

Appendix 2: Interview Guide

Introduction of Interviewer:

My name is _____ and I am assessing a project that was implemented here in Tanzania with the support of Global Fund to transform the Tanzania MSD. **This assessment has the full approval from the Ministry of Health and the Tanzania MSD.**

Given your role and responsibilities in the Tanzanian health system, I would like to ask you specific questions related to this project. The answers you give will not be directly attributed to you and you are free to stop participating in the interview at any time.

Do you all agree to participate: Yes _____ No _____

If the answer is No, from any participant(s); thank them and excuse them, before proceeding with the discussion

Description of the Project:

In 2015, the Tanzania Government sought the assistance of the Global Fund, and with support from Deloitte Consulting undertook a series of strategic assessments and reviews to understand the main causes of the decline witnessed at MSD. From these reviews, several strategic reform measures at Tanzania MSD aimed at improving overall performance and long-term sustainability were implemented.

Do you all know about the project that I have described:

Yes _____ No _____

If the answer is No, from any participant(s); thank them and excuse them, before proceeding with the discussion

I am going to ask you specific questions related to these strategic reforms at Tanzania MSD. These questions are focused on 5 specific themes; relevance of the project, performance, success and effectiveness, impact and sustainability. Please, feel free to share your views as comprehensively as you can based on your knowledge and experience of the reform project.

Do you have any questions or any clarifications that I may address at this point?

Please clarify your role and the organization you represent within the Tanzania Healthcare System

A. Relevance of the MSD reform project:

- i.* What were the key challenges and impediments facing the MSD in the execution of its mandate before the reforms that began in 2015? *Please explain and give examples.*
- ii.* Was the design, aim and goal of the reform activities aligned and responsive to the key impediments and challenges that faced MSD? *Please explain and give examples.*
- iii.* Briefly describe the activities that were implemented through the strategic reforms

B. Performance of the MSD reform project:

- i.* What were the main goals and objectives of the reform activities that were implemented at MSD?
- ii.* Was the purpose the different reform activities at MSD adequately explained and understood by different stakeholders?
- iii.* Were the planned activities implemented and completed according to set targets and defined schedules?

C. Success and effectiveness of the MSD reform project:

- i.* What aspects of the reforms initiated at the MSD were successful?
- ii.* What aspects of the reforms initiated at MSD faced challenges?
- iii.* What factors were necessary for successful implementation of reforms at MSD?
- iv.* What were the lessons learned and best practices learned from the reform implementation?

D. Impact of the MSD reform project:

- i.* Did the reforms have an impact on the availability of medicines and other health supplies at the various levels of the healthcare system?
- ii.* Did the reform activities have an impact on the financial position of MSD?

- iii. Did the reform activities have an impact on the overall operations of MSD in terms of planning and resource management?
- iv. To what extent did the project in its entirety improve the performance of the health system?

E. Sustainability of the MSD reform project:

- i. To what extent does the Tanzania MSD have the capacity to continue implementing other transformative actions and the best practices instituted through the reform in order to ensure sustainable gains?
- ii. Does MSD have enough financial resources necessary to sustain the gains realized through the reforms?
- iii. Does MSD have enough human resources and governance structures necessary to sustain the gains realized through the reforms?
- iv. What role could government, donor agencies and other organizations that are involved in the healthcare landscape play to secure the gains and improve the overall sustainability of the project?