



**THE FEDERAL REPUBLIC
MINISTRY OF COMMERCE AND INDUSTRY**

TERMS OF REFERENCE

**CONSULTANCY SERVICES TO SUPPORT THE DEVELOPMENT OF THE
NATIONAL EXPORT PROMOTION POLICY AND ACT FOR SOMALIA**

June 2026

1. Introduction

1.1. Background

The Ministry of Commerce and Industry of the Federal Government of Somalia is mandated to facilitate trade, promote domestic industries, expand exports, and strengthen Somalia's integration into regional and global markets. The Ministry formulates and implements policies aimed at improving competitiveness, diversifying exports, attracting foreign direct investment, and enhancing private sector participation in trade.

Somalia has recently developed a National Export Development and Promotion Strategy. The Strategy provides the economic and sectoral roadmap for improving export competitiveness, focusing on priority sectors such as livestock, agriculture, fisheries, and mining, and identifying priority destination markets including the Gulf Cooperation Council countries, East Africa, China, the European Union, Egypt, Turkey, Indonesia, Malaysia, and other strategic markets. The Strategy also identifies cross-cutting constraints in trade logistics, standards and certification, export finance, institutional coordination, market intelligence, and federal-state regulatory harmonization.

However, a strategy by itself does not create binding institutional mandates, financing mechanisms, enforceable coordination duties, legal recognition of export support instruments, or accountability obligations. Somalia therefore requires a concise National Export Promotion Policy to translate the Strategy into Government policy decisions, and a dedicated Export Promotion Act to provide the legal basis for implementation. Exports remain concentrated in primary commodities with limited diversification and value addition. The development of a National Export Promotion Policy and Act is critical to diversify exports, promote industrialization, increase foreign exchange earnings, support SMEs and women-led enterprises, and align Somalia's trade framework with regional and international obligations.

1.2. About the Project

Under the Horn of Africa Initiative, the World Bank is financing the De-Risking, Inclusion and Value Enhancement of Pastoral Economies (DRIVE) Project, a regional program implemented in Djibouti, Ethiopia, Kenya, and Somalia. The project aims to enhance de-risking, financial inclusion, and value addition in pastoral economies by protecting pastoralists from drought shocks and strengthening their market participation.

DRIVE has two main components. Component 1 focuses on scaling up financial protection through a cost-effective package of financial services, including drought insurance, savings, payments, and contingent credit, combining insurance and banking solutions to meet pastoralists' needs. Component 2 aims to strengthen livestock value chains and facilitate regional trade by improving market linkages, supporting private investment, and

increasing income opportunities for pastoral producers already connected to markets but capturing limited value from their activities.

1.3. Rationale and Strategic Importance for Somalia

Although Somalia has developed a National Export Development and Promotion Strategy, the absence of a formal National Export Promotion Policy and Export Promotion Act limits the Government's ability to institutionalize reforms, ensure accountability, establish sustainable financing systems, and deliver measurable export growth outcomes.

Somalia's export base remains highly concentrated in low-value primary commodities, exposing the economy to external shocks and limiting industrialization, value addition, and job creation potential. The establishment of a structured export promotion framework is therefore critical to support export diversification, competitiveness, private sector development, SME growth, women and youth participation, and broader economic transformation.

Moreover, Somalia's ongoing integration into the African Continental Free Trade Area (AfCFTA), the East African Community (EAC), AGOA opportunities, and broader Horn of Africa regional trade initiatives presents significant market access opportunities. However, these opportunities require strong export promotion institutions, coherent legal frameworks, efficient trade facilitation systems, and coordinated implementation structures.

The Policy and Act shall also explicitly address Somalia's Horn of Africa regional trade context, including DRIVE's regional mandate, cross-border livestock and pastoral economy trade corridors, regional transport and port corridors, coordination with neighbouring markets, and any relevant Horn of Africa trade facilitation or corridor initiatives.

The proposed National Export Promotion Policy and Export Promotion Act will therefore:

- Strengthen Somalia's legal and institutional framework for export promotion;
- Improve coordination between Federal Government institutions and Federal Member States;
- Support export diversification and value addition;
- Improve export competitiveness and market access;
- Establish sustainable export support and financing mechanisms;
- Promote inclusive export growth for SMEs, women, youth, cooperatives, farmers, pastoralists, and fishers;
- Align Somalia's export systems with regional and international trade obligations;

and
Support implementation of the National Single Window and digital trade facilitation

Recognize the shared federal-state dimensions of trade and export promotion by defining how the Policy and Act will apply across Federal Government and Federal

Member State jurisdictions, including the role of regional export nodes such as Mogadishu, Berbera, Bosaso and Kismayo.

Provide for sector-specific treatment of livestock, fisheries and non-traditional exports, including livestock SPS and animal health certification, fisheries traceability and IUU-related market access requirements, and diversification products such as frankincense, sesame and gum Arabic.

2. Objective

The overall objective of this consultancy is to develop a comprehensive National Export Promotion Policy and Export Promotion Act for Somalia that establishes a coherent strategic, legal, and institutional framework for export development and promotion.

The consultancy shall establish mechanisms for export promotion, institutional coordination, financing, export support services, standards compliance, market development, digital trade facilitation, and inclusive participation while ensuring consistency with Somalia's regional and international trade obligations.

2.1. Specific Objectives

The specific objectives are to:

- Develop a concise National Export Promotion Policy that translates the National Export Development and Promotion Strategy into actionable Government policy decisions;
- Conduct strategic, legal, institutional, export competitiveness, and regulatory diagnostics;
- Assess anti-export bias in taxation, customs, logistics, certification, and regulatory systems;
- Undertake sector prioritization and value chain analysis;
- Assess SPS/TBT, standards, certification, and quality infrastructure gaps;
- Conduct export finance assessment;
- Prepare a focused binding-constraints export diagnostic supplement, building on existing studies and including anti-export bias, revealed comparative advantage (RCA)-based sector prioritization, and an export finance gap assessment;

- Assess the Horn of Africa regional trade dimension, including cross-border trade arrangements, regional corridors, livestock and pastoral trade routes, regional export nodes, and coordination with relevant neighbouring markets and institutions;

- Analyze the relevance and implications of simplified trade regime arrangements, including EAC/COMESA-style Simplified Trade Regime (STR) approaches or other simplified border procedures where applicable, and their implications for women traders, SMEs, cooperatives and small-scale cross-border exporters;

- Develop legal-policy options for export promotion institutional arrangements;
- Assess financial sustainability and operational feasibility of proposed institutions;

