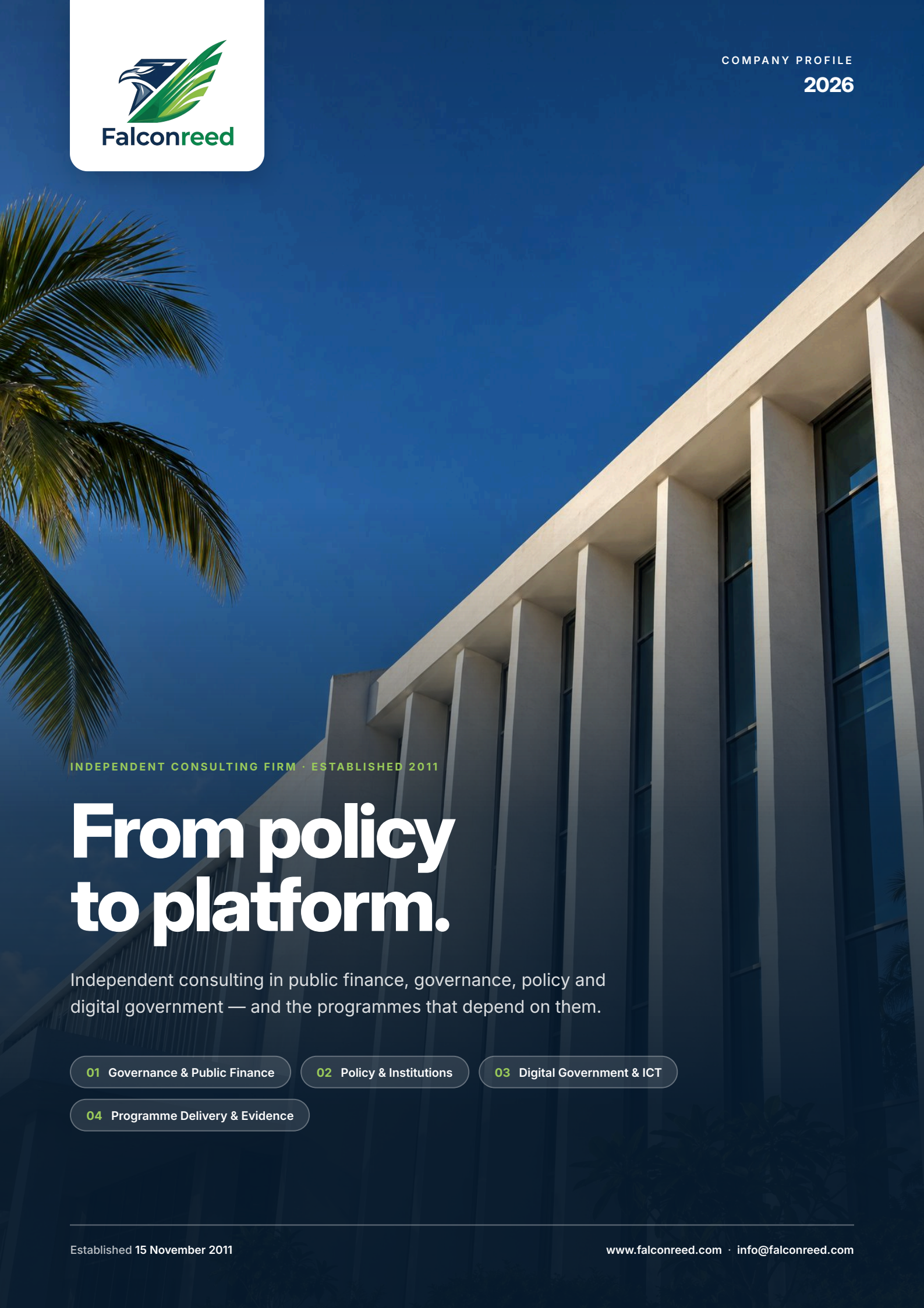
Falconreed

COMPANY PROFILE
2026



INDEPENDENT CONSULTING FIRM · ESTABLISHED 2011

From policy to platform.

Independent consulting in public finance, governance, policy and digital government — and the programmes that depend on them.

01 Governance & Public Finance
02 Policy & Institutions
03 Digital Government & ICT
04 Programme Delivery & Evidence

Established **15 November 2011**

www.falconreed.com · info@falconreed.com

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AT A GLANCE

REGISTERED NAME
FALCONREED

LEGAL STATUS
Limited liability private company

ESTABLISHED
15 November 2011

LICENSED ACTIVITY
Professional consultancy services

HEADQUARTERS
Mogadishu, Somalia

PRACTICE GROUPS
4 practice groups · 9 service lines

EMAIL
info@falconreed.com

WEBSITE
www.falconreed.com

Falconreed



WHO WE ARE

An independent consulting firm for public finance, governance and digital government.

Falconreed is a professional consultancy firm, established on 15 November 2011. We help governments, public institutions and the programmes that support them manage public resources well, make and implement sound policy, and put reliable digital systems to work.

