



MINISTRY OF PLANNING, INVESTMENT AND
ECONOMIC DEVELOPMENT (MOPIED)

REPORT OF THE TRAINING NEEDS ASSESSMENT OF MOPIED WORKFORCE

APRIL 2026

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ACRONYMS AND ABBREVIATIONS

MOPIED	Ministry of Planning, Investment and Economic Development
DACO	Department of Aid Coordination
DM&E	Department of Monitoring & Evaluation
HRM	Department Human Resource Management
DA&F	Department of Admin and Finance
DP	Department of Planning
DECD	Department of Economic Development
DIP	Department of Investment Promotion
TNA	Training Needs Assessment

Executive Summary

This report presents the findings of the Training Needs Assessment (TNA) conducted for the workforce of the Ministry of Planning, Investment, and Economic Development (MoPIED) between January to March 2026. The TNA served as a pivotal component of the Human Resource Training and Development Section's efforts to enhance employee performance and optimize training initiatives across the ministry's diverse departments, which include Administration and Finance, Human Resource Management, Planning, Monitoring and Evaluation, Economic Development, Investment Promotion, and Aid Coordination.

The primary objective of this assessment was to identify the specific training needs of MoPIED employees to improve job performance and ensure alignment with the ministry's strategic goals. A structured questionnaire was distributed to 200 staff members across various departments, achieving a response rate of 77% with 154 completed surveys. Key findings reveal a significant gap in training related to job roles, as 69% of respondents reported no prior training relevant to their positions, and 55% indicated they did not receive induction training upon joining the ministry.

The assessment identified critical areas for improvement, particularly in data collection and analysis, project management, and report writing skills. Recommendations emphasize the need for targeted training programs that enhance essential competencies and support the ministry's strategic objectives. Additionally, fostering a culture of continuous learning and professional development is imperative for empowering employees and ensuring the ministry's effectiveness in implementing its socio-economic strategies.

This TNA serves as a foundational step in developing structured training programs aimed at bridging identified gaps, enhancing employee skills, and ultimately contributing to the achievement of MoPIED's mission. The proactive engagement of management and department heads is essential for fostering an environment conducive to successful training and development initiatives.

1. Introduction

The Ministry of Planning, Investment and Economic Development (MoPIED) is the government institution responsible for informing the country's socio-economic vision and turning it into practical policy actions in order to support macroeconomic stability and sustainable growth. The Ministry's mandate encompasses a comprehensive strategy that includes resource planning, service delivery, and collaboration with national, regional, and local authorities, as well as development partners, aligning with the Federal Government of Somalia's objectives.

In the context of continuous improvement and organizational effectiveness, the capacity and quality of MoPIED's workforce are critical to achieving its strategic goals. Recognizing this, the Human Resource Training and Development Section initiated a Training Needs Assessment (TNA) to systematically evaluate the current skills, competencies, and training requirements of its employees. This assessment aims to identify skill gaps and training needs that will enable staff at all levels to enhance their job performance, effectively respond to challenges, and contribute to the Ministry's overarching vision.

The TNA, conducted between January to March 2026, utilized a structured questionnaire distributed to the Ministry's workforce to gather comprehensive data regarding current training practices and employee perceptions. The insights gained from this analysis are intended to inform the design and implementation of targeted training programs that not only address identified gaps but also foster a culture of continuous learning and professional development within the Ministry.

Ultimately, this report aims to provide a detailed overview of the findings from the TNA, highlighting key areas for improvement and making actionable recommendations to enhance the capabilities of MoPIED staff. By investing in the development of human resources, the Ministry seeks to strengthen its operational effectiveness, improve service delivery, and better realize its mission of facilitating Somalia's socio-economic development through integrated planning and strategic partnerships.

2. The Vision

Realizing sustainable national socio-economic planning and development. The Ministry aims to lay the foundation for sustainable growth through the strengthening of institutional capacity and enhancing transparency in governance. By fostering a workforce that is well-equipped with the necessary skills and competencies, MoPIED aspires to lead Somalia towards achieving its socio-economic objectives and sustainable development.

3. The Mission

To lead and facilitate Somalia's socio-economic development through a multifaceted approach that integrates planning, coordination, investments, and strategic partnerships. MoPIED's commitment to enhancing capabilities within its workforce is pivotal to fostering efficient service delivery and achieving national development goals.

Human Resource Management

The Human Resource Management (HRM) Department is dedicated to enhancing the overall effectiveness and efficiency of the Ministry of Planning, Investment, and Economic Development (MoPIED) through the implementation of strategic human resource practices. These practices include the recruitment, training, and development of employees, ensuring compliance with labor laws, and cultivating a positive workplace culture.

Effective human resource management is essential to institutional capacity. In any public sector, the strong HR system determines how staff are recruited, evaluated, compensated and supervised, and how merit and rules are enforced. In fragile and post-conflict contexts such as Somalia, the way HR rules are applied signals the government's credibility and legitimacy. When HR processes are informal or inconsistent, the institution appears disorganized; when they are transparent and rule-based, the institution appears professional. MoPIED holds Somalia's apex planning role, responsible for national development strategy, investment policy and poverty reduction. Therefore, MoPIED's own organizational integrity is itself part of the development mechanism. A planning ministry cannot credibly drive structured development if internally it operates on unstructured practices. Strong national planning thus requires strong internal HR foundations.

Furthermore, MoPIED seeks to bridge existing skill gaps identified through capacity building programs by focusing on specific training areas—such as core HR functions, performance development, macroeconomic fundamentals & policy analysis, qualitative research & analysis, effective data analysis, strategic planning and execution, research and evidence-based planning, project management, digital marketing for investment promotion, public financial management, data collection and analysis, research methodology, proposal writing, report writing and workplace health and safety—the Ministry aims to enhance employees' capabilities and overall productivity.

By aligning HRM practices with the strategic vision of MoPIED, the Ministry aspires to cultivate a workforce that not only meets current demands but is also prepared for future challenges, thus ensuring effective service delivery and contributing to Somalia's socio-economic development.

Objective of the study

The primary objective of this study is to conduct a comprehensive assessment of the Training Needs Assessment (TNA) for the workforce of the Ministry of Planning, Investment, and Economic Development (MoPIED). This assessment aims to provide an evidence-based analysis of existing skill gaps within the Ministry.

Specifically, the study seeks to:

- **Identify Essential Training Factors:** Determine the significant factors driving employees' interests in training and development, ensuring that resources are directed toward the most pressing priorities.
- **Evaluate Current Practices:** Explore and describe the existing training and development practices within MoPIED, along with assessing employee perceptions regarding these practices.
- **Develop Clear Guidelines:** Establish actionable guidelines for the design and implementation of training programs that are time-efficient and focus specifically on the identified needs of the workforce.
- **Enhance Job Performance:** Facilitate improved performance among individuals and teams, contributing positively to job satisfaction, motivation, and overall morale within the Ministry.
- **Provide Recommendations:** Make informed recommendations to enhance the effectiveness of MoPIED's training and development policies and practices, aligning them with the Ministry's strategic goals and objectives.

