



HOPEBASE ADVISORY LLC

Local expertise. International standards.

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01 | MESSAGE FROM THE MANAGING PARTNER

We are not a firm that delivers a report and departs. We build the systems, the skills and the evidence that remain once we have gone.

HopeBase Advisory was founded on a straightforward observation. Across Somalia and northern Kenya, institutions, enterprises and community organisations are asked to deliver results, prove them with evidence, and remain accountable to those who fund them. They are asked to do this while systems are still being built, reliable data is scarce, and access is constrained. Very few advisory firms are willing to work at that intersection, and fewer still are based in it.

We built the firm to do exactly that work. Ministries engage us to design information systems their own staff will operate. Development partners engage us because we carry their compliance obligations without needing to be managed through them. Non-governmental organisations engage us for the technical depth their programme teams do not hold in-house. Enterprises and producer groups engage us for practical improvement they can act on the following week.

Our work spans health systems and information management, enterprise and agribusiness development, financial and grant management, monitoring and evaluation, governance, and geospatial services. What connects them is a single test: does the client institution end the assignment more capable than it began? A registry that still produces data next year. Controls that hold up under audit. A women's group that keeps its books after the facilitator has left.

We are deliberate about what we claim. Every assignment described in this profile is supported by a signed contract, service order or completion certificate that we will provide on request. In a market where credentials are often asserted rather than evidenced, we would rather be verified than impressive.

As a Somali-owned, women-owned firm, we also carry a responsibility beyond any single contract: to demonstrate that work of international standard can be delivered by a national firm, staffed by national professionals, from an office in Mogadishu. Every assignment we complete makes that argument on behalf of others as well as ourselves.

Whether you are a ministry, a funder, an organisation or a business, we would welcome the conversation.

Faiza Abdirahman Muse

Founder and Managing Partner

02 | WHO WE ARE

A women-owned Somali advisory firm, with offices in Mogadishu and Nairobi.

HopeBase Advisory LLC (HBA) is a women-owned Somali management consulting and development advisory firm. It operates from a head office in Mogadishu and a second office in Nairobi, delivering in Banadir Region, South West State and Hirshabelle State in Somalia, and in Wajir County in Kenya. We are engaged by international development partners, government institutions, non-governmental organisations and private enterprises to design systems, strengthen institutions and deliver technical assistance in environments where capacity, data and infrastructure are constrained.

Our work is contract-based and deliverable-driven. We are currently implementing a subaward under the Financing Accelerator Network for NCDs, a programme of the Access Accelerated to World Bank partnership managed by Results for Development Institute, establishing regional non-communicable disease registry systems in South West State and Banadir Region, in coordination with the Federal Ministry of Health and Human Services. We have delivered enterprise, agribusiness and digital skills training to farmer groups, women’s groups and youth in Hirshabelle State and Banadir Region, and to women’s groups in Wajir County, Kenya.

The firm operates through a lean core team supported by a governed panel of specialist experts. This model allows us to assemble the right seniority for each assignment in health information, public financial management, geospatial analysis, evaluation and enterprise development, without carrying idle overhead into our fee structure.

2

COUNTRIES, TWO OFFICES

4

STATES AND COUNTIES

683

WOMEN TRAINED, WAJIR

500+

YOUTH TRAINED

15

FARMER GROUPS, HIIRAAAN

What distinguishes us

Three things, consistently. First, we work where the data is thinnest and treat that as a design constraint rather than an excuse. Second, we build for the counterpart institution, not for the report. Governance structures, standard operating procedures, trained focal persons and quality assurance routines are part of every design. Third, we hold ourselves to the compliance standards of the most demanding funder in the room, because that is what protects our clients.

03 | WOMEN-OWNED

The firm is owned by a woman, and puts women at the centre of what it delivers.

HopeBase Advisory is a women-owned Somali firm. It was founded by Faiza Abdirahman Muse, who serves as Managing Partner and is the firm's authorised signatory on every contract we hold. Ownership, executive authority and technical direction all sit with her. This is not a diversity statement appended to a profile; it is the ownership structure of the business.

In a market where senior advisory roles in Somalia and northern Kenya remain overwhelmingly held by men, that structure changes what we can do. It changes who will speak to us in a community consultation. It changes which households will send a daughter to a training site. It changes the quality of the data we come back with.

What it means in delivery



Access that other firms do not have

Female facilitators and female enumerators can convene women's groups, conduct household interviews and run training in settings where a male-only team would either be refused or would collect partial answers. On the Wajir County assignment this was the difference between reaching eight women's groups and reaching their full membership of 683.



Programmes designed for women from the outset

Timing around care responsibilities and market days, venue selection within safe travelling distance, mixed-literacy materials, and group-based rather than individual formats. These are design decisions taken at inception, not adjustments made after attendance disappoints.



Safeguarding taken seriously because the exposure is understood

Safe recruitment, functional and accessible reporting channels, and a survivor-centred response are standing commitments under our subaward obligations. Women-owned governance makes those commitments credible to the communities that have to rely on them.



Visible ownership in a sector that needs it

Somali women see a Somali woman owning the firm, signing the contracts and presenting to the Ministry. The demonstration effect on the young women we train is part of the value we deliver, not a by-product of it.

Track record with women beneficiaries

- 683 women across eight women's groups trained in SME and agribusiness skills over 23 days at six sites in Eldas Constituency, Wajir County, certified complete by the client.
- Gender-inclusive programming is a documented area of expertise on our advisory board, applied across health and livelihoods assignments.
- Women's participation is tracked and reported as a delivery indicator on assignments where the client requires it, rather than estimated at closure.