Our work is organised in four practice groups: Governance & Public Finance, Policy & Institutions, Digital Government & ICT, and Programme Delivery & Evidence. Together they cover the advisory, systems and capacity-building services that public-sector reform requires.

What distinguishes us is how these disciplines connect. A reform rarely succeeds on policy alone. It needs clear procedures, workable digital tools, people with the skills to use them, and evidence to show whether it is working. We bring those elements together in one accountable team.

We are independent of any technology vendor or supplier, and we measure ourselves by the quality and durability of what we leave behind — not by the volume of reports we produce.

> **Reform succeeds when policy, process, systems and people move together.**

OUR DIRECTION

Vision, mission & values

VISION

To be the partner public institutions trust to turn policy into lasting results.

MISSION

To provide independent, high-quality consulting in public finance, governance, policy and digital government — combining expert advice, practical systems and capacity building so that our clients deliver better public services with transparency and accountability.

OUR VALUES

Integrity

We act honestly and transparently, and we keep our commitments.

Independence

Our advice is objective, evidence-based and free from conflicts of interest.

Excellence

We hold every deliverable to a high professional standard.

Accountability

We take ownership of results, from inception to handover.

Partnership

We work as an extension of our clients' teams and build their capability.

Innovation

We apply practical technology and better methods to every challenge.

THE FALCONREED DIFFERENCE

Why Falconreed

Clients choose us when a reform has to work in practice — across rules, processes, systems and people.

01

Policy to platform

We connect rules, procedures, digital systems and skills — the full chain a reform needs to work.

02

Public-sector focus

Our practices are built around the needs of public institutions and the programmes that support them.

03

One accountable partner

One contract and one point of accountability across every discipline an assignment requires.

04

Vendor-neutral advice

Independent recommendations on systems and suppliers, focused only on the client's interest.

05

Capacity that stays

Training, documentation and handover are built into every engagement, not added at the end.

06

Established in 2011

A registered professional consultancy firm, established on 15 November 2011.

Falconreed

One accountable partner — from policy to platform.

01

PRACTICE GROUP
01 OF 04



PRACTICE GROUP 01

Governance & Public Finance

Sound management of public money — how it is planned, spent, procured, controlled and audited.

1.1	**Public Financial Management** Budget, treasury, accounting and financial reporting reform.	07
1.2	**Public Procurement & Contract Management** Procurement frameworks, systems, documentation and contract management.	08
1.3	**Audit, Accountability & Internal Control** Audit methods, internal control, risk management and digital audit tools.	09



1.1

GOVERNANCE & PUBLIC FINANCE

Public Financial Management

Sound public finances are the foundation of effective government. We help institutions plan, spend, account for and report on public resources with discipline and transparency.

WHAT WE DO

- PFM diagnostics, reform strategies and action plans
- Budget preparation, programme budgeting and medium-term frameworks
- Budget execution, treasury and cash-management advisory
- Public-sector accounting and financial-reporting reform, including IPSAS transition
- Financial management information system (FMIS) requirements and advisory
- Revenue administration and domestic revenue mobilisation
- Public investment management and fiscal-risk analysis
- Financial management of externally financed projects
- Fiscal transparency and citizen-budget initiatives

OUR APPROACH

Our PFM work spans the full budget cycle — from fiscal planning and budget preparation to execution, accounting, reporting and oversight. We pair diagnostic rigour with practical reform design, so that recommendations are sequenced, costed and realistic for the institutions that must carry them out.

TYPICAL DELIVERABLES

- Diagnostic and gap-assessment reports
- Reform roadmaps and costed action plans
- Financial procedures, charts of accounts and reporting templates
- Functional requirements and system specifications
- Training curricula and practitioner guides

WHERE WE ADD VALUE

Realistic sequencing

Reforms phased to institutional capacity and the systems available.

Whole-cycle view

Planning, execution and reporting treated as one connected system.

Built to last

Procedures and skills that remain after the engagement ends.

REFERENCE FRAMEWORKS PEFA IPSAS GFSM 2014



1.2

GOVERNANCE & PUBLIC FINANCE

Public Procurement & Contract Management

Procurement is where policy meets the market. We help public bodies buy well — fairly, efficiently and with value for money that can be demonstrated.

WHAT WE DO

- Reviews of procurement policy, regulatory and institutional frameworks
- Operational procedures, guidelines and standard documentation
- Procurement system and capacity assessments
- Procurement planning, market analysis and sourcing strategy
- Bid evaluation support and independent procurement reviews
- Contract management and contract administration systems
- Digital procurement (e-GP) readiness, process design and adoption
- Complaints-handling and procurement oversight mechanisms
- Professional development and training of procurement practitioners

OUR APPROACH

We support the whole procurement system: the legal and policy framework, the institutions that apply it, the people who operate it and the tools they use. Our approach links rules, documents, people and digital platforms so that each reinforces the others.

TYPICAL DELIVERABLES

- Assessment reports with prioritised recommendations
- Procedures, guidance notes and standard templates
- Process maps and digital workflow specifications
- Procurement plans and market-analysis briefs
- Training modules and practitioner toolkits

WHERE WE ADD VALUE

Rules that work
Frameworks tested against how procurement actually happens.

