STAKEHOLDER IN-DEPTH INTERVIEW GUIDE

PURPOSE

The Stakeholder In-Depth Interview Guide contributes to understanding the scale-up process by asking key stakeholders to evaluate what has been achieved in scale-up, understand their perspectives regarding expansion and integration of the innovation, factors and environmental forces that have influenced scale-up, and identify actions needed to support the innovation and its expansion.

Stakeholders were individuals who had some involvement with SDM scale-up, including representatives of the MOH/government, bilateral projects, USAID implementing agencies, donors and multi-lateral organizations, professional associations and civil society organizations including FBOs, local NGOs, and women's rights organizations.

HOW IT WAS DEVELOPED AND USED

The ExpandNet framework elements were used to develop questions to gather opinions and perceptions of stakeholders and shed light on what had been achieved in scale-up. The interview focused on topics related to institutionalization of the innovation, the reasons for progress (or lack thereof) including environmental forces, and recommendations for next steps. IRH field staff identified a range of key organizations involved in family planning, and invited individuals who were influential in family planning and SDM scale-up to participate in an interview to discuss the scale-up process. In each country, a consultant familiar with SDM scale-up was hired to conduct interviews using the in-depth interview guide.

Nine to eighteen stakeholders—not necessarily the same people—were interviewed in each country at baseline and at endline. Interviewers compiled results of all the interviews and analyzed trends in responses.

Baseline study results informed or reinforced strategic planning decisions. Endline study results were particularly useful in understanding the current environment and what needed to be done to ensure that scale-up was sustained. Across countries, study results contributed to identifying common determinants of scale-up, particularly political and environmental forces, and issues going forward.

LESSONS LEARNED

- It is important to interview a diverse group of stakeholders, including those who are not supportive of the innovation. This allows for comparison of different perspectives on the innovation's value and role in the system.

- The baseline instrument did not work as well as expected. It was not sufficiently focused on seeking respondent's analysis of environmental and system factors that could influence scale-up. The tool was significantly revised for the endline, and included visual aids (in particular benchmark tables and maps) that could be shared with interviewees to encourage system-oriented reflections.

- The most effective approach to the interview proved to be organizing the discussion guide according to a systems framework and beginning by sharing a brief overview of the ExpandNet framework and

a snapshot of scale-up progress using the benchmark tables as a visual aid.

- The type of in-depth interview guide – thematic and open-ended – required skilled interviewers with agile probing skills. Interviewers needed to be conversant with scale-up concepts and the particular innovation in order to elicit relevant, detailed information.   Interviewers had to be perceived as unbiased so that stakeholders felt comfortable sharing negative perceptions of the innovation or the scale-up process. Individuals directly involved in the innovation scale-up would likely not be good candidates for this task.

VALUES

The individuals interviewed were key decision-makers and leaders in family planning, their values and opinions towards SDM as well as their analysis of institutional values and opinions provided information that could be used to assess how leader and organizational values may have contributed to the success or failure of SDM scale-up process and outcomes. Information obtained from these interviews offered insight into the relative importance that the innovation's core values played in convincing government ministries, health organizations, and service providers of the contribution of adding the innovation to their programs.

KEY REFERENCES & RESOURCES

World Health Organization/ExpandNet, 2010. Nine steps for developing a scale-up strategy. http://whqlibdoc.who.int/publications/2010/9789241500319_eng.pdf

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Background: *[Describe implementing/resource organization, project, and scale-up phase.]*

In order to assess the integration of *[innovation]* into family planning and reproductive health services in [focus countries/*countries/area of implementation*], *[organization]* is collecting data through *[list applicable data sources – ie, household surveys, facility assessments and stakeholder interviews and frequency]*. Results will be used to make changes in integration strategies and focus, capture lessons learned, measure project accomplishments and impact, and report to the governments of project countries and to *[donor, other interested parties(if applicable)]*.

