

**ANNEX D**

**Situation Analysis Key Informant Interview Guide**

**to accompany the Situation Analysis Guidance for developing Strategic Operational Plans to achieve sustainable increases in condom use**

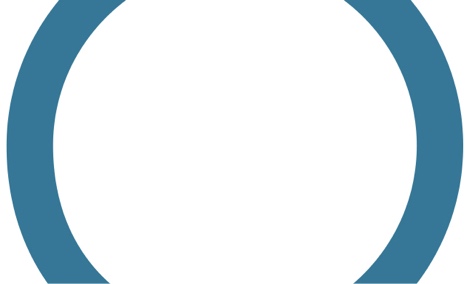
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2. **Questions for Stakeholders**
   1. **General Module**
   2. **Detailed Modules**



**ABBREVIATIONS**

**HMIS** Health Management Information System

**KII** Key Informant Interview

**LMIS** Logistics Management Information System

**MoH** Ministry of Health

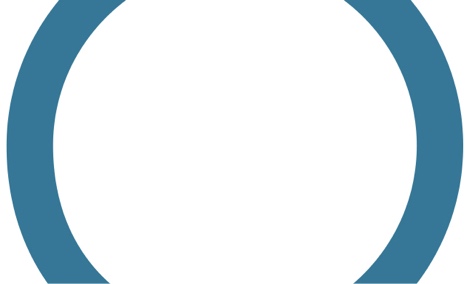
**M&E** Monitoring and Evaluation

**NAC** National AIDS Council

**PSAT** Program Self-Assessment Tool

**TOR** Terms of Reference

**TMA** Total Market Approach

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**INSTRUCTIONS**

The Key Informant Interview (KII) guide is intended to facilitate information gathering from key government staff and stakeholders to inform the situation analysis. KIIs are a key step in the development of a strategic operational plan for condoms. KIIs complement other sources of information, such as surveys, studies, HMIS and LMIS data, and project reports.

There are two sets of interview questions. The first set is for condom focal points and HIV/STI prevention or FP leads in government. The other set is for stakeholders (implementers, donors, social marketers, commercial sector, etc.). The stakeholder questions include a general module for all informants and several detailed modules for informants who may have specialized information.

**Structure**:

1. Questions for condom focal points and HIV prevention leads in government
2. Questions for Stakeholders
   1. General Module
   2. Detailed Modules

Select the modules and questions that are most relevant to each informant. It is not expected that all questions will be asked of all informants. Add other questions or probes as needed to provide further insight on key issues.

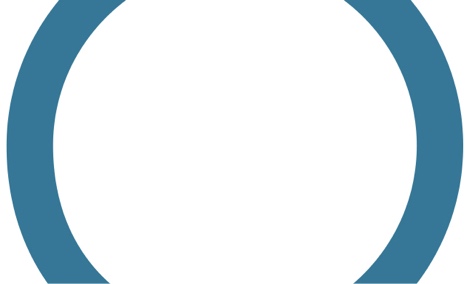
Aim to speak with well-informed people – such as the condom focal point at the NAC or MoH, or a condom social marketing manager – early in the situation analysis process. You can then use subsequent interviews to fill in information gaps.

If you are satisfied that one informant has given you correct information then there is no need to repeat the questions with each informant. However, there is some information that is more subjective, such as the performance of program stewardship functions, and will benefit from different perspectives from different types of stakeholders.

The interview questions incorporate many elements of the standardized Program Self-Assessment Tool (PSAT). KIIs can contribute to completing the PSAT, while providing the additional depth necessary to develop a strong operational plan.

**Note-taking tips for Situation Analysis Interviews**

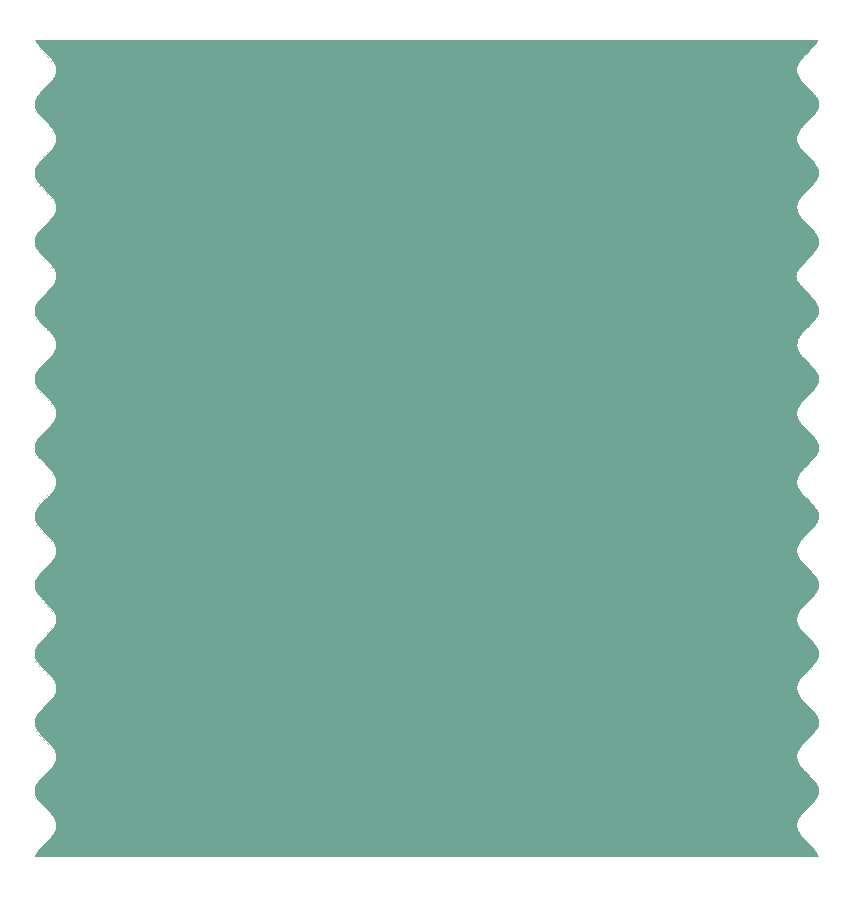
* Prior to the interview, review what key insights you expect from the interviewee, based on their experience and interviews already conducted.
* Consider typing your notes for phone interviews as it is quicker for most people.
* Don’t try to write down every word – the main idea is often enough.
* Focus on key words and phrases that will enable you to remember examples, details, and stories after the interview is finished. Circle / highlight important insights as you write.
* Key words and phrases include:
* the main idea in the response of the interviewee for each question
* when interviewees are most forceful or enthusiastic in what they are saying
* when interviewees say things that are surprising or new
* when interviewees describe something with precision or in detail
* Make sure **you don’t get** lost in your notetaking. It is essential to continue to listen actively, make eye contact (if in-person), and communicate to the interviewee that what they are saying is vitally important to you.
* ***As soon after the interview as possible***—spend at least 30 minutes going over your notes and filling in details. This is also the time to ensure that anything that is difficult to read from handwriting is clarified.

