DELTAS Consortia Processes KII Topic Guide for Managers

Inception

1) What is your role in the consortium?
   - When and how did you take it on?
   - What are your main responsibilities, and how have they changed over time?

2) Tell me about how the consortium was set up (if applicable) and how it operates.
   - What makes it a "consortium" rather than a network/partnership?
   - What indicates that it is an established consortium?
   - What were the criteria for inclusion?

3) Tell me more about the partners
   - Type of institution, expertise, type of institution, size, level of research intensity, prior working relationship (if data not already provided)

4) What are the differences between co-applicants and collaborators?
   - How were partner roles determined?

5) How were the goals, focus areas and partner responsibilities determined?
   - Who was involved?
   - What influenced the selection?
   - Was it easy to agree across partners?
   - Have they changed over time? Why?

6) How was resource allocation done?
   - How is trainee support awarded?

7) What were the experiences (including successes and challenges) of the consortium start-up phase?

Implementation

8) How was the leadership and/or management structure developed?
   - How do they function in practice (including planning, decision-making, coordinating, reporting)?
   - Differences between instituted and how they function in practice and why?

- How do the different management levels/arms relate to each other?
- What are the enablers and challenges of leadership/management functions across levels?

9) How do the partners relate to each other, and how has that developed over time?
    - How are equity and inclusivity promoted?
    - Any conflicts? Competition? How do you respond?
    - What are the differences between partners?
    - How different are the levels of engagement among partners? Why?

10) What makes it a research capacity strengthening (RCS) consortium vs a research consortium?
    - What are the differences between managing an RCS consortium such as this and a research consortium?

11) Have there been any critical incidents (e.g. unintended occurrences or changes, e.g. personnel), and how did the leadership respond?

12) How does the consortium relate to the host institution?
    - Active institutional role?
    - Influence of institutional policies, procedures, and practices

13) How does the consortium relate to the funder (AAS/AESA)?
    - What has your experience been with requirements, influence, support?
    - What will be helpful for funders to do in addition to and/or differently?

14) What has your experience been (including successes and challenges) in managing this consortium?

General

15) How have you developed your expertise in consortium management?
    - Path to project management?
    - Previous experience with a consortium?
    - How does this experience compare to the previous one(s)? Better/worse, and why?
    - Have you drawn on any training, resources, or other support?
        - What are they?
        - What training, resource or other support would you consider to be helpful/recommend?

16) How will you describe a successful consortium? Enablers and barriers?

17) How does excellence drive what the consortium does?

18) What aspects of consortium management helps or challenges the achievement of consortium goals?

19) As a consortium, what are some of the overall successes and challenges to date?

20) Any final comments about establishing and leading/managing a successful consortium?