

Health check survey

for international development consortia



About the Learning from Consortia programme

The Learning from Consortia programme brings together 13 consortia formed by diverse organisations to facilitate collective learning and support consortia to deliver their outcomes. The programme aims to learn from their experiences and insights to draw out good practice in consortium working, as well as helping organisations and donors understand how they can best support consortia.

About The Partnering Initiative

An internationally-recognised pioneer of the field, TPI is a global NGO dedicated to unleashing the power of partnership for a sustainable future. TPI combines cutting-edge partnering theory, policy interventions and direct action globally to support and build the capacity of organisations, partnerships and platforms to deliver effective, value-creating collaboration.

About Bond

Bond is the UK network for organisations working in international development. We unite and support a diverse network of over 450 civil society organisations and allies to help eradicate global poverty, inequality and injustice. We also deliver a range of services to help organisations be more effective and improve the quality and impact of their work.

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The Learning from Consortia programme is led by Bond, The Partnering Initiative, and an academic advisory board, and is funded by UK aid.

Find out more about the programme by visiting: www.bond.org.uk/resources-support/learning-from-consortia



Consortium health check

Thank you for taking the time to complete this survey. Please answer as honestly and accurately as you can.

NOTE: If your consortium has only just completed the co-creation phase, please base your answers on your experience of working in the consortium so far. If you are struggling to answer some questions (which may be more relevant to those in implementation phase) please just select 'don't know' or 'not applicable'.

Section 1: Introductory questions

1. What is the name of your consortium?

2. Which organisations do you represent?

3. How many individuals from your organisation work directly and significantly (at least 50% of the time) on the consortium project?
 - 1 person
 - 2 - 3 people
 - 4 - 6 people
 - 7 or more people

4. Besides the main person filling out this survey, how many others have been consulted on the answers? (put 0 if no one was consulted)

5. What is the role of the person filling out this survey?

Job title/role in your organisation:

Role in your consortium:

6. Where is the main geographical focus of the person filling out this survey?
 - Global-level (supporting colleagues and implementation around the world)
 - Regional-level (supporting colleagues and implementation in a particular region)
 - Country-level (supporting colleagues and implementation in a single country)

Section 2: Scope of consortium objectives

Consortia can generate value in a number of ways.

The consortium provides financial resources to partners in order that we can:

- Do more and better through coordination: Coordinate and maximise our organisations' activities, which are delivered separately.
- Do new together: Combine our organisations' assets to create new approaches, delivered collectively. Do change together: Work collaboratively to bring about systems-level change.

7. Having looked at the information above, select one answer the best describes your organisation's original aim for the consortium:

Doing more and better through coordination

Doing new together

Doing change together

Other (please specify)

8. What did you hope the added value would be working in a consortium?

9. Often what we aim for does not always happen in practice. Based on your experience in your consortium so far, what is the actual added value?

Doing more and better through coordination

Doing new together

Doing change together

Other (please specify)

10. Based on your experience of working in this consortium to date, what do you perceive the added value is so far?

Section 3: The building blocks of effective consortium working

The Learning from Consortia programme aimed to learn from their experiences and insights to draw out good practice in consortium working, as well as helping donors understand how they can best support consortia. Drawing on partnership theory and good practice, the Learning from Consortia programme has developed a set of criteria for effective consortium working. Many of you will already be familiar with this. The Health Check will now ask you to reflect on how your own consortium is meeting these criteria.



Building Block 1: Foundations

This building block is about the essentials that need to be in place (preferably) from the outset of a consortium’s formation and nurtured on an ongoing basis.

It’s about the consortium’s potential not only to benefit each of its members individually, but to achieve something more than any of you could achieve alone. It’s about the commitment and shared vision of consortium members, the appropriate allocation of resources among you, and the combining of complementary capacities and expertise. It is also about the institutional set-up of your consortium – where governance arrangements and working principles will ideally be designed to support the consortium to achieve more than the sum of its parts.

11. Please answer the following:

Strongly disagree Somewhat disagree Somewhat agree Strongly agree Don't know/
not applicable

a. “My organisation’s vision for the consortium is the same as that of other consortium members”

b. “My own organisation’s senior management is committed to the work of the consortium”

c. “My organisation has sufficient resources to play its role in the consortium”
[If you have not yet started implementation, please answer with respect to the resources assigned to you during co-creation]

d. “The consortium includes all the right members to achieve its goals”

12. Please answer the following:

Strongly disagree Somewhat disagree Somewhat agree Strongly agree Don't know/
not applicable

a. "We are clear about the roles and responsibilities of other consortium members"

b. "The governance arrangements for the consortium are clear and work well"

c. "My organisations feels supported by other consortium members to achieve the collective goals of the consortium"

13. Additional comments:

Building Block 2: Behaviour based on good partnering principles

This building block is about the principles such as trust, transparency, equity, and accountability that should ideally underpin the behaviour of, and the relationships between, consortium members – as well as the collective spirit of innovation that drives everyone's work. Adopting such principles can make a qualitative difference to how partners/consortium members work together.