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**LIST OF POTENTIAL KEY INFORMANTS**

|  |  |
| --- | --- |
| NAC | condom focal point, prevention lead, M&E lead |
| MOH | condom focal point, HIV prevention lead, STI prevention lead, RH/FP lead, supply chain lead |
| Regulatory bodies | departments responsible for testing, registering medicines, taxes & duties |
| Implementers | social marketing organizations, NGOs working in HIV response, especially behavior change |
| Commercial sector | importers and distributors |
| Donors and multi-lateral organizations | UNFPA, UNAIDS, USAID, and others providing substantial funding |

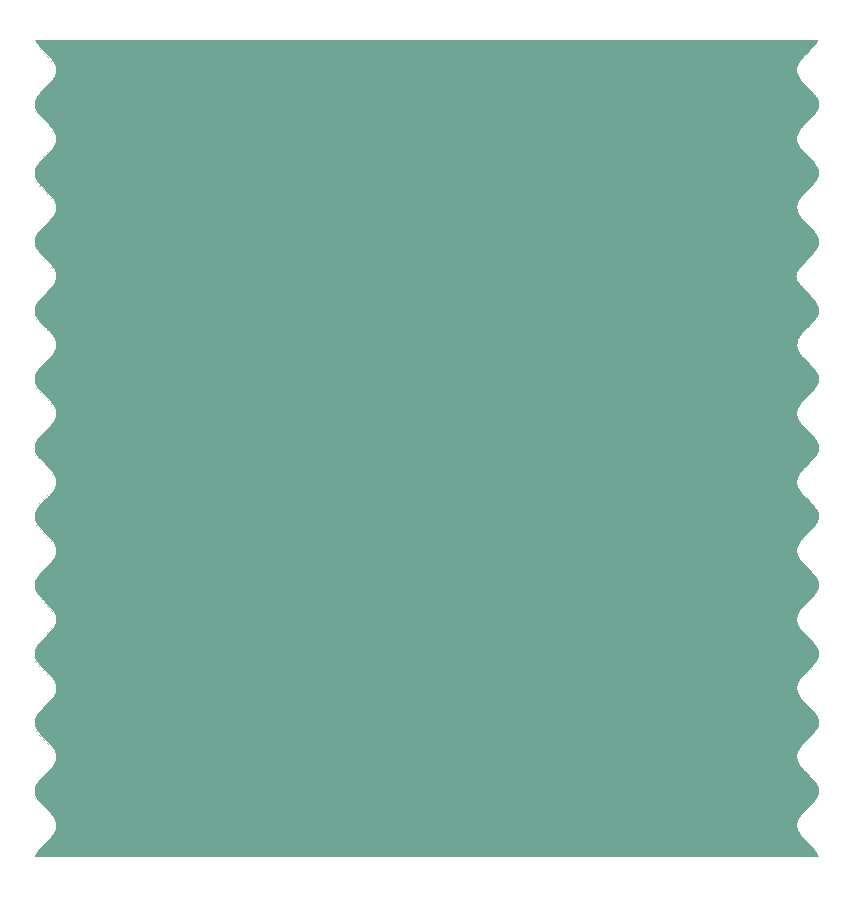
**Questions for condom focal points or HIV/STI prevention**