Methodology

The study adopted a quantitative research methodology, utilizing descriptive research techniques to ascertain and describe the variables pertinent to the training needs assessment. A structured questionnaire was developed for this purpose, divided into three key sections:

- **General Information:** This section focused on demographic details of the respondents, including their department, gender, date of joining and job title.
- **Employee Duties and Responsibilities:** This section aimed to capture the roles and responsibilities of employees to establish a context for the training needs being assessed.
- **Training Needs Assessment:** This section solicited responses regarding the specific areas where employees identified a need for further training. The intention was to align these needs with the ministry's strategic objectives.

4. Data Collection

The study adopted a quantitative research methodology, utilizing descriptive research techniques to ascertain and describe the variables pertinent to the training needs assessment. A structured questionnaire was developed to collect primary data and was administered to all 154 employees within the Ministry of Planning, Investment, and Economic Development (MoPIED).

4.1 Response Rate

A total of 154 completed responses were received, resulting in a 77% response rate. This high level of engagement is indicative of the employees' willingness to share their perspectives on training needs and reflects the relevance of the assessment to their professional development.

The below table illustrates the response rate of the staff.

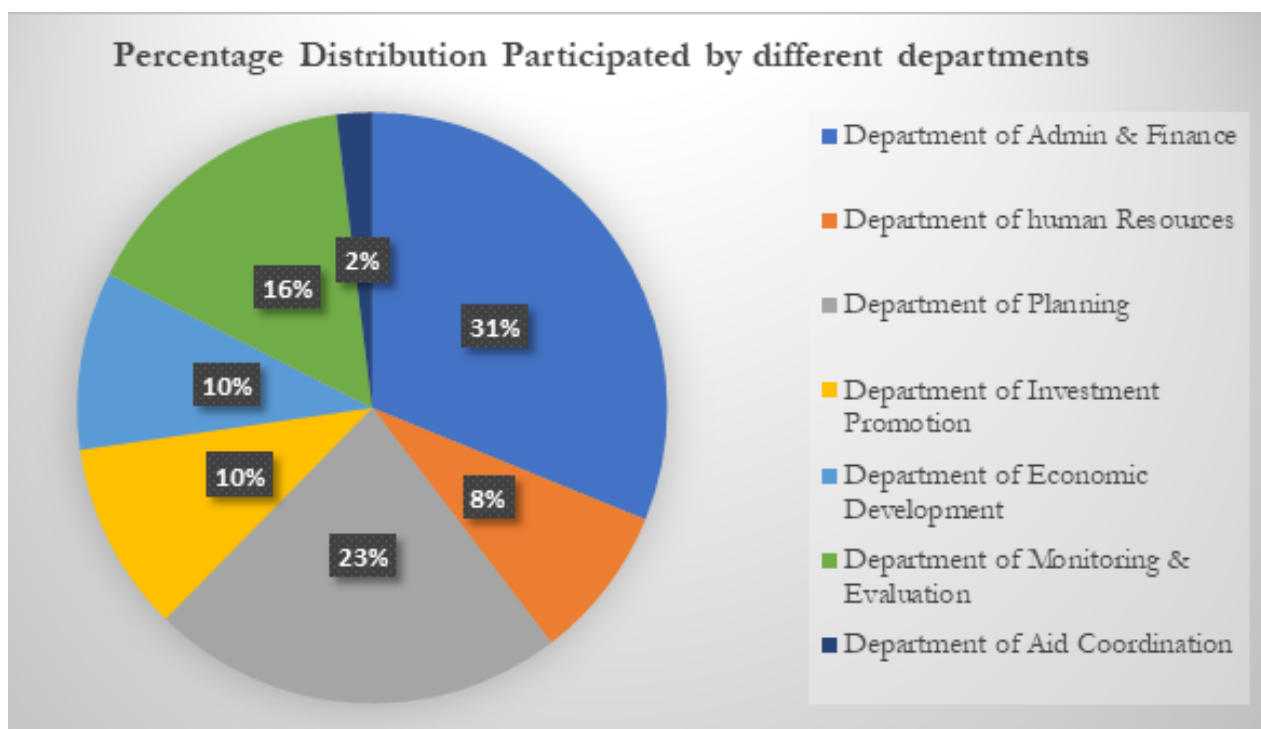
Response	Frequency	Percentage (%)
Responded	154	77%
No Response	46	23%
Total	200	100%

The study acknowledges certain limitations. The time required to complete the questionnaires, combined with the online platform used for distribution, resulted in some staff members misunderstanding the questions. This misinterpretation posed significant challenges in obtaining accurate responses.

5. Current Workforce Analysis

The study aimed to establish a comprehensive understanding of the study participants, the analysis focused on key demographic details, including departmental, gender distribution, and dates of employment within the Ministry. The breakdown of respondents' characteristics revealed that out of the 154 surveyed individuals, 31% are from the Department of Administration & Finance (DA&F), with 8% representing the Department of Human Resource Management, 23% from the Department of Planning, 10% from the Department of Investment Promotion, and 16% from the Department of Monitoring and Evaluation, along with a 2% contribution from the Aid Coordination Department. The gender distribution illustrated that 69% were male and 31% were female among the respondents. Furthermore, a detailed exploration of job descriptions indicated that 81% of employees' roles aligned with their academic qualifications, while 19% exhibited discrepancies. Notably, when queried about prior training related to their roles, 69% responded negatively, suggesting potential gaps in training provision.

5.1 The percentage distribution participated on this study



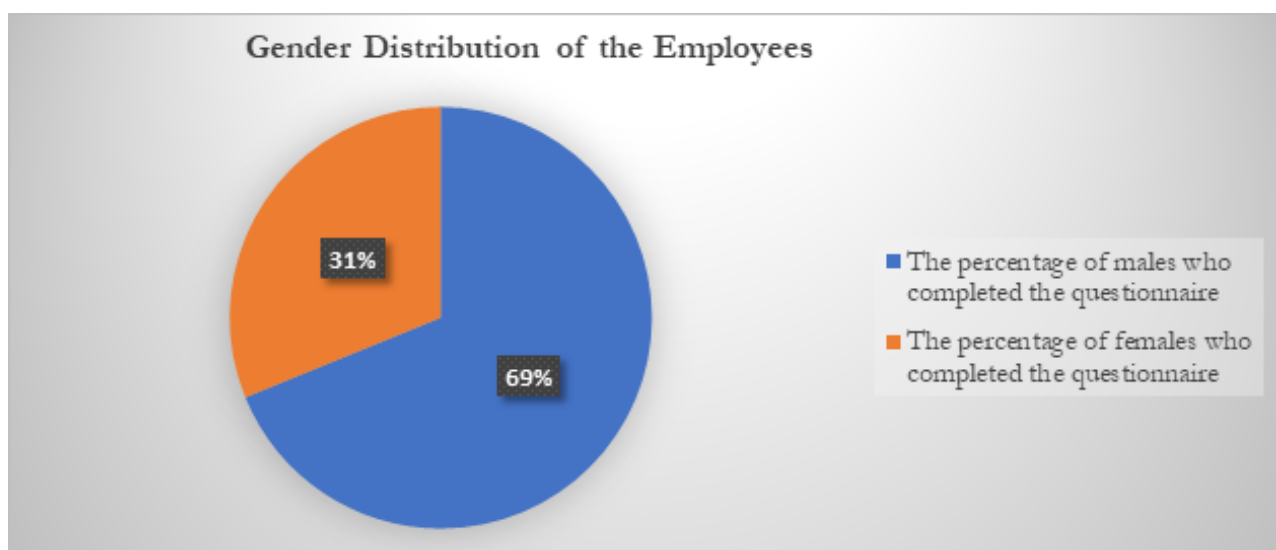
5.2 Gender Distribution

The gender distribution illustrated as follows:

Gender	Frequency	Percent
Male	106	69%
Female	48	31%
Total	154	100

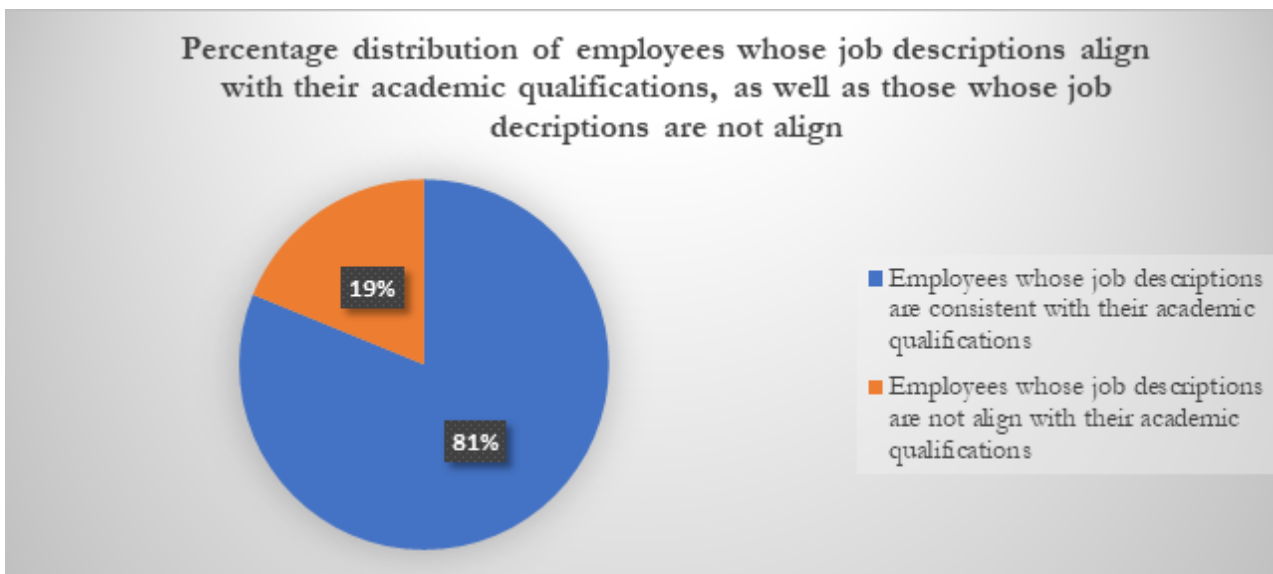
5.3 The percentage of gender distribution participated in the study

The study revealed that out of the 154 surveyed staff, the 69% were male and 31% were female among the respondents.



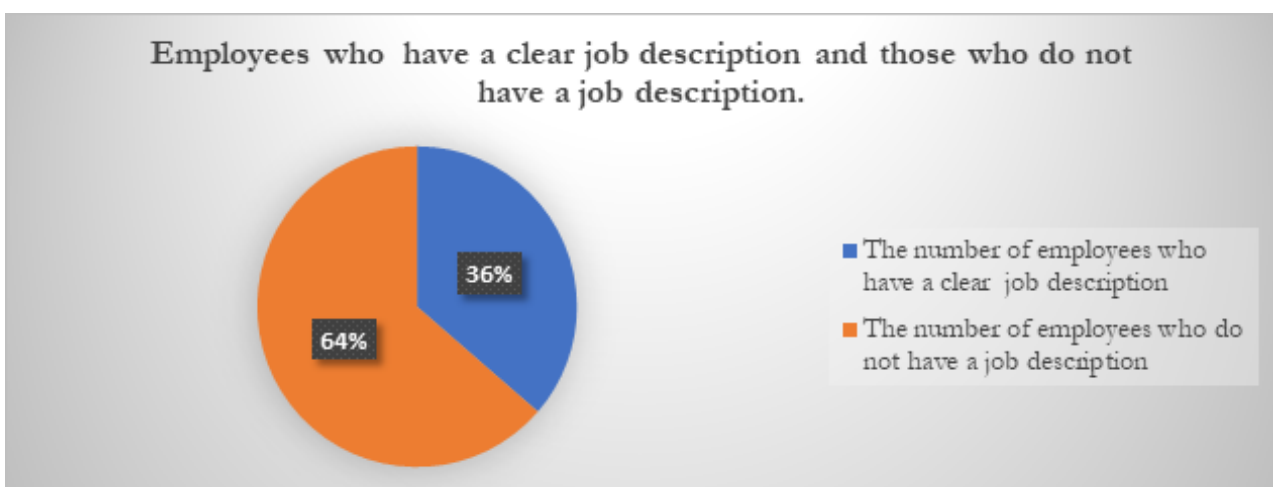
5.4 Classification of MOPIED employees based on the alignment of their job descriptions with their academic qualifications, as well as those that do not align.

The data revealed that a significant proportion, specifically 81% of respondents, exhibited that their job descriptions are consistent with their academic qualifications. Conversely, 19% of employees showcased a disparity where their job descriptions did not align with their educational backgrounds. This distinction underscores the importance of ensuring a coherent match between the roles individuals hold within the ministry and the educational expertise they possess. Such alignment is crucial for optimizing workforce efficiency and promoting professional growth within MOPIED.



5.5 Job description of the respondents

In analyzing the job descriptions of the respondents within the Ministry of Planning, Investment, and Economic Development (MoPIED), it was revealed that 64% of the employees affirmed having a clear job description consistent with their roles, while 36% indicated a lack of a clear job description that consistent with their job responsibilities and academic qualifications. this would demonstrate that most of employees have job descriptions.