- Prepare a National Export Promotion Policy;
- Draft a National Export Promotion Act;
- Design sustainable export support and financing mechanisms including an Export Development Fund (EDF);
- Prepare a dedicated Export Development Fund Design Note and WTO SCM Compliance Matrix covering capitalization, eligible and ineligible instruments, governance, public financial management safeguards, subsidy-risk classification, LDC transition considerations, and future WTO accession obligations;
- Ensure WTO, AfCFTA, EAC, AGOA, SPS, TBT, and trade facilitation compliance;
- Assess AGOA eligibility conditions, rules of origin, documentation, standards and sector opportunities relevant to Somalia's non-traditional exports, including textiles/apparel where relevant, agriculture, fisheries, sesame, frankincense, gum Arabic and other diversification products;
- Implement a structured private sector co-design workstream, including an exporters' roundtable, a private sector task force to review the Options Paper, diaspora business engagement, and options for majority or near-majority private sector representation in any Export Promotion Agency, Authority, Board or equivalent governance body;
- Conduct stakeholder consultations including Federal Member States (FMS), private sector actors, exporters, women and youth groups, and development partners;
- Assess the federal-state legal dimensions of export promotion, including applicability of the Policy and Act across FMS jurisdictions, coordination with regional export nodes, and practical treatment of Mogadishu, Berbera, Bosaso, Kismayo and other key gateways;
- Prepare a Somaliland-specific legal and operational note, without prejudging political status and as directed by the Client, on the implications of Berbera's role in livestock exports and options for coordination, mutual recognition, certification, data exchange and risk management;
- Develop sector-specific export promotion policy chapters for livestock, fisheries, and non-traditional exports, including frankincense, sesame, gum Arabic and other priority diversification products;
- Address livestock-specific SPS and market access barriers, including veterinary certification, traceability, quarantine, animal health controls, and FMD-related certification requirements for GCC markets such as Saudi Arabia and the UAE;
- Address fisheries-specific export requirements, including sanitary controls, traceability, catch documentation, licensing and IUU-related compliance requirements where relevant to EU and other high-value market access;
- Promote inclusive export growth for SMEs, women-led enterprises, youth entrepreneurs, cooperatives, and pastoralist groups;
- Align Somalia's export development framework with the National Single Window initiative and digital trade facilitation reforms; and

- Prepare an implementation roadmap, baseline measurement exercise, results-based monitoring and evaluation framework, outcome and output indicator matrix, impact evaluation methodology, and institutional capacity-building plan.

3. Scope of Services

The Consultant shall undertake the work streams below. The work shall be policy-oriented, legally rigorous, institutionally practical, and grounded in the National Export Development and Promotion Strategy. The assignment shall produce both the National Export Promotion Policy and the Export Promotion Act as mutually reinforcing instruments.

The assignment shall explicitly cover Horn of Africa regional coherence, simplified trade regime implications, gender-differentiated export barriers, binding export constraints, and the design of legally compliant and fiscally sustainable export support instruments.

3.1. Inception, Methodology, and Work Planning

- Prepare a detailed inception report setting out the proposed methodology, work plan, stakeholder map, consultation plan, document review list, quality assurance arrangements, risk register, and detailed delivery schedule.
- Confirm the sequencing of the policy, legal diagnostic, legal-policy options, drafting instructions, draft Policy, draft Act, consultations, validation, and finalization.
- Develop a consultation strategy covering Federal Government institutions, Federal Member States, private sector bodies, exporter associations, women and youth enterprises, banks and insurers, logistics providers, standards and SPS actors, and development partners.
- Ensure the stakeholder map and consultation plan identify Federal Government and FMS institutions and the main regional export nodes, including Mogadishu, Berbera, Bosaso and Kismayo, and identify any legal or operational sensitivities requiring separate treatment, including a Somaliland-specific legal-policy note where directed by the Client.
 - The inception work plan shall include a dedicated buffer and confirmation process for Federal Member State counterpart availability, regional export node consultations, diaspora/private sector engagement, and sequencing of field or virtual consultations where access or availability constraints arise.
 - The consultation strategy shall separately identify the approach for Horn of Africa regional issues, STR and women trader consultations, private sector co-design, diaspora engagement, and sector-specific consultations for livestock, fisheries and non-traditional exports.
- Confirm the approach for alignment with the National Export Development and Promotion Strategy, Somalia's legal hierarchy, federal governance arrangements, AfCFTA, EAC integration, HOA, WTO-compatible trade rules, and relevant trade facilitation and digital trade principles.

3.2. Existing Diagnostics Synthesis, Binding Constraints Assessment, and Targeted Legal, Regulatory, and Institutional Gap Analysis for Export Promotion

The Consultant shall review and synthesize the relevant findings of the National Export Development and Promotion Strategy, the NSW Desk Study, the NSW Field Research Findings, and the NSW Final Assessment Report, and extract those findings that have direct implications for the National Export Promotion Policy and Export Promotion Act.

The analysis shall focus on the legal, regulatory, institutional, fiscal, and implementation gaps that must be addressed to translate the existing Strategy and relevant NSW recommendations into binding policy decisions, institutional mandates, financing arrangements, coordination mechanisms, and legislative provisions.

Without duplicating the National Export Development and Promotion Strategy or NSW feasibility work, the Consultant shall supplement the synthesis with focused binding-constraints analysis where required for policy and legislative design, including anti-export bias, RCA-based sector prioritization, export finance gaps, STR and gender-differentiated export barriers, and Horn of Africa corridor issues.

In this regard, the consultant shall:

- prepare a concise synthesis of existing diagnostics relevant to export promotion, including sector priorities, market access constraints, standards and SPS/TBT issues, export finance constraints, trade facilitation bottlenecks, federal-state coordination issues, and digital trade facilitation linkages;
- identify which recommendations from the National Export Development and Promotion Strategy require policy decisions, legal authority, subsidiary regulations, institutional mandates, budgetary arrangements, or implementation mechanisms;
- identify which findings from the NSW Needs Assessment have legal or operational implications for export promotion, including electronic submission, electronic records, digital certificates, exporter registry, inter-agency data exchange, single-entry submission, and phased interoperability with export licensing and certification systems;
- Review existing Somali primary and secondary legislation relevant to exports, including laws and regulations on commerce, customs, standards, SPS, agriculture, livestock, fisheries, mining, investment, public finance, public procurement, ports, transport, taxation and fees, electronic transactions, cybersecurity, data governance, and public administration.
- Map the mandates of all relevant institutions, including MoCI, Ministry of Finance, customs, Somali Bureau of Standards, line ministries responsible for livestock, agriculture, fisheries, mining, transport, ports, ICT, planning and investment, Federal Member State authorities, chambers of commerce, and other relevant bodies.
- Assess the constitutional and federal-state dimensions of export promotion, including the allocation of trade-related powers between the Federal Government and Federal Member

States, the intended application of the Policy and Act across FMS jurisdictions, and mechanisms for mutual recognition, coordination and dispute resolution.

- Map major regional export nodes and corridors, including Mogadishu, Berbera, Bosaso and Kismayo, and identify legal, institutional and operational issues affecting export licensing, certification, veterinary and phytosanitary controls, port clearance, data sharing, fees and service standards at those nodes.
- Prepare a Somaliland-specific legal and operational note, without prejudging political status and in consultation with the Client, addressing Berbera's role in livestock exports to GCC markets and options for practical coordination, mutual recognition of certificates, data exchange and risk management.
- Extract and synthesize sector-specific findings from previous studies and stakeholder consultations for livestock, fisheries and non-traditional exports, including frankincense, sesame and gum Arabic, focusing only on issues requiring policy decisions, legal provisions, institutional mandates or implementation mechanisms.
- Identify legal and policy gaps specific to livestock SPS and FMD-related certification, veterinary controls, traceability and quarantine; fisheries sanitary controls, catch documentation, traceability and IUU-related compliance; and non-traditional export quality, grading, certification, branding and market access.
- Prepare an Export Promotion Legal and Institutional Translation Matrix mapping relevant findings from previous studies to the required policy and legal response identifying: conflicting provisions, missing powers, overlapping mandates, weak accountability arrangements, missing coordination obligations, barriers to federal-state harmonization, standards/SPS/TBT coordination gaps, legal basis for export support instruments, export finance facilitation, data sharing, e-governance, and mutual recognition of licences and certificates.
- Map the legal implications of the National Single Window reform for export promotion, including electronic submission, electronic records, digital certificates, inter-agency data exchange, single-entry submission, and phased interoperability with export licensing and certification systems.
- Prepare an anti-export bias assessment identifying whether taxation, customs, duties on imported inputs, fees, certification, logistics, foreign exchange, port procedures, documentation, standards, or regulatory practices penalize exporters relative to domestic market operators, and identify policy, legal or administrative remedies.
 - Prepare a sector prioritization matrix using available revealed comparative advantage (RCA) data, export values, growth potential, value-addition potential, market access opportunities, SME and gender inclusion potential, DRIVE relevance, and feasibility of implementation, while using the existing Export Strategy as the primary source and avoiding duplication of its full sector diagnostics.
 - Prepare an export finance gap assessment covering the availability, constraints and legal/institutional requirements for export credit, letters of credit, guarantees, insurance, pre-shipment finance, working capital, matching grants, Islamic finance

instruments where relevant, SME finance, women-led enterprise finance, diaspora-linked finance and EDF-supported instruments.

