# Tool 3 – Semi-structured interview guide

**Topic guide – Ministry of Health, national health service, national-level religious/health and other groups, regional level and NGOs**

**Objectives:**

* To explore experiences from previous management strengthening interventions.
* To explore experiences in scaling-up.
* To explore the expected facilitators and barriers when scaling-up the MSI and ways of addressing them.
* To identify relevant actors for the scale-up/ expansion of the MSI and to understand the reason behind their relevance.
* To understand the perception of the decision makers regarding the scale-up/ expansion of the MSI and by who and/or what they are influenced.
* To understand facilitators and barriers to policy implementation.

**Introduction:** Introduce the project, the scope of the interview

**Informed Consent Process:** Ensure participant has read the consent sheet, ask if she / he has any questions or areas for clarification, explain about confidentiality including recording the interview, complete consent sheet.

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| --- | --- | --- | --- |
| Interviewee ID |  | Position of interviewee |  |
| Date of Interview |  | Years of experience (total and current post) |  |
| Time of start of interview |  | Place of work |  |
| Time of end of interview |  | Gender | Male □ Female □ |
| Name of interviewer |  | Age |  |
| Name of transcriber |  |  |  |

## Introduction (rapport building)

1. **Can you please briefly introduce yourself?**

* Professional background (e.g. professional, academic, leave it informal)
* Brief comments about roles and responsibilities
* How long have you been in this district or are you from this district?

## Experiences with management strengthening interventions in general

*Introduction: We want to ask you some questions about management strengthening. During this interview, we speak of management strengthening as “developing or improving management competencies in order to improve the workforce in the district”. This could be done in multiple ways.*

1. **What do you think about management strengthening in general?**
2. **What MSIs have happened in the district (in this region/country) before? (concrete examples of interventions)**

* Were you involved in any of them and if so, how were you involved?
* What went well?
* What did not go so well?
* How can this be improved?

## Policy implementation & health reforms

*Introduction: We would like to understand the policy context regarding the scale-up/ expansion of the MSI and therefore we would like to ask you some questions about the available policies, policy implementation and health reforms.*

1. **Did one of the MSIs that you have mentioned before become a policy? Why (not)?**
2. **Are there any existing policies (or strategy, guidelines, SOPs, etc.) on management strengthening?**
3. **What do you think are barriers to policy implementation in general?**

* What could be done to address these barriers?

1. **What sort of things facilitate the uptake of health reforms/changes?**

**-** Characteristics of the political system?

**-** Ethnicity, nepotism, tribalism, religion, gender etc.?

1. **What are barriers to the uptake of health reforms/changes?**

**-** Characteristics of the political system?

**-** Ethnicity, nepotism, tribalism, religion, gender etc.?

1. **Do you think health reforms since the fourth republic has been successful or unsuccessful?** Why? (SWAP, decentralization, national health insurance, formation of national health service)

## Experience in scaling-up any programme

*Introduction: Now we want to ask you some questions about scaling-up programmes. This means expanding or increasing coverage of interventions (within the district, or from one district to multiple districts etc.).*

1. **Have you been involved in or do you know about scaling-up any intervention or programme?**

* If no experience at all, skip to part E of the interview guide.

1. **If yes, can you give an example of the scale-up/ expansion of a programme you were involved?**
2. **How was the scale-up/ expansion process done?***Probe for: Level of expansion (district, regional and national), type of activities, partnerships with organisations and departments, collaboration between various levels (national, regional & district), whether the scale-up/ expansion was clearly planned and resourced; and where the drive came from (e.g. external funders, program).*

* What was your role in the scale-up/ expansion process?
* What made this scale-up/ expansion process work well (key factors of success)?
* What made this scale-up/expansion process not to work so well (key factors of failures)?
* How can this be improved?

## Scaling-up the MSI

*Introduction: The project is a management strengthening intervention for health management teams at district level and applies via workshops and meetings a ‘learning by doing’ approach using the action research cycle: you plan, you act, you observe and you reflect. The DHMTs identify problems that they want to tackle, analyse the root causes and develop strategies to address these problems, implement them, observe and learn from this process. The project has taken place before has shown positive results: improvement of decision making of DHMT, improvement of DHMT meetings, improvement in DHMT reporting and reduction in absenteeism. Now we would like to scale-up/ expansion/expand the project to more districts. Therefore, we would like to know your views and ideas about scaling up the MSI here.*

1. **What is your opinion about the approach applied in the MSI (action research cycle) that we have just explained?**

* *Probe for specific characteristics of the approach/intervention*

1. **Would you be in favour or against the scale-up/ expansion of the MSI (action research cycle)? Why?**
2. **What could enhance the scale-up/ expansion of the MSI?**

* Who, in your view, will benefit, at various levels, from the MSI?
* Who has the decision-making power (authority) to decide that the MSI will be scaled-up all over the country? Why?
  + Probe for decision makers at regional and national level
* Who could be a champion for scale-up/ expansion of the MSI? Why? *(Explain that a champion is someone that advocates for the scale-up/ expansion of MSI)*
* Who (or which organisation) could lead the scale-up/ expansion to happen at district, regional and at national levels? Why?

