resources for the groups they represent.

Diaspora Organizations support conflicts that destroy livelihoods, and cause massive destruction, and negative business climate (Newland, 2004). This engagement in conflict can take two forms. Diasporas contribute by supporting the government of their origin country when the conflict is between their country and neighboring state or their government is fighting some small groups that are seen as extremist by most or all of Diaspora. This has been the case in the Ethio-Somali conflict, where refugees often stood by their state of origin even when hating the regime in that state. The other form is when Diaspora organizations support armed groups fighting against their government (Dahre, 2007 p.45).

Diaspora organizations can support conflicts by forming armed groups and recruit partisans from different places including the Diaspora communities. These recruits maintain or augment combat power within armed forces, replace battle losses, increase the size of military forces. An example of this kind is in the Albanian conflict whereby the Kosovo Liberation Army (KLA) in 1998 and 1999 gained hundreds of recruits from the worldwide Albanian Diaspora (Staniland, 2010 p.25). Diaspora organizations also get involved by mobilizing resources such as money, weaponry, communication tools and sending them to conflict regions (Dahre, 2007 p.45). This has been the case in the Irish Republican Army (IRA) and Liberation Tigers of Tamil Elam (LTTE) who used the Diasporas for raising funds and procuring materiel (Staniland, 2010 p.25). Contribution is also in terms of planning and advisory to armed groups. This was the case in Uganda where some Ugandans in the Diaspora advised the Uganda People's Democratic Army (UPDA) not to agree to the terms of the settlement with the government (Okumu & Ikelegbe 2010 p.75). Moreover, Diaspora support by creating communication channels that feed information to armed groups and their supporters. The other examples where Diaspora contributed to the conflict in their countries of origin include the support to the Mujahideen insurgents in Afghanistan, the Tutsi Rwandan Patriotic Front in Rwanda, the armed wing of South Africa's African National Congress, and the Pathet Lao in Laos (Staniland, 2010).

2.4. Development Organizations and Collaboration

This section seeks to clarify benefits, aspects and challenges of collaboration between Non Government Organizations (NGOs). This clarification and understanding will help to analyze the empirical data and diagnose possibilities of collaboration between the Somali Diaspora in the Netherlands and NGOs in Kenya.

2.4.1. Benefits of collaboration

Kapucu (2003) defines collaboration as any intentionally relationship between two or more NGOs from multiple public or private fields which join resources to pursue a joint approach in order to accomplish their missions. Collaboration can bring a number of benefits between the parties that agree to adopt it. Firstly, collaboration brings together Diaspora organizations from

different fields. This helps to recognize existing organizations and their initiatives, and it develops relationship between them. It also facilitates cooperation and networking between these NGOs and private actors, public enterprises and other development stakeholders (IOM, 2004). Secondly, collaboration enhances the capacity building of collaborative parties through different programs. The later boost the capacities of the parties in collaboration and promote them to higher levels of performance in their activities, social capital, problem solving, and to become resilient in the challenges that might be encountered (Lister, 2000). Thirdly, collaboration between NGOs enables the increase of trust and accountability and bridge the gap between them (Omelaniuk, 2010). Therefore, collaboration between two or more parties that agree to work together creates conducive working atmosphere, enhances a mutual learning, and sharing of ideas, division of labor, and finding win-win solutions to the encountered problems.

2.4.2. Aspects of Collaboration

Aspects of an effective collaboration between the Diaspora organizations among themselves or with other development bodies can be numerous. To name some, Johnson and Wilson (2006) highlight trust, mutual accountability, and interdependence as the core features that lead to a successful collaboration

Mutual trust and accountability

Ashman(2000) notes that mutual trust and accountability are important dimensions in collaboration. If the two NGOs get involved in negotiation, and agree on different policies that govern their joint activities, both parties should be accountable to honor the made agreements. Lewis (1998) insists that successful collaborations are those built through mutual trust whereby the collaborative parties engage themselves fully in the completion of their set common goals.

Interdependence and commitment

Collaboration should be a two-way and collaborative planning for projects and the NGOs should respect managerial autonomy and performance of their partners. NGOs are considered as actors in collaboration and demanded to recognize the importance of responsiveness in

collaboration relationships with their partners. Both NGOs should perform complementary roles, jointly take decisions and monitor their development projects and programs (Lister, 2000).

Power relations

Power relationship is also considered to be an important element that can determine the success or failure of the collaboration. Therefore, the NGOs have to define the role and boundaries in their activities and clarify the kind of power each party has, particularly, in decision making. In this regard, Lister (2000) argues that power difference can be challenging, mostly in cases of collaboration between the Northern and southern NGOs. As it illustrated in the figure below, Lister comments that, the Northern and southern NGOs are hardly to attain the mutuality necessary for effective collaborations because of the larger structural inequality between the relatively wealthy North and poorer South (Lister 2000).

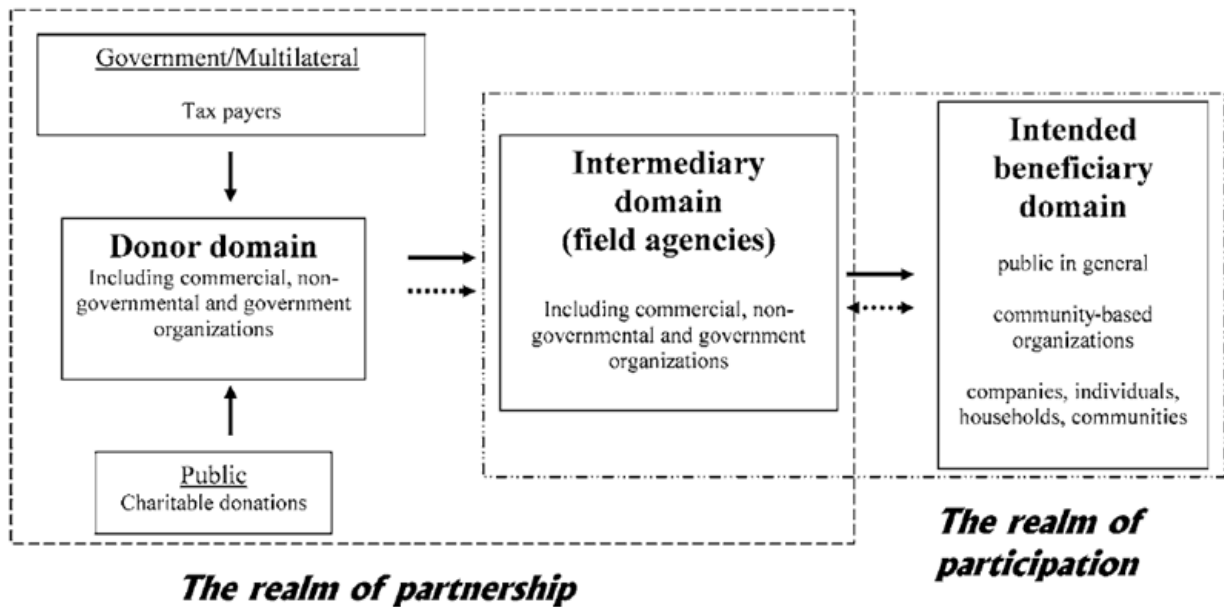


Figure 2.1. Simplified version of aid chain **Source:** (Lister, 2000).

In the figure 2.1, bold arrows are flow of financial resources; dashed arrows: flow of technical information, advice and expertise. Most of the Northern development NGOs or financing agencies are referred to as donors, and field NGOs take the role of intermediary and they

implement their interventions in the beneficiary domain or the communities. Looking the relationship between the Northern NGOs (donors) and Southern (field NGOs), it is clearly seen to be a one way relationship. This asymmetry of power implies a one way flow of money, skills and expertise from North to South and the Southern NGOs have nothing to offer but executing the orders from their partners.

2.4.3. Challenges of collaborations

Sometimes collaboration initiative between NGOs face challenges. The challenges mostly occur in situations where collaborative parties differ much in mission and vision. In such a case, they strongly identify themselves based on membership identity such as on ethnicity, gender, regions. Consequently in their activities, they become stagnant rather than progressive (Lewis, 1998). The other challenge is power inequality due to the status of the parties in collaboration. The status, I mean the difference in size, location, financial capacity of the NGOs in question. Power inequality is presented to be an issue especially in the collaboration between the Northern and Southern NGOs. Ashman (2000) comments on power unevenness between these NGOs as the northern NGOs are viewed to be financially sound, and capacities equipped and have other advantages that southern NGOs do not have. Due to this power inequality many NGOs reflect a sense of inequality and a lack of mutual influence in important aspects of collaborations. This lack of influence does not only function as a barrier to managerial autonomy and performance but also threatens the Southern NGOs missions and autonomy (Lewis, 1998). Other elements, as identified by Lister (2000) to impede the effectiveness of collaboration include

- Lack of mutual trust, complementary strengths, reciprocal accountability
- Lack of information exchange
- Unclear goals
- Lack of indicators and mechanisms to measure and monitor performance
- Unclear delineation of responsibilities and a process for adjudicating disputes
- Lack of transparency with regard to financial matters, long-term commitment to working together

2.5. Conclusion

Diaspora organizations are private groups, public-interest groups, grass-root movements, intermediary organizations, profit oriented or /and non-profits associations formed by migrants. These groups are different in terms of formalization, legal status, size, financial status, and mission and vision. Diaspora organizations contribute to the development of their origin countries. They support projects in social, economy, political, technology fields. Examples of such projects comprise building or supporting social institutions, provide clean running water and electricity in the communities; creating business and employment opportunities, facilitated foreign investments. They play a political role by assisting local groups to influence governments to change or amend the constitutions to the standards that favor the citizens. However, in some cases Diaspora organizations play a negative role by supporting conflicts in their home countries.

Diasporas or Non-governmental organizations (NGOs) engage into collaboration. Collaboration between these NGOs is beneficial because of various reasons. Organizations from different fields develop relationship between them, and also enhance their performance capacity, increase their trust, interdependency, and accountability. However, collaboration can be challenging when NGOs differ in mission and visions, or when there is power difference, lack of trust and accountability between them. It is noted that to achieve a successful and efficient collaboration, NGOs should create time and be commitment to build cooperative interpersonal relationships, and lay down processes which will act as guidelines of their relationship.

PART 3. CONCEPTUAL FRAMEWORK

The central purpose of this framework is to clarify the connection of the core concepts used throughout this thesis in such a way that they contribute to the understanding of the empirical findings. The concepts discussed include Diaspora, development and Non-governmental organizations (NGOs), relationships, networks, and collaboration.

3.1. Diaspora

The word Diaspora has been variously defined and used in the migration literature. According to Newland (2004), the term Diaspora comes from the Greek words “to sow” and “over”, meaning the seeding of Greek colonies over distant lands. Diaspora is often used as a collective noun (“the scattered”), referring to a dispersed people among different countries.

The word Diaspora is also used to refer to a group of people or an ethnic population living outside of their home country in exile due to forced displacement. Thus, initially, this definition was used to characterize the Jewish, Greek, and Armenian communities living outside of their traditional homelands worldwide (PIDS 2008). This kind of Diaspora, also referred to as classic Diaspora, has acquired a broad semantic domain: it encompasses Black Diaspora whose forefathers were forcibly removed from a variety of African countries and resettled in other societies. It also includes diverse groups such as political refugees and expellees (Shuval, 2000).

Another definition is provided by Vertovec (1999) who defines Diaspora as ethnic or national groups of migrant origin that are not displaced by force, but because of their desire to be in other countries for better life conditions. Therefore modern Diasporas reside and act in host countries, but maintain strong sentimental and material links with their countries of origin. In this kind of Diaspora, also termed as modern Diaspora, transnational migrants maintain their constant circulation and various flow of goods and activities between their receiving and sending countries.

In a nutshell, the word Diaspora is used to refer to a group of people sharing the country identity but living in foreign countries. The common features in all definitions include physical

detachment from their homeland; sustained connection with their homeland; commitment to preserve their ethnic identity; and felt responsibility for the development of their homeland. The classic definition of the Diaspora differs from modern version in the sense that the classic has a temporal historical dimension as well as an emphasis on forced displacement as a major factor for the growth of Diaspora, while for the modern definition, better living conditions is a major factor.

3.2. Development and Non-Governmental Organizations

Development is defined as a procedure of moving to a state relatively better than what previously existed. It is a process of change towards a desirable state in society or well being of people. The use of development concept facilitates to clarify the change or development that Somali Diaspora and other development organizations have contributed to Somalia and Somali people.

Non-governmental organizations (NGOs) are referred to as a type of civil society organizations (CSO) that are formally constituted to provide a benefit to the general public or devoted to environment, development, human rights and peace. They may or may not be membership-based (Bendaña, 2006). Simmons (1998) also defines NGOs as non-profit entities whose members are citizens or associations of citizens of one or more countries and whose activities are determined by the collective will of its members in response to the needs of the members of one or more communities with which the NGO cooperates. The NGO definition embraces every kind of group except for private businesses, and other group's revolutionary or terrorist groups and political parties (Ibid).

NGOs play an ultimate role by bringing change in societies for the public interest, do what governments cannot, and also intervene in catastrophic conditions like war or natural disasters (Martens, 2006). Their membership is on voluntary basis, open to everyone, and their geographical operation ranges from community to international level. NGOs get funding as donations from governments, agencies, foundations, private corporations, and membership fees. Their interventions can be in terms of social, business, political, and environmental

activities. The NGO concept is used to scrutinize the characteristics; fields of intervention of the Kenya based organizations (International and Local). Table 3.1 clarifies in details the NGO structure.

Table 3.1. NGOs functioning and structure

Goals	Membership and Personnel	Funding	Activities
<p>Ultimate Goal? Change societal norms; improve understanding; influence agendas; influence policies; implement policies; solve problems absent adequate government action?</p> <p>For What/Whose Benefit? Public interest (for single purpose or broad social benefit); private interests of members or groups of firms; interests of the "nonrepresented" (future generations, planet)?</p>	<p>Members? Individuals, organizations? Quasi-governmental, voluntary, open to everyone, etc.?</p> <p>Geographic Range? Community, subnational, national, regional, transnational?</p> <p>Personnel? Undifferentiated (voluntary), expert and professional, invited, elected, managerial?</p>	<p>Sources? Dues/assessments, donations, foundations, governments (grants or contracts), intergovernmental organizations (IGOs)?</p>	<p>Function? Advocacy; information gathering and analysis; information dissemination; generation of ideas and recommendations; monitoring and watchdog role; service delivery; mediation/facilitation; financing and grant making?</p> <p>Area of Operation? Community, subnational, national, regional, international?</p> <p>Targets? Public, consumers, governments, IGOs, nonstate actors (including other NGOs, private sector)?</p>

Source: Simmons, 1998 p.85

3.3. Relationships and Networks

Guler (2008) views relationships as means to promote the functioning of the organizations by providing a greater influence and increased scale and impact of their activities. The organizations express relationship through joint participation in their own societies, identification of their beneficiaries, and the way they define their role in the development process (Patron, 1987).

Networks within the organizations are referred to as complementary mechanisms created to fill gaps or complement each other on different issues. Organizations interrelate and unite to

tackle major social, economic, and environmental problems that one organization can hardly handle. It is a way to effectively get things accomplished within a short time at a minimum costs (Liebler and Ferri, 2004). According to AFTCD- AFTQK (2007) networks between organizations can be categorized in three types. The first type is Technical Expert Networks whereby organizations come together and share skills and experiences to promote their activities they unite according to their fields of expertise for example in health, agriculture productivity, and climate change and environment fields. The second type is Investment and Business Promotion Networks. In this case organizations put their efforts together to make their business work, and increase competitiveness in their business sector. The last type is Policy-relevant Action Networks, and organizations come together and enforce legal services, enable policies, rules of engagement, transparency, accountability, and peace and security.

Relationships and Networks are used in this thesis to describe the existing relationship and networks between the Somali Organizations in the Netherlands and Non Development Organizations (NGOs) in Kenya. The emphasis is on the nature in order to verify how formal or informal relations / networks are; objectives to investigate the reasons why the Diaspora organizations or NGOs are involved in relationship/ network; benefits gained; and challenges encountered from the relationship/ network. The understanding of these relationship and networks might give an insight on the kind of appropriate collaboration between the Somali organizations in the Netherlands and NGOs in Kenya.

3.4. Collaboration

Kapucu (2003) defines collaboration as any intentionally collaborative relationship between two or more NGOs from multiple public or private fields which joins resources to pursue a joint approach in order to accomplish their missions. As for Johnson and Wilson (2006), they define it as a co-operative relationship which requires institutional arrangements involving a 'set of normative rules, determining what behavior is permissible and what constitutes a violation of trust and agreement. From the Diaspora organizations point of view, collaboration is a mutual relationship that enables these organizations to come together to exchange resources, offer advisory services, share experiences, and information among the different Diaspora

organizations working together for a common goal. In the long run these organizations establish some kind of representative body (Horst et al. 2010). The collaboration concept is used to explore the opportunities of creating collaboration among the Somali organizations in the Netherlands and development organizations in Kenya. It is used to discern the necessary arrangements to be carried out between the collaborative organizations. The focus is on aims of collaboration in order to investigate why organizations engage into collaboration; benefits are looked at in the sense of evaluating the added value of this collaboration. Aspects of collaboration such as ***mutual trust, accountability, and power relations*** are discussed to determine the possible opportunities and challenges of the collaboration.

Trust and accountability

Trust¹ within organizations is referred to as the condition and resulting obligation of organizations having confidence placed or reliance in each other. NGOs are accountable² when they are answerable for their performance promises to key stakeholders (Brown et al. 2003).