**or FP leads**

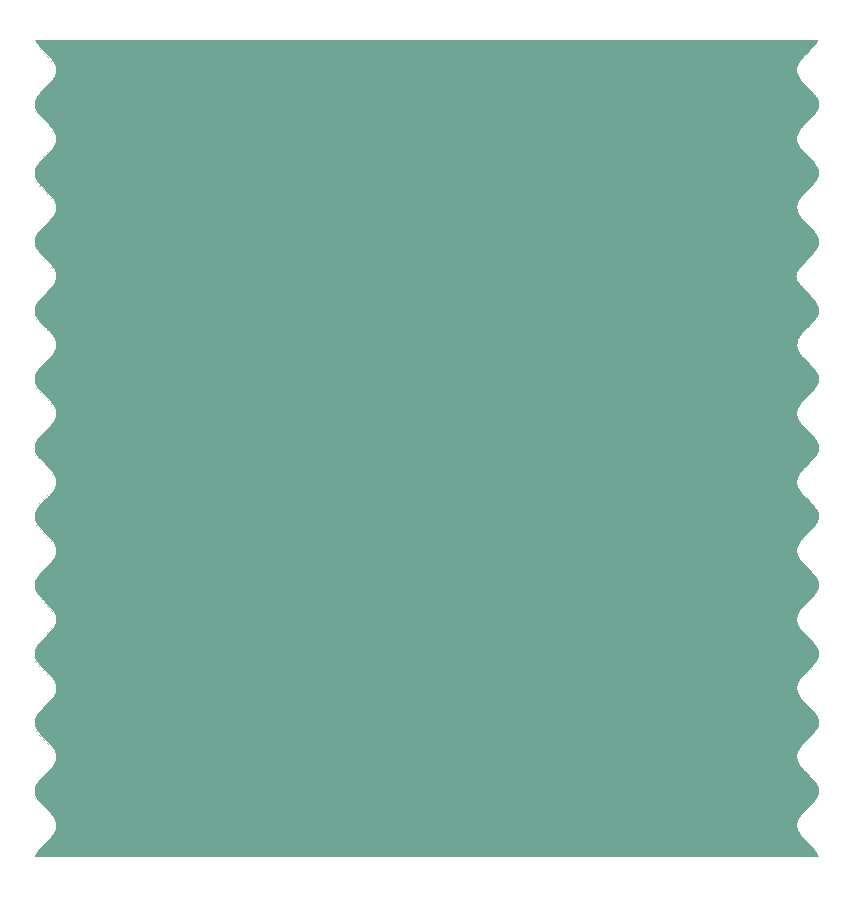
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| Interview Date |  |
| Stakeholder name |  |
| Position |  |
| Department |  |
| Institution |  |
| Interviewee’s role |  |
| General questions   * What is your role? How long have you been in the role? * How would you characterize the country’s condom programming and its results? * What are some of the strengths and weaknesses of condom programming in your country? (Answers should touch on program stewardship, demand, and supply. Consider using the more detailed modules below for follow up.) * What do you feel should be the priorities for condom programming going forward? | |
| The national plan   * Please describe the process for developing the last national condom plan/strategy. Who led it, who was involved, what was the review and approval process? * How is progress tracked? Is there a workplan? Who has responsibility for it? * Do you feel the plan/strategy is an effective tool for coordinating activities? For raising funds? For coordinating donor investments? In what ways has it worked/been helpful for coordinating? In what ways has it not succeeded at these? | |
| Role of condom focal point   * Do you feel you have the mandate and resources (time and money) to carry out your role? * Are there ways in which your mandate and terms of reference could be modified to improve the effectiveness of your role? * How often do you coordinate with focal points in other areas (e.g., HIV treatment)? * How often do you coordinate with persons responsible for supply chain management? Who develops the condom needs estimates? | |
| Condom working group   * Is there an active working group to coordinate condom programming? * Does it have terms of reference, and are the terms of reference relevant? * Does the group meet regularly? Do meetings have an agenda linked to initiatives in support of the national plan? * Does the group include participation of all sectors (public, commercial, NGO)? * Are donors included in the group and do they use the group to coordinate support? * How is success of the group measured? Are there milestones or other measures to know if the group is acting effectively? * Is member satisfaction with participation in the group measured? What are their principal motivations for participating? | |
| Quality control   * Is there a functioning lab for condom quality control accredited by an international body (WHO, FHI, CDC or any other recognized international entity)? * Does the commercial sector follow the quality control guidelines? If not, why not? * Does length of time to test condoms impact condom supply in the country? Is testing financially burdensome? Does the private sector adhere to testing guidelines? * Have there been efforts to improve quality control? If so, what were they and how have they fared? | |
| Regulations   * Are condoms subject to import duties? If yes, how much is the duty? * Are condoms subject to VAT? Is that equally applied to social marketing organizations and commercial sector? * Describe any regulatory barriers that may be impeding the condom programme. * Have there been changes to condom regulations over the past several years? If so, what have they been and how have they affected the market? | |
| Budgeting and fundraising   * Does the national budget have a line allocated to fund condom procurement? If yes, what is the amount? Was the budget line item exercised (e.g., were condoms procured)? * Were condoms included in the last Global Fund proposal? * Were associated support costs (delivery, demand creation, etc.) also included? Is funding adequate for those costs? * Who are the major donors supporting condom programming? What is the general trend from the donors? * Is there adequate funding to support the government’s role in stewarding the condom program? (e.g., coordination, gathering and disseminating analytics, etc.) * What do you feel are the major funding gaps? | |
| Closing questions   * Is there another factor that you think would contribute in an important way to a successful, sustainable condom programming? Please explain. * Is there anything else you would like to share regarding your opinions on how to improve condom programming overall? * Who can you recommend I talk to who might have more information on some of these issues? | |

