

**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS & ECONOMICS
SCHOOL OF COMMERCE**



**AN ASSESSMENT OF EFFECTIVENESS OF WORKING WITH CONSORTIUMS
IN DEVELOPMENT PROJECTS: THE CASE OF THREE PROJECT
CONSORTIUMS IN ETHIOPIA**

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An Assessment of Effectiveness of working with Consortiums in Development Projects: The case of Three Project Consortiums in Ethiopia

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DECLARATION

I hereby declare that the research project work entitled "**An Assessment of Effectiveness of working with Consortiums in Development Projects: The case of Three Project Consortiums in Ethiopia** " is my own research work. Materials and sources used have been duly acknowledged. The work had not been submitted to any educational institutions for the requirement of any award.

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CERTIFICATE

This is to certify that the above declaration made on the research project work in titled "**An Assessment of Effectiveness of working with Consortiums in Development Projects: The case of Three Project Consortiums in Ethiopia** " by the candidate is correct to the best of my knowledge.

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Table of Contents

Contents

ACKNOWLEDGEMENT	iv
Table of Contents	v
List of Figures	vii
List of Tables	vii
Abbreviations	viii
ABSTRACT	ix
Chapter One	1
Introduction	1
1.1 Background of the Study	1
1.2 Background of the Case Study Consortiums	2
1.2.1 AGP-LMD Project Consortium	3
1.2.2 ASPIRE Project Consortium	3
1.2.3 GRAD Project Consortium	4
1.3 Statement of the Problem and Research Question	4
1.4 Objective of the Study	5
1.5 Scope of the Study	6
1.6 Significance of the Study	6
1.7 Limitation of the Study	6
1.8 Organization of the research Report	6
Chapter Two	7
Literature Review	7
2.1 Theoretical Review	7
2.1.1 Definition of key terms and concepts:	7
2.1.2 Why Consortium? –Benefit of working with consortiums	7
2.1.3 Consortium Models	9
2.1.4 Key Success Factors for effective consortium	10
2.1.5 The CAFE standard for effective consortium	12

2.2 Empirical Review	13
2.3 Conceptual Framework	17
Chapter Three	19
Methodology	19
3.1 Research Design	19
3.2 Data Source and Collection Procedure	19
3.3 Sampling Design	19
3.4 Data Analysis	20
3.5 Ethical Considerations	20
Chapter Four	21
Data presentation and Analysis	21
4.1 Profile of the respondents	21
4.2 Choice of consortium Model	23
4.3 Effectiveness of Working with Consortiums	24
4.4 Investigating the relationship between Success Factors and overall consortium Effectiveness	28
4.5 Impact of Effectiveness of Consortium on Project Performance	29
4.5 Factors causing ineffectiveness of project consortium	33
4.6 Opportunities, Challenges and lessons learnt in working with Consortiums	33
Chapter Five	36
Conclusion and Recommendation	36
5.1 Conclusion	36
5.2 Recommendation	38
5.3 Suggestions for Further Research	39
References	40
Annex 1- Bar charts for Effectiveness of the case study consortiums measured by the ten success factors	42
Annex -2 Pearson Chi-square Analysis Result for the Dependent and Independent variables	42
Annex 3 - Data Collection Tool	42

List of Figures

Figure 1: Benefits of Working with Consortium	9
Figure 2: The research Conceptual Framework	17
Figure 3: Respondents experience in work with consortiums	23
Figure 4: Factors that Drive organizations to form Consortium	24
Figure 5: Effectiveness of the case study consortiums measured by the ten success Factors	26
Figure 6: Number of respondents for overall assessment of effectiveness by project consortium..	28
Figure 7: Comparison of Percentage of respondents for overall effectiveness assessment with in the same consortium	27
Figure 8: Contribution of effectiveness of consortium to overall project performance (success) – Counts	28
Figure 9: Contribution of effectiveness of consortium to overall project performance/success Percentage	31
Figure-10: Responses on Causes of Project Consortium Ineffectiveness	33
Figure 11: Existence of Opportunities in working with Consortiums	34
Figure 12: Existence of challenges in working with Consortiums	35

List of Tables

Table 1: Brief description of the CAFÉ Standard	12
Table 2: Project Respondents' Consortium	21
Table 3: Respondents' number of years serving the cases study consortium	21
Table 4: Highest level of education cross tabulated with Role in the consortium	22
Table 5: Cross tabulation of Name of Consortium and Respondents Highest level of education	22
Table 6: How do you think consortium is a very good model	23
Table 7: Respondents' rating of relevance of key success factors	25
Table 8: Descriptive Statistics for Effectiveness of case study consortiums measured by success factors	26
Table 9: Over all Consortium Effectiveness – all consortiums in one	26
Table 10: Descriptive Statistics result for overall consortium effectiveness	27
Table 11: Pearson Chi-Square result for the independent and dependent variables	29
Table 12 Mean Value of Impact of effectiveness of consortium to project success	32