¹ <http://www.answers.com/topic/trust-social-sciences#ixzz1VgLuZ6R4>

² www.answers.com/topic/accountability

PART 4. METHODOLOGY AND ANALYTICAL FRAMEWORK

4.1. Methodology

Under this section, research questions that were used as guidelines to collect the empirical data of this research are discussed. The section also describes the host organizations, gives an overview on the research design, different approaches and techniques that were applied in collecting and analyzing the data. The part concludes with the limitations and risks of the research.

4.1.1. Research Main Question and Sub Questions

The main guiding research question is:

“What are the main characteristics of existing relationships between the Somali organizations based in the Netherlands and development organizations in Kenya with focus on Somalia and what are the opportunities for collaboration?”

To answer this question, it is fundamental to know more about the characteristics of the Somali Diaspora Organizations in the Netherlands, and of the NGOs in Kenya as well. It is also essential to know if there is or not any relationship or network between these organizations. Hence, the following sub questions help to gain information which contributes to the answer of the main research question.

Research sub questions:

1. What are the characteristics of the Somali Diaspora organizations in the Netherlands and what has been their intervention in Somalia?
2. What are the characteristics of the development organizations based in Kenya- Kenya and what has been their intervention in Somalia?
3. What are the organizational networks in which the Somali organizations in the Netherlands and Kenya participate?

4. What is the existing relationships/ cooperation between Somali organizations in Kenya and in the Netherlands and which factors explain the success or failure of these relationships?
5. Which recommendations can be given to these organizations to develop new collaboration opportunities?

4.1.2. Description of the Host Organization

The Himilo International Relief, Rehabilitation and Development Association (HIRDA³) hosted and facilitated this research. It was founded in 1998, and is a non-profit Somali Diaspora organization based in the Netherlands. The organization main objectives include poverty alleviation through food security programs, fighting illiteracy, improving the quality and accessibility of drinking water, reducing child mortality and improving maternal health. Moreover, HIRDA intervenes in strengthening the civil societies by sensitizing the Somali communities to awareness in terms of self-reliance, decision making process, ownership, and democratization

HIRDA, in the Netherlands, coordinates and organizes activities that unite young Somalis and mobilizes other Somali migrants to contribute to the development of their origin country. In Somalia, it implements development projects in different districts which among others include Kisimayo, Bardera, Abudwak (HIRDA, 2001). HIRDA is a member of different networks such as Somali NGO Consortium; SOMNGOs in the Netherlands, Diaspora Fund for Development (DFD) and African Fund for Development (ADFD). It has offices in Mogadishu- Somalia, Nairobi- Kenya, and it is in collaboration with other Somali organizations in UK and USA. HIRDA is funded by OXFAM-NOVIB, NCDO⁴, UNICEF Somalia, Humanistic Institute for Development and Cooperation (HIVOS), International Fund for Agricultural Development (IFAD) and American Relief Agency for Horn of Africa (ARAHA).

³ www.hirda.org

⁴ From 1 January 2011, NCDO (www.ncdo.nl) stopped subsidizing development organizations.

4.1.3. Research process

The research process section aims to give details on the different phases that were undertaken throughout the entire research. The process was in three main phases: literature review, empirical data collection and data analysis. Below is the description of each phase.

Literature review

In this phase, different websites, books, journals, articles were consulted to get a deeper understanding on the various concepts used in this study. In addition, the literature review helped to lay out different themes of the research and to get a connection between them. In the same phase, the research objectives and questions were formulated; methodologies that were applied in the course of data collection and analysis were chosen, and the research population was selected.

Selection

Talking of the selection of the research population, two methodologies were used: purposive and snow ball sampling methods. Tongco (2007) justifies that purposive sampling is the deliberate choice of informants due to their qualities and it is a practical and efficient tool in qualitative data collection. As for the snowball sampling, (Laws, 2003), it is a method that consists of starting with one or two respondents and ask them to refer you to others who share similar characteristics with them. These methods were both applied in the Netherlands and Kenya.

In the Netherlands, the selection was based on the list of Somali Organizations in the Netherlands produced by Anja Van Heelsum (van Heelsum 2004). This list was very helpful to get a picture of the characteristics of these organizations. In addition, the report of Wouke Oprel (Oprel, 2010) on the Somali organizations in the Netherlands was useful to choose the right organizations as it contains detailed interviews that she conducted with these organizations. Based on this list and report, 20 different organizations in terms of mission, operating countries, and target groups were chosen for interviews. The chosen organizations

were contacted for interview appointments using telephone, email, or both. However, almost all were reluctant to collaborate as only 4 organizations accepted to be interviewed. To increase the number of respondents snowball method was applied. Through the 4 organizations, 5 more got interviewed and this made the total number to be 9 (45%) of the targeted sample (See appendix 2).

In the Kenyan context, purposive method was applied as well. The selection was based on the available lists from OCHA (United Nation Office for Coordination of the Humanitarian Affairs), and SSS (Somali Support Secretariat) which are the main bodies coordinating the NGOs operating in Somalia. The target sample was 40 NGOs that were selected based on three criteria: the nature (local, international or UN NGO), field of intervention (education, health, water and sanitation, nutrition, food aid, or shelter provision), and area of intervention (south central, Somali land, and Puntland). After deciding which organizations to approach for interviews, these were contacted for interview appointment by telephone or email. Unfortunately, few were open and welcoming. Out of the 98 emails sent to the NGOs, only 20 (50%) of the target population responded positively and they were interviewed. To augment the number of respondents, snowball methodology was used whereby the researcher was asking the already interviewed respondents to refer him to other NGOs they knew. This methodology was helpful because it boosted the number of NGOs from 20 to 28 (70%) interviewees (see appendix 3)

Data collection

Various methods were used to obtain information on different aspects of the research findings. In this phase, structured and semi- structured interviews were practical in order to collect primary data that helped to draw conclusion and recommendations of this research.

In the Netherlands, Semi-structured interviews were conducted with the staff of the Somali organizations based in the Netherlands. Considering the nature of this research, interviews were appropriate because the respondents gave diverse range opinions and perceptions on the interview questions

In Kenya, both structured and semi- structured interviews were used. The structured interviews were done in cases where the interviewees could not be reached for face to face interviews. 2 respondents (out of 27) had travelled to Somalia and they were sent the structured interviews by email. The semi- structured interviews were applied to the 25 NGOs. These interviews were effective because the respondents presented different views on the research issues.

The interview topics were derived from the research questions and the interviews took place in locations chosen by the respondents. At times, this was at an office of the organization, but mostly the interviews took place in a public places like restaurants, hotels, cafés. All interviews were recorded using a digital recording device and permission was always asked. In cases where the interviewee was not comfortable with the recording device, interviews were written.

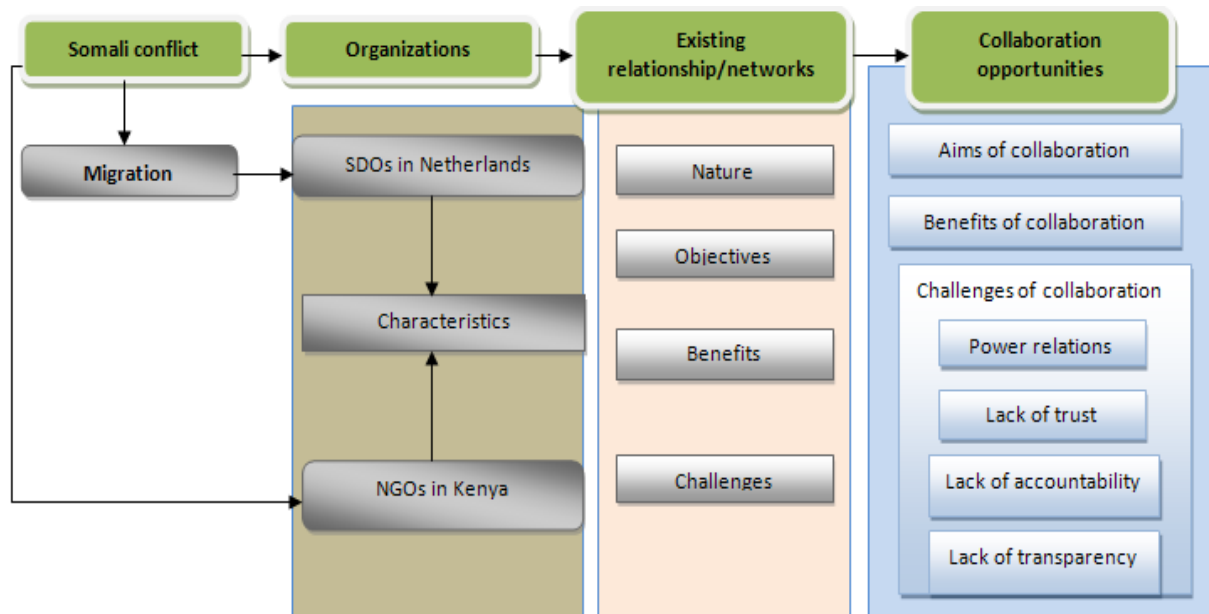
Data analysis

Written descriptions, comparative analysis method and tables were used in the analysis process of this research. These methodologies helped to compile and analyze the information collected. As far as the empirical data is concerned, quotes are included to illustrate different views from the respondents. In some cases, names of the respondents and their organizations are not identified since not every interviewee gave consent. To distinguish the views of these respondents, initials with numbers (according to the interviews order) are used. For example NSDO1 refers to the first respondent from the Netherlands based Somali Diaspora organizations; INGO1, refers to the first respondent from the Kenya based International Non Government Organizations; and LNGO1 refers to the first respondent of the Kenya based Non Government Organizations.

4.2. Analytical framework

This section comprises and discusses in details the framework in which major concepts are linked to each other. Also their relationship is established with regards to the contextual conditions in which they are applied in order to provide a better understanding of the various components involved in this research.

Conceptual Framework



This framework consists of four major concepts: conflict, Diaspora organizations, relationship and networks, and collaboration opportunities between these organizations.

Conflict is placed as a starting point of the framework and it causes people's emigration. With time after these refugees have settled in their refuge countries, some of the emigrants may decide to come back and resettle in their origin places. Others remain there but engage themselves in commuting between the receiving and origin countries. This explains why in the framework, the word migration appears to be directly linked to the word conflict. Placing these concepts in the Somalia case, it is known that as a consequence of the 1991 civil war, many Somalis fled to the neighboring or far away countries including the Netherlands. After some time some of the Somalis came back and resettled in their origin communities. Others remained in their receiving countries but continue circulating between the Somalia and their refuge countries. Eventually, the immigrants form organizations.

Organizations are highlighted as a core concept of the framework. These include the Somali Diaspora (SDOs) in the Netherlands and NGOs in Kenya. SDOs and NGOs intervene in Somalia by providing humanitarian aid to the conflict victims, and executing development projects. Most of the time, these organizations are diverse in characteristics and they cooperate or

engage themselves in relationship to complement each other in their activities. It is in this regard that their characteristics, relationship, and network are examined.

Diaspora Organizations or NGOs engage in **relationship** or **network** as a way improving their efficiency. In the framework, the emphasis is on the nature of these concepts in order to find out how formal or informal relations / networks are. The other subject of interest is the objectives to investigate the reasons why SDOs and NGOs are involved in relationship/ network. Benefits that these organizations achieve, and challenges they encounter are investigated as well.

Collaboration opportunities are the last part of the framework and the aim is to explore the opportunities of creating collaboration among the SDOs in the Netherlands and NGOs in Kenya. The aims and benefits are investigated in order to scrutinize the value that this collaboration can bring to the collaborative organizations, Somalis people, and Somalia as a country. Challenges of collaboration such as power inequality, lack of trust, accountability, and transparency, are also discussed in order to examine obstacles that can impede the success of the collaboration, and how to deal with them.

4.3. Risks and limitations

The study seeks to get insight into the existing relationship between the Somali Diaspora organizations in the Netherlands and Development Organizations in Kenya and investigate collaboration opportunities. In the process of selecting the research population and requesting for interviews appointments, few organizations were welcoming. Hence, the snowball framework was applied and increased the number of respondents. The risks of this framework, it might limit the accuracy of the research results as the analysis would be based to those organizations that were known to each other. Since the organizations in the same network might have the same activities, operating areas, they are likely to have the same views and opinions on the researched issues. For instance, in some cases, the organizations intervening in education field in South and Central Somalia could refer me to the other organizations working

on the same field and same region. Thus, the results presented in this study are not applicable to the whole range Somali Diaspora organizations in The Netherlands or NGOs in Kenya.

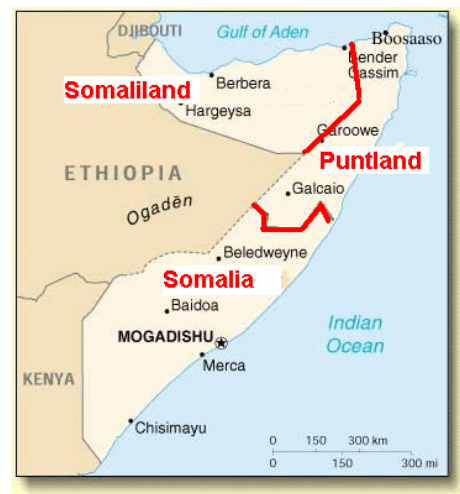
Limitations that occurred in the course of this study included finding the appropriate respondents as it was planned. Some of the organizations that appeared in the lists used for selection do not have a regular office and are usually registered in someone's home address without a known telephone number. Since most organizations also lack updated telephone numbers and internet sites, it was hard to retrieve contact information or even have an overview of present organizations. The other issue behind this limitation is that, according to the literature, Somali organizations are tired of answering questions from different researchers. Therefore, they are reluctant to welcome any one who mentions the word "Interview".

PART 5. CONTEXTUAL BACKGROUND OF SOMALIA, SOMALI DIASPORA ORGANIZATIONS, AND DEVELOPMENT ORGANIZATIONS IN KENYA

This part provides the background information of different contexts of the thesis topic namely Somalia, Somali Diaspora Organizations and Development NGOs. Concerning Somalia, the interest is directed to the geopolitical context, Somali conflict and its impact on development, emigration of Somali refugees to different countries including the Netherlands. In the context of Somali Diaspora organizations the focus is on Somali Diasporas in general, their involvement in development and conflict. This part ends with the description of the Kenya based NGOs and their involvement in Somalia.

5.1. Somali Geopolitical Context

The Somali Democratic Republic (see map 5.1.) lies in the Horn of Africa and is bounded on the east by the Indian Ocean and on the north by the Gulf of Aden. It is bordered by Kenya and Ethiopia on the West side, Djibouti on the North-West and Kenya on the South (IAS, 2009). Until 1991 the Somali republic constituted the former Italian colonies of South and Central Somalia and Puntland and the former British Protectorate of Somaliland. Although the northern region of Puntland is semi-autonomous and Somaliland is self-governing, all three regions are taken as comprising Somalia in the current period. The Somalia main towns are the capital Mogadishu, the ports of Kismayo (in the south), Berbera (in Somaliland), Bosasso (in Puntland) and Hargeisa, the capital of Somaliland (UKBA, 2007).



Map 5.1. Somalia

The Somali society is characterized by membership of clan-families, which are sub-divided into clans, and many sub-clans; in addition there are a number of minority groups, many of which are also divided into sub-groups. The clan structure comprises the four major “noble” clan-families of Darod, Hawiye, Isaaq and Dir. The others are Digil and Mirifle (also collectively referred to as Rahanweyn); take an intermediate position between the main Somali clans and

the minority groups (UKBA, 2007; IAS, 2009). Minority groups and low-caste clans included the Bantu (the largest minority group), the Benadiri, Rer Hamar, Brawanese, Swahili, Tumul, Yibir, Yaxar, Madhiban, Hawrarsame, Muse Dheryo, and Faqayaqub (DIS, 2000). Divisions among clans and sub-clans have indeed always played an important role in political and social life of the Somalis (Mahamoud, 2002: 54).