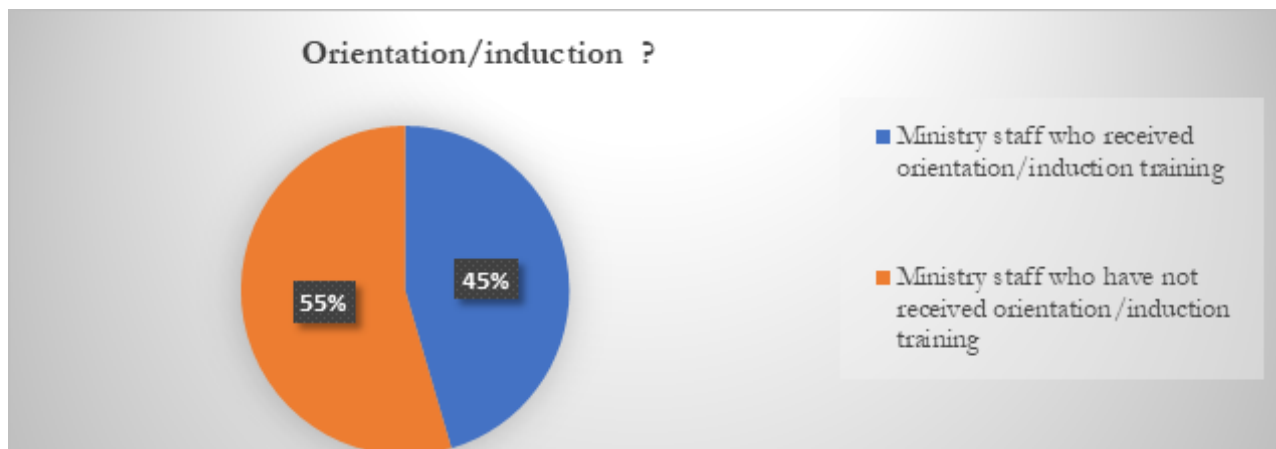
5.6 Training

The assessment revealed that 69% of the respondents lack prior training related to their job responsibilities, while 31% affirmed having received relevant training. The findings emphasize the critical need to bridge existing skill gaps identified through capacity-building programs, ensuring that staff members are adequately equipped with the necessary skills to align with the ministry's strategic objectives and improve overall productivity and effectiveness.



5.7 Orientation/Induction Training

Based on the assessment, 55% of employees responded that they did not receive induction training upon joining the ministry, indicating a notable gap in the onboarding process. Conversely, 45% of staff received induction training, emphasizing the importance of structured orientation programs to effectively integrate new employees into their roles and the organizational culture. Addressing this discrepancy through orientation training initiatives is crucial for enhancing employee engagement, job satisfaction, and overall performance within MoPIED.



6. Identification of Training Needs by Departments

The assessment of training needs across the various departments within the Ministry of Planning, Investment, and Economic Development (MoPIED) has elucidated specific capacity gaps that require immediate intervention. The identified gaps highlight the need for focused training initiatives that will address skill gaps among employees at all levels to improve the performance and effectiveness of the ministry.

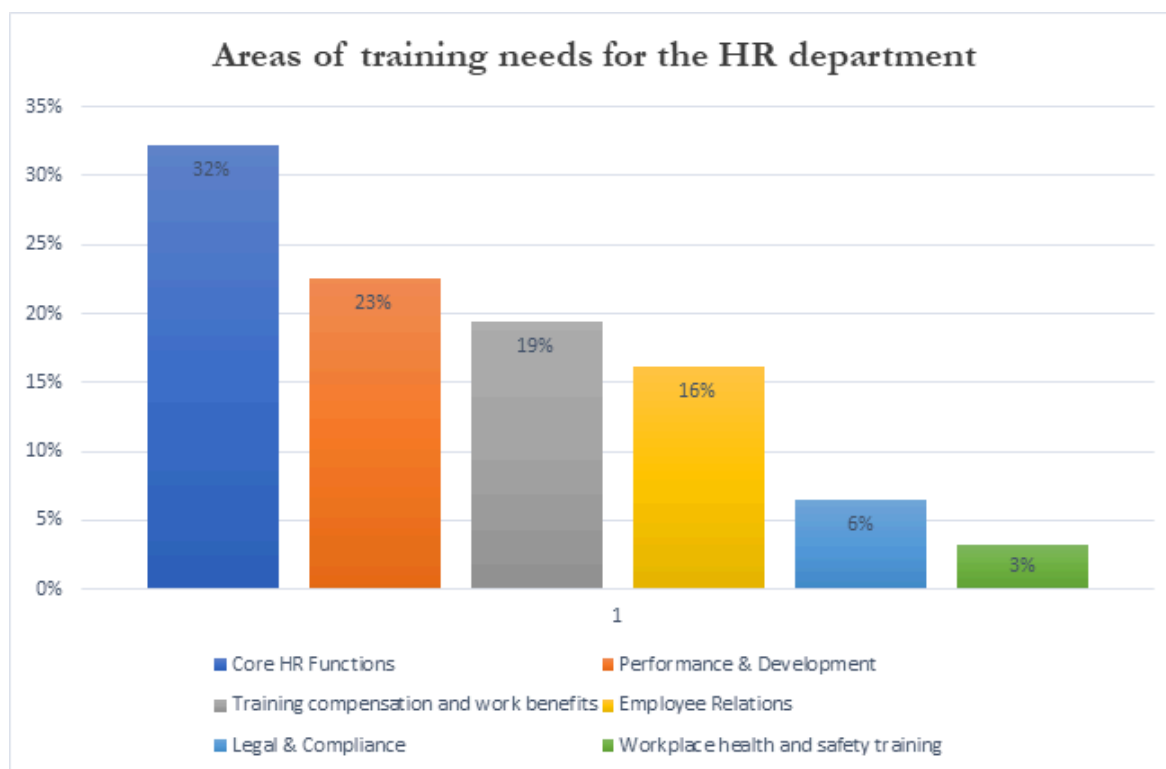
6.1 Department of Human Resource Management

The Human Resource Management (HRM) Department is dedicated to enhancing the overall effectiveness and efficiency of the Ministry of Planning, Investment, and Economic Development (MoPIED) through the implementation of strategic human resource practices. These practices include the recruitment, training, and development of employees, ensuring compliance with labor laws, and cultivating a positive workplace culture.

Based on the results of the training needs assessment, the following areas have been identified as existing capacity gaps that require immediate intervention.

- Core HR functions
- Performance & Development
- Training compensation and work benefits
- Employee Relations
- Legal & compliance
- Workplace health and safety training

The bar chart below illustrates how HR department employees rated the areas of existing capacity gaps that seek interventions.