Consistency
Harmonised documents and processes that reduce errors and disputes.

Transparency
Open, auditable processes that build bidder and public confidence.

REFERENCE FRAMEWORKS: MAPS · UNCITRAL Model Law · Development-partner procurement frameworks



1.3

GOVERNANCE & PUBLIC FINANCE

Audit, Accountability & Internal Control

Accountability depends on strong oversight. We help audit institutions, internal audit functions and management build the controls, methods and tools that make public spending verifiable.

WHAT WE DO

- Audit methodologies, guidance and standard working papers
- Risk-based audit planning and audit-universe development
- Establishing and strengthening internal audit functions
- Internal control and enterprise risk-management frameworks
- Financial, compliance and performance audit support
- Information systems and IT audit
- Digital audit tools for planning, working papers, review and follow-up
- Quality assurance and preparation for peer review
- Tracking of audit recommendations and management responses

OUR APPROACH

We work with external and internal audit functions and with the managers they oversee. Our support ranges from audit methodology and quality assurance to risk and control frameworks — and the digital tools that bring planning, fieldwork, review and follow-up into one auditable record.

TYPICAL DELIVERABLES

- Methodology and guidance documents
- Risk registers and control matrices
- Audit plans, programmes and templates
- System requirements and configured audit workflows
- Training and coaching programmes

WHERE WE ADD VALUE

Independence by design
Controls and processes that protect objectivity.

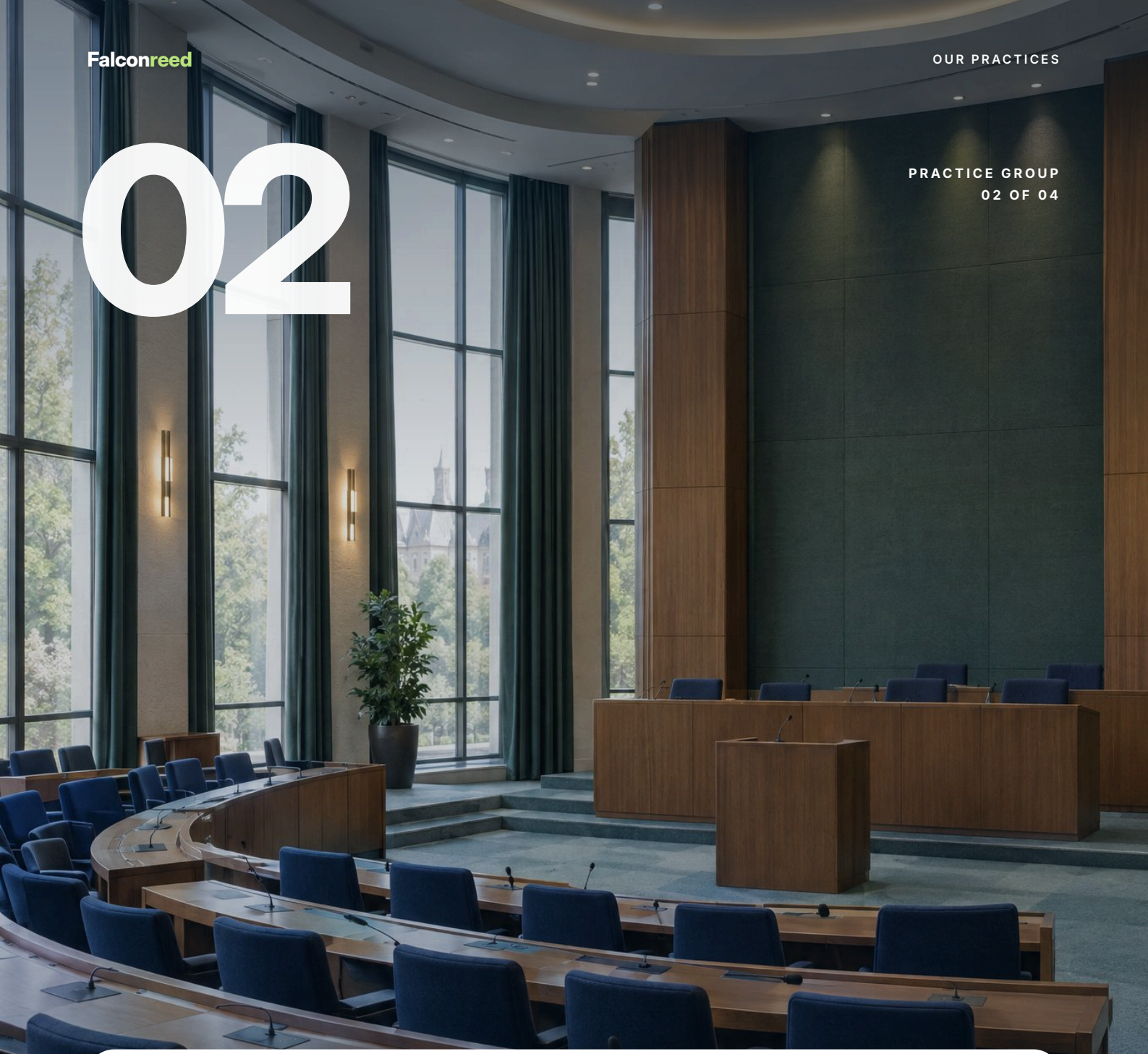
Findings to follow-through
Recommendations tracked until they are resolved.

