

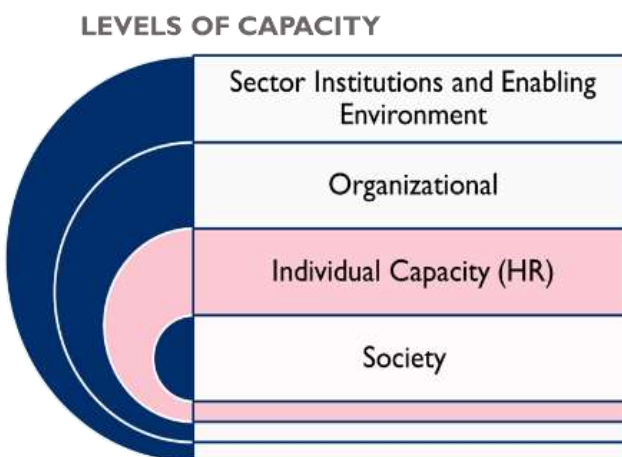
RESOURCE: LEVELS OF CAPACITY

SANITATION AND HYGIENE HUMAN RESOURCE CAPACITY NEEDS ASSESSMENT TOOLKIT

Assessing and addressing human resources (HR) shortages (numbers) and/or HR gaps (competencies) requires an understanding of four interconnected levels of capacity: individual, organization, sector institutions & enabling environment, and society ([Lincklaen Arriëns and Wehn de Montalvo 2013](#)).

These levels of capacity can be defined as follows:

1. individual capacity (professionals/ HR with their knowledge, experience, skills and attitudes);
2. organizational capacity (operating through procedures, routines, knowledge management and incentive systems);
3. sector institutions and the enabling environment (the legal, fiscal, policy and administrative frameworks); and
4. Societal capacity (the collections of groups and tax payers with their cultures, ambitions, votes and values)



This demonstrates that individuals' (HR) ability to perform functions, solve problems, and set and achieve objectives is dependent on the organizations and broader society in which they work (including the enabling environment and the society they aim to impact). This framework can be applied to analyze the barriers throughout a capacity needs assessment.