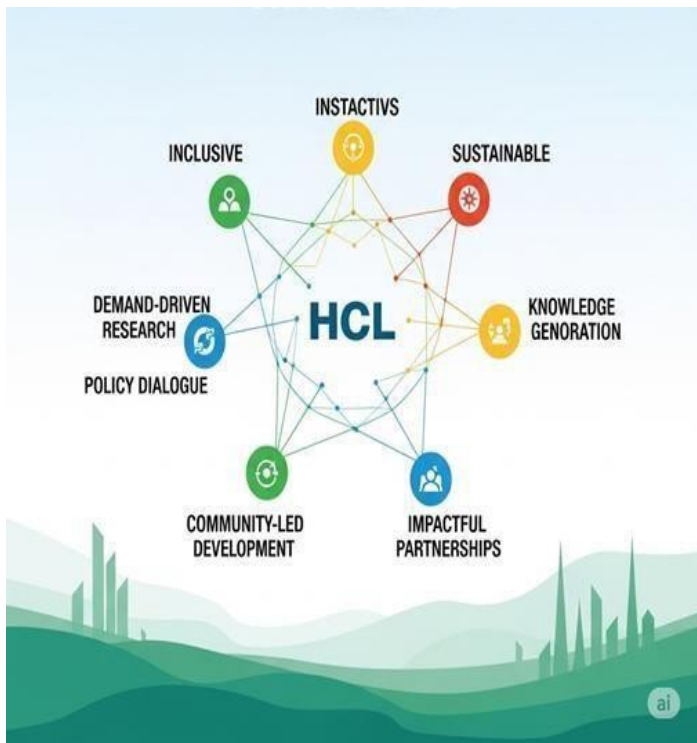




*Where theory and practice meet*



### INTEGRITY

We uphold the highest standards of honesty, ethics, and accountability in all our engagements.



### EXCELLENCE

We are committed to delivering high quality results-oriented solutions that exceed expectations.



### INNOVATION

We embrace creativity and adaptive thinking to solve complex development challenges.



### COLLABORATION

We value partnerships and inclusive participation, believing that impact is greater when we work together.



### EVIDENCE-DRIVEN

We rely on data, research, and learning to inform our approaches and drive meaningful change.



### SUSTAINABILITY

We prioritize long-term impact, local ownership and resilience-building in our interventions.

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## 1.0 INTRODUCTION AND BACKGROUND

Horn Link Consulting (HLC) is a regional, goal-oriented, and results-driven consultancy firm legally registered in Kenya, Somalia, and Ethiopia. Since its inception over seven years ago, HLC has built a solid reputation for delivering high-quality professional services across the development and humanitarian spectrum. We specialize in evaluations, impact assessments, development research, public policy analysis, project planning and management, third-party monitoring (TPM), and capacity building across a broad range of sectors, including health, education, livelihoods, governance, gender, and resilience programming.

HLC operates with a deep understanding of fragile, emergency, and post- emergency contexts, with a strong operational presence in Sub-Saharan Africa. Our experience spans complex environments, enabling us to design and implement context-specific and culturally appropriate solutions.

Our mission is to catalyze sustainable development by providing evidence-based solutions, fostering policy engagement, and promoting innovative programming that addresses the needs and priorities of communities at the base of the socio- economic pyramid. Through strategic partnerships, technical expertise, and a commitment to inclusive development, we strive to empower institutions, communities, and local actors to drive their own development agendas.

### 1.1 VISION AND MISSION STATEMENTS

|                                                                                                |                                                                                                                                                                                                                          |
|------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <br>VISION  | To be a leading center of excellence in creativity, innovation, and evidence-based solutions that drive sustainable growth and transformative development across communities and institutions.                           |
| <br>MISSION | To empower partner organizations by delivering data- driven insights, innovative strategies, and capacity- strengthening services that enhance performance, inform decision-making, and create lasting, positive impact. |

### 1.2 CORE VALUES

At Hornlink Consulting LTD, our work is guided by a strong foundation of core values that define who we are and how we operate. These values of Integrity, Excellence, Innovation, Collaboration, Evidence-Driven Practice, Inclusivity, and Sustainability reflect our unwavering commitment to ethical conduct, inclusive participation, and transformative impact. They drive our approach to delivering high-quality solutions that respond to complex development challenges while empowering communities and fostering lasting change.