**Questions for stakeholders**



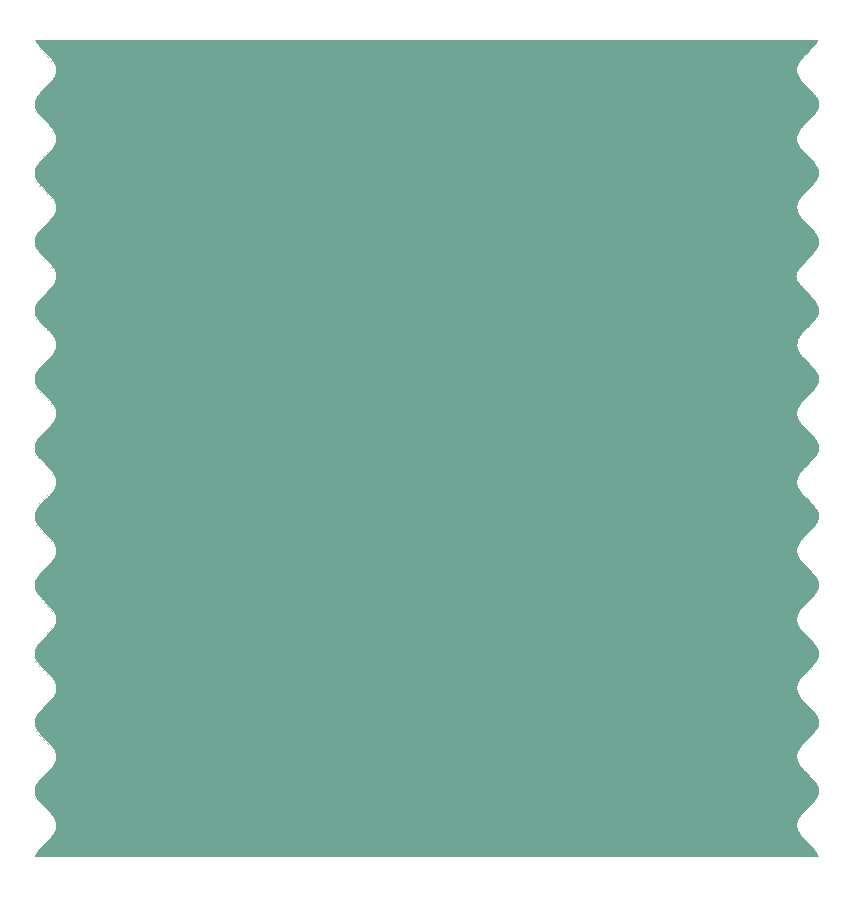
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| **Area: General questions for all** | |
| Interview Date |  |
| Stakeholder name |  |
| Position |  |
| Department |  |
| Institution |  |
| Interviewee’s role in condom programming |  |
| * How long have you and your institution been working in condom programming, where, which populations, what level of funding? * What are your organization’s main activities related to condoms? (Possible probes if not covered: Is your work primarily for HIV, other STIs, or FP? Do you support leadership & coordination for condom programming? M&E? Is your work primarily about supply & access or demand?) * What have been the achievements and successes of your work? * What do you consider to be the country’s achievements and successes in condom programming? * What are the biggest difficulties and challenges your program faces in increasing condom use and meeting needs for HIV/STI/FP? * What are the biggest difficulties and challenges the country faces in trying to increase condom use? * (If not already covered) What do you consider to be the main barriers to condom use (if possible, by population)? | |

**Questions for stakeholders**



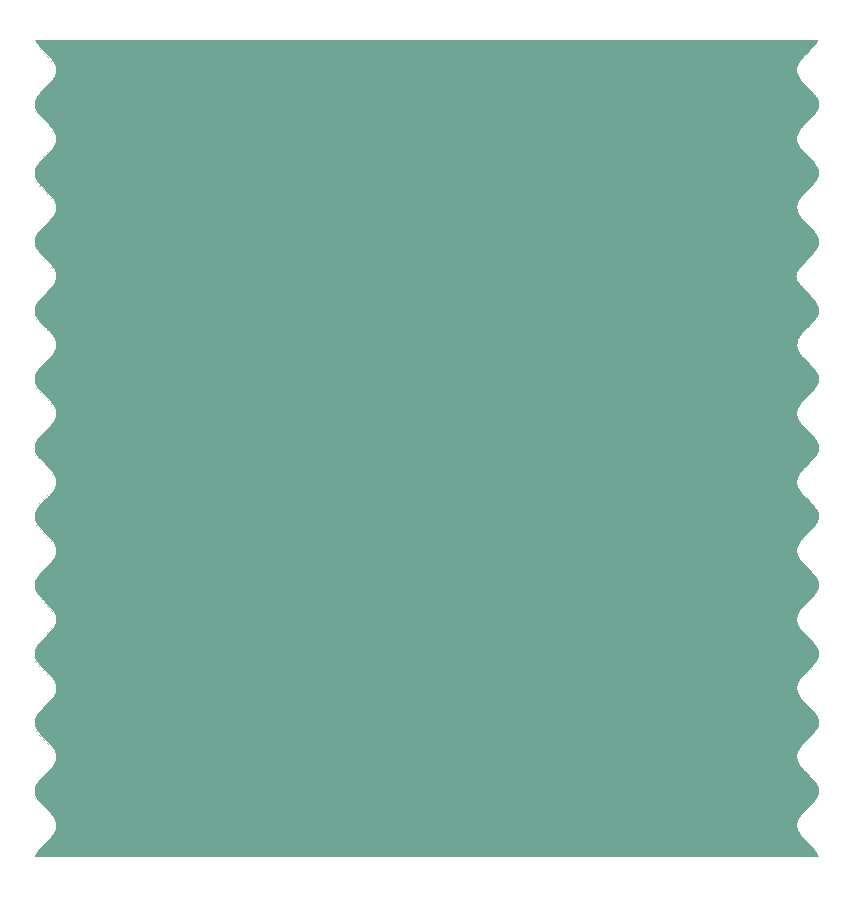
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| **Area: Leadership & Coordination**  **Recommended for: NGOs, donors, commercial sector** |
| Is there an effective national condom plan or strategy?  *Possible probes: Does the plan inform the work of partners? How? Does it inform resource allocation by the government and donors? Is progress tracked regularly? How? Are prioritised goals and objectives incorporated into annual objectives for government and implementing partners?* |
| Does the condom programme have a clear lead department/agency that has the mandate and responsibility to effectively lead condom programming?  *Possible probes: Does the lead have time and resources to execute that mandate? Does the lead agency have the active support of other agencies and ministries? Does the lead have the capacity to lead effectively?* |
| Is there an active working group (condom technical working group or equivalent) coordinating condom programming?  *Possible probes: Are the TOR fit for purpose and adhered to? Does the group meet regularly with an agenda linked to initiatives in support of a national plan? Does the group include all sectors (public, commercial, NGO)? Do they participate actively? Are donors included in the group and do they use the group to coordinate support? Are you satisfied with your participation in the group?* |