04 | LOCAL BY STRUCTURE

Localisation is not a policy we have adopted. It is what the firm is.

Development funders are under sustained pressure to move delivery and decision-making to national organisations. That commitment usually runs into the same obstacle: national firms that meet the technical standard often cannot meet the compliance standard, and international firms that meet the compliance standard are not national.

HopeBase Advisory sits on both sides of that line. We are Somali-owned, Somali-registered and Somali-staffed, with a head office in Mogadishu and field teams in the districts where assignments are performed. We are also currently delivering as a subrecipient to a United States-based prime recipient, under sanctions and restricted-party screening, anti-terrorism certification, safeguarding and PSEAH commitments, and full donor rights of audit and inspection.

What this gives a funder



Presence, not deployment

Our staff live and work in the regions where the assignment is delivered. There is no mobilisation lag, no per diem-driven cost structure, and no dependence on a visiting team whose access closes when the security picture changes.



Relationships that cannot be flown in

Working relationships with federal and regional authorities, health facilities, community leaders and women's groups are the product of continuous local presence. They determine whether a registry team is formalised or a training cohort turns up.



National capacity that stays in the country

Every assignment trains Somali and Kenyan personnel and leaves tools, protocols and job aids with the counterpart institution. Capacity built through our contracts remains in the national system rather than departing with a consultant.



Compliance at international standard

A national firm is only a localisation option if it can carry the fiduciary and safeguarding obligations. We already do, under a live subaward, and our records are open to client and donor inspection.

Value for money

Local cost structures, local salaries and no international mobilisation mean more of a budget reaches delivery. On a fixed-amount award that difference shows up as more training days, more facility sites and more field supervision for the same envelope.

05 | CORPORATE INFORMATION

The reference facts, in the form an evaluator or client needs them.

Registered name	HopeBase Advisory LLC (HBA)
Ownership structure	Somali-owned firm, women-owned
Head office	Afisiyooni Street, Opposite 21st October School, Waaberi District, Banadir, Mogadishu, Somalia
Regional office	Nairobi, Kenya
Countries of operation	Somalia and Kenya
Operational coverage	Somalia: Banadir Region, South West State, Hirshabelle State (Beledweyne and Buloburde, Hiiraan Region). Kenya: Nairobi, Wajir County (Eldas Constituency)
Service portfolio	Nine service lines, spanning strategy, monitoring and evaluation, financial and grant management, governance and oversight, research, enterprise and agribusiness training, micro-enterprise technical assistance, GIS and technical surveys, and landscape and watershed management
Areas of specialisation	Health systems and health information; enterprise, agribusiness and livelihoods; financial and grant management; geospatial services
Governance structure	Board of Directors; Managing Partner; four functional units; governed panel of specialist experts
Principal clients and partners	Results for Development Institute; Financing Accelerator Network for NCDs; Federal Ministry of Health and Human Services; Sustainable Development & Peacebuilding Initiatives (SYPD); Kiman Sustainable Development Alliance (KISDA); UNFPA / iRISE
Languages of operation	English and Somali
Corporate strategy	Five-Year Strategic Plan 2024–2028
Contact details	+252 61 287 7771 · info@hba.so · www.hba.so

06 | WHERE WE WORK

Two countries, two offices, four states and counties of delivery.

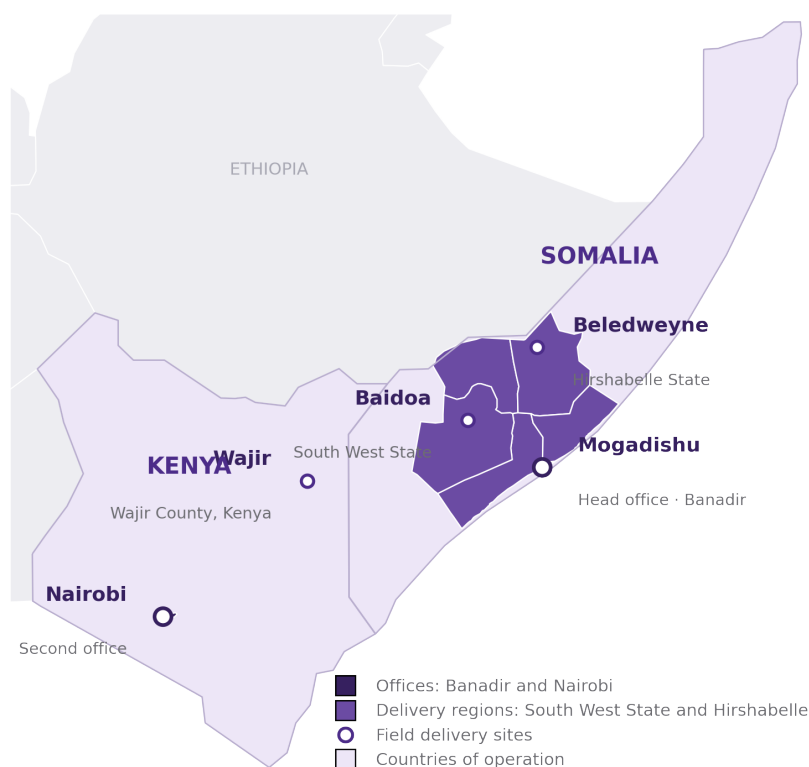
HBA runs two offices. The head office in Mogadishu is the centre of operations for Somalia; the Nairobi office supports our Kenyan delivery and our engagement with regional partners and donor secretariats based there. Field teams are our own staff, mobilised from these offices to the districts where assignments are performed.

