



**FEDERAL GOVERNMENT OF SOMALIA  
MINISTRY OF PORTS AND MARINE TRANSPORT**

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**TERMS OF REFERENCE**

**CONSULTANCY SERVICES TO DEVELOP STANDARD OPERATING PROCEDURES  
(SOPs) FOR MOGADISHU PORT IN SOMALIA**

**DATE OF ISSUE: DECEMBER 2025**

## 1. Background and Context

The Ministry of Ports and Marine Transport (MPMT) of the Federal Republic of Somalia is tasked with revitalizing and regulating the nation's Ports and Maritime sector to enhance its contribution to economic growth, regional trade, and sustainable development. Somalia's extensive coastline and strategic location offer significant potential for maritime-based economic activities, including shipping, fisheries, and offshore resources. However, the sector remains underdeveloped due to institutional fragmentation, weak regulatory frameworks, limited infrastructure, and inadequate safety and security protocols.

The Port of Mogadishu is Somalia's principal maritime gateway and critical driver of the national economy, facilitating imports, enabling exports, generating revenue, and linking Somalia to global markets. However, operations in these key areas are often constrained by undocumented, fragmented, or inconsistently applied processes, leading to inefficiencies, extended vessel turnaround times, and potential safety and environmental risks.

Under the Somalia-Horn of Africa Infrastructure Integration Project (SHIIP), supported by the World Bank, **MPMT** seeks to address these challenges through the development, validation and implementation of Standard Operating Procedures (SOPs) for the **Mogadishu Port**. These SOPs will provide the standardized, accountable framework needed to enhance operational efficiency, ensure safety and compliance, and improve the port's overall competitiveness.

## 2. Objective of the assignment

The objective of this assignment is to enhance the operational efficiency, safety, and environmental compliance of the Port of Mogadishu through the development and implementation of robust Standard Operating Procedures (SOPs). Specific Objectives of the assignment are:

1. To conduct a comprehensive review and mapping of the current ("As-Is") processes for Marine Services, Cargo Handling, Ports Safety and Security (ISPS code), HSE and overall current existing and required SOPs for ports effectiveness.
2. To identify gaps, inefficiencies, and compliance risks in the current operations against international best practices and standards (e.g., IMO, ISPS, MARPOL).
3. To develop, validate, and finalize Four detailed, practical, and benchmarked SOPs for:
  - Marine Operations SOP.
  - Ports Operations SOP.
  - Health, Safety and Environment (HSE), including waste management, hazardous cargo handling, and occupational safety.
  - Port Safety & Security (ISPS) SOP compliance with ISPS Code and protection against safety/security risks.

4. To build the capacity of MPMT staff, Mogadishu Port staff and other relevant concessionaire staff through targeted training on the newly developed SOPs to ensure effective implementation.
5. Support initial implementation of the SOPs.

### **3. Scope of Services**

The Consulting Firm shall carry out the following tasks, focused exclusively on the following designated areas:

#### **Task 1: Inception and Work Plan**

- Review all available port documentation, manuals, and guidelines.
- Conduct preliminary consultations with all parties (MPMT, Mogadishu Port and the concessionaire).
- Submit an Inception Report with a detailed methodology, work plan, and stakeholder engagement strategy.

#### **Task 2: Situational Analysis and Gap Assessment**

- Map the current “As-Is” processes for
  - (i) Marine Services (pilotage, berthing, tug operations, etc)
  - (ii) Terminal operations (container and general cargo handling, and HSE).
  - (iii) Gate/yard operations
  - (iv) Customs coordination
  - (v) Safety, security and environmental units
  - (vi) ICT and documentation
  - (vii) Finance and billing
- Prepare end-to-end process maps for all workflows.
- Benchmark current practices against international standards (IMO, ISPS, MARPOL).
- Identify operational bottlenecks, inefficiencies, and compliance gaps.
- Submit a Gap Analysis Report with prioritized recommendations.

#### **Task 3: Benchmarking and Standards Review**

- Compare current processes with:
  - i. International Maritime Organization (IMO) standards
  - ii. International Ship and Port Facility Security (ISPS) Code
  - iii. IAPH and top-performing port SOP models
  - iv. Regional comparative ports
- Recommend areas requiring modernization and standardization.

