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) What motivated the formation of the consortium (why the consortium model)?
   - How was it established? Who initiated and why?
   - What determined the structure and size of the consortium?
   - What makes it a 'consortium' rather than a network/partnership?

3) What criteria was used in selecting the partners?
   - Why stated criteria?
   - Previous relationship (and how long)? Funding? Topic/technical capacity?
   - Why these partners and not others who meet or may have met the same criteria?

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) Did your consortium have an establishment/inception/partnership development phase?
   - What were the easiest and hardest parts?
   - At what stage is the consortium now?
   - At what point did you consider the consortium established? Why?

- What type of agreement was used, and why?

8) What was your experience during the consortium start-up phase?

Implementation

9) How was the leadership and/or management structure developed?
   - Do you distinguish between leadership and management? How?
   - What determined/influenced structure (requirements from funders, host institution)?
   - 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?

10) 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?

11) 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?

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

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

14) 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?

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

General

16) How have you developed your expertise in leading/managing a consortium?

- Any previous experience leading or participating in a research or RCS consortium?
- How does this experience compare to the previous one(s)?
- Do you draw on any training, resources (e.g. tools, frameworks) in managing the consortium?
    - What are they?
    - What training, resource or other support would you consider to be helpful/recommend?

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

18) How does excellence drive what the consortium does?

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

20) If you have to do this again, what will you do differently?

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

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