Purpose: To evaluate what *[organization]* has achieved in scaling up *[innovation]*, understand stakeholders' perspectives regarding *[innovation]* scale-up, contribute to understanding the process of scale-up, and identify actions to be taken to support expanded, sustained services.

Objectives:
1. Understand stakeholders' views/definitions of scale-up and in particular *[innovation]*scale-up
2. Determine stakeholders' perspective of extent of success/failure of *[innovation]* scale-up and their analysis of factors that have affected scale-up success/failure
3. Determine stakeholders' current commitment to and attitudes toward *[innovation]*; evaluate changes, and cause of changes, in stakeholder attitudes regarding *[innovation]* and integrating it into their program.
4. Determine what remains to be accomplished for *[innovation]* scale-up and who will do it
5. Educate stakeholders in what *[organization]* has accomplished regarding *[innovation]* scale-up

Preparation: The interviewer should be familiar with each individual interviewee's background and degree/type of involvement in the scale-up process, position, and knowledge of scale-up. Apply this information to personalize the questions.

Interview Materials:
- Benchmark tables
- Logframe inputs/outputs
- Map of *[innovation]* coverage in the interviewee's country over time (if available)

Potential types of interviewees:
- Policymakers
- Representatives of technical assistance and donor agencies
- Representatives of private for-profit provider networks
- Program managers, including managers in capacity building
- Association of pharmacists or service providers (in some countries)

In-Depth Interview Guide

Name of Person Interviewed: _____

Title: _____

Institution/Organization: _____

Date of Interview: _____

Person conducting the interview: _____

READ THE FOLLOWING GREETING BEFORE BEGINNING THE INTERVIEW:

Hello, my name is _____. I am representing [organization]. As you may know, [organization] is working to introduce [innovation] into family planning services. We are conducting a study to document the process of introducing [innovation] in your country. As part of this study, I would like to ask you some questions about scaling up family planning innovations like [innovation] into reproductive health and family planning services in general, and integration of [innovation] specifically. This interview should take approximately 45 minutes to an hour. Your participation is entirely voluntary; there is no penalty to you if you decide not to participate. You only need to respond to those questions you wish to answer and you may stop the interview at any time. We will include your ideas in our report, but we will not use your name, and will take care that your comments cannot be attributed to you.

Please read the informed consent form. (Allow respondent time to read consent form)

Do you have any questions? Do you agree to participate in the interview? (Ask respondent to sign consent form)

May I tape record our conversation?

MAJOR THEMES, QUESTIONS AND PROBES:

1. **Understanding of Scale-Up**

   All governments use scale-up models, whether they are written or implicit, to help integrate a best practice into their programs or to help expand access to a best practice in a systematic way.

- How do you understand scale-up? What do you understand scale-up to be?

   [Organization] used the ExpandNet framework to guide, plan and evaluate [innovation] scale-up efforts with partners. Under the ExpandNet framework, scale-up is defined as deliberate efforts to increase the impact of tested health service innovations to benefit more people and foster sustainable policy and program development. (Revise this paragraph as necessary to reflect the scale-up model chosen.)

   (Show participant ExpandNet framework and explain different components.) According to this approach, the innovation would be the interventions or best practices that are being

scaled up. The <u>resource team</u> refers to the individuals or organizations that will promote and facilitate wider use of the innovation. The <u>user organization</u> refers to the organizations that will adopt or implement the innovation. The <u>environment</u> refers to the conditions that affect scale-up, such as political, economic and social factors. The <u>scale-up strategy</u> is made up of different types of scale-up, such as political and geographical expansion, dissemination approaches, organizational processes, resource mobilization, and monitoring and evaluation. (Revise this paragraph as necessary to reflect the scale-up model chosen.)

- Have you seen this model before? Do you think a model like this is helpful? Why?
- What do you consider indicators of successful scale-up?