### 1.3 CORE OBJECTIVES

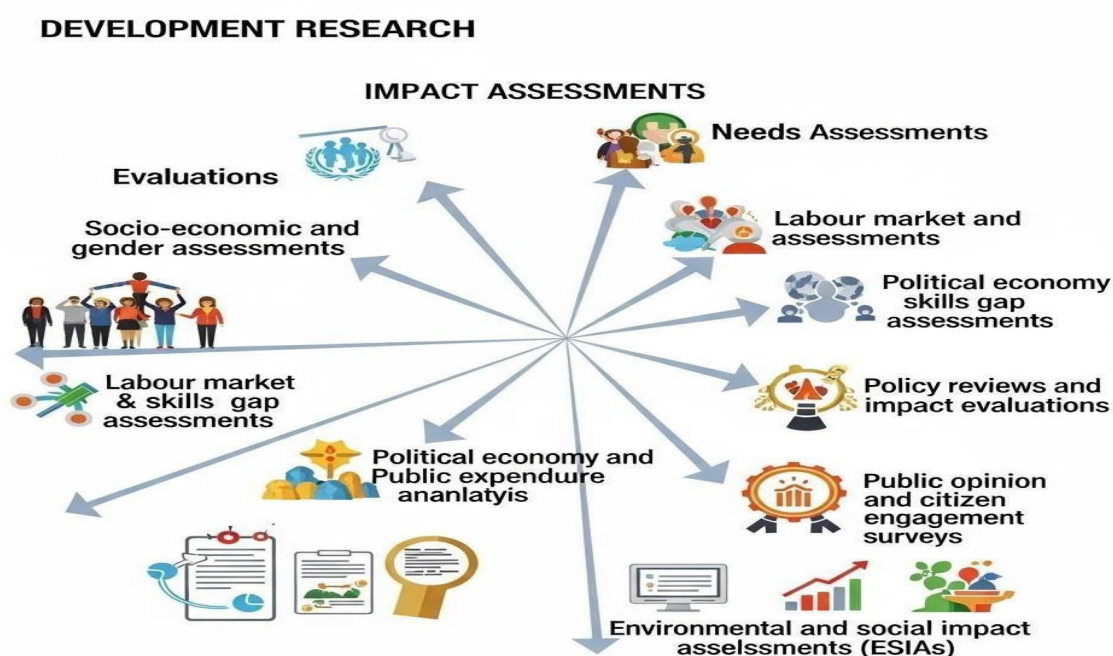
HCL is dedicated to fostering inclusive and sustainable development through strategic, evidence-based interventions. This infographic presents HCL's core objectives, which guide its efforts in delivering demand-driven research, facilitating policy dialogue, generating knowledge, promoting community-led development, and building impactful partnerships with diverse stakeholders.



## 2.0 SOME OF OUR CORE FUNCTIONS

### 2.1 Development Research

HLC offers a comprehensive range of services under its core function of **Development Research**, designed to inform policy, programming, and strategic decision-making. Our work in this area focuses on generating evidence through rigorous assessments and evaluations. Key services include impact and need assessments, baseline, midline and endline evaluations, socio-economic and gender analysis, labour market and skills gap studies, and political economy and public expenditure reviews. We also conduct policy reviews and impact evaluations, public opinion and citizen engagement surveys, as well as environmental and social impact assessments (ESIAs). These research services are tailored to provide actionable insights that support inclusive, equitable, and sustainable development outcomes.



