



Federal Government of Somalia

Terms of Reference (ToR): Consultancy for Transport and Logistics Infrastructure Sectoral Study."in Somalia  
Ministry of Planning, Investment and Economic Development (MoPIED).

1. Background Information

Despite facing long-term instability, Somalia's economy has demonstrated resilience, supported by its strategic location and diaspora. The country holds significant potential as a regional logistics hub, a prospect highlighted in the National Transformation Plan (NTP) and National Investment Promotion Strategy (NIPS).

However, this potential is constrained by underdeveloped infrastructure, a lack of cohesive national policy, security challenges, and limited institutional capacity. Significant investment is needed to upgrade key infrastructure such as ports, roads, and energy systems to facilitate trade and support economic growth. Various development partners are funding capacity-building and infrastructure projects, but these are often fragmented.

To unlock Somalia's full economic potential, a comprehensive sectoral study is required to provide a unified, evidence-based roadmap. The study will serve as a foundational document for strategic planning, investment prioritization, and policy development by the government, the private sector, and international partners.

2. Objectives of the consultancy

The main objective of this consultancy is to conduct a comprehensive sectoral study of Somalia's logistics and infrastructure sectors. The study will:

- Assess the current state of logistics and infrastructure across Somalia's regions, including ports, roads, airports
- Identify the key challenges, opportunities, and gaps affecting the efficient movement of goods and services.
- Provide a strategic and evidence-based roadmap for developing Somalia into a resilient and sustainable logistics and infrastructure hub.

3. Scope of work

The selected consultant will conduct the following tasks:

Inception Phase

- Develop a detailed work plan, methodology, and stakeholder engagement strategy.
- Conduct a comprehensive desk review of relevant national policies, regulations, and existing studies.
- Hold consultations with key government ministries and agencies at the Federal and Federal

Member State (FMS) levels to validate the study's approach.

#### Data Collection and Analysis

- Infrastructure Assessment: Evaluate the physical condition and capacity of critical infrastructure, including:
  - Ports: Assess major seaports (Mogadishu, Kismayo, Berbera) and smaller coastal facilities, including their handling capacity, equipment, and efficiency.
  - Roads: Map the condition of primary, secondary, and feeder roads, analyzing road connectivity, capacity, and maintenance status.
  - Airports: Assess the capacity and condition of major and secondary airports, including cargo and passenger handling.
- Logistics Sector Analysis:
  - Map key logistics actors, including government entities, private companies, and international organizations.
  - Analyze the performance of Somalia's logistics sector based on efficiency, cost, transit times, and the quality of services.
  - Evaluate the effectiveness of current trade facilitation policies and customs procedures.
- Policy and Regulatory Review:
  - Review relevant national and FMS policies, legal frameworks, and institutional mandates governing logistics and infrastructure development.
  - Identify institutional capacity gaps within relevant government bodies.
- Stakeholder Consultations:
  - Conduct in-depth interviews and focus group discussions with a wide range of stakeholders, including government officials, port authorities, logistics companies, traders, and representatives of civil society.
- Risk and Opportunity Analysis:
  - Identify key risks and opportunities in the logistics and infrastructure sectors, including political, security, social, and climate-related factors.
  - Analyze the "Blue Economy" potential related to Somalia's coastline.
- Economic Impact Analysis:
  - Analyze the direct and indirect economic impacts of improving logistics and infrastructure, including employment generation and poverty reduction.

#### Roadmap Development

- Draft Roadmap: Based on the analysis, develop a draft roadmap with clear, actionable recommendations. The roadmap should include:
  - A prioritized list of critical infrastructure projects.
  - Proposals for policy and institutional reforms.
  - A strategy for attracting and managing private and public investment.
  - Recommendations for capacity building within government agencies.
- Validation Workshop: Present the draft roadmap to key stakeholders in a validation workshop.
- Final Report: Incorporate feedback to produce a comprehensive final report and presentation summarizing the study's findings, analysis, and recommendations.

#### 4. Deliverables

The consultant will be responsible for the following deliverables:

- Inception Report: A detailed document outlining the consultant's understanding of the assignment, proposed methodology, and work plan.
- Draft Study Report: A comprehensive report incorporating the findings of the data collection and analysis phase.
- Draft Strategic Roadmap: A concise, forward-looking document detailing the proposed actions and investment priorities.
- Validation Workshop: A presentation of the findings and roadmap to stakeholders.
- Final Study Report Final draft of the study to be presented for MOPIED

## 5. Required Expertise and Qualifications

The consulting firm or team should possess the following qualifications:

- Extensive and proven experience in conducting sectoral studies, particularly in logistics and infrastructure.
- Experience working in fragile and conflict-affected states, preferably with specific experience in Somalia or the Horn of Africa.
- Demonstrated expertise in transport planning (road, air, and sea), trade facilitation, and supply chain analysis.
- A strong understanding of economic development and private sector engagement.
- Demonstrated knowledge of environmental and social safeguards relevant to infrastructure projects.

The proposed team should include key experts with relevant qualifications, such as:

- Team Leader/Project Manager: Advanced degree in engineering, economics, or a related field, with proven experience in project management and sectoral analysis in developing countries.
- Infrastructure Expert: Specialization in transport infrastructure (ports, roads, airports), with experience in design, assessment, and feasibility studies.
- Logistics/Supply Chain Analyst: Expertise in trade facilitation, customs procedures, and supply chain management.
- Economist: Proven experience in conducting economic and financial analysis, particularly in fragile contexts.

## 6. Duration and timeframe

The assignment is expected to be completed within a maximum of 30 days, spanning approximately 20-30 days from the contract signing date. Location of the consultancy will be conducted in Somalia, requiring consultations with selected Federal and Federal Member States Ministries, Departments and Agencies.

## 7. Reporting and communication

The consultant will report directly to the Director of Investment Department and; to the Director General of MOPED All reports and deliverables must be submitted in English. Regular check-in meetings will be scheduled throughout the consultancy period.

## 8. Submission of proposals

Interested consulting firms are requested to submit a technical and financial proposal outlining their approach, methodology, team composition, work plan, and estimated budgets.

Interested and qualified individuals or firms should submit a technical and financial proposal to [invest.r@mop.gov.so](mailto:invest.r@mop.gov.so)

Deadline for submission: 18<sup>th</sup> of October, 2025