Abbreviations

AGP-LMD - Agricultural Growth Program - Livestock Market Development

ASPIRE- Apiculture Scaling-up Programme for Income and Rural Employment

CAFÉ- Consortium Alignment Framework for Excellence

CRS- Catholic Relief Service

CYEP- Caribbean Youth Empowerment Program

ECB- Emergency Capacity Building

GRAD- Graduation with Resilience to Achieve Sustainable Development

GTP- Growth and Transformation Plan

IICD- International Institute for Communication and Development

IIE- Institute of International Education

IMC- International Medical Corps

MSPs -Multi-Stakeholder Partnerships

SDGs- Sustainable Development Goals

ABSTRACT

This day, there is a developing trend towards working collaboratively with more and more donors requesting agencies to form consortia. In the literature, there are mixed opinions on the effectiveness of working with consortiums. This research work investigated the effectiveness of development project consortiums by employing a multiple case study design. Quantitative data was collected from 41 respondents from three selected project consortiums implemented between 2011-2017 in Ethiopia. Data has been processed using SPSS version 20. The study found out that these project consortiums were effective measured by ten success factors adapted from the ECB consortium country experience and CRS CAFÉ standard. Assessment of the effectiveness of separate project consortiums revealed that AGP-LMD project consortium was less effective than GRAD and ASPIRE project consortiums. Out of the seven project success indicators considered in the study, a great majority of the respondents assured that the consortiums effectiveness has had high contribution to the achievement of five project success indicators. However, the study finding shows mixed result on contribution for two success factors. The implication of the study findings is that, if well-managed consortiums are a very good project implementation model to address the most critical development challenges, bringing together complementary expertise of different organizations and synergy.

Key words:

Multi-Stakeholder Partnerships, Consortium, Development projects, Effectiveness, Success Factors, Opportunities & Challenges.

Chapter One

Introduction

1.1 Background of the Study

Sustainable development is a process of co-production. Consequently, multi-stakeholder processes (MSPs) are increasing feature of development relationships (Fowler and McMahon, 2010)

In the current world of globalization, no individual organization can afford to operate in isolation from other organizations in their industry. Many industries tend to form partnership in order for them to share resources and ideas among their group members, to complement from specialized expertise in different areas, and to have a common front.

The Sustainable Development Goals (SDGs) also promote multi-stakeholder partnerships (Carter, 2017). Collaborating in a partnership is an opportunity to achieve more than what each partner might accomplish on its own.

Some partnerships have made substantial contributions to global development in their respective sectors. For example, CGIAR, a global consortium of 15 agricultural research centers set up in 1971, helped to spur the green revolution and other productivity-enhancing agricultural innovations, reducing hunger and poverty for millions (IEG,2004). The Stop TB Alliance has had a significant impact on TB control and research. Some 98 percent of the population in 22 countries, with a high burden of TB is now covered by the Directly Observed Treatment-Short-Course, the basic package that underpins the Stop-TB strategy (IEG, 2009).

However, partnerships have also challenges. Formal partnership programs are complex to set up and in most cases it has taken several years before they begin their activities and even longer until they achieve impact (IEG).

Working in consortia is one type of partnership structure currently utilised by development organisations. It is a sub-set of multi stakeholder partnerships (MSPs).

This day, there is a developing trend towards working collaboratively with more and more donors requesting agencies to form consortia and it seems to be becoming a very popular model for aid delivery.

According to NIACE guide, a consortium is considered to be a group of organisations that come together to fulfil a combined objective or project that requires co-operation and the sharing of resources¹.

Working in a consortium can be an effective way of increasing impact and outreach, improving opportunities for funding and, most significantly, can lead to improvements in the lives of the target beneficiaries. Consortia are also a frequent preferred, in part because one 'entity' unburdens donors from managing multiple grants (Fowler and McMahon, 2017). The primary

¹ NIACE *Step-by-step guide to developing Voluntary and Community Sector Learning Consortia*.

driver of a consortium approach is that it allows for greater economies of scale, efficiency and effectiveness.

However, setting up a consortium takes a big commitment from all partners. There are also administrative and cost burdens associated with building a consortium. Therefore, it is worth taking the time to carefully consider the work involved in setting up a consortium before getting started.