Somalia

- **Banadir Region:** head office, and the centre of our current NCD registry work with the Federal Ministry of Health and Human Services. Youth enterprise and digital skills delivery.
- **South West State:** NCD registry team formalisation, facility selection and registry officer training.
- **Hirshabelle State:** financial and business skills training for fifteen farmer groups in Beledweyne and Bulo Burde districts, Hiiraan Region.

Kenya

- **Nairobi:** second office, supporting Kenyan delivery and engagement with regional partners and donor offices.
- **Wajir County:** SME and agribusiness training for eight women's groups across six sites in Eldas Constituency, delivered and certified complete.



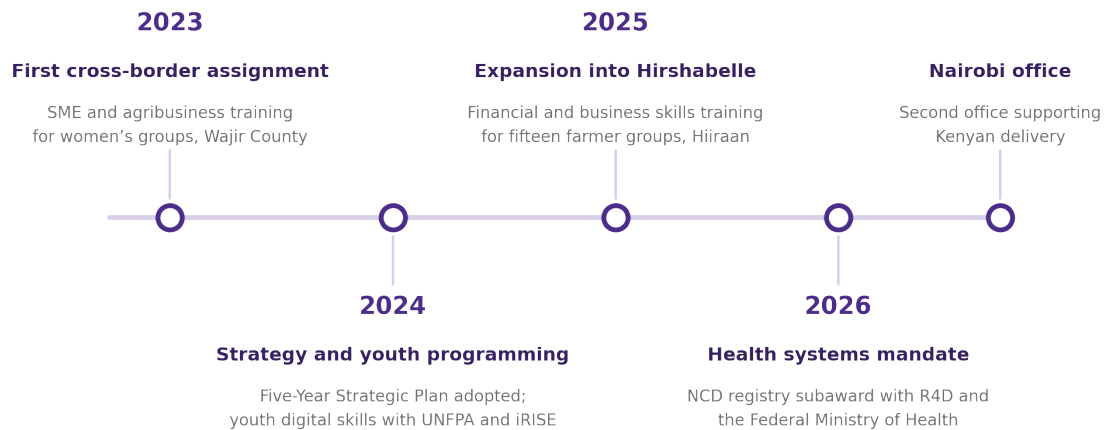
Working in constrained districts

Access, security and seasonal movement shape what is deliverable and when. We treat them as design inputs rather than as reasons for delay: schedules are built around the security picture, the rainy seasons, the agricultural calendar and the national budget cycle, and every material risk carries a named owner and a contingency arrangement in the inception report.

07 | OUR JOURNEY

How the firm has grown, and what each step added.

HopeBase Advisory has grown by taking on work that widened its capability rather than repeating what it already knew. Each assignment added a sector, a geography or a compliance standard that the next one depended on.



What each step added

- **Cross-border delivery:** the Wajir assignment established that we could design, mobilise and complete a multi-site training programme outside Somalia, to a client's certification.
- **Institutional discipline:** the Five-Year Strategic Plan set the firm's pillars, quality assurance approach and growth path, moving us from assignment-to-assignment working to a planned trajectory.
- **Federal member state reach:** the Hirshabelle assignment extended field delivery into a second Somali state and deepened our producer-group training model.
- **International compliance standing:** the NCD registry subaward placed the firm under the fiduciary, safeguarding and audit regime of a United States prime recipient, and alongside a federal ministry as counterpart.
- **Two-office capacity:** the Nairobi office gave us a base for Kenyan delivery and for engagement with regional partners and donor offices.

08 | VISION, MISSION AND VALUES

What we are working towards, and what we will not compromise to get there.



VISION

To be the most trusted advisory partner in the Horn of Africa for institutions that must deliver measurable, accountable results.



MISSION

To strengthen the systems, data and capacity of governments, development partners and enterprises in Somalia, Kenya and the wider region, through advisory, technical assistance and training that is practical, evidence-based and independently verifiable.



CORE VALUES

Integrity in every claim we make
 Accountability through documented, auditable work
 Technical rigour aligned to international standards
 Client focus over template solutions
 Innovation that solves real constraints
 Respect for our people and the communities we serve

How our values show up in practice



Integrity is verifiable, not asserted

We only present assignments we can evidence with a contract, service order or completion certificate, and we provide that evidence on request. We decline to overstate scale, geography or history.



Accountability is documented

Every assignment carries an inception report, a workplan, a milestone schedule with objectively verifiable means of verification, and a final report. Records are retained for audit for the period the contract requires.



Rigour means recognised standards

Where an international standard exists, such as ICD-10 and ICD-O clinical coding, TNM staging, WHO PEN protocols and DHIS2 data architecture, we work to it rather than inventing a local substitute that cannot be compared or audited.

09 | WHY HOPEBASE ADVISORY



Women-owned, and able to reach women

Owned by a Somali woman, with female facilitators who can convene women's groups and collect reliable data in settings where a male-only team cannot. This is an operational capability, not a compliance box.



Health systems and health data, not just health projects

Disease registry design and operationalisation, clinical coding to ICD-10, ICD-O and TNM standards, WHO PEN protocols, and DHIS2 interoperability assessment, delivered in coordination with the Federal Ministry of Health and Human Services and regional health authorities.