5.2. Somali conflicts and their impact on development in Somalia

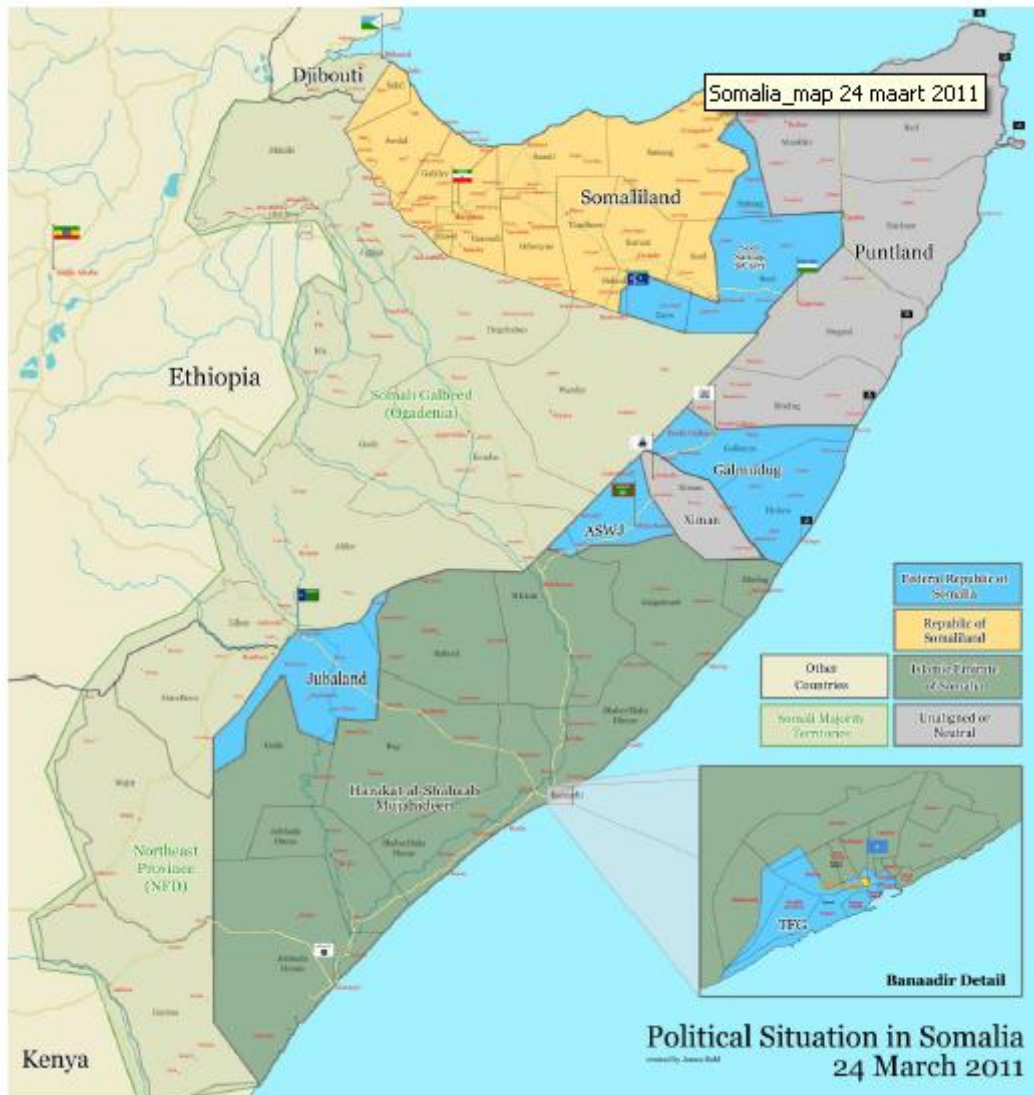
1991 Conflict

Violence and conflict in Somalia has revolved around inter and intra clan conflict, criminality and war economies, with at times the state itself having been a source of violence and predation (IAS, 2009). The roots of the conflict are traced back in the Ogaden war with Ethiopia (1977-1991), when the Somali troops joined forces with Somali rebels fighting for the Somali region of Ogaden. The Somali troops lost the war and the president, Siad Barre, was held responsible for this defeat and this resulted to the internal insurgencies which were formed as liberation movements seeking to overthrow the Barre regime. These insurgencies included Majerten clan movement called the Somali Salvation Democratic Front (SSDF), the Isaaq clan-led Somali National Movement (SNM), United Somalia Congress, the USC (Hawiye clan), the Somali Patriotic Movement (Ogaden clan), and the Somali Salvation Democratic Movement (Marjeten clan). Different sources confirm that the Somalia civil war was to a large extent a clan-based war, a very violent and destructive war. Murder, rape, abduction, looting and other crimes were committed, and there was massive displacement of population (Hull and Svensson, 2008; IAS, 2009; Banki, 2004).

2006 Conflict

The 2006 conflict finds its source in the persecution process of the suspects of the attacks on the World Trade Centre in New York of 9/11. A number of Somali warlords engaged themselves in cooperating with the American Secret Services, and the Ethiopian government to pursue Somalis who were suspected to have connections with international terrorism and Al-Queda (Lewis, 2002). In 2006, the Somali Islamic Courts Union (ICU) leaders who were against this persecution decided to take up arms and started fighting against those warlords. In the

meantime, the Ethiopian army was sent to Mogadishu through a UN resolution, to re-establish order. This foreign intervention in Somalia provoked hatred among Somalis and it was interpreted in terms of the growing opposition in the World between Muslims and Christians. As a response to this opposition and opposing the presence of the UN forces in Somalia, the radical Islamic movement of youngsters Al-Shabab and Hizbulla were formed and joined the conflict. Currently, these Islamic radical forces control most of South and Central Somalia (see map 5.2. dark green part); a small part in the same region (bleu area) is controlled by the Temporary Federal Government (TFG). Puntland (grey) and Somaliland (yellow) are autonomous (Van Heelsum, 2011).



Map 5.2. Somalia Political Map

Source: Wikipedia, http://en.wikipedia.org/wiki/File:Somalia_map_states_regions_districts.png

Impact of Somali conflicts

Since the political conflicts outbreak in 1991, Somalia has seriously been and still is deteriorated due the continuous conflicts. The majority of population has been weakened; living with no access to social services or reliable sources of income (Klansoe et al. 2009). Somalia's livestock has been decimated and up to 75% of the population is living in a humanitarian emergency, with 3.76 million people now in need of food aid, education and health care services (IAS, 2009). Farming activities, which for many play as the sole source of income, have been worst affected by these practices (Klansoe et al. 2009 p. 20). Infrastructures have been seriously deteriorated and it is nearly impossible for humanitarian aid transports to reach the victims. A large number of civilians are killed as the opposing groups use heavy weapons and improvised explosives in densely-populated areas and the flow of the refugees increases every day (Wolf, 2011). Due to lack of survival means, Somalia is seriously struck by a long-lasting brain drain as job opportunities are precarious and the country is not in the position to provide the most basic services to all its citizens. The most severely affected fields by the human resources shortage is health and education fields whereby there is absence of qualified medical doctors, nurses, and teachers (Weiss, 2009 p. 16).

5.3. Emigration from Somalia

Somali people, for years, have been migrating but outflow of people, mainly conflict driven, gained momentum after the war break up in 1991. By the end of 2009, the total number of refugees from Somalia was 673,309, and there were 1,550,000 internally displaced persons on a population of 9.3 million Somalis (UN, 2010). According to Weiss (2009) the Somali refugees are classified in three categories. The first category consists of Somalis who fled the country, and settled to Arab countries, European countries, Canada, the United States or Australia. The second include those who remained within the Horn of Africa region or its close vicinities in particular Kenya, Ethiopia and Yemen. The third group is made up of Internally Displaced People (IDPs) who had no other means but to remain within the country. The table 5.1 shows the number of refugees in different countries.

Table 5.1. Somali population of recognized refugees according to UNHCR (end 2009)

Country	Somali refugees in Western countries	Country	Somali refugees in neighboring countries
Canada	5,150	Djibouti	11,198
Italy	7,747	Egypt	6,096
Netherlands	11,068	Ethiopia	58,980
Norway	7,064	Kenya	310,280
Sweden	10,636	South Africa	9,718
UK	32,299	Uganda	8,172
USA	7,112		

IDPs: 1,550,000

Source: UNHCR Yearbook 2009 (<http://www.unhcr.org/4ce5327f9.html>)

As it is shown in the table above, by 2009 the largest number of Somali refugees in the Western countries was found in the UK (32,299). The second largest population resided in the Netherlands with 11,068, followed by Sweden (10,636), Norway (7,064) and Italy (7,747). USA and Canada had the minority with 7,112 and 5,150 respectively. The UNHCR 2009 year book also reports of 161, 468 Somali refugees residing in the Yemen. In the Somali neighboring countries, the large number resides in Kenya with 310,280. However this number might be much higher, even more than double due the overcrowded Somali refugees in Daadab camp in Northern Kenya. The second largest number is in Ethiopia (58,980), then Djibouti (11,198), South Africa (9,718), Uganda (8,172), and Egypt with 6,096 (Van Heelsum, 2011).

To arrive in their countries of refuge, most Somalis first go to the neighboring countries, Kenya, Yemen and Ethiopia. Eventually, those who are wealthier or supported by their families and friends, continue their journey to West European countries, the Gulf States and the US. In the figure 5.1 the Somali refugee's routes are illustrated

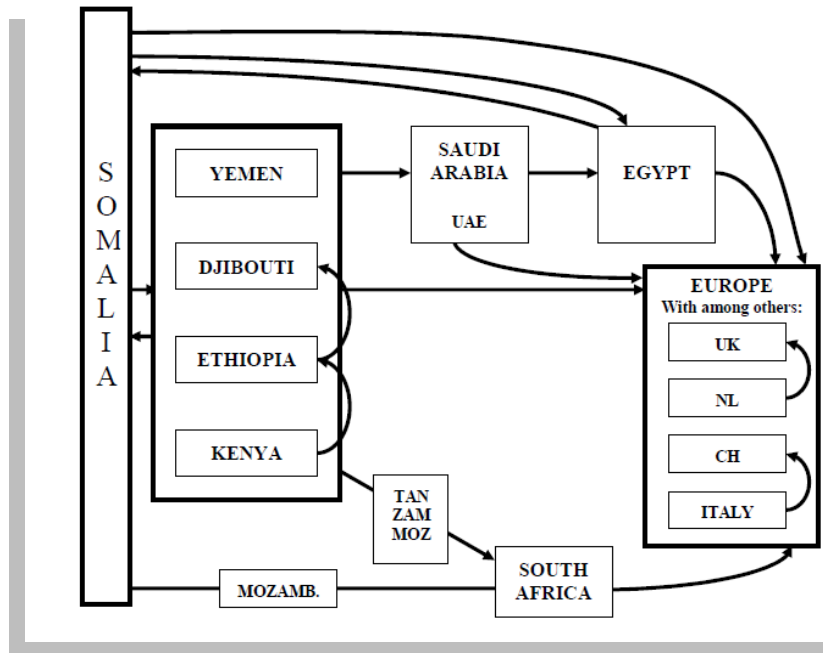


Figure 5. 1. The most used routes of Somali refugees to their countries of refuge
 Source: Moret, Baglinoni & Efiionayi-Mader (2006, p. 88)

Generally, the majority of Somalis refugees who flee to Europe use a boat tour leading to Yemen, and Arab World: Saudi Arabia, the Arab Emirates and Egypt. From Egypt they continue to Greece or Italy, and the journey continues to other European countries. For those who find refuge in the Somali neighboring countries, a large numbers stay for years in the camps in Kenya and northern Tanzania, with time some continue via Mozambique and end in South Africa. Those who flee to Ethiopia can stay there or continue to Djibouti (Moret et al. 2006)

5.4. Emigration into and from the Netherlands

The coming of the Somali population to the Netherlands dates back to 1984 when some Somalis had to flee the repression of the Barre regime, but the number increased significantly after 1991 due to the civil war. The Somalis refugees mostly enter to the Netherlands in three categories. The first is for those who are invited by the Dutch government and settled in the Dutch communities. The second category is for those who enter illegally as political asylum seekers. Once they are granted their refugee status, they have the right to bring their direct family members which consist of the third category of Somalis coming to the Netherlands.

For the first and second categories, the refugees come in legal ways that are recognized by the Dutch government. But for those who arrive illegally, they go through different countries before they enter clandestinely into the Dutch land (Van Liempt 2007). By the end of 2009, there were about 27,000 Somalis in the Netherlands of which only 11,068 persons have a recognized refugee status (Statistics Netherlands, 2010). However, Wolf (2011) argues that a number of the Somalis is not exactly known as some who have been denied the asylum and asked to leave the country do not always leave.

The choice to settle in the Netherlands, according to Van Heelsum (2007) depends on different motivations such as asylum seeking followed by family reunification, family formation, labor and study. The majority reports as asylum seekers in the Netherlands because refugees are beneficiaries of the right to welfare assistance, access to education, employment, and access to health services.

According to Klaver & van der Welle (2009), the Somali refugees in the Netherlands tend to move on to the big cities of the country because of better educational and employment possibilities. Referring to table 5.2, the high concentrations of Somalis are in Rotterdam (1539), Den Haag (1299), Amsterdam (1071) and Tilburg (1069) in descending order (see table below). Others are spread out in other parts of the country like in the provinces Noord- and Zuid-Holland and Noord-Brabant.

Table 5. 2. Cities with more than 500 Somali residents by 1-1-2011

municipality	number
Rotterdam	1,539
The Hague (municipality)	1,299
Amsterdam	1,071
Tilburg	1,069
Eindhoven	679
Arnhem	510
Nijmegen	502

Source: Statistics Netherlands/Statline

However, since 2003, the Somali population in the Netherlands decreased because a substantial number moved to the UK. UNDP (2009 p. 107) reports that most of the time, the second migration occurs because the migrants are disadvantaged due to lack of employment, education opportunities, and prejudice against ethnic minorities and linguistic differences. Indeed in the research conducted by Moret et al. (2006 p. 44), van Liempt (2011) some of the Somalis who migrated to the UK acknowledged to have faced some these challenges during their stay in the Netherlands. These challenges included the lack of, or limited, employment opportunities, discrimination of Muslims, and segregation of the Dutch education system which isolates their children in so-called “special schools”. Nonetheless, the UK government allows newcomers the freedom to work, set up their own enterprise and enter into normal education system. In addition most of emigrants had family members in the UK, who helped them with integration in the UK communities (Moret et al., 2006).

5.5. Somali Diaspora and its involvement in development

The information presented on Somali Diaspora organizations (SDOs), in this section, is based on three studies that were conducted among Somali organizations in Italy, Finland and the Netherlands.

SDOs present different characteristics in terms of formalization, legal status, size, financial status, and mission and vision. Talking on formalization, some these Diaspora groups are considered to be “mature” as they have formalized themselves as NGOs or foundations, while others remain more informal. Mezzetti & Guglielmo (2009, p.11), in their research conducted among SDOs, came to a conclusion that Diaspora organizations vary in their degree of formalization. Some groups are formalized and registered while others are not. The formalized organizations have a structure with a registered statute establishing their vision and mission, and organizational structure, and they have an official working address (Ibid). Those which are informal do not have official working addresses nor are they registered (Van Heelsum, 2004). Hence meetings are held in the work place of the president, or informally in the home of one of the members. It is noted that SDOs are traditionally small in size, with a tendency towards temporary membership and raise money from their members or through co financing

institutions, sport leagues and clubs (Weiss et al., 2009). In terms of the mission and vision, SDOs are diverse. Some are specific group oriented like women or youth, others are involved in advocacy or lobbying organizations which in most cases have an aim of influencing receiving government's foreign policy agenda towards the sending countries. These include professional associations and transnational associations. There are also project-oriented which implement schools, hospitals, water pumps, business projects. This comprises home-town associations, mosques, and private shareholders in business ventures. Some SDOs direct their interventions specifically in their receiving countries, or origin countries, and some operate in both countries (Mezzetti & Guglielmo, 2009).

Some SDOs contribute to different development aspects in their country of origin. They send money to create employment opportunities in business, improve the livelihoods of many families, and also provide affordable services (Sheikh & Healy, 2009). It is estimated that annually, between US\$130-200⁵ million is remitted to Somalia local partner NGOs or mosques in Somalia to implement projects with money remitted (Hammond et al., 2011). This money is used for creating employment opportunities, setting up small business, improve the livelihoods of many families, and also provide affordable services (Horst et al. 2010).

SDOs implement and rehabilitate social institutions like schools, hospitals etc. and in some cases, they purchase and send materials to be utilized in these institutions. HIRDA, a Somali Diaspora organization in the Netherlands, is an example of organizations that implements schools and health centers in Somalia (HIRDA, 2003). This organization provide schools materials to primary, secondary, and tertiary schools, furthermore, it trains teachers. Another example is the support from the Somali Diaspora from Finland which built and provides the equipments to Burao Regional Hospital (Weiss et al., 2009 P.127; Hammond et al. 2011). SDOs provide humanitarian assistance to the conflict victims. This assistance includes food aid, emergency water supply, basic health care, primary education, and assistance provided to particularly vulnerable groups such as displaced persons, female headed households, unaccompanied children or orphans, the elderly, and the disabled (Weiss et al., 2009).

⁵Including pooled and individual remittances

In the economic field, despite the uncertain environment and economic risks, Somali Diaspora has been important in starting investments and supporting small scale business initiatives. They bring significant investment into the local economies ranging from sub-fields, such as small-scale industries, construction, remittances and trade (Gundel, 2002). In technology and communication, the role of SDO has also been significant. For instance they have been able to put into operation telecommunications and internet-based services which contribute to a great development as these SDOs communicate with their counterparts inside their country of origin. Also, thanks to their extraordinary adaptability and entrepreneurship, SDOs have innovated Hawala⁶ systems (Sheikh & Healy, 2009). They have introduced internet and mobile innovation and entrepreneurship from China, Malaysia, the Middle East, Europe, North America, Australia and Sub-Sahara Africa. According to Weiss et al., (2009 P.102), today, many rural and isolated areas can afford internet or mobile phone technology.

Somali Diasporas supported by UNDP and IOM's joint QUESTS-MIDA project, are a source of ideas, knowledge and skills, identities and social capital that flows between countries. The gained brain, contacts, and networks of Diasporas act as an important channel for enhancing the positive impacts on development in their country of origin. For instance through QUESTS-MIDA project, some of the members of SDOs contribute their skills and professional expertise in working in the Somali universities, and hospitals (Horst et al. 2010).

5.6. Somali Diaspora and its involvement in conflict

As it was discussed in part four, Somalia has experienced conflicts for almost the last two decades. Some literature materials reveal that the SDOs might directly and indirectly instigators or supporters of that conflict. This section seeks to explore the role of SDOs in the ongoing conflict in Somalia. However, being a sensitive topic, not much has been documented on the role of Somali Diaspora in conflict.

The Somali Diaspora has been reported to organize forums and mobilize resources which aimed to fund the Somali militias and also to recruit members to join these armed groups (Sheikh &

⁶ electronic system used by Somali Diasporas to transfer money

Healy, 2009). On the other hand, the Somalia Monitoring Group report that these fundraisings and recruitments may be done by word of mouth. The cash contributions are sent through a Hawala to a name and telephone number they had provided as their point person in Mogadishu. This money is used to sustain recruits, buy arms, communication tools, and medical equipments (UN Monitoring Group on Somalia, 2006).