A digital audit trail
Evidence and decisions captured in one secure record.

REFERENCE FRAMEWORKS ISSAI · IIA Global Internal Audit Standards · COSO

02

PRACTICE GROUP
02 OF 04

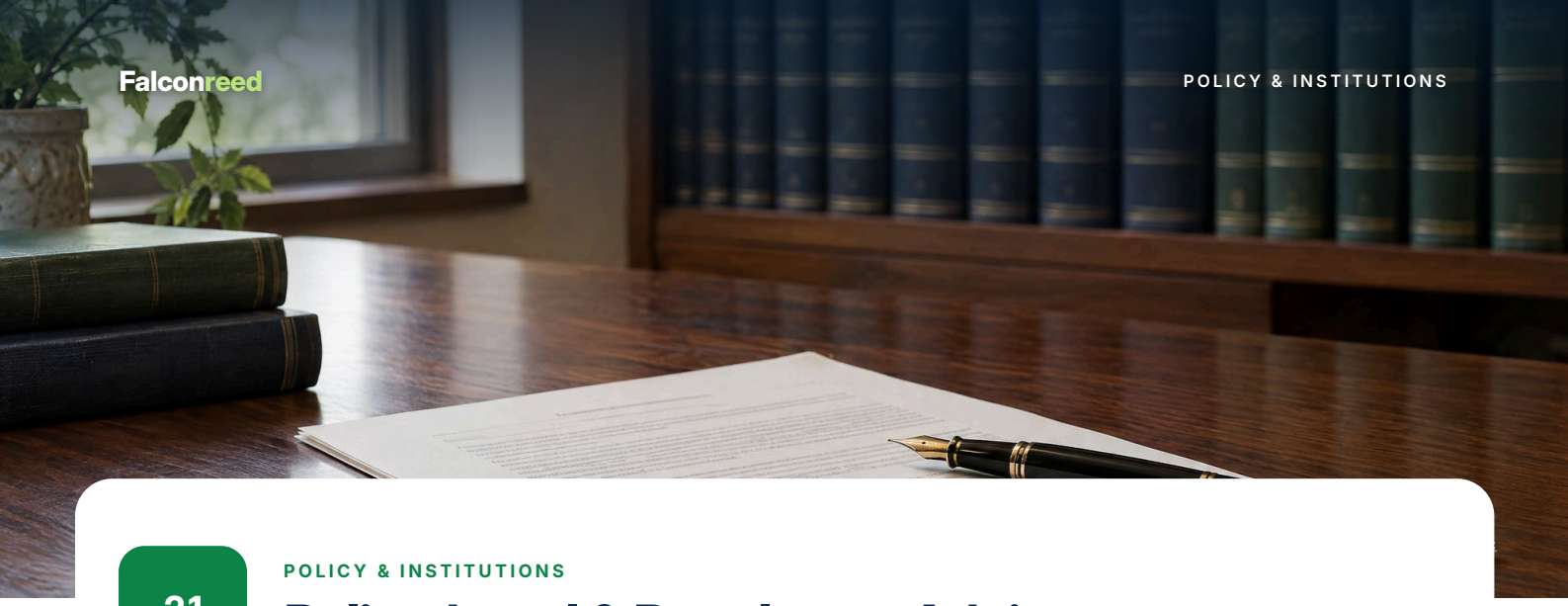


PRACTICE GROUP 02

Policy & Institutions

Clear policy and capable institutions — the rules, structures and people that turn priorities into results.

2.1	**Policy, Legal & Regulatory Advisory** Policy, strategy, regulation and the instruments that put them into effect.	11
2.2	**Institutional Development & Capacity Building** Organisational design, processes, people and skills.	12



2.1

POLICY & INSTITUTIONS

Policy, Legal & Regulatory Advisory

Good policy is clear, evidence-based and implementable. We help governments and regulators turn priorities into policies, laws and rules that institutions can apply with confidence.

WHAT WE DO

- Policy analysis, formulation and review
- National and sector strategies, plans and implementation roadmaps
- Reviews of legal and regulatory frameworks, with drafting support
- Regulations, guidelines and standard operating procedures
- Regulatory impact and compliance assessments
- Governance, accountability and institutional-mandate reviews
- Stakeholder consultation, validation and public engagement
- Policy briefs, white papers and sector studies

OUR APPROACH

We support the whole policy cycle — analysis, options, drafting, consultation, adoption and implementation. Our work is grounded in evidence and stakeholder engagement, and always considers the institutional capacity, financing and systems needed to make a policy work.

TYPICAL DELIVERABLES

- Policy and strategy documents
- Draft legal and regulatory instruments for client review
- Regulatory impact assessments
- Implementation plans with roles, costs and timelines
- Consultation and validation reports

WHERE WE ADD VALUE

Evidence first

Options grounded in data, comparative practice and local context.

