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Somalia Investment Promotion Office (SOMINVEST)

PRIORITY SECTOR INVESTMENT REPORT

INVESTMENT OPPORTUNITIES IN SOMALIA'S MANUFACTURING SECTOR

FEBRUARY 2026

Support to EU-Somali Dialogue
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Disclaimer

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Sompack packaging industry

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ABBREVIATIONS & ACRONYMS

AfCFTA	African Continental Free Trade Area	LDC	Least Developed Countries
AGOA	African Growth and Opportunity Act	MoCI	Ministry of Commerce and Industry
BADEA	Arab Bank for Economic Development in Africa	MoF	Ministry of Finance
CBS	Central Bank of Somalia	MoPIED	Ministry of Planning, Investment and Economic Development
COMESA	Common Market for Eastern and Southern Africa	MSME	Micro, Small, and Medium Enterprise
DRC	Democratic Republic of Congo	NDP	National Development Plan
EAC	East African Community	NIPS	National Investment Promotion Strategy
EBA	Everything But Arms	NTP	National Transformation Plan
EPP	Expedite Priority Program	OIC	Organization of Islamic Cooperation
EU	European Union	PPCDA	Public Procurement, Concessions, and Disposal Act
FGD	Focus Group Discussion	PPP	Public–Private Partnership
FGS	Federal Government of Somalia	REX	Registered Exporter System (EU)
FDI	Foreign Direct Investment	SEZ	Special Economic Zone
FYDP	Five-Year Development Plan	SoBS	Somali Bureau of Standards
GAFTA	Greater Arab Free Trade Area	SOMINVEST	Somalia Investment Promotion Agency
GDP	Gross Domestic Product	SOS	Somali Shilling
GSP	Generalized System of Preferences	TPR	Trade Policy Review
HIPC	Heavily Indebted Poor Countries	TPS-OIC	Trade Preferential System of the Organization of Islamic Cooperation
IBAN	International Bank Account Number	UNIDO	United Nations Industrial Development Organization
ICT	Information and Communications Technology	USD	United States Dollar
IMF	International Monetary Fund	WTO	World Trade Organization
KII	Key Informant Interview		
KITP	Kenya Industrial Transformation Programme		

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Minister's Foreword (MoPIED)

It is my pleasure to present the “Priority Sector Investment Report: Investment Opportunities in Somalia’s Manufacturing Sector,” which aims to support Somalia’s drive toward industrial growth and economic diversification. This report provides a detailed overview of the opportunities and constraints shaping the manufacturing sector in Somalia, the result of months of collaborative work among the Ministry of Planning, Investment, & Economic Development, the Ministry of Commerce and Industry, and stakeholders from across the public and private sectors.



Somalia’s manufacturing sector is regaining momentum after decades of disruption. Urban growth, rising consumer demand, and strong entrepreneurial energy are creating new opportunities for local production across food processing, construction materials, packaging, chemicals, textiles, and light industries. Simultaneously, regional integration through the East African Community and progress on national reforms have strengthened investor confidence and opened access to wider markets. This study maps the current landscape and highlights practical opportunities for domestic and foreign investors. It elucidates market gaps, supply-chain needs, and high-potential subsectors. It also brings together the perspectives of manufacturers, business leaders, and public institutions to guide decision-making and support informed investment planning. As Somalia enters a new era of peace, integration, and growth, investing in manufacturing is no longer a choice; it is an economic necessity. By building our industrial base, we can create meaningful employment for our young population, strengthen our national resilience, and advance Somalia’s transition from an import-dependent economy to a productive, competitive, and export-ready nation.

The National Transformation Plan (NTP 2025–2029) identifies manufacturing as one of the core pillars of economic renewal. It emphasizes value addition across agriculture, livestock, fisheries, construction, and light industry. The NTP calls for the establishment of Special Economic Zones, industrial parks, and trade corridors, as well as skills development and support for SMEs. The findings of this investment report align with these national priorities and will guide policymakers, investors, and development partners in directing capital toward high-impact industrial projects.

The findings of this study highlight nine key subsectors with strong prospects, from food and beverages to construction materials. Each of these areas shows significant demand, market gaps, and clear opportunities for local and foreign investors. The report also presents real examples of Somali firms that are already operating successfully, demonstrating resilience, innovation, and a strong belief in the future of our economy. As policymakers, it is our responsibility to create the environment that manufacturers need to succeed. MoPIED remains fully committed to this goal. We will continue to strengthen sector policies, advance reforms that reduce business costs, support infrastructure planning, and integrate industrial development into national and regional economic strategies.

We are collaborating closely with ministries, the private sector, and development partners to align investments with the priorities outlined in the NTP and Somalia’s long-term development vision. I thank SOMINVEST, the research teams, and the private sector partners whose input strengthened this report. Manufacturing offers a clear path to growth, self-reliance, and resilience. I invite investors, development partners, and Somali entrepreneurs to engage with the opportunities outlined here, as Somalia moves confidently toward industrial expansion and a stronger economic future.

Hon. Mohamud A. Sheikh Farah (Beenebeene)
Minister of Planning, Investment, & Economic Development
Federal Government of Somalia

Minister's Foreword (MoCi)

It gives me great pride to present the “Priority Sector Investment Report: Investment Opportunities in Somalia’s Manufacturing Sector.” This study represents an important step in our efforts to rebuild Somalia’s productive capacity and position manufacturing as a central pillar of our economic future.

Somalia is at a turning point. After decades of fragility, our economy is moving toward stability and growth.



We have restored relationships with international partners; reached the HIPC completion point, joined the East African Community; strengthened our legal and regulatory systems; and enacted reforms that support investment, entrepreneurship, and industry. These efforts have laid the foundation for rebuilding a modern, competitive manufacturing sector that can support jobs, expand exports, and reduce our overwhelming dependence on imported goods. Our country imports nearly all essential manufactured products, including food, construction materials, medicines, consumer goods, and packaging. In 2024 alone, Somalia imported more than nine billion dollars’ worth of goods. This picture highlights a challenge but also reveals a clear opportunity: Somalia can produce a much larger share of what it consumes. We have the raw materials, the youth, the entrepreneurial spirit, and the geographic advantage to build a strong manufacturing base that serves both domestic and regional markets.

This report offers a detailed assessment of nine priority subsectors, including food and beverage processing, construction materials, plastics and packaging, chemicals and pharmaceuticals, metal fabrication, textiles, and recycling. It outlines current market gaps, highlights local champions already operating in Somalia, and presents viable investment opportunities that can generate jobs and contribute to economic self-reliance. The resilience and determination of Somali entrepreneurs stand out in this analysis. Across the country, factories are emerging in food processing, metal fabrication, and consumer goods. These businesses are led by Somalis who believe in their country and continue to invest despite challenges in energy, skills shortages, access to finance, and infrastructure. Their work demonstrates what is possible when the right enabling environment and incentives are in place. Our ministry remains committed to creating suitable conditions for manufacturers to grow. We continue to advance key reforms, including the Companies Act, the Investors Protection Law, the Standards and Quality Control Act, national trade and SME policies, and the Public-Private Partnership Law. We are simplifying business registration procedures, expanding access to industrial land, strengthening trade facilitation, and improving quality assurance systems. These reforms are essential for boosting investor confidence and supporting the growth of Somali firms.

I would like to recognize the private sector and government institutions that contributed valuable insights to this report. Their perspectives helped shape a grounded and realistic understanding of the opportunities and challenges that require collective action. My appreciation also goes to SOMINVEST and the technical teams who delivered this important work with professionalism and dedication.

I invite investors, entrepreneurs, and partners to study this report carefully and explore the many opportunities our manufacturing sector offers. Somalia is open for business, and the manufacturing sector is ready for strategic investment, partnership, and innovation.

Hon. Gamal Mohamed Hassan
Minister of Commerce and Industry
Federal Government of Somalia

CHAPTER ONE: INTRODUCTION

1.1 Introduction

Manufacturing is globally known for its catalytic role in structural transformation, employment generation, and value addition, and it is fundamental to economic development. The manufacturing sector has historically been a powerful driver of productivity growth and export diversification across developed and developing economies; it is pivotal in fostering economic development, reducing poverty, creating jobs, and driving innovation. The manufacturing sector accounted for about 16.8% of global gross domestic product (GDP) and approximately 13%-14% of worldwide employment in 2022, and its products accounted for about 76% of merchandise exports.¹ Industrialization, particularly in developing countries, correlates with improvements in productivity, export diversification, and technological upgrading. In the African context, manufacturing remains underdeveloped, accounting for 6.5% of GDP (as of 2022); however, regional strategies, such as the African Continental Free Trade Area (AfCFTA) and increased intra-African trade, offer new opportunities for countries to build competitive manufacturing bases by accessing regional markets and resources.

In Somalia, the situation is both challenging and promising. Historically, Somalia's modest state-led manufacturing base focused on processing agricultural products such as meat, fish, textiles, and beverages; however, decades of civil war and political instability led to the collapse of much of this industrial infrastructure. Somalia maintains significant assets for industrial renewal, and its large youth population and diaspora represent entrepreneurial energy and capital for business expansion. The country also possesses abundant raw materials, world-class livestock herds, rich fisheries along 3,300 km of coastline, and fruits and cereals that could support Agro-processing and food industries. The manufacturing sector is currently at a turning point, and the National Transformation Plan (NTP) identifies manufacturing as a cornerstone of Somalia's economic revival. The NTP prioritizes shifting investment in Agro-processing, construction materials, light manufacturing, and packaging from consumption-driven to production-driven.

Revitalizing Somalia's manufacturing sector can provide a path toward reducing import dependency, creating sustainable employment opportunities, and building an inclusive, diversified economy. This study seeks to identify gaps and opportunities in Somalia's manufacturing sector, uncovering potential industrial ventures and highlighting successful firms. Specifically, this research aims to drive change, promote investment in the manufacturing sector, and better understand market investment opportunities by highlighting subsector attributes and investment opportunities. We explore the potential of Somalia's manufacturing sector by identifying opportunities for revitalization and challenges to increase output of goods or services. Finally, this report presents an overview of existing manufacturing activities and identifies promising areas where new enterprises could flourish within Somalia's evolving economic landscape.



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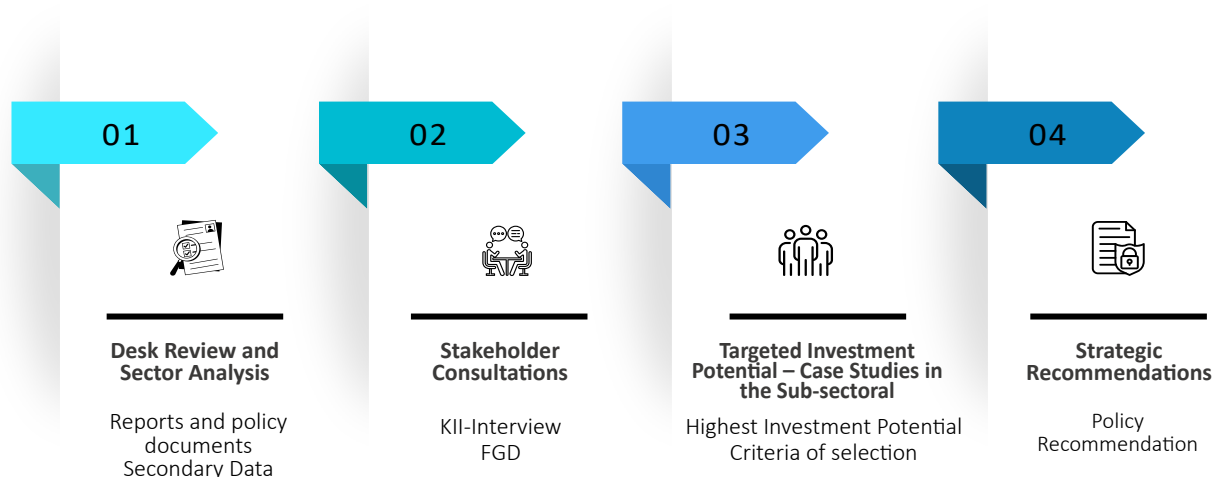
¹ UNIDO, *International Yearbook of Industrial Statistics 2023*. 2024. https://www.unido.org/sites/default/files/unido-publications/2023-12/UNIDO_IndustrialStatistics_Yearbook_2023.pdf

1.1.1 Study Objectives and Methodology

- 1. Opportunities and Challenges in the Manufacturing Sector:** This comprehensive analysis explores the key opportunities and structural challenges facing Somalia's manufacturing industry, identifying high-potential subsectors, existing gaps in value chains, and the demand for locally produced goods. The analysis informs targeted interventions to unlock growth, improve productivity, and attract investments by increasing domestic production and enhancing competitiveness.
- 2. Framing the Manufacturing Sector within Somalia's National Transformation Priorities:** This study contextualizes the manufacturing sector within Somalia's NTP, emphasizing its strategic importance, untapped potential, and its vital role in driving economic diversification and industrial development. Highlighting the sector's capacity to stimulate employment, substitute for imports, and enhance value addition can help position manufacturing as a cornerstone of long-term, sustainable growth.
- 3. Highlight Investment Opportunities through Case Studies:** This study presents case studies of successful businesses and industry champions in Somalia's manufacturing sector and related subsectors to illustrate market viability. The proposed examples provide practical insights into successful practices, highlight innovation and resilience, and demonstrate the manufacturing sector's readiness for further investment.
- 4. Strategic Recommendations for Sectoral Development:** Based on the analysis and evidence, the study presents strategic recommendations tailored to Somalia's unique context. These measures provide directions for scaling manufacturing activity, strengthening institutional and policy support, and enhancing investor confidence. These methods can help foster an environment for inclusive industrialization and private sector-led growth.

This study employed a mixed-methods approach, beginning with a comprehensive desk review and detailed sectoral analysis of existing data. This approach was complemented by extensive stakeholder engagement through key-informant interviews and focus group discussions.

Figure 1: Study Methodology Flow



1.1.2 Structure of the Report

This study comprises six chapters that explore the potential of Somalia's manufacturing sector. Specifically, we explore the sector's historical development, current trends, subsector opportunities, investment climate, stakeholder insights, successful case studies, and available resources to support new and existing manufacturers.

- **Chapter 1** outlines Somalia's manufacturing history, economic context, trade and import dependency, sectoral challenges, and the overall investment environment, including policy support and NTP priorities.
- **Chapter 2** examines past and current trends in Somalia's manufacturing sector, including geographic and sectoral patterns, the impact of trade agreements, comparative regional approaches, and current foreign/global industries operating in Somalia.
- **Chapter 3** provides detailed profiles of nine priority-manufacturing subsectors, highlighting their characteristics and investment opportunities.
- **Chapter 4** features case studies of successful manufacturing investments in Somalia, showing business models, growth strategies, and lessons from various sub-sectors.
- **Chapter 5** summarizes the essential steps, procedures, and available support services for starting a manufacturing business in Somalia, and public-private sector recommendations to address sectoral constraints
- **Chapter 6** highlights the institutional support, facilitation services, and investor assistance provided by the Ministry of Commerce and Industry (MoCI) and the Somalia Investment Promotion Agency (SOMINVEST).

1.2 Historical Overview of Somalia's Manufacturing Sector

Historically, Somalia's manufacturing sector has been small and import-focused, reflecting the country's agrarian colonial economy and later state-led development. Somalia's industrial sector has progressed through distinct but interconnected phases shaped by colonial legacies, state intervention, civil conflict, and postwar recovery. Before independence in 1960, the Somali economy remained overwhelmingly agrarian and pastoral. Italian and British colonial administrations provided minimal support for industrial development, most notably the Jowhar sugar mill and a few small Agro processing and artisanal facilities. Following independence, successive governments in the 1960s–1980s adopted ambitious state-led industrialization strategies, expanded state-owned enterprises, and nationalized strategic sectors, relying heavily on foreign aid and concessional loans to finance import-substitution industries. These efforts brought temporary expansion, inefficiencies, foreign-exchange shortages, and poor management, resulting in most industries stagnating or operating below capacity by the mid-1980s.

The civil war in the early 1990s marked a transition period, as the collapse of the state and prolonged instability destroyed nearly all industrial capacity, dismantled factories, and displaced skilled labor; thus, the economy had to rely almost entirely on imports and informal trade networks dominated by business conglomerates. Conversely, since the 2010s, the gradual re-establishment of political institutions and relative stability has enabled a fragile industrial revival. This renewal has been primarily driven by private Somali entrepreneurs and diaspora investors who have focused on small and medium enterprises, especially in food and beverage processing and light manufacturing. Nonetheless, despite notable growth from a low base, the sector remains constrained by structural barriers, including unreliable infrastructure, limited access to finance, and dependence on imports; thus, Somalia's industrialization project remains incomplete and fragile.

Figure 2: Phases of Industrial Development in Somalia



Industrial Memory: The Balcad Textile Factory (Warshada Dharka ee Balcad)

As part of the government’s push for industrialization, the Balcad Textile Factory was established in 1966 in the Balcad district of Somalia’s Middle Shabelle region.² Built on the Shabelle River plain, the factory was designed to spin and weave cotton into cloth, aiming at import substitution and potential export. Foreign partners aided construction; Somali accounts note Italian support, and historical records emphasize that West Germany provided much of the capital.³ In its prime, the plant achieved roughly 14 million meters per year of production, with modern automated looms and bleaching plants, employing approximately 240 workers. Its location was deliberately chosen near rich cotton fields (along the Shabelle) so that local crops could feed the mill. By the late 1970s, Balcad was considered among Africa’s best-equipped textile plants, fulfilling Somalia’s goal of self-sufficiency in dyed and bleached cloth. Throughout the 1970s and 1980s, the Balcad (Somaltex) factory operated as a state-owned enterprise, contributing to local industry, employing engineers and technicians, and anchoring a small industrial enclave. Other factories (e.g., flourmills, foundries, and refineries) were built nearby on the same development plan.

When civil war engulfed Somalia in 1991, the Balcad factory’s operations, like nearly all Somali factories, sharply declined and then ceased. State control collapsed, and many plants were abandoned or looted; however, locally, Balcad’s factory was uniquely preserved. Town residents kept the gates locked and maintained the machines for decades, preventing destruction.⁴ A recent visitor noted, “*The textile factory has been said to be the only factory that has survived the country’s civil war.*” Even in 2023, the building remains with its old looms and equipment intact (though rusted), awaiting refurbishment. In other words, the site became “*a national treasure*” in local memory, a tangible symbol of the industrial era before the collapse. In sum, the Balcad Textile Factory remains emblematic as a relic of Somalia’s manufacturing peak before 1991, a casualty of civil war, and a current symbol of latent industrial capacity.



Balcad Textile Factory - Industrial memory

² Wikipedia, “Warshada Dharka ee Balcad,” https://so.wikipedia.org/wiki/Warshada_Dharka_ee_Balacad

³ Library of Congress, *Somalia: A Country Study*, https://www.marines.mil/Portals/1/Publications/Somalia%20Study_3.pdf

⁴ Abdirahiim, “Exploration and Observation: A Reflection of My Four Days Visit to Balcad,” *Medium*, <https://medium.com/@abdirahiim/traveling-leaves-you-speechless-then-turns-you-into-a-storyteller-b9710c490b5b>.

1.3 Somalia's Economic Outlook

Somalia's economy has emerged from a prolonged period of multifaceted crises, showing remarkable resilience and steady recovery in recent years. Political and economic reforms have been pivotal to this progress, improving social development, enhancing macroeconomic stability, and creating a more favorable investment climate. Pro-market initiatives and governance reforms continue to bolster the business environment, laying the foundation for sustained economic transformation. Since 2012, Somalia has recorded growth in several strategic sectors, including construction, financial services, livestock exports, agriculture, and telecommunications; however, in 2020, Somalia's GDP contracted by 2.8%. This volatility marks the sharpest decline in a decade, driven by compounding shocks from severe floods, desert locust infestations, and the global COVID-19 pandemic.⁵

The economy grew by 3.5% in 2021 as Somalia recovered from these shocks; however, in 2022, growth decelerated to 2.7%. This decline was largely due to global inflationary pressures, particularly rising food and fuel prices linked to the conflict in Ukraine, ongoing climate-induced challenges, and political uncertainty. The Somali economy regained momentum in 2023, posting a modest real GDP growth rate of 4.2%, driven by a recovery in agricultural output, a resurgence in livestock exports, steady remittance inflows, and increased private-sector credit availability. By 2024, Somalia's GDP had reached approximately USD 12.0 billion, with per capita income estimated at USD 670. The real GDP growth rate remained stable at around 4.0%, supported by substantial gains in the agriculture sector, continued growth in remittances, expanded livestock trade, and improved access to private sector financing.⁶ Somalia's macroeconomic performance remained stable despite challenges from climate change and rising global geopolitical tensions. While global inflation fluctuated from 2020 onward, domestic inflation remained relatively stable, maintaining single digits throughout the period. Headline inflation declined to an estimated 5.6% in 2024 from 6.1% in 2023. Somalia remains a dollarized economy, with over 90% of transactions conducted in US dollars, and the exchange rate has gradually declined since 2020. In 2024, the Somali Shilling depreciated by 1.4% against the USD, reaching 27,200 SOS per USD, up from 26,833 SOS in 2023⁷. The Central Bank of Somalia CBS has not issued new currency since 1991; thus, currency reform is now a top priority. CBS is adopting a currency board arrangement and preparing to reintroduce the Somali Shilling to support small transactions and expand financial inclusion for low-income and vulnerable groups.

The Federal Government of Somalia (FGS) has demonstrated a strong commitment to fiscal reforms, implementing measures to strengthen financial governance and improve public financial management, including payroll integration and expenditure controls. Furthermore, the Ministry of Finance is leading domestic revenue mobilization reforms; between 2023 and 2024, the ministry introduced several tax policies and administrative reforms, including the Income Tax Law, the Turnover Tax regime, and a 5% electronic transaction tax launched in September 2024. The rollout of the Integrated Tax Administration System and the Invoice Tracking System aimed to improve tax compliance, audit capacity, and taxpayer registration. Over the past five years (2019-2024), cumulative domestic revenue exceeded USD 1.4 billion, consistently surpassing targets in the last three years; in 2024 alone, domestic revenue rose by 12%, reaching USD369 million.⁸

⁵ Central Bank of Somalia (CBS). *Annual Report 2020*. 2021. <https://centralbank.gov.so/annual-report-2020/>.

⁶ Central Bank of Somalia (CBS). *Quarterly Economic Review (2024Q4)*. 2025. <https://centralbank.gov.so/quarterly-economic-review-2024-q4/>.

