RESOURCE: QUALITATIVE COMPETENCY GAP ASSESSMENT

SANITATION AND HYGIENE HUMAN RESOURCE CAPACITY NEEDS ASSESSMENT TOOLKIT

The table below can be used in the assessment workshop (see Workshop guidance – example of agenda and exercises), but can also help record and discuss competency gaps while interviewing key informants, during focus group discussions, or at district level in workshops/meetings to collate competency-related information. Per function, needed jobs and competencies can either be listed in full and then discussed to identify which of these are new, additional, and/or missing, or the exercise can be designed to focus only those competencies that are felt to be new or missing.

Instructions on use of the table in a workshop/meeting:

- Divide the workshop participants into groups (of approximately 6 people). Each group is provided with a table with three functions to fill on a large sheet. The participants can indicate to join the group where they feel they can contribute most, until that group is full.
- Jointly define the actors, and key jobs per function (with different color highlight jobs that are NEW/upcoming) – max five
- Then, have each individual write on two post-it's the technical competencies and functional competencies for each key job
- Discuss the individual contributions in the group and summarize agreed competencies needed in the respective columns
- Repeat the same for the next function
- When the group is finished – groups exchange and review what was written by one other group
- These are then placed in plenary and presented for feedback from the other groups
- Changes now are only incorporated if the majority of the group agrees (raising hands could work)

	INSERT THE ACTORS (AS DEFINED DURING THE DESK REVIEW)	IDENTIFY KEY (NEW) JOBS	COMPETENCY NEEDED (TECHNICAL SKILLS/ KNOWLEDGE)	COMPETENCY NEEDED (FUNCTIONAL SKILLS/KNOWLEDGE –E.G., STAKEHOLDER ENGAGEMENT, PROJECT MANAGEMENT, INTERACTIVE SKILLS, BUDGET/FINANCIAL MANAGEMENT, LEADERSHIP SKILLS, PROBLEM SOLVING SKILLS)
(National) policy, strategy, and coordination				
(National) regulation				
(National) monitoring				
(National) finance				

(Subnational/ local) oversight and support (including monitoring and enforcing regulation)				
(Subnational/ local) community engagement and mobilization				
(Subnational/local) advocacy and holding to account				
(Subnational/local) construction				
(Subnational/local) treatment and disposal/safe reuse (sanitation specific)				
(Subnational/local) emptying and conveyance (sanitation specific)				
(Subnational/local) O&M				
Business development support				
Research and design				