To give few examples, Sheikh and Healy, (2009) reported that in 1994, some of the SDOs in Norway collected and sent sums between \$500,000 and \$5 million in order to support the Somali insurgents. Another source, Abdile (2010), comments that some members of SDOs from the United Arab Emirates admitted to have taken part in the Somali conflict by sending money to the militias. Moreover, the 2010 Monitoring Group report, says that during recent months, Somali Diasporas have carried out fund-raising which resulted to an estimated \$1.1 million from the United Kingdom of Great Britain and Northern Ireland and an estimated \$300,000 from Somali communities in Sweden, Norway, Denmark and Finland (UN Monitoring Group on Somalia, 2010). Other sources of funds to the Somali militias come from pirates who make millions by hijacking ships, extremist Muslim organizations in Iran, Libya and Egypt (Wolf, 2011).

Diaspora organizations have contributed by creating communication channels that feed information to the armed groups and used for recruitment purposes. The recruited young men and women of Somali origin maintain or augment combat power within the armed forces, replace battle losses, increase the size of military forces. The created channels are also used in terms of planning and advisory to the armed groups (UN Monitoring Group on Somalia, 2010).

5.7. Netherlands based Somali Diaspora, its involvement in development and conflict

According to Naerssen et al (2006), by the end of 2004, 160 Somali organizations were registered and operating in the Netherlands. Currently, the number of these organizations is not known as many Somalis from the Netherlands moved to other countries like UK (Van Liempet, 2010). Somali organizations are often attributed to the clan structure of the Somali community especially in cities where many Somali's live (Van Heelsum 2007). They are various in terms of interventions, expertise, size, regional focus etc. and get funds from their member's contribution and Dutch co-financing agencies. These agencies include the Oxfam Novib, ICCO,

Cordaid and Hivos. Organizations also receive funding from the Dutch municipalities (Van Naerssen et al, 2006)

Concerning the role in development, Somali organizations in the Netherlands start development projects in improving access to water, healthcare, education, and micro-financing. Some assist in humanitarian crises such as droughts and violent conflicts by providing food, water and shelter material (Kusters, 2007). Examples of organizations that implement such projects include among others HIRDA, ADO, Nomad, Gowraar.

Other organizations are social- cultural, youth, women oriented and they promote the integration, participation of their target groups into the Dutch society. These comprise foundation African Sky, IFTIIN, Qaran. For example Qaran, a Somali Youth Foundation organizes meetings and provides guidance, advices on prevention from drug, alcohol use, and gives information on sexual transmitted diseases, HIV and other social problems. Other SDOs in the Netherlands like Iskaashi lobby for Somali by encouraging the Dutch government to help contribute to the development and reconstruction of Somalia.

Concerning the role in conflict by the SDOs in the Netherlands, not much is revealed. However, Mohamoud (2005) mentions that some of the members of the Somali associations travel regularly to Somalia and Kenya carrying more than 10,000 Euros in cash which is used to support the Somali armed forces.

5.8. Kenya based organizations and their involvement in Somalia

The eruption of conflict in 1991 and other humanitarian crisis in Somalia, led to the formation of many organizations. Kenya being a neighbor to Somalia and because of its political stability, infrastructural facilities in the East African region, many of those organizations chose Nairobi – Kenya to be their operating place (CAP, 2009b P.40). Currently, more than 600 organizations operate in Somalia and they are in twofold: local and international organizations. The local organizations referred to as Local NGOs (LNGOs) are the organizations that are owned by a group of Somalis from Somalia, Kenya or elsewhere in the Diaspora. The internationals

organizations (INGOs) are those owned by the groups of people from western countries, and also the agencies established by the United Nations (CAP, 2009a).

Coordination

The majority of the LNGOs and INGOs based in Nairobi are coordinated by the UN body known as Office for the Coordination of Humanitarian Affairs (OCHA). OCHA directly works with the Inter-Agency Standing Committee (IASC), the thematic groups called Clusters, and Consolidated Appeal Process (CAP). The figure 5.2 shows the link between these bodies

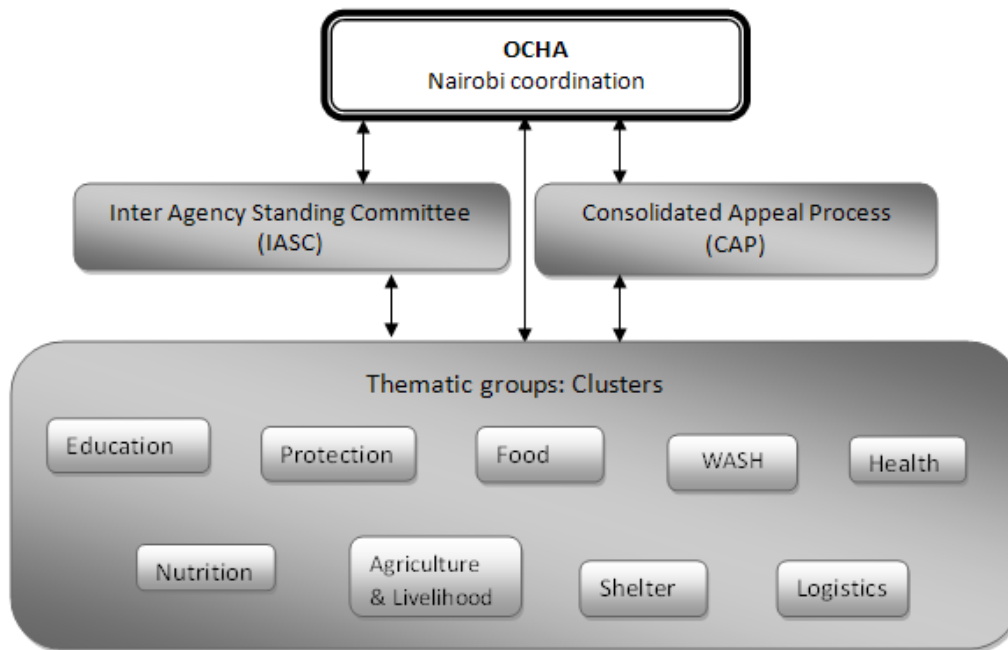


Figure 5.2. Coordination of the NGOs based in Nairobi and focus on Somalia.
Source: CAP, 2011

OCHA Somalia: Office for the Coordination of Humanitarian Affairs

The United Nation Office for Coordination of the Humanitarian Affairs (OCHA Somalia) is the arm of the UN Secretariat that is responsible for bringing together humanitarian actors to ensure coherent response to emergencies. In Somalia, OCHA provides information and is a humanitarian country team decision-making. OCHA supports local authorities in Somalia to link planning scenarios to response plans, and help reinforce local capacity and response systems. OCHA supports cross border contingency plans, response strategy development, and information sharing initiatives particularly with the organizations in Kenya (OCHA, 2010)

IASC: Inter-Agency Standing Committee

The IASC, established by OCHA, is the humanitarian policy body for Somalia, bringing together UN and other NGOs in Kenya. IASC provides policy guidance, decision-making, information-sharing environment, and opportunities to liaise with donors on core and emerging issues. IASC oversees the cluster system and issues a number of guidance notes and agreements in this capacity. The IASC meets with the donor community on a regular basis to highlight key developments and challenges, and call for urgent funding in crisis (OCHA, 2009).

CAP: Consolidated Appeal Process

CAP is a network created by OCHA to coordinate NGOs, monitor their response to disasters and emergencies, and to appeal for funds together. It is the forum for developing a strategic approach to humanitarian action, focusing on close cooperation among host governments, donors, local and international NGOs, and United Nations agencies.

Thematic groups: Clusters

Clusters are the thematic groups that strengthen overall response capacity as well as the effectiveness of the NGOs' response. The clusters bring together all stake-holders working within a defined area of expertise including local authorities, NGOs and UN agencies. They are the forums for coordination of every aspect of response formulation including: assessments, data management, strategic planning, setting technical standards; monitoring and reporting on the effectiveness of the response; and contingency planning. Nine clusters are active in Somalia: Agriculture & Livelihood⁷, Education⁸, Food Aid⁹, Health¹⁰, Protection¹¹, Logistics¹², Nutrition¹³, Shelter¹⁴, and Water, Sanitation & Hygiene (WASH¹⁵).

7 Funds small business, improves livestock, fisheries, and crop production

8 Increases access to education, builds capacity of education providers and authorities

9 Ensures access to life-saving food aid for Somalis affected by conflict and disaster

10 Improving access to health services, awareness raising on reproductive health, sexually transmitted infections (STIs), female genital mutilation

11 Provides response to the protection needs of civilians

12 Addresses the needs gaps, provide information on transport rates, routes plan

13 Provides nutrition to the vulnerable population and capacity building of the nutrition providers

¹⁴ Provision of emergency shelter and improve the living conditions of the newly displaced people

Funding system

The funds used programs are based on voluntary contributions by governments and private fields organizations such as corporations, individuals, and NGOs. The main funders include European commission, Spain, US, Britain and other European countries. This money is channeled through UN agencies. The European Commission is a key cash donor with a long term commitment based on a development perspective. US and other bilateral donors contribute direct to UN agencies or through international NGOs. These pooled funds form an increasingly important part of the funding structure for Somalia, and are crucial in enabling

international and national aid agencies to keep programs running. The Central Emergency Response Fund (CERF) is a humanitarian fund established by the United Nations to pre-position funding for humanitarian action. CERF assures that the funds will go to the organizations in the clusters through their leading agencies (CERF, 2009). NGOs also get money trough the members' contributions or from the Diaspora.

TOP 15 HUMANITARIAN FUNDING CHANNELS, 2010

* EC funding includes uncommitted pledge

** HRF/CHF includes funding from several donors

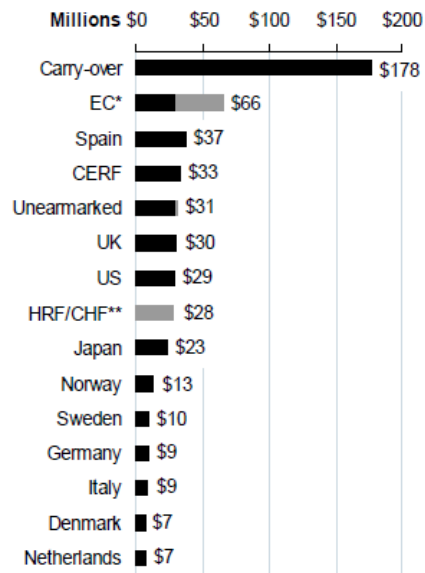


Figure 5.3 Main funding sources to the NGOs in Kenya. **Source:** CAP, 2010

¹⁵ Provision of safe water and sanitation facilities, hygiene awareness campaigns, including HIV/AIDS related messages

5.9. Conclusion

The Somali Democratic Republic lies in the Horn of Africa and its population consists of major clans which are subdivided into sub-clans, and minority groups also subdivided into sub-groups. In 1977 Somalia entered into a war with Ethiopia fighting for the Ogaden region. In 1991 Somalia lost the war and its defeat resulted into the collapse of the Somalia state and civil conflict. It is confirmed that this clan-based conflict was very violent and destructive in which physical violence and abuses, including murder, rape were committed and there was massive of people displacement and many other fled the country. In 2006 Somalia experienced another conflict between Somali Islamic Courts Union (ICU) (armed groups) and the Somali warlords. The Somali warlords were supporting the idea to persecute the Somalis who were suspected to have connections with international terrorism and Al-Qaeda while the ICU was against.

The Somali conflicts weakened the majority of people living them with no access to social services or reliable sources of income. Moreover, these conflicts made many Somalis to flee for refuge in the neighboring such as Kenya, Ethiopia, Djibouti, and some continued to far countries including Arab countries, European countries, Canada, the United States or Australia. In the Diaspora, the Somalis organized themselves and formed organizations committed to helping the left behind families and rebuilding Somalia. In addition, local and international Non Government Organizations and UN agencies responded to the Somali crisis. Examples of the interventions include remitting millions of dollars, providing humanitarian support to war victims, creating employment opportunities, setting up small business, improve the livelihoods of many families, and also provide affordable social services. However, it is argued that the work of the Diaspora has not only been positive but also negative in terms of supporting the armed groups that are responsible for causing insecurity in Somalia.

PART 6. CHARACTERISTICS OF THE SOMALI ORGANIZATIONS IN THE NETHERLANDS

This part discusses in details the characteristic of the research population in the Netherlands and the nature of relationship between these organizations. It also talks about the main networks of the Somali organizations in the Netherlands, and the benefits as well as challenges of these networks.

6.1. Profile of the research population in the Netherlands

Nine Somali organizations based and operating in the Netherlands were interviewed and their characteristics such as founding period, interventions, and operating areas are explored. The founding period is discussed because it is important to know when or what were the motivating factors behind the starting of an organization in that specific period. The interventions of these organizations are talked about in order to know what projects they are involved in and why. In this regard, the kind of activities that these organizations are dealing with, their target groups are explained. As for the operating areas, it is crucial to know where these organisations work, how and why in that particular region. The information on the interviewed nine organizations in this research is analyzed and compared with the information of other ten organizations in the research that was conducted by Wouke Oprel in 2010 (see Oprel, 2010). The comparison between the two studies helps to get more insight on the characteristics of the organizations in the Netherlands.

Founding period

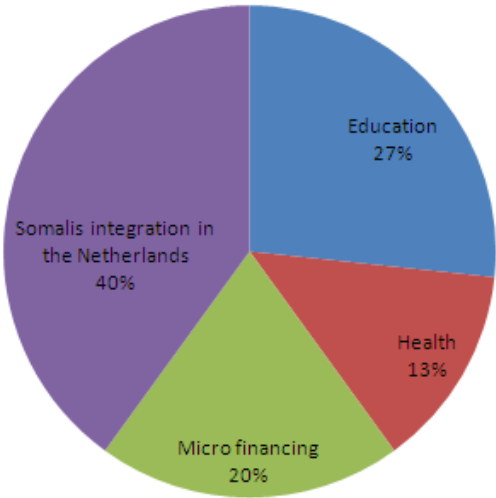
This research reveals that 5 out of 9 Somali organizations were established between the year 1996 and 2005. The Oprel's research shows the same results. Most of organizations started operating few years after the 1991 Somali civil war. With no doubt, the motivations behind the creation of these organizations have a link with the hard life of people in Somalia due to that conflict. Therefore, the reasons to start organizations were: firstly, to supply physical needs to the families and friends left in Somalia. Few years after the breakup of the conflict some Somalis went back to their country and saw how their left behind families, friends were desperately in need of food, clothes, and medicines etc. This experience triggered many of

those who went back to Somalia, to start organizations with the objectives to respond to the physical, moral, intellectual needs of their relatives and friends.

Secondly, the motivation was to be self employed. Though most of the Somalis migrants in the Netherlands possess Dutch diplomas, it is hard for them to get jobs that match their educational level (van Liempt, 2010). On the other hand those who came with degrees from Somalia or other countries, their degrees are not recognized by the Dutch government (Wolf, 2011). Taking an example of the Somalis that were interviewed in this research, they all completed the university level with bachelor or masters degree. Hence having this education is an asset to start an organization from which they assist Somalis in the Netherlands or Somalia, and also earn a living. Thirdly, the fact that many migrants are aware that they can get funded by the Dutch co financing institutions is an incentive to start organizations. The Dutch government encourages the Dutch co financing agencies to cooperate with migrant organizations which support development activities in their countries of origin (Schulpen, 2007). All interviewed organizations affirmed to get funds from the Dutch co financings agencies.

Field of intervention

Interviewed Somali organizations mostly intervene in development field in Somalia and integration field in the Netherlands (see graph 6.1). The study of Oprel shows slightly different results. Whereas this research shows that the majority of organizations are involved in the integration of Somalis in the Netherlands, the Oprel’s reveals that the majority is engaged in education and health projects in Somalia. This evidences that Somali organizations in the Netherlands are mixed and intervene in different fields. In the field of development, these organizations execute, and sponsor programs that are designed to improve accessibility to education, health, and



Graph 6.1. Percentage of the SDOs in the Netherlands according their field of intervention

initiation of income generating activities through micro financing in Somalia. In the education field, these organizations facilitate the destitute children / adults to accomplish their preliminary, secondary or tertiary education, construct or renovate the class rooms, libraries, supplying the school materials. In health, they assist in delivering medicines and other medical facilities to the poor and those infected by HIV/ AIDS, constructing or renovating the hospitals clinics. As for the Micro financing, organizations support community members by getting access to microcredit to start small scale incoming generating activities. In some cases these organizations also intervene in the provision of safe water and campaigning against Female Genital Mutilation (FGM). In the integration field, the organizations mainly assist the Somali migrants to integrate themselves in the Dutch community. The target groups are the new resettled Somalis migrants to the Netherlands who are assisted to learn the Dutch language and culture, and also helped in their house paper administration like paying the water, electricity, and house rent bills. The other groups are the young Somalis who are helped *not* to get involved into the drug use and abuse, crimes; and also women who are enlightened about their rights and value in the society.

Regional focus

The interviewed organizations operate in Somalia and Netherland. In Somalia, the organizations operate in all regions of the country, South central, Somali land, and Puntland. The majority chose to work in their regions of origin because they feel welcomed, appreciated, and know people whom they easily work with. *“We work effectively in the areas where our people are because we understand and mostly know each other. If I go to start projects in the south while I come from the north, people in the south might not listen to me and I will not feel comfortable”* Abdullahi, Gowraar. Other organizations like HIRDA, African Sky work in all regions of Somalia. HIRDA operates in Kenya as well where it supports Somali communities. Comparing the two studies, the results show an equal number of organizations operating in different parts of Somalia with the majority in South and Central part. In the Netherlands, most of organizations operate in different provinces especially where their members live.