- Assess gender-differentiated export barriers as a distinct policy issue, including access to finance and collateral, access to market information, participation in exporter networks, documentation requirements, border and port procedures, informal payments, safety and mobility constraints, digital access, and the relevance of STR or simplified border procedures for women traders and small-scale exporters.
- Assess the Horn of Africa regional dimension of export promotion, including cross-border trade arrangements, regional corridors, pastoral and livestock trade routes, regional market linkages, port and border interfaces, mutual recognition opportunities, and coordination with relevant Horn of Africa trade facilitation or corridor initiatives.

3.3. Comparative Benchmarking and International Good Practice

- Conduct targeted regional and international benchmarking of export promotion laws, trade development authorities, export development boards, investment-export promotion agencies, and export finance support systems.
- Include relevant regional examples such as EAC member countries, HOA region and international examples such as Singapore, South Korea, Chile, and New Zealand, where relevant and available.
 - Benchmarking shall also consider, where relevant, regional arrangements addressing simplified trade regimes, cross-border traders, corridor-based trade facilitation, diaspora-linked export promotion, export development funds, AGOA market access readiness, and private sector-led governance of trade or export promotion bodies.
- Analyze models for institutional location, legal personality, board composition, ministerial oversight, private sector participation, export development funds, grant schemes, export credit or guarantee schemes, audit and reporting systems, conflict-of-interest safeguards, and monitoring arrangements.
- Draw practical lessons for Somalia, distinguishing between provisions that should be adopted, adapted, deferred, or avoided due to Somalia's federal context, fiscal position, administrative capacity, and trade obligations.
- Present the benchmarking as an options-oriented analysis, not as a descriptive country survey.

3.4. Legal-Policy Options and Legislative Architecture

- Prepare a Legal-Policy Options Paper summarizing diagnostic findings, the recommended institutional model, the preferred legislative approach, and the legal basis for each major policy choice.
- Compare at least four legal and institutional models for Export Promotion in Somalia:

- standalone autonomous Export Promotion Authority or Agency established by Act with a dedicated mandate, governance structure, staffing framework, financing provisions, and accountability arrangements;
 - a department, directorate, or specialized export promotion unit within MoCI supported by a statutory National Export Coordination Council or similar inter-agency coordination mechanism;
 - a public-private partnership or hybrid export promotion model, with structured participation of the private sector, chambers of commerce, exporter associations, diaspora business networks, livestock traders, financial institutions, and other relevant non-state actors in governance, financing, service delivery, market intelligence, and export promotion activities;
 - a sector-specific export promotion board or boards, including possible models for livestock, agriculture, fisheries, mining, or other priority sectors, where sector-specific arrangements may be more suitable than a single general export promotion body; and
 - framework Act with consequential amendments to existing sector laws.
- Assess the advantages, disadvantages, fiscal implications, institutional implications, federal-state implications, private sector implications and implementation risks of each model. The assessment shall include a scored options matrix using criteria such as: institutional sustainability in Somalia’s fragile-state context; private sector confidence and buy-in; compatibility with available and potential financing models; legal establishment requirements; governance and accountability risks; capacity and staffing demands; federal-state coordination requirements; ability to support SMEs, women, youth, pastoralists, farmers, fishers, cooperatives, and other smaller exporters; alignment with the National Export Development and Promotion Strategy; compatibility with NSW and digital trade facilitation reforms; and time required to operationalize.
 - For each institutional model, assess options for structured private sector participation in governance, including majority or near-majority private sector representation on the board where appropriate, transparent nomination processes, representation of exporters and sector associations, diaspora business participation, and safeguards for conflicts of interest, recusal, confidentiality and public accountability.
 - The Options Paper shall include specific recommendations on whether Horn of Africa coordination, STR-related issues, women trader constraints, diaspora engagement, and private sector governance should be addressed in the Policy, the Act, subsidiary regulations, MoUs, service-level agreements, or implementation protocols.
 - The scored options matrix shall also assess how each model would operate across FMS jurisdictions and regional export nodes, including Mogadishu, Berbera, Bosaso and Kismayo, and whether the model requires intergovernmental agreements, mutual recognition

arrangements, service-level protocols, data-sharing protocols, or a Somaliland-specific legal and operational note.

- Recommend the preferred model for Somalia, including whether a single model or phased/hybrid model is most appropriate. The recommendation should be justified in light of Somalia's implementation capacity, fiscal sustainability, federal governance arrangements, private sector needs, export sector structure, lessons from comparable international practice, and the need to avoid duplication with existing institutions and ongoing reforms.
- Prepare legislative drafting instructions approved by the Client before drafting the Act. The instructions shall identify the Act's purpose, scope, institutional design, powers, governance, funding mechanisms, accountability framework, appeals mechanisms, offences and penalties if required, transitional arrangements, and consequential amendments.
- The legislative architecture shall specify whether and how the Act applies across FMS jurisdictions, the legal basis for cooperation with FMS authorities, the role of regional export nodes, and any consequential amendments, MoUs, service-level agreements, data-sharing protocols or implementation instruments needed for mutual recognition and coordinated export services.

3.5. Development of the National Export Promotion Policy

- The Consultant shall prepare a concise, Cabinet-ready National Export Promotion Policy. The Policy shall translate the National Export Development and Promotion Strategy into clear policy choices that guide the drafting and implementation of the Export Promotion Act. The Policy shall not duplicate the detailed sector diagnostics or market prioritization already completed in the Strategy, except where brief summaries are needed for coherence.
- Develop the policy vision, mission, objectives, guiding principles, and strategic policy commitments for export promotion in Somalia.
- Define the national export promotion institutional architecture, including the policy role of MoCI, the operational role of any Export Promotion Agency or Authority, the role of a National Export Coordination Council, and the roles of Federal Member States, line ministries, standards bodies, customs, ports, and the private sector.
- Include a dedicated federal-state implementation chapter defining the applicability of the Policy and Act across Federal Government and FMS jurisdictions, the respective roles of Federal Government institutions and FMS authorities, coordination mechanisms, mutual recognition arrangements, dispute resolution mechanisms, and procedures for harmonized export services.
- Include a subsection on regional export nodes and corridors, including Mogadishu, Berbera, Bosaso and Kismayo, setting out policy commitments for harmonized procedures, service standards, mutual recognition, data exchange, port authority coordination, and coordinated support to exporters operating through those gateways.