**Questions for stakeholders**



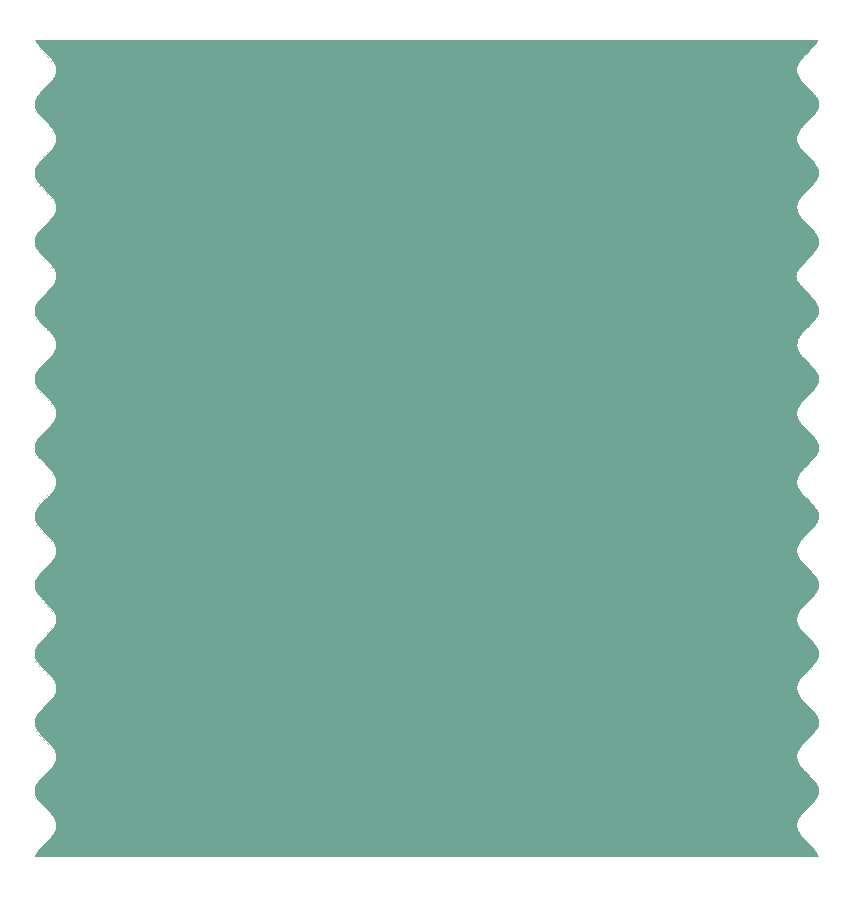
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| **Area: Program Analytics**  **Recommended for: Condom focal point(s), implementers, donors** |
| Overall Planning   * Is there a national M&E framework supporting the national condom strategy? Who is responsible for it? What areas does it cover? * Was it developed with the input of government, NGOs, and the commercial sector? * Is the framework implemented in a way that efficiently and regularly tracks data on a continuous basis including at a minimum data on condom use, availability, and distribution? * Is there regular feedback to stakeholders so that awareness of progress against the plan is high? |
| Who collects data on condom use*?* What type of data do they collect and how often is it collected? How is the data used? *(prompt – consider market type data (volumes distributed all sectors), access data (availability) or user data (behaviors, or factors of behaviors).*   |  |  |  |  | | --- | --- | --- | --- | | Person/Organization | Type of Data | Frequency of collection | How is data used? | |  |  |  |  | |  |  |  |  | |  |  |  |  |  * Is condom programming, demand and condom market data regularly collected, analyzed, and disseminated on a timely basis to help with decision making? Who leads this process? Where are the gaps? How could the process be improved? * Does the private sector provide data on condom sales? * What data do you think would be useful for condom programming but that you are not able to access or is not available? * How could the flow of information on condo programming be improved? |

**Questions for stakeholders**



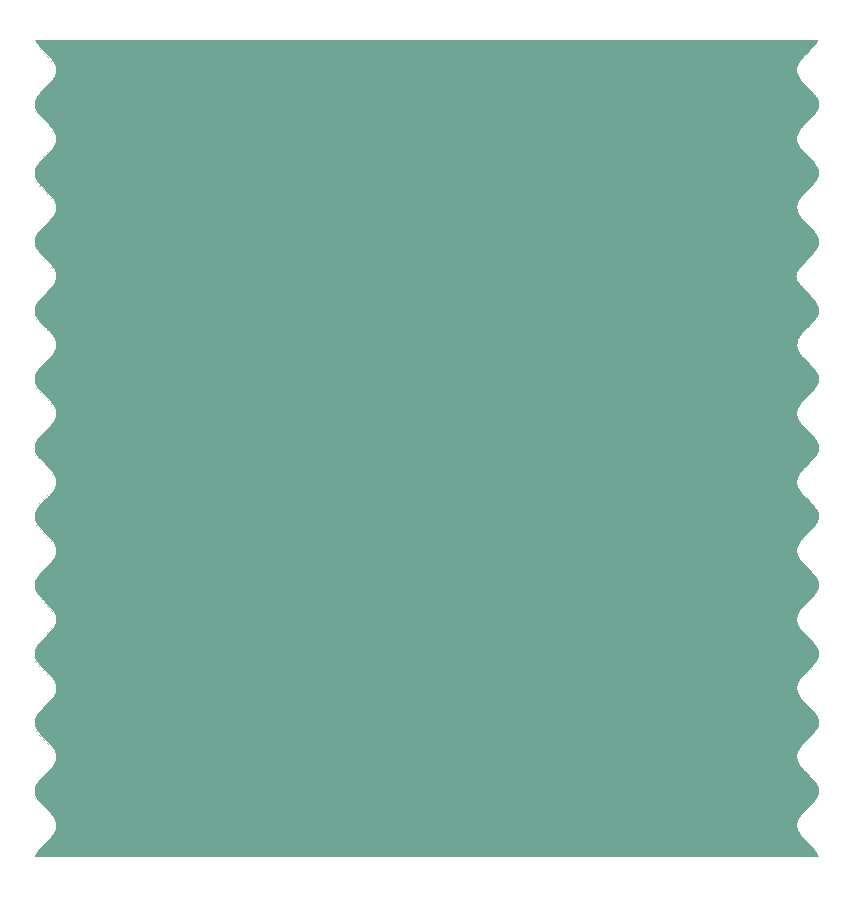
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| **Area: Financing**  **Recommended for: All with information** |
| * Who are the major donors supporting condom programming? Describe the general trend. * Were condoms included in the last Global Fund proposal? Were supporting costs (demand, stewardship) included? * Do you feel that condom programming receives reliable and sufficient funding to fulfil tasks related to stewarding the national program (e.g. coordination, ensuring alignment with the national plan, ensuring that program analytics are used, etc.)? * Does funding exist (external & internal) for holistic programming to address market weaknesses (beyond commodities – areas such as demand creation, targeted distribution, market information)? * Are funding gaps understood by the government and built into budget proposals or addressed in programmes? What do you see as the major funding gaps? * Is domestic funding available (budget line exercised) to support procurement of a relevant percentage of condoms for free distribution? For other program components? |
| What is your committed funding to support interventions moving forward?   |  |  |  |  |  | | --- | --- | --- | --- | --- | | Donor | Annual funding & years funding committed | Target groups &  program components | Geographic area | Condoms Procured/ Distributed | |  |  |  |  |  | |  |  |  |  |  | |  |  |  |  |  | |