Funding

Somali NGOs organize themselves and get contributions from their members. Other sources of financial support include the Dutch co financing organizations such as Oxfam Novib, ICCO, Cordaid and Hivos, and also from the Dutch municipalities.

6.2. Relationship between Somali Diaspora Organizations in the Netherlands

It was found out that Somali Diaspora Organizations are involved in relationship among themselves. This is a relationship of an ad hoc nature and the organizations choose partners depending on the activity. Organizations come and work together without any rule / regulation binding them or any long-term commitment.

For the majority of the interviewed organizations, their relationship is based on information sharing, idea sharing, events' organizing. Information sharing is the major factor as these organizations learn to know each other, and are updated on the social, economical, political situation and conditions in Somalia. Through information sharing, organizations get opinions, views, and different visions. They inform each other on what is happening in Somalia as they find that not every detail of the Somali situation is broadcasted or put on the websites. Through information sharing, many organizations come to learn how and where to get funds. This is very important as many of these organizations depend on donations. One of the interviewee stated: *"Definitely, through working together, we know each other, sharing ideas and information on the implementation of the projects. Information is important. If you have information you are able to do much, and better. In our relationship we share information on proposals how to write them in order to get funds. In the northern part Somalia, the government doesn't have the means to give the public services to people. So through sharing information, we know where to implement our projects"* Hassan, ADO.

Ideas' sharing is another element of the relationship. Organizations talk about their activities, give each other advices and discuss the challenges they encounter in their work. Through this consultation, many organizations are able to improve their activities and get thoughts on how to tackle challenges they face. The idea sharing does not only increase the performance of

organizations, but also generates more ideas and increases social capital between them. Thanks to this relationship, the organizations got more committed and created the network SomNGO

Events' organizing is also another aspect of the relationship between organizations in the Netherlands. This helps not only organizations to relate, but also members of different organizations to know and relate to each other. The organized events are very important because they bring unity among Somalis in the Diaspora. A prominent example is the HIRDA Amsterdam Tournament Event which is organized every year and unites Somalis people from different European countries. During this event, diverse activities such as different kinds of sport, debates are organized. Though it is organized by HIRDA, other Somali organizations take part in the organization as well. Another example is the Book Event which unites Somali writers to promote their books. Some of the organizations in the Netherlands and other European countries help in organizing and attending the event. This cooperation shows the strength of the relationship among SDOs in the Netherlands. Hence, SDOs in the Netherlands extend their relationship to other Somali organizations in other countries such as Somalia, US, UK, and Scandinavian countries. This relationship also is based on sharing information, advices, project implementation, financial support, and capacity building.

Nevertheless, the relationship among organizations might face some challenges. Some of the interviewees mentioned that the Somali clan issue hinders them to extend the relationship to more organizations. For instance in the organized conferences or events, some of the organizations do not attend as they feel that these events are for certain organizations whose members share the same ethnicity. This is a negative factor that hampers the beneficial relationship between the organizations.

6.3. Main networks of the Somali organizations in Netherlands

All the interviewed Somali organizations in the Netherlands participate in one or more networks. The majority of these organizations are members of the two main networks: Somali Nongovernment Organizations (SomNGO) and Federation of Somali Associations Netherlands (FSAN). Other networks include Diaspora Forum for Development (DFD) and Vluchtelingen-

Organisaties Nederland (VON). In this section, only SomNGO and FSAN networks are discussed as they were mentioned by the majority of the interviewed organizations.

SomNGO¹⁶, established in 2009, is a network for 15 Somali development organizations in the Netherlands. Its main objectives include strengthening cooperation between Somali development organizations in the Netherlands and Europe. It also promotes the integration of the Somali people in the Netherlands. The network endeavors to carry out joint activities at both national and international level for development and reconstruction of Somalia. It has long term projects which among others include providing the basic education, health care, agriculture, water supply, poverty reduction, micro finance, food services. It also strives to advocate for human rights, democratization. SomNGO is a young network with resources constrains. Hence, it does not have full time personnel as there are no funds to remunerate those who dedicate their time, and professional skills to it. Few volunteers reserve little time to work on SomNGO as they are committed to their paying jobs and families.

Federation of Somali Associations Netherlands (FSAN¹⁷) is a platform for and by Somalis organizations in the Netherlands. It was founded in 1994 with the aim to advocate, unite and strengthen the participation of the Somali community in the Netherlands in development, advocacy, and integration activities. At present there are 56 self-help organizations affiliated with local Somali FSAN. To become a member of this network, an organization has to fulfill certain criteria: to be registered in the Dutch Chamber of Commerce, to regularly be represented at the board meetings, and pay an annual fee which varies from 25 up to 100 euros, depending on the size of the organization.

FSAN seeks to improve the cooperation of the local Somali self-help organizations, identifies and solves problems in the Somali community in the Netherlands. The members managed to work on projects such as “agents of Change” which aimed at the prevention of FGM among the Somali young girls. The other project executed together was “Badbaado & Guidance” which had an objective to fight against the marginalization of the Somali youth in the Dutch communities.

¹⁶ www.somngo.org

¹⁷ www.fsan.nl

Both networks act as cooperation bridges between the Somalis organizations in the Netherlands, and their member organizations act as information focal point of the Somali migrants. The networks also contribute to the integration of the Somalis in the Dutch communities, and build the capacity of their members as they learn from each other through their join projects. Finally they assist their members to get funds from the Dutch government, co financing organizations, and other potential donors. The networks receive money from the Dutch ministries, co-Financing Organizations such as Oxfam, NCDO and Cordaid.

6.4. Benefits of the networks of the Somali organizations in the Netherlands

There are a number of practical benefits that organizations achieve as a result of being a member of a certain network. Through networking, the Somali organizations in the Netherlands have gained several benefits such as donor attraction, access to information, functioning efficiency, spirit of solidarity, and support among the organizations.

Concerning the donor attraction, Somali organizations have been able to attract attention of various donors. This is the case of the network FSAN whereby the member - organizations jointly make proposals and apply for funds to carry out particular projects. FSAN has received funds from the Dutch government, and Dutch co financing agencies.

Through the networks, the organizations get access to information on funding opportunities. This information is shared during conferences and meetings where organizations inform each other on who provides funds and the requirements to get these funds. The interviewees also add that through the networks, they increase their social as well as professional contacts through which they know where the intervention is mostly needed and know where and how to start their projects.

Through the networks, organizations get motivated to achieve more results in their activities and increase their functioning efficiency. This is beneficial in the sense that the organizations in the network achieve greater impact in relation to what they can individually achieve. They plan and execute activities together as one interviewee put it: *“Definitely, networks are very motivating because if you see other organizations progressing, you get motivated and work*

hard. In other cases you work together, share knowledge, ideas, skills to achieve bigger results". Adam, Iskaashi. This is exemplified in the projects "Agents of Change" and "Badbaado & Guidance" that were jointly executed by FSAN members. These projects had a big impact in the Somali communities that the organizations could not have achieved if the projects were executed by individual organizations.

Networks also increase the spirit of solidarity and support among the member organizations. One interviewee stated: *"We share our capacities and if we are working together, we see solidarity among the Somalis, and we need to be stronger in order to achieve much and more. We have to show people that you are not working for yourself or one clan, but the whole country. And also people in Somalia if we work together it show that there are people behind them, supporting them". Abdi, Nomad.* An example of solidarity is the support given to HIRDA organization during its yearly activity "HIRDA Amsterdam Tournament". The organizations in the same network as HIRDA show solidarity and support by taking an active role in the participation and organization of that activity. The other example is the mentioned activities Agents of Change and Badbaado & Guidance organized by FSAN. The Somali self-help organizations in five major cities in the Netherlands, namely Amsterdam, Rotterdam, Eindhoven, The Hague and Tilburg, united their efforts for the success of these activities. The solidarity and support aspects are crucial because the organizations effectively get things accomplished within a short time and at a minimum costs.

Lastly, networks build the capacity of member organizations. Organizations in the networks organize trainings, workshops, seminars, training courses and conferences, in which the members are trained on managing an organization, making useful contacts, setting up projects, carry out monitoring, evaluation and reporting tasks. Certainly these activities build the resilience of the organizations towards the major social, economic, and environmental problems that one organization can hardly handle.

6.5. Challenges of the networks of the Somali organizations in Netherlands

“Challenges are inevitable when people are working together”. This was the statement by the majority of organizations when they were asked if they have ever encountered challenges in their networks. In the course of this research, challenges that were frequently mentioned included lack of time, lack of financial means, lack of trust among the members, lack of understanding.

Lack of financial resources is a big challenge to the networks because there are no funds to compensate people who dedicate their time and professional skills in the programs of the network. Hence, people have to volunteer. Since those who volunteer have fulltime jobs, families, the time to work on the network is very limited. *“There is more to achieve, but with no finances it is hard. Daily I go to work, 40 hours a week, coming home I am exhausted. I can’t work on the network and we can’t pay people who work on this network. Therefore, we get delayed in accomplishing their goals”.* Hassan, ADO

The other challenge is lack of trust among the network members which might be caused by the Somali clan conflict. Most of organizations have members who share the same clans, hence in the networks there are members with different clans and have different plans on how to achieve the network projects. A former member of FSAN quit this network as he realized that his ideas were rejected because of coming from a different part of Somalia. He said *“I had to withdraw our membership because I was not being heard. In case I bring up an idea they see it in a different way and not constructive because I come from another clan”* NSDO9. Finally, lack mutual understanding in handling issues and making decision is a another challenge to the networks. This is caused by differences in educational background of the members. The network has members who did their education in Somalia, others in the Netherlands, and for others in others countries and in different disciplines. Therefore, the way of looking and judging issues is also very different and it brings misunderstanding and delays in decision making.

6.6. Conclusion

Somali organizations in the Netherlands are diverse in characteristics. Most of them were started in the late 90's few years after the breakup of the 1991 civil war. They intervene in Somalia and Netherlands. In Somalia they carry out development projects in the field of health, education and micro-economics, water projects. In the Netherlands they focus much on the integration of the Somalis migrants into the Dutch society.

These organizations are involved in an ad hoc relationship between themselves but also with other Somali organizations based in other countries. Through these relationships, they organize conferences, events, share information and ideas. Relationships give members of the networks the opportunity to improve their skills and knowledge and promote the vision and mission of organizations. The relationships also allow the Somalis to stay involved in the Somali social, political, and economic development atmosphere which gives them a sense of maintaining their Somali identity and feeling to be connected to their country of origin.

The interviewed Somali organizations in the Netherlands participate in two main networks: SomNGO and FSAN. Both networks act as cooperation bridges between Somali organizations in the Netherlands which act as information focal point of the Somali migrants. These networks play an important role in the organizations' activities. Organizations attract the donors, get access to information, expand their social and profession networks, learn from each other, and increase their level of performance. In addition, they build their capacity, and also increase the spirit of support and solidarity. However, the networks encounter challenges like lack of time, lack of financial means, lack of trust among the members, lack of understanding.

PART 7. CHARACTERISTICS OF THE DEVELOPMENT ORGANIZATIONS IN KENYA

This part highlights and discusses some of the characteristics of the Non government Organizations (NGOs) in Kenya. It reviews in details the profile of the research population, the nature, benefits, as well as challenges of relationship and networks between these organizations.

7.1. Profile of the research population in Kenya

27 NGOs: 14 local, 13 international NGOs (see annex 3) were interviewed. As it was earlier noted, in this report, Local NGOs are the organizations established by the Somalis from Somalia or in other places outside Somalia. International NGOs are referred to as organizations established by a group of people from western countries or the UN agencies. The starting period of the organizations is investigated in order to know when and what were the motivating factors behind to start operating in that particular period. The Fields of intervention are explored because they help to know what projects these organizations are involved in and why, who are their target groups etc. The areas of focus are reviewed in order to know where these organisations work, and why in those specific regions.

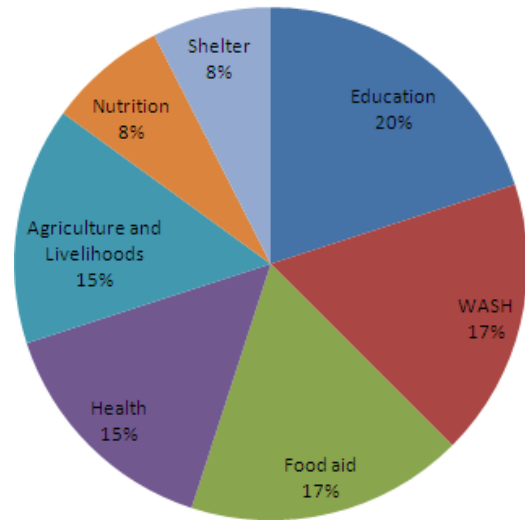
Starting period

Regarding the starting period, the findings show that the majority of organizations (13 LNGOs and INGOs) started operating in Somalia in the period between 1991 and 2000, and other 8 started between 2001 and 2010. The minority (6 of which the majority is UN agencies) started between 1980 and 1990. The NGOs that commenced their projects after 1991 had the objective to contribute to the needs of Somalis that were affected by the civil war. Many people had a moral obligation to help out the Somali people who were suffering. The other motive was to replace the failed government which was disintegrated due to the civil war. Hence many organizations started operating and assist the Somali citizens as the government could have assisted them. Another reason to initiate projects might have been to take advantage of the resources that were disbursed by the International community to assist Somalia. The

international community responded to the Somali situation by contracting organizations to assist the Somalis who were affected by the war.

Fields of intervention

The findings show that NGOs in Kenya are involved in different fields namely Water Sanitation and Hygiene (WASH), Education, Agriculture and livelihood, Nutrition, and Food aid, Emergency shelter(see graph 7.1). The majority, 16 out of 27 interviewed NGOs are involved in Education field, followed by WASH (14) then Food aid (14), health(12), agriculture and Livelihoods (12) nutrition(6) and shelter(6).



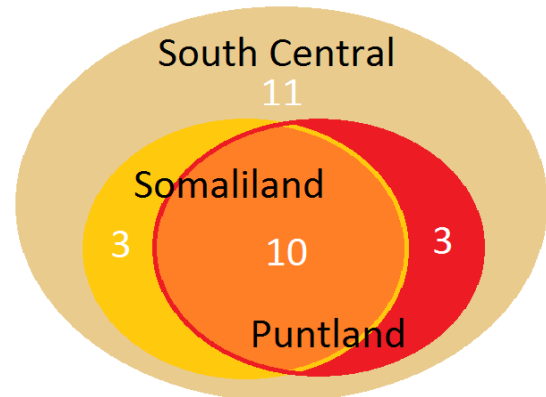
Graph 7.2 Percentages of NGOs in Kenya according to their intervention fields

The motivations behind the operation in these fields are various. Firstly, to provide the basic needs to thousands of Somalis in South central who suffer, loose their livelihoods flee their homes due conflict and drought.

Secondly, to contribute to the development and resilience of those who are in relatively stable areas: Somali land and Puntland. Thirdly, to fit into the requirements of the donors who might impose the organizations the fields that they have to work in. Finally the Millennium Development Goals might be the other driving force of many NGOs working in the mentioned fields. The donors also fund the projects that lead to the achievement of these goals.

Regional focus

The interviewed NGOs focus in different regions of Somalia (see Graph 7.3). All 27 NGOs that were interviewed are intervening in one or more regions of the South Central part. Out of these 27, 3 NGOs have projects in Somaliland, 3 in Puntland, and 10 particularly INGOs have projects in all regions. The majority in south central is explained by the fact that many NGOs help the conflict victims in that region.



Graph 7.3 Number of NGOs in Kenya and their focusing areas

Organization and funding

All the interviewed organizations operate from their own offices and are officially registered in Kenya. In some cases, few of LNGOs share an office with other organizations (Kenyan or Somali) in a single room with staff members ranging from 2 persons. This office is used to run their activities but also to justify their existence in order to get funds. As for the INGOs, they occupy their offices in big buildings, well fenced, equipped with security systems, and their staff members range from 10 persons. With reference to financing, most of the LNGOs get funds from the INGOs, the Diaspora, and members' contributions. INGOs and UN agencies get bilateral or multilateral funds from European Governments, European Commission, private organizations, corporations, individuals.

7.2. Relationship between NGOs in Kenya

The relationship among the organizations based in Kenya is mainly based on information sharing, funding, capacity building and projects implementation.

Information within organizations in Kenya is disseminated through meetings, conferences and network forums. Information sharing is beneficial because NGOs know each other, what they are doing and where they are executing their projects. An example is the cluster meetings that

are held through every two weeks through cluster co-ordination mechanisms. For instance the NGOs working in Education field come together to share information on **who** is working in that field, **where** and **what** is done. The organizations are given account on the changes, improvements, and planning's during the meetings or the information is posted on the websites. Talking about the project implementation, the organizations work on the same project. This is the situation for the international NGOs which contract the local NGOs to work on some projects. This is the case of the projects that are implemented in the south central of Somalia where the International NGOs do not reach because of insecurity. Funding is also another aspect of relationship between the organizations. INGOs and UN agencies provide funding to LNGOs which because of their grassroots presence, carry out project implementation in their respective areas. The other point of relationship is based on Capacity building. Some INGOs and UN agencies come up with programs that aim to build skills and strengthen capacity of local organizations to implement projects. This is mostly done through training and provision of materials. Table 7.1 portrays NGOs which have a relationship with Somali Diaspora in different countries.