- Prepare a Somaliland-specific legal-policy note, without prejudging political status and as directed by the Client, addressing Berbera’s role in livestock exports, legal and operational constraints, practical coordination options, certification recognition, data exchange, risk management and implications for the Policy and Act.
- Set out policy commitments for export diversification, value addition, market development, export readiness, market intelligence, branding, trade missions, buyer-seller linkages, diaspora trade networks, and targeted support to priority sectors identified in the Strategy.
 - Use the RCA-based sector prioritization matrix and existing Export Strategy evidence to distinguish between immediate priority sectors, medium-term diversification sectors, and non-traditional export opportunities, including the policy instruments required for each category.
 - Include a dedicated Horn of Africa regional export promotion chapter addressing DRIVE’s regional mandate, cross-border livestock and pastoral economy corridors, regional market linkages, corridor-based trade facilitation, regional transport and port interfaces, and opportunities for practical cooperation with neighbouring markets and institutions.
 - Include a policy subsection on Simplified Trade Regime (STR) and small-scale cross-border trade, assessing the relevance of EAC/COMESA-style STR approaches or other simplified border procedures for Somali exporters, women traders, SMEs, cooperatives and informal-to-formal trader transition.
 - Include a gender-differentiated export barriers subsection identifying constraints faced by women-led enterprises, women traders, youth entrepreneurs and smaller exporters, and translating these into policy measures on finance, information, certification, digital access, safety, border procedures and inclusion in trade promotion networks.
 - Include an AGOA and preferential market access subsection identifying eligibility considerations, rules of origin, documentation, standards, customs and sector-specific readiness measures for non-traditional exports, including textiles/apparel where relevant, agriculture, fisheries, sesame, frankincense, gum Arabic and other diversification products.
 - Develop a diaspora trade and investment engagement strategy covering diaspora business networks, diaspora-led export entities, remittance and money transfer linkages where relevant, market entry support, buyer networks, investment facilitation, and safeguards for transparency and fair access.
 - Define policy principles for private sector participation in export promotion governance, including options for majority or near-majority private sector board representation where an Export Promotion Agency, Authority, Board or equivalent body is adopted, with appropriate conflict-of-interest and accountability safeguards.

- Include sector-specific export promotion chapters for: (i) livestock and livestock products; (ii) fisheries and marine products; and (iii) non-traditional exports such as frankincense, sesame, gum Arabic and other priority diversification products identified in the Strategy.
- The livestock chapter shall address veterinary services, quarantine, animal health surveillance, traceability, SPS certification, FMD-related certification requirements for markets such as Saudi Arabia and the UAE, GCC market access requirements, value addition, and linkage with DRIVE livestock value chain objectives.
- The fisheries chapter shall address licensing, sanitary controls, traceability, cold chain, catch documentation, certification, measures to address illegal, unreported and unregulated fishing risks, and requirements for future EU and other high-value market access.
- The non-traditional exports chapter shall address product quality, aggregation, grading, certification, branding, packaging, market intelligence, buyer linkages, value addition, and support instruments for products such as frankincense, sesame and gum Arabic.
- Define policy principles for export support and incentives, including eligibility, transparency, fiscal discipline, SME focus, gender and youth inclusion, value-for-money, avoidance of discretionary or firm-specific benefits, and WTO-compatible design, including avoidance of prohibited or unsustainable export-contingent subsidies.
- Set out policy positions and design parameters for the Export Development Fund or other appropriate export financing mechanisms, including: possible capitalization sources; eligible and ineligible uses; target beneficiaries; governance and administration options; relationship with MoCI, any Export Promotion Agency or Authority, financial institutions, and the private sector; audit and reporting obligations; beneficiary disclosure; sunset and periodic review principles; safeguards against misuse; and compatibility with Somalia's public financial management framework and future WTO obligations.
 - The EDF policy position shall include a WTO SCM risk screening of each proposed instrument, treatment of Somalia's LDC and WTO accession context, safeguards against prohibited or high-risk export-contingent subsidies, and a transition approach to ensure that support instruments remain compatible with future WTO obligations.
- Define the types of export support that may be financed through the Export Development Fund or other mechanisms, which may include market intelligence, trade fair participation, buyer-seller missions, product certification, standards and SPS/TBT compliance, export-readiness upgrading, packaging, cold chain preparation, capacity building, matching grants, export credit guarantees, pre-shipment finance facilitation, or other instruments determined to be legally sound, fiscally sustainable, and appropriate for Somalia.
- Develop policy measures for standards, SPS/TBT compliance, certification, traceability, quality infrastructure, and coordination with the Somali Bureau of Standards and relevant sector regulators.
- Define policy commitments for federal-state harmonization, including mutual recognition of licences and certificates, common export service standards, harmonized

fees and taxes, and mechanisms for resolving intergovernmental implementation disputes.

- Define policy commitments for digital export facilitation and linkage with Somalia's National Single Window, including e-document recognition, inter-agency data sharing, digital exporter registry, and phased integration of export services.
- Develop policy commitments on inclusion of SMEs, women-led enterprises, youth entrepreneurs, cooperatives, pastoralist groups, farmers, fishers, and smaller exporters.
- Develop an implementation, baseline measurement, monitoring, evaluation and review framework for the Policy, including baseline indicators, outcome indicators, output indicators, KPIs, targets, data sources, responsible institutions, reporting arrangements, beneficiary disclosure requirements, evaluation methodology, and review cycle.
- The baseline shall include, at minimum, export values by sector; number of active exporters by sector, firm size, location and gender of ownership or leadership where data are available; number of export products and destination markets; time and cost to export; SPS/TBT and certification gap metrics; export finance access; and regional export node performance indicators.

3.6. Drafting of the Export Promotion Act

- The Consultant shall draft an Export Promotion Act that is legally coherent, implementable, and ready for Government legal review. The draft Act shall be accompanied by an explanatory memorandum, legal gap matrix, compliance matrix, Export Development Fund Design Note, WTO/SCM compatibility assessment and implementation roadmap.
- The draft Act shall include, at minimum, provisions on:
 - preliminary provisions, definitions, scope, application, objectives, and guiding principles;
 - scope and applicability of the Act across Federal Government and Federal Member State jurisdictions, including cooperative implementation arrangements and respect for constitutional allocation of responsibilities;
 - legal basis for federal-state coordination, mutual recognition of licences and certificates, harmonized service standards, information sharing, and dispute resolution across export corridors and regional export nodes;
 - establishment, mandate, powers, functions, and legal personality of the Export Promotion Agency or Authority or equivalent MoCI-led export promotion function, if that model is adopted including clear delineation of its role from the National Trade Facilitation Committee and the National Single Window;
 - relationship and coordination arrangements between the Export Promotion Agency or equivalent export promotion function, MoCI, NTFC, the NSW lead authority, line ministries, customs, Somali Bureau of Standards, Federal Member States, ports, sector regulators, and private sector bodies

and exporter associations, with the objective of avoiding duplication and streamlining institutional arrangements;