Collaboration in a consortium also demands investment in the relationships between the participating individuals, companies or organizations, and this requires effective process management. Investing in the relationship between the collaborating parties means building a relationship, showing true interest in one another, timing the interaction between partners for an optimal outcome, and taking time to get to commonly shared goals. In this way, mutual trust is built up and sustained for a longer period of time. Usually organizations pay a lot of attention to the substantive aspects of the collaboration with partners, but it is the relational aspects that make for a successful outcome.

There are different types of consortiums, based on the purposes they are formed. These include- consortiums of academic institutions to deliver joint under graduate and post graduate program; consortium of libraries to share library resources and to develop technology infrastructures; research consortiums to run research & innovation projects, Emergency and development projects consortiums, commercial ventures consortiums, public private partnership consortiums, etc.

The focus of this research is development project consortiums formed by international development organizations with their local counter parts. These days, international development organizations see the consortium model as a viable framework for addressing the challenges associated with the implementation of complex programs at a significant scale (Lynette and Karen, 2014). Yet, those of us with experience working on a consortium understand that establishing a highly-functional consortium with multiple partner organizations is often easier said than done (ibid).

This research work tried to investigate the effectiveness of development project consortiums as well as opportunities & challenges in working with such types of consortiums. The research employed a multiple case study approach to assess selected development project consortiums implemented in Ethiopia.

1.2 Background of the Case Study Consortiums

This research work will cover three consortium projects implemented in Ethiopia in the last 6 years. The case study consortiums are selected from a list of development project consortiums run by different international and local none-government organizations in the reference period 2011-2017, using a combination of the criteria listed below:-

- Agricultural projects working on different value chains;
- Consortiums that have 3 and above partners;
- Consortium Projects that finished implementation and closed
- Consortium projects whose staffs are accessibility for interview

The researcher limited the study only on three consortiums because of time & other resource constraint as well as manageability. Following this, a brief background of each consortium is presented.

1.2.1 AGP-LMD Project Consortium

The Agricultural Growth Program - Livestock Market Development Project (AGP-LMD) is a development project funded by the United States Agency for International Development designed to improve the incomes and nutritional status of Ethiopian farmers and other stakeholders along the livestock value chain.

The project was a five year (2013-2017) livestock value chain project implemented in four regional states of the Federal Democratic Republic of Ethiopia-namely Oromia, Amhara, SNNP and Tigray, targeting 46 woredas in these regions and with a total budget of USD 48 million.

Key goals include increasing productivity and competitiveness of selected livestock value chains, and spurring investment and innovation all in an environmentally and economically sustainable way. The project also supported the Government of Ethiopia to achieve targets established in the Growth and Transformation Program (GTP).

The project consortium consists five organizations that include CNFA, SNV Netherland Development Organization, International Medical Corps (IMC), Institute of International Education (IIE), and International Institute for Communication and Development IICD). The consortium lead was CNFA.

The consortium member organizations have different specialization/expertise. CNFA has ample experience in managing big grants like LMD. Whereas, SNV in value chain development and dairy interventions, IMC on community based nutrition interventions, IIE on integration of gender in development and IICD on ICT & communication.

The project team comprised experts, with different specialization, recruited by the consortium partner organizations. The team based at CNFA office in Addis Ababa and was led by an independent Chief of Party. There were also field level teams in the four regions.

The project has been officially closed on 31st March, 2018 and currently replaced by another crop & livestock value chain project led by Fintrac.

1.2.2 ASPIRE Project Consortium

(Apiculture Scaling-up Programme for Income and Rural Employment (ASPIRE) is a consortium project implemented from 2013-2017 aiming to contribute to poverty reduction in rural areas of Ethiopia by establishing a dynamic and sustainable apiculture sector in the country.

The project targeted 30,000 smallholder beekeepers in four regional states of the Federal Democratic Republic of Ethiopia-namely Oromia, Amhara, SNNP and Tigray, with a total budget of 6 million Euro. The donor is Embassy of Kingdom of the Netherlands.

The project has been implemented by a joint consortium effort of the Ethiopian Apiculture Board, SNV Netherlands Development Organisation, Enclude and ProFound, and the lead organisation was SNV Ethiopia.

With regard to the consortium member organizations expertise, SNV Ethiopia has the expertise on value chain and innovation development. Enclude provide specific expertise for innovative financing mechanisms and Profound has the expertise in facilitating inclusive market development involving processors.

The ASPIRE project consortium was steered by a management committee, which comprises the heads of the leading consortia members. The committee provides guidance on the programme's direction and advice on strategic decisions. The project day-to-day operation was led by a full time project manager, with a team of experts housed in each member organisation offices.