Table 7.1 NGOs in Kenya relating with Somali Diaspora in different countries

Organization	Country of Somali Diaspora	Relationship
IIDA	Netherlands (African Sky)	Information, advices
Norwegian Church Aid	Norway	Information, Project implementation
Norwegian Somali Refugee Council	Norway	Information, Staff members , Capacity building
World vision	Canada	Information
CESVI	Italy	Information, Staff members
Horn relief	UK and USA	Funds and work in the staff
UNDP	Different countries	Information, Work as staff members Capacity building
WHO	Different countries	Information, Staff members , Capacity building

Between the Netherlands and Kenya, the findings reveal only one organization African Sky, in the Netherlands, which is in relationship with the LNGO IIDA, based in Kenya. These are women organizations whose relationship is based on information and advices sharing. Other NGOs cooperate with organizations in USA, Canada, Norway, UK, Italy, and Australia. Aspects of this relationship include provision of funds whereby the Somali Diaspora in the West give financial support to NGOs in Kenya capacity building and management whereby Somalis from Diaspora organizations work as staff of NGOs in Kenya.

7.2.1. Challenges of the relationship

With regard to the challenges of the relationships, firstly, the local NGOs find that their donors complicate the process of getting funds by imposing 'strict' requirements. For instance the donors do not fund an organization carrying out certain activities if similar activities are being carried out by another organization. In such cases, the organizations requesting for funds have to change activities or relocate to another area. Secondly, there are delays in funding or commencement of projects and programs. The NGOs especially the local ones share the view that there is a less given importance to the requested funds by the donors as these take months to approve or grant the funds. The LNGOs have to make proposals, submit them to the clusters' management, the clusters take months to review and approve them, the cluster submits to OCHA which will take time to study them before they are forwarded to Geneva for the final approval or disapproval. OCHA Nairobi will release funds for the approved projects to clusters' management and then to the NGOs. Thirdly, the local NGOs are used as subcontractors by International NGOs and UN agencies to implement certain projects. The local NGOs would like to be granted direct access to funds and the autonomy to implement their own programs rather than working under the arm of other NGOs. The Local NGOs claim to know better the type of projects suitable for the people in their areas. However, though strict requirements and subcontracting are viewed as challenges, on the other hand they can be viewed as advantages. The International NGOs do not sponsor Local NGOs working on similar programs in order to avoid program duplications and this will save money to be used in other areas. For program subcontracting, it has an advantage because NGOs will learn, gain experiences and skills through this working together.

7.3. Main networks of NGOs in Kenya

NGOs based in Kenya are involved in different networks such as EASSI: East African Sub region Support Initiative, SOSSENSA: Somali Platform of the Non state Actors, IASC Interagency Standing Committee, HCT: Humanitarian country team Somali, SSS: Somali Support Secretariat, PHRN: Peace Human rights Network, COGWO: coalition for the grassroots women organization, Clusters, and Somali NGO consortium. In this chapter, only Clusters, Somali Support Secretariat (SSS) and the Somali NGO consortium will be described since they represent a big majority of the interviewed NGOs.

Clusters

The clusters, set by OCHA (Office for the Coordination of Humanitarian Affairs), are the thematic groups that bring together all stake-holders working within a defined area of expertise including local authorities, local and international NGOs and UN agencies. Clusters build the NGOs members' capacity in every aspect of response formulation including: assessments, data management, strategic planning, setting technical standards; monitoring and reporting on the effectiveness of the response. The clusters also act as a link or connection between the Local and International NGOs whereby they unite Somali local authorities, actors and donors of different areas of intervention (OCHA, 2009). The clusters dealing with development and humanitarian support are agriculture & livelihood, food Aid, health, nutrition, water & sanitation, emergency shelter, education. Each and every interviewed NGO is a member of one or more of these clusters. For instance, if an NGO is dealing with food aid programs, it will join the Food Aid Cluster led by World Food Program and CARE. Then it follows all field level meetings organized and coordinated by the leading agencies. There is no membership fee to become a cluster member, which is an advantage for the members. Through Cluster networks, members get free capacity building programs, learn from each other, and gain information on funding opportunities. Some NGOs are members of more than one cluster as they intervene in multiple fields. Hence, they get support from different Clusters. For instance, if an organization is working in food, education, and agriculture fields, it attends all meetings in the three clusters (food, education and Agriculture) and might get funds from all these different clusters.

The Somali Support Secretariat

The Somali Support Secretariat (SSS) was established in 2006 by the United Nations Office for Project Services (UNOPS). Its main objective is to facilitate development assistance coordination through the provision of services to the Coordination of International Support to Somalis (CISS). In particular, the SSS first provide overall guidance and direction to the projects, ensuring that the project plans and priorities support the specific objectives contained in the Somali Support Secretariat plan. Second, it ensures that the project remains within specified parameters/tolerances, and address any project issues that might be raised by members. Third, it agrees, reviews and appraises a Project Annual Action Plan (AAP) and conduct meetings twice a year, or as necessitated, to review the Project Bi-Annual Progress Report and provide direction to ensure that the project proceeds satisfactorily according to the plan (UNOPS, 2010). There is no membership fee paid and all the interviewed organizations are members of this the SSS. Members get free information on the field work, and funding opportunities as well.

Somali NGO Consortium

The Somalia NGO Consortium is a network of local, international and UN NGOs. It was established in 2004 by NGOs based in Kenya. Somali NGO consortium provides daily and weekly security information to all members, security training and advice as requested by its members. It promotes co-ordination of its members, information sharing and contribute to the alleviation of human suffering and the equitable and sustainable development of Somali society. Somali Ngo consortium also organizes forums that promote dialogue, collaboration, learning experiences and information exchange. It enhances public awareness about the role, values and responsibilities of NGOs operating in Somalia. Members of this network have to pay a certain amount of money (\$) according to their annual income. This fee charging might be an obstacle to many LNGOs to join this network. On the other hand not being a member is a not a problem to LNGOs as they feel that they do not need protection to enter or work in Somalia.

Table 7.2. Main networks of the NGOs based in Kenya and operating in Somalia

Networks	Clusters	SSS	Somali NGO Consortium
Information sharing	Act as a source of information : all stakeholders are aware of WHAT is being done, WHO is doing it and WHERE it is taking place	Provide overall guiding information on the project proposals and funding	Provide forum of information exchange on the project progress and Somali weekly security information
Linking NGOs and other actors	Connect the Somali local authorities, local or international NGOs, and donors	Provide a two weekly meetings where the stakeholders learn from each other	Providing a forum that promotes dialogue and collaboration among the members
Capacity building	Build the NGOs' members capacity : management, strategic planning, setting technical standards; monitoring and reporting on the effectiveness of the response; and contingency planning	Ensure that the projects remains within specified parameters and address any project issues that might be raised by members, and evaluation of projects	Provide forum for learning experiences and enhance the public awareness about the role, values, and responsibilities of NGOs
Membership	27	27	11

Overall, the three networks, Cluster, SSS, Somali NGO consortium, play three important tasks: diffusing information, linking all NGOs and other actors, and capacity building. NGOs in these networks share information concerning field, security and funding procedures. The networks also link all NGOs operating in the same fields, Somali local authorities, donors. Lastly, by meeting, sharing information, and working together, NGOs in the network increase their skills and build their functional capacities.

7.4. Benefits of the networks of the NGOs in Kenya

Networks are an effective way to support the organizations, improve their working capacity and address many challenges that these NGOs might face. Benefits that were mentioned in this research encompass access to information, capacity building, and greater effect, linking NGOs and other actors in the field, solidarity and support.

All the interviewed organizations admitted that participating in the networks allow them to gain information on the entire working system. Hence, NGOs are aware of what is going on the ground. This information is helpful in the sense that they avoid duplication of projects. One interviewee commented: *“networks connect us with other NGOs and we share information on what is going on the ground. We also get information on potential donors and the requirements to get these funds”* Mohamed, APD. Secondly, networks build the NGOs capacity. In the course of working together, NGOs learn from each other and improve their knowledge and skills. Hence they become more efficient in their work and lives of the people that they are serving. *“We learn how to make project proposals according to the donor requirements. We also get tips on how to manage and implement projects, how to detect early warnings of threats to the projects. So networks are useful and effective in the functioning of our organization”* Ezra, IEDP. Thirdly, greater effect is also a benefit to the NGOs in the network. NGOs accomplish projects in a short time which also have a greater impact in their goals and people they are serving. Some of the achievements that were mentioned include the rehabilitation of schools and hospitals. NGOs divide tasks whereby some are responsible for carrying out needs assessments, others constructing, others providing the necessary materials. Fourthly, through networking, NGOs and other actors in the field are linked. NGOs know each other and increase their social network as they interact in the meetings and also when they implement projects together as Abdullahi expressed it: *“Through the networks’ meetings, all people working in the same field come together. Local NGOs, International NGOs, UN agencies, local Authorities, and other stakeholders, we support each other by working side by side in the communities”* Abdullahi, READO. Finally, there is increase of solidarity and support between NGOs. On some occasions, NGOs require to have a common stand on many issues like when they want to make joint appeals about an emergency or in approaching deteriorating insecurity in the country. An example is when a new administration is installed in a certain region and the new regime adopts policies that are not friendly to organizations. By networking, the NGOs adopt common stands and have more negotiating power which enables them to easily influence change.

7.5. Challenges of the networks of the NGOs in Kenya

Though these networks are beneficial, NGOs also encounter challenges while working together. A different agenda is the first challenge encountered by NGOs. The interviewees view that it is hard to work together while the organizations have different goals to achieve within a short time. This situation creates misunderstanding among the organizations as each one wants to follow its own plan but not a joint plan. Lack of understanding is also observed in the cases where INGOs subcontract the LNGOs and the former remain in full control of the projects. The local NGOs argue that they should be given funds and full responsibility to decide on what projects and how to implement them as they understand better the needs of the people in Somalia. On the other hand, the International NGOs do not trust that some of the local NGOs have the capacities to be fully responsible of the projects. Hence, they have to direct the local NGOs. This scenario blocks the commitment and interdependency of the NGOs and at the end it disrupts the goals of the network. The lack of capacity was mentioned as an obstacle in another angle. In some cases the NGOs work on a common project whereby they have to divide tasks. Some of the NGOs fail to accomplish their tasks as it was mandated which delays the activities of the network. Insecurity in Somalia was also mentioned to interrupt the activities implemented by the members of the network. Some times it is hard for NGOs to reach their working fields especially if these are controlled by the rebels. One interviewee put it as: *“it is not easy to implement projects in the areas monitored by Al-Shabab because we have to pay money to them in order to operate in their area. If you don’t pay, you will be banned from carrying activities in that region”*LNGO5.

7.6. Conclusion

The research findings show that the majority of organizations started operating in Somalia in the period between 1991 and 2000 and many of them are involved education and WASH and Food aid fields. Most of the NGOs provide support in South central and some are in Somaliland and Puntland. Concerning the organizations and funding, all NGOs are officially registered have their own offices in Kenya. With reference to financing, most of the LNGOs get funds from the

INGOs, the Diaspora, and members' contributions while INGOs and UN agencies get bilateral or multilateral funds from European Governments, corporations, individuals.

NGOs are engaged in relationship which is based on information sharing, funding, capacity building and projects implementation. They are also involved in a number of networks, but those with the majority of members are Clusters, Somali NGO Consortium, and Somali Support Secretariat. The relationship and networks benefit NGOs in various ways by knowing each other, gaining information of different aspects of their work, funds opportunities. NGOs accomplish many projects together through which they increase their skills and build their capacities. Moreover, through networking and relationship, NGOs increase social capital between themselves, and with donors. On the other hand, challenges like different agendas, lack of understanding, lack of trust and capacity impede the success of the relationship and networks.

PART 8. COLLABORATION BETWEEN THE SOMALI ORGANIZATIONS IN THE NETHERLANDS AND NGOs IN KENYA

Investigating the collaboration opportunities between the Somali Diaspora in the Netherlands and NGOs in Kenya was also a major objective of this study. This part explores these opportunities and discusses their potential benefits and challenges.

8.1. Collaboration opportunities between the Somali NGOs in Netherlands and NGOs in Kenya

The findings show that the majority of the interviewed organizations in the Netherlands and Kenya are willing and ready to collaborate. Table 8.1 shows three categories of interviewed organizations and their positions with regard to collaboration.

Table 8.1 Organizations and their positions towards the collaboration

NGOs positive about collaboration		NGOs neutral about collaboration		NGOs negative about collaboration	
SDOs in Netherlands					
HIRDA	Qaran				IFTIN
NOMAD	Afrikaan Daryeel				
ADO	African Sky				
Iskaashi	Gowraar				
LNGOs in Kenya					
SYDP	SAACID				READO
BRDC	DIAL				
APD	SARDO				
Green hope	AFREC				
JCC	FERO				
NAPAD	SYDP				
IEDP					
INGOs in Kenya					
NCA	Horn Relief		Save the Children		WFP
UNDP	AET		UNESCO		IRC
WHO	NRC		World Vision		
UN			CESVI		

In the Netherlands, the interviewed organizations welcome the idea and they are of the opinion that this collaboration will play an important role in their organizations, and Somali development. Therefore, they are willing to give it financial or technical support. Concerning the financial support, the Netherlands Somali based NGOs intend to apply for joint funds from

the Dutch government or other funding bodies like European Union. For technical support, organizations plan to invest time, knowledge and experience With regard to projects proposal writing, project management and implementation. As they already work with their mirror organizations in Somalia, they are aware of the knowledge and skills the local NGOs lack. Hence their contribution in capacity building can be useful in the collaboration. One interviewee put this as: *“we are aware of the needs and competences needed in Somalia and in the entire horn of Africa. We know what projects suit in what region, and the necessary competences to execute successful projects. Therefore, our contribution in capacity building will be helpful”* Mohamed, HIRDA. However, one organization in the Netherlands, IFTIIN, is not ready to collaborate as it find as it is a young organization with few members who might hardly get time to work on collaboration with NGOs in Kenya.

In Kenya, 13 out 14 LNGOs are ready to collaborate. Only one, READO, is not ready. The 13 NGOs find the collaboration idea to be a very effective opportunity to enhance the relationship between the Somali organizations in the Netherlands and Development organizations in Kenya. They encourage the Diaspora to keep on supporting the people in Somalia and work with NGOs in Kenya. Some NGOs have a good impression on the Diaspora’s work and they are ready to support this idea of collaboration. One representative of the local NGO commented: *“The Somali Diaspora organizations support individuals and groups in their home country, and they have funded school, hospitals, and income generating projects. Therefore, if they unite their effort with NGOs in Kenya, they will be a remarkable impact on the development of Somalia”* Mariam, IIDA. LNGOs are willing to do field assessments and provide information to be used while writing proposals of the collaboration projects. They claim to well master the situation in the country, acquire information in their working areas, and have the ability to assess the people’s needs and monitor their projects. *“We are set to give time, use our experience in facilitating the implementation of the projects, and insure that the collaboration resources are used as intended and we will be present on the field to implement and monitor the project.”* John, AFREC.

For the 13 INGOs, more than a half of them (7) are fully willing to collaborate and make contribution to this collaboration. They suggest providing information on the situation in Somalia, identifying the gaps where more support is needed. INGOs can work with the Diaspora by joining their efforts and resources to implement more projects. They find that for this collaboration to be successful, the Diaspora will have to play a big part, focus on the whole country but not on specific group of people. A representative of an international NGO commented: *“the ball is in the hands of the Diaspora. If the intention of this collaboration is to help the people in Somalia irrespective of the regions or clans, the collaboration will work efficiently. If the motivation is for personal gains the collaboration will not work”* Berhane, NCA.

For the other six, four find this collaboration to be effective though they are not ready to join it now. The other two view this collaboration not to be effective, hence they do not want to join it. The reasons why they are not ready or do not want to collaborate is because firstly, the Diaspora organizations lack clear structure and goal in their activities. The interviewee commented: *“my organization supports all Somali people in need irrespective of who they are or which region they came from. But the Somalis in the Diaspora only focus on their families and their regions. This means we can work with them as we have different goals.”* INGO2. Secondly, some NGOs have no experience of working with the Diaspora organizations and they do not know who the Diasporas are and their capabilities. Therefore, before engaging themselves in this collaboration, it is better if the Diaspora organizations develop a document explaining who they are, how and what they want to do. Thirdly, nepotism in the Somali Diaspora organizations is their worry. The INGOs comment that the Diaspora people want to employ their family or clan members who might lack the knowledge and skills required to do the job. In addition, the Diaspora organizations might impose to implement the projects in the regions where their members come from. INGOs will not accept to work in this way as they do not focus on the people in the region but the needs in the region. Fourthly, lack of trust is their worry. These NGOs insist that Diasporas do not trust the International NGOs to deliver an efficient work in Somalia. This was noted as: *“the Diasporas think to be the better agents to help Somalia as they master the language, field and Somalis culture and have education from the Western countries. For these reasons, they want to impose how the work is to be done and*

where to do it ignoring that the International NGOs have their own plans and structure” INGO13. Finally, some have had experiences about the Diaspora organizations supporting the armed groups in Somalia. The interviewee said: “the Diaspora collect funds in the name of rebuilding Somalia but instead they sponsor the armed groups in Somalia. I don’t think they will come together and help Somalia as they claim to do it. They cannot because they are still divided along clan lines and they are the cause insecurity in Somalia”LNGO5.