Delivery under international compliance regimes

As a subrecipient to a United States-based prime recipient we operate under sanctions and restricted-party screening, anti-terrorism certification, anti-corruption and anti-bribery undertakings, safeguarding and PSEAH commitments, conflict of interest declarations, and donor rights of audit, inspection and site visit.



Evidence that reaches the budget process

We translate technical data into fiscal space analysis, costed financing briefs and dashboards aligned to national budget planning timelines, so that data produces allocation decisions rather than another report on a shelf.



Training delivered at scale, in hard places

Hundreds of women, farmers and young people trained across Somalia and northern Kenya. Needs analysis, curriculum design, facilitation, pre- and post-testing, and completion reporting are handled in-house rather than subcontracted.



Convening power across the stakeholder map

We work simultaneously with federal ministries, regional state authorities, health facilities, donor secretariats, NGOs, cooperatives and community groups, and we are comfortable holding the coordination role between them.



A cost structure built for value for money

A lean core team plus a governed panel of specialist experts allows us to mobilise senior expertise for each assignment without carrying that overhead into every fee.



Local presence, regional reach

Permanent offices in Mogadishu, active field delivery in Hiiraan Region and South West State, and demonstrated cross-border delivery in northern Kenya.



Methods that outlive the contract

Tools, templates and standard operating procedures developed on one assignment are documented, institutionalised and made available to the next client, which is why our second engagement in a sector costs less and moves faster than our first.

10 | HOW WE CREATE VALUE FOR CLIENTS

What we are asked to solve differs by client type. So does what we deliver.



For government institutions

Ministries and regional authorities engage us to build systems they will still be running after the funding cycle closes. We formalise governance through instruments that give structures standing, train the officers who will operate the system, align to international classification standards so the data can be compared and audited, and hand over the tools, protocols and job aids at closure. The measure of success is that the counterpart institution can run it without us.



For donors and prime recipients

Prime recipients engage us because we can absorb their compliance obligations without being managed through them. We operate under sanctions and restricted-party screening, safeguarding and PSEAH commitments, anti-corruption undertakings, prior approval for subcontracting, records retention and full rights of audit and inspection. Deliverables are tied to objectively verifiable means of verification, so milestone certification is a matter of evidence rather than judgement.



For non-governmental organisations

NGOs engage us for the technical work their programme teams do not have the specialist capacity to carry: needs analysis, curriculum design, multi-site training delivery, evaluation, and the reporting that satisfies their own donor. We work to the client's reporting format and calendar, not our own.



For enterprises and cooperatives

Enterprises and producer groups engage us for practical improvement they can act on: business planning, record keeping, financial management, market access and the systems that let a group keep functioning after the facilitator leaves.

What every client gets

- A named team with the seniority the assignment actually requires, and curricula vitae supplied with the proposal.
- An inception report setting out scope, workplan, milestones, means of verification, stakeholder map and risk register.
- Reporting in the client's format, to the contractual deadline.
- Early notice when something is not going to plan, with a proposed remedy and a revised timeline.
- Handover of tools, datasets, standard operating procedures and job aids at closure.

11 | CLIENTS AND PARTNERS

Who we work for, and who we work alongside.

Our client base spans government institutions, international development partners, non-governmental organisations and innovation partners. In several assignments we act for one and in coordination with another, which is a large part of what we are engaged for.

Government counterparts

- **Federal Ministry of Health and Human Services, Somalia:** counterpart institution for NCD registry establishment across South West State and Banadir Region.
- **Regional health authorities:** counterparts for registry team formalisation, facility selection and health workforce training.

Development partners and prime recipients

- **Results for Development Institute:** prime recipient under which HBA delivers as a subrecipient.
- **Financing Accelerator Network for NCDs:** programme of the Access Accelerated to World Bank partnership, with regional support from the African Institute for Development Policy.
- **UNFPA:** partner in youth digital and creative entrepreneurship programming in Banadir Region.

Non-governmental and community organisations

- **Sustainable Development & Peacebuilding Initiatives (SYDP):** client for financial and business skills training for farmer groups in Hirshabelle State.
- **Kiman Sustainable Development Alliance (KISDA):** client for the Women Enterprise Empowerment Programme in Wajir County, Kenya.
- **iRISE innovation hub:** delivery partner for youth digital skills programming.

References

Client reference contacts are provided on request for every assignment listed in this profile, together with the signed contract, service order or completion certificate that supports it.

12 | SERVICES AND SOLUTIONS

Nine service lines, delivered individually or as an integrated programme of work.



01 Strategic management consulting

Strategy development and execution support, alignment of business objectives with management practice, business process mapping and re-engineering, project management and quality assurance, change management frameworks, business continuity and disaster recovery planning.



02 Monitoring, evaluation, learning and research

M&E system and results framework design, indicator and performance plans, baseline, mid-term, outcome and impact evaluations, data quality audits and assessments, dashboard and reporting system design, mentoring and capacity building in M&E practice.



03 Financial and grant management

Financial systems and internal controls development, financial forecasting and planning, budget design for funding proposals, project budget management and financial tracking, grant oversight from inception to closure, donor compliance, and financial due diligence.



04 Governance and oversight

Institutional governance frameworks, terms of reference and oversight structures, risk management and compliance systems, board and senior management advisory, and the establishment of steering committees, taskforces and technical working groups.



05 Research and development

Applied research and evidence generation, investment cases, fiscal space analysis, formative and operational research, and knowledge products prepared for regional learning platforms and policy audiences.