- sector-specific export promotion arrangements for livestock, fisheries and non-traditional exports, including whether these are implemented through agency units, sector boards, technical committees, subsidiary regulations or protocols under the Act;
- board composition, qualifications, appointment, tenure, removal, conflict-of-interest rules, recusal duties, and restrictions on participation in firm-specific decisions;
- where an Export Promotion Agency, Authority, Board or equivalent body is established, options for majority or near-majority private sector board representation, including exporters, sector associations, chambers, women/youth/SME representatives and diaspora business representatives where appropriate, subject to transparent appointment criteria, conflict-of-interest safeguards, recusal duties and public accountability requirements;
- chief executive, staff, delegation of powers, internal controls, and administrative arrangements;
- exporter registry, market intelligence services, export readiness programs, trade fairs, buyer-seller matchmaking, branding, and market development services;
- recognition and support of diaspora-linked or diaspora-led export entities, where appropriate, including eligibility for market intelligence, investment facilitation, buyer linkages and export-readiness support subject to transparency, registration and beneficial ownership requirements;
- legal basis for export support measures addressing women traders, SMEs, cooperatives and small-scale cross-border exporters, including possible STR-related or simplified procedure support where compatible with customs, EAC, AfCFTA and public finance requirements;
- export support instruments, including grants, cost-sharing, certification support, standards upgrading, SPS/TBT compliance support, capacity building, market-entry support, trade fair participation, buyer-seller linkages, export-readiness upgrading, matching grants, export credit guarantees, pre-shipment finance facilitation, or other instruments determined to be legally sound, fiscally sustainable, and compatible with applicable and future trade obligations;
- establishment and operation of the Export Development Fund or other financing mechanisms, including statutory purpose, legal status, sources of funds, capitalization options, budget treatment, public financial management safeguards, eligible and ineligible expenditures, beneficiary eligibility criteria, application and approval procedures, disbursement

controls, governance and administration arrangements, fiduciary controls, audit obligations, reporting requirements, public disclosure, monitoring and evaluation, sunset and review provisions, recovery of improperly obtained benefits, and measures to ensure compatibility with WTO Agreement on Subsidies and Countervailing Measures principles and Somalia's future WTO accession obligations;

- the Act or accompanying drafting instructions shall specify which EDF matters must be in primary legislation and which may be addressed through subsidiary regulations, including capitalization, eligible and ineligible expenditures, approval thresholds, governance, fiduciary controls, beneficiary disclosure, audit, recovery/clawback, sunset review, and WTO SCM risk-mitigation clauses;
 - The Consultant shall prepare a dedicated Export Development Fund Design Note and Compliance Matrix. The Design Note shall assess the feasibility and appropriateness of establishing an Export Development Fund or alternative export financing mechanism for Somalia. It shall cover: capitalization options; legal basis; public financial management treatment; eligible and ineligible expenditures; governance and administration model; role of MoCI, any Export Promotion Agency or Authority, financial institutions, and the private sector; fiduciary controls; audit and reporting obligations; beneficiary disclosure; implementation sequencing; fiscal sustainability; and safeguards against misuse.
 - The Compliance Matrix shall map each proposed support instrument against applicable principles on fiscal discipline, transparency, non-discrimination, WTO-compatible design, and future WTO Agreement on Subsidies and Countervailing Measures obligations. It shall clearly distinguish between generally permissible export support services, such as market intelligence and capacity building, and instruments that may create subsidy or trade compliance risks, such as export-contingent grants, credit guarantees, or direct financial incentives.

The EDF compliance analysis shall expressly classify each proposed support instrument against WTO SCM disciplines, including prohibited export subsidy risk, actionable subsidy risk, non-specific or horizontal support status, permissible trade facilitation or standards-support character, and any special considerations linked to Somalia's LDC status and future WTO accession commitments.

- coordination with customs, standards, SPS/TBT systems, veterinary and phytosanitary certification, fisheries and livestock certification, and sector-specific regulators;

- livestock-specific provisions or regulation-making powers for veterinary certification, quarantine, traceability, animal health data, FMD-related certification and GCC market access requirements;
- fisheries-specific provisions or regulation-making powers for licensing, sanitary certification, traceability, catch documentation, cold chain, IUU-risk management and market access requirements;
- non-traditional export provisions or support mechanisms for frankincense, sesame, gum Arabic and other diversification products, including quality standards, grading, branding, certification, market information and value addition support;
- linkages with the National Single Window, including digital submissions, electronic licences and certificates, inter-agency data sharing, legal effect of electronic records, and phased interoperability;
- federal-state coordination, mutual recognition of export licences and certificates, harmonized export service standards, and mechanisms for resolving federal-state implementation disputes;
- operation of export promotion services through regional export nodes, including Mogadishu, Berbera, Bosaso and Kismayo, with harmonized procedures, service standards, data-sharing arrangements, and coordination with relevant port and FMS authorities;
- Horn of Africa corridor coordination provisions or implementation protocols, where appropriate, covering cross-border trade facilitation, livestock and pastoral economy corridors, data exchange, mutual recognition, border agency coordination, and alignment with DRIVE's regional objectives;
- supporting legal-policy note or implementation protocol addressing Somaliland-specific issues, without prejudging political status and as directed by the Client, including options for practical coordination, mutual recognition of livestock export certificates and data exchange through Berbera;
- transparency, publication of guidelines, service standards, beneficiary disclosure, complaint handling, administrative review, and appeals;
- annual plans, budgets, KPIs, audited accounts, performance reports, reporting to the Minister and Parliament, independent review, and public disclosure;
- baseline measurement, outcome and output indicators, firm-level and sector-level data collection, regional export node reporting, data-sharing obligations, beneficiary tracking, and evaluation methodology for assessing export promotion results;
- offences, sanctions, penalties, clawback and recovery of benefits, if required and proportionate;

- regulation-making powers, subsidiary instruments, schedules, transitional provisions, savings provisions, consequential amendments, and commencement.

3.7. Drafting of Subsidiary Instruments and Implementation Protocols

- Prepare a schedule of laws, regulations, procedures, or administrative instruments that may require amendment, repeal, harmonization, or further review to ensure consistency with the Policy and Act.
- Prepare transitional instruments to support phased implementation, including commencement sequencing, transfer of relevant functions, savings for existing licences and certificates, and temporary arrangements pending full operationalization.

3.8. WTO, AfCFTA, EAC, HOA, AGOA, SPS, TBT, and Trade Facilitation Compliance

- Prepare an International Trade Compliance Audit assessing the proposed National Export Promotion Policy and draft Export Promotion Act, Export Development Fund, and proposed export support instruments against applicable and relevant international and regional, and market-access requirements, including WTO principles and WTO accession readiness, WTO Agreement on Subsidies and Countervailing Measures principles, WTO Trade Facilitation Agreement principles, AfCFTA Protocol on Trade in Goods, EAC trade and customs union commitments including Common External Tariff implications where applicable, AGOA eligibility and market access considerations, SPS and TBT requirements, and relevant Horn of Africa trade facilitation and corridor initiatives.
- Prepare a Compliance Matrix mapping each proposed policy instrument and legal provision against the relevant trade rule or discipline. The Matrix shall cover, at minimum: Export Development Fund instruments; grants; matching grants; cost-sharing schemes; certification and standards compliance support; SPS/TBT upgrading support; market intelligence; trade fair participation; buyer-seller missions; branding support; export credit guarantees; insurance; risk-sharing; pre-shipment finance facilitation; duty remission; duty drawback; tax exemptions; fee waivers; and any other proposed exporter support mechanism.
- Classify proposed export support instruments into low-risk, conditionally permissible, high-risk, and separate-legal-treatment categories based on criteria including export contingency, specificity to firms or sectors, fiscal exposure, transparency, non-discrimination, consistency with public financial management rules, and compatibility with current and future regional and international trade obligations.
- Ensure that export support mechanisms are framed, wherever legally appropriate, as trade facilitation, market intelligence, standards compliance, capability building, horizontal SME support, digital trade facilitation or properly controlled duty remission/drawback mechanisms, rather than open-ended or discretionary export-contingent subsidies.