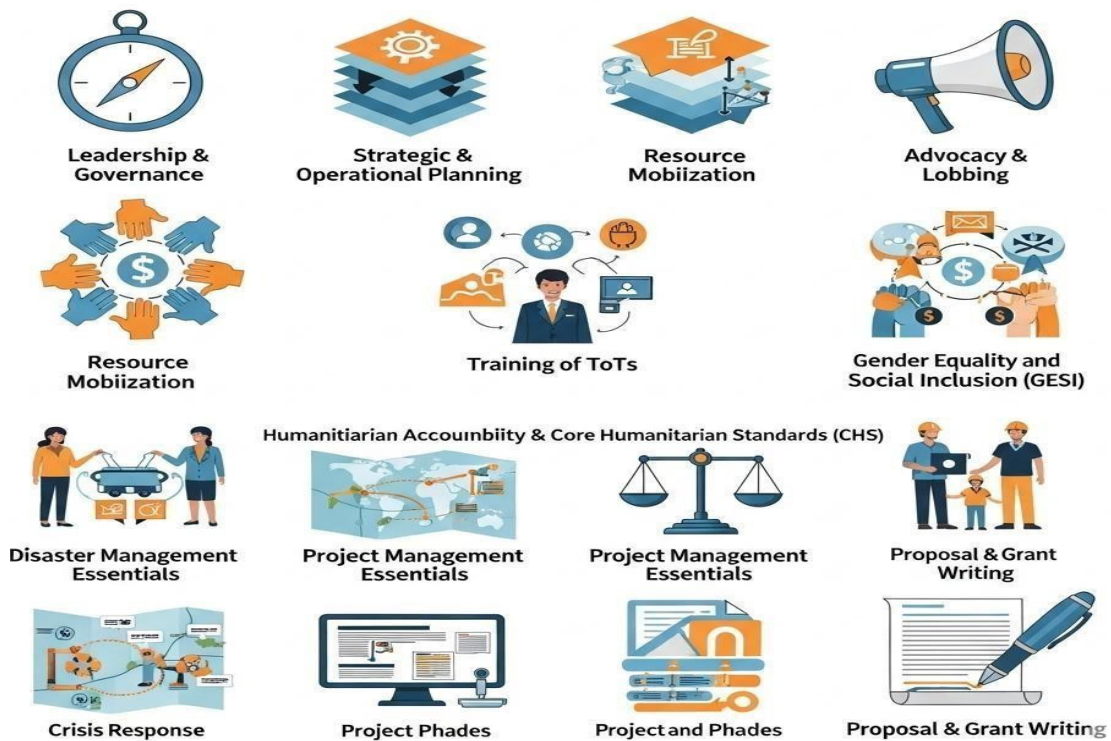
### 2.2 Third Party Monitoring (TPM) and Evaluation

We provide independent verification, real-time monitoring, and performance evaluation services for donor-funded projects across sectors including health, education, WASH, livelihoods, social protection, and humanitarian response. Our TPM services are guided by principles of neutrality, data integrity, and participatory feedback mechanisms.



## 2.3 Capacity Building and Institutional Strengthening

Capacity building and institutional strengthening are foundational pillars for enhancing the effectiveness, sustainability, and resilience of organizations, especially in the humanitarian and development sectors. These processes involve equipping individuals and institutions with the knowledge, skills, systems, and structures needed to deliver on their mandates effectively and adapt to changing contexts. The infographic highlights key thematic areas that organizations and their staff must focus on to build robust, inclusive, and accountable institutions.

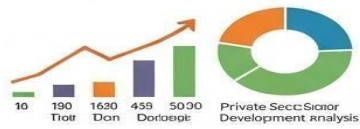


## 2.4. Labour Market Assessments and Private Sector Development

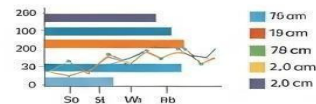
HCL's Labour Market Assessments and Private Sector Development initiatives aim to foster inclusive economic growth by aligning workforce capabilities with market demands and strengthening the role of private enterprise in job creation. Through tailored TVET curriculum development, strategic youth employment strategies, and robust entrepreneurship and MSME support programs, HCL promotes practical, market-relevant skills and enterprise resilience. These efforts are complemented by active public-private dialogue facilitation and comprehensive regulatory environment assessments to ensure that policies, institutions, and market systems are responsive, enabling, and inclusive for sustainable economic participation especially among youth and marginalized groups.