#### **Task 4: Development of SOPs**

Develop standardized procedures for at least the following functional areas:

##### **A. Marine and Nautical Services**

- i. Vessel nomination and scheduling
- ii. Pilotage
- iii. Tug and towage procedures
- iv. Berthing/unberthing
- v. Marine safety inspections
- vi. Anchorage/anchorage management

##### **B. Port Terminal Operations**

- i. Vessel arrival and departure procedures
- ii. Stevedoring
- iii. Container handling (loading/unloading)
- iv. General cargo handling
- v. Reefer container management
- vi. Yard planning and allocation
- vii. Cargo tallying and documentation

##### **C. Gate and Landside Operations**

- i. Gate-in/gate-out procedures
- ii. Truck management system
- iii. Weighbridge procedures
- iv. Cargo release and delivery

##### **D. Safety, Security and Environment**

- i. Occupational health and safety processes
- ii. Emergency response procedures
- iii. Hazardous cargo management
- iv. Security SOPs aligned with ISPS Code
- v. Environmental protection procedures

##### **E. Administrative & Support Functions**

- i. ICT and digital documentation
- ii. Customer service protocols
- iii. Billing and invoicing workflows
- iv. Human resources procedures for operational staff

The SOPs should include:

- i. Clear purpose, scope, and objectives.
- ii. Defined roles and responsibilities for Mogadishu Port and concessionaire staff.
- iii. Required tools, forms, and checklists.

- iv. References to relevant international conventions and national regulations.
- v. Process flowcharts for clarity.

#### **Task 4: Validation and Finalization**

- Facilitate stakeholder validation workshops regarding the drafted SOPs with Port management, operators, customs, shipping lines and freight forwarders.
- Collect and Incorporate feedback and finalize the Four SOPs into a consolidated manual.

#### **Task 5: Training and Capacity Building**

- Design and deliver targeted training programs for Mogadishu Port and concessionaire staff on the implementation of the Four new SOPs.
- Provide a Training Completion Report.

#### **Task 6: Implementation Support**

- Pilot selected SOPs and refine them based on field feedback.
- Provide advisory support for 1–2 months post-delivery.

### **4. Reports and Schedule of Deliveries**

<b>No</b>	<b>DELIVERABLE</b>	<b>DESCRIPTION</b>	<b>TIMELINE</b>
1.	Inception Report	Detailed work plan and methodology	2 weeks after commencement
2.	Process Mapping and Diagnostics Report	Detailed process maps; gap analysis report; benchmarking matrix	4 weeks after commencement
3.	Draft SOPs Report	Containing the Four draft SOPs for stakeholder review	12 weeks after commencement
4.	Validation Workshop Report	Summarizing feedback and revisions made	14 weeks after the workshop is held
5.	Final SOPs Manual (in English and Somali languages)	A consolidated document containing the Four validated and finalized SOPs -digital and print ready	16 weeks after commencement
6.	Training Completion Report (In English and Somali languages)	Detailing training activities, participants, and outcomes.	18 weeks after completion of training
7.	Implementation Support Report	Advisory support and pilot implementation of selected SOPs, including refinement notes and short action log	20 weeks after commencement

All SOPs should be delivered in:

- Editable Word and PDF formats
- Process flow diagrams (Visio or Lucidchart)
- Quick reference guides (1–2 pages each)
- Training slide decks
- Implementation monitoring checklist

## 5. Consultant's Team Composition and Qualifications

The Consulting Firm shall propose a core team with the following expertise:

Position	Qualifications and Experience	Role & Responsibilities
<b>1. Team Leader / Port Operations Expert</b>	Master's degree in Port Management or maritime studies, or related field. 20+ years of experience in port efficiency and SOP development.	Provide overall leadership, manage the assignment, and ensure quality of deliverables.
<b>2. Marine Services Specialist/Harbour Master Specialist</b>	Degree in Nautical Science/Marine Engineering. 20+ years' experience in pilotage, towage, and VTS.  Expert in marine and nautical operations.  Knowledge of IMO and ISPS requirements.	Lead the development and drafting of the Marine Services SOP.
<b>3. Cargo Handling &amp; Terminal Operations Specialist</b>	Degree in Logistics or Port Management. 20+ years' experience in container and bulk cargo operations.  Strong background in container and general cargo terminal operations.	Lead the development and drafting of the Cargo Handling SOP.
<b>4. Port Health, Safety, Security &amp; Environment (HSE) Specialist</b>	Degree in Environmental Science or Occupational Health. 15+ years in port safety and environmental compliance (ISPS, MARPOL).  Experience designing safety SOPs for ports.	Lead the development and drafting of the HSE SOP.