1. **What are the challenges you expect when scaling-up MSI at regional and at national level?**

* Who (or which organisation) might not support the scale- up of the MSI at district, regional and at national levels? Why?
* Are there any gender implications that we should take into account during the scale-up/ expansion of the MSI?
* Are there any religious implications that we should take into account during the scale-up/ expansion of the MSI?
* Are there any ethnic/language implications that we should take into account during the scale-up/ expansion of the MSI?
* Are there any cultural implications that we should take into account during the scale-up/ expansion of the MSI?

## Impressions on decision-maker to make scale-up/ expansion happen

*Introduction: Let’s reflect on the decision-maker/s (organisation/s) (that you have mentioned earlier in Q14) who can make scale-up/ expansion happen.*

1. **What do you think is the decision-maker’s perception about the MSI? Why?**

* Do you think that the MSI fits within the health priorities of the decision-maker? Why (not)?
* Do you feel the decision-makers will have control over the implementation of the MSI? Why?
* Do you think decision-makers will have control over the scale-up/ expansion of MSI? Why?

## Politics and power dynamics

1. **What influences the decision maker to take action?**

* Who has influence on the decision-maker? Why?
* Based on our discussions, who should be engaged in scaling-up of MSI?
* What would be their role?
* How do you think they will work together?
  + Are there any tensions, problems or hierarchical issues that might influence working together on scale-up/ expansion   
    *- Probe for relationship between the national level, regional and the district.*
  + If yes, what can we do to work with this tension to make scale-up/ expansion happen?

1. **On what health issues do DHMTs collaborate with other sectors, development partners and community? How?** (*Only NGOs*)
2. **What strategies exist at district level to improve community involvement in health services?** (*Only health service staff)*
3. **What is the relationship between the Ministry of Health and other ministries?** *(Only MoH)*
4. **Is there anything that you would like to add?**

**Closure and thank you.**

**SHORT VERSION: Topic guide – Ministry of Health, national health services, regional level and NGOs.**

**Objectives:**

* To explore experiences from previous management strengthening interventions.
* To explore experiences in scaling-up.
* To explore the expected facilitators and barriers when scaling-up the MSI and ways of addressing them.
* To identify relevant actors for the scale-up/ expansion of the MSI and to understand the reason behind their relevance.
* To understand the perception of the decision makers regarding the scale-up/ expansion of the MSI and by who and/or what they are influenced.
* To understand facilitators and barriers to policy implementation.

**Introduction:** Introduce the project, the scope of the interview

**Informed Consent Process:** Ensure participant has read the consent sheet, ask if she / he has any questions or areas for clarification, explain about confidentiality including recording the interview, complete consent sheet.

|  |  |  |  |
| --- | --- | --- | --- |
| Interviewee ID |  | Position of interviewee |  |
| Date of Interview |  | Years of experience (total and current post) |  |
| Time of start of interview |  | Place of work |  |
| Time of end of interview |  | Gender | Male □ Female □ |
| Name of interviewer |  | Age |  |
| Name of transcriber |  |  |  |

## A. Introduction (rapport building)

1. **Can you please briefly introduce yourself?**

* Brief comments about roles and responsibilities
* How long have you been in this district or are you from this district?

## B. Experience in scaling-up any programme

*Introduction: We want to ask you some questions about scaling-up programmes. This means expanding or increasing coverage of interventions (within the district, or from one district to multiple districts etc.).*

1. **Have you been involved in or do you know about scaling-up any intervention or programme?**

* If no experience at all, skip to part C of the interview guide.

1. **If yes, can you give an example of the scale-up/ expansion of a programme you were involved?**
2. **How was the scale-up/ expansion process done?***Probe for: Level of expansion (district, regional and national), type of activities, partnerships with organisations and departments, collaboration between various levels (national, regional & district), whether the scale-up/ expansion was clearly planned and resourced (by who?); and where the drive came from (e.g. external funders, program).*

* What was your role in the scale-up/ expansion process ?
* What made this scale-up/ expansion process work well (key factors of success)?
* What made this scale-up/expansion process not to work so well (key factors of failures)?
* How can this be improved?