Implementation-ready

Each policy paired with the procedures and systems to deliver it.

Inclusive process

Stakeholders engaged early to build ownership and durability.

REFERENCE FRAMEWORKS: Regulatory impact assessment | Results-based policy design



2.2

POLICY & INSTITUTIONS

Institutional Development & Capacity Building

Institutions are only as strong as their structures, systems and people. We help organisations clarify mandates, organise for delivery and build the skills to perform.

WHAT WE DO

- Functional reviews and organisational assessments
- Organisational design, structures and staffing plans
- Business process review, mapping and re-engineering
- HR policies, job descriptions and performance management
- Training needs assessments and learning strategies
- Curriculum design, training delivery and training of trainers
- Coaching, mentoring and on-the-job technical assistance
- Change management and internal communication
- Knowledge management, records and documentation systems

OUR APPROACH

Our institutional work begins with a clear view of what an organisation is for and how it currently performs. From there we design structures, processes and people strategies — and build capability through training, coaching and on-the-job support that continues after formal training ends.

TYPICAL DELIVERABLES

- Functional review and organisational assessment reports
- Organograms, staffing plans and job descriptions
- Process maps and standard operating procedures
- Training plans, materials and evaluation reports
- Change and transition plans

WHERE WE ADD VALUE

People and process together
Structures designed alongside the workflows they support.

Learning that sticks
Practical, applied training followed by coaching.

Ownership
Changes co-designed with the staff who will carry them forward.

REFERENCE FRAMEWORKS — Competency-based training — Process mapping (BPMN)

03

PRACTICE GROUP
03 OF 04



PRACTICE GROUP 03

Digital Government & ICT

Reliable digital systems and secure foundations that make public services faster, more transparent and easier to oversee.

3.1	**Digital Government & Information Systems** Portals, enterprise applications, workflow systems and MIS.	14
3.2	**ICT Infrastructure, Cybersecurity & Data** Networks, hosting, information security and data governance.	15



3.1

DIGITAL GOVERNMENT & ICT

Digital Government & Information Systems

Digital systems turn policy into everyday practice. We help public institutions design, configure and adopt information systems that make services faster, more transparent and easier to oversee.

WHAT WE DO

- Digital strategies, roadmaps and enterprise architecture
- Business process analysis and system requirements
- Government portals and online public services
- Configuration, customisation and integration of enterprise applications
- Workflow, case-management and document-management systems
- Management information systems, dashboards and reporting
- Interoperability and secure data exchange
- Data migration, testing and quality assurance
- User training, change management, support and enhancement

OUR APPROACH

We work across the systems lifecycle — business analysis and requirements, solution design, configuration, customisation, integration, testing, training and support. We are vendor-neutral: our role is to make sure the system fits the institution's processes and rules, not the other way round.

TYPICAL DELIVERABLES

- Digital strategies and architecture blueprints
- Requirements and technical specifications
- Configured and customised systems, with documentation
- Test plans, test reports and acceptance records
- User guides, training programmes and support arrangements

WHERE WE ADD VALUE

Process before technology
Systems built around how the institution works and is governed.

Adoption, not just deployment
Training and support until the system is part of daily work.

Open and sustainable
Solutions that can be maintained, extended and handed over.

REFERENCE FRAMEWORKS: TOGAF | Agile & iterative delivery | User-centred design



3.2

DIGITAL GOVERNMENT & ICT

ICT Infrastructure, Cybersecurity & Data

Reliable digital services need secure, well-managed foundations. We help institutions plan, secure and run the infrastructure and data their systems depend on.

WHAT WE DO

- ICT strategies, assessments and infrastructure planning
- Network, connectivity, data-centre and cloud-hosting design
- Information security policies, risk assessments and controls
- Cybersecurity awareness, incident response and continuity planning
- Data governance, data protection and records retention
- Data management, analytics and business intelligence
- IT service management and operating procedures
- Technical specifications and quality assurance of ICT deployments
- IT audits and systems reviews

OUR APPROACH

From network and hosting design to information security and data governance, we advise on the technical foundations of digital government. Our focus is resilience: infrastructure that is appropriately sized, secure by design and supported by clear operating procedures.

TYPICAL DELIVERABLES

- ICT assessments and infrastructure designs
- Security policies, risk registers and continuity plans
- Data governance frameworks and data-sharing protocols
- Technical specifications and acceptance-test reports
- Service-management procedures and service levels

WHERE WE ADD VALUE

Secure by design
Security considered from the very first requirement.

Right-sized
Solutions matched to connectivity, budgets and support capacity.

Data you can trust
Clear ownership, quality and protection of public data.

REFERENCE FRAMEWORKS ITIL NIST CSF Data-protection good practice

04

PRACTICE GROUP
04 OF 04



PRACTICE GROUP 04

Programme Delivery & Evidence

Evidence that informs decisions, and the management and technical support that keeps programmes on track.

4.1 **Monitoring, Evaluation & Research** — 17
M&E systems, evaluations, surveys and third-party monitoring.