**Questions for stakeholders**



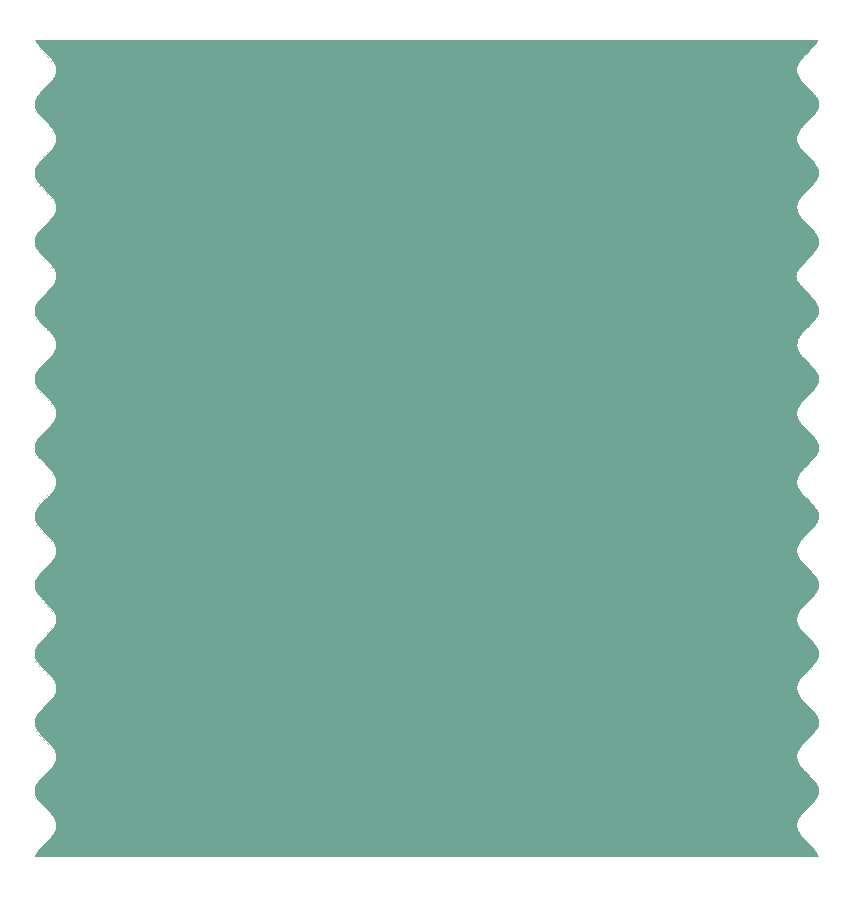
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| **Area: Total Market Approach (TMA)**  **Recommended for: All\*** |
| Read this definition of TMA before asking questions: TMA is a framework for maximizing the relative contributions of the public, commercial, and NGO sectors in addressing the challenges of increasing and sustaining condom use. This approach can help grow condom use by segmenting the market for better targeting of free or subsidized products, reducing inefficiencies and overlaps, and creating room for the commercial sector to increase its provision of condoms.   * Are you familiar with TMA?   \*Skip this module for stakeholders who are not familiar with TMA.   * Does the government understand what a TMA is? Do stakeholders? * Is the government embracing a TMA? How so? Looking for answers that touch on:   + Does a vision for a healthy, sustainable market exist? Is there clarity on what a TMA aims to achieve, and the activities supporting that?   + Is the TMA strategy based on a market analysis and focused on systemic fixes to the condom program that will benefit all sectors?   + Is there clarity on roles, responsibilities and good coordination between NAC, the MoH and other entities on condom programming & TMA? * Does the government have the personnel in the right leadership positions to effectively lead the coordinating working group overseeing the stewardship of a TMA? What are the gaps? What is working well? How? * Are the right organizations from all sectors involved to support or champion specific elements of a TMA supporting sustainable condom programming? Please explain why. * What, in your opinion, would be the most useful benefits or outcomes resulting from committing to a TMA? |