- Assess all proposed Export Development Fund instruments against WTO subsidy disciplines, including the risk of prohibited export subsidies, actionable subsidies, firm-specific benefits, or opaque discretionary support. The analysis shall recommend mitigation measures, including transparent eligibility criteria, non-discriminatory access, objective approval procedures, publication of guidelines, beneficiary disclosure, audit requirements, sunset clauses, and periodic review.
 - Prepare a standalone EDF WTO SCM Compliance Matrix as an annex to the Options Paper and draft Act package, setting out each proposed EDF instrument, legal basis, eligible beneficiaries, funding source, specificity risk, export-contingency risk, fiscal exposure, mitigation measure, proposed drafting treatment, and whether the instrument should be included in the Act, subsidiary regulations, public finance rules, or separate finance-sector instruments.
- Include market-specific SPS compliance analysis for livestock and livestock products, including veterinary certification, animal health surveillance, quarantine, traceability, FMD-related certification requirements, and market access requirements for GCC destinations such as Saudi Arabia and the UAE.
- Include fisheries compliance analysis covering sanitary controls, traceability, catch documentation, licensing, cold chain, and IUU-related requirements relevant to future EU and other high-value market access.
- Include compliance and market access analysis for non-traditional exports, including rules of origin, product standards, grading, certification, packaging, traceability and branding requirements for frankincense, sesame, gum Arabic and other priority diversification products.
- Assess the implications of AfCFTA commitments for the Export Promotion Policy and Act, including tariff liberalization commitments, rules of origin, non-discrimination, treatment of domestic support measures, trade facilitation obligations, and opportunities for Somali exporters in continental markets.
- Assess the implications of EAC membership and implementation requirements for export promotion instruments, including compatibility with the EAC Common External Tariff, customs union rules, rules of origin, duty remission or drawback arrangements, standards cooperation, and regional market access requirements.
 - Assess Horn of Africa regional coherence, including cross-border trade agreements or arrangements, corridor-based trade facilitation initiatives, livestock and pastoral economy trade routes, port and border linkages, mutual recognition opportunities, and coordination issues arising from DRIVE's regional mandate.
 - Assess the relevance of simplified trade regime arrangements, including EAC/COMESA-style STR approaches or other simplified border procedures where applicable, and their implications for women traders, SMEs, cooperatives, small-scale cross-border exporters, customs procedures, documentation thresholds, standards requirements and data collection.

- Assess AGOA eligibility and market access considerations, including rules of origin, documentation, customs compliance, labour/transparency/governance-related eligibility considerations where relevant, and sector-specific opportunities for textiles/apparel where relevant, agriculture, fisheries, sesame, frankincense, gum Arabic and other non-traditional exports.
- Review how the Policy and Act should handle export credit guarantees, insurance, risk-sharing, and trade finance support, including whether such instruments should be administered by the export promotion institution or established under separate finance-sector or public-finance rules.
- Provide drafting recommendations to ensure non-discrimination, transparency, procedural fairness, publication of eligibility criteria, administrative review, complaints handling, appeals, public disclosure, auditability, fiscal discipline, and consistency with Somalia's regional integration, WTO accession, and export market access objectives.

3.9. Stakeholder Consultation, Private Sector Co-Design, Validation, and Revision

- Design and implement a structured consultation and co-design process covering Federal Government institutions, Federal Member States, private sector users, exporter associations, chambers of commerce, sector associations, women and youth business organizations, cooperatives, financial institutions, insurance and remittance/money transfer companies, diaspora business networks, ports and logistics operators, standards bodies, sector regulators, and development partners.
- The consultation plan shall include targeted engagement with FMS authorities and regional export node stakeholders, including port authorities, customs, standards/SPS actors, livestock and fisheries regulators, chambers of commerce, exporter associations and logistics operators in or linked to Mogadishu, Berbera, Bosaso and Kismayo.
- The Consultant shall, as directed by the Client, conduct consultations or desk-based legal analysis sufficient to prepare the Somaliland-specific legal and operational note, focusing on Berbera's role in livestock exports, certification recognition, data exchange, and practical coordination options without prejudging political status.
- Conduct dedicated sector roundtables or targeted interviews for livestock, fisheries and non-traditional exports, including livestock traders, veterinary certification actors, fisheries operators, cold chain/logistics providers, frankincense, sesame and gum Arabic exporters, women-led exporters, SMEs, cooperatives and diaspora-linked investors.
 - Conduct a dedicated gender and STR consultation workstream, including women traders, women-led enterprises, youth entrepreneurs, SMEs, cooperatives and small-scale cross-border traders, to identify gender-differentiated export barriers and the practical implications of simplified trade procedures.
- Conduct at least three structured consultation and validation events: (i) diagnostic and options consultation; (ii) draft Policy and Act technical validation; and (iii) high-level validation of the final policy and legal package.

- Conduct targeted bilateral interviews with key agencies and private sector where necessary to resolve technical issues relating to mandates, fees, licensing, certification, data sharing, export support instruments, and implementation responsibilities.
- Establish a dedicated private sector co-design workstream to ensure that the National Export Promotion Policy, institutional model, Export Development Fund, exporter support instruments, and draft Export Promotion Act are informed by practical exporter needs and market realities. This shall include, at minimum: (i) an exporters' roundtable during the diagnostic/options phase; (ii) a private sector task force or reference group to review the Legal-Policy Options Paper before it is finalized; (iii) targeted consultations with women-led enterprises, youth entrepreneurs, SMEs, cooperatives, diaspora investors, remittance and money transfer companies, livestock traders, agricultural exporters, fisheries exporters, non-traditional exporters and other priority export actors; and (iv) specific recommendations on private sector majority or near-majority representation in the governance of any Export Promotion Agency, Authority, Board or equivalent mechanism, subject to conflict-of-interest safeguards.
- Prepare a formal consultation report and comment-resolution matrix showing each substantive comment received, the Consultant's recommendation, and whether the comment was accepted, partially accepted, rejected, or deferred for future action.
- Revise all draft documents based on validated inputs and Client direction.

3.10. Implementation Roadmap, Baseline Measurement, Monitoring, Evaluation, and Capacity Building

- Prepare a phased implementation roadmap for the Policy and Act covering immediate actions, short-term actions, medium-term actions, and long-term institutional development including responsible institutions, sequencing, dependencies, estimated resource requirements, and implementation risks..
- Develop an institutional capacity-building roadmap for MoCI, the proposed export promotion institution, standards bodies, customs, line ministries, Federal Member States, and private sector support organizations.
- Prepare a Baseline Measurement Note as a pre-implementation deliverable, using available administrative, statistical, customs, certification, port, FMS, exporter registry, survey and stakeholder data, and clearly identifying data gaps and proposed remedies.
- The baseline shall cover, at minimum: export value by sector and destination; number of active exporters by sector, firm size, location and gender of ownership or leadership where data are available; number of export products and destination markets; time and cost to export using World Bank B-READY/Doing Business-style indicators where feasible; SPS/TBT and certification gap indicators; export finance access; exporter support services; STR/small-scale trader indicators where feasible; and service performance at key regional export nodes.
- Develop a results-based M&E framework with clear impact, outcome, output and process indicators, baselines, targets, data sources, responsible institutions, reporting frequency, verification methods and review mechanisms.