06 Enterprise and agribusiness training and advisory

Training needs analysis, curriculum, module and facilitator-guide development, multi-site training delivery, financial literacy and business skills for producer and women's groups, agribusiness and climate-smart practice advisory, market access support, and post-training evaluation and reporting.



07 Micro and small enterprise technical assistance

Business planning, record keeping and financial management support, market access strategies, digital and creative entrepreneurship skills, and capacity building for micro and small enterprises, cooperatives and youth-led ventures.



08 GIS, spatial analysis and technical surveys

GIS mapping and spatial data management, resource mapping and cartography, and technical surveys: topographical, geodetic, land boundary, hydrographic, construction and drone.



09 Landscape and watershed management

Land-use planning, watershed protection, ecosystem restoration, water resource conservation, climate resilience planning and participatory community assessment.

13 | CAPABILITY MATRIX

Which service lines we apply in each sector, and the standards we work to.

Service line	Health systems	Enterprise and livelihoods	Public financial management	Geospatial
Strategic management consulting	●	●	●	○
Monitoring, evaluation and research	●	●	●	●
Financial and grant management	●	○	●	○
Governance and oversight	●	○	●	○
Research and development	●	●	○	●
Enterprise and agribusiness training	○	●	○	○
Micro and small enterprise assistance	○	●	○	○
GIS, spatial analysis and surveys	○	●	○	●
Landscape and watershed management	○	●	○	●

● core capability, evidenced by delivered or current assignments ○ supporting capability, offered as part of a wider scope

Standards and frameworks we work to

- **Health information:** ICD-10 and ICD-O clinical coding, TNM staging, WHO Package of Essential NCD Interventions (PEN), DHIS2 data architecture.
- **Financial management:** donor-specific financial reporting requirements, internal control and segregation of duties, audit-ready source documentation and records retention.
- **Safeguarding:** PSEAH commitments including safe recruitment, accessible reporting channels and survivor-centred response.
- **Integrity:** restricted-party and sanctions screening, anti-terrorism certification, anti-corruption and anti-bribery undertakings, conflict of interest declarations.
- **Evaluation:** results frameworks with objectively verifiable indicators, data quality audits, pre- and post-assessment of training cohorts.

14 | AREAS OF EXPERTISE

Four domains where we hold depth, not just a service line.



Health systems and health information

Disease registry design and operationalisation, health information system assessment, and evidence that connects epidemiological data to health financing decisions. Delivered in coordination with the Federal Ministry of Health and Human Services.

- Multi-disease registries covering cancer, cardiovascular disease, diabetes and chronic respiratory conditions.
- Clinical coding to ICD-10 and ICD-O, TNM staging and WHO PEN protocols.
- DHIS2 interoperability, data quality audits and health workforce training.
- Fiscal space analysis, investment cases and costed financing briefs.



Enterprise, agribusiness and skills development

Training and advisory for producer groups, women's groups, cooperatives and young people, designed for adult learners with mixed literacy and for groups that must keep functioning after the training ends.

- Needs analysis, curriculum design and facilitator materials in the language of delivery.
- Financial literacy, record keeping, business planning and market access.
- Agribusiness, value chain and climate-smart practice.
- Digital marketing and creative entrepreneurship for youth.



Financial and grant management

Systems, controls and grant oversight built to survive donor audit. We work on the points where donor-funded institutions usually fail: source documentation, segregation of duties, and budgets that reconcile to workplans.

- Financial systems and internal control design.
- Proposal budgets, forecasting and budget-to-workplan reconciliation.
- Milestone verification packages and donor compliance review.
- Grant oversight from inception to closure, including records retention.



GIS, spatial analysis and technical surveys

Spatial intelligence for infrastructure planning, land management, climate resilience and development investment, combining mapping and analysis with field survey capability.

- GIS mapping, spatial data management, resource mapping and cartography.
- Topographical, geodetic, land boundary, hydrographic, construction and drone surveys.
- Baseline studies, needs analysis and climate-oriented participatory assessment.

People trained across delivered assignments



15 | HOW WE DELIVER

Every assignment follows the same five-stage method, scaled to the size of the engagement. It is deliberately conventional, because clients in this market have been failed more often by weak execution than by unimaginative method.

- 01



Inception and scoping

We confirm scope, deliverables, assumptions and constraints with the client before mobilising. The inception report sets out the workplan, the milestone schedule with means of verification, the stakeholder map, the risk register with mitigation measures, and the reporting calendar. Nothing proceeds on a verbal understanding.
- 02



Design and validation

Tools, protocols, curricula and system architecture are designed against the applicable international standard and validated with the counterpart institution before rollout. Validation is a formal step with a documented sign-off, not a courtesy consultation.
- 03



Governance and stakeholder engagement

We formalise the structures the work will need to survive: terms of reference, oversight roles, focal persons, taskforces and coordination routines, and we secure the instruments that give them standing within the counterpart institution.
- 04



Delivery and quality assurance

Implementation runs against the agreed workplan with continuous data or activity quality checks, validation and audit sessions, and periodic coordination meetings for learning and troubleshooting. Deviations are reported to the client as they arise, not at the end.
- 05



Reporting, closure and handover

Progress reports in the client's format, a final report within the contractual deadline, and handover of tools, datasets, SOPs and job aids to the counterpart institution. Records are retained for the audit period the contract specifies.