**Questions for stakeholders**



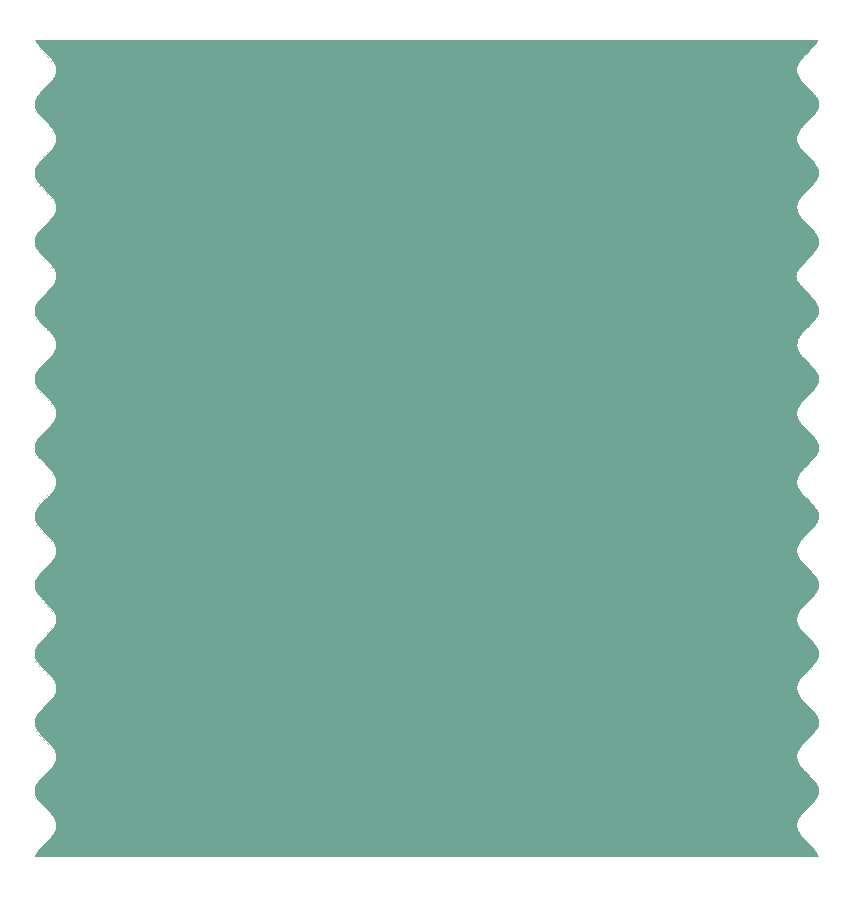
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| **Area: Regulations and Policies**  **Recommended for: Commercial Sector, Social marketers** |
| Do you feel that national policies for condoms are supportive of the private sector?   * How easy/difficult is it to register commercial brands to sell? * How easy/difficult is it to import and get shipments approved and cleared (pre-shipment, customs clearance, tested)? * Are import duty and VAT policies clear? What impact do they have on your operations? * Does a ‘level playing field’ exist for social marketed, commercial, free brands (e.g., policies/regulations are consistently applied across sectors)?   Is there a consultative process to engage the private sectors (both NGO and commercial) in any regulations that affect their operating environment, as relates to condom programming? If yes, outline how process works (and consider the elements in the table below).   |  |  | | --- | --- | | Tariffs and taxes | □ Yes □ No | | Pricing | □ Yes □ No | | Regulatory policies | □ Yes □ No | | Registration/licensing of a new condom | □ Yes □ No | | Sharing information & market intelligence | □ Yes □ No | | Sector specific Plans & opportunities | □ Yes □ No | | Partnership & Coordination | □ Yes □ No | | Developments in other sectors (i.e., procurement of free condoms) | □ Yes □ No | | Other (please elaborate) |  | |

**Questions for stakeholders**



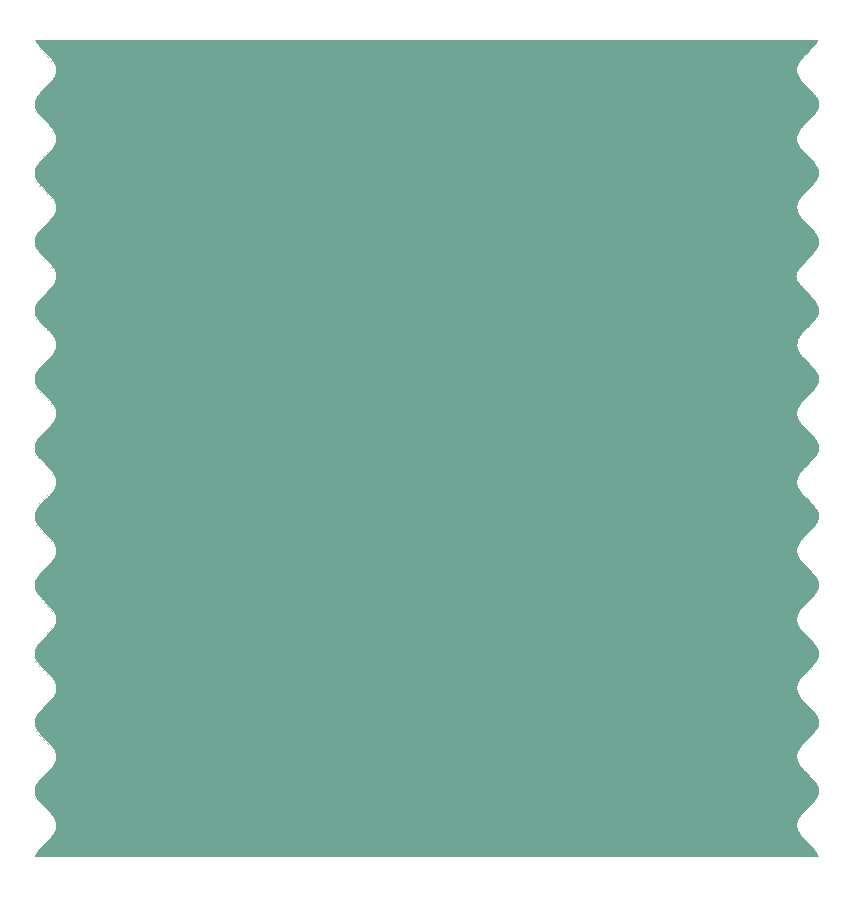
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| **Area: Demand**  **Recommended for: Implementers** |
| Data for intervention design   * What data/evidence do you use to develop demand generation interventions? Where do you get the data? * What are the major barriers to use? What evidence is that based on? * Are reach and recall of messages and campaigns measured? * Are you measuring changes in condom use in your target audience? If so, how often? * Are you measuring changes in beliefs, intention to use, perceived HIV threat, social norms, or other factors that might lead to increased condom use? If so, what are you measuring and how often? |
| Activities   * What **are your main demand generation activities?** * **Do you target those activities to specific groups?** * Do you use any guidance, materials, or standard operating procedures provided by the government for your demand generation activities? * Which priority groups do you feel are well covered, which not? * Is condom demand generation integrated into other prevention and treatment activities? How so? |
| Can you tell me about other organizations implementing condom programs? Which populations are they targeting, type of interventions they are implementing, areas reached?  Note to interviewer – follow up with organizations cited   |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | | Target groups | Program components | Geographic area | Condoms Procured/ Distributed | % pop reached in target area | Annual funding | |  |  |  |  |  |  | |  |  |  |  |  |  | |