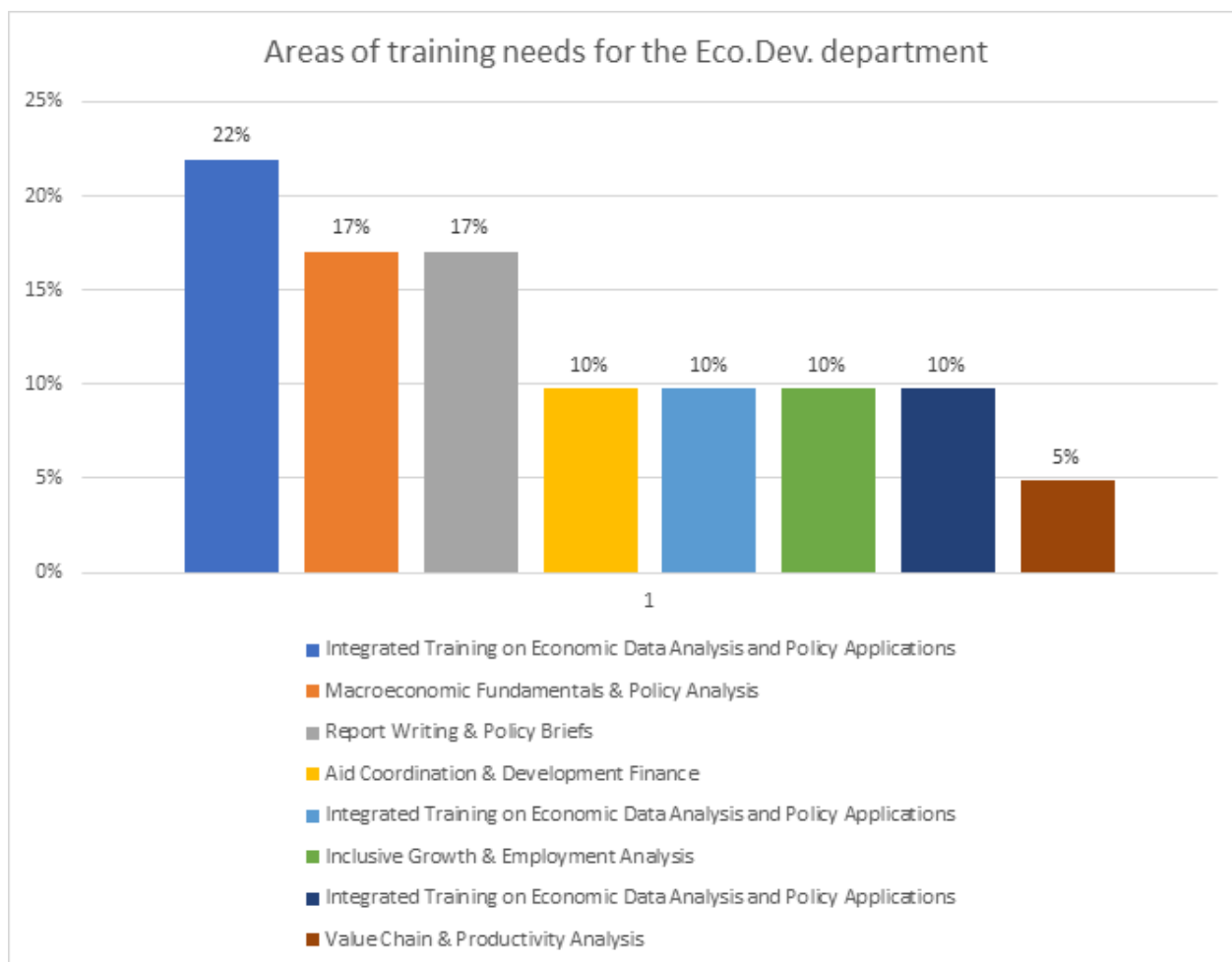
6.2 Department of Economic Development

The economic development department provides macroeconomic advice, economic direction, and guidance on the social and economic development of the country while working closely with Government institutions and line Ministries, federal member states and international partners. The department also develops micro and macroeconomic policies and strategies targeted at accelerating the development of economic sectors

Based on the results of the training needs assessment, the following areas have been identified as existing capacity gaps that require immediate intervention.

- Macroeconomic fundamentals & policy analysis
- Report writing & policy briefs
- Aid coordination & development finance
- Integrated Training on Economic data analysis and policy applications
- Inclusive Growth & Employment analysis
- Integrated Training on Economic data analysis and policy applications
- Value Chain and productivity

The bar chart below illustrates how Economic Development department employees rated the areas of existing capacity gaps that seek interventions.



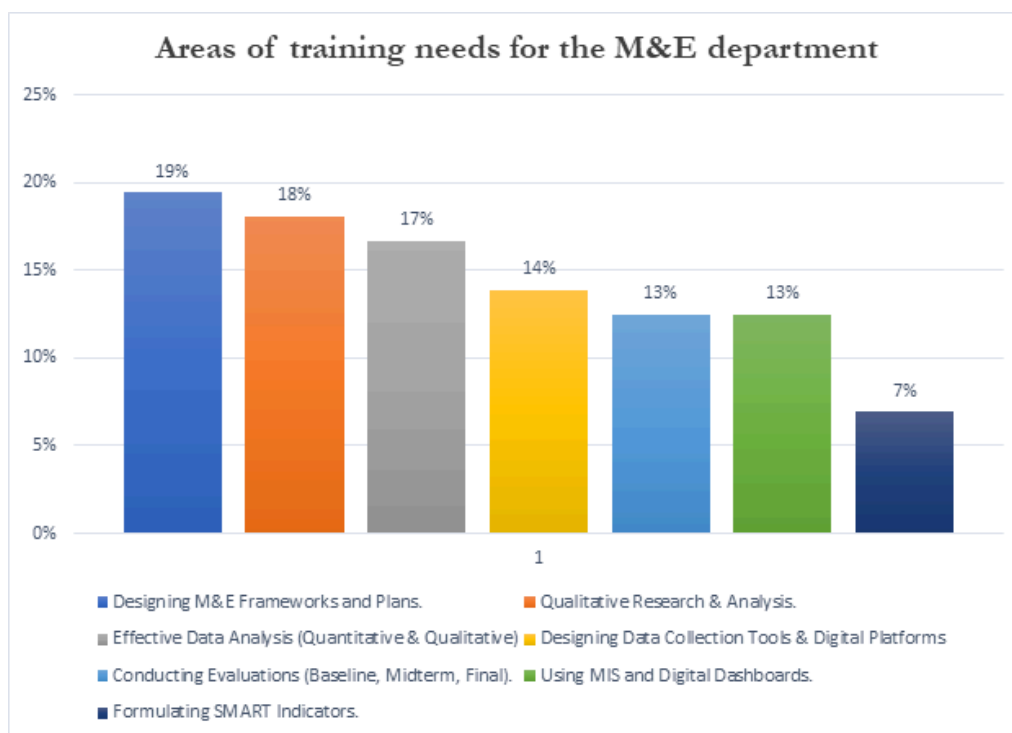
6.3 Department of Monitoring & Evaluation

The Department of Monitoring and Evaluation (M&E) was established in 2016, and its role includes: development and implementation of the national monitoring and evaluation framework and the national M&E policy, provide guidance and supervision of all M&E related work, coordinate all M&E activities in the country, leading on joint implementation agenda for closer monitoring of alignment of international projects and programmes with NTP priorities, monitoring and evaluating the implementation of projects and programs in the country, conducting performance reviews for the MDAS (ministries, departments and agencies), produce value money assessment and reviews the program and project expenditure against budgets to gauge cost effectiveness, development of the performance and result-based financing strategy with the specific intention of the holding implementing actors accountable of their promises and reaching their targets, spearhead capacity development initiatives for both national and state level M&E departments, staff to improve the knowledge and skills for conducting the core functions, and produce NTP annual progress report to measure the progress per pillar and cross cutting imperatives.

Based on the results of the training needs assessment, the following areas have been identified as existing capacity gaps that require immediate intervention.

- Designing M&E Frameworks and Plans.
- Qualitative Research & Analysis.
- Effective Data Analysis (Quantitative & Qualitative)
- Designing Data Collection Tools & Digital Platforms
- Conducting Evaluations (Baseline, Midterm, Final).
- Using MIS and Digital Dashboards
- Formulating SMART Indicators.

