

Supplementary Table 1 Opinion of the key informants regarding the six building blocks of health system.

Theme (health system building blocks)	Respondent type	Quotation (opinion)
Health service delivery	Drug Vendor (informal healthcare provider) (KII-2)	<i>“During the first two months, I received many patients with different health problems along with breathing difficulties. We usually suggest general drugs for breathing difficulty.”</i>
	Formal healthcare provider (KII-7)	<i>“Normal delivery at our hospital decreased during lockdown. We learned that they (pregnant women) tried to have normal delivery at home. They fell at risk. Traditional birth attendants are not trained to manage complications. We dealt with mothers who experienced complications after home delivery during lockdown.”</i>
Healthcare financing	Technical Expert (KII-19)	<i>“In Dhaka city, there was urgency and thus there was mismanagement. As we heard, people involved in the ministry of health and family welfare tried to release the fund which was in each of the operation plans of different departments, and they could do it. Later the government received funds from the donor agency. This was enough resource for the health sector..... It will not be correct to say resource shortage hindered the implementation of activities to manage the pandemic.”</i>
	Technical Expert (KII-17)	<i>“A lot of money was misused ...you must have read in newspapers during pandemic.... I am not sure whether it was adequate or not but there was not any lack of funds. To some extent, they could not spend money due to the financial rules... There is tremendous political pressure.... The physicians do not understand finance. The administrative officers/clerks of DGHS prepare and manage those.....”</i>
Health information on COVID-19 prevention, management and treatment	Technical Expert (KII-19)	<i>“DG [Directorate General] health is not so active in engaging community in preventive intervention but they are working. Bureau of health communication is also working with NGOs in this regard. However, this is not enough for effective engagement of community in pandemic management.”</i>
Health workforce	Technical Expert (KII-18)	<i>“[The] Majority of the senior, experienced and specialized physicians did not attend patients. Frontline health workers had to face the battle.”</i>

	Technical Expert (KII-17)	<i>Government has taken some good initiatives in response to Covid-19. You know the government has recruited and deployed more than 2000 physicians and many other health staff on an urgent basis. But there has been a problem in posting those physicians. The physicians have not been posted at places where they are originally planned for. Due to political pressure or the influence of Civil surgeons, many of them have been placed in urban areas or district level.</i>
	Formal healthcare provider (KII-1)	<i>"In our facility, two staff members had been infected and we all had to go for isolation for 14 days. Therefore, there was no one to operate our facility. People have not received any treatment from our facility at that time."</i>
Medical products and technologies	Formal healthcare Provider (KII-1)	<i>"Many of our patients do not want to do the Corona test. The private diagnostic facilities have high charges for the test which the poor patients cannot afford. It is true that testing at public facilities is a hassle. Many of our patients shared their experience that they have to stand in a long queue and wait for a long time to get tested and then the reports take a long time. One patient told me that he received his report after 15 days of giving sample."</i>
	Formal healthcare Provider (KII-04)	<i>"They do not want to go for doing Covid-19 test. If we refer them, they do not want to go because they fear that the hospital will admit him and will not allow him to meet with his family members. Community people would avoid him after knowing that he got infected. Thus, they do not want to do the test."</i>
	Technical Expert (KII-17)	<i>"The lower-class people always experience discrimination. They are always deprived and in terms of getting Covid-19 related health services, they have been deprived."</i>
Leadership/governance	Technical Expert (KII-19)	<i>"All decisions are made by one or two people. The WHO suggested involving all people in relevant sectors in order to fight with the pandemic. This is not possible for the ministry of health independently. Not all divisions of the government were involved. Things could have been different if all sectors worked together."</i>