- Include outcome indicators such as export growth by sector; export diversification measured by new products and destination markets; increase in active SME, women-led and youth-led exporters; reduction in time and cost to export; improved SPS, standards and certification compliance rates; increased use of digital export facilitation services; improved access to export finance; and improved performance of regional export nodes.
- Include output indicators such as number of firms assisted by the export promotion institution or equivalent function; number of SMEs, women-led enterprises, youth-led enterprises and cooperatives supported; number and value of EDF or other support disbursements; number of firms receiving certification or standards support; number of market intelligence products issued; number of trade missions, buyer-seller meetings and export promotion events supported; number of export certificates issued; and number of export-related services integrated with the NSW.
- Propose an impact and performance evaluation methodology aligned with World Bank standards for assessing contribution and attribution, including before-and-after comparisons, assisted versus non-assisted firm comparisons, difference-in-differences where data permit, beneficiary surveys, administrative data analysis, gender-disaggregated analysis, diaspora/private sector participation tracking, and periodic independent evaluation.
- Distinguish clearly between national export performance indicators that may be affected by external factors and programme-level indicators that can be more directly linked to export promotion interventions, EDF support, certification support, trade facilitation reforms, or other assistance provided under the Policy and Act.
- Prepare guidance on annual export promotion plans, annual budgets, performance reporting, beneficiary disclosure, audit and evaluation requirements, and statutory review or sunset clauses for major support programs.
- Deliver targeted orientation sessions for Government legal and technical counterparts on the National Export Promotion Policy, the draft Export Promotion Bill, subsidiary instruments, and implementation roadmap.
- Prepare a Legislative Process Support Pack containing briefing notes, presentation deck, issue notes, response matrix, and key messages for inter-ministerial, Cabinet, and parliamentary processes.

4. Deliverables and Timeline (7 Months / 30 Weeks)

The indicative duration of the assignment is 7 months from contract signature. The timeline includes additional time for Federal Member State counterpart availability, regional export node consultations, private sector co-design, diaspora engagement, sector roundtables, and review of the binding-constraints, EDF and trade compliance workstreams. Payments shall be linked to written acceptance of deliverables by the Client. The Consultant shall submit all draft and final outputs in editable Microsoft Word format, and tables in editable formats where applicable. Draft documents shall be submitted in both clean and track-change versions, where revisions are made after consultations.

No.	Deliverable	Details	Timeline(from contract signature)	Payment
1	Inception Report	Final methodology, work plan, stakeholder map, consultation and QA plan, FMS availability confirmation and consultation buffer plan, private sector co-design plan, HOA/STR/gender consultation plan, risk register, comparator shortlist, document review list, and detailed schedule.	Week 2	10%
2	Existing Diagnostics Synthesis, Binding Constraints, Baseline Measurement and Federal/HOA Dimensions Note	Review of the Strategy and applicable laws; institutional mandate mapping; targeted legal and institutional gap analysis; federal-state competency issues; HOA corridor and regional export node analysis; anti-export bias assessment; RCA-based sector prioritization matrix; export finance gap assessment; STR and gender-differentiated export barriers analysis; pre-implementation baseline measurement; preliminary reform priorities.	Week 7	10%
3	Policy and Legal Options Paper	Recommended policy direction, institutional model options, legislative architecture, financing options, federal-state harmonization options, benchmarking summary, private sector task force review, EDF Design Note and WTO SCM Compliance Matrix, AGOA eligibility and market access assessment, HOA/STR implications, International Trade Compliance Audit and Compliance Matrix, and draft legislative instructions for Client approval.	Week 12	15%

No.	Deliverable	Details	Timeline(from contract signature)	Payment
4	Draft National Export Promotion Policy Package	Concise Cabinet-ready draft Policy, policy implementation matrix, sector-specific chapters, HOA regional chapter, STR/gender barriers subsection, diaspora engagement strategy, M&E framework, baseline measurement note, stakeholder inputs from first-round consultations, and approved legislative drafting instructions.	Week 16	15%
5	Draft Export Promotion Act Package - Version 1	First full draft Export Promotion Act, explanatory memorandum, WTO/AfCFTA/EAC/HOA/AGOA/SPS/TBT/TFA compliance memorandum, EDF Design Note and WTO SCM Compliance Matrix, fiscal and funding note, and schedule of consequential amendments.	Week 20	20%
6	Stakeholder including FMS, Private Sector Co-Design and Validation Report + Revised Drafts - Version 2	Technical and policy validation workshops completed; exporters' roundtable and private sector task force inputs documented; FMS and regional export node consultations completed; diaspora, gender/STR and sector roundtables summarized; comment-resolution matrix; revised Policy; revised draft Act; draft heads of subsidiary instruments; model inter-agency MoUs/data-sharing protocols/service-level templates.	Week 24	10%
7	Final Policy and Legal Package	Final National Export Promotion Policy; final Export Promotion Bill; final explanatory memorandum; final subsidiary instrument heads/templates; final EDF Design Note and WTO SCM Compliance Matrix; implementation roadmap; final baseline and M&E framework; legislative process support pack; capacity-building materials.	Week 28	15%

No.	Deliverable	Details	Timeline(from contract signature)	Payment
8	Final Assignment Completion and Handover Report	Consolidated final report, handover files, post-submission advisory note, source document index, training completion report, and recommendations for next-stage implementation support.	Week 30	5%

5. Ideal Firm Profile and Key Experts

5.1. Firm Profile

The ideal firm should specialize in economic development and trade policy consulting, with a demonstrable focus on export promotion, trade policy, and regulatory frameworks. Their core business should encompass:

- Minimum 10 years of demonstrated experience in trade policy, export promotion, public law reform, institutional reform, legal drafting, and economic development advisory services.
- Proven track record in developing national export promotion policies, trade development strategies, export promotion laws, trade facilitation laws, investment/export support frameworks, or equivalent instruments for government clients.
- Demonstrated experience delivering full legal packages, including draft bills, explanatory memoranda, clause-by-clause commentaries, subsidiary instruments, legal gap matrices, and implementation roadmaps.
- Experience designing institutional frameworks for export promotion agencies, trade promotion organizations, trade facilitation bodies, investment/export agencies, or public development funds.
 - Demonstrated experience designing or reviewing export development funds, export support instruments, trade finance facilitation mechanisms, and WTO SCM-compatible support schemes is required.
- Demonstrated experience conducting multi-stakeholder consultations and consensus-building processes involving government, sub-national authorities, private sector actors, and development partners.
- Experience in Africa, fragile and conflict-affected contexts, federal or decentralized governance systems, or World Bank-financed/comparable assignments is strongly preferred.

Specific Experience:

The firm should have proven experience in:

- Working with governments and international organizations on export promotion policy, legislation, and institutional reforms.
- Designing and delivering capacity-building programs for export promotion agencies, trade authorities, and other stakeholders.
- Conducting stakeholder consultations and consensus-building processes to support policy and legal reforms.
- Supporting regional cooperation and trade facilitation initiatives to enhance export performance.
- Supporting Horn of Africa, EAC, AfCFTA, AGOA, simplified trade regime, cross-border trader, corridor-based trade facilitation, or diaspora-linked export promotion initiatives.
- Assisting in the drafting of export promotion policies, acts, and implementation guidelines.
- Strengthening institutional capacity and skills development of those working in trade promotion and export facilitation.
- Undertaking similar assignments in developing countries, preferably in Africa or fragile and conflict-affected contexts.

5.2. Key Experts

1. Team Leader – Trade & Export Policy Expert KE1

- Master’s degree in economics, trade policy, public policy, international development, law, or related field;
- At least 10 years of relevant experience; led at least 3 comparable assignments in export strategy, export promotion policy, trade institutional reform, or private sector competitiveness; strong experience working with government and development partners.

