

Socio-economic/
Political context

Improved health
status

Impact

Improved
performance/service
delivery

Effects

Contributing to

Increased
availability

Increased productivity/
responsiveness

Improved
competence

Outcomes

Examples:
Increased number
of staff
Improved equitable
staff distribution
Improved skills mix
Improved retention
Reduced absence

Examples:
Improved working
conditions
Improved
motivation and job
satisfaction
Reduced absence
Feeling obliged to
change towards
clients, colleagues
and/or managers

Improved skills,
knowledge and
attitudes

Outputs

HRM interventions to improve availability, productivity, responsiveness and competencies:
job related, support system/ enabling environment

Process

Resources: Human, financial and material

Inputs

Sub optimal performance

Determinants at macro
level: health system
level

Determinants at micro
level: workplace or
health facility level

Determinants at
individual level: living
circumstances

Situational
Analysis