4.2 **Programme Management & Technical Advisory** — 18
PIU support, fiduciary support, studies and technical assurance.



4.1

PROGRAMME DELIVERY & EVIDENCE

Monitoring, Evaluation & Research

Decisions are only as good as the evidence behind them. We design and deliver monitoring, evaluation, surveys and independent verification that produce credible, usable evidence.

WHAT WE DO

- Results frameworks, theories of change and M&E systems
- Baseline, mid-term and end-line evaluations
- Third-party monitoring and independent verification
- Household, enterprise, facility and phone-based surveys
- Digital data collection (CAPI and CATI) with quality control
- Qualitative research: interviews, focus groups and case studies
- Data analysis, visualisation and dashboards
- Geospatial mapping and GIS analysis
- Learning reviews and documentation of results

OUR APPROACH

We support programmes from design to completion: setting up results frameworks and M&E systems, collecting data in the field, verifying results independently and evaluating what worked and why. Our data work combines robust methods with digital collection tools and clear, decision-ready reporting.

TYPICAL DELIVERABLES

- M&E frameworks and indicator reference sheets
- Inception, data-collection and evaluation reports
- Monitoring and verification reports
- Clean datasets, dashboards and analytical briefs
- Learning and results documentation

WHERE WE ADD VALUE

Independence

Objective verification that stakeholders can rely on.

Quality data

Rigorous sampling, enumerator training and field supervision.

Built for use

Findings framed for decisions and course-correction.

REFERENCE FRAMEWORKS: OECD-DAC evaluation criteria | Results-based management



4.2

PROGRAMME DELIVERY & EVIDENCE

Programme Management & Technical Advisory

Well-run programmes deliver on time, on budget and to standard. We provide the management, fiduciary and technical support that keeps complex programmes on track.

WHAT WE DO

- Programme and project management support (PMO and PIU strengthening)
- Work planning, scheduling, and risk and issue management
- Fiduciary support: project financial management and procurement
- Progress reporting and results-based management
- Feasibility studies, business cases and project preparation
- Technical studies, specifications and design review
- Supervision support, quality assurance and verification of works
- Stakeholder coordination and partner reporting
- Programme closure, handover and sustainability planning

OUR APPROACH

We strengthen implementation units and programme teams with planning, coordination, reporting and fiduciary support. For programmes with infrastructure, equipment or systems components, we provide technical advisory services — from feasibility and design review to supervision and quality assurance.

TYPICAL DELIVERABLES

- Implementation plans and operating procedures
- Progress, risk and completion reports
- Feasibility and technical study reports
- Supervision and quality-assurance reports
- Handover and sustainability plans

WHERE WE ADD VALUE

Grip on delivery

Clear plans, risks tracked and decisions escalated early.

Fiduciary confidence

Financial and procurement compliance built into delivery.

Technical assurance

Independent eyes on quality, cost and progress.

REFERENCE FRAMEWORKS PMBOK / PRINCE2 principles | Results-based management

INTEGRATED SOLUTIONS

From policy to performance

Public-sector challenges rarely respect disciplinary boundaries. A reform needs a policy, a process, a system and people who can run it — and evidence that it is working. We bring all five together in one team.

THE FALCONREED INTEGRATED MODEL

01 Policy
The legal, regulatory and policy framework that sets the rules.
POLICY, LEGAL & REGULATORY · PFM

02 Process
Procedures, standard documents and controls that make the rules operational.
PROCUREMENT · AUDIT · INSTITUTIONAL

03 Platform
Digital systems that carry the process, record decisions and give oversight.
DIGITAL GOVERNMENT · ICT & DATA

04 People
Structures, skills and support so staff can use the process and the system well.
INSTITUTIONAL DEVELOPMENT · TRAINING

05 Performance
Monitoring, assurance and evaluation that show whether it is working.
M&E · AUDIT · PROGRAMME MANAGEMENT

INTEGRATED OFFERS

Reform to system
We take reforms from the policy and regulatory framework through to the procedures, digital platforms and skills that put them into daily practice.

Accountability & assurance
Controls, audit methods and digital audit trails that make public spending verifiable from planning to follow-up.

Evidence & performance
Results frameworks, independent monitoring and dashboards that let managers see progress and act on it.

Programme support
Management, fiduciary and technical support that keeps externally financed programmes compliant and on schedule.

WHO WE SERVE

Designed for public institutions and their partners

Our services are designed for public institutions and the partners that finance and support them — wherever sound financial management, good governance and reliable systems determine results.

Ministries, departments & agencies
Central and line ministries and their agencies.

Oversight & regulatory bodies
Audit institutions, regulators and oversight authorities.

Subnational & local government
State, regional and local administrations.