8.2. Potential benefits of the collaboration

Collaboration between the Somali Diaspora in the Netherlands and NGOs based in Kenya can be beneficial in different ways. Firstly, it will boost the budget for the activities in Somalia as there are recorded insufficient funds to sponsor the humanitarian and development programs. The organizations operating in Somalia are experiencing cuts of funds from the international humanitarian donors (figure 8.1) due to the currency fluctuations and the global economic crisis. The other cause of these cuts is the shifting focus of the international community towards new emergencies in places such as Haiti and Pakistan. In addition, humanitarian funding for

Somalia is in competition with the support provided by donors in order to fight against terrorism (CAP, 2011).

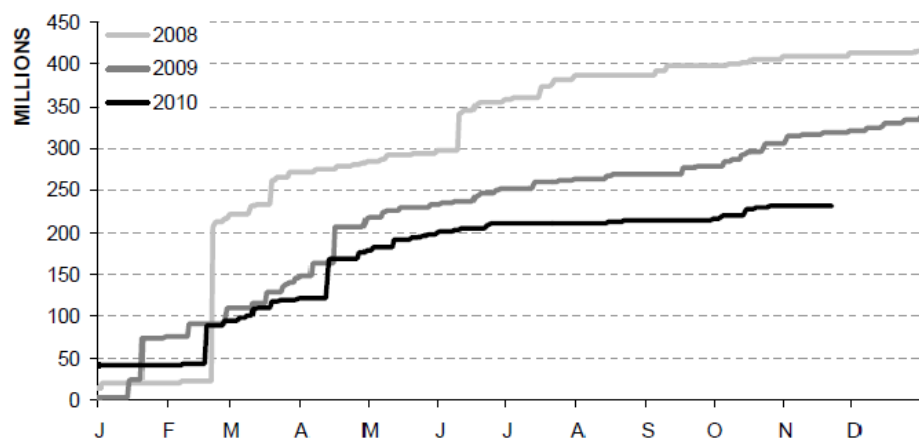


Figure 8.1. Funding for the CAP 2008-2010 Source: CAP, 2011

In the figure above, the funds directed to Somalia by the end of the year 2008 (top line) was more than \$400 million, and by the end of 2009 (middle line) was about &300 million and in 2010 (below line) was \$230 millions. Therefore, between the year 2008 and 2010, there was a decrease of more than \$150 million which could be used for many projects. Due to this

decrease of funds and increase of needs, the interviewees find this collaboration a potential opportunity to contribute to the solutions of the problems facing Somalia. Through the collaboration, the collaborative NGOs will put their resources together to strengthen their efforts and save the Somalis suffering. *Somalia is big and has big needs and the Somali government is not in a position to provide the assistance that is needed in Somalia*". Hassan, ADO. Therefore the efforts of the organizations in collaboration will be much useful.

Secondly, resources and efforts from the collaboration between SDOs and NGOs will be useful especially in the conflict areas. One interviewee commented: *"Diaspora people and local organizations are willing to take risks and work in the conflict zones which are hard to go for International and UN NGOs. Mukta, BRDC*. Therefore, this collaboration will be effective because the Diaspora and other Somali NGOs continue to support their people no matter how dangerous is the situation.

Thirdly, the interviewed organizations believe that this collaboration is a way to bring together the Somalis residing in different foreign countries and contribute in unity to the development of their country. Hence SDOs and NGOs operating in Somalia will come together with one goal and vision which is to rebuild the Somali nation.

Fourthly, the collaboration is seen as a way to unite the Somali clans and put their potentials together to rebuild Somalia. One interviewee said: *"It is a good idea to create an inter-clan network and use the people from different clans and regions to implement and monitor the projects together. The people in different clans and regions will be able to visit each other's projects, put Somalia on the front line and forget the clan divisions Abdulkadir, READO*. If unity and cooperation are achieved, they will certainly boost the capacities of the organizations and promote the higher the levels of social capital available among them. The unity will also enable the increase of trust and accountability and bridge the gap between the Somali organizations in the Netherlands and NGOs in Kenya.

Last but not least, the Diaspora will assist in capacity building as a number of the interviewed organizations mentioned that LINGOs lack skills needed in running projects. These skills include writing proposals, and fundraising mechanisms, implementing and monitoring of projects.

Diasporas and International NGOs in Kenya will facilitate and coordinate projects, and give training to the local NGOs that lack capacity. One interviewee commented: *“The Diaspora will assist in the capacity building field because most of Somalis returning to their home have a level of education, language, IT and management skills from the West. These skills are important for the capacity that the local organizations need” Mashhadi, WHO.*

8.3. Potential challenges of the collaboration

Although there are considerable opportunities, there might be challenges that are likely to make some organizations to be reluctant in engaging themselves in the collaboration. The issues that might impede the smooth collaboration between the organizations include organizational clan membership, lack of mutual understanding, insecurity in the South central part of Somalia, lack of capacity to manage projects.

The organizational clan membership was mentioned as an obstacle to the functioning of the collaboration since the membership of some of the organizations is not based on national identity but on clan identity. This was a view by a number of NGOs that the clan membership is strong in the Somali communities including the Diaspora. The Diaspora organizations are judged to lack the sense of objectivity and neutrality seeing that they want to pull and favor the people of their clan instead of the entire community. This was commented as: *“... But Somalis in the Diaspora only focus on their families and their regions. This means we can work with them as we have different goals.” INGO2.*

Lack of trust between Diaspora Organizations and International NGOs is also considered as a barrier. Some of SDOs and INGOs in Kenya commented that there is lack of transparency and accountability in the utilization of resources given to the International NGOs. One of these organizations commented: *“I am for the idea of collaboration but I am not sure if it will work. I hear that the International NGOs use the funds for Somalia for their own benefits. When it comes to support Somali, they use a small portion of the funds they get. So I am not sure if this time it will be different” NSDO4.* There is worry that from the international funds for Somalia, a big amount is used by the INGOs for their own interests and a small portion is used in Somalia. With regard to lack of trust, INGOs in Kenya do not trust that SDOs will be potential partners as

they favor and want to employ people of their clans. Lack of capacity in projects implementation, monitoring and evaluation is another issue that was repetitively mentioned by a number of INGOs. They say that the programs of the LNGOs stand for a short period and then collapse due to lack of working strategies, coordination and long term planning.

Lastly, this collaboration might be challenged by the insecurity, especially in the Central South part of Somalia. Due to insecurity, it will be hard to collect field information, project implementation, monitoring and evaluation. All these activities need to efficiently and successively be conducted in a stable environment. The insecurity worry was frequently insisted by the interviewees because of the threats they face from the armed groups. NGOs have to pay in money or kind to the militia in order to work in their controlled areas. If NGOs cannot pay, they are banned to operate in that region, or some of the workers as held as hostages. A local NGO commented: *“a time, it becomes hard to do the work in the South central of Somalia where some of the localities are controlled by the armed groups. We have to pay in order to conduct our projects there, and it is impossible to pay all the time you meet them”* LNGO12. An international NGO stated: *“in South Central area, it is hard to know if the projects were implemented since some parts are not reachable. And if you can not monitor and evaluate your projects, it hard to go one with your work”* INGO1. Poor infrastructure also in different regions of Somalia is countered as an obstacle. NGOs find it difficult to find proper buildings where they can conduct their activities. Due to fighting, buildings have been destroyed, roads are difficult to use and this situation limits many organizations to reach their beneficiaries and monitor their interventions.

8.4. Conclusion

The majority of the interviewed SDOs in the Netherlands and NGOs in Kenya accept to collaborate. In the Netherlands case, only IFTIIN does not want to be part of the collaboration. Other interviewees welcomed the idea of collaboration and are willing to invest their time, expertise and financial to support this collaboration.

As for the interviewed NGOs in Kenya, also the majority is welcoming the collaboration. Out of the 14 LNGOs interviewed, only one is not willing to collaborate. The others encourage the collaboration initiative and are ready to contribute in terms of time, experiences, human, and financial resources. With regard to the 13 interviewed INGOs, 7 of them welcome the collaboration, 4 are neutral about collaborating and 2 do not want to collaborate. These 6 are neutral or do not want to collaborate because of the challenges that this collaboration might encounter such as the existing lack of trust between the diasporas and International NGOs, lack of capacity and structure in diasporas projects, and clan affiliation in Diaspora Organizations. However, there are benefits that NGOs collaborating will gain like increase of funds, joint efforts to implement projects in Somalia, solidarity and support between NGOs that will be collaborating. LNGOs also see that there will be unity among the Somalis as the goal will be to focus on different parts of Somalia but not only on specific regions.

PART 9. CONCLUSION AND DISCUSSION

The central question of this research is: *“What are the main characteristics of existing relationships between the Somali organizations based in the Netherlands and development organizations in Kenya with focus on Somalia and what are the opportunities for collaboration?”*

To answer this question, a number of sub questions have been devised and guided the entire process of the empirical research. In addition much concern has been directed to the major concepts of the thesis which shaded more light to the relationship between the theories and empirical data. The conclusion part concentrates on summarizing the answers of the research questions by linking them to the theoretical and practical frame addressed in the whole research process. It is important to note that due to the small population sample in both countries, the results of this research cannot be generalized to the whole range of Somali Diaspora Organizations in the Netherlands or Non Government Organizations in Kenya. Thus the findings presented in this study are only applicable to the interviewed organizations.

The first question: ***“What are the characteristics of the Somali Diaspora organizations in the Netherlands and what are their interventions in Somalia?”***

Somali Diaspora Organizations (SDOs) in the Netherlands present diverse characteristics in terms of interventions, founding periods, regional focus, administration, membership size and financial status. Most of the interviewed SDOs were established between the year 1996 and 2005, and operate in all regions of Somalia (South Central, Somali land, and Puntland). According to IOM (2004), the aim of Diaspora Organizations is to create opportunities of frequent interaction among the members, conduct cultural activities as a way of preserving their ethnic identity, and also to jointly explore means of contributing to development of their homeland. Weiss, (2009) argues that Diasporas are agents of change who offer their contribution to a homeland that is deprived of the most basic services. This corresponds with the findings because SDOs also contribute to the development in their home regions. They provide assistance in education, health systems, micro financing, and clean water in their home communities. Moreover, the SDOs are involved in providing humanitarian assistance to the victims of conflicts. In their receiving country, the Netherlands, SDOs operate in the provinces

where their members live and assist them to learn the Dutch language and culture help the youth to avoid the use and abuse of drugs, and also to organize their cultural activities.

The second research question: ***“What are the characteristic of Non Government Organizations based in Kenya and what are their interventions in Somalia?”***

NGOs in Kenya with focus on Somalia are in twofold: Local Non-Government Organizations (LNGOs) and International Non Government Organizations (INGOs). Each and every NGO is registered in Kenya. They operate in private offices, but in some cases, few LNGOs, share a single room with other organizations. Most of these NGOs (48%) started operating in Somalia in the period between 1991 and 2000, in all regions: South Central, Somaliland, and Puntland. All of them have projects in one or more regions of South Central, and few operate in Somaliland and Puntland. The majority of NGOs are coordinated and funded by the UN body known as Office for the Coordination of Humanitarian Affairs (OCHA).

NGOs intervene in humanitarian field whereby they assist the conflict victims. They are also involved in development fields specifically in Water, Sanitation and Hygiene (WASH); Education; Agriculture and livelihood; Nutrition; Food aid; Emergency shelter, Peace building, Security, and Logistics. These findings correspond with the UNDP Somalia (2011), OCHA Somalia (2010) literature which describes NGOs intervening in Somalia, their humanitarian and development assistance. Development assistance is aimed at stabilizing and building the long-term resilience of the Somalis, and humanitarian assistance to alleviate their sufferings caused by conflicts, drought, flood etc.

The third question: ***“What are the organizational networks in which the Somali Diaspora Organizations in the Netherlands and NGOs in Kenya participate?”***

This question is answered by looking first at the organizational networks of the Somali Diaspora Organizations (SDOs) in the Netherlands and later the networks of the NGOs in Kenya. Regarding SDOs, the majority of them are members of the two main networks: Somali Nongovernment Organizations (SomNGO), and Federation of Somali Associations Netherlands (FSAN). Other networks that were mentioned however with few members include Diaspora

Forum for Development (DFD) and Vluchtelingen-Organisaties Nederland (VON). Kenya based NGOs are involved in three main networks: Clusters, Somali NGO consortium, and Somali Support Secretariat (SSS). Other networks include EASSI: East African Sub region Support Initiative, SOSSENSA: Somali Platform of the Non state Actors, IASC Interagency Standing Committee, HCT: Humanitarian country team Somali, PHRN: Peace Human Rights Network. The findings reveal no network that unites SDOs in Netherlands and NGOs in Kenya.

Through the networks, the interviewed SDOs and NGOs build their capacities and improve their performance. Their networks help them to gain information and advices from each other, build their capacities, and increase their social networks. This corresponds to Davies (2003) view who declares that networks promote the functioning of the organizations by providing a greater influence and increased scale and impact of their activities. Networks also, according to Liebler and Ferri (2004), allow organizations to fill gaps or complement each other on different activities, interrelate and unite to tackle major issues. Indeed the interviewed organizations have complemented each other by giving support and solidarity in different activities. Considering the goals of the networks of the SDOs in the Netherlands and NGOs in Kenya, the interviewed organizations belong to Technical Expert Networks and Policy-relevant Action Networks

The fourth research question: ***“What are the existing relationships SDOs in the Netherlands and NGOs in Kenya, and which factors explain the success and failure of these relationships?”***

The results reveal that there is nearly no relationship between the organizations in the Netherlands and Kenya. Only one SDO in the Netherlands was found to be in relationship with one NGO in Kenya. In the framework of the SDOs in the Netherlands, it was revealed that they are engaged in informal relationship whereby they come and work together without any long-term commitment. It was also found out that these organizations are involved in relationship with other Somali organizations in other countries such as Somalia, US, UK, and Scandinavian countries. As for NGOs in Kenya, their relationship is informal but also formal in the situations where the International NGO and Local NGO have to jointly carry out some projects.

According to Guler (2008) the relationship between the organizations is enhanced by solidarity and support and other factors which promote the functioning of the organizations in question. Through the organizations interdependency, there is a greater influence and increased scale and impact of their activities. The relationship is also expressed through the joint participation in their development activities (Patdron, 1987). Factors explaining the relationship between the interviewed organizations include information and ideas, events' organizing, funding, capacity building, and projects implementation. This relationship is challenged by issues such as strict rules and delays in of funds, lack of understanding between the organizations, lack of capacity.

The last question: ***“Which recommendations can be given to these organizations to develop collaboration opportunities?”***

Firstly, it would be ultimate if the SDOs in the Netherlands are represented in the networks of the NGOs in Kenya (SSS, SOMNGO consortium, and Clusters). This will be crucial because both parties (SDOs in the Netherlands and NGOs in Kenya) will understand how each one functions, and they will discuss, clarify, and divide the tasks to offer in the collaboration activities.

Secondly, the collaborative parties can develop a working structure specifying who to do what and where to do it. This 3W matrix will allow them to know ***which*** organizations are carrying out ***what*** activities and ***where***. This structure is already used and guides NGOs based in Kenya with focus on Somalia. The 3W matrix facilitates the organizations to have information at various levels of detail from operational to strategic overview. It is useful because it presents an overview of assistance needed in different parts of the country. It can identify the gaps where support is needed and serves in avoiding the duplications of programs. Moreover, it can assist in the collaboration programs by monitoring and evaluation, and provides a more detailed picture of the needed interventions within a specific field, area etc. The matrix will facilitate the NGOs willing to engage themselves know why they are joining, who they will be collaborating and what is expected from them.

Thirdly, the collaborative parties should apply the principle of interdependence whereby the organizations support, consult each other and take decisions together. The interdependence will be very crucial because it will allay the worries of many NGOs who feel that they will be

power inequality, lack of mutual understanding and trust. The organizations will assume different possibilities which will make them to need each other With regard to decision-making. According to Flower (2000), this can be done by adopting an organizational approach not project focus because collaboration is about gaining a deep organizational relationship, which is not a 'project'. Projects should be seen as a vehicle to explore relationships, not as the basis of them. In doing this, the NGOs will develop a sense of interdependent or rely on each other in their entire programs.

Fourthly, NGOs collaborating should be national but not clan / family focus. SDOs and local NGOs are advised to go beyond their clans and focus on uniting Somalis and rebuild Somalia. To achieve this they can involve the young people in their organizations because many interviewees confirmed that the youth overlook and give less value to the clan affiliation.

Fifthly, organizations that are collaborating can apply the matching funds principle whereby they put their resources together for the projects of the collaboration. SDOs and INGOs can also match efforts, expertise and build the capacity of some the LINGOs.

Six, to establish offices to broker contacts between the Diaspora and partners based Kenya. These offices can inform members of the collaboration how and where they can intervene, and they can be in: Somalia, Kenya and the Netherlands. The offices can be accountable of the reports on monitoring and evaluation processes, and act as communication references between the members of the collaboration. Therefore, there will be need of developing communications mechanisms such as websites, emails, and telephones.

Seventh, the collaborative parties can train community members in Somalia who can monitor the collaboration projects and act as contact persons on the field. This can reduce the costs of NGOs travelling from Kenya to Somalia for monitoring activities, and also it will give the community members the ownership of the projects. Women and Elders were mentioned as the suitable people for such tasks because they spend most of their time in the communities.

Finally, once in a while there should be seminars and workshops that bring together all stakeholders of the collaboration for evaluation and longer term planning.

9.1. Concluding remarks and future research recommendations

The outcomes provide a snap shot on the state of the collaboration between SDOs and NGOs in Kenya which is nearly none. However, these organizations operate in the same regions, intervene in the same fields and provide the same needs to people in Somalia. If there could be more time, a deeper investigation on why these organizations do not collaborate, it would have contributed to the recommendations of this research. A further research would be to explore more on the factors that hinder the collaboration between these organizations.