⁷ Central Bank of Somalia (CBS). *Quarterly Economic Review (2024Q4)*. 2025. <https://centralbank.gov.so/quarterly-economic-review-2024-q4/>.

⁸ Ministry of Finance (MoF). *Somalia Financial Governance Report 2024*. 2025. <https://mof.gov.so/publications/somali-financial-governance-report>.

Over the last decade, CBS has focused on rebuilding the country's financial infrastructure, introducing key reforms to strengthen the sector and expand financial inclusion. Recent steps include passing the Takaful Act, the National Payment Act, and updating the Financial Institutions Law along with the revised Anti-Money Laundering and Counter-Terrorist Financing Act. By 2024, Somalia's financial system consists of thirteen domestic commercial banks, one foreign bank branch, fifteen money transfer operators, and five mobile money providers. The system also includes twelve registered non-life insurers, twenty-two non-deposit-taking microfinance institutions, and six money exchange bureaus. The banking sector has seen major progress, driven by system modernization, stronger regulation, and wider access to financial services. Total banking assets have grown steadily, reaching more than USD 2 billion in 2024, showing increased public confidence in the sector.⁹ At the same time, Remittances remain central to Somalia's stability, supporting households, driving spending, supplying foreign currency, and strengthening small businesses, with total transfers reaching USD 6.2 billion dollars in 2024, including 2.7 billion dollars in personal remittances and 2.3 billion dollars in business transfers, reflecting stronger diaspora support, rising commercial activity, and better financial services that make sending and receiving money easier and more secure.¹⁰

On March 4, 2024, Somalia was officially admitted as the eighth full member of the East African Community (EAC), following the ratification of its accession treaty signed in December 2023.¹¹ This new membership provides Somalia with the opportunity to enhance the country's regional integration, attract regional investments, particularly in sectors such as agriculture, fisheries, and infrastructure, and access a larger regional market, facilitating easier trade with EAC member countries. As a full member of the EAC, Somalia has access to a regional market of over 300 million people, providing Somali manufacturers with expanded trade opportunities through a zero-tariff regime on intra-EAC goods and facilitating the free movement of products and inputs across borders. Moreover, Somalia can integrate into the EAC's customs union and trade logistics systems, enhancing border efficiency and regional supply chain connectivity. EAC membership also offers Somalia a platform to revitalize key manufacturing sub-sectors. For example, given its agro-livestock base, Somalia is strategically positioned to lead in agro-processing, leather production, and food packaging. Similar trends in Uganda and Kenya demonstrate the potential for processed livestock products, dairy, and textiles to drive rural industrialization. Moreover, Somalia's extensive coastline of over 3,000 kilometers (the longest in Africa) provides potential for developing fisheries and maritime manufacturing, positioning Somalia to contribute value-added seafood products to the EAC market.¹² EAC membership significantly enhances Somalia's investment profile, and regional investors and development finance institutions are more likely to invest in Somalia under the EAC's collective security, legal harmonization, and trade frameworks.

In December 2023, Somalia reached the completion point of the heavily indebted poor countries (HIPC) initiative, becoming the 37th country to do so. This achievement followed years of economic and institutional reforms led by the FGS, in partnership with development partners. In 2018, Somalia's external debt dropped sharply from 64% of GDP to under 6% by the end of 2023. Moreover, public debt declined from 5.3 billion USD to 0.6 billion USD over the same period.¹³

⁹ Central Bank of Somalia (CBS). *Strengthening Somalia's Financial Sector: The Emerging Role of Non-Bank Financial Institutions* (Policy Brief, June 2025). 2025. <https://centralbank.gov.so/strengthening-somalias-financial-sector-010/>

¹⁰ Central Bank of Somalia (CBS). *Quarterly Economic Review (2024Q4)*. 2025. <https://centralbank.gov.so/quarterly-economic-review-2024-q4/>

¹¹ East African Community Secretariat, Somalia Joins the EAC as the 8th Partner State. 2024. <https://www.eac.int/press-releases/3049-somalia-finally-joins-eac-as-the-bloc-s-8th-partner-state>

¹² ISS Africa, Too Much Too Fast? Somalia Joins the East African Community. 2024. <https://issafrica.org/iss-today/too-much-too-fast-somalia-joins-the-east-african-community>

¹³ International Monetary Fund. *Somalia: Enhanced Heavily Indebted Poor Countries Initiative-Completion*, IMF Country Report No. 23/424. 2023. <https://www.imf.org/-/media/files/publications/cr/2023/english/1somea2023004.pdf>

This debt relief restored debt sustainability, opened access to new concessional financing, and reflects a sustained reform agenda, including improvements in public financial management, revenue mobilization, and governance. Along with Somalia's regional integration and continued structural reforms, these efforts aim to improve the country's investment climate and support long-term development.

Table 1: Key Macroeconomic Indicators, 2022–2025

	2022	2023	2024	2025
National Income and Prices	Estimation		Projection	
Nominal GDP in millions of USD	10,203	10,957	11,966	13,127
Real GDP in millions of USD	10,203	10,631	11,066	11,390
Real GDP, annual percentage change	2.7	4.2	4.1	3.0
Real GDP per capita in USD	664	694	737	671
Inflation Rate	6.8	6.1	5.6	4.9
Government Finances (Fiscal Sector)	(In Million USD)			
Revenue and Grants	722	738	913	1332
Domestic Revenues	263	330	369	430
External Grants	459	409	543	902
Total Expenditure	731	720	905	1359
Recurrent Expenditure	718	706	877	1179
Capital Expenditure	13	14	29	180
International Trade	(In Million USD)			
Exports of Goods and Services	1,804	2,558	3,639	2,697
Imports of Goods and Services	7,456	8,860	11,386	10,128
International Finance	(In Million USD)			
Remittances (Individual)	2,152	2,181	2,719	2,525
Foreign Direct Investment	531	570	690	686
External Debt	3,827	698	710	1,057

Source: SNBS¹⁴, CBS,¹⁵ and IMF¹⁶, 2025

1.4 Trade Analysis: Import Dependency and the Demand for Local Substitution

Due to insufficient domestic industrial production, Somalia relies heavily on imported manufactured goods to meet its domestic consumption needs. The country imports a broad range of goods, including processed foods, construction inputs, textiles, pharmaceuticals, and plastic goods. Somalia's foreign trade has shown strong signs of recovery in recent years. Merchandise exports, primarily driven by livestock and agricultural commodities, have more than doubled, increasing by 54% from USD 1 billion in 2023 to USD 1.5 billion in 2024. This growth reflects the improved performance of key export sectors; however, imports have grown even more rapidly to meet rising domestic demand. The value of merchandise imports surged from USD 6.9 billion in 2023 to USD 9.2 billion in 2024.

¹⁴ International Monetary Fund. *Somalia: Enhanced Heavily Indebted Poor Countries Initiative-Completion*, IMF Country Report No. 23/424. 2023. <https://www.imf.org/-/media/files/publications/cr/2023/english/1somea2023004.pdf>.

¹⁵ National Bureau of Statistics. *Somalia GDP Report 2024*. 2025. <https://nbs.gov.so/wp-content/uploads/2025/06/Somalia-GDP-2024-release-text-v3-2025.pdf>.

¹⁶ International Monetary Fund. *Somalia: 2025 Article IV Consultation*, IMF Country Report No. 25/191. 2025. <https://www.imf.org/-/media/files/publications/cr/2025/english/1somea2025001-source-pdf.pdf>.

This 34% growth has been driven by increased demand for food, medical products, and construction materials.¹⁷ Examining the trade composition reveals a chronic trade deficit and high import dependency. For example, in 2024 alone, Somalia imported over USD 2.5 billion worth of processed food items, such as sugar, rice, wheat, and pasta. Similarly, most construction inputs (including cement, steel, and plumbing materials) were imported, along with consumer goods (such as textiles, detergents, and electronics). This pattern highlights the scale of domestic consumption and the urgent need to develop localized production capabilities.

The drivers behind this rising demand are clear: Somalia is experiencing rapid population growth and accelerating urbanization, with nearly half the population now living in urban areas.¹⁸ Additionally, increased remittances from the Somali diaspora have raised household incomes, increasing consumer spending on food, beverages, clothing, and basic household goods; however, despite this growing demand, Somalia's manufacturing sector remains extremely limited, contributing little to the national GDP and virtually nothing to export earnings. This imbalance between rising demand and weak domestic production capacity underscores the strategic importance of local substitution. The Somali economy cannot depend entirely on imported goods to meet daily needs; therefore, a well-designed strategy is needed to promote local manufacturing focused on agro-processing, construction materials, textiles, and light consumer industries.

Table 2: Imported Goods, 2023-2024 (In million USD)

Import of Goods	2024	2025
Food	2,003	2,518
Construction	1,340	1,192
Medical Products	798	1,433
Clothes & Footwear	460	908
Cars & spare parts	467	643
Oil & Gas	560	658
Others (Including Khat)	517	482
Personal Care	202	340
Electronics & Electric Machines	159	212
Cosmetics	106	147
Beverages & Tobacco	106	163
Government Agents	-	132
Furniture	144	174
Plant Industries	62	116
Stationary	31	56
Private Sectors	-	5
Total	6,955	9,179

Source: CBS, 2025¹⁹

¹⁷ Central Bank of Somalia (CBS). *Quarterly Economic Review (2023Q4 and 2024Q4). 2024 and 2025.* <https://centralbank.gov.so/quarterly-economic-review-2024-q4/> <https://centralbank.gov.so/quarterly-economic-review-2023-q4/>

¹⁸ Somalia Country Commercial Guide. *Market Overview*. U.S. Department of Commerce, International Trade Administration, 2024. <https://www.trade.gov/country-commercial-guides/somalia-market-overview>

¹⁹ Central Bank of Somalia (CBS). *Quarterly Economic Review (2023Q4 and 2024Q4). 2024 and 2025.* <https://centralbank.gov.so/quarterly-economic-review-2024-q4/> <https://centralbank.gov.so/quarterly-economic-review-2023-q4/>

1.5 Key Challenges in the Manufacturing Sector

Interlinked challenges and emerging opportunities shape Somalia's manufacturing sector, which faces multiple constraints that have hindered growth and competitiveness, including high energy costs, a shortage of skilled labor, limited financing, security concerns, and the absence of standardized regulations. Understanding these challenges is essential for local and international stakeholders seeking to invest in and strengthen Somalia's manufacturing sector.

- **High Energy Costs**

The high cost of energy is a primary constraint, with electricity tariffs in Somalia among the highest in Africa (averaging 0.9 USD per kWh).²⁰ This situation results in high production costs and weak competitiveness, as most firms must rely on inefficient diesel generators, which increase operational costs. This heavy energy burden significantly raises manufacturing expenses, making locally produced goods costly and uncompetitive in domestic and international markets. Overall, high electricity costs make Somali products far less competitive and hinder manufacturing activities.

- **Limited Access to Finance and Skilled Labor Shortage**

The manufacturing sector faces significant limitations in accessing finance—Somalia's underdeveloped financial system is marked by high returns (profits) and strict collateral requirements. In 2024, the sector received only 1% of total bank lending,²¹ despite its potential to drive job creation and economic diversification. Excessive returns (profits) are often 10% annually, and the absence of credit bureaus further restricts borrowing. Consequently, factories rely heavily on reinvested profits, diaspora remittances, or informal rotating funds, severely constraining their ability to scale. This persistent financing gap hinders many viable ventures and limits plants from investing in new machinery or expanding operations. Moreover, the severe shortage of skilled labor is one of the most pressing challenges facing Somalia's manufacturing sector. Years of conflict and instability have significantly weakened the education system and vocational training institutions, leaving a substantial gap in technical skills essential for industrial production. Critical skills, such as welding, machine operation, and product design, are particularly scarce; therefore, many industries are forced to recruit foreign experts or invest heavily in on-the-job training to develop their workforce. This dependence on external talent increases operational costs, slows productivity, and limits the sector's capacity to expand and innovate. Overall, the shortage of skilled labor represents a significant constraint on the growth, competitiveness, and long-term sustainability of Somalia's manufacturing sector.

- **Quality Control and Security and Political Instability**

Somalia's infrastructure is underdeveloped, undermining safety and market access. For many years, national standards were essentially nonexistent, and local manufacturers lacked a certification system, leading to significant variation in product quality. Consumers often distrust locally made foods and pharmaceuticals, while exporters struggle to meet international requirements. In 2020, the government passed the Standards and Quality Control Act, which established the Somali Bureau of Standards (SoBS). SoBS is working to create a formal framework and, by 2024, has published 145 standards across sectors such as food, agriculture, engineering, and chemicals.²²

²⁰ Ministry of Planning, Investment and Economic Development (MoPIED). *National Transformation Plan (NTP) 2025–2029*. 2025. <https://mop.gov.so/national-transformation-plan-ntp-2025-2029-report/>.

²¹ Central Bank of Somalia (CBS). *Annual Statistical Bulletin June-2025*. 2025. <https://centralbank.gov.so/annual-statistical-bulletin-june-2025/>.

²² Somalia Country Commercial Guide. *Market Overview*. U.S. Department of Commerce, International Trade Administration, 2024. <https://www.trade.gov/country-commercial-guides/somalia-market-overview>.

Nonetheless, enforcement is still developing, and inefficiencies continue to undermine product quality, making it difficult for manufacturers to compete domestically and internationally. Moreover, there is a challenge compounded by political instability and insecurity. Persistent threats from terrorism and political fragmentation deter investment; as a result, investor confidence remains low, limiting long-term planning and slowing industrial development. These security challenges compound the manufacturing sector's challenges, further restricting its growth and potential.

1.6 Investment Landscape and Business Environment in Somalia: Why Invest in Somalia's Manufacturing Sector?

Somalia's manufacturing sector offers extensive investment opportunities thanks to business-friendly reforms. The federal government has simplified company registration and enacted laws ensuring equal treatment for domestic and foreign investors; economic reforms, debt relief, and regional integration have created a strong foundation. The following subsection presents an investment-focused analysis, structured around three core pillars: (1) Untapped potential and demand growth, and (2) enabling environment and favorable investment climate.

- **Untapped Potential and Growing Demand**

Somalia's economic landscape is undergoing a substantial transformation, with new opportunities being created across multiple sectors. The country remains heavily import-dependent, highlighting significant potential for locally produced goods. Annual imports continue to rise, reaching an estimated USD9.2 billion in 2024, underscoring the growing demand for consumer and industrial products. At the same time, rapid urbanization is driving consumption, sharply increasing demand for professional services and essential manufactured goods, such as processed foods, household items, and building materials. This evolving market dynamic presents a strong case for investment in domestic manufacturing.



"Somalia is no longer the market of yesterday, it is the market of tomorrow. Investors are often amazed by the resilience and fast-growing demand they encounter here. A young and urbanizing population is driving an appetite for locally produced goods, while government reforms have transformed the investment landscape. Today, Somalia offers a clear, supportive, and investor-friendly framework backed by stronger institutions and public private cooperation. Whether in food and beverages, leather, or fisheries, manufacturing opportunities are abundant and poised for high returns. Those who move early will capture a first-mover advantage, shaping the market as it expands. With bold reforms and a government committed to enabling investment, there has never been a better time to invest in Somalia's manufacturing sector."

Mohamed Dubo, Director, Somalia Investment Promotion Office (SOMINVEST), at the Ministry of Planning, Investment & Economic Development (MoPIED)

- **Enabling Environment and Favorable Investment Climate**

Somalia has implemented comprehensive legal reforms, modern financial infrastructure, and improved fiscal stability to strengthen its business environment and attract manufacturing investment. A series of new laws, including the Foreign Investment Law (2015), the Companies Act (2019), and the Investors Protection Act (2023), have created a transparent, investor-friendly framework. This structure prohibits discrimination against foreign investors, provides a modern company registry with online registration, and ensures confidence in contract enforcement and profit repatriation, enabling Somali firms to integrate into global value chains. At the same time, CBS has modernized the financial sector by launching a national payments system and introducing electronic clearing and settlement platforms in 2021.²³

²³ SONNA, Somalia Launches National Payment System, <https://sonna.so/en/somalia-launches-national-payment-system/>.

CBS also adopted international banking standards (such as IBAN and the SOMQR mobile payment system) in 2023–2024, which now link the country’s 13 licensed banks, enabling instant transfers, safe mobile payments, and efficient supply-chain management. These reforms have been reinforced by Somalia reaching the HIPC completion point of debt relief in 2023, which reduced external debt from approximately 64% of GDP in 2018 to under 6% by the end of 2023.²⁴ This improvement has freed fiscal space for investments in infrastructure, education, and energy, which are critical for a competitive and thriving manufacturing sector.

1.6.1 Government Policies Supporting Somalia’s Manufacturing Sector

The FGS has introduced a range of national policies, laws, and strategies aimed at stimulating manufacturing. Key initiatives are summarized below, highlighting their objectives and effects on industrial development. Each entry includes the official title, a brief description, the impact on manufacturing, and the enactment year or reference.

Table 3: Policies, Strategies, Initiatives, and Laws Enacted to Promote the Somali Manufacturing Sector

Existing Policies and Initiatives	Description and Its Impact on the Sector
Public-Private Partnership Law (Under Review)	Approved by the Cabinet in August 2024 and under parliamentary review, the draft PPP Law creates a legal framework to guide government-private sector collaboration. It sets procedures for project selection, procurement, and risk-sharing to attract investment in infrastructure supporting industrial development. The law reduces investor risk and provides clarity, aiming to boost private investment in manufacturing-related sectors like industrial parks, energy, and logistics, advancing Somalia’s industrialization. https://www.ftlsomalia.com/somali-cabinet-approves-public-private-partnership-law/
Centennial Vision 2060	The Centennial Vision 2060 sets out a long-term path for Somalia’s industrialization, prioritizing the development of agro-processing, fisheries, textiles, and construction materials. The vision emphasizes infrastructure development, skills training, and private-sector-driven industrial growth. The vision outlines long-term targets, providing stability and direction for investors and manufacturers. Infrastructure upgrades, industrial clusters, and skill development initiatives reduce costs, increase efficiency, and create an enabling environment for large-scale manufacturing. https://nec.gov.so/wp-content/uploads/2025/06/SOMALIA-Centennial-Vision-2060-FA.pdf
National Transformation Plan (NTP) 2025–2029	The NTP, succeeding NDP-9, positions manufacturing as central to Somalia’s economic transformation, prioritizing industrial development for diversification, job creation, and value addition. It focuses on industrial zones, infrastructure, SME support, skills development, and value chain enhancement. The plan embeds industrialization in national strategy, aiming to increase domestic production, reduce import reliance, and drive export-led growth. https://mop.gov.so/national-transformation-plan-ntp-2025-2029-report/
Financial Institutions Law (2025)	This law establishes the regulatory framework for banking and non-banking financial institutions in Somalia, promoting a stable and transparent financial sector. It defines licensing requirements, supervisory roles, and governance standards for financial entities to ensure sound financial practices and consumer protection. The law strengthens financial institutions, facilitating greater access to credit and financial services for manufacturers, enabling investment in capital, expansion, and modernization. Improved financial stability also encourages local and foreign industrial investment.

²⁴ International Monetary Fund. *Somalia: Enhanced Heavily Indebted Poor Countries Initiative-Completion*, IMF Country Report No. 23/424. 2023. <https://www.imf.org/-/media/files/publications/cr/2023/english/1somea2023004.pdf>

Table 3: Policies, Strategies, Initiatives, and Laws Enacted to Promote the Somali Manufacturing Sector

Existing Policies and Initiatives	Description and Its Impact on the Sector
Anti-Money Laundering and Counter-Terrorism Financing Law (2025)	This law establishes measures to prevent money laundering and terrorism financing activities within Somalia. Under the law, financial institutions and other entities must conduct due diligence, report suspicious transactions, and cooperate with enforcement authorities to uphold financial integrity and national security. This law builds investor confidence and protects legitimate manufacturing businesses from illicit activities. It also helps Somalia meet international standards, facilitating trade and investment.
Income Tax Law (2025)	This law establishes a framework for the assessment, collection, and administration of income tax in Somalia. It defines taxable entities, income categories, tax rates, exemptions, and compliance requirements, thereby ensuring a fair and efficient tax system. The law formalizes tax obligations and clarifies fiscal responsibilities, providing a predictable environment for manufacturers. Moreover, it supports revenue generation, critical for public investment in infrastructure and services that benefit the manufacturing sector.
The national food safety policy	This policy establishes a modern farm-to-table system aimed at protecting public health, strengthening regulatory frameworks, and aligning Somalia with international standards. It enhances the competitiveness of the manufacturing sector by improving product quality, increasing export opportunities, expanding investment in agro-processing and packaging, and strengthening the capacity to meet domestic and global market demands. https://molfr.gov.so/wp-content/uploads/2024/07/final-draft-national-food-safety-policy-federal-republic-of-somalia-22-july-2024.pdf
The Investments & Investors Protection Law (2023)	This law establishes a clear legal framework that guarantees investor rights, including protection against expropriation, repatriation of profits, and access to international arbitration for dispute resolution. The law provides legal certainty and safeguards both domestic and foreign investors, thereby enhancing investor confidence and encouraging increased capital inflows. This situation creates a favorable environment for attracting investment, technology transfer, and partnerships essential for expanding Somalia's manufacturing sector and driving broader economic diversification. https://parliament.gov.so/wp-content/uploads/simple-file-list/shuruuc/shuruuc/shuruucda-2023/sharciga-dhowrista-maalgashadayaasha-iyomaalgashiga.pdf
National Investment Promotion Strategy (NIPS 2020)	NIPS aims to attract domestic and foreign investment by leveraging Somalia's resources and location. It targets sectors including manufacturing, focusing on production, import substitution, and export promotion through reforms, investor outreach, and incentives to boost private investment, joint ventures, local processing, and industrial infrastructure development. https://sominvest.gov.so/national-investment-promotion-strategy-nips/
Standards and Quality Control Act (2020)	Law No. 27 of 2020 (Standards and Quality Control Act) established the Somali Bureau of Standards (SoBS) to develop and enforce national standards, metrology, and testing systems. It mandates quality and safety norms for all goods imported, exported, and locally produced and covers certification and inspections. The law aligns local manufacturing, especially light and agro-processed goods, with international standards, enhancing product safety, export competitiveness, and trust in Somali-made goods, supporting broader industrial growth. https://parliament.gov.so/wp-content/uploads/simple-file-list/Shuruuc/SHURUUC/Shuruucda-2020/Sharciga-Jaan-goynta-Taya-dhowrka-Soomaaliyeed.pdf
Somalia Companies Act (2019)	The Companies Act (No. 18 of 2019) established a Company Registrar and online registry, defined governance, and requires financial reporting, thereby modernizing business regulation. It simplifies formal business registration, enhances transparency, and improves access to credit and contracts, enabling manufacturers to scale and integrate into supply chains. https://ebusiness.gov.so/resources/company-law-regulations-english