## Economic Growth and Job Creation

### Labor Market Assessments



### Private Sector Development analysis



## 2.5 Governance and Social Accountability

Governance and social accountability are fundamental pillars for building inclusive, transparent, and responsive societies. At the heart of these efforts are decentralization and devolution frameworks, which aim to transfer authority and resources from central governments to local levels. This shift enables communities to participate more directly in decision-making processes and ensures that services are better tailored to local needs.

Complementing this is the pursuit of legal and constitutional reforms, which seek to create fair and just legal systems that uphold democratic principles, protect human rights, and promote equity and inclusion. These reforms often lay the groundwork for more accountable and participatory governance.

In contexts affected by instability, peacebuilding and conflict transformation initiatives play a vital role. They work to address the underlying causes of conflict, promote dialogue and reconciliation, and support the establishment of sustainable peace and social cohesion.

Efforts to enhance transparency and accountability are equally critical. These include measures such as anti-corruption campaigns, open government practices, and independent oversight mechanisms that hold public officials to account and ensure responsible use of public resources.

Finally, civic engagement and institutional capacity building are essential for empowering citizens and strengthening the institutions that serve them. By supporting active public participation and enhancing the capabilities of

government institutions, these efforts contribute to more effective, inclusive, and accountable governance systems.



### 3.0 SELECTED CLIENTS AND COLLABORATIONS

HLC Associates has a proven track record of delivering high-impact assignments for a wide range of esteemed development partners, government agencies, and civil society organizations. Our work reflects a deep commitment to inclusive development, institutional strengthening, and sustainable impact.

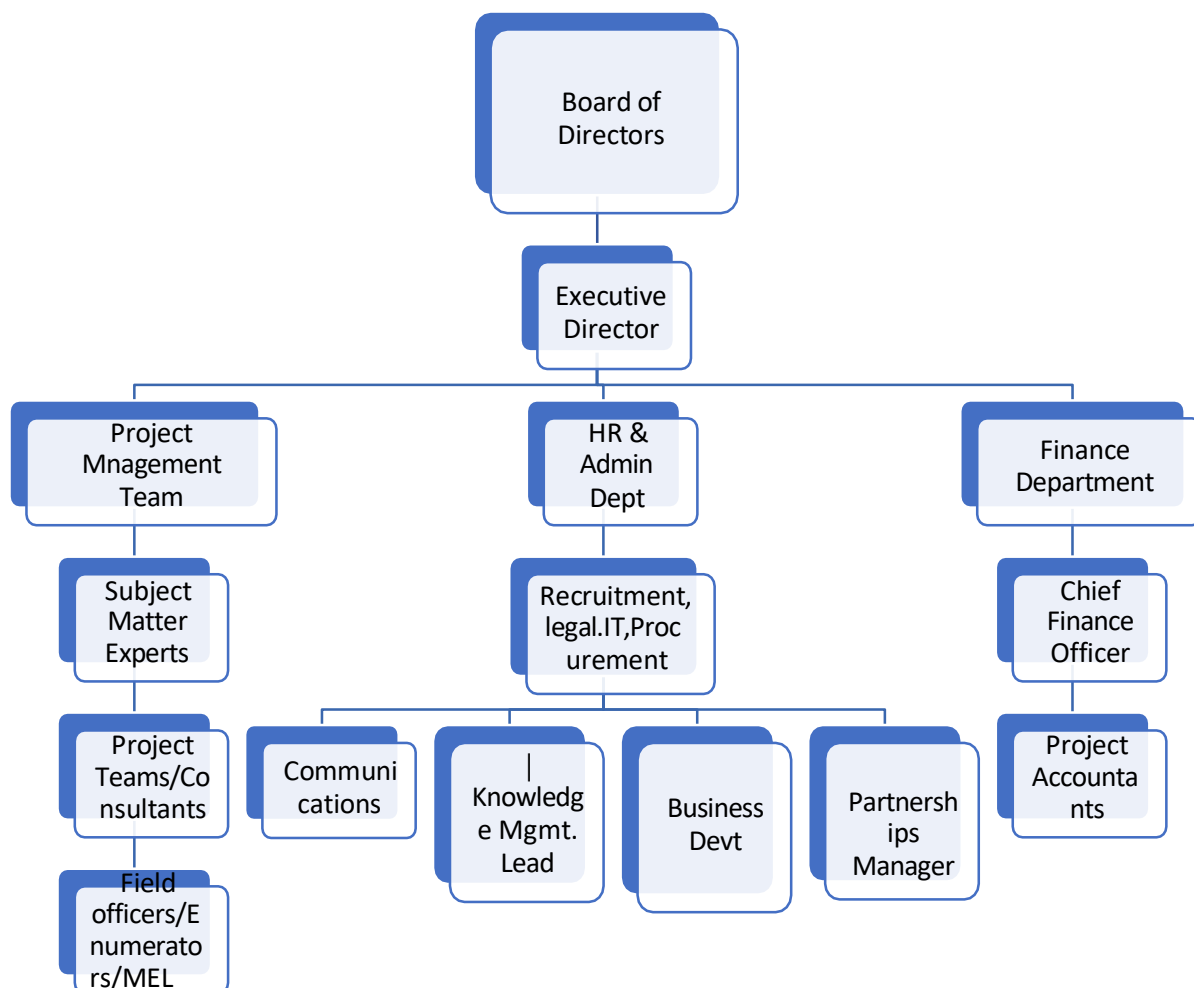
| Client/Partner                                   | Category                                |
|--------------------------------------------------|-----------------------------------------|
| <b>DBG</b>                                       | National NGO                            |
| BMZ                                              | Bilateral Development Agency            |
| UNICEF, UNDP, UNPOS                              | United Nations Agencies                 |
| ActionAid International Kenya                    | International NGO                       |
| International Rescue Committee (IRC)             | International NGO                       |
| Oxfam GB                                         | International NGO                       |
| Plan International                               | International NGO                       |
| Health NGOs Network (HENNET)                     | National Health Network                 |
| FANIKISHA – USAID Project                        | USAID-Funded Project                    |
| Canadian International Development Agency (CIDA) | Bilateral Development Agency            |
| Centre for Governance and Development (CGD)      | National Governance Organization        |
| IIDA Women’s Development Organization            | Regional Women’s Organization           |
| Youth Agenda, Umande Trust, Youth on the Move    | Youth and Community-Based Organizations |
| Sheila McKechnie Foundation (UK)                 | International Advocacy Foundation       |
| Inter-Parliamentary Union (IPU)                  | Intergovernmental Organization          |