**Questions for stakeholders**



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| **Area: Supply**  **Recommended for: All except importer/distributors** |
| **\*These questions could also be asked of the condom focal points**   * Does the government lead planning to forecast the commodity needs of the population, which factors in the relative contribution of all sectors, and informs the procurement and distribution of free condoms? * Has the Condom Needs Estimation Tool been used? * Is the difference between need, consumption, and supply understood? Are those distinctions clear to stakeholders? * Is there a national procurement plan for condoms? Is it for multiple years? Is it funded? If so, by whom? * How are free condoms targeted (i.e., are they distributed only to particular priority populations and what measures are in place to ensure they get there)? * How are decisions made about who to target for free condoms? How are changes in strategy or implementation made? * Is there an LMIS which tracks public sector distribution of condoms? Is it integrated with other programs (i.e., FP?)? Is outreach or non-clinical distribution captured? * Are there standard procedures for distribution beyond facilities? Guidance for numbers of condoms distributed per contact? Is there a procedure for NGOs to receive free condoms from the public sector for targeted distribution? * What are the major barriers to distribution? * How is access tracked and how is that data fed into distribution plans? * Is there guidance to support providers and outreach workers by outlining how to integrate counselling with distribution, factoring in condoms for FP and sexual frequency, and risky behaviors? |

**Questions for stakeholders**



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| **Area: Supply**  **Recommended for: Commercial Sector, social marketers**  *The questions below will round out a sophisticated understanding of the total commercial market in your country. Consider using these questions if you feel the commercial sector already accounts for a meaningful share of the condom market (e.g., above 5%), or there exists considerable potential to grow commercial sector share of the market.* |
| Nature of business engagement   * Which condom brands are you importing/distributing? How long have you been doing this? From whom do you import/purchase? * Do you own the brands you import/distribute? License them? * What are your average annual sales volumes? What % of the commercial market do you have? * Where do you make most of your profit? (e.g. other FP or non-FP products?) What proportion of your business is condoms, and how do you see condoms in your portfolio? * To what extent are you investing in the business? Why not more? * Do you have a sales force, take orders, and deliver? Do you use a MIS? How? * What is your labor capacity relative to other products? Are there any capacity challenges? * What do you see as the potential for the commercial condom market, and what would enable that market to grow? |
| Product   * Do you have certifications demonstrating compliance with national or international quality specifications? * How many different packaging formulations/sizes do they have for the product (SKUs)? |
| Price   * At what price do you buy from manufacturers/importers? * At what price do you sell to distributors/wholesale or retail?   + *Probe to understand margins and any issues around margins. How does this compare to margins on other products?* * Is there a subsidy provided to you directly? If yes, by whom? (relevant for social marketers) * Are there credit terms for buying and selling to partners? Describe the payment structure for your retailers.   + *Probe to understand any risks involved in this (e.g. credit).* * How do sales or your strategy differ by channel? * Are there regulatory differences that affect your practices or results? |
| Place   * What is your reach? (estimated # retail outlets their brand is in, geographic coverage, etc.) * In which types of outlet are your products offered? * Are your products focused on certain outlets? * Do you focus on particular parts of the country but not others? * What obstacles are there to expanding geographically or to new channels? * Describe the value chain you work in: which market players do you sell to in the supply chain? Where do they focus on selling? Do distributors typically sell to wholesalers or straight to retailers/outlets? * What is the role of sub-distributors/wholesalers, if any? How does that affect distribution, pricing, your approach? |
| Promotion   * Are you involved in any business-to-business (to others in the supply chain) or consumer-facing promotion activities? * (If yes) What is your current investment in the market? Does investment come from manufacturer, or yourself? * Do you plan future investments to develop the market? If so, what are your plans? * Whose role do you think it is to promote condoms and condom use? |
| Information   * How much information do you have about the market for condoms and/or the broader condom market?   + Probe: Do they know the size of the market, do they know the other players in the value chain, do they know of current or emerging trends in the market? * What sources do you use for information about the market What additional information would be helpful? |
| Financing   * What are your sources of financing? |

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| **Area: Closing questions**  **Recommended for: All** |
| * Are there other barriers that you believe are significantly hindering success in condom programs? * What changes could make for a more sustainable market and long-term success? * Is there anything else you would like to share regarding ow to improve condom programming overall? * Who can you recommend I talk to, who might have more information on some of these issues? |