Assurance built into every assignment

- **Quality:** deliverables pass internal technical review before submission, and client approval precedes invoicing on milestone contracts.
- **Risk:** an inception risk register covering security, access, seasonal movement, counterpart availability and data quality, each with an owner and a contingency.
- **Integrity:** sanctions and restricted-party screening, anti-corruption undertakings and conflict of interest declarations across the assignment team.
- **Safeguarding:** PSEAH commitments including safe recruitment, accessible reporting channels and a survivor-centred response.
- **Records:** source documentation filed as work proceeds and retained for the contractual audit period, with client and donor rights of access.

16 | DATA PROTECTION AND RESEARCH ETHICS

We work with patient-level clinical data. How we handle it is part of the service, not an afterthought.

Disease registry work means handling identifiable clinical records on cancer, cardiovascular disease, diabetes and chronic respiratory conditions. Enterprise and livelihoods assignments mean handling personal and household data on training participants. In both cases the obligation is the same: the people whose data we hold did not choose us, and they carry the consequences if it is mishandled.

How we handle data

- **Consent and purpose:** data is collected for a stated purpose, with informed consent where the assignment requires it, and is not reused for another purpose without approval from the data owner.
- **Minimisation:** we collect the fields the analysis actually needs. Identifiers are separated from clinical variables wherever the analytical question allows.
- **Anonymisation:** outputs, statistical tables, dashboards and published products carry aggregated or de-identified data. No individual is identifiable in a deliverable.
- **Access control:** access is limited to named team members with a role-based reason to hold it, and is withdrawn at assignment closure.
- **Storage and transfer:** records are held securely, transferred through approved channels only, and never moved through personal accounts or unmanaged devices.
- **Retention:** data is retained for the period the contract specifies, then disposed of or returned to the counterpart institution as the agreement requires.
- **Ownership:** clinical and programme data belongs to the counterpart institution or the client. We are custodians of it for the duration of the assignment.

Research ethics

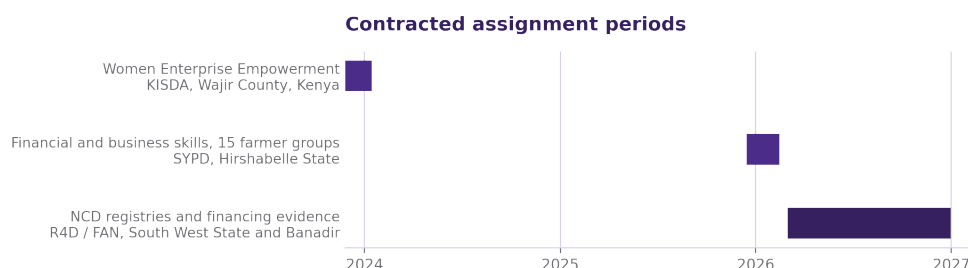
Where an assignment involves primary data collection from patients or community members, we work to recognised research ethics standards: ethical approval where the national system requires it, informed consent, the right to decline without consequence, and training of enumerators and registry officers in ethics before they enter the field. Ethics training is built into our registry officer curriculum alongside clinical coding and data validation.

Safeguarding of personal information

Under our current subaward we are obliged to take reasonable measures to safeguard protected personally identifiable information and any information the client considers sensitive, consistent with applicable privacy law and confidentiality obligations. That obligation survives the end of the contract.

17 | SELECTED ASSIGNMENTS

Each assignment below is supported by a signed contract, service order or completion certificate available on request. Contract values are not published; they are provided on request to a prospective client or evaluator.



Non-communicable disease registries and NCD financing evidence, Somalia

Client: Results for Development Institute, Inc. (Prime Recipient)

Programme: Financing Accelerator Network for NCDs (FAN), under the Access Accelerated–World Bank partnership; regional accelerator hosted by AFIDEP

Government counterpart: Federal Ministry of Health and Human Services

Reference: Subaward No. R4D003106

Period: March 2026 – December 2026 (ongoing)

Location: South West State and Banadir Region, Somalia

Establishment of functional regional NCD registry teams generating reliable data for evidence-based planning, financing and advocacy. Workstreams: formalisation of registry teams and governance structures through regional instruments; rapid scoping of alignment with national health information systems including DHIS2; selection and set-up of three registry facility sites; development and validation of standard operating procedures, tools and templates for manual data capture across four priority NCDs; training and certification of fifteen registry officers in ICD-10 and ICD-O coding, TNM staging, WHO PEN, data abstraction, validation and ethics; systematic data collection with validation, audit and bi-monthly quality reporting; and production of preliminary NCD statistical tables, quarterly dashboards, costed regional financing briefs and fiscal space summaries aligned to Somalia's budget calendar.

Financial and business skills training for 15 farmer groups, Hirshabelle State, Somalia

Client: Sustainable Development & Peacebuilding Initiatives (SYPD)

Reference: SYPD/SOM 1065-23/011/02

Period: December 2025 – February 2026

Location: Beledweyne and Bulo Burde districts, Hiiraan Region, Hirshabelle State, Somalia

Delivery of financial and business skills training to fifteen farmer groups, including development of training materials, handouts, presentations and practical exercises; pre-training assessment of participant knowledge and skills; interactive facilitation encouraging participant engagement; a detailed training calendar agreed in advance with the client; attendance and topic records; participant evaluation; periodic progress reporting; and a final report covering training impact, participant feedback and recommendations for future training initiatives.

