

## Experiences with Managing Consortia: Aligning Organizations; Improving Impact

### Management Standards and Rating Sheet

<b>Component</b> (aspect of consortium)	<b>Standards</b> (Measurable, clear, and concise statements of desired state)	<b>Rating Scale</b> 1= the standard is rarely reached 2= the standard is sometimes reached 3= the standard is usually reached 4= the standard is almost always reached 5= the standard is exceeded
<b>1. Goals</b> Describes the common understanding of the consortium's functions	<b>The consortium has:</b> <ul style="list-style-type: none"> <li>a) a common vision for the consortium, understood and agreed to by all levels of each agency (e.g. country, regional, HQ)</li> <li>b) common criteria for excellence in internal consortium management, programmatic and financial</li> <li>c) accountability for service delivery to communities and/or project participants, compliance to donors, and to each other</li> </ul>	
<b>2. Strategy</b> Definitions of the plans and tactics of the consortium	<b>Consortium leadership has mutually agreed to:</b> <ul style="list-style-type: none"> <li>a) roles and processes based on the capacities of each agency and the needs of the consortium</li> <li>b) appropriate technical, financial and managerial approaches based on assessed need, and aligned with community and national goals</li> <li>c) a contingency plan to address unforeseen shocks to the project or to the consortium</li> </ul>	
<b>3. Structure</b> The framework that organizes resources to support service delivery, accountability, and decision-making	<b>Consortium structures:</b> <ul style="list-style-type: none"> <li>a) guarantee and support efficiency and effectiveness at all levels of consortium in governance project, and financial management</li> <li>b) are documented by a formal and mutually agreed to organizational chart representing all levels of the consortium and of each agency</li> <li>c) respond to the needs and requirements of project participants and donors</li> <li>d) create synergy by capitalizing on member organizational structures and ensure a high level of participation within the consortium</li> </ul>	
<b>4. Roles</b> Definition of the tasks, authority, actions, and expected outputs of consortium members	<b>Consortium roles are:</b> <ul style="list-style-type: none"> <li>a) linked with their associated responsibilities in a mutually reinforcing process</li> <li>b) based on consortium needs and assigned based on assessed capacity to maximize service delivery</li> <li>c) account for each member's non-negotiable organizational value or policy statements</li> <li>d) agreed to at all levels of each agency (country, regional, HQ) and formally documented</li> </ul>	

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<b>5. Process</b> Documented mechanisms, which create and support an enabling environment for the consortium	<b>The consortium has mutually agreed to:</b> a) an operations manual documenting administrative, financial, and human resource processes and procedures to remain in compliance with host nation law and donor requirements. b) an accountability-based performance evaluation process that links performance with resources c) conflict resolution, communication, and decision-making protocols that reinforce transparency and accountability at all levels of the consortium	
<b>6. Interpersonal</b> Describes the ideal for individuals and institutions to interact and relate to each other	<b>Consortium staff, policies, and procedures:</b> a) respect the human dignity of each person (consortium members, project participants, stakeholders, and other) without regard for organizations, job responsibility, or personal identity b) conduct consortium business in a transparent, timely, and respectful fashion c) work to build a consortium based on trust and mutual respect, consistently modeling and supporting positive interpersonal behavior d) put the needs and identity of the consortium ahead of individual organizational needs when representing the consortium	
<b>7. Learning</b> Elaborates a reflective process resulting in change based in experience and evidence	<b>The consortium:</b> a) allocates sufficient resources to learning and knowledge management systems b) supports staff in learning, change, and innovation c) creates and sustains a culture that continually improves its management practices from lessons learned, both failures and successes	

From Consortium Alignment Framework for Excellence (CAFE), Catholic Relief Services