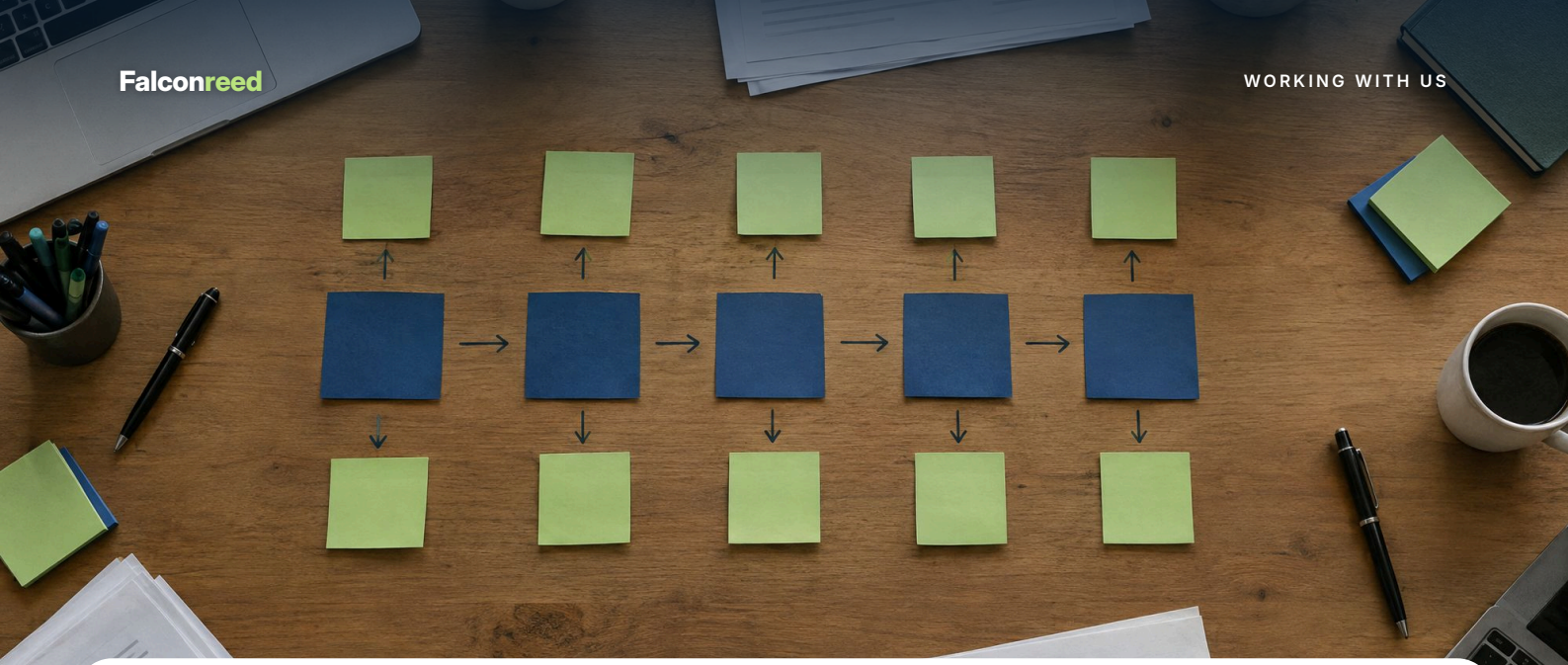
Implementation units
Project and programme implementation units and teams.

Development partners
Multilateral and bilateral agencies and international organisations.

NGOs & private sector
Non-governmental organisations, enterprises and financial institutions.

SECTORS WE SUPPORT

- Public finance & economic governance
- Public procurement & oversight
- Health & social protection
- Education & skills
- Digital economy & telecommunications
- Infrastructure, energy & water
- Agriculture, fisheries & food systems
- Trade, commerce & regulation
- Local governance & service delivery
- Humanitarian & development programmes



HOW WE WORK

A consistent method, whatever the assignment

Every engagement follows the same disciplined path — adapted to the terms of reference, but never skipping the steps that make results last.

01

Listen & diagnose

We start with the client's mandate, constraints and evidence — documents, data, systems and the people who use them.

02

Design with the client

Options are developed and tested with stakeholders, so solutions reflect how the institution really works.

03

Build & deliver

We draft, configure, train and implement to agreed standards, with clear ownership and regular reporting.

04

Transfer & embed

Skills, documentation and support arrangements are handed over so results last beyond the engagement.

05

Review & improve

We measure results against the objectives set at the start and capture lessons for what comes next.

CROSS-CUTTING PRINCIPLES

Stakeholder engagement
Early and continuous involvement of the people affected.

Quality at every milestone
Peer review and client validation before sign-off.

Risk management
Risks identified, tracked and escalated early.

Confidentiality
Client information and data protected throughout.

HOW WE DELIVER

The right team, assured quality, uncompromising integrity

TEAM MODEL

01 Engagement director
Accountable for quality and the client relationship; a single point of contact.

02 Team leader & key experts
Senior specialists matched to the assignment's terms of reference.

03 Specialists & associates
Drawn from our core team and a network of associate experts, mobilised as each assignment requires.