Women Enterprise Empowerment Programme, Wajir County, Kenya

Client: Kiman Sustainable Development Alliance (KISDA)

Reference: Contract No. KISDA/ELDAS-TR/14/1/2023-2024; Local Service Order 007-261123

Period: November 2023 – January 2024; completion certified February 2024

Location: Eldas Constituency, Wajir County, Kenya

SME and agribusiness skills training for eight women's groups with a combined membership of 683. Deliverables included a training needs analysis, design and printing of a training curriculum with participant and group-leader guides, twenty-three days of training across six sites, teaching aids, and post-training reports to project partners. KISDA certified that all contractual obligations were fulfilled, that the training was conducted satisfactorily, and that no payments or disputes remained outstanding.

Empowering youth with digital marketing and creative entrepreneurial skills, Banadir, Somalia

Partners: UNFPA and iRISE innovation hub

Period: 2024

Location: Banadir Region, Somalia

Design and delivery of digital marketing and creative entrepreneurial skills training for young people, building on community workshops on bridging the digital divide delivered in 2023. The programme combined technical skills modules with enterprise development content aimed at converting skills into income-generating activity.

18 | ACHIEVEMENTS AND ACCOMPLISHMENTS

What the firm has delivered, and what it has been trusted with.

Every achievement below comes from an assignment HopeBase Advisory holds or has completed under contract in Somalia or Kenya. Each is supported by a signed agreement, service order or completion certificate available on request.

Health systems and health data

- **Appointed subrecipient under the Financing Accelerator Network for NCDs**, the first Somali firm engaged by Results for Development Institute to establish regional NCD registry systems in the country.
- **Registry teams formalised in two regions**, South West State and Banadir, working in coordination with the Federal Ministry of Health and Human Services.
- **Three registry facility sites established**, with approved data collection tools, standard operating procedures and designated focal points.
- **Fifteen registry officers trained and certified** in clinical data abstraction, ICD-10 and ICD-O coding, TNM staging, WHO PEN, data validation and research ethics.
- **NCD evidence taken to the budget process**, through statistical tables, quarterly dashboards, costed financing briefs and fiscal space summaries aligned to Somalia's budget calendar.

Enterprise, agribusiness and skills

- **683 women trained in Wajir County**, across eight women's groups and six sites over 23 training days, with delivery certified complete by the client and no outstanding payments or disputes.
- **Fifteen farmer groups trained in Hirshabelle State**, in financial and business skills across Beledweyne and Bulo Burde districts.
- **More than 500 young people trained in Banadir**, in digital marketing and creative entrepreneurial skills, with UNFPA and the iRISE innovation hub.
- **Cross-border delivery proven**, with community-level training completed in northern Kenya as well as across three Somali regions.

Institutional milestones

- **Compliance regime met in full**, operating as a subrecipient under sanctions and restricted-party screening, anti-terrorism certification, safeguarding and PSEAH commitments, and donor rights of audit and inspection.
- **Second office opened in Nairobi**, extending delivery capacity and engagement with regional partners and donor offices.
- **Five-Year Strategic Plan 2024 to 2028 adopted**, setting the firm's pillars, quality assurance systems and growth path.
- **Women-owned governance established at board and executive level**, with the founder holding ownership, executive authority and signatory responsibility for every contract.



HOPEBASE ADVISORY
IS THE DEDICATED
PARTNER THAT GIVES
CLIENTS PEACE
OF MIND.



19 | STRATEGIC DIRECTION 2024–2028

Six pillars carrying the firm through the current strategy period.

HBA's Five-Year Strategic Plan sets a market-oriented, performance-driven course: consolidating our position as a trusted advisory partner for governments, donors, NGOs and the private sector, institutionalising quality assurance, standardising our service packages, and diversifying revenue through long-term framework agreements. Six pillars carry the strategy.



Pillar 1 Strategic management consulting and enterprise performance

Standardised, scalable consulting modules that improve the performance and resilience of enterprises and institutions through strategy, execution support, process optimisation and change management.



Pillar 2 Monitoring, evaluation, learning and research

Robust M&E and learning systems, integrated monitoring, data quality assurance and evidence synthesis for policy and financing decisions.



Pillar 3 Financial and grant management

End-to-end budgeting, forecasting, donor compliance, fiduciary control and risk management, exemplified by structured grant oversight under FAN requirements.



Pillar 4 Governance and oversight

Strengthening governance structures, internal controls and leadership accountability for boards, senior management and oversight bodies in complex grant environments.



Pillar 5 GIS, spatial analysis and technical surveys

Scaling spatial intelligence, mapping, drone survey and environmental assessment services for infrastructure, land management, climate resilience and development planning.



Pillar 6 Innovation, research and thought leadership

Documenting lessons, developing tools and publishing insight, using flagship engagements such as the NCD registry programme to generate knowledge products, dashboards and advisory frameworks.

Where we intend to be by 2028

Sustainable growth through diversified revenue, long-term framework agreements, institutionalised quality assurance systems and strong regional brand recognition, positioning HBA as a regional leader in performance-driven advisory services.

20 | GOVERNANCE AND LEADERSHIP

HBA operates under a corporate governance structure designed to ensure accountability, quality and strategic oversight. The Board of Directors provides strategic direction, approves policy, and oversees risk and compliance. The Managing Partner is responsible for strategy execution, client engagement, quality assurance and operational leadership. A governed panel of specialist experts supports delivery across health systems, public financial management, GIS, monitoring and evaluation, and enterprise development, allowing HBA to mobilise senior expertise efficiently while managing cost.