2. Export Competitiveness, Value Chain and Export Finance Economist – KE2

- Master’s degree in economics, trade, agribusiness, finance, value chain development, private sector development or related field;
- At least 10 years of experience in export competitiveness, value addition, sector prioritization, market analysis, and SME export readiness; private sector development, and export promotion reform.
- Demonstrated experience in export finance or trade finance instruments, including export credit, credit guarantees, matching grants, SME finance facilities, pre-shipment finance, risk-sharing mechanisms, or Export Development Fund design.
- Experience in livestock, agriculture, fisheries, mining other priority export sectors is desirable.
- Familiarity with fragile contexts and Somalia’s trade environment is preferred.

3. WTO, AfCFTA, EAC, HOA, and Regional Trade Law Expert KE3

- Master’s degree in international trade law, trade policy, international economic law, regional integration, or related field;

- At least 10 years of experience in WTO rules, regional trade agreements, AfCFTA, EAC trade and customs union commitments, Horn of Africa trade facilitation frameworks, SPS, TBT, trade facilitation, subsidies, and trade remedies; , rules of origin, customs cooperation, and market access requirements.
- Demonstrated practical experience reviewing policies, legislation, regulations, public support schemes, export promotion instruments, or trade finance mechanisms for compliance with WTO principles, WTO Agreement on Subsidies and Countervailing Measures disciplines, SPS/TBT requirements, trade facilitation principles, and regional trade obligations.
- Specific experience preparing or contributing to trade compliance matrices, subsidy-risk assessments, or legal compatibility reviews for export support instruments, including Export Development Funds, matching grants, cost-sharing schemes, duty remission/drawback, tax exemptions, export credit guarantees, insurance, risk-sharing mechanisms and pre-shipment finance support.
- Ability to classify proposed export support instruments into low-risk, conditionally permissible, high-risk and separate-legal-treatment categories, and to recommend WTO SCM-compatible drafting approaches for the Policy, Act, EDF Design Note and Compliance Matrix.

4. Legal Drafting Expert KE4

- LLM/JD or equivalent in legislative drafting, public law, commercial law, international trade law, or related field; Proven experience in drafting commercial, trade, or economic legislation.
- Minimum 8 years' experience in legal reform and policy advisory roles.
- Knowledge of international trade law, regional agreements, and compliance frameworks. Experience in institutional consultation and stakeholder legal capacity building.

5. Gender, Stakeholder Engagement and Inclusion Specialist – KE5

- Master's degree in gender studies, economics, trade, development studies, public policy, social development, private sector development, or related field.;
- Minimum 8 years' experience in gender and trade, women's economic empowerment, SME development, inclusive private sector development, or gender-responsive policy and institutional reform.
- Demonstrated experience conducting gender-differentiated trade or export barrier analysis, including women traders' access to finance, border procedures, simplified trade regimes, informal payments, trade information networks, documentation requirements, safety and mobility constraints, and digital access.
- Experience designing practical policy, legal, institutional, financing, and capacity-building measures to improve the participation of women, youth, SMEs, cooperatives, pastoralists, farmers, fishers, and smaller exporters in export markets.
- Ability to design and deliver training, workshops, and engagement strategies for government and private sector stakeholders.
- Familiarity with fragile and conflict-affected contexts is an advantage.

6. Reporting Arrangements

The selected consultancy firm(s) shall operate under the direct supervision of the Director General of the Ministry of Commerce and Industry, with day-to-day coordination maintained with the DRIVE Focal Point and Advisor, NSW Focal Point at MOCI. For technical alignment and whole-of-government coherence, the Consultant, through the client shall coordinate with the relevant technical working groups and steering arrangements established by the Ministry. The Consultant shall engage the Ministry of Finance, customs, Somali Bureau of Standards, line ministries, Federal Member State representatives, and private sector representatives, as directed by the Client.

To ensure transparency and alignment with project objectives, the firm shall submit bi-weekly progress reports outlining key achievements, implementation status, challenges encountered, and critical issues requiring attention.

The firm shall work in close coordination with the DRIVE Project Implementation Unit (PIU) and the World Bank, while ensuring that inputs and feedback from relevant ministries, departments, and agencies are effectively incorporated into project activities.

Annexes

Annex A - Indicative KPIs for Policy and Act Implementation

KPI Area	Illustrative Indicators
Institutional setup	Export promotion institution established or designated; board appointed; management recruited; annual plan approved.
Exporter services	Number of exporters registered; number of firms receiving export-readiness support; number of SMEs supported; number of women/youth-led firms supported.

KPI Area	Illustrative Indicators
Market development	Number of trade missions, trade fairs, buyer-seller events; number of market intelligence briefs; number of new buyer linkages.
Standards and certification	Number of exporters supported for standards compliance; number of certificates processed; time to issue certificates; number of products meeting target market requirements.
Trade facilitation	Reduction in time to process export licences/certificates; percentage of export support services available digitally; number of agencies linked to relevant digital systems.
Federal-state harmonization	Number of harmonized procedures; mutual recognition arrangements concluded; reduction in duplicate fees or licences.
Finance and incentives	Number and value of support instruments awarded; beneficiary disclosure rate; audit findings resolved; repayment/clawback cases resolved.
Export diversification	Growth in non-traditional exports; number of exporters entering new markets; value-added export share.
Accountability	Annual report submitted on time; audit completed; KPI dashboard published; policy review completed.
Baseline measurement	Export value by sector; number of active exporters by sector, firm size, location and gender of ownership/leadership where data are available; number of export products and destination markets; time and cost to export; SPS/TBT and certification gap indicators; export finance access; exporter support services; and service performance at key regional export nodes.
Outcome indicators	Export growth by sector; export diversification through new products and destination markets; increase in SME, women-led and youth-led exporters; reduction in time and cost to export; improvement in SPS/standards/certification compliance rates; increased use of digital export facilitation services; improved access to export finance.
Sector-specific performance	Livestock SPS, traceability, veterinary certification, quarantine and FMD-related certification indicators; fisheries sanitary certification, traceability, catch documentation and IUU-risk management indicators; non-traditional export quality, grading, certification, branding and market access indicators for frankincense, sesame, gum Arabic and other products.

KPI Area	Illustrative Indicators
Regional export nodes	Service-time, cost, certification, data-sharing, mutual recognition and harmonization indicators for major export nodes and corridors, including Mogadishu, Berbera, Bosaso and Kismayo, where data are available.
Evaluation methodology	Before-and-after comparisons; assisted versus non-assisted firm comparisons; difference-in-differences where data permit; beneficiary surveys; administrative data analysis; independent evaluation; and clear separation between national export performance indicators and programme-level attribution indicators.
Horn of Africa regional coherence	Number of HOA/corridor coordination actions completed; number of cross-border or corridor-related export facilitation issues resolved; regional livestock/pastoral corridor indicators; mutual recognition or data-sharing actions linked to regional export corridors.
STR and gender-differentiated barriers	Number of women traders, SMEs and small-scale cross-border exporters consulted; STR or simplified procedure recommendations adopted; reduction in documented procedural barriers affecting women traders; gender-disaggregated participation in support instruments and exporter services.
EDF and WTO SCM compliance	EDF instruments screened through SCM Compliance Matrix; percentage of support instruments with published eligibility criteria; number/value of EDF disbursements by instrument and beneficiary type; subsidy-risk mitigation actions implemented; audits and beneficiary disclosure completed.
AGOA and preferential market access	AGOA/preferential market readiness actions completed; rules of origin and documentation guidance issued; number of firms supported for preferential market access; number of non-traditional export products assessed for preferential market readiness.
Impact evaluation	Evaluation design finalized; administrative and firm-level data collection protocols established; assisted/non-assisted firm comparison data collected where feasible; gender-disaggregated and sector-disaggregated evaluation results reported.