## C. Scaling-up the MSI

*Introduction: The project is a management strengthening intervention for health management teams at district level and applies via workshops and meetings a learning by doing approach using the action research cycle: you plan, you act, you observe and you reflect. The DHMTs identify problems that they want to tackle, analyse the root causes and develop strategies to address these problems, implement them, observe and learn from this process. The project has taken place before and has shown positive results: improvement of decision making of DHMT, improvement of DHMT meetings, improvement in DHMT reporting and reduction in absenteeism). Now we would like to scale-up/ expansion/expand the project to more districts. Therefore, we would like to know your views and ideas about scaling up the MSI here.*

1. **What is your opinion about the approach applied in the MSI (action research cycle) that we have just explained?**

* *Probe for specific characteristics of the approach/intervention*

1. **Would you be in favour or against the scale-up/ expansion of the MSI (action research cycle)? Why?**
2. **What could enhance the scale-up/ expansion of the MSI?**

* Who has the decision-making power (authority) to decide that the MSI will be scaled-up all over the country? Why?
  + Probe for decision makers at regional and national level
* Who could be a champion for scale-up/ expansion of the MSI? Why? *(Explain that a champion is someone that advocates for the scale-up/ expansion of MSI)*
* Who (or which organisation) could lead the scale-up/ expansion to happen at district, regional and at national levels? Why?

1. **What are the challenges you expect when scaling-up MSI at regional and at national level?**

* Who (or which organisation) might not support the scale- up of the MSI at district, regional and at national levels? Why?

## D. Policy implementation & health reforms

*Introduction: We would like to understand the policy context regarding the scale-up/ expansion of the MSI and therefore we would like to ask you some questions about health reforms.*

1. **What sort of things facilitate the uptake of health reforms/changes?**

**-** Characteristics of the political system?

**-** Ethnicity, nepotism, tribalism, religion, gender etc.?

1. **What are barriers to the uptake of health reforms/changes?**

**-** Characteristics of the political system?

**-** Ethnicity, nepotism, tribalism, religion, gender etc.?

## E. Impressions on decision-maker to make scale-up/ expansion happen

*Introduction: Let’s reflect on the decision-maker/s (organisation/s) (that you have mentioned earlier in Q7) who can make scale-up/ expansion happen*

1. **What do you think is the decision-maker’s perception about the MSI? Why?**

* Do you think that the MSI fits within the health priorities of the decision-maker? Why (not)?

1. **What influences the decision maker to take action?**

* Who has influence on the decision-maker? Why?
* Based on our discussions, who should be engaged in scaling-up of MSI?
* How do you think they will work together?
* Probe for relationship between the national level, regional and the district.
  + Are there any tensions, problems or hierarchical issues that might influence working together on scale-up/ expansion

1. **Is there anything that you would like to add?**

**Closure and thank you.**

**Topic guide: DHMT**

**Objectives:**

* To explore experiences from previous management strengthening interventions.
* To explore experiences in scaling-up.
* To explore the expected facilitators and barriers when scaling-up the MSI and ways of addressing them.
* To identify relevant actors for the scale-up/ expansion of the MSI and to understand the reason behind their relevance.
* To understand the perception of the decision makers regarding the scale-up/

**Introduction:** Introduce the project, the scope of the interview

**Informed Consent Process:** Ensure participant has read the consent sheet, ask if she / he has any questions or areas for clarification, explain about confidentiality including recording the interview, complete consent sheet.

|  |  |  |  |
| --- | --- | --- | --- |
| Interviewee ID |  | Position of interviewee |  |
| Date of Interview |  | Years of experience (total and current post) |  |
| Time of start of interview |  | Place of work |  |
| Time of end of interview |  | Gender | Male □ Female □ |
| Name of interviewer |  | Age |  |
| Name of transcriber |  |  |  |

## A. Introduction (rapport building)

1. **Can you please briefly introduce yourself?**

* Professional background (e.g. professional, academic, leave it informal)
* Brief comments about roles and responsibilities
* How long have you been in this district or are you from this district?