14. As far as you are aware, have consortium members agreed on a set of principles that help guide how you make decisions and work together?

No

If yes, please provide more detail (e.g., what are the principles? How were they agreed?)

15. Please answer the following:

	Strongly disagree	Somewhat disagree	Somewhat agree	Strongly agree	Don't know/ not applicable
a. "Decision-making takes place in a transparent way"					
b. "We understand the motivations and intentions of our consortium members, and have no concerns about hidden agendas"					
c. "We trust our fellow consortium members to carry out their roles and responsibilities in the best interests of the consortium"					
d. "Representatives of my organisation are appropriately and equitably included in programme design and decision-making"					
e. "Consortium members hold each other accountable for delivery of consortium goals in a respectful and constructive way"					

16. Please answer the following:

	Strongly disagree	Somewhat disagree	Somewhat agree	Strongly agree	Don't know/ not applicable
a. "Other consortium members value and harness the specific expertise and experience that my organisation (and its staff) brings"					
b. "The consortium explores and learns to discover new ways of solving complex problems together"					
c. "The consortium is participatory and responds to feedback from the populations it serves"					
d. "The consortium staff includes an appropriate gender representation"					
e. "Consortium members are able to innovate together"					

17. Additional comments:

Building Block 3: Management structures and processes

This building block is about making sure that the consortium’s management structures and processes are fit for purpose and support optimal efficiency and effectiveness.

18. Please answer the following:

	Strongly disagree	Somewhat disagree	Somewhat agree	Strongly agree	Don't know/ not applicable
a. “If we have a disagreement with another consortium member or about the way something has been done, we feel confident that there is an effective process to hand this”					
b. “Key documentation, such as the programme proposal and (where relevant) work-plan, informs consortium planning and decision-making and is easily available to my organisation”					
c. “The consortium’s general management and operational protocols are clear and helpful for the delivery of our joint work together”					
d. “My organisation participates in consortium meetings, and/or is able to access and comment on clear notes and action points from these meetings”					

19. Please answer the following:

	Strongly disagree	Somewhat disagree	Somewhat agree	Strongly agree	Don't know/ not applicable
a. “My organisation helped to develop and/or has access to the Theory of Change for the consortium programme”					
b. “My organisation has sufficient resources (including human resources) for carrying out its M&E and information management responsibilities”					
c. “The technology and protocols used for consortium communications are appropriate and allow sufficiently frequent communications between consortium members”					
d. “My organisation has felt supported by our consortium to deal with shows and unforeseen events, such as Covid-19”					

20. Additional comments:

Building Block 4: Consortium leadership

This building block is about consortium leadership. Though the consortium will have a 'lead agency', leadership can be collaborative and collective at all levels.

21. Is your agency the consortium lead?

Yes

No

Questions in this section are for the consortium lead ONLY

22. Please answer the following:

Strongly disagree Somewhat disagree Somewhat agree Strongly agree Don't know/
not applicable

a. "As the consortium lead organisations, we play a key role in promoting the vision of the consortium, and inspiring consortium members to make progress to achieve consortium goals"

b. "All consortium member organisations are able to make their voice heard on key strategic issues"

c. "There is a safe space for respectful interaction and debate between consortium member organisations, including on challenges and tensions"

d. "We support all consortium members to take the initiative on and ownership over meeting consortium goals"

23. Please answer the following:

Strongly disagree Somewhat disagree Somewhat agree Strongly agree Don't know/
not applicable

a. "Staff attending the consortium meetings generally have the authority to represent their organisations in making decisions"

b. "As the consortium lead organisation, we need to take active steps to manage friction between consortium members (e.g., due to difference of perspective or organisational cultures)"
[If you are not aware of any frictions, select 'Don't know/not applicable']

24. Additional comments:

Questions in this section are for the non-leads ONLY

25. Please answer the following:

	Strongly disagree	Somewhat disagree	Somewhat agree	Strongly agree	Don't know/ not applicable
a. "The consortium lead organisation promotes the vision of the consortium, and continually inspires and re-inspires progress among consortium members"					
b. "Our organisation is able to make its voice heard on key strategic issues"					
c. "The consortium lead organisation creates a safe space for respectful interaction and debate between consortium members, including on challenges and tensions"					
d. "Our organisation is supported to take a leadership role where relevant and appropriate and in order to meet specific consortium goals"					