Board of Directors



Faiza Abdirahman Muse, Founder and Managing Partner

Founder of HopeBase Advisory and the firm's authorised signatory. She has led the delivery of donor-funded programmes in fragile contexts, with a focus on financial and grant management, monitoring and evaluation, and institutional capacity building for public and private sector partners. On national health initiatives, including cancer and NCD registry establishment, she leads technical oversight, project management and financial administration in coordination with the Ministry of Health. Areas of expertise: health systems strengthening; donor-funded programme management; financial and grant management; monitoring, evaluation and learning; institutional capacity building; strategic leadership and governance.



Mohamud Omar Elmi, Co-Founder and Advisory Board Director

A public health researcher and development specialist with experience across all regions of Somalia, including remote and hardship districts, currently serving as Program Director Advisor. His background spans health systems strengthening, capacity building, and the design of community-centred, evidence-based interventions, with particular depth in non-communicable disease prevention and management, gender-inclusive programming, and coordination with national and international partners in development and humanitarian settings. Areas of expertise: public health research and policy; NCDs; community-centred programme design; gender-inclusive programming; programme operations and logistics; monitoring, evaluation and learning.



Hassan Abdulkadir Hassan, Senior Advisory Board Member for Strategy and Institutional Development

A senior strategic advisor with extensive experience in institutional strengthening, governance systems, and humanitarian and development programme management across Somalia and the Horn of Africa. He has worked with government institutions, international NGOs, UN agencies and donor partners on the design, implementation and oversight of programmes in health, education, livelihoods and community resilience. Areas of expertise: strategy and institutional development; governance and organisational systems; policy advisory and stakeholder engagement; risk management and compliance; performance management.

Organisational structure



Specialist consultants are drawn from the panel of experts as each assignment requires, subject to prior written client approval where the contract requires it.

Reporting lines

- **Technical Lead:** technical design, methodology and quality, supported by a public health specialist and a data manager and MEAL officer.
- **Project Lead:** assignment delivery, supported by field coordinators and enumerators for site-level implementation and data collection.
- **Operations Manager:** field operations and support, including the logistics officer and support services covering security and cleaning.
- **Finance Officer:** budgets, internal controls and grant management, supported by accounts and bookkeeping.

Panel of experts

Specialist consultants are engaged on an assignment basis through a governed panel covering health information and clinical coding, public financial management, monitoring and evaluation, geospatial analysis and survey, and enterprise development. Panel members are engaged subject to prior written client approval where the applicable contract requires it, and are bound by the same confidentiality, conflict of interest and safeguarding commitments as our staff.

21 | OUR PEOPLE

A small permanent team, extended by a governed panel of specialists.

HopeBase Advisory operates a lean core team of permanent staff, supplemented for each assignment by specialist consultants from a governed panel. The model lets us put genuine seniority on an assignment without carrying that cost across the year, and it means the client pays for the expertise the work requires rather than for an organisation chart.

Core disciplines in the permanent team

- **Technical leadership:** assignment design, methodology, standards alignment and technical quality assurance.
- **Public health and health information:** registry design, clinical coding, disease surveillance and health data quality.
- **Data management and MEAL:** data systems, indicators, monitoring, evaluation, accountability and learning.
- **Project management:** workplanning, milestone tracking, client reporting and field coordination.
- **Operations and logistics:** movement, field supplies, assets and support services.
- **Finance and grant management:** budgeting, internal controls, donor compliance and audit readiness.
- **Field enumeration:** trained enumerators for household, facility and participant-level data collection.

The panel of experts

The panel covers health information and clinical coding, public financial management, monitoring and evaluation, geospatial analysis and survey, and enterprise development. Panel members are engaged subject to prior written client approval where the contract requires it, and are bound by the same confidentiality, conflict of interest and safeguarding commitments as our permanent staff.

How we invest in our people

- **Certification, not attendance:** staff and registry officers are assessed before and after training, and certified on demonstrated competence.
- **Standards-based practice:** technical staff work to recognised international standards rather than to internal convention, so their skills transfer beyond the firm.
- **Safe recruitment:** recruitment follows safeguarding requirements, and every member of an assignment team makes a conflict of interest declaration.
- **Local employment:** our staff are Somali and Kenyan professionals employed on local terms, which is how capacity built through our contracts stays in the region.

22 | WAYS TO WORK WITH US



Direct engagement

A defined scope of work with agreed deliverables and a milestone schedule. Suitable for assessments, system design, evaluations, curriculum development and discrete training assignments.



Subaward and subcontract

Delivery of a defined component of a larger programme under a prime recipient. We hold current experience of subaward compliance requirements including screening, safeguarding, milestone verification and audit access.



Consortium and joint venture

Partnership with international firms and national organisations, combining international methodology with our field access, government relationships and local operating knowledge.



Framework agreement and retainer

A standing arrangement for recurring work: call-down technical assistance, periodic evaluation, training delivery or ongoing advisory, which reduces mobilisation time and cost across a programme cycle.

What clients can expect

- Experience and technical know-how directly relevant to the assignment, not a generic team.
- Solutions designed for the client's context rather than adapted from a template.
- Value for money through disciplined cost and resource management.
- Accurate and timely reporting, in the client's format and to the contractual deadline.
- Early, honest communication when something is not going to plan.
- Reference materials and job aids that leave capacity behind after the assignment closes.

Requesting a proposal

Send terms of reference, a scope of work or an outline of the requirement to info@hba.so. We will respond with a technical and financial proposal, a proposed team with curricula vitae, a delivery schedule and, where required, our registration and compliance documentation.



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Local expertise. International standards.

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