The bar chart below illustrates how Monitoring & Evaluation department employees rated the areas of existing capacity gaps that seek interventions.



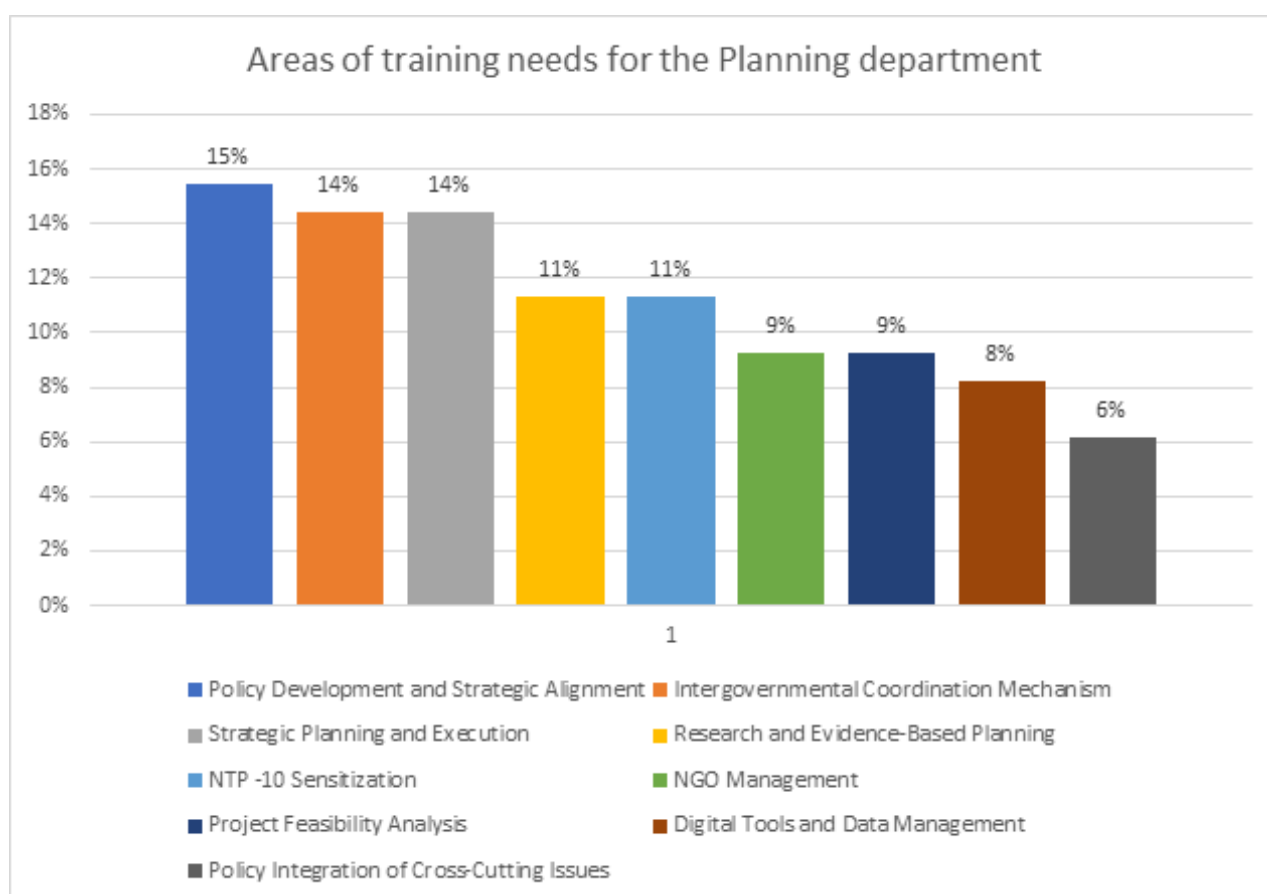
6.4 Department of Planning

Planning is one of those core departments in the Ministry of planning, investment, and economic development. It works closely with national and sub-national level institutions and international partners and coordinates national development programs.

Based on the results of the training needs assessment, the following areas have been identified as existing capacity gaps that require immediate intervention.

- Policy Development and Strategic Alignment
- Intergovernmental Coordination Mechanism
- Strategic Planning and Execution
- Research and Evidence-Based Planning
- NTP -10 Sensitization
- NGO Management
- Project Feasibility Analysis
- Digital Tools and Data Management
- Policy Integration of Cross-Cutting Issues

The bar chart below illustrates how Planning department employees rated the areas of existing capacity gaps that seek interventions.



6.5 Department of Aid Coordination Office

The Aid Coordination Office (ACO), under the Ministry of Planning, Investment, and Economic Development (MoPIED), serves as the central government body responsible for coordinating, facilitating, and overseeing all development cooperation between the Federal Government of Somalia (FGS) and its international partners.

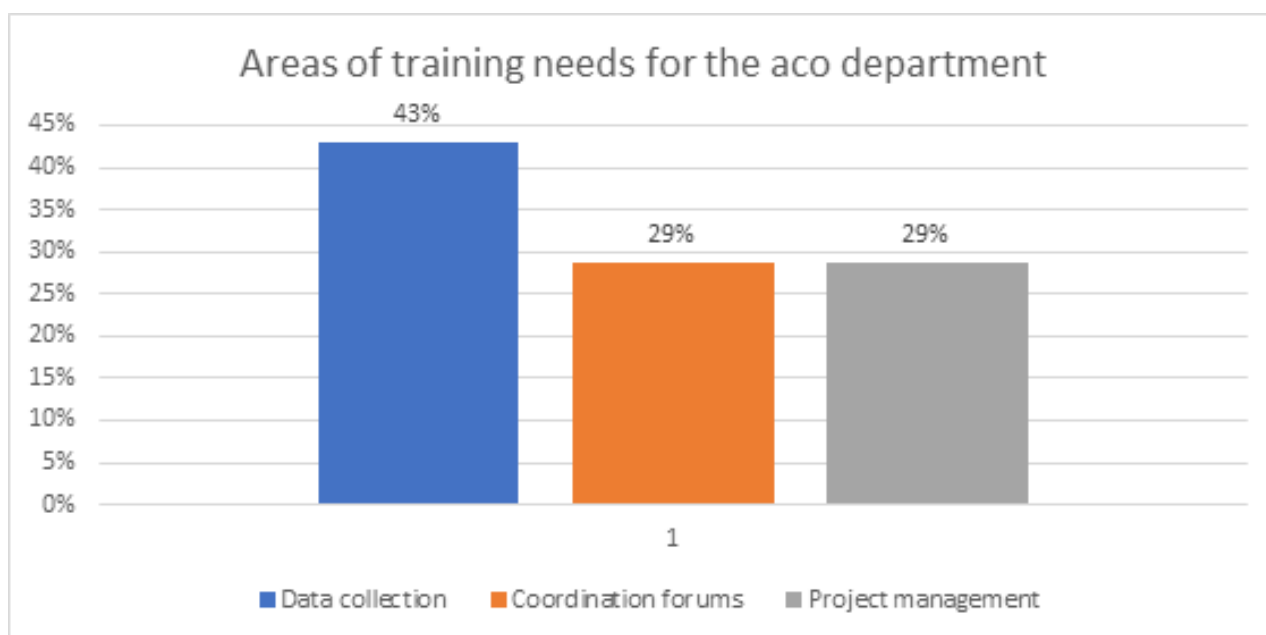
The core mandate of the ACO is to ensure that external assistance is aligned with Somalia's National Transformation Plan (NTP 2025–2029) and supports the country's broader development and reform priorities. The office promotes transparency, accountability, and effectiveness in aid delivery by harmonizing donor support with national systems and strengthening coordination among government institutions and development partners.