Further, the findings reveal that there are collaboration opportunities between the Somali Diaspora Organizations and Non government organizations in Kenya as 78% of the interviewed organizations are willing to collaborate.

Some of the interviewed NGOs accept to get support from the Somali Diaspora organizations. A future research would explore more on the kind of support that these NGOs have received and assess the impact of that support. This will provide information on what kind of investment the Diaspora can inject in this collaboration.

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Appendices

Appendix 1. Semi and structured interview questions

Collaboration between the Netherlands based Somali organizations and Kenya based development organizations I. Questions about the interviewee

Existing relationships

1. What are the characteristics of the Somali Diaspora organizations in the Netherlands?

I intend to ask and map the following on each organization:

- Name and founded year
- Mission and objectives
- Activities in the Netherlands/ Somalia or Kenya
- Target group/ area
- Donors
- Partners

2. What are the existing relationships/ cooperation between Somali organizations in Kenya and in the Netherlands and which factors explain the success or failure of these relationships?

- Do you have partner organization in Kenya? Or Somalia? Or other country?
If not, why not?
If yes, what kind of relationship are you engaged in? And how?
- What are the main objectives of these relationships?
- How have these relationships benefited your organization? Are you satisfied with the benefits?
- What problems have you encountered in these relationships? And what were the causes of these problems?
- What do you suggest to be done to improve these relationships?

3. What are the organizational networks in which the Somali organizations in the Netherlands and Kenya participate?

- Do you participate in any network? In no, Why not?
- What are the type of networks do your organization participate in? And how? (Means, frequency of communications?)
- What is the objective of your network? What are the activities? What are the resources invested?
- How do these networks benefit your organization?
- Are you satisfied with the achievements of this network? In no, why not?
- Which are other development agencies and government departments engaged within your network? And on what is their contribution? (policy areas, resources)
- What are the problems/ challenges have you encountered in these networks? What were the causes of these problems?
- What do you suggest should be done to improve / strengthen your network?

New Collaboration opportunities

- What do you wish your organization to achieve through collaboration with development organizations in Kenya?
- What contribution would like to make for the long term collaboration?
- What contribution do you expect from the Kenya based organizations for the success of the long-term collaboration? (Knowledge, skills and experiences would you bring to it?)
- What channels do you think will facilitate this collaboration? How can they be utilised
- How do you envisage this collaboration to be managed?
- What can be done to foster more collaborative relationships between Somalia NGOs in the Netherlands and development organizations in Kenya?
- What are the challenges do you foresee in these collaborative relationships?

Structured interviews

I. QUESTIONS ABOUT THE INTERVIEWEE AND THE ORGANIZATION

Interviewee

- Name:
- Gender:
- Educational level:
- Position in the organization:
- Employment status – which field
- Residential city:

Organization

- Name:
- Founded year
- Target group:
- Target area:
- Mission and objectives:
- Activities in Somalia:
- Donors of your organization:

1. Relationship with other organizations

Are you engaged in any relationship with	Yes
--	-----

<p>other organizations operating in Somalia?</p> <p>If no, why not?</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>	<p><input type="radio"/> Other international organizations</p> <p><input type="radio"/> local (Kenya)development organization</p> <p><input type="radio"/> organizations in Somalia</p> <p><input type="radio"/> others</p> <p><input type="radio"/> No please proceed to section 3</p>
<p>Is this relationship formal or informal?</p> <p>If formal how often do you meet per month/ year?</p>	<p><input type="radio"/> formal</p> <p><input type="radio"/> informal</p> <p><input type="radio"/></p>
<p>Why are you involved in these relationships?</p>	<p><input type="radio"/> social network with other organizations</p> <p><input type="radio"/> gain information about other Somali organizations</p> <p><input type="radio"/> gain information about Somalia situation</p> <p><input type="radio"/> share knowledge and experience about organization management</p> <p><input type="radio"/> helping each other to solve problems</p> <p><input type="radio"/> others</p>
<p>How have these relationships benefited your organization?</p>	<p><input type="radio"/> expanded our social network</p> <p><input type="radio"/> gained information about other Somali Organizations</p> <p><input type="radio"/> gained knowledge and skills on project proposal writing</p> <p><input type="radio"/> gained knowledge and skills on project implementation and management</p> <p><input type="radio"/> others</p>
<p>What challenges have you encountered in these relationships?</p>	<p><input type="radio"/> Lack of mutual understanding because of :</p> <p>- different visions and missions</p> <p>- different target groups / area</p> <p><input type="radio"/> lack of commitment from other organizations</p> <p><input type="radio"/> others</p>
<p>What do you suggest to be done to improve these relationships?</p>	<p>.....</p> <p>.....</p> <p>.....</p>
<p>To what extent are you satisfied with the benefits of your relationship with other</p>	<p>Please circle the number below: 1: less satisfaction,</p>

organizations?	3: average, and 5: high satisfaction
	1 2 3 4 5

2. Network with other organizations

Does your organization participate in any network? If no, why not?	<input type="radio"/> Yes <ul style="list-style-type: none"> • In Kenya • Europe • Africa • North America? <input type="radio"/> No Please proceed to section III(collaboration)
Which networks does your organization participate in?	Names: <input type="radio"/> <input type="radio"/> <input type="radio"/>
How many times do you meet?	<input type="radio"/> once in 6 months <input type="radio"/> once in a year <input type="radio"/> others
What is the objective of your network?	<input type="radio"/> share information <input type="radio"/> gain information about other organizations <input type="radio"/> share knowledge and experience about organization management <input type="radio"/> helping each other to solve problems <input type="radio"/> organize activities and events together <input type="radio"/> promote and communicate the mission and vision of your organization <input type="radio"/> others
What are the activities within this network?	<input type="radio"/> <input type="radio"/> <input type="radio"/>
What means of communication within this network?	<input type="radio"/> meetings <input type="radio"/> emails <input type="radio"/> Telephones <input type="radio"/> Face book <input type="radio"/> Twitter <input type="radio"/> others.....

<p>What are the resources that your organization has invested?</p>	<p><input type="radio"/> money <input type="radio"/> knowledge and skills <input type="radio"/> others.....</p>
<p>How do these networks benefit your organization?</p>	<p><input type="radio"/> gained information about other organizations <input type="radio"/> gained knowledge and experience about organization management <input type="radio"/> self standing in decision making and problem solving <input type="radio"/> promoted the name, mission and vision of your organization in the Netherlands, Somalia... <input type="radio"/> others</p>
<p>Which other development agencies and Dutch government departments engaged within your network?</p>	<p><input type="radio"/> Dutch co-financing institutions <input type="radio"/> government ministries <input type="radio"/> municipalities <input type="radio"/> Dutch citizens <input type="radio"/> others</p>
<p>What kind of opportunities do you encounter in your engagement with these institutions?</p>	<p><input type="radio"/> Strategies to operate in the Netherlands (knowledge and skills) <input type="radio"/> forums <input type="radio"/> networks <input type="radio"/> contacts (formal and informal) <input type="radio"/> financial funds <input type="radio"/> volunteers <input type="radio"/> others</p>
<p>What challenges have you encountered within these networks?</p>	<p><input type="radio"/> lack of mutual understanding Why..... <input type="radio"/> effort/ investment inequality from the organizations <input type="radio"/> Competition for funds <input type="radio"/> lack of trust <input type="radio"/> Others.....</p>
<p>What do you suggest should be done to improve / strengthen your network?</p>	<p>..... </p>
<p>To what extent are you satisfied with the benefits of your network?</p>	<p>Please circle the number below: 1 as less satisfaction, 3 average, and 5 high satisfaction</p>

	1	2	3	4	5
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III. QUESTION ABOUT COLLABORATION: NETHERLANDS AND KENYA

<p>Would you like to collaborate with the organizations based in Kenya but focusing on Somalia/ Somaliland?</p>	<p><input type="radio"/> yes <input type="radio"/> if no, why not? </p>
<p>What do you wish your organization to achieve through this collaboration?</p>	<p><input type="radio"/> network with other organizations <input type="radio"/> know more about development organizations involved in Somalia <input type="radio"/> promote the vision and mission of your organization <input type="radio"/> learn from other organizations <input type="radio"/> interdependence between the organizations <input type="radio"/> value addition to the organization <input type="radio"/> others..... </p>
<p>What investment would your organization give for the long term collaboration?</p>	<p><input type="radio"/> financial funds <input type="radio"/> knowledge and skills in project implementation <input type="radio"/> others..... </p>
<p>What investment do you expect from the Kenya based organizations?</p>	<p><input type="radio"/> financial funds <input type="radio"/> knowledge , skills and experiences in project management <input type="radio"/> others..... </p>
<p>What form would you like the collaboration to have? (please see clarification below)</p>	<p><input type="radio"/> informal* Why </p> <p><input type="radio"/> Formal* Why? </p>

	<p>.....</p> <p>.....</p>
What means of communication will facilitate this collaboration?	<input type="checkbox"/> meetings <input type="checkbox"/> emails <input type="checkbox"/> Telephones <input type="checkbox"/> Face book <input type="checkbox"/> Twitter <input type="checkbox"/> web site <input type="checkbox"/> others.....
How do you envisage this collaboration to be managed?	<input type="checkbox"/> form two umbrella organizations which will delegate the committee - one from the Netherlands side - one from the Kenya side <input type="checkbox"/> other means
What challenges this collaboration might encounter	<input type="checkbox"/> organizations 's difference in vision and mission <input type="checkbox"/> differences in target groups and region <input type="checkbox"/> investment inequality (big organizations vs small organizations) <input type="checkbox"/> lack of mutual influence <input type="checkbox"/> lack of shared control <input type="checkbox"/> lack of interdependency in decision making <input type="checkbox"/> others
What do you propose to overcome these challenges?	<input type="checkbox"/> the collaboration to have a common goal <input type="checkbox"/> to elaborate a guiding policy <input type="checkbox"/> long term commitment from members <input type="checkbox"/> Develop a joint communication strategy <input type="checkbox"/> Develop decision-making mechanisms <input type="checkbox"/> develop terms and conditions on how to continuously evaluate the progress of the collaboration
How effective do you think collaboration will be to Somalia?	<input type="checkbox"/> very effective <input type="checkbox"/> effective <input type="checkbox"/> neutral <input type="checkbox"/> less effective

	<input type="radio"/> not effective
--	-------------------------------------

*** Informal collaboration**

This is an informal and open collaboration form for the exchange of knowledge/expertise and skills without long-term commitment on the part of the organizations. The aim is organization capacity building and/or working on solutions for very specific problems, rather than identifying and attaining common goals.

*** Formal collaboration**

The formal collaboration whereby member organizations are driven by a common purpose and strategy based on a regional or intervention focus. Members bring expertise and resources together to achieve the long-term designed and desired goal.

Do you have any remarks / comments on this questionnaire?

- No
- If yes, please use the below space to mention them

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

Thank you for your cooperation

Appendix 2 Interviewed Netherlands based Somali Organizations

NGO	Year	Mission	Operational area	Network	Contact person
HIRDA	1998	Education and poverty alleviation	South central somalia	SOMNGO, DFD	Mohamed M. 0207163831
Nomad		Education	Netherlands and somaliland	Somali Societies in Europe (SSE) Somaliland Development Organization (SDO) , Vluchtelingen Organisaties in Nederland (VON); Stichting Mondiale Samenleving (SMS).	Abdiurachman Samater 020 60 77877 / 06 429 79369 nomad.group@hotmail.com
ADO	1994	Health and micro financing ,Promote the integration of the Somalis	Somaliland : Awdal	SOMNGO	Mr. Hassan 0619177145
Iskaashi	2000	Lobby, Education, health and peace	All somali regions	SOMNGO, FSAN	A.O. (Nasir) Adam Wibautstraat 150-3 info@iskaashi.org
Gowraar	1998	Health	Bardera in de regio Gedo	SOMNGO	AbdullahiHalane gowraar@home.nl 0134553694
Qaran	2006	Somali youth intergretion in the NL	Netherlands	SOMNGO	Mohamed Ali 06-40812092 ssjaqaran@hotmail.com
Afrikan Daryeel	– 2004	education projects, microfinancing	South and Central Somalia	SOMNGO, FSAN	Abdi Ali 0614282598
IFTIN	2005	Advocating for Somali women in the NL	Netherlands	FSAN	S. Said 06 48829087
African Sky	2000	Promote the role of the women in development in Somalia, Integration of the Somali women in the Netherlands	Somalia and Netherlands	VON, DFD	Mvr. Stella Ismail 030-2333639, 0657432064

Appendix 3. Interviewed Kenya based NGOs

LNGOs				
Organisation		Intervention	Contact person	Operating area
JCC	1993	WASH and Food aid	Ahmed Program coordinator ahmedjcc@yahoo.com jccorg@yahoo.com	Lower Juba, Eastern kenya
NAPAD	2006	Education, food security and WASH	Abdullahi Mohamed Hersi abdullahi.hersi@napad.or.ke	Gedo and Galgadud
SAACID: <i>say-eed</i> - Somali	1990	Multiple	Tony Burns- Programmes Development Officer tony@saacid.org	Mogadishio, centra,Putland
DIAL: Development Initiative Access Link	2003	Nutrition, WASH	Abdullahi Mohamed Dirie- Programme Coordinator zabib90@hotmail.com	South central and Puntland
SARDO: Somalink Relief and Development organization	1994	Agriculture and Livelihood	Mr. Abdulkadir Hussein Maalin- Chairman somlink@excite.com	Adale, Washikh, Runirgod, Galgadud
AFREC	1992	Agriculture and livelihood , Food Security, WASH, Education, Health	John Wanjohi- senior Program Manager John.wanjohi@afrec.org	Kismayo, Lower Jubba
FERO : Family Empowerment & Relief Organization	1992	Education and health	Ms. Zahra Ugas Farah Chairperson zfera@hotmail.com	Mogadishu, Lower and Middle Shabelle, Galgadud
IEDP: Institute of Education for Disabled people	1993	Education for the disabled , food	Ezra Mwabe, project manager iedpsomalia@gmail.com	Benadir, Lower Shabelle and Galgadud
SYDP: Somali Youth for peace and development	2004	Education	Mr. Abdinasir Ibrahim Nur Chairperson director@sypd.org,sypdmog@yahoo.com	South central Somalia
READO: Rural Education and Agriculture Development	2008	Agriculture and livelihood	Abdullahi Abdurahman Alireado_org@yahoo.com	Bay, Bakool, Lower shabelle and Mogadishu-

Organization				Somalia
BRDC: Bulshabile Relief and Development Center	2005	WASH, Education, Resettlement of IDPS	<i>Muktar Issack Ibrahim</i> brdc_som@yahoo.com	Mogadishu, Bay, Bakool and Gedo regions of Somalia
APD: Agency for Peace and development	2006	Education and livelihoods	Mohamed Bashir Abdi ahmedbashir@yahoo.com	Middle and Lower Juba, Northern Kenya
Green hope	1993	Food security, Livelihoods, WASH, Nutrition	Abdi Bashir Hersi greenhopesom@gmail.com	Hiraan and Bay regions, southern Somalia
IIDA: Women's Development Organization	1991	Health, education and Livelihood	Mariam, Project manager. info@iidaonline.net	Lower and Middle Shabelle, Banadir Galgaduud, Bay and Bakool

International NGOs				
Organisation		intervention	Contact person	Operating area
UHCR	Late 80's	All sectors	Elizabeth Kigeni, Education, Protection and Shelter clusters Support officer kigen@unhcr.org ; Mary Ayalo Water and Sanitation cluster Support Officer: ayalo@un.org	All Somalia
WFP Somalia	Late 80's	Food programs, agriculture and livelihood	Keith Ursel Program Advisor and Food cluster chair Keith.ursel@wfp.org	All Somalia
SC: Save the children	Late 80's	Education and Health	Benjamin Foot Country Director Somalia/Somaliland Programme b.foot@scuk.or.ke	All Somalia
NCA: Norwegian Church Aid	1993	WASH and Health	Berhane Wolde Micheal Program Coordinator <u>Berhane.Woldemichael@nca.no</u>	Bari, Gedo region, Puntland, the Afgoye corridor of Mogadishu.
World Vision Somalia	1992	livelihoods, education, health care and WASH	Kevin Mackey: HEA Program Design Unit Manager. <u>kevin_mackey@wvi.org</u>	Awdal, M. Juba
CESVI: Cooperazione e Sviluppo	1995	Health and Education	Vincent Annoni Country Representative <u>vincentannoni@cesvioverseas.org</u>	L.JUBA, HIRAAAN, AWDAL, TOGDHEER, W. GALBEED
UNDP Somalia	Late 80's	All sectors	Siriam Pande Program Coordinator	All Somalia
WHO Somalia		Health , WASH	Dr. Mashhadi Kamran Health cluster coordinator mashhadik@nbo.emro.who.int	All Somalia
Horn relief	1991	Education, Food security and emergence shelter	Kate Churchill-Smith Program and Communications Officer kchurchill@hornrelief.org	BARI, SANAAG, L. JUBA, SANAAG,

AET: African education and Trust	1995	Education	Emma Gremley Regional Programme Manager e.gremley@africaeducationalt rust.org	All Somalia
IRC: International rescue committee	2003	WASH and Health	Sergio Trevisan Country director Sergio.Trevisan@rescue.org	South Mudug, Gaalkacyo
NRC: Norwegian refugee council	2004	All sectors	Saeed Hersi Area Manager, South & Central Somalia ho_sc@som.nrc.no	All Somalia
UNESCO	Late 80's	Education	Christophe Munonye Programme Specialist christophe.munonye@unesco.unon.org	All somalia