1.2.3 GRAD Project Consortium

Graduation with Resilience to Achieve Sustainable Development (GRAD) is a five-year (2011-2016) USAID-funded project designed to build on the Government of Ethiopia's *Productive Safety Net Program Plus* (PSNP) project.

GRAD works with chronically food insecure households in 16 districts of Amhara, Tigray, Oromia and the SNNP Regions of Ethiopia. The project has a total funding of USD 23 million and targeted 65,000 households to help graduate from government-run Productive Safety Net Program (PSNP).

The project was run by a consortium, led by CARE. The other consortium partners include Catholic Relief Service (CRS), SNV Netherlands Development Organization, Tufts University, REST, ORDA, and Agri Service Ethiopia. SNV provides technical support on value chain development, agricultural extension, and strategic leadership on input and output marketing. CRS through Meki Catholic Secretariat, REST, ORDA and Agri Service Ethiopia were responsible for on ground implementation. By now, the project phase one has been closed and second phase under implementation.

1.3 Statement of the Problem and Research Question

Over the past two decades, the international development landscape has seen a rise in global partnerships, a relatively new mechanism for tackling poverty and improving social and human development (Wessal and Wescot, 2014). Their rise in international development is due to a confluence of factors ranging from the development effectiveness agenda to the idea that pooled resources and leveraging other partners strengths will lead to the best development results (Ibid).

Setting up a consortium is one type of partnership among international development partners. Development organizations these days tend to use as preferred project implementation model to pool their resources & expertise, to attract donors by building synergy & collaboration and to implement projects at big scale. Consortium projects are also very much promoted by donors.

However, there is inadequate experience on how they function and need to be managed. Therefore, the process of establishing and managing consortiums need adequate time and flexibility for their processes to develop (Fowler and McMahon, 2010).

There are mixed opinions on the effectiveness of working with consortiums. Some people strongly advocate the use of consortiums as project implementation model. However, others are cautious to recommend consortium as the best implementation model.

Fowler and McMahon (2010) argued that collaboration designed on paper will seldom work as anticipated. Like other ways of organizing, consortia do not automatically and effectively function with the stroke of a pen (Ibid). These authors added that, rather over time trust and collaborative ability increase from interaction between people enabled and constrained by the capabilities of themselves and of the connected entities.

According to Agranoff (2012), despite the importance of increasing inter-organizational collaboration, there are many challenges that may need to be addressed. He explained that there may be unequal power among partners, and stronger partners may take undue advantage of this. Organizations may focus too much on protecting 'their territory', rather than having an open mind. Agranoff further argued that collaboration could take time and resources, and lead to delays and sometimes less achievement than would be the case if organizations acted on their own. He added that goals may be watered down to reach a consensus.

There is a larger literature on Multi Stakeholder Partnerships. With the adoption of the SDGs, a range of studies and guides for designing and running multi-stakeholder initiatives have recently become available (Fowler and Biekart, 2017). However, it is hard to distinguish evidence specifically related to working in consortia from this larger literature of MSPs (Carter, 2017). Even the literature around effectiveness of consortiums are dominantly on research and academic consortiums.

This inform us that there are limited studies done so far on effectiveness of development projects consortium. If there exist, mostly it is covered as one element of the projects' mid-term & end line evaluation. In addition, the researcher of this study has tried his level best to find a standalone assessment of effectiveness of consortiums implemented in Ethiopia. To the best of his knowledge, a full-flagged assessment or study conducted on consortiums implemented in Ethiopia could not be found. However, a number of evaluations of consortiums can be found together with the project periodical evaluations. Project consortium evaluation reports referred in this study are good examples on this.

The above arguments shows that there is still a need for more studies on effectiveness of development project consortiums. The study is an attempt to contribute to fill the gap in current literature and forward possible recommendations to enhance effectiveness of project consortiums.

Research Questions

Based on the problem statement described above this research work tried to address the following research questions:-

1. What is the effectiveness of working with consortiums in development projects implementation?
2. What are the practical challenges and opportunities in working with consortiums in implementing development projects?
3. What is the contribution of effective consortium on project performance and success?

1.4 Objective of the Study

The general objective of the study is to assess effectiveness of working with consortiums with particular case study. The specific objectives are:-

1. To assess opportunities and challenges in working with consortiums in development projects;
2. To explore the contribution of effectiveness of consortium on project performance and success.