As part of its mandate, the ACO is the manages the Aid Information Management System (AIMS), the official platform for tracking, analyzing, and reporting all development assistance data. Through AIMS, the ACO produces Official Development Assistance (ODA) Reports, supports evidence-based decision-making, and provides a reliable source of data to enhance coordination, planning, and accountability across sectors.

Based on the results of the training needs assessment, the following areas have been identified as existing capacity gaps that require immediate intervention.

- Data Collection
- Coordination forums
- Project management

The bar chart below illustrates how Aid Coordination department employees rated the areas of existing capacity gaps that seek interventions.



6.6 Department of Investment Promotion

The Department of Investment Promotion, also known as the Somalia Investment Promotion Office (SOMINVEST) is mandated to: promotion of foreign direct investment inflow to Somalia, facilitate in-ward investments to Somalia, support existing foreign investments in Somalia, building impactful strategies to retain existing investors, and development and maintenance of accurate and quality investment related data that can aid investors in making smart choices to invest in Somalia.

SOMINVEST focuses on sector-specific investor targeting and development of new partnerships to enable sustainable investments in Somalia and the office develops approaches for investment promotion and provides services to both the government line ministries and the private sector as well as other national and international actors, with the explicit intention to attract and maintain foreign direct investment into Somalia.

Based on the results of the training needs assessment, the following areas have been identified as existing capacity gaps that require immediate intervention.

- Digital Marketing for Investment Promotion
- Best practices in marketing a country to investors, sector targeting, and investor servicing
- How to rebrand Somalia as an investment destination through storytelling, branding, and international campaigns.
- supporting investors pre- and post-establishment (licensing, expansion support, dispute avoidance).
- Presentation skills, Public Speaking & Investor Pitching.

The bar chart below illustrates how Investment Promotion department employees rated the areas of existing capacity gaps that seek interventions.



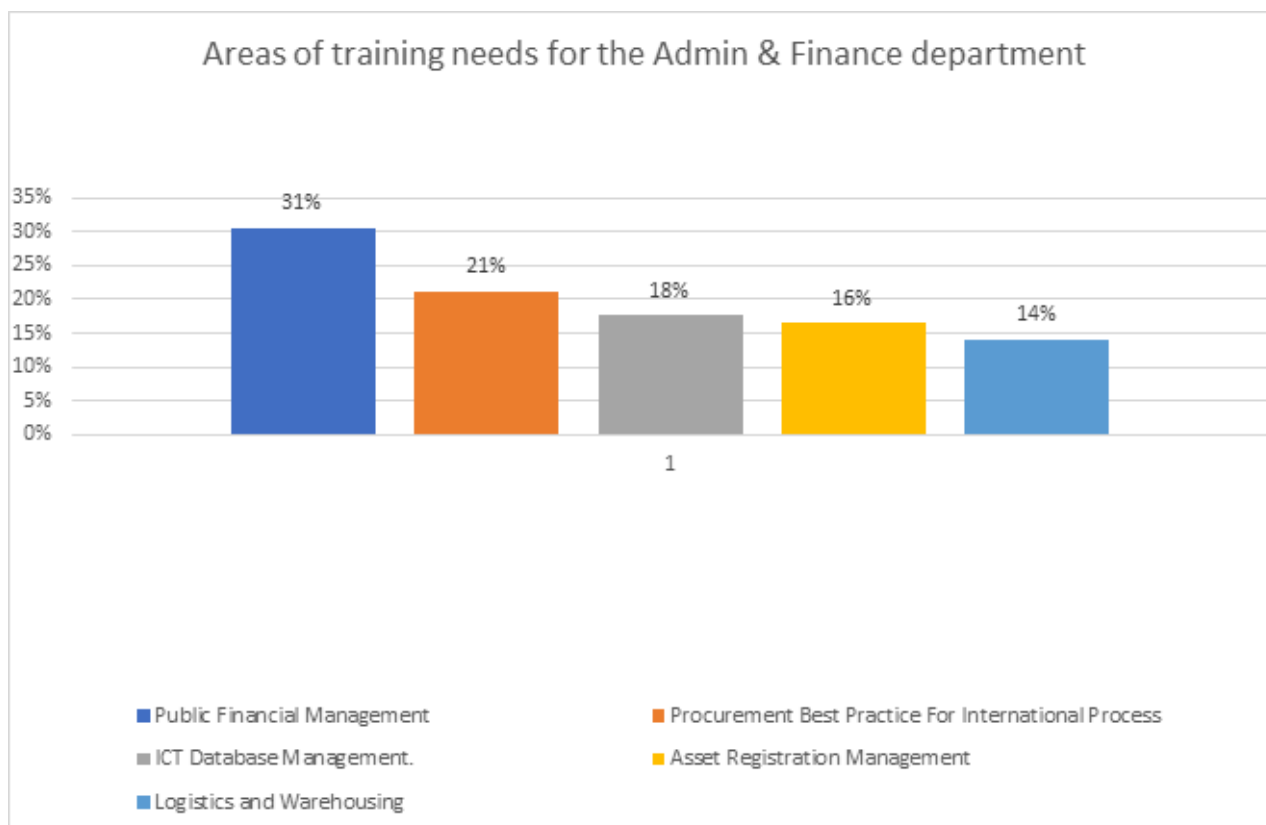
6.7 Department of Admin and Finance

The Department of Admin & Finance oversees the daily operations of the Ministry with finances, procurement, administration, and logistics forming some of its jurisdiction. Ensuring the adequate provision of administrative and financial support to all Departments of the Ministry, organizing the enforcement of financial procurement and records management policies, procedures, and systems, managing the preparation and monitoring of the Ministry's annual financial and procurement plan budgets, supervising the installation and use of financial management and internal control systems to minimize risk and fraud, overseeing the procurement and contract management functions of the Ministry and assessing the financial impact of the Ministry's work plans and budgets.

Based on the results of the training needs assessment, the following areas have been identified as existing capacity gaps that require immediate intervention.

