**Socio-economic/Political context**

- **Increased availability**
  - Examples: Increased number of staff, Improved equitable staff distribution, Improved skills mix, Improved retention, Reduced absence

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

- **Improved competence**
  - Improved skills, knowledge and attitudes

- **Improved health status**

**Inputs**
- Resources: Human, financial and material

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

**Outputs**
- Improved skills, knowledge and attitudes

**Outcomes**
- Increased productivity/responsiveness
- Improved competence
- Improved health status

**Effects**
- Contributing to

**Impact**
- Improved performance/service delivery

**Determinants at macro level: health system level**

**Determinants at micro level: workplace or health facility level**

**Determinants at individual level: living circumstances**