26. Please answer the following:

	Strongly disagree	Somewhat disagree	Somewhat agree	Strongly agree	Don't know/ not applicable
a. "Staff attending consortium meetings generally have the appropriate authority to represent their organisations making decisions"					
b. "Friction between consortium members (e.g., due to difference of perspective of organisational culture) is well managed and does not get out of hand" <i>[If you are not aware of any frictions, select 'Don't know/not applicable']</i>					
c. "The consortium's learning culture encourages us to continually improve based on lessons learnt"					

27. Additional comments:

Section 4: Closing

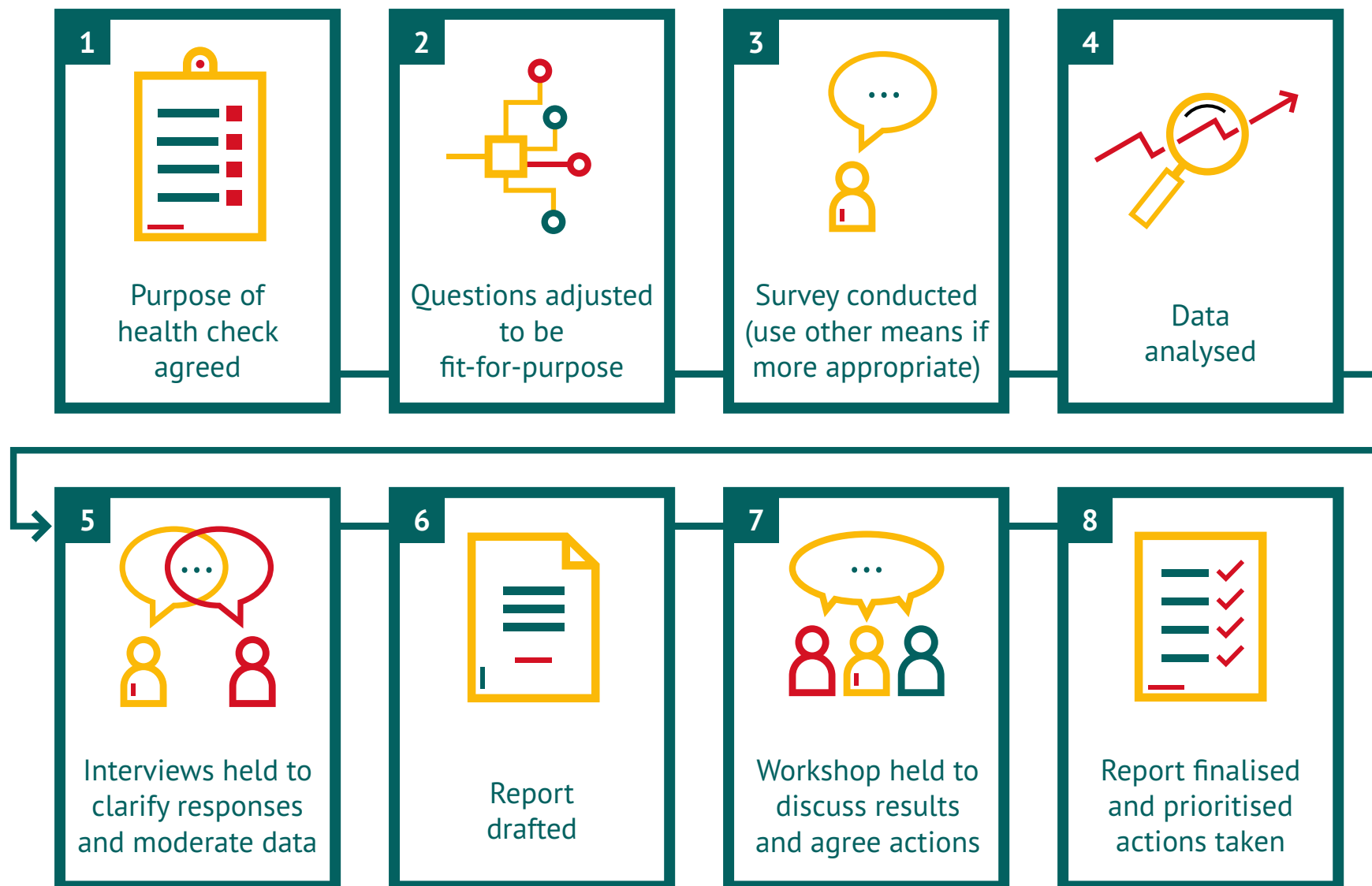
28. Do you have any final thoughts or comments you would like to make? Anything not captured in the above?

Thank you for filling out this survey.

Please save your answers and email them to your person conducting your health check.

How to conduct the health check

The following steps will support you in conducting the health check for your consortium or consortia.





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For international development consortia

July 2021

To find out more about the **Learning from Consortia programme** visit:
www.bond.org.uk/resources-support/learning-from-consortia