- Public Financial Management
- Procurement Best Practice for International Process
- ICT Database Management.
- Asset Registration Management
- Logistics and Warehousing

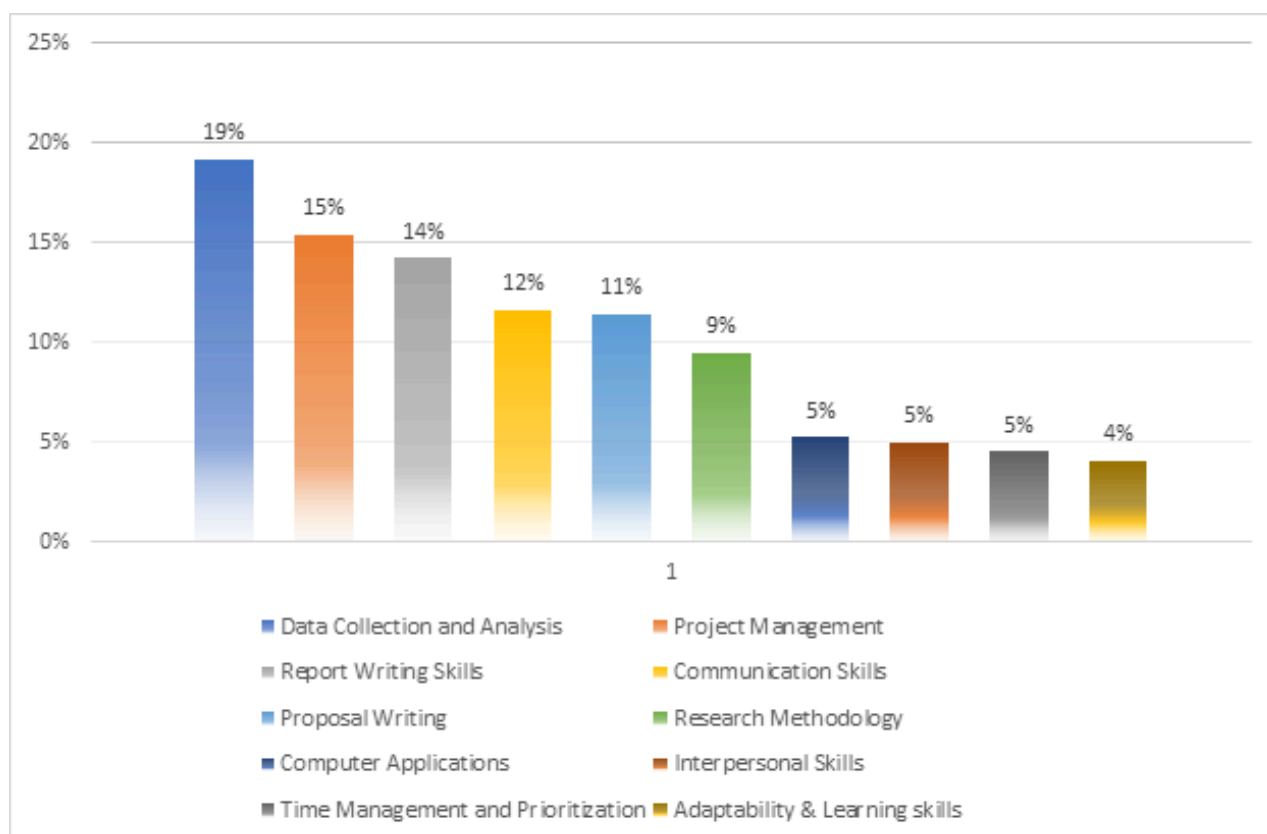
The bar chart below illustrates how Administration and Finance department employees rated the areas of existing capacity gaps that seek interventions.



7.1. Essential Training Needs across the Ministry

The study highlighted several critical areas across the Ministry that demand immediate interventions, significant gaps were identified in report writing skills, project management, data collection and analysis, research methodology, computer application, and proposal writing. The assessment emphasizes the need for focused training programs to address skill gaps among employees at all levels to improve the performance and effectiveness of the ministry.

Addressing these identified training priorities is imperative for strengthening the ministry's overall performance, efficiency, and service delivery.



8. Recommendations

The findings of the Training Needs Assessment (TNA) for the Ministry of Planning, Investment, and Economic Development (MoPIED) established the key challenges, gaps, and priorities that require urgent intervention. To address the identified skill gaps and enhance ministry effectiveness, the following recommendations are proposed:

- **Development of Targeted Training Programs** - Establish specialized training programs that focus on critical areas identified in the assessment. Tailoring these programs to the specific needs of different departments will ensure that employees acquire relevant skills that align with their job responsibilities and enhance their operational effectiveness.
- **Budget Allocation for Training Programs** - The budget for training programs should be structured around the strategic priorities of the Ministry. Senior management must actively support the budget planning for the capacity-building initiatives, particularly within the context of the LOAs and resource mobilization efforts. Such alignment will create valuable training opportunities for staff and enhance their overall performance.
- **Strengthening Induction Training** - Implement a comprehensive induction training program for new hires to familiarize them with MoPIED's objectives, core HR functions, policies, and operational procedures. This initiative should address the notable gap where 55% of respondents indicated they did not receive proper induction training.
- **Fostering a Culture of Continuous Learning** - Encourage a culture that values ongoing professional development through regular workshops, seminars, and access to online learning. This initiative can help employees stay updated with the latest trends and practices in their respective fields, fostering an environment where continuous improvement is prioritized.
- **Regular Training Needs Assessments** - Establish a systematic process for regular reassessments of training needs within the ministry. This will ensure that emerging skills gaps are promptly identified and addressed, allowing the training programs to remain relevant and aligned with the evolving demands of the ministry and its strategic objectives.
- **Enhanced Collaboration Across Departments** - Promote inter-departmental collaboration to facilitate knowledge sharing and resource pooling. Training sessions that involve multiple departments can enhance understanding of the ministry's overarching objectives and promote teamwork, ultimately improving service delivery.

These recommendations aim to address the critical skill gaps identified in the TNA and position MoPIED to improve its service delivery and operational effectiveness. By investing in training and development, the ministry can better achieve its strategic goals and foster a workforce that is equipped to navigate the challenges of socio-economic development in Somalia.

9. Conclusions

The Training Needs Assessment for the Ministry of Planning, Investment, and Economic Development (MoPIED) provides a critical analysis of the workforce's current skills and competencies, revealing significant gaps that hinder operational effectiveness and alignment with the ministry's strategic objectives. Conducted between January to March 2026, the assessment involved a structured questionnaire distributed to employees across various departments, achieving a 77% response rate.

Key findings indicate that a substantial portion of the workforce, specifically 69%, lacked relevant prior training related to their job roles, while 55% reported not receiving induction training upon entering the ministry. These deficiencies underline the urgent necessity for targeted training programs focused on essential areas such as data collection and analysis, project management, report writing, and research methodology.

The report emphasizes that addressing these training gaps is not merely an administrative necessity but an essential strategy for fostering a more competent, efficient, and motivated workforce. By investing in training programs, MoPIED can empower its employees to enhance their job performance and strengthen institutional capacity and sustainable economic growth.

Finally, this TNA serves as a foundational step in MoPIED's commitment to strengthening its human resource capabilities. By implementing the recommendations outlined in this report, the ministry is positioned to address the identified skill gaps, enhance employee performance, and improve service delivery, ultimately leading to the successful realization of its strategic goals and the advancement of Somalia's socio-economic agenda. The TNA is more than a diagnostic tool; it is a roadmap for the continuous improvement of the ministry and its workforce, setting the stage for future initiatives designed to cultivate a highly skilled and responsive public sector.

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