## B. Experiences with management strengthening interventions in general

*Introduction: We want to ask you some questions about management strengthening. During this interview, we speak of management strengthening as “developing or improving management competencies in order to improve the workforce in the district”. This could be done in multiple ways.*

1. **What do you think about management strengthening in general?**
2. **What MSIs have happened in the district (in this region/country) before? (concrete examples of interventions)**

* Were you involved in any of them and if so, how were you involved?
* What went well?
* What did not go so well?
* How can this be improved?

**C. Policy implementation**  
*Introduction: We would like to understand the policy context regarding the scale-up/ expansion of the MSI and therefore we would like to ask you some questions about policy implementation*

1. **What do you think are barriers to policy implementation in general?**

* What could be done to address these barriers?

## D. Experience in scaling-up any programme

*Introduction: Now we want to ask you some questions about scaling-up programmes. This means expanding or increasing coverage of interventions (within the district, or from one district to multiple districts etc.).*

1. **Have you been involved in or do you know about scaling-up any intervention or programme?**

* If no experience at all, skip to part D of the interview guide.

1. **If yes, can you give an example of the scale-up/ expansion of a programme you were involved?**
2. **How was the scale-up/ expansion process done?**  
   *Probe for: Level of expansion (district, regional and national), type of activities, partnerships with organisations and departments, collaboration between various levels (national, regional & district), whether the scale-up/ expansion was clearly planned and resource (and by who) and where the drive came from (e.g. external funders, program).*

* What was your role in the scale-up/ expansion process ?
* What made this scale-up/ expansion process work well (key factors of success)?
* What made this scale-up/expansion process not to work so well (key factors of failures)?
* How can this be improved?

## D. Scaling-up the Perform2Scale MSI

*Introduction: The project is a management strengthening intervention for health management teams at district level and applies via workshops and meetings a learning by doing approach using the action research cycle: you plan, you act, you observe and you reflect. The DHMTs identify problems that they want to tackle, analyse the root causes and develop strategies to address these problems, implement them, observe and learn from this process. The project has taken place previously and has shown positive results: improvement of decision making of DHMT, improvement of DHMT meetings, improvement in DHMT reporting and reduction in absenteeism).Now we would like to scale-up/ expansion/expand the project to more districts. Therefore, we would like to know your views and ideas about scaling up the MSI here.*

1. **What is your opinion about the approach applied in the MSI (action research cycle) that we have just explained?**

* Probe for specific characteristics of the approach/intervention

1. **Would you be in favour or against the scale-up/ expansion of the MSI (action research cycle)? Why?**
2. **What could enhance the scale-up/ expansion of the MSI?**

* Who, in your view, will benefit, at various levels, from the MSI?
* Who has the decision-making power (authority) to decide that the MSI will be scaled-up all over the country? Why?
  + Probe for decision makers at regional and national level
* Who could be a champion for scale-up/ expansion of the MSI? Why? *(Explain that a champion is someone that advocates for the scale-up/ expansion of MSI)*
* Who (or which organisation) could lead the scale-up/ expansion to happen at district, regional and at national levels? Why?

1. **What are the challenges you expect when scaling-up MSI at regional and at national level?**

* Who (or which organisation) might not support the scale- up of the MSI at district, regional and at national levels? Why?
* Are there any gender implications that we should take into account during the scale-up/ expansion of the MSI?
* Are there any religious implications that we should take into account during the scale-up/ expansion of the MSI?
* Are there any ethnic/language implications that we should take into account during the scale-up/ expansion of the MSI?
* Are there any cultural implications that we should take into account during the scale-up/ expansion of the MSI?

## E. Impressions on decision-maker to make scale-up/ expansion happen

*Introduction: Let’s reflect on the decision-maker/s (organisation/s) (that you have mentioned earlier in Q10) who can make scale-up/ expansion happen*

1. **What do you think is the decision-maker’s perception about the MSI? Why?**

* Do you think that the MSI fits within the health priorities of the decision-maker? Why (not)?
* Do you feel the decision-makers will have control over the implementation of the MSI? Why?
* Do you think decision-makers will have control over the scale-up/ expansion of MSI? Why?

## F. Politics and power dynamics

1. **What influences the decision maker to take action?**

* Who has influence on the decision-maker? Why?
* Based on our discussions, who should be engaged in scaling-up of MSI?
* What would be their role?
* How do you think they will work together?
  + Are there any tensions, problems or hierarchical issues that might influence working together on scale-up/ expansion.   
    *- Probe for relationship between the national level, regional and the district.*
  + If yes, what can we do to work with this tension to make scale-up/ expansion happen?