Table 3: Policies, Strategies, Initiatives, and Laws Enacted to Promote the Somali Manufacturing Sector

Existing Policies and Initiatives	Description and Its Impact on the Sector
MSME Policy, 2019	This policy promotes the growth of micro, small, and medium enterprises (MSMEs) by addressing barriers to formalization, improving access to finance, and fostering inclusivity. It seeks to transform the informal economy into a structured contributor to national development. MSMEs are often the primary support of early-stage manufacturing and benefit from improved credit access, training, and formalization. This policy stimulates entrepreneurship, supports innovation in small-scale industries, and integrates MSMEs into larger industrial value chains. https://moci.gov.so/smes-policy/
The Foreign Investment Law (2015)	Enacted in November 2015, Somalia's Foreign Investment Law (No.13 of 2016) established a legal framework to promote and protect foreign investment by creating the Foreign Investment Board and SOMINVEST, defining investment forms, and providing dispute arbitration. It guarantees equal treatment, property rights, profit repatriation, and protections against expropriation, while facilitating approvals and requiring local employment. This law builds investor confidence and supports foreign investment in manufacturing and industrial projects. https://parliament.gov.so/wp-content/uploads/simple-file-list/Shuruuc/SHURUUC/Shuruucda-2015/11-Sharciga-Maalgashiga-Shisheeye-ENG.pdf
Trade Policy	The Trade Policy emphasizes production growth and export expansion. It supports Somali traders by easing export processes and encouraging the production of local goods. The policy aligns with the National Development Plan, positioning trade as a central driver of economic development. The policy facilitates exports and links local producers to international markets, creating incentives for manufacturers to scale production, improve quality, and meet global standards. Furthermore, increased exports attract investment into value-added industries such as agro-processing and packaging. https://moci.gov.so/trade-policy/
Somalia's Industrial Development Policy	This policy focuses on building a competitive industrial base by protecting domestic industries from unfair external competition, stimulating production, and creating jobs. This policy has enormous significance for Somalia's economy—both in general and in business—and has passed through several stages. Various consultations have been made with traders (businesspersons), industrial owners, and different experts and scholars specialized in the field of industrial development. The policy supports industrial growth by protecting local manufacturers from external pressure while promoting modernization. Moreover, it enhances capacity for value addition, strengthens investment confidence, and fosters sustainable job creation within the sector.
Public Procurement, Concessions, and Disposal Act (PPCDA) of 2015	The PPCDA establishes a transparent framework for procurement, concessions, and public asset disposal. It sets procedures for awarding government contracts, ensures accountability, and strengthens institutional oversight through the Public Procurement Authority. Local manufacturers gain from fair competition in government procurement; access to public contracts enables them to expand production, enhance quality, and secure steady demand, thereby boosting domestic manufacturing capacity. https://mof.gov.so/sites/default/files/2018-09/Public%20Procurement%2C%20Concession%20and%20Disposal%20Act%202015.pdf

"The Industrial Development Department is committed to advancing a structured and sustainable industrial transformation agenda. Our medium and long-term strategy prioritizes high-potential subsectors such as agro-processing, fisheries processing, light manufacturing, construction materials, and packaging to drive value addition, job creation, and import substitution. We are promoting the development of industrial parks and cluster-based models to enhance productivity, competitiveness, and private sector growth. Our policy direction focuses on strengthening the regulatory framework, supporting export readiness, and fostering strategic partnerships to build a resilient and competitive industrial sector that supports Somalia's economic transformation".

Abdulkadir Said Mohamoud, Director of Industrial Development at the MoCI

1.6.2 Highlight: Manufacturing in the NTP

Somalia's NTP (2025–2029) places manufacturing at the center of its economic agenda. Under Pillar 2 (economic transformation), the NTP envisions a diversified, resilient economy built on agriculture, livestock, fisheries, and industry. The NTP repeatedly emphasizes “value-added manufacturing” as a mechanism to achieve national goals. In other words, manufacturing is explicitly linked to the NTP objectives of import substitution and employment generation. Furthermore, the NTP includes concrete initiatives to realize this vision. Notably, it calls for creating special economic zones (SEZs), industrial parks near ports, and trade corridors with attractive incentives for manufacturers. The NTP also integrates manufacturing into its sectoral “expedite priority programs” (EPPs). For example, one EPP aims to build a livestock-processing complex in Baidoa to help Somalia's meat exports become higher-value halal products for the Middle East. Another EPP focuses on constructing fish processing hubs and cold chains to minimize post-harvest losses and expand seafood exports. These projects illustrate how the NTP emphasizes infrastructure that directly boosts processing industries.

Throughout the NTP, the manufacturing case is connected with Somalis' livelihoods and resilience. The NTP notes that only 2.4% of household businesses currently process crops or livestock for sale, highlighting a “missing middle” in the value chain. By addressing this gap, the NTP expects to “expand value chains” and empower rural producers, thus reducing aid dependency. Similarly, NTP's enterprise development chapter (Pillar 2, Chapter 9) underscores that formal micro, small, and medium enterprises (MSMEs) are key to poverty reduction and will be supported by reforms in finance, infrastructure, and technical vocational education and training. Skill development is a cross-cutting theme. NTP proposes training 10,000 youth in technical skills for manufacturing and ICT. In summary, the NTP views manufacturing as a transformative engine that integrates industrial development with agriculture and services, promising that enhanced processing capacity will create jobs, boost exports, and drive inclusive growth.

Table 4: NTP-Linked Manufacturing and Industrial Initiatives and Their Expected Economic Impact

Plant /Initiative	Type	Expected Economic Impact
Special Economic Zones (SEZs)	Multi-sector industrial zones	Promote industrial growth, attract FDI, provide tax/duty incentives, and generate jobs.
Baidoa Livestock Processing Complex	Agro-processing (livestock)	Boost livestock exports to the Middle East Region; create value addition, and employment.
Fish Processing & Cold Chain Infrastructure	Fisheries processing	Create jobs, reduce post-harvest losses, strengthen resilience, and grow exports.
Integrated Agri-Marketplace	Agro-industrial trade infrastructure	Improve market access for producers, support value chain development.
Cereal Milling & Fodder Processing	Food manufacturing	Increase food security, promote self-reliance, and substitute food imports.
Quality Infrastructure Development (SQIP)	Cross-sector (Certification/testing)	Enhance global competitiveness, support export readiness, and standardization.
Renewable Energy & Industrial Utilities (SONEC)	Energy infrastructure for industry	Power factories reduce electricity costs and enhance industrial productivity.
Dry Dock/Maritime Industrial Development	Maritime manufacturing (ships)	Support maritime logistics and shipbuilding-linked sectors.

Source: NTP, 2025

CHAPTER TWO: TRENDS AND DEVELOPMENTS IN SOMALIA'S MANUFACTURING SECTOR

2.1 Historical Trends in Manufacturing

Somalia's industrial development followed a cyclical trajectory of liberalization, state expansion, and collapse.

Pre-Independence Period: Before independence in 1960, Somalia's economy was overwhelmingly agrarian and pastoral, with only limited industrial activity under Italian and British colonial rule. Italian Somaliland saw the establishment of a few agro-processing projects (notably the Jowhar sugar mill); however, overall manufacturing remained minimal and largely artisanal. After independence in 1960, the sector was "at its embryonic stage," with only one large factory (the Jowhar sugar mill) and a handful of medium-sized plants—including three fish-processing factories,²⁵ a printing press, a furniture workshop, a tannery/shoe factory, and an edible-oil mill. These inherited facilities reflected basic import-substitution efforts (sugar, fish canning, and textiles/leather) rather than a broad industrial base. In the 1950s, the factory produced around 4,000–11,000 tons annually, enough by 1957 to meet roughly 80% of domestic sugar needs, effectively ending sugar imports.²⁶

Post-Independence and State-Led Industrialization (1960s–1980s): After 1960, successive governments pursued aggressive state-led industrialization. In the mid-1960s, a series of development plans expanded state-owned enterprises, while nationalization in 1970–1972 brought strategic sectors under public control. In the late 1970s, the public sector accounted for roughly 80% of industrial value-added and employment.²⁷ Foreign partners (especially the Soviet Union, Italy, and the World Bank) financed many projects aimed at import substitution and value addition. In the 1970s, the government focused on relatively simple agro-based and consumer goods enterprises, while the early 1980s saw more capital-intensive ventures (petroleum refining, cement, and fertilizers). Throughout the 1970s–1980s, the government's macroeconomic policy favored import substitution and the protection of local industry (high tariffs on consumer imports), prioritizing capital investments through public financing. Foreign aid and concessional loans financed many projects; however, chronic foreign-exchange shortages and inefficiencies often left plants underutilized.²⁸ In the late 1980s, the textile and food industries stagnated, though beverages, tobacco, and newer industries, such as metal fabrication, showed some growth.

Civil War and Collapse of Industrial Capacity (1990s–early 2000s): The Somali civil war was catastrophic for industry, as the collapse of the government led to widespread destruction and looting of factories and infrastructure. Many plants were dismantled or stripped of equipment, which was often sold as scrap. With the collapse of the central government, state enterprises ceased operation, and skilled managers fled. By the mid-1990s, virtually all large and medium-sized industrial capacity had vanished. In place of domestic production, Somali businesses shifted to import trade.

²⁵ United Nations Industrial Development Organization (UNIDO). *Somalia Industrial Revitalization through Privatization*, UNIDO Publication Series. 1988. https://downloads.unido.org/ot/48/40/4840599/15001-20000_18174.pdf.

²⁶ Photius, "Somalia: The Colonial Economy," https://photius.com/countries/somalia/economy/somalia_economy_the_colonial_economy.html#google_vignette.

²⁷ United Nations Industrial Development Organization (UNIDO). *Somalia Industrial Revitalization through Privatization*, UNIDO Publication Series. 1988. https://downloads.unido.org/ot/48/40/4840599/15001-20000_18174.pdf.

²⁸ United Nations Industrial Development Organization (UNIDO). *Somalia Industrial Revitalization through Privatization*, UNIDO Publication Series. 1988. https://downloads.unido.org/ot/48/40/4840599/15001-20000_18174.pdf.

A handful of informal conglomerates (often clan-affiliated) controlled goods distribution, capitalizing on duty-free access during the 1990s. Somalia became heavily import-dependent, and even today, imported goods (food, fuel, machinery, and consumer items) account for approximately two-thirds of the GDP. Manufacturing activity dwindled to household or small artisan levels. By the 2000s, manufacturing comprised a tiny share of employment and output; even after some stability returned, the manufacturing industry was estimated at under 15% of formal enterprises and under 1% of total jobs.²⁹

Post-Conflict Recovery and Present-Day Revitalization Efforts (2010s–Present): With the gradual restoration of relative peace (from mid-2010s onward) and the reemergence of a central government (FGS) (post-2012), investment opportunities began to return. Unlike earlier eras, revival was driven by private entrepreneurs and diaspora investors, not the state. Somali businesspeople (many of them returnees) established small- and medium-sized enterprises to meet local needs, focusing on light industries and agro-processing. Somali businesses and returnee investors have established or expanded *small and medium* manufacturing firms. Diaspora remittances, which comprise approximately 20% to 25% of the GDP, continue to fund consumption and business investment; however, manufacturing remains small. The food and beverage manufacturing grew 15% annually in 2017–2019; however, it supplies only a fraction of domestic demand. Most consumer goods are still imported, and structural challenges (access to electricity, finance, and skilled labor) continue.³⁰

2.1.1 Geographic Distribution of Industries (1960 - 1988)

Industrial activity in Somalia has historically concentrated around Mogadishu, with nearly 70% of the country's manufacturing establishments located in the city and its surrounding suburbs. Of 91 registered industrial units, 62 (approximately 70% of all industrial establishments) were located in the Benadir region, including Mogadishu. Notably, 90% of private factories were located in Mogadishu, underscoring the strategic advantages of the city's port infrastructure. Industries reliant on imported machinery, raw materials, and other inputs naturally cluster near the port to facilitate access to international trade routes and minimize logistical costs. Conversely, industrial presence outside Benadir remained limited. The Bai and Northwest regions accounted for just 2% and 12% of establishments, respectively, showing a mixed presence of government and private enterprises. Most other regions, including Middle Shabelle, Lower Jubba, Togdheer, Lower Shabelle, Bari, Sanaag, and Middle Jubba, had negligible industrial activity, predominantly restricted to government-owned units. Overall, government-owned industries numbered 42 units, while private establishments totaled 49. This disparity highlights the pivotal role of private investment concentrated in Mogadishu in shaping Somalia's industrial landscape.³¹



Yenisom HealthCare Providers

²⁹ International Finance Corporation (IFC). *Creating Markets in Somalia: Unlocking Private Sector-Led Growth at a Critical Juncture of Somalia's Development, Country Private Sector Diagnostic*. 2024. <https://www.ifc.org/en/insights-reports/2024/somalia-private-sector-diagnostic>.

³⁰ International Finance Corporation (IFC). *Creating Markets in Somalia: Unlocking Private Sector-Led Growth at a Critical Juncture of Somalia's Development, Country Private Sector Diagnostic*. 2024. <https://www.ifc.org/en/insights-reports/2024/somalia-private-sector-diagnostic>.

³¹ Ministry of Commerce and Industry. *Warbixinta Guud ee Warshadaha Dalka Sanadka 1988 (National Industrial Report 1988)*. 1988. https://arcadia.sba.uniroma3.it/bitstream/2307/876/1/warbixinta%20guud%20ee%20warshadaha_lavorato.pdf.

Table 5: Regional Distribution of Industries in Somalia

Region	Government	Private	Total
Benadir	19	43	62
Bai	1	1	2
Northwest Region	6	5	11
Middle Shabelle	2	0	2
Lower Jubba	2	0	2
Togdheer	2	0	2
Lower Shabelle	5	0	5
Bari	2	0	2
Sanag	1	0	1
Middle Jubba	1	0	1
Total	42	49	91

Source: MoCI, 1988³²

Somalia's industrial workforce is concentrated in operational and professional roles, with Other Staff/Employees comprising the largest share (44.5%). This distribution likely reflects technical, support, and general operational functions essential for daily industrial operations. Junior and senior skilled employees together comprise 51.4% of the workforce, indicating a substantial presence of mid-level and skilled personnel capable of managing and executing key industrial processes. In contrast, experts/specialists represent only 3.3% of the workforce, while foreigners constitute a mere 0.8%. This disparity highlights a significant shortage of advanced expertise and a minimal reliance on foreign talent.

In terms of workforces, the government dominates industrial employment across all categories, particularly among senior and junior professionals (approximately 4,709 employees) and other staff (4,300 employees), with high-level positions and operational roles largely under state control. In comparison, the private sector remains small, with a limited presence in all employment categories. Notably, only 34 Experts and 1 foreign employee are employed, indicating that private enterprises are primarily focused on employing junior and senior professionals, while employing fewer operational staff. The private sector's share of the total workforce further underscores this disparity: it accounts for about 10% of experts, 9.3% of senior professionals, 13% of junior professionals, and only 6.5% of other staff.

Table 6: Industrial Workforce Statistics in Somalia, 1988

Type	Government	Private	Total	Percentage
Expert/Specialist	304	34	338	3.3%
Senior Professional	2,303	235	2,538	24.6%
Junior Professional	2,406	359	2,765	26.8
Other Staff/Employees	4,300	298	4,598	44.5%
Foreigner	86	1	87	0.8%
Total	9,399	927	10,326	100

Source: MoCI, 1988³³

³² Ministry of Commerce and Industry. *Warbixinta Guud ee Warshadaha Dalka Sanadka 1988 (National Industrial Report 1988)*. 1988. https://arcadia.sba.uniroma3.it/bitstream/2307/876/1/warbixinta%20guud%20ee%20warshadaha_lavorato.pdf.

³³ Ministry of Commerce and Industry. *Warbixinta Guud ee Warshadaha Dalka Sanadka 1988 (National Industrial Report 1988)*. 1988. https://arcadia.sba.uniroma3.it/bitstream/2307/876/1/warbixinta%20guud%20ee%20warshadaha_lavorato.pdf.

2.1.2 Sectoral Trends in Manufacturing

Somalia's manufacturing sector during the 1970s and 1980s reflected a classic pattern of state-led industrialization focused on light, import substitution industries. Food and beverages alone accounted for nearly two-thirds of total output; the sector also encompassed textiles, construction materials, chemicals, and leather production. The number of registered industries increased from 9 before 1960 to 91 by 1988, indicating a tenfold expansion over three decades; this growth was particularly pronounced in 1971–1981 and 1981–1988, when 34 and 39 new industries were established, respectively. These figures illustrate the impact of government-led industrial policies, including nationalization and strategic investments in manufacturing.

Table 7: Overview of National Industries: Categories and Years of Establishment

Sector	Before 1960	1960–1970	1971–1981	1981–1988	Total
Food & Beverages Industries	5	5	10	9	29
Leather & Hides Industries	1	0	6	2	9
Chemical Industries	0	1	5	8	14
Plastic Industries	0	0	2	4	6
Metal Fabrication Industries	1	0	2	1	4
Construction Materials Industries	0	1	3	4	8
Textile and Apparel Industries	0	1	1	2	4
Tobacco Industries	0	0	1	0	1
Energy Industries	2	0	0	0	2
Printing and Related Industries	0	0	1	0	1
Others	0	1	3	9	13
Total	9	9	34	39	91

Source: MoCI, 1988³⁴

Government Financing Mechanisms for Manufacturing Development (1960–1991)

The development of Somalia's manufacturing sector between 1960 and 1991 relied heavily on state-directed financing, particularly during the nationalization era (1970–1985). The Development Bank of Somalia (DBS), established in 1960, was the primary financial institution for industrial investment, channeling public funds and external loans to state-owned and selected private enterprises. Over this period, the DBS financed approximately USD 150 million in industrial projects, focusing on import-substitution industries, such as food processing, textiles, and construction materials.

Case: Baidoa Dairy Cooperative-Rural Agro-Processing Investment

The Baidoa Dairy Cooperative, established in 1979 with DBS financing of 3.2 million SOS (1.6 million USD), was designed to process 5,000 liters of milk daily from 1,500 pastoralist households. The loan had a 15-year repayment period at 3% interest, with a 5-year grace period, allocated 65% for facility construction, 25% for equipment procurement, and 10% for working capital. Despite its aim to link rural producers with urban markets, the project faced several operational challenges. Inadequate milk collection infrastructure caused a 65% shortfall in supply, and spoilage and transportation bottlenecks limited processing to 1,800 liters daily (36% of capacity). Moreover, weak market linkages and management deficiencies led to default on 78% of the loan by 1983.

³⁴ Ministry of Commerce and Industry. *Warbixinta Guud ee Warshadaha Dalka Sanadka 1988 (National Industrial Report 1988)*. 1988. https://arcadia.sba.uniroma3.it/bitstream/2307/876/1/warbixinta%20guud%20ee%20warshadaha_lavorato.pdf.

2.2 Somalia's Trade Agreements and Their Impact on Manufacturing

Somalia has a strategic location, and its entry into new trade agreements has provided access to some of the world's fastest-growing markets, positioning the country as a regional trade hub. In early 2024, Somalia became the eighth member of the EAC, gaining access to a dynamic market of more than 331 million people with a combined GDP of approximately USD 313 billion.³⁵ At the continental level, Somalia is moving toward ratifying the African Continental Free Trade Area (AfCFTA). This approach will remove tariffs on up to 90% of intra-African trade and give Somali producers direct access to a market of 1.3 billion consumers. At the same time, following cabinet approval and pending parliamentary ratification, Somalia is on course to join the Common Market for Eastern and Southern Africa (COMESA), which will further expand export opportunities across 21 countries in Eastern and Southern Africa. Somalia is also pursuing bilateral trade pacts to strengthen its cross-border commerce, most notably the 2024 agreement with Ethiopia and ongoing Memoranda of Understanding with Uganda, Kenya, Turkey, and Gulf states. These agreements are designed to reduce trade barriers, facilitate the smooth flow of goods, and attract greater investment into Somalia's manufacturing sector.

Table 8: Trade Agreements and Manufacturing Sector Impact

Agreement	Status	Impact on Manufacturing Sector
WTO	Negotiations ongoing	WTO accession would open global markets, reduce tariff and non-tariff barriers, and encourage investment in Somalia's manufacturing. Compliance with WTO rules would promote standardization and quality upgrades in Somali manufacturing industries.
AfCFTA	The Federal Parliament of Somalia Ratified on October 20 2025.	Provides access to African markets with reduced tariffs, increasing opportunities for Somali manufacturing (e.g., agro-processing, textiles, chemicals). It could boost competitiveness but may expose weak industries to stronger African competitors unless protective measures and industrial upgrading are pursued.
COMESA	Treaty not ratified	If ratified, Somalia could integrate into a regional market with duty-free trade, expanding export potential for manufactured products like food, beverages, textiles, and construction materials. It could also allow cheaper import of raw materials, but local manufacturers would face stronger competition.
EAC	Agreement ratified; Implementation ongoing	Access to EAC's large integrated market offers opportunities for Somali manufacturing firms to scale production, integrate into regional value chains (e.g., agro-processing, pharmaceuticals, construction materials), and attract foreign investors.
TPS-OIC	Tariff concession lists not submitted to COMCEC.	Preferential access to OIC markets could open opportunities for Somali manufacturers, particularly in food processing (halal markets), pharmaceuticals, and light manufacturing.

³⁵ East African Community, "EAC Quick Facts," <https://www.eac.int/eac-quick-facts>

Table 8: Trade Agreements and Manufacturing Sector Impact

Agreement	Status	Impact on Manufacturing Sector
GAFTA	Somalia acceded (May 2023), but full integration is pending	Duty-free access to Arab markets could significantly boost Somali exports of processed foods, construction materials, chemicals, and consumer goods. It could encourage Arab investment in Somali manufacturing plants.
AGOA	Application submitted (March 28, 2023); Assessment pending	If approved, Somalia could export manufactured goods (textiles, leather products, processed foods) duty-free to the US. This approach has the potential to attract foreign direct investment in export-oriented industries. Impact depends on Somalia's ability to scale production and meet quality standards.
GSP of the EU	Somalia is a beneficiary under EBA. Benefits are limited due to insufficient REX implementation.	It could enhance Somali manufacturing exports to the EU (textiles, agro-processed goods, light manufacturing). Unlocking benefits requires regulatory and certification capacity building.
GSP of the UK	Somalia is a beneficiary under EBA; however, it has not implemented Form A COO.	Similar to the EU, it offers preferential market access for manufactured goods. Effective utilization would support export-oriented industries in textiles, leather, and agro-processing.
Other unilateral LDC schemes	COOs not implemented	These schemes could provide preferential access to several markets for manufactured exports but require compliance and institutional mechanisms for certification.