2. Scale-Up Process & Extent To Which Scale-Up Principles Were Applied

- Can you describe how *[innovation]* scale-up was operationalized in your program/organization? What has worked well? What hasn't worked well?
  - *To what degree was a model/strategic approach to planning applied? Describe.*
  - *How does it differ from other work you're doing in expanding programs?*
  - *Who has been involved? How has that changed?*
  - *In what way, if at all, would you say the process contributed to systems strengthening?*
  - *Are you familiar with any data/evidence of [innovation] scale-up? For example, [mention data collected- .i.e, quality assurance data, midline assessment results, service statistics, Most Significant Change (MSC) stories]. To what extent has the evidence/data collected around [innovation] been used to support scale-up?*

- There are many external factors that may influence *[innovation]* scale-up activities within the larger political-social environment and among the different organizations involved. Are there any external factors that have influenced *[innovation]* scale-up in the last four years?
  - *How have political environment and government transitions played a role?*
  - *What has been the participation of various actors in this process? Have there been any champions that have played a significant role? If so, please describe.*
  - *How has the concept of human or reproductive rights played a role? To what extent, if any, do you think the work around [innovation] has involved gender equity? [Revise or add questions that address values of the innovation.]*
  - *How has [organization] helped to make this happen?*
  - *What could have been done differently?*

3. Degree Of [Innovation] Scale-Up in the Country and Organization

[Show and explain Benchmarks Summary Table (see (link to Benchmarks)) by indicator.] Take a moment to look at these scale-up benchmarks. Tell me what catches your attention.

*[Probe by elements of Benchmark Progress Summary **(For <u>program managers and representatives of private organizations</u>)**]:*
- In regards to provision of family planning methods, to what degree has *[innovation]* been fully integrated into your organization/programs? Why is that? Why not?

- o *Is [innovation] included as part of your program/organization's method mix/service offerings?*
- o *Are providers trained to counsel on [innovation]? What type of providers are best suited to offer the [innovation]? What are providers' perceptions regarding [innovation] efficacy? Does [innovation] integration affect or influence the overall family planning training for providers?*
- o *Is [innovation] included in your program/organization's logistics system?*
- o *Is the [innovation] included in the HMIS and reporting systems of your program/organization?*
- o *Is [innovation] included in your program/organization's plans and budget?*
- o *Is [innovation] included in your program/organization's materials and activities to increase awareness of family planning methods/demand? Do you think enough awareness has been generated about this method? If not, what do you think is needed to create greater awareness?*
- o *What role do provider attitudes play?*
- o *Why do you think scale-up has been successful in some areas more than others?*

[Probe by elements of Benchmark Progress Summary (For policymakers and representatives of donor and cooperating agencies)]:

- In regards to *[innovation]* inclusion in family planning initiatives and programs, to what degree has *[innovation]* been fully integrated into your organization's initiatives/programs? Why is that? Why not?
  - o *Would you say the [innovation] is included in the country's key policies, norms and guidelines? If not, why not?*
  - o *Is [innovation] included in the country's procurement system? If not, why not?*
  - o *Is [innovation] being included in the country's national health surveys? If not, why not?*
  - o *What role do provider attitudes play? Does [innovation] integration affect or influence the overall family planning training for providers?*
  - o *Why do you think scale-up has been successful in some areas more than others?*

4. Specific Questions Regarding *[Innovation]*

- To what degree is *[innovation]* consistent with your program/organization's current priorities in reproductive health and family planning?
  - o *What do you think are the benefits that [innovation] brings to RH/FP programs in your country? Does it also bring any disadvantages? Please describe.*
  - o *What is the effect of adding [innovation] to the method mix?*
  - o *Is scale-up of [innovation] an effective way of working with FP programs outside of the public sector or at community level? How?*
  - o *Because of your involvement with [innovation] scale-up, has your perception of scale-up changed? In what way?*

5. Next Steps

- What is needed to complete *[innovation]* scale-up in your country? What is needed to sustain what has been achieved?