<b>5. Business Process Analyst / Documentation Specialist</b>	<p>Bachelor's degree in Business Administration, Management, or a related field. Minimum of 5 years of experience in business process analysis, documentation, and improvement. Skilled in process mapping, workflow design, SOP documentation.</p> <p>Experience with digital tools and forms.</p>	<p>Document procedures in standardized templates.</p> <p>Develop flowcharts, checklists, and quick guides.</p>
<b>6. Training &amp; Capacity Building Expert</b>	<p>Bachelor's degree in Education, Human Resources, Organizational Development, or a related field. At least 5 years of experience in training, capacity building, or organizational development, preferably in the maritime or public sector. Proven track record of developing training materials and conducting workshops or training sessions.</p>	<p>Design and deliver specialized training packages.</p>
<b>7. Translator – English and Somali languages</b>	<p>Bachelor's degree in Linguistics, Translation, Communications, or a related field. Minimum of 3 years of professional translation experience in English and Somali, preferably in technical, legal, or maritime contexts. Excellent command of both English and Somali languages, with an understanding of cultural nuances.</p>	<p>Translating written documents and verbal communications between English and Somali languages.</p>

## **8. Firm-level qualifications:**

- (a) **Core business and years in business:** The firm shall be registered/incorporated as a consulting firm with core business in any of the following areas: (i) Port Operations & Maritime Consultancy; (ii) Logistics & Supply Chain Management; (iii) Business Process Reengineering / Quality Management; or (iv) Marine Engineering & Port Engineering Consultancy; for a period of at least Fifteen (15) years.

- (b) **Relevant experience:** The firm shall demonstrate experience in: (i) Port operations and terminal management; (ii) ICT and port digitization; (iii) Management of Port Health, Safety, Security, and Environment (HSSE/HSE); (iv) Corridor and intermodal logistics studies; as well as experience in any two of the following: (i) Shipping and freight management; (ii) Organizational development and workflow analysis; (iii) Quality management systems (e.g., ISO 9001, ISO 28000); (iv) Supply chain optimization. Additionally, the firm shall demonstrate successful execution and completion of at least one (1) assignment of a similar nature and in a similar operating environment in the last five (5) years. Details of similar assignments - Name and address of the client, scope, value, and period should be included in the Expression of interest (EOI).
- (c) **Technical and managerial capability of the firm:** The firm(s) shall demonstrate as having the requisite technical capability, which shall entail a description of relevant personnel, equipment, software, etc, and managerial capacity to undertake the assignment. Key experts will not be evaluated at the shortlisting stage.

## 9. Duration of Assignment

The assignment will be carried out over a period of five (5) months from the date of contract signing.

## 10. Estimated Staff Inputs

The contracted consulting firm(s) will provide the key experts listed below including any support staff required.

Tabulated below are the estimated inputs by the key staff.

No.	Key Expert	Estimated Person-Months
1	Team Leader / Port Operations Expert	5 months
2	Marine Services Specialist/Harbour Master Specialist	3 Months
3	Cargo Handling & Terminal Operations Specialist	3 Months
4	Port Health, Safety, Security & Environment (HSE) Specialist	2 Month
5	Business Process Analyst / Documentation Specialist	3 Months



No.	Key Expert	Estimated Person-Months
6	Training & Capacity Building Expert	2 Months
7	Translator – English and Somali languages	2
		<b>20 Person-Months</b>

## 11. Payment Schedule

No	Deliverable	Payment (in % of the signed contract amount)
1.	Upon submission and acceptance of inception report: Detailed work plan and methodology.	20%
2.	Upon submission and acceptance of Situational Analysis and Gap Assessment Report: Documenting current processes and identified gaps for the Four focus areas.	20%
3.	Upon submission and acceptance of Draft SOPs Report: Containing the Four draft SOPs for stakeholder review.	20%
4.	Upon submission and acceptance of Final SOPs Manual: A consolidated document containing the Four validated and finalized SOPs.	20%
5.	Upon submission and acceptance of Training Completion Report	20%

## 12. Reporting and Supervision

The selected consultancy firm will operate under the direct supervision of the Director General of the Ministry of Ports and Marine Transport. Regular reporting is essential for maintaining transparency and alignment with the project's objectives.

## 13. Data, Local Services, and Facilities to be provided by the Client

The Client shall provide all relevant data and information, including existing policies, operational records, regulatory standards, and reports, as well as facilitate meetings, site visits, and stakeholder consultations.