04 Independent quality reviewer
A senior reviewer, independent of the delivery team, signs off key deliverables.

05 Coordination & support
Field coordination, data management, translation and administrative support.

QUALITY ASSURANCE

- Agreed inception report and work plan
- Peer review of every key deliverable
- Document control and version management
- Client validation at each milestone
- Lessons-learned review at closure

REFERENCE FRAMEWORKS WE WORK WITH

PEFA · MAPS · IPSAS · ISSAI · IIA Standards · COSO · TOGAF · ITIL · NIST CSF · OECD-DAC

INTEGRITY COMMITMENTS

- Zero tolerance for fraud and corruption
- Conflicts of interest declared and managed
- Confidentiality and data protection
- Respect and do-no-harm in all fieldwork
- Compliance with client and financier rules

LEADERSHIP

Message from the Managing Director

> We listen before we advise — and we stay accountable for the result.

AM

Abdullahi Mohamed
MANAGING DIRECTOR

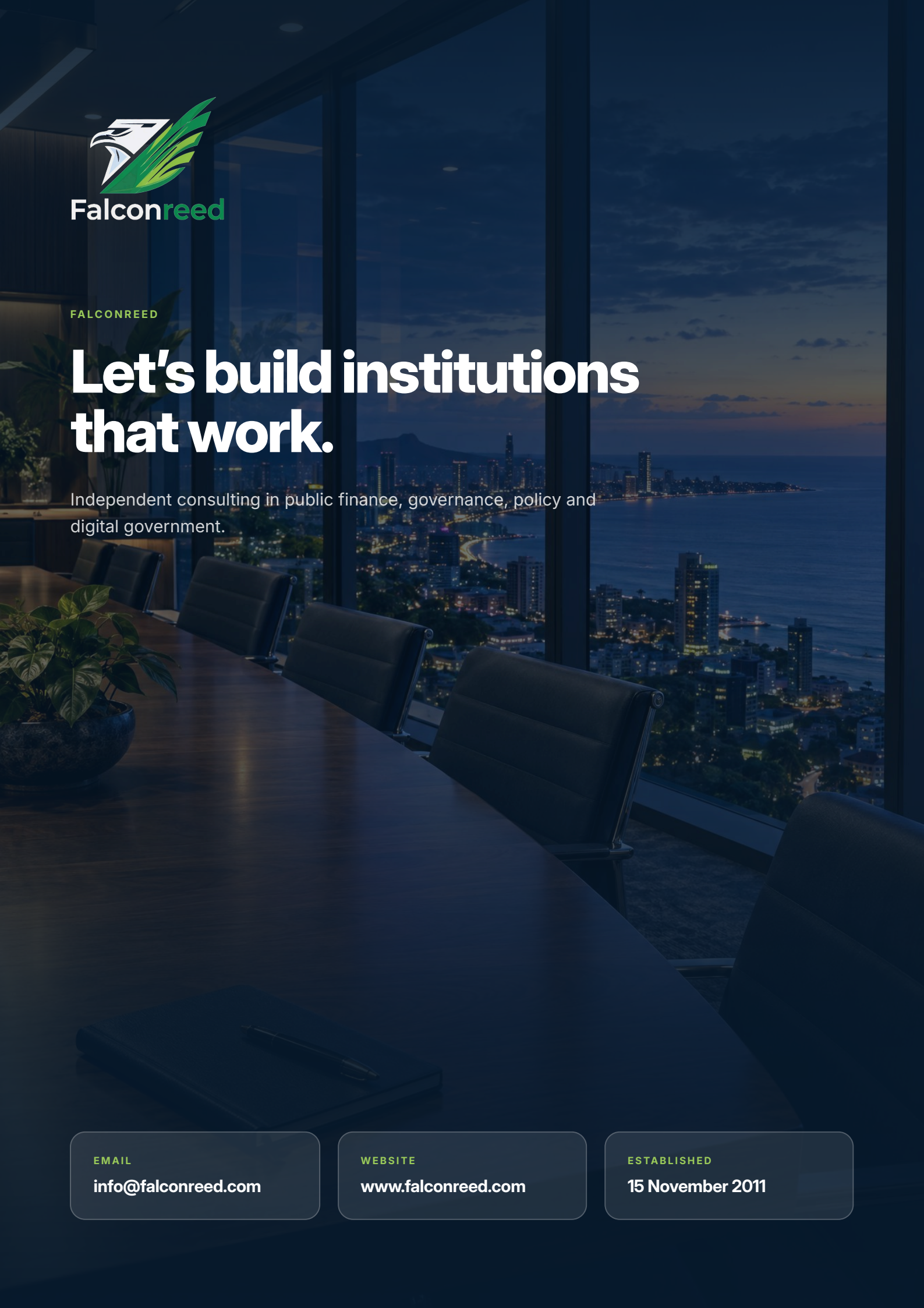
Since Falconreed was established in 2011, our purpose has been simple: to be a partner our clients can rely on when the work is demanding and the standards are high.

Today we focus that purpose on the areas where consulting can make the greatest difference to people's lives — public finance, governance, policy and digital government. These are the systems that decide whether public resources reach the people they are meant to serve.

Our commitment to clients does not change from one assignment to the next. We listen before we advise. We design solutions that fit the institution, not a template. We build the skills and systems that allow results to last. And we hold ourselves accountable for the quality of every deliverable that carries our name.

We look forward to working with you.

Abdullahi Mohamed
Managing Director, Falconreed



Falconreed

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