1. **How do the DHMT and the district assembly work together and on what health issues?**
2. **On what health issues do DHMTs collaborate with other sectors, development partners and community? How?**
3. **What strategies exist at district level to improve community involvement in health services?**
4. **Is there anything that you would like to add?**

**Closure and thank you.**

**Topic guide: District assemblies**

**Objectives:**

* To explore the expected facilitators and barriers when scaling-up the MSI and ways of addressing them.
* To identify relevant actors for the scale-up/ expansion of the MSI and to understand the reason behind their relevance.
* To understand the perception of the decision makers regarding the scale-up/ expansion of the MSI and by who and/or what they are influenced.

**Introduction:** Introduce the project, the scope of the interview

**Informed Consent Process:** Ensure participant has read the consent sheet, ask if she / he has any questions or areas for clarification, explain about confidentiality including recording the interview, complete consent sheet.

|  |  |  |  |
| --- | --- | --- | --- |
| Interviewee ID |  | Position of interviewee |  |
| Date of Interview |  | Years of experience (total and current post) |  |
| Time of start of interview |  | Place of work |  |
| Time of end of interview |  | Gender | Male □ Female □ |
| Name of interviewer |  | Age |  |
| Name of transcriber |  |  |  |

## A. Introduction (rapport building)

1. **Can you please briefly introduce yourself?**

* Professional background (e.g. professional, academic, leave it informal)
* Brief comments about roles and responsibilities
* How long have you been in this district or are you from this district?

## B. Scaling-up the MSI

*Introduction: The project is a management strengthening intervention for health management teams at district level and applies via workshops and meetings a learning by doing approach using the action research cycle: you plan, you act, you observe and you reflect. The DHMTs identify problems that they want to tackle, analyse the root causes and develop strategies to address these problems, implement them, observe and learn from this process. The project has taken place previously and has shown positive results: improvement of decision making of DHMT, improvement of DHMT meetings, improvement in DHMT reporting and reduction in absenteeism). Now we would like to scale-up/ expansion/expand the project to more districts. Therefore, we would like to know your views and ideas about scaling up the MSI here.*

1. **What is your opinion about the approach applied in the MSI (action research cycle) that we have just explained?**

* Probe for specific characteristics of the approach/intervention

1. **Would you be in favour or against the scale-up/ expansion of the MSI (action research cycle)? Why?**
2. **What could enhance the scale-up/ expansion of the MSI?**

* Who, in your view, will benefit, at various levels, from the MSI?
* Who has the decision-making power (authority) to decide that the MSI will be scaled-up all over the country? Why?
  + Probe for decision makers at regional and national level
* Who could be a champion for scale-up/ expansion of the MSI? Why? *(Explain that a champion is someone that advocates for the scale-up/ expansion of MSI)*
* Who (or which organisation) could lead the scale-up/ expansion to happen at district, regional and at national levels? Why?

1. **What are the challenges you expect when scaling-up MSI at regional and at national level?**

* Who (or which organisation) might not support the scale- up of the MSI at district and at national levels? Why?
* Are there any gender implications that we should take into account during the scale-up/ expansion of the MSI?
* Are there any religious implications that we should take into account during the scale-up/ expansion of the MSI?
* Are there any ethnic/language implications that we should take into account during the scale-up/ expansion of the MSI?
* Are there any cultural implications that we should take into account during the scale-up/ expansion of the MSI?

## C. Impressions on decision-maker to make scale-up/ expansion happen

*Introduction: Let’s reflect on the decision-maker/s (organisation/s) (that you have mentioned earlier in Q3) who can make scale-up/ expansion happen*

1. **What do you think is the decision-maker’s perception about the MSI? Why?**

* Do you think that the MSI fits within the health priorities of the decision-maker? Why (not)?
* Do you feel the decision-makers will have control over the implementation of the MSI? Why?
* Do you think decision-makers will have control over the scale-up/ expansion of MSI? Why?

## D. Politics and power dynamics

1. **What influences the decision maker to take action? Why?**

* Who has influence on the decision-maker? Why?
* Based on our discussions, who should be engaged in scaling-up of MSI?
* What would be their role?
* How do you think they will work together?
  + Are there any tensions, problems or hierarchical issues that might influence working together on scale-up/ expansion?   
    *- Probe for relationship between the national level, regional and the district.*
  + If yes, what can we do to work with this tension to make scale-up/ expansion happen?

1. **How do DHMT and district assembly work together and on what health issues?**
2. **What is the relationship between the Ministry of Health and other ministries?**
3. **Is there anything that you would like to add?**

**Closure and thank you.**