1.5 Scope of the Study

The scope of the study includes-

- Although there are different types of consortiums, formed to address different issues, the study only focused on consortiums established to implement development projects. This means the scope of study is limited to development projects consortium. Local and international development organizations and government partners team up to establish such types of consortiums.
- Due to time and resource constraint, the study will cover only three selected consortium projects implemented in Ethiopian. The consortiums included in the study are AGP-LMD, ASPIRE and GRAD Projects consortium.
- In addition to assessment of effectiveness of consortium, the study tried to investigate the contribution of effective consortium to the project success and/or performance. However, the study did not covered assessment of the impact of the projects included in the case study.

1.6 Significance of the Study

The study will have the following significance:-

- The study generated additional evidence on effectiveness of development project consortiums;
- Opportunities, challenges and lessons learnt documented by the study will better inform future consortium projects design;
- The results of the study can be used as bases for a more comprehensive study on the subject

1.7 Limitation of the Study

Although there are quite a number of consortium projects implemented in Ethiopia, the scope of study is limited to few consortium cases due to time & other resources constrain and in order to make the study manageable for the purpose of the research project work. Therefore, the study may not give a comprehensive picture of the practice of working with consortium in Ethiopia.

In addition, qualitative data was not collected as planned in the research methodology due to time concentrate. The aim of collecting qualitative data through key informant interview was to reinforce the quantitative study finding. However, this does not have that much serious impact on the study findings, since the data collected from the quantitative survey is more than enough to draw conclusion on the main issues of the research work.

1.8 Organization of the research Report

The research report is organized in five chapters. The introduction chapter provides background about the study. Chapter two presents the theoretical & empirical review as well as the conceptual framework of the study. In the third chapter, the research methodology is discussed. Chapter four presents the main research findings and discussion. The last but not least chapter, chapter five, cover the research conclusion and recommendation.

Chapter Two

Literature Review

2.1 Theoretical Review

2.1.1 Definition of key terms and concepts:

Multi Stakeholder Partnership (MSP):- Also called Multi Stakeholder Initiative by some authors (Fowler and Biekart, 2017). MSPs are an ongoing working relationship between organizations from different sectors, combining their resources and competencies and sharing risks towards achieving agreed shared objectives whilst each also achieving their own individual objectives (Peter Hazlewood, 2015). According to Peter Hazlewood (2015), these partners will typically leverage their respective core knowledge, skills, resources and assets in such a way as to create solutions which none of the partners could have developed on its own

Consortiums/consortia:- The two terms are used interchangeably by different authors, having the same meaning. In this research I will use interchangeably too. Gonsalves (2014) defined that "consortia are models of collaboration bringing together multiple actors (individuals, institutions, or otherwise) who are independent from one another outside of the context of the collaboration, to address a common set of questions using a defined structure and governance model". Consortia are formed by a formal, time-bound arrangement systematically linking diverse competencies of a group of actors to better reach shared objectives (Fowler and McMahon, 2010). Consortiums are sub-set of multi-stakeholder partnerships (MSPs).

2.1.2 Why Consortium? –Benefit of working with consortiums

It is often said that the whole is greater than the sum of its parts, and this is certainly true in the case of working with consortium. Each organization is stronger through its cooperation with others than it would be acting alone. Based on the lessons documented by International Youth Foundation, in a case study done on the Caribbean Youth Empowerment Program (CYEP) consortium, bringing together a wide range of stakeholders in a consortium has the following benefits (IYF, 2013):

- **Improving project outcomes:** The consortium model leads to more effective project implementation by building greater management capacity. Working together through joint decision-making allows member organizations to increase the impact and benefit of training activities and improve the sustainability of project outcomes.
- **Sharing resources:** Individual organizations may have limited capacities in terms of time, staff, funds, and infrastructure. By working together on shared project goals, consortium members can pool resources and benefit from each other's strengths.
- **Avoiding duplication of efforts:** Because consortium members work together on one large project, rather than many small projects that may involve repetition or even competition, resources and efforts are not wasted.

- **Offering complementary skills:** Bringing together a diverse set of organizations specializing in different areas can allow a program to provide a wide range of services to project beneficiaries.
- **Building capacity and innovation:** By learning from each other, consortium members can build their capacity to implement effective programs. The consortium model also offers members opportunities to share innovative ideas and best practices among themselves and with the broader development community.
- **Increasing effective fundraising:** Organizations targeting the same sources of donor funding have more success by partnering rather than competing. Demonstrating cooperation can mobilize additional resources—both financial and in kind—that can be leveraged to support greater impact in the long term.
- **Strengthening advocacy:** In presenting a unified viewpoint, the consortium allows partner