## Recent Similar assignments

The table below presents a selection of recent assignments that reflect HLC's expertise in development research, capacity assessment, education programming, and community stabilization

| Assignment Title                                                                                                                                                                                                                              | Type of Service                       | Client / Partner                 | Location        | Year |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|----------------------------------|-----------------|------|
| <b>Knowledge, Attitude and Practice (KAP) Survey on Children's Education</b>                                                                                                                                                                  | Survey / Research                     | EFASOM & Oxfam Denmark           | Mogadishu       | 2024 |
| <b>Development of Education Guidelines, Tools and Best Practices</b>                                                                                                                                                                          | Technical Assistance                  | HIRDA Somalia & UNICEF           | Gedo, Jubbaland | 2025 |
| <b>Organizational Capacity Assessment of Jubbaland MoE TVET Centers &amp; Local Education Partners</b>                                                                                                                                        | Capacity Assessment                   | Ministry of Education, Jubbaland | Jubbaland State | 2026 |
| <b>Baseline Study – Integration, Stabilization &amp; Capacity Strengthening of IDPs, Returnees and Host Communities in Somalia</b>                                                                                                            | Baseline Study / Development Research | Daryeel Bulso Guud (DBG) & BMZ   | Mogadishu       | 2023 |
| <b>feasibility study for a project concept on “strengthening integration and stabilization of vulnerable idps, returnees and host communities in banadir region of somalia”for Amref Germany &amp; Daryeel Bulsho Guud (DBG)February 2022</b> | Feasibility study                     | Daryeel Bulso Guud (DBG) & BMZ   | Mogadishu       | 2022 |

## 4.0 ORGANIZATIONAL STRUCTURE



## 6.0 Contact Information

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