Source: SDIT (2024), Study: An analysis of preferential trade agreements in Somalia³⁶

2.3 National Policy Approaches (e.g., in EAC Country Initiatives)

East African countries offer models of proactive industrial policy. For example, the EAC launched its 2012–2032 Industrialization Strategy, prioritizing key regional industries, including fertilizers and agro-chemicals, pharmaceuticals, petrochemicals, energy and biofuels, and agro-processing.³⁷ At the country level, EAC countries have pursued various national policies to strengthen and transform their manufacturing sectors over the past decade. For instance, Kenya has prioritized industrial transformation through the Kenya Industrial Transformation Programme and the manufacturing pillar of the Big Four Agenda, aiming to increase employment and the contribution to GDP. At the same time, Uganda has emphasized value addition and industrialization through the National Industrial Policy and has provided support for MSMEs, aiming to double the manufacturing share of GDP. Tanzania's long-term vision and five-year development plans focus on modernizing infrastructure and nurturing industrialization to expand the manufacturing sector's contribution to exports. Rwanda has actively promoted local production and high-value sectors through the Made in Rwanda initiative; moreover, its recent National Industrial Policy aims to enhance domestic demand and export potential.

³⁶ European Union–Somalia ITBP. *SDIT Study Analysis PTAs Somalia*. 2024. <https://eu-som-itbp.org/sites/default/files/2024-12/SDIT-Study%20Analysis%20PTAs%20Somalia.pdf>

³⁷ East African Community, *EAC Industrialization Strategy*, <https://www.mtic.go.ug/wp-content/uploads/2021/11/EAC-Industrialization-Strategy.pdf>.

Furthermore, Burundi has established SEZs to attract investment and stimulate manufacturing, particularly in the agro-processing and leather industries. Conversely, despite ambitious development strategies, South Sudan continues to face significant challenges in building a robust manufacturing base due to ongoing conflict and infrastructure gaps. Finally, the Democratic Republic of Congo has implemented a five-year industrial strategy to increase the manufacturing sector's share of GDP, develop value chains, and expand domestic processing. Collectively, these national policies reflect a concerted effort by EAC member states to promote industrial growth, enhance value addition, and integrate their manufacturing sectors into regional and global value chains.

Table 9: EAC Countries' National Manufacturing Policies (2015–2025)

Agreement	Status	Impact on Manufacturing Sector	
Kenya	Kenya Industrial Transformation Programme (KITP)–Vision 2030 flagship plan	2015	This five-point strategy to boost manufacturing aimed to double formal manufacturing jobs (to 700,000) and add 2–3 billion USD to GDP.
	Big Four Agenda (Manufacturing pillar)	2017 / 2018	This agenda targeted 15% annual manufacturing growth; it emphasized technology adoption, value addition, and export promotion.
Uganda	National Industrial Policy	2008	This policy enhanced value addition, private sector strength, and infrastructure; it also revived the Uganda Development Corporation and increased industrial output.
	Industrial Policy for Economic Transformation	2019	This policy promoted inclusive growth, employment, and sustainable wealth creation; it emphasized state facilitation in industrial development.
Tanzania	National Five-Year Development Plan (FYDP II)	2016	This plan accelerated industrial growth, improved infrastructure, and promoted value addition.
	FYDP III	2021	It targeted 7% real manufacturing growth by 2025/2026, focusing on industrialization and export promotion.
Rwanda	Made in Rwanda Policy	2015	This policy increased manufacturing contribution to GDP, led to factories like Pink Mango producing 10,000 jackets daily, creating 4,600 jobs. Gave a 15% preferential margin to bids with ≥30% local value addition in government procurement, and lower duties on imported inputs if final processing is done locally.
	National Industrial Policy (2024–2034)	2024	This new 10-year policy (approved Aug 2024) aims to accelerate structural transformation under Vision 2050. It focuses on export-oriented manufacturing and high-value sectors (e.g., textiles, pharmaceuticals, agro-processing), aiming to increase value addition, jobs, and competitive export capacity in manufacturing.
Burundi	Special Economic Zones (SEZ) Law	2025	This law establishes SEZs to implement Burundi's industrial policy, aiming to revitalize existing industries and create new ones (especially agro-processing, leather, etc.). SEZs are expected to attract investment, transfer technology, and boost exports in manufacturing and processing.

Table 9: EAC Countries' National Manufacturing Policies (2015–2025)

Agreement	Status	Impact on Manufacturing Sector	
South Sudan	Revised National Development Strategy (2018–2021, extended to 2024)	2018	This broad economic strategy includes diversification beyond oil. Envisioned industrial growth, but ongoing conflict and infrastructure gaps have kept manufacturing negligible. (Manufacturing remains a minimal share of GDP, with the economy still heavily import-dependent.)
Democratic Republic of Congo	Industrial Policy and Strategies Document (DPSI)	2019	This five-year industrialization policy (2019–2023) under the National Development Plan aimed to increase manufacturing’s export share (from 0% to 15%), double the number of industrial enterprises, and raise the industry’s GDP share from 18.3% to 28%. It also aimed to develop value chains, attract investment, and expand domestic processing.

2.4 Current Trends in the Manufacturing Sector

Somalia's manufacturing sector is entering a phase of cautious yet robust recovery, positioning it as one of the most appealing investment areas in the Horn of Africa. After decades of conflict-related decline, the sector is steadily regaining momentum, driven by private capital, diaspora remittances, and increasing domestic demand. At the structural level, private sector-led initiatives (rather than state-owned enterprises) are driving Somalia's manufacturing revival, and the current landscape is characterized by entrepreneurial investments, often supported by remittances and diaspora capital.

According to the MoCI, 227 industries are registered, with the overwhelming majority (52.4%) categorized as small-scale, followed by micro-sized (23.8%), medium-size (18.5%) and large enterprises (5.3%). Food and beverages 79 (34.8%) dominate Somalia's manufacturing sector, followed by chemicals and pharmaceuticals 57 (25.1%), metals & fabrication 25 (11.0%), misc. manufacturing 23 (10.1%) and printing & related support industries 18 (7.9%) with smaller contributions from furniture and related product industries (6.2%) and electrical & electronics (4.8%). These subsectors reflect strong demand in agro-processing, healthcare, metals & fabrication and consumer goods.



“Our SIA members span pharmaceuticals, food, beverages, plastics, and more see every day that the demand for Somali-made products is growing. Consumers increasingly prefer local goods because they are affordable, adaptable, and reliable. The constraints are real: finance, energy, and industrial zones are still limited. But this is precisely where investors can make a difference. By supporting industrial parks, renewable energy solutions, or joint ventures in consumer goods, investors can unlock value quickly. We believe the Somali manufacturing story is about growth, import substitution, and export readiness. This is an industry that is waiting for strong partnerships.”

Dr. Abdi Aakhiro, General Secretary, Somali Industries Association (SIA)

These subsectors reflect strong demand in agro-processing, healthcare, construction, and consumer goods. In terms of job creation, as of 2025, Somalia's manufacturing sector remains predominantly driven by small and medium-scale enterprises. Small-scale industries account for the largest share of employment, creating 4,520 jobs, followed by medium-scale industries with 3,780 jobs. Large scale industries contribute 1,500 jobs, while micro-scale enterprises generate only 270 jobs.

Table 10: Sub-Sectoral Distribution of Somalia's Manufacturing Industries

Sector	Number of Industries	Percentage (%)
Food and Beverage Industries	79	34.8%
Chemical and Pharmaceutical Industries	57	25.1%
Metals & Fabrication	25	11.0%
Misc. Manufacturing	23	10.1%
Printing and Related Support Industries	18	7.9%
Furniture and Related Product Industries	14	6.2%
Electrical & Electronics	11	4.8%
Total	227	100%

Source: MoCI, 2025

2.5 Foreign/Global Manufacturing Companies Operating in Somalia

Foreign direct manufacturing in Somalia remains scarce; however, in recent years, foreign companies have gradually begun operating in the country. While a few multinational brands maintain local outlets or engage in joint ventures, large-scale foreign-owned factories are still uncommon. Notable examples include Coca-Cola, whose products are bottled locally through partnerships with Somali companies. Additionally, major automotive brands, Toyota and Hyundai, serve the market primarily through import, assembly, and sales networks rather than full-scale manufacturing. Somalia currently hosts 46 foreign companies, most of which operate in services or trade sectors, with fewer than 10 engaged directly in manufacturing activities. This situation indicates that while foreign investment is present, its contribution to manufacturing development remains modest.

Figure 3: Stakeholders Mapping in Key Informant Interviews

Researchers used a mixed-method approach to gather comprehensive insights into Somalia's manufacturing sector. Key informant interviews were conducted with senior government officials, manufacturing business owners, financial sector representatives, Somali industry associations, and the Somali Chamber of Commerce and Industries. These interviews focused on sector-wide policies, investment dynamics, institutional frameworks, and stakeholder experiences. Most interviews took place in person, with virtual sessions arranged when face-to-face meetings were not possible.



CHAPTER 3: MANUFACTURING SUBSECTOR ATTRIBUTES AND INVESTMENT OPPORTUNITIES



“Manufacturing opportunities are abundant and poised for high returns. Those who move early will capture a first-mover advantage.”

Mohamed Dubo, SOMINVEST

The manufacturing potential of Somalia is shaped by a set of priority subsectors that offer immediate entry points for industrial growth: food and beverage, construction materials, pharmaceuticals, packaging, furniture, metal fabrication, recycling, and boatbuilding. These subsectors were selected because they combine strong domestic demand, existing manufacturing activities, and clear opportunities for local value addition. Each reflects a different part of the economy where production gaps remain large, investment needs are well-defined, and the private sector has already started manufacturing. These subsectors provide a practical pathway to expand domestic production, reduce import pressures, create jobs, and build local supply chains. The following sections outline the attributes of each subsector and present concrete investment opportunities that can stimulate early industrial growth. Despite this potential, domestic industrial capacity remains limited. Manufacturing accounted for only 7.4% of GDP in 2022,³⁸ representing just 15% of established businesses.³⁹

3.1 Food and Beverage Industry

The food and beverage industry is one of the largest manufacturing sectors globally, encompassing the processing of agricultural products into foods, beverages, and packaged consumer goods. Its activities range from grain milling and dairy processing to soft-drink bottling and packaged snack production. The industry benefits from steady demand growth driven by population increases and urbanization, and it continually innovates in areas such as food safety, shelf-stable products, and supply chain efficiency. In Somalia, decades of conflict have destroyed most of the formal manufacturing sector, including food processing plants. As a result, the country has become heavily dependent on imported processed foods, valued at more than USD 2.5 billion in 2024.⁴⁰ Nevertheless, food and beverage is one of the most active manufacturing subsectors in the country, although overall manufacturing activity remained limited, the industry grew by 15% between 2017 and 2019.⁴¹ Such rapid growth, coupled with strong domestic demand and rising private-sector participation, highlights the potential of this re-emerging sector. These trends reveal a market where local producers can capture unmet demand, reduce import dependence, and scale competitive products. This sector has clear expansion potential and investment opportunities that can drive its growth.

³⁸ African Development Bank (AfDB). *Country Focus Report 2024 - Somalia*. 2024. <https://www.afdb.org/en/documents/country-focus-report-2024-somalia-driving-somalias-transformation-reform-global-financial-architecture>

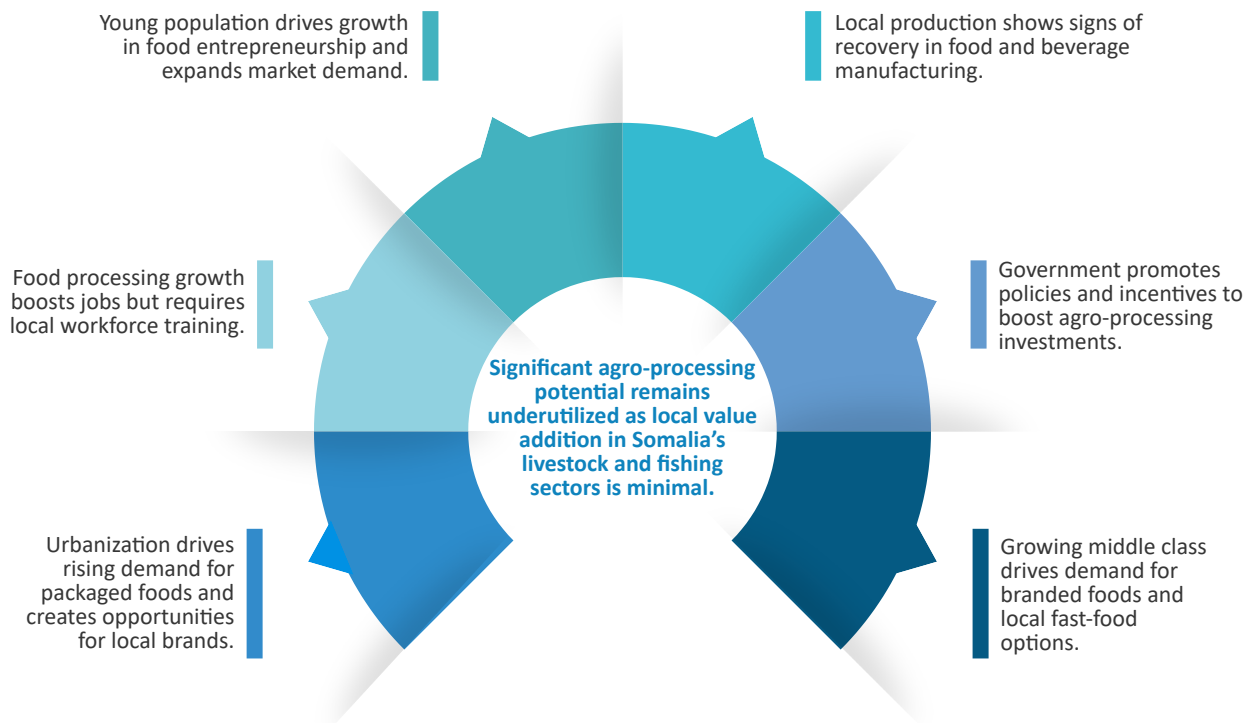
³⁹ International Finance Corporation (IFC). *Creating Markets in Somalia: Unlocking Private Sector-Led Growth at a Critical Juncture of Somalia's Development, Country Private Sector Diagnostic*. 2024. <https://www.ifc.org/en/insights-reports/2024/somalia-private-sector-diagnostic>

⁴⁰ Central Bank of Somalia (CBS). *Quarterly Economic Review (2024Q4)*. 2025. <https://centralbank.gov.so/quarterly-economic-review-2024-q4/>

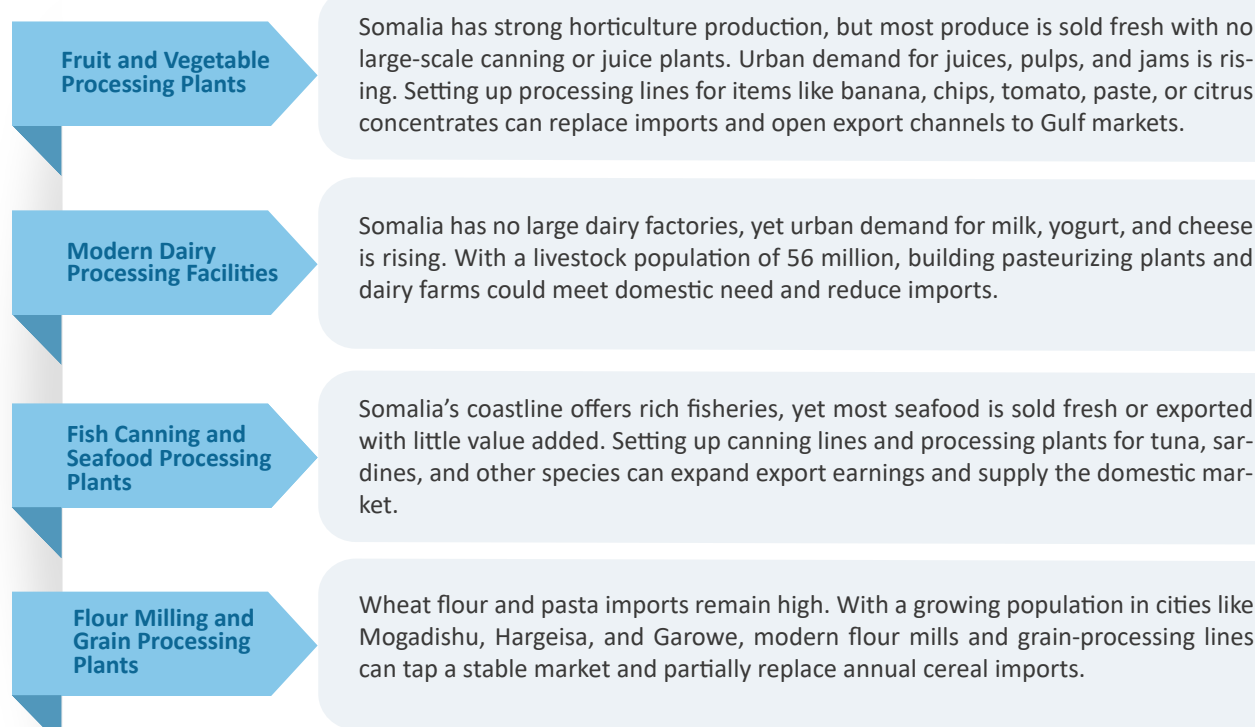
⁴¹ International Finance Corporation (IFC). *Creating Markets in Somalia: Unlocking Private Sector-Led Growth at a Critical Juncture of Somalia's Development, Country Private Sector Diagnostic*. 2024. <https://www.ifc.org/en/insights-reports/2024/somalia-private-sector-diagnostic>

Food and Beverage Industry

Key Attributes of Somalia's Food and Beverage Industry



Investment Opportunities in the Sector

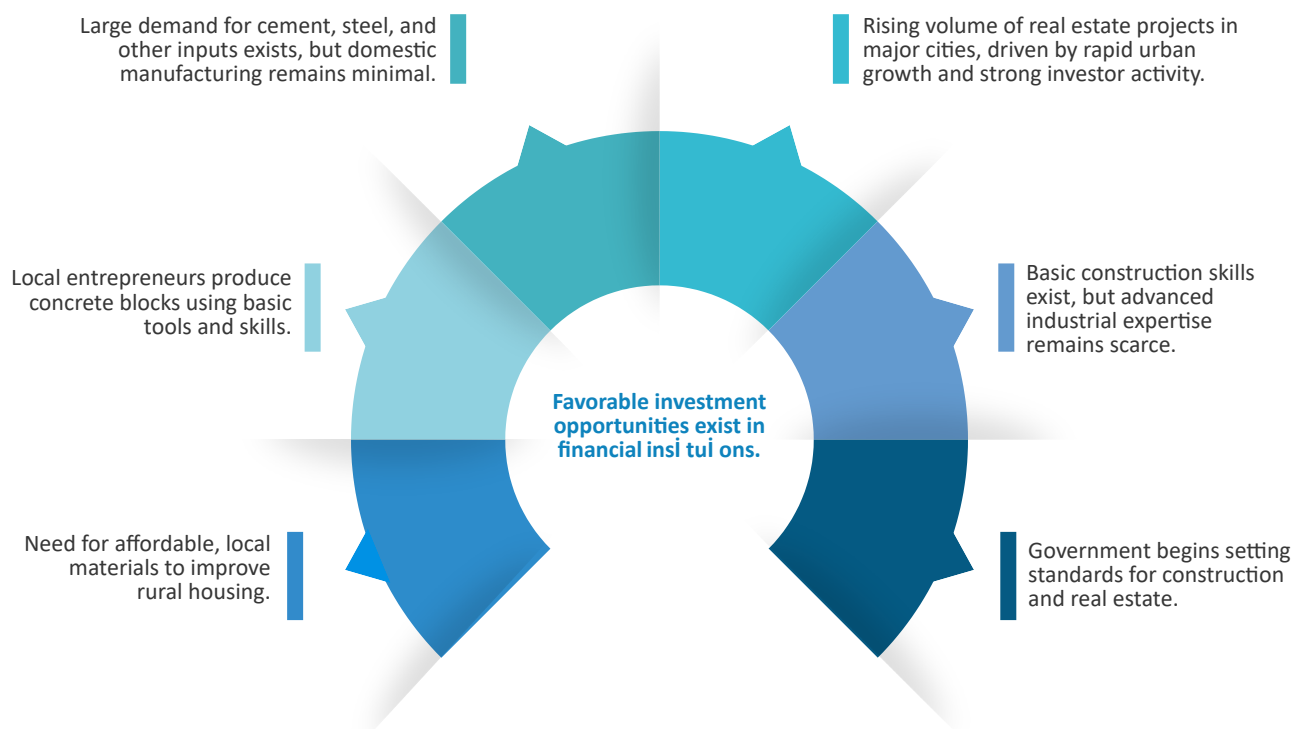


3.2 Construction Materials Industry

The construction materials industry encompasses the production of basic inputs used in building and infrastructure development, such as cement, concrete, steel, bricks, glass, timber products, and other materials. This industry is strongly tied to real estate and infrastructure development cycles. Rapid urbanization and the expansion of emerging markets have driven strong global demand for cement and steel, with major manufacturers operating across multiple countries. In Somalia, the construction sector has grown substantially in recent years—the skylines of big cities such as Mogadishu, Hargeisa, and Garowe are dotted with new buildings, reflecting diaspora investments in real estate. In 2024, banks financed 37% of the total construction and real estate investments.⁴² However, almost all formal construction materials are imported; in 2024, Somalia imported construction materials worth USD 1.2 billion (10% of GDP), including cement, steel rebar, metal roofing sheets, ceramic tiles, glass, paint, and electrical cables. The current supply lags far behind the demand.⁴³ The majority of housing and commercial construction still uses imported Portland cement and imported steel. The high cost of these imports contributes to high construction costs. Meanwhile, a notable development in Somalia's construction materials industry is the rise of recycling initiatives that turn waste into building materials. This signals a market shaped by investment opportunities, where supply gaps remain wide, and the need for local manufacturing is clear.

Construction Materials Industry

Key Attributes of the Construction Materials Industry



⁴² Central Bank of Somalia (CBS). *Annual Statistical Bulletin June-2025*. 2025. <https://centralbank.gov.so/annual-statistical-bulletin-june-2025/>.

⁴³ Central Bank of Somalia (CBS). *Quarterly Economic Review (2024Q4)*. 2025. <https://centralbank.gov.so/quarterly-economic-review-2024-q4/>.

Investment Opportunities in the Sector



3.3 Mineral and Chemical Industry

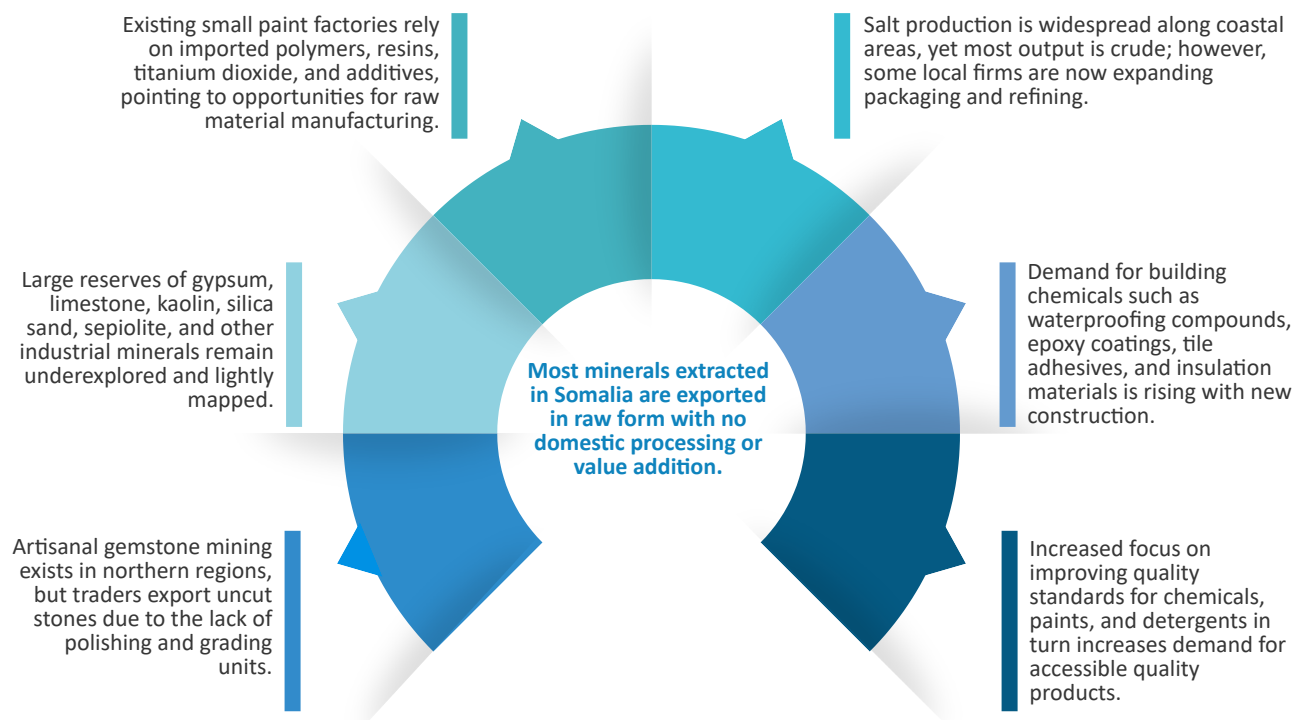
The mineral and chemical industry encompasses the extraction, processing, and conversion of raw minerals into products used in manufacturing, agriculture, and consumer markets. This industry presently includes domestic salt refining; limestone and gypsum processing; and industrial chemical, detergent, paint, and fertilizer manufacturing. Globally, the chemical market was valued at approximately USD 5.82 trillion in 2024 and is projected to reach approximately USD 7.85 trillion by 2032, with an annual growth rate of roughly 3.8%.⁴⁴

Rapidly rising construction activity to meet increased demand for urban housing and agribusiness expansion has stimulated the global demand for and consumption of chemicals and processed minerals, creating space for diverse producers in emerging markets. In Somalia, the mineral and chemical industry remains largely untapped but holds considerable potential. Currently, Somalia produces only small quantities of gemstones and salt, yet it holds known deposits of gypsum, limestone, kaolin, sepiolite clay, feldspar, iron ore, copper, gold, tantalum, tin, uranium, glass-grade silica sand, and natural gas. A few companies extract raw materials in northern regions, but most materials are exported in unprocessed form. Some foreign firms mix imported raw inputs into paints and finished products, but no large-scale processing is performed. Simultaneously, rapid growth in real estate, farming, and industrial activity is driving strong demand for lime, fertilizers, detergents, paints, and other chemical inputs, almost all of which are imported. This creates a clear opening for domestic mineral processing and light chemical manufacturing.

⁴⁴ SNS Insider. "Global Chemical Market," <https://www.snsinsider.com/reports/global-chemical-market-4043>

Mineral and Chemical Industry

Key Attributes of the Mineral and Chemical Industry



Investment Opportunities in the Sector



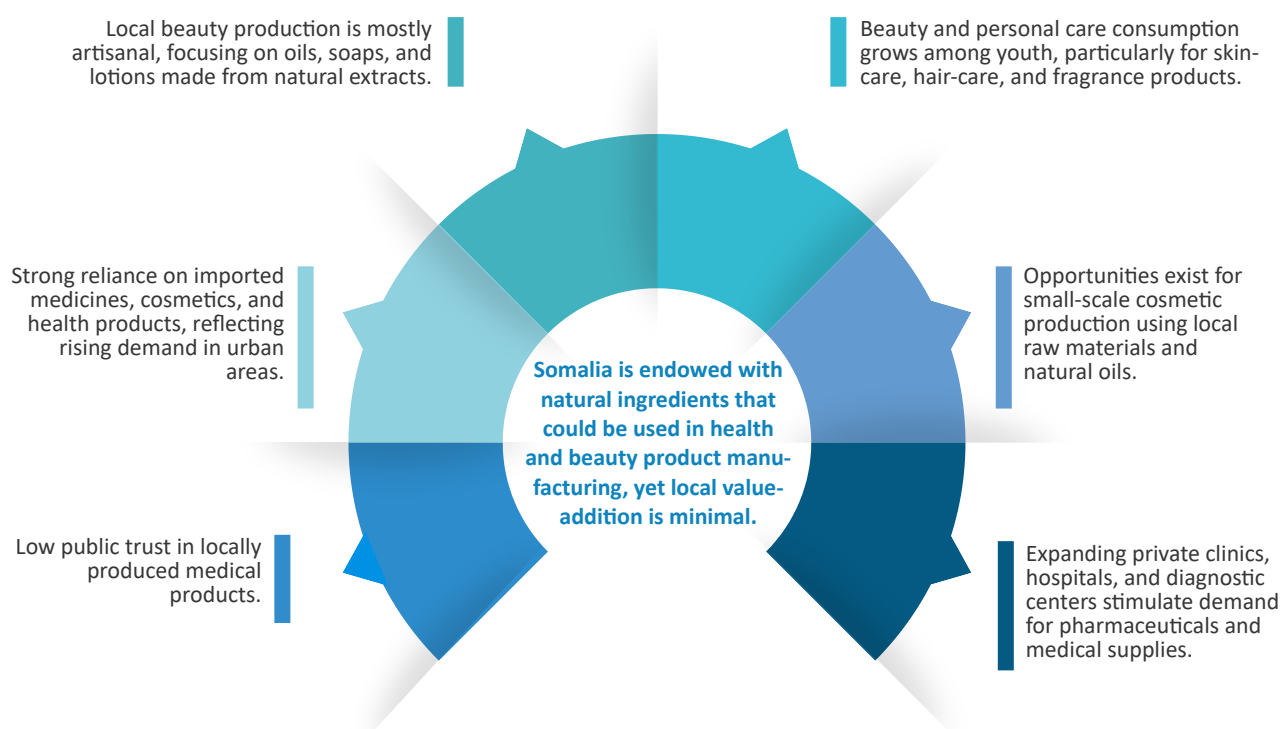
3.4 Consumer Health, Beauty, and Pharmaceutical Industry

The consumer health, beauty, and pharmaceutical industry cover diverse products that support personal well-being, hygiene, and medical treatment. This sector includes a wide range of over-the-counter medicines, basic pharmaceuticals, skincare and haircare products, cosmetics, hygiene items, and nutritional supplements. These products are part of daily household consumption and are central to public health. Growing urban populations and rising awareness of personal care have expanded global demand, with major brands supplying markets across multiple regions.

Somalia's consumer health, beauty, and pharmaceutical industry is presently quite rudimentary; the pharmaceutical industry is essentially nonexistent in terms of manufacturing. The country relies almost entirely on imports of cosmetic products and medicines. Certain locally produced cosmetics and soaps are made from natural products. In 2024, Somalia imported more than USD 1.4 billion in medicinal and pharmaceutical products, making this the country's second-largest import category. Imported cosmetics totaled USD 147 million in the same year⁴⁵. Recent efforts have been made toward domestic production in the pharmaceutical industry: compounding pharmacies in Mogadishu prepare IV fluids or repackage bulk drugs into doses, with ongoing discussions about establishing a local IV fluids plant, as saline drips are essential and in high demand. Local health and beauty products are most closely associated with artisan producers of oils, lotions, and soaps made from local extracts of oilseeds, selected fruits and gums, and resins. Notably, Somalia's market for health and beauty products and medicines is expanding, driven by a growing population and efforts to expand healthcare. Private pharmacies are widespread in cities, indicating a potentially ready market for locally produced generics if they are available and trusted.

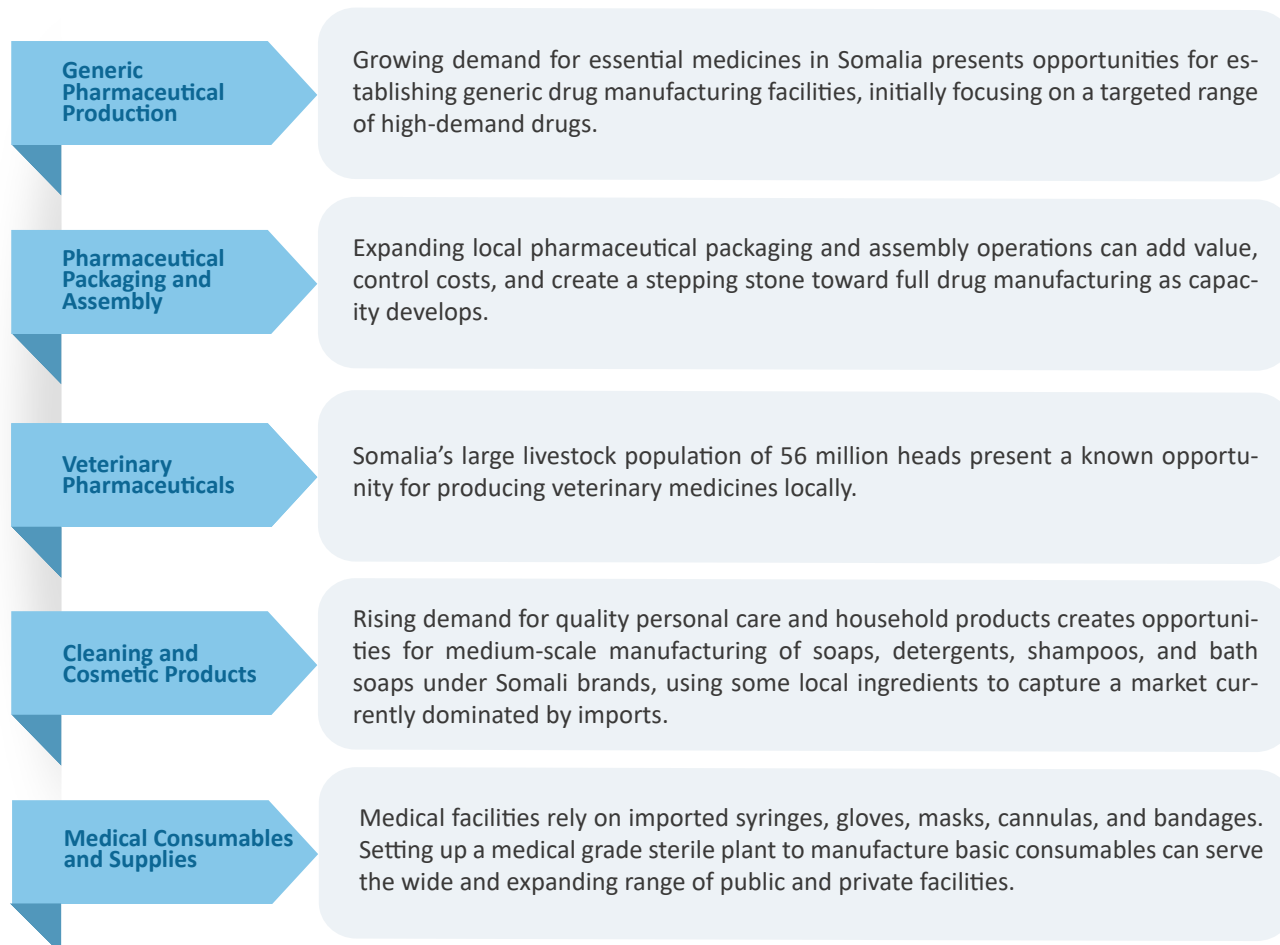
Health, Beauty, and Pharmaceutical Industry

Key Attributes of the Consumer Health, Beauty, and Pharmaceutical Industry



⁴⁵ Central Bank of Somalia (CBS). *Quarterly Economic Review (2024Q4)*. 2025. <https://centralbank.gov.so/quarterly-economic-review-2024-q4/>

Investment Opportunities in the Sector



3.5 The Metal and Aluminum Fabrication Industry

Metal fabrication involves cutting, shaping, and assembling metal structures and products. Globally, it underpins industries from construction to automotive to appliances. It includes welding, machining, forging, casting, and sheet metal work to create everything from steel beams and rebar to machinery parts, tools, and consumer products. Somalia's metal fabrication sector is vibrant at the small-scale level and is just emerging formally. Metal fabrication is a foundational industry in Somalia and has considerable potential to advance into more complex manufacturing. Currently, Somalia exports scrap metal, although some industries have begun processing it but struggle to establish themselves in the market due to various challenges.



"For over a decade, Hadiid has been providing steel-structure buildings with customizable, durable, and cost-effective designs, including modern restaurants, coffee shops, malls, and hospitality venues. Our capacity is far greater than what we currently produce, but high energy costs and limited access to finance constrain us. With the right investment, we are ready to shift from small, order-based production into bulk manufacturing that can serve both Somalia and regional markets. We believe the private sector is the backbone of Somalia's recovery."

Bishar Mohamud Abdi, Operations Manager, Hadiid Industries Group

Somalia's Emerging Renewable Energy Manufacturing Sector and Investment Potential

Somalia is rapidly mobilizing its abundant solar and wind resources as part of a green transition. The country has high renewable energy potential across most regions. Expanding clean energy reduces dependence on imported fuel. It also lowers electricity costs, which average around \$0.60 per kWh. The shift to renewables is creating space for domestic green energy manufacturing. Demand for solar panels, batteries, inverters, mounting systems, and grid components is rising. Most of these products are currently imported. Local production can reduce costs, shorten supply chains, and create jobs.

A local solar equipment industry is beginning to emerge. The Horn of Africa Solar Panels Plant in Mogadishu now produces photovoltaic modules locally.⁴⁶ This marks an important step toward industrial development in the renewable energy sector. Solar manufacturing in Somalia remains at an early stage. With structured investment, it can expand from assembly to full component manufacturing over time.

Potential investment areas include:

- Solar panel assembly and full module production
- Battery assembly and storage systems
- Recycling solar panels and batteries.

Investment opportunities are strong due to high and growing electricity demand, rapid urbanization, and increasing energy needs from the private sector. Somalia can position itself as a regional hub for clean-tech assembly and renewable energy equipment production. With targeted investment, the green energy manufacturing sector can shift from import dependence to domestic production.

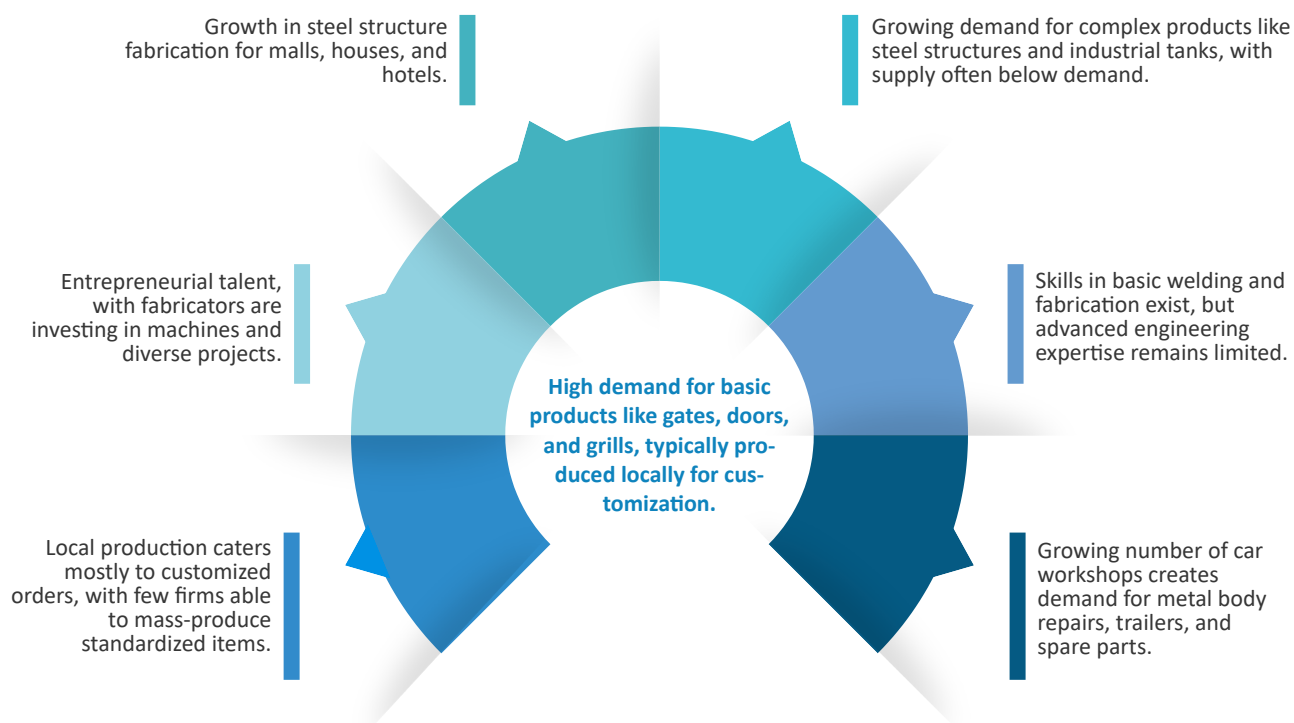


SOMINVEST - Energy Sector

⁴⁶ Horn of Africa Solar Panels Plant (HASPP). <https://haspp.so/>

Metal and Aluminum Fabrication Industry

Key Attributes of the Metal and Aluminum Fabrication Industry



Investment Opportunities in the Sector

Light Metal Manufacturing Plants

Setting up plants that produce angles, channels, purlins, fence posts, and thin-gauge sheets can supply builders with local materials. These units can serve real estate firms, hardware stores, and workshop fabricators while replacing a large share of imported light metals.

Metal Body and Spare Parts Fabrication Plant

Somalia imports most vehicle replacement parts and depends on informal workshops for repairs. A small plant with cutting, bending, and welding lines can produce trailers; undertake metal body repairs; and manufacture key spare parts such as brackets, bumpers, guards, and mounts, creating a reliable local supply for car workshops.

Expanding Aluminum Door and Window Frame Plants

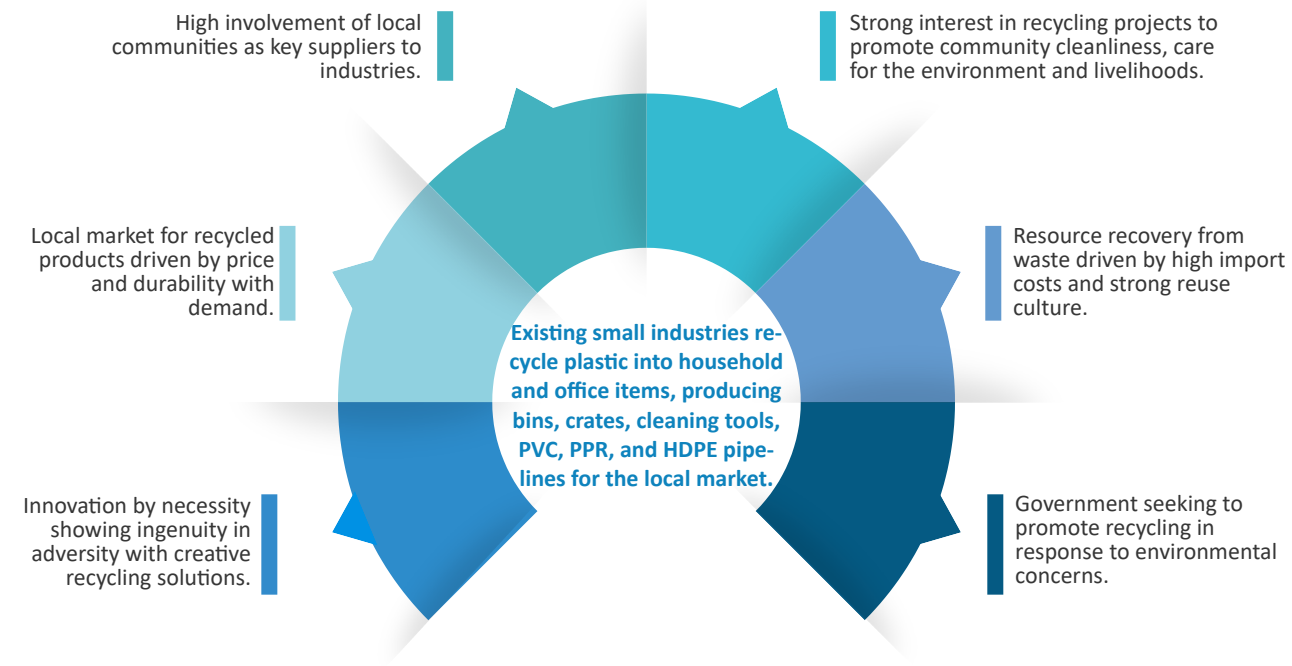
Urban real estate growth creates strong demand for standardized frames. Expanding with automated cutting, assembly, and powder-coating lines can help domestic demand replace imported units.

3.6 Recycling and Value Addition Industry

Recycling has become an integral part of sustainable development globally. The concept of a circular economy, where waste materials are repurposed into new products, is gaining traction owing to environmental concerns and the need for resource efficiency. Value addition broadly refers to the processing of raw or low-value materials into high-value products. In many developing countries, recycling also provides a source of income for informal workers, such as waste pickers and scrap collectors. Therefore, investing in recycling and value addition in Somalia is not only environmentally important but also financially promising. In Somalia, recycling is still at an early stage and remains a relatively new concept in formal practice. A few emerging industries have begun processing plastic waste into usable household and office products, including basins, buckets, jugs, children’s cups, stools, potties, teacups, and dustpans. A key aspect of these industries is their integration with community engagement. Because the supply of raw materials—whether waste or primary—is fragmented, women in particular play an important role in collecting recyclable waste from households and ensuring a steady flow of materials into the recycling chain.

Recycling and Value Addition Industry

Key Attributes of the Recycling and Value Addition Industry



Somali Plastic Factory

Investment Opportunities in the Sector

Existing Recycling Expansion Plants

Early-stage recyclers convert plastic waste into basic household and office items. Expanding plants with shredding, washing, pelletizing, and molding lines can scale production, stabilize supply chains, and shift the market away from imported goods.

Packaging Recycling Plants

Rising demand for packaging in the food and beverage sector opens strong space for recycled inputs. Juices, bottled water, dairy, and flour processors need cartons, bottles, and plastic films. Recycling lines can supply part of this demand and reduce imports.

Upcycled Furniture and Product Workshops

Investors can set up workshops that turn recycled plastics, metals, and wood offcuts into school desks, chairs, storage units, and modular furniture. Demand from schools, offices, and new homes creates steady sales and quick turnover.

Plastic Sheet and Film Recycling Plants

Waste plastic can be turned into garbage bags, shopping bags, mulch films, and packaging films for farms and retail stores. Investors tap into large urban consumption and growing retail chains.

3.7 Furniture and Related Product Industry

The furniture industry encompasses the manufacturing of household, office, and institutional furniture made from wood, metal, plastic, and other materials. Globally, the sector ranges from small artisan workshops to large factory complexes that mass-produce flat-pack furniture, such as those in China and Poland. In Somalia, furniture production has historically been small-scale and predominantly craft-based. However, the industry is now transitioning from purely artisanal methods to semi-industrial production, creating a unique investment opportunity. Investors can play a pivotal role in shaping this transition by building brands that compete with imports and are recognized for quality. Market demand is steadily rising, with furniture imports reaching approximately USD 174 million in 2024,⁴⁷ highlighting both the sector's growth potential and the untapped opportunity for local manufacturing to meet domestic and regional needs.

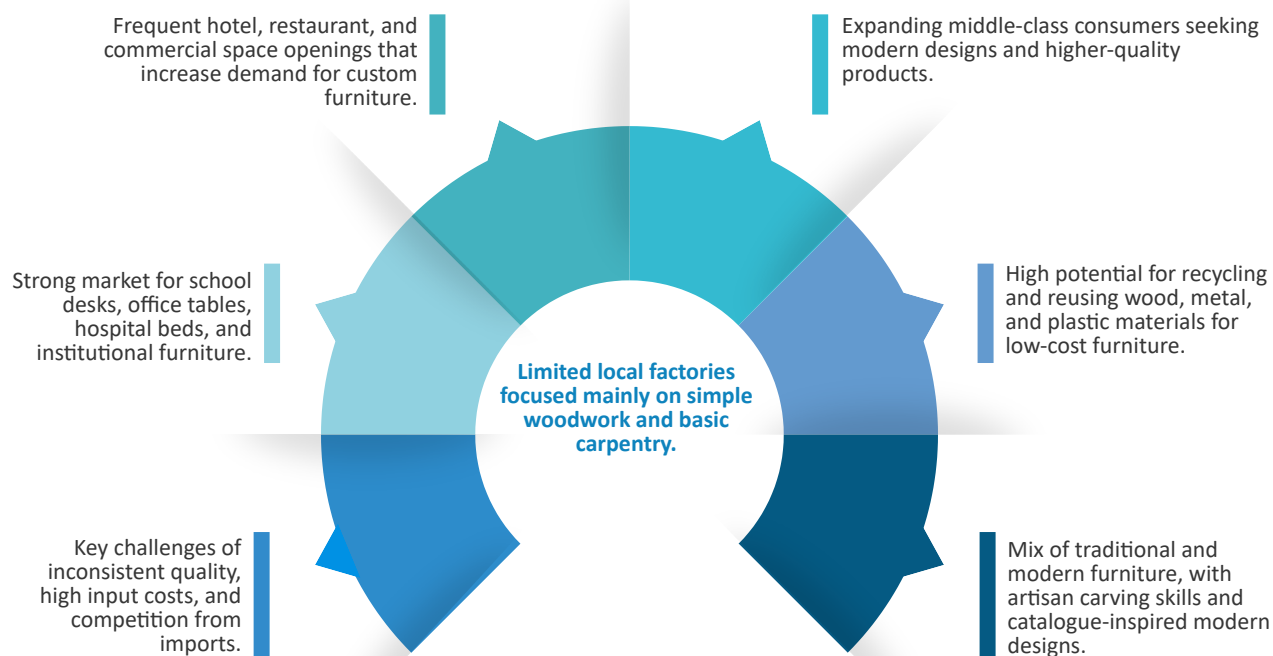


Shakir Foam Factory

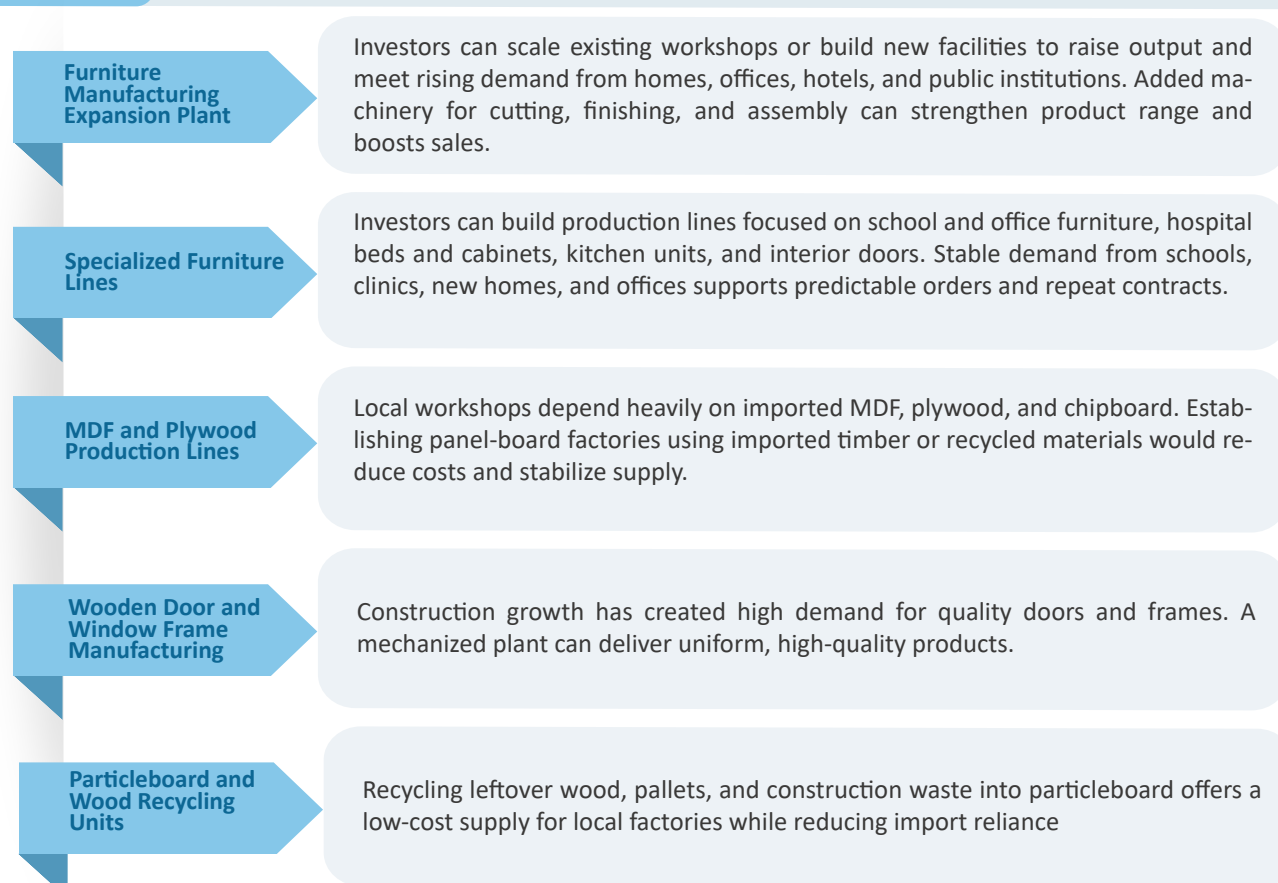
⁴⁷ Central Bank of Somalia (CBS). *Quarterly Economic Review (2024Q4)*. 2025. <https://centralbank.gov.so/quarterly-economic-review-2024-q4/>.

Furniture and Related Product Industry

Key Attributes of the Furniture and Related Product Industry



Investment Opportunities in the Sector



3.8 Ship- and Boat-building Industry

Ship- and boatbuilding is a strategic industry directly linked to trade, fisheries, energy, defense, and tourism. It includes the construction, repair, and retrofitting of vessels ranging from artisanal fishing skiffs to large commercial ships. Globally, the industry was projected to reach USD 233.2 billion by 2025.⁴⁸ Somalia has the longest mainland coastline in Africa (3,333 km) and is strategically located along the Indian Ocean and the Gulf of Aden, one of the busiest global shipping lanes. However, the domestic ship- and boat-building industry remains small-scale and informal, dominated by artisanal builders producing wooden dhows and fiberglass skiffs, though some have begun building modern small boats equipped with GPS and other technologies. Somalia has an estimated 65,144 registered fishermen (as of 2017), with tens of thousands of unregistered small boats used for fishing and transport⁴⁹. No domestic capacity exists for large shipbuilding. Somali ports (Mogadishu, Berbera, Bosasso, and Kismayo) handle international vessels but rely on foreign yards for construction and major repairs. Repair and maintenance facilities are limited to small boats. Larger vessels calling at Somali ports must sail to Djibouti or Mombasa for drydocking.

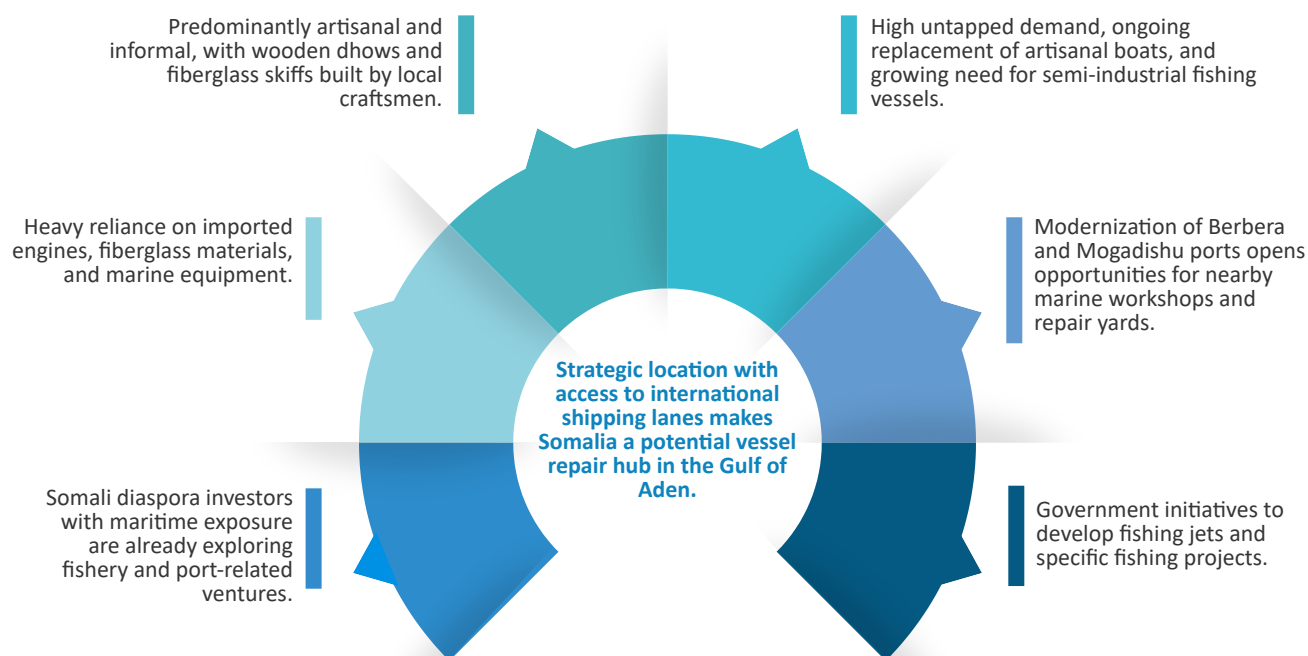


“Somalia has the longest coastline in Africa, and yet our fishing and boat-building industries are still in their infancy. We launched Sommarine with the goal of producing modern fishing vessels and aquaculture equipment. Already, demand from local fishermen is strong, but our capacity is only a fraction of what is needed. With capital investment, we can scale to producing 30 vessels per year and transform Somalia into a Blue Economy powerhouse. The opportunities in seafood processing, cold storage, and marine logistics are enormous.”

Abdi Ali, Director, Sommarine

Ship and Boat-building Industry

Key Attributes of the Ship- and Boat-building Industry



⁴⁸ Ship Building and Repairing Market Report 2025–2034. “Ship Building and Repairing Industry Report 2025–2034,” 2025. <https://finance.yahoo.com/news/ship-building-repairing-industry-report-123300867.html>.

⁴⁹ United Nations Industrial Development Organization (UNIDO). *Fishery Subsector Study*. “Fishery Subsector Final,” https://downloads.unido.org/ot/21/18/21185900/3_170097_Fishery%20Subsector_final.pdf

Investment Opportunities in the Sector



3.9 Packaging Industry

The global packaging industry is a key contributor to manufacturing and trade, producing materials and containers used to protect, preserve, and transport goods. The industry provides paper and cardboard, plastics, glass, metals, and flexible packaging solutions for sectors such as food and beverage, pharmaceuticals, electronics, and personal care. Demand is fueled by urbanization, e-commerce growth, and rising consumer expectations for convenience and sustainability. The global packaging market was valued at approximately USD 1.05 trillion in 2024.⁵⁰ Flexible packaging has witnessed strong growth due to its low weight, cost-efficiency, and environmental benefits; meanwhile, sustainable packaging solutions are seeing rapid adoption driven by regulatory pressure and consumer awareness. Somalia’s packaging industry is emerging and is driven by rising domestic demand. Historically, the country relied entirely on imports for packaging products. Domestic production has begun in recent years, creating opportunities to reduce import dependence, meet growing market demand, and develop local manufacturing capabilities.

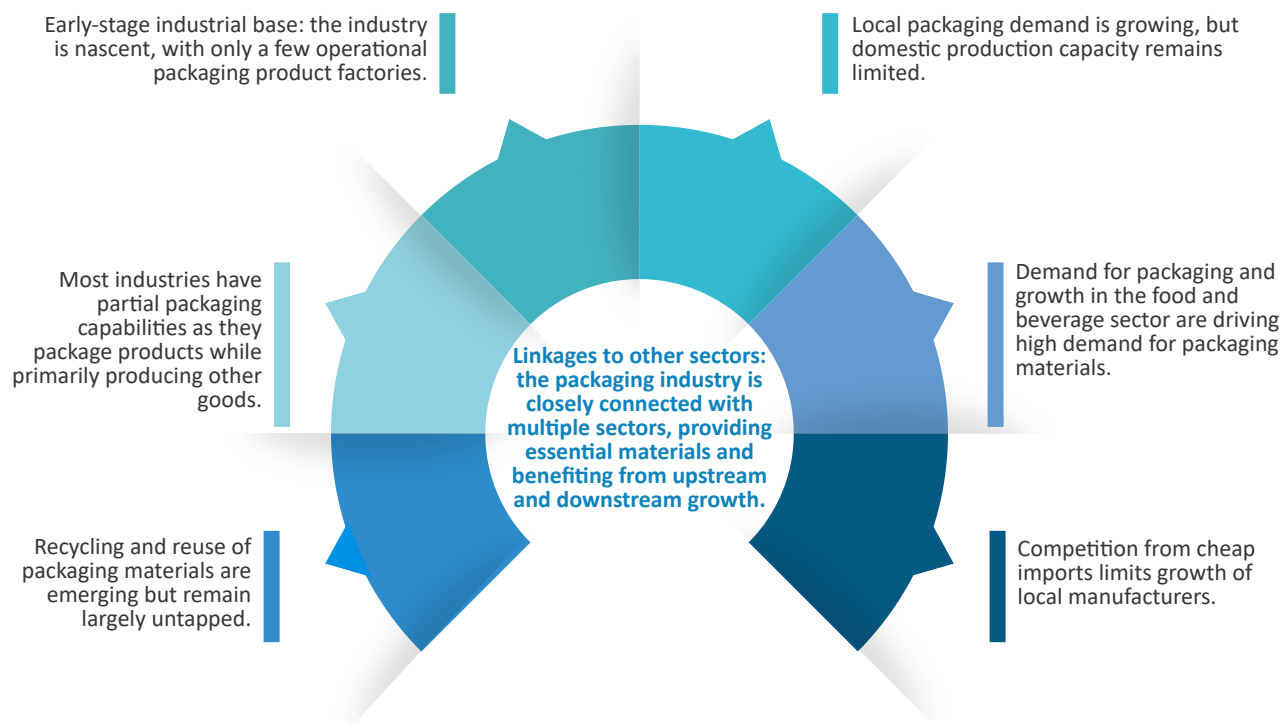


Sompack Packaging Industry

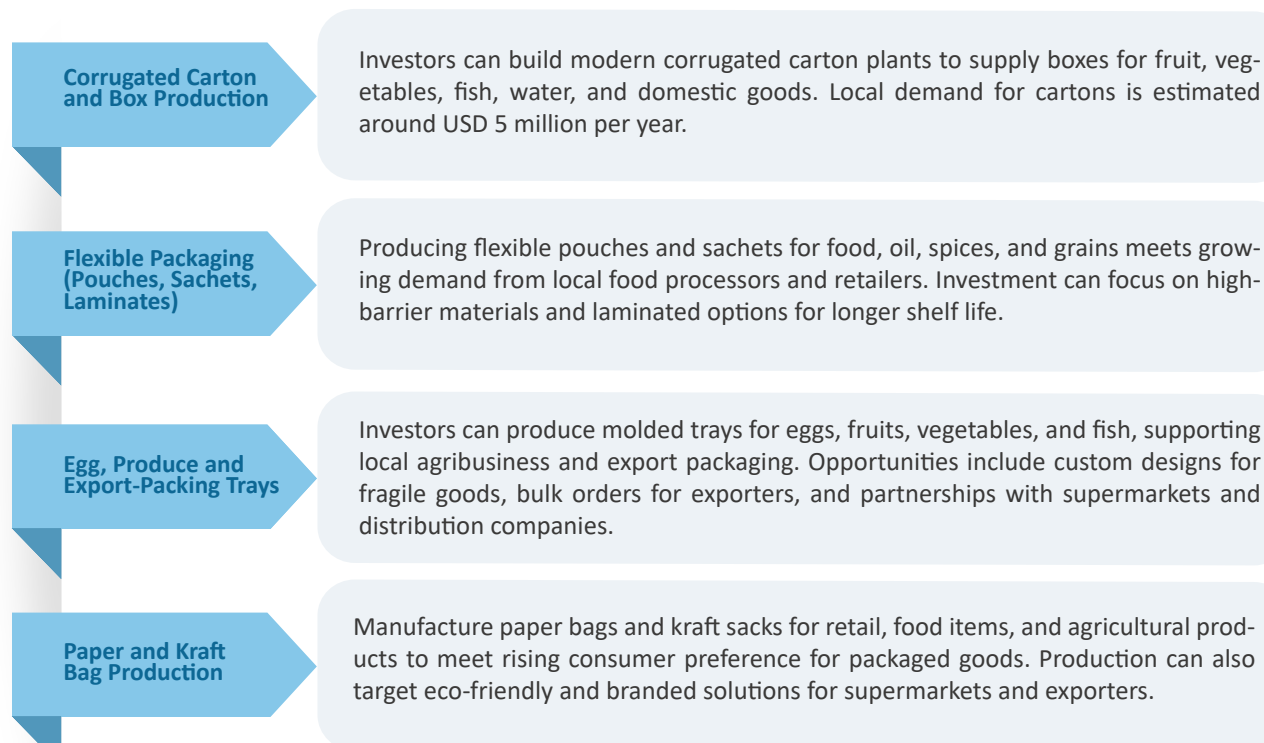
⁵⁰ World Packaging Organization. 2023. https://www.worldpackaging.org/Uploads/2023-07/NewsPDF85_1688654621.pdf

Somalia's Packaging Industry

Key Attributes of Somalia's Packaging Industry



Investment Opportunities in the Sector



CHAPTER FOUR: CASE STUDIES OF SUCCESSFUL MANUFACTURING INVESTMENTS

CASE STUDIES OF SUCCESSFUL MANUFACTURING INVESTMENTS

4.1 FOOD AND BEVERAGES

CASE STUDY 1: SOMTUNA

Somtuna Fishing and Seafood Industry, headquartered in Berbera, is a pioneering Somali enterprise established to build a modern, fully integrated seafood processing and export industry in the Horn of Africa. The company was founded by a group of visionary investors who share a unified mission to harness Somalia's vast, untapped marine resources through sustainable, high-value, export-driven seafood production. Somtuna represents the new generation of Somali industries: innovation-led, sustainability-focused, and globally competitive.

The establishment of Somtuna marked a milestone in Somalia's blue economy. Founded with a commitment to food security, employment creation, and industrial value addition, the company was designed to bridge the gap between the region's natural marine wealth and its economic potential. It combines traditional fishing knowledge with international production standards to transform the country's seafood industry from small-scale artisanal operations into a sophisticated, export-ready manufacturing sector.



Somtuna operates a vertically integrated business model that covers every stage of the seafood value chain, from fishing and processing to cold-chain storage, distribution, and export. This end-to-end approach allows the company to maintain strict quality control, cost efficiency, and supply reliability. Its industrial operations are designed for scalability, enabling the processing of multiple product lines while adhering to international food safety and environmental management certification standards.

The company's production portfolio includes canned tuna, fresh and frozen fish, fish meal, and fish oil. Each product is processed under modern, zero-waste utilization systems that maximize output while minimizing environmental impact. The facility's design meets HACCP and ISO compliance standards, ensuring that all products meet export-grade requirements. The company's processing operations are supported by cold-chain logistics, ice plants, and storage facilities, guaranteeing freshness and traceability from sea to shelf.





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SOMTUNA FISHING & SEAFOOD INDUSTRY

VALUE PROPOSITION

Somtuna serves a diverse client base across domestic, regional, and global markets. The company's primary customer segments include supermarkets, food processors, distributors, restaurants, and international buyers from East Africa, the Middle East, and Asia. The industry's strategic location near the Berbera Port allows direct access to key shipping routes, reducing logistics time and cost while enhancing competitiveness in regional and global seafood markets.

Somtuna's unique value proposition lies in its combination of sustainable sourcing, advanced processing technology, and local empowerment. Somtuna guarantees freshness, supports coastal livelihoods, and ensures fair market linkages by sourcing directly from Somali fishermen along the country's 3,300 km coastline. Somtuna has made significant progress toward establishing a regional seafood powerhouse since its establishment. The company has introduced industrial-scale fish processing and packaging for domestic and export markets, developed a modern cold-storage and logistics infrastructure, and formed partnerships with regional and international distributors.

Somtuna's investment history demonstrates steady growth and commitment to innovation. Since its founding, the company has invested heavily in industrial infrastructure, advanced machinery, and staff training, resulting in enhanced production efficiency, improved quality assurance systems, and sustainable profit growth. The strategic vision of Somtuna Fishing and Seafood Industry is to become the region's leading sustainable seafood producer and one of Africa's top integrated fish processing companies. Its long-term goal is to transform Somalia's blue economy into a driver of inclusive industrial growth, job creation, and export diversification.

CASE STUDIES

OF SUCCESSFUL MANUFACTURING INVESTMENTS

CASE STUDY 2: AFI PURE MINERAL WATER

The Afi Water Manufacturing Industry is a privately owned Somali enterprise established in 1999, making it the first commercial producer of purified mineral water in South-Central Somalia. Afi is headquartered on Industries Road in Daynile District, Mogadishu, with operational plants in Mogadishu, Kismayo, and Baidoa. It was founded to transform access to safe drinking water in a region that lacked modern purification and reliable distribution systems. Over the years, Afi has evolved into a symbol of innovation, reliability, and quality in Somalia's water manufacturing industry, setting the standard for hygiene, production efficiency, and customer trust.

Afi's business model is built on an integrated framework that combines manufacturing, bulk supply, and pipeline infrastructure. The company's operations are anchored around three major pillars: packaged water production, bulk water delivery, and pipeline water systems. Through this model, Afi provides bottled mineral water in multiple sizes for retail and institutional clients, supplies purified water to large-scale construction projects and humanitarian organizations, and operates managed water pipeline networks that bring safe, affordable water directly to households. This integration of manufacturing, logistics, and infrastructure services makes Afi the most comprehensive provider of water solutions in South-Central Somalia.



The company's production capacity reflects decades of continuous investment and modernization. Its advanced purification systems employ multistage filtration, ultraviolet treatment, and reverse osmosis processes that meet the quality requirements of the World Health Organization and the Somali Bureau of Standards. The plants produce bottled mineral water in sizes ranging from 250 mL to 20 L, with returnable 10-L and 20-L jerricans for institutional and residential use. In addition to packaged products, Afi operates a bulk-delivery fleet serving construction projects, NGOs, and commercial clients. In key urban neighborhoods, its pipeline water systems ensure 24-h access to purified water.

The Afi Water Manufacturing Industry serves a wide customer base across Somalia, including households, government institutions, non-governmental organizations (NGOs), hotels, hospitals, and industrial clients. The company's retail division supplies bottled water to supermarkets, hotels, and corporate offices, and its bulk and pipeline units cater to humanitarian operations, construction projects, and residential communities. Its ability to provide customized solutions, including private labeling services for hotels, events, and corporate clients, reinforces its position as a premium yet accessible brand in the market.





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AFI PURE MINERAL WATER

VALUE PROPOSITION

The company's unique value proposition is its comprehensive and trusted service delivery. As a pioneer in Somalia's bottled water industry, Afi combines deep market knowledge with modern technology to ensure consistent product purity and operational excellence. Its production facilities are ISO-compliant, supported by in-house laboratories that conduct routine water-quality testing to maintain strict health and safety standards. Since its establishment, Afi has achieved several milestones, positioning it as an industry leader. It introduced the first large-scale purified water bottling system in Somalia, expanded its operational footprint to three major cities, and maintained uninterrupted service during periods of infrastructure challenges.

Production volumes tripled between 2020 and 2024, supported by the introduction of automated bottling and labeling systems. Afi's market position reflects its reputation as the most trusted and technically advanced water producer in South-Central Somalia. Its products are known for their purity, consistent quality, and affordability, and they have earned widespread consumer loyalty. The company's dual focus on product excellence and community service distinguishes it from emerging competitors, reinforcing its status as a household name in safe drinking water and a partner of choice for institutional clients.

The company's investment history is marked by strategic reinvestment and expansion. Following its establishment in 1999, Afi reinvested in modern bottling and purification equipment in 2012, followed by major capacity upgrades between 2020 and 2024. These investments have enabled operational scalability and compliance with global standards while also maintaining price stability for consumers. Afi's strategic vision for 2025–2030 is to become Somalia's leading and most trusted All Water Solutions brand, offering packaged, bulk, and pipeline water services under one integrated system. To promote sustainability, the company plans to expand its production capacity, extend pipeline networks to new residential districts, and introduce solar-powered operations. With a strong foundation of experience, infrastructure, and public trust, the Afi Industry stands as a model of Somali industrial resilience.

CASE STUDIES OF SUCCESSFUL MANUFACTURING INVESTMENTS

4.2 CONSTRUCTION MATERIALS INDUSTRY

CASE STUDY 3: STARSOM GROUP

Starsom, established in 2012, is one of Somalia's leading manufacturing and industrial enterprises, headquartered in Mogadishu. The industry was founded with a bold vision to modernize Somalia's construction materials sector by introducing reliable, high-quality, locally produced industrial solutions. Built on the principles of innovation, integrity, and efficiency, Starsom has become a national leader in industrial transformation, creating jobs, reducing imports, and setting new standards in local production. Starsom Industries emerged to bridge a critical gap in Somalia's manufacturing landscape. With a commitment to excellence, the industry evolved from a traditional trading background into a diversified industrial powerhouse with operations across Mogadishu, Kismayo, and Garowe, as well as international branches in Dubai and Turkey.

Starsom Industry's business model is centered around innovation, efficiency, and market responsiveness. Its two flagship production units, Starsom Interlock Factory (established in 2013) and Starsom PVC Doors and Windows Factory (established in 2014), are the pillars of industrial excellence. Starsom introduced Somalia's first modern interlocking block production line with a monthly capacity of 50,000 square meters. Building on this success, Starsom expanded into PVC manufacturing and achieved a monthly output of 2,500 doors and 6,000 windows. Starsom Industries employs 75 skilled and semi-skilled staff, up from 57 before the expansion. Starsom's market strategy focuses on serving four major segments: large-scale construction companies, property developers, institutional clients, and retail distributors.





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STARSOM GROUP

VALUE PROPOSITION

Their achievements are both commercial and developmental. Production capacity has grown by over 30%, and sales have expanded by 20%, driving profitability from 10% to 22%. Starsom has reduced reliance on imports, generated local employment, and enhanced Somalia's self-reliance in construction materials.

Starsom's investment history demonstrates a disciplined approach to growth and reinvestment. Its expansion has been entirely driven by market demand, innovation, and reinvested profits. It envisions a future of growth and regional expansion. In 2026, Starsom plans to introduce advanced production technologies and expand into complementary product lines, such as reinforced concrete pipes, composite panels, and plastic recycling. Starsom Industries is ready to partner with investors, development partners, and institutions that share its belief in Somalia's industrial future. Starsom represents a reliable partner for sustainable industrialization and inclusive growth in Somalia and beyond with proven success, technical capacity, and a strong brand reputation.



CASE STUDIES

OF SUCCESSFUL MANUFACTURING INVESTMENTS

4.3 MINERAL AND CHEMICAL INDUSTRY

CASE STUDY 4: NATIONAL SALT INDUSTRIES COMPANY LTD

National Salt Industries Company Ltd., established in 2020, is a privately owned Somali enterprise. Headquartered in Mogadishu, Banaadir Region, with its factory in Xinlebi, Galmudug State, the company was founded to transform Somalia's natural salt resources into high-quality refined and iodized products that meet international standards. It represents a new generation of modern, quality-driven, and export-ready manufacturing in Somalia. Operationally, the company maintains a fully integrated processing chain from sourcing raw salt for refinement to packaging and nationwide distribution. The facility operates with ISO-compliant equipment and maintains a modern quality control laboratory to test product purity and consistency. The company produces more than 300 metric tons of refined salt per day. Its core focus is industrial efficiency, local supply integration, and development of premium-grade salt products for domestic and international markets.

The company serves two major market segments:

- Bulk industrial buyers, food processors, and wholesalers.
- Consumers who purchase through retail distribution in various packaging sizes.

The company's market approach focuses on quality assurance, affordability, and accessibility. By offering iodized salt in a range of packaging from 50-kg sacks to 300-g pouches, the company bridges the gap between commercial demand and household consumption. The company's unique value proposition lies in combining Somalia's natural salt advantage with modern technology, quality certification, and scalable production. It positions itself as a pioneer of refined salt manufacturing in Somalia and a future regional exporter. The facility operates with ISO-compliant equipment and maintains a modern quality control laboratory to ensure product purity and consistency. The salt passed the international standards test of salt purity, confirming its compliance with global quality benchmarks.





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NATIONAL SALT INDUSTRIES LTD

VALUE PROPOSITION

Since its inception, National Salt Industries has achieved major milestones, including doubling revenue between 2022 and 2024 and increasing production capacity six-fold. The introduction of automated packaging lines and efficient logistics networks strengthened its market share. Employment has grown to 45 skilled workers, with new technical roles in laboratory testing, logistics, and machine operation, empowering local communities with industrial skills.

In the domestic market, the company is the most advanced salt refinery in Somalia. It stands out for its product quality, supply reliability, and contribution to national food security. Its brand is associated with trust, hygiene, and modern standards, setting the benchmark for the salt industry in Somalia.

The company plans to scale production and enter export markets in the Horn of Africa and the Gulf region. The company will establish a second production site in southern Somalia, expand its product line to include flavored and industrial-use salts, and strengthen export partnerships with international buyers. These plans aim to create more jobs and position the company as a competitive player in the global salt market. National Salt Industries Company Ltd. envisions a future where Somali-made products meet world-class standards and compete confidently on international shelves.



CASE STUDIES OF SUCCESSFUL MANUFACTURING INVESTMENTS

4.4 CONSUMER HEALTH, BEAUTY, AND THE PHARMACEUTICAL INDUSTRY



CASE STUDY 5: YENISOM HEALTHCARE

Yenisom Health Manufacturing Company is a proudly Somali-owned pharmaceutical production enterprise headquartered in Mogadishu, Somalia. It was established in December 2022 with a transformative vision to restore Somalia's pharmaceutical production capacity after more than three decades of total reliance on imported medicines. Yenisom's foundation was inspired by the urgent national need for affordable, locally produced medicines that meet global standards. The founders envisioned a modern pharmaceutical platform that could reduce medicine prices, shorten supply chains, and create industrial employment for Somali professionals. From formulation to packaging, Yenisom maintains rigorous quality assurance systems and strict hygiene controls to ensure patient safety and product efficacy.

The facility houses advanced production units, R&D laboratories, quality control departments, and climate-controlled storage units that meet international manufacturing standards and are certified by the Somali Bureau of Standards. The company's business model integrates manufacturing, research, and distribution within a single operational ecosystem.

Yenisom focuses on the production of essential pharmaceuticals, including painkillers, antibiotics, antimalarials, antidiabetics, and antihypertensives, as well as syrups, capsules, and nutritional supplements. Its operations are highly automated, utilizing modern machinery that ensures precision, hygiene, and efficiency in every production batch. With an installed capacity of producing over one million tablets per month, the company has revolutionized the pharmaceutical manufacturing landscape in Somalia.

Yenisom Health Manufacturing Industry has achieved significant milestones. Within its first year of operation, it restored local medicine production capacity in Somalia, reduced dependence on imported drugs, and secured supply contracts with leading hospitals and wholesalers. The company's production growth exceeded expectations, with a 30% capacity increase within 12 months. In terms of market positioning, the Yenisom Health Manufacturing Industry is a first mover and market leader in Somalia's modern pharmaceutical sector. Its products are increasingly preferred by hospitals and pharmacies because of their affordability and reliability.





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YENISOM HEALTHCARE

VALUE PROPOSITION

Yenisom's unique value proposition lies in its ability to deliver world-class pharmaceutical products made in Somalia, by Somalis, for Somalis and the wider region. By producing locally, Yenisom drastically shortens supply chains, reduces costs, and stabilizes prices while maintaining international quality. The company's certified production standards, strong research capabilities, and reputation for reliability have established it as a trusted name in the Somali healthcare industry.

Yenisom's investment history reflects a strong commitment and disciplined reinvestment. With its two-stage capital infusion in 2022, the industry has continued to expand its technological base through imported automated systems, ensuring efficiency and scalability. Each reinvestment has been guided by clear productivity goals, including higher output, energy efficiency, and enhanced product diversity. The company has a strategic vision to import substitutes into pharmaceutical products. Its future outlook includes expanding production capacity, introducing injectables and vaccines, and developing new formulations for chronic and infectious diseases.



CASE STUDIES OF SUCCESSFUL MANUFACTURING INVESTMENTS

4.5 METAL AND ALUMINUM FABRICATION INDUSTRY

CASE STUDY 6: HADIID INDUSTRIES GROUP

The Hadiid Industries Group was founded in 2013 in Mogadishu as a small-scale fabrication workshop specializing in basic metalworks. The company emerged during a period of rapid reconstruction in Somalia, when the demand for modern construction and manufacturing solutions was rising. Hadiid employs 85 permanent staff members, including engineers, technicians, designers, and support personnel. Hadiid operates on a customer-driven business model that prioritizes customization, efficiency, and quality. Its core focus is steel fabrication and construction products, with an emphasis on delivering solutions tailored to Somalia's rebuilding needs. By integrating advanced technology with localized expertise, industries reduce dependence on costly imports while creating value for clients across multiple sectors.

Hadiid offers a broad product portfolio, including the following:

- Customized steel doors, gates, staircases, and fencing
- Structural steel products for warehouses, partition floors, and multi-story buildings
- Metal furniture such as beds, desks, chairs, tables, office cabinets, shoe racks, and shelves



The company's production capacity has doubled since 2017, rising from 4,000 to 8,000 units annually. Operations are supported by advanced fabrication technologies, such as laser cutting, bending systems, welding equipment, drilling machines, and painting systems, ensuring precision, efficiency, and scalability in meeting client demands.

Hadiid serves a range of market segments, including:

- **Construction sector:** by providing steel structures for residential, commercial, and industrial projects.
- **Institutions:** by supplying durable and affordable furniture to schools, hospitals, and offices.
- **Corporate clients:** by delivering customized solutions to private businesses and organizations.
- **Households:** by offering modern and long-lasting home furniture and fittings.

Hadiid's competitive advantage is their locally produced, customizable, and high-quality steel products sold at competitive prices. Compared to imported alternatives, Hadiid products are more cost-effective, readily available, and designed to meet local market needs. The company also emphasizes sustainability by using recycled materials and creating environmentally friendly and affordable products.



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HADIID INDUSTRIES GROUP

VALUE PROPOSITION

The company also emphasizes sustainability by using recycled materials and creating environmentally friendly and affordable products. The Hadiid brand is a symbol of quality, reliability, and innovation in Somalia's manufacturing sector. The ongoing reconstruction and urbanization in Somalia present vast opportunities for expansion.

Hadiid is positioned to experience growth by:

- Scaling up production to meet volume demand in schools, offices, and hospitals.
- Expanding into regional markets in the Horn of Africa.
- Introducing automated systems that increase operational efficiency.
- Partnering with investors to establish additional factories and increase distribution networks.

For investors, Hadiid offers a proven business model, a strong client base, and an expanding market that demands steel structures and furniture at scale. Its strategic vision is to become a regional leader in steel fabrication and construction products. The company aims to fully automate its business processes in the short term, further increasing productivity and quality standards. Meanwhile, in the long term, Hadiid plans to expand across Somalia and establish international offices in the Horn of Africa. With its track record of innovation, customer focus, and sustainable growth, Hadiid represents one of the most promising manufacturing investments in Somalia.



CASE STUDIES OF SUCCESSFUL MANUFACTURING INVESTMENTS

4.6 RECYCLING AND VALUE ADDITION



CASE STUDY 7: SOMALI PLASSTIC FACTORY LTD

Somali Plastic Factory Ltd. is a dynamic private manufacturing enterprise headquartered in Mogadishu, Banadir, Somalia. It was established in 2014 as a partnership-driven venture and has emerged as one of Somalia's most successful industrial investments, pioneering modern plastic pipe manufacturing and recycling solutions that power the nation's reconstruction and infrastructure renewal. These early investments built the foundation for a fully circular production system that transformed imported and recycled polymers into durable, high-quality pipelines for domestic markets.

The company's rapid expansion reflects visionary leadership and deep market insight. In 2019, the Somali Plastic Factory launched a PPR pipeline manufacturing plant, expanding into potable water and HVAC systems to meet rising construction and public utility needs. In 2023, the factory completed a major HDPE capacity extension, enabling large-scale production for industrial, agricultural, and municipal projects. Each investment phase introduced cutting-edge technology, automation, and quality control systems that ensured compliance with international stan-

dards while ensuring affordability for the local market.

The Somali Plastic Factory's growth journey was not without challenges. Limited access to industrial finance, unstable power supply, and reliance on imported polymers initially constrained production. However, through strategic reinvestment, process optimization, and partnership building, the company turned these challenges into learning opportunities. A vertically integrated ecosystem that unites production, recycling, and distribution is the heart of the company's business model. The factory has employed 60 skilled and semi-skilled workers across production and produces PVC, PPR, and HDPE pipelines using advanced extrusion supported by automated cutting, in-line testing, and energy-efficient systems.

The company's operational capacity now exceeds 1,000 tons per year, making it a reliable supplier for national reconstruction projects and private developers. It serves a diversified customer base, including construction firms, water authorities, non-governmental organizations (NGOs), and government contractors across Mogadishu, Hargeisa, Garowe, Baidoa, and Kismayo.





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SOMALI PLASTIC FACTORY LTD

VALUE PROPOSITION

Somali Plastic Factory's unique value proposition is based on four pillars: quality, affordability, sustainability, and national impact. Its locally produced piping systems outperform imported alternatives in terms of strength and durability, while offering shorter lead times and lower costs. The integrated recycling plant adds environmental and economic value by transforming waste into raw material, reducing import dependence, and promoting circular manufacturing practices.

Over the past decade, it has significantly contributed to Somalia's industrial revival by installing thousands of kilometers of locally manufactured pipelines, creating over 200 direct and indirect jobs, and helping stabilize construction market prices. Continuous investment in technology and human capital has driven an average annual revenue growth of 25%–30%, underscoring its financial resilience and operational excellence.

In the competitive Somali market, the Somali Plastic Factory has earned a reputation as the nation's leading and most trusted producer of plastic piping systems. Its brand symbolizes reliability, modernity, and national self-sufficiency. The Somali Plastic Factory envisions a bold and sustainable expansion. It plans to establish a large-scale recycling and pelletizing facility to process locally collected waste between 2026 and 2029, expand HDPE and PPR production capacity with high-speed extrusion lines, and launch a new division for plastic packaging and household products. The Somali Plastic Factory invites investors, development partners, and financial institutions to join its mission to transform Somalia's industrial landscape. With proven success, a strong market presence, and a sustainable business model, the company represents one of the country's most bankable manufacturing ventures, ready to scale into the region.

CASE STUDIES OF SUCCESSFUL MANUFACTURING INVESTMENTS

4.7 SHIP AND BOAT BUILDING INDUSTRY

CASE STUDY 8: SOMMARINE LIMITED

Sommarine Limited, established in May 2023, is a privately owned manufacturing and marine industry headquartered in Kismayo, Jubaland, Somalia. The industry was founded to pioneer the construction of Somalia's first modern fiberglass boatbuilding and marine production facility. Sommarine transformed a 4.5-acre seafront site into a 400 m² operational plant that manufactures fiberglass boats, water tanks, and roofing sheets. The establishment of the industry reflects strong private confidence and long-term commitment to advancing Somalia's blue economy.

Sommarine entered the market with a clear understanding of Somalia's growing demand for high-quality, HACCP-compliant fishing vessels and fiberglass products. It faced challenges typical of early industrial ventures in fragile economies: limited access to finance, import delays, scarcity of skilled labor, and security-related constraints. Sommarine successfully overcame these barriers through phased investments, partner-

ships with technical experts, and active engagement with local communities. The industry learned that localized production, strong community ties, and flexible business models are essential to sustain in emerging markets.

Sommarine's business model integrates manufacturing, fishing operations, and skills development into a single ecosystem. It produces 7 m and 12 m fiberglass boats, water tanks, and roofing sheets for local and regional markets. It employs 56 skilled and semi-skilled workers, many of whom are trained under the KAALMI Marine Institute partnership. Each product combines modern technology and local craftsmanship, ensuring durability, safety, and compliance with international standards.

The company's market approach targets four segments: artisanal and semi-industrial fishers, cooperatives, public institutions, and private clients in the construction and household sectors.



SOMMARINE LIMITED

VALUE PROPOSITION

Its business model is built on a direct-to-market strategy, supported by lease-to-own schemes, that allows youths and cooperatives to access boats and generate livelihoods.

Sommarine's value proposition rests on quality, affordability, and social impact. It offers locally built fiberglass vessels that are durable, safe, and tailored to Somali marine conditions. Industry operations reduce import dependency, shorten delivery times, and create employment opportunities. The company's fiberglass tanks and roofing products address essential community needs for water storage and housing, further diversifying income streams and strengthening its market relevance. The industry produced 20 boats and thousands of fiberglass products while transferring critical technical skills to local artisans.

Sommarine's market positioning is strong and distinctive. Being the first modern fiberglass boat manufacturer in Somalia, it holds a first-mover advantage in the marine industry. Its integration of manufacturing, training, and fishing operations differentiates it from traditional operators.

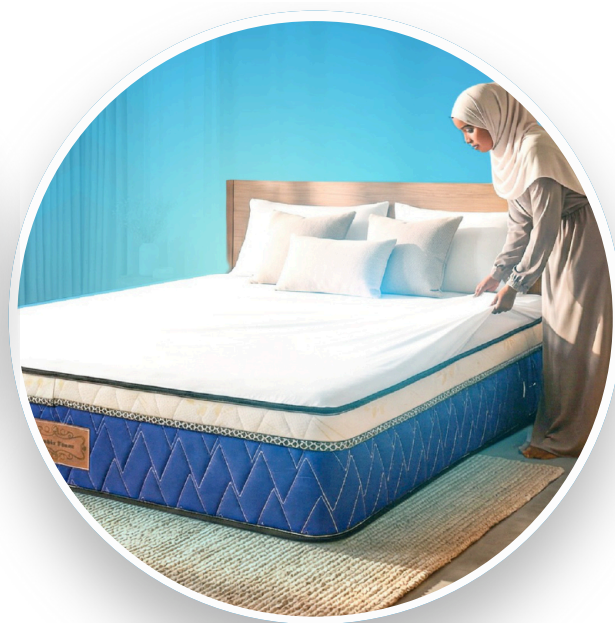
Sommarine's future outlook is ambitious and growth-oriented. In 2026, the industry plans to build a 1,500 m² advanced facility capable of producing larger 15–24 m fiberglass vessels for deep-sea operations. A 370-ton solar-powered fish processing plant is also planned to ensure value addition, sustainable preservation, and export readiness. The industry will continue to scale production of fiberglass water tanks and roofing to meet rising domestic and regional demand. Investors and partners are invited to join Sommarine in accelerating this transformation by supporting capacity expansion, export development, and sustainable fisheries.

CONTACTS

-  **Headquarters:** Kismayo, Jubaland, Somalia
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-  www.sommarineltd.com
-  facebook.com/profile.php?id=61562702711264

CASE STUDIES OF SUCCESSFUL MANUFACTURING INVESTMENTS

4.8 FURNITURE AND RELATED PRODUCT INDUSTRIES



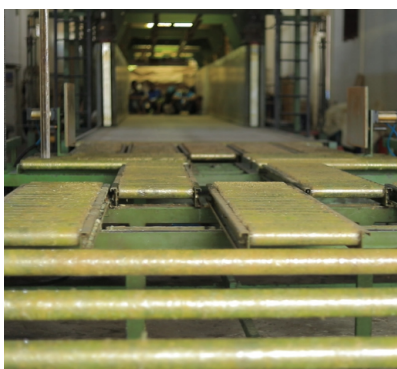
CASE STUDY 9: SHAKIR FOAM FACTORY

Shakir Foam Factory is a privately owned manufacturing company and a key subsidiary of Shakir Group LLC, a diversified holding company headquartered in Mogadishu, Somalia. Established in 2003, the company is one of the largest and most trusted producers of foam mattresses in Somalia. The business has continually expanded its footprint and production capacity through strategic investments. Major milestones include the establishment of the first foam factory in Mogadishu in 2003, relocation to Eelasha Biyaha during periods of instability, and commissioning a 9,600 m² state-of-the-art facility in Mogadishu in 2016. Between 2016 and 2022, regional factories in Beydhabo, Baladweyne, Dhuusamareeb, and Doolow were opened to overcome logistics barriers and bring production closer to consumers.

The industry's investment journey reflects a commitment to quality, innovation, and resilience. Every phase of expansion has been driven by strong domestic demand for affordable, high-quality mattresses and foam products.

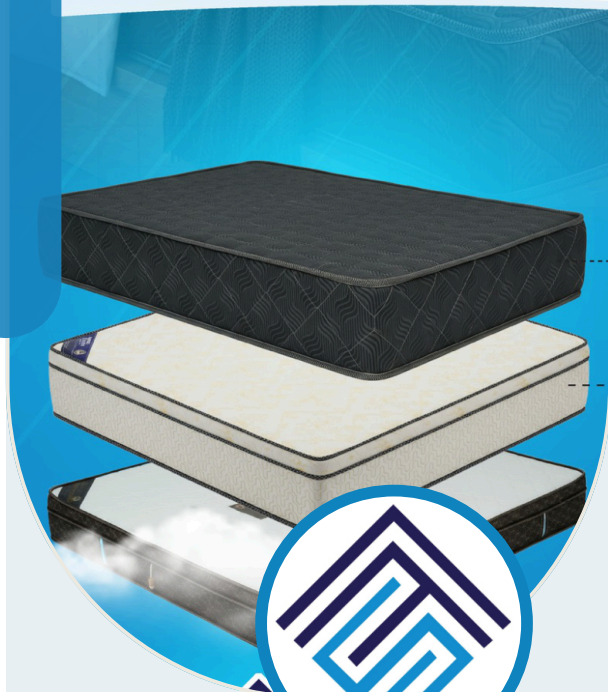
Continuous technological upgrades, such as automated continuous production lines, rebonding (recycling) machinery, and precision cutting systems, have enabled the industry to diversify its product range and achieve operational efficiency. Shakir Foam Factory's operations span multiple regions, supported by more than 20 sales points and a vast distribution network that reaches all major Somali cities and neighboring countries, including Ethiopia and Kenya. The industry has established long-term supply partnerships with raw material providers in the UAE, China, South Korea, India, and Turkey, ensuring a reliable, cost-effective supply chain. Locally, the "Made in Somalia" products have earned customer trust through consistent quality, comfort, and affordability.

The company's value proposition lies in transforming raw foam materials into high-quality finished products, such as mattresses, pillows, cushions, and furniture. The company's multi-tiered product lines, ranging from medical to luxury, offer solutions for every income segment while supporting the growing hospitality, housing, and healthcare markets.





**Midkee ayaa
adiga kugu habo**



CONTACTS

-  **Headquarters:** Banaadir Region, Mogadishu, Beydhabo, Baladweyne, Dhuusamareeb, and Doolow
-  info@shakirgroup.com | shakir@shakir.so
-  +252 611111122
-  <https://shakirgroup.com/>
-  facebook.com/Shakirfoamfactory/

SHAKIR FOAM FACTORY

VALUE PROPOSITION

Over two decades, the industry has grown into a major employer with approximately 250 employees across five factories, hundreds of distributors, and thousands of retailers nationwide. Skilled technicians, machine operators, and administrative professionals drive the company's day-to-day operations, which are supported by continuous in-house training in chemical handling, quality control, and production safety.

Today, the Shakir Foam Factory is a symbol of industrial resilience and local manufacturing excellence. It has sustained revenue and profit growth over two decades, driven by technological innovation, skilled workforce development, and strong brand reputation. The company's ongoing digital transformation through Odoo ERP enhances transparency, data accuracy, and efficiency across its value chain.

The company's vision focuses on modernization and sustainability. Plans include expanding production facilities, building a new central warehouse to enhance logistics, and achieving global ISO certifications across quality, environmental management, safety, and energy standards. Future investments will prioritize renewable energy solutions, workforce training, and automation to align with international manufacturing standards and ensure competitiveness in regional markets.



CASE STUDIES OF SUCCESSFUL MANUFACTURING INVESTMENTS

4.9 PACKAGING INDUSTRY



CASE STUDY 10: SOMPACK INDUSTRY

Sompack Packaging, established in 2001, is a privately owned manufacturing enterprise headquartered in Mogadishu, Banadir, Somalia. The industry was founded with a clear vision: to transform Somalia's packaging sector through modern manufacturing, sustainable solutions, and locally produced alternatives to imports. Over the past two decades, Sompack has grown into a leading packaging producer in Somalia, offering high-quality industrial and retail packaging solutions for businesses across multiple sectors, from FMCG and food production to logistics, pharmaceuticals, and construction.

Sompack represents the new face of Somali manufacturing: innovative, technology-driven, and aligned with the international market. Its establishment was inspired by the growing need for locally manufactured packaging materials that meet international quality standards while reducing dependency on imported products. Sompack's business model integrates corrugated industrial packaging, retail packaging, and custom branding, positioning it as a one-stop solution for the country's evolving industrial and commercial packaging needs.

In 2021, Sompack made a major investment in technology and infrastructure, installing a semi-automatic corrugation machine, four-color printers, folding machines, and a boiler steam system. This modernization project increased the factory's production capacity, improved product uniformity, and reduced waste. Sompack increased its operational efficiency by 45%, reduced downtime by 30%, and strengthened its position as Somalia's most reliable packaging supplier by shifting from manual to semi-automated processes.

Sompack's product portfolio includes a wide range of industrial and retail packaging materials. The company manufactures corrugated boxes, bulk shipping cartons, and protective industrial-grade packaging for manufacturers, exporters, and logistics operators. Its retail packaging line focuses on high-quality, branded boxes and custom-printed materials for consumer goods, beverages, cosmetics, and e-commerce. Sompack enables businesses to brand their packaging with customized logos and designs through its private labeling services, adding value and identity to Somali-made products in local and regional markets.





CONTACTS

-  **Headquarters:** Banadir, Mogadishu, Somalia
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-  +254 616 001 000
-  www.sompack.com
-  facebook.com/Somaliapackaging/
-  [@sompack.ltd](https://www.instagram.com/sompack.ltd)
-  [Sompack Official Channel](#)

SOMPACK INDUSTRY

VALUE PROPOSITION

Sompack serves a broad market base, including manufacturers, wholesalers, retailers, government institutions, nongovernmental organizations (NGOs), and hospitality operators. The company's distribution network now extends beyond Mogadishu to Kismayo and Hargeisa, supported by long-term partnerships with local distributors and paper suppliers. The company's unique value proposition is the combination of modern production technology, consistent quality, and responsive service. Sompack is not only a packaging producer but also a strategic industrial partner for Somali manufacturers seeking reliability, customization, and cost efficiency. Being the first semi-automated packaging plant in Somalia, Sompack guarantees faster turn-around times, improved print quality, and sustainable packaging that meets global standards.

Looking ahead, Sompack Packaging has an ambitious strategic vision for 2025–2030. The company plans to:

- Introduce a fully automated conversion line to double the output capacity by 2026.
- Launch eco-friendly and reusable packaging to support sustainability.
- Install a solar-powered energy system to reduce operational costs.
- Expand its export footprint to Ethiopia and Kenya, positioning Somalia as a regional packaging hub.

Sompack's mission is to make Somali manufacturing globally competitive through locally made, high-quality, and sustainable packaging. Its long-term vision is to establish Somalia as a hub for industrial packaging innovation, delivering world-class quality and efficiency to both domestic and regional markets.



CHAPTER FIVE: RESOURCES TO START A BUSINESS AND INVEST IN SOMALIA

HOW DO I REGISTER A BUSINESS, OBTAIN AN INVESTMENT PERMIT, BUSINESS LICENSE AND TAX IDENTIFICATION NUMBER IN SOMALIA?

Business Registration. The government has drastically reformed the business registration process to improve the ease of doing business. The Somali Business Registration and Licensing System (SBRL) was recently developed by the Ministry of Commerce, which is responsible for business registration. The SBRL has reduced the business registration period from several months to just three days.

1. The foreign investor must register the business with the Registrar of Companies at the Ministry of Commerce and Industry. The process is straightforward and is described in the link offered below.

Visit: <https://ebusiness.gov.so>

Address: Mohamud Harbi Road, behind the National Theater, Mogadishu, Somalia

Phone: +252 613 121 213

Email: registrar@moci.gov.so

Investment Permit Application process: The investment permit process is likewise straightforward, requiring only a few steps:

1. Visit the SOMINVEST website (visit: sominvest@mop.gov.so) and complete the FDI Application Form
2. Notarize the Memorandum of Association. In Somalia, foreign investors can incorporate a company with a sole director and register a wholly owned local company without a local shareholder.

Obtain a business license:

1. Obtain a business license from the relevant Ministry aligned with the sector. For more information, visit the SOMINVEST website: sominvest@mop.gov.so

Obtain a Tax Identification Number (TIN): license:

1. The TIN Certificate is obtained at the Ministry of Finance, Somalia Revenue Directorate.

Visit: <https://www.revenuedirectorate.gov.so/>

Address: Hamarwayne, Mogadishu

Email: revenuedirectorate@mof.gov.so

SOMINVEST is your resource for answering questions about any of these processes. Visit the SOMINVEST website: sominvest@mop.gov.so



Jamhuuriyadda Federaalka Soomaaliya
Wasaaradda Ganacsiga iyo Warshadaha

Table 11: Key Business related Government Contacts

GOVERNMENT AGENCIES	ROLES	CONTACTS
Ministry of Commerce and Industry	The Ministry of Commerce and Industry administers two departments: the Department of Commerce and the Department for Promotion of Industry & Internal Trade (formerly called the Department of Industrial Policy and Promotion).	📍 P.O. Box 30 Mogadishu, Somalia 🌐 www.moci.gov.so ✉️ ministry@moci.gov.so
Somalia Investment Promotion Agency	This body is the national investment promotion agency under the Federal Ministry of Planning Investment and Economic Development.	📍 Afgoye Road, KM5, Mogadishu-Somalia 🌐 https://hsominvest.mop.gov.so ✉️ sominvest@mop.gov.so ☎️ +25261911153
Somali Chamber of Commerce	The Somali Chamber of Commerce and Industry is a trade organization headquartered in Mogadishu, Somalia. It serves as an umbrella group for the local business community. Membership is also open to international investors. It is a vibrant organization focused on enhancing business opportunities and ensuring that its members take advantage of business opportunities locally, regionally, and internationally.	📍 Somali Chamber Building, Shibis District, Mogadishu, Somalia 🌐 www.somalicci.com ✉️ info@somalichamber.so ☎️ +252850320 <i>Offices in each regional state</i>
Somali Industries Association	Somali Industries is a Mogadishu-based business group engaged in manufacturing and agribusiness. It brings together companies operating in food processing, construction materials, and essential consumer goods. The association supports local production, promotes quality standards, and expands market access for Somali-made products. Somali Industries work with suppliers, distributors, and investors to strengthen domestic value chains and meet the country's growing demand for reliable, affordable goods.	📍 Address: KM5, Tarbuunka Road, Hodan District, Mogadishu, Somalia 🌐 https://somalindustries.com/ ✉️ info@somalindustries.com ☎️ Phone: +252613207774
Somali Bureau of Standards (SoBS)	SoBS's mandate covers standardization, metrology, conformity assessment activities, inspection testing, and certification. It has been authorized to control product quality and ensure the safety of consumers.	📍 Via Airport Road, Wadajir District 🌐 https://sobs.gov.so/ ✉️ info@sobs.gov.so ☎️ +252610742473
Central Bank of Somalia	The Central Bank of Somalia is responsible for developing monetary policy to achieve and maintain price stability. The central bank also promotes financial stability; supervises an effective and efficient payment, clearing, and settlement system; formulates and implements foreign exchange policies; holds and manages foreign exchange reserves; issues currency; and is the government's banker, adviser, and fiscal agent.	📍 Address: P.O Box 11, 55 Corso Somalia Mogadishu, Somalia 🌐 https://centralbank.gov.so/ ✉️ info@centralbank.gove.so ☎️ +252 (1) 866131
Somali Development and Reconstruction Bank (SDRB)	The Somali Development and Reconstruction Bank is responsible for providing long-term development finance to drive economic growth; supporting private sector investment through project loans and guarantees; expanding SME access to credit; promoting financial inclusion through tailored and Sharia-compliant products; and serving as a strategic partner to the Government by mobilizing capital, co-financing national development projects, and strengthening Somalia's reconstruction and recovery efforts.	📍 SDRB Building, Wadada Jayga off Airport Road, Mogadishu, Somalia 🌐 https://sdrb.gov.so/ ✉️ info@sdrb.gov.so ☎️ +252 61 327 7757

CHAPTER SIX: RESOURCES TO SUPPORT INVESTORS; SOMINVEST



SOMINVEST is the national investment promotion agency under the Federal Ministry of Planning, Investment, and Economic Development in Somalia. It is a statutory body established under Article 6 (sections 1-8) of the 2015 Foreign Investment Law to

- Promoting foreign investment
- Rebrand Somalia
- Facilitate investment entry and retention.
- Continuously advocate for improved investment policies.

The Foreign Investment Law (FIL) 2015 mandates the Somalia Investment Promotion Office (SOMINVEST) to assist investors in accessing the information and application forms that must be submitted and approved by the FIB. Application forms and information about the registration process, visa regime, tax regime, and labor law can be accessed via this link: sominvest@mop.gov.so.

SomInvest focuses on sector-specific investor targeting and developing new partnerships to enable sustainable investments in Somalia. The main objectives include the following:

- Promotion of FDI flows to Somalia.
- Development and maintenance of scientific investment-related data that can assist investors in making intelligent investments in Somalia.
- Establishment of investor outreach platforms and missions to facilitate investor entry into the market.
- Execution of a robust communication strategy to position Somalia as a favorable investment destination.
- Provision of aftercare support and dispute avoidance/resolution mechanisms to improve investor experience.
- Offer policy advocacy and support across the investment cycle.

OUR VISION

Promote and sustain direct foreign investment flow to Somalia.

OUR MISSION

Through cutting-edge technology and strategies, SOMINVEST will endeavor to promote investment inflow to Somalia, rebrand Somalia, facilitate and support investor entry and retention, and continuously advocate for an investor-friendly ecosystem.

Department/Sections

SOMINVEST has the following four essential sections to facilitate the delivery of its mandate through its five (5) year strategic plan (2021–2025):

01

Investment Promotion

The investment promotion section is primarily responsible for attracting, promoting, and engaging foreign investors by providing the necessary information on Somalia, sectors of interest, and key legislative and institutional arrangements to enable investors to make informed decisions.

02

Investment Facilitation and Support

The Investment Facilitation and Support Section is responsible for investment facilitation and coordination with Government authorities, to ensure that investors are satisfied and are accorded timely government services to enhance their general experience of investing in Somalia.

03

Research and Policy Advocacy

The Research and Policy Advocacy Section is mainly responsible for providing sectoral and market analysis and designing and preparing bankable FDI projects. It has the overall lead for investment climate reforms.

04

Communications and Brand Somalia

The Communications and Brand Somalia Sections are primarily responsible for investor outreach, the Brand Somalia initiative, and organizing successful investment conferences, roadshows, and other events to promote and facilitate FDI.



CONTACTS

- We Afgoye Road, KM5, Mogadishu, Somalia
- <http://sominvest.mop.gov.so>
- sominvest@mop.gov.so
- +252 61911153

Recommendations for the Public and Private Sectors

SOMINVEST

Convening Public–Private Forums and Facilitating Partnerships

SOMINVEST should strengthen its role as a catalyst for industrial growth by institutionalizing regular public–private forums and investor conferences to identify bottlenecks and match investors with opportunities in sectors such as Agro-processing, textiles, and construction materials; proactively facilitating public–private partnerships by brokering projects between ministries, private firms, and development partners, including joint industrial parks, energy solutions, and blended-finance schemes, in coordination with the Somalia Development and Reconstruction Bank; and providing reliable market intelligence through sector reports on high-potential industries to guide investment decisions.

MoCI

Streamlining the Regulation and Supporting Industrial Development

The Ministry of Commerce and Industry should establish a unified system for business licensing and permits across federal and state levels to eliminate overlapping regulations and create a single-window registration process, directly addressing businesses' calls for transparent regulations, fair taxation, and simplified procedures. Simultaneously, it should designate land for manufacturing hubs under industrial parks or special economic zones in collaboration with the Ministry of Finance and SDRB to provide fully equipped factories. Furthermore, to ensure policies reflect real business needs, the Ministry should also set up a formal manufacturing council or technical working group with private sector representatives, creating a structured platform for continuous dialogue and rapid feedback on reforms.

MoF

Targeted Tax Incentives and Infrastructure Support to Promote Manufacturing

Currently, there are no formal tax incentives or subsidies for manufacturers despite industry calls for support. To create jobs, the Ministry of Finance should enact targeted measures, such as multi-year tax holidays, customs duty exemptions on machinery, investment tax credits for new ventures, and tax exemptions for infant industries, while also allocating dedicated capital funds in the national budget to upgrade infrastructure serving industrial areas, for example, financing solar power at industrial parks or maintaining feeder roads through a dedicated public investment line.

Financial Institutions in Somalia

Expanding the Manufacturing Sector's Access to Finance

Limited access to finance remains a major constraint for Somalia's manufacturing sector, with only around 1% of bank credit currently directed to manufacturing. The financial sector should develop long-term loan products specifically designed for manufacturers, recognizing that investments in heavy machinery, factory construction, and industrial infrastructure require extended repayment periods. Banks must proactively increase lending to high-potential manufacturing sub-sectors by providing tailored financing solutions that support business growth, job creation, and industrial development. Complementary measures could include risk-sharing mechanisms, credit guarantees, or incentives for banks to prioritize industrial lending to ensure that capital flows align with the country's economic diversification and development goals.

Chamber of Commerce and Industry Associations

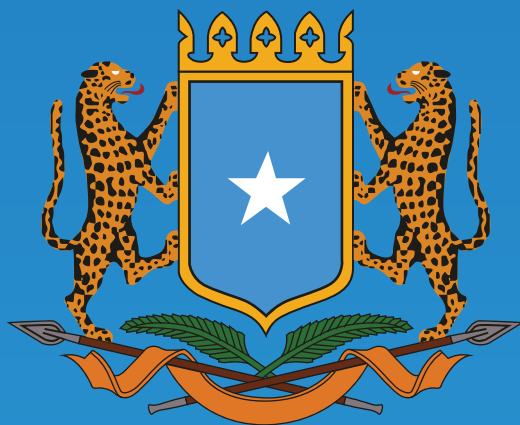
The associations should actively serve as a bridge between the government and private sector, advocating for the needs and priorities of the manufacturing sector while building on their existing limited influence. These organizations can effectively cascade policy information to businesses by working closely with SOMINVEST, relevant ministries, and other stakeholders, ensuring that industries are aware of regulatory changes, incentives, and investment opportunities. Simultaneously, they can collect and elevate feedback from the grassroots level, representing the challenges and priorities of manufacturers to policymakers. Strengthening this two-way communication will improve policy responsiveness, enhance sector engagement, and create a more enabling environment for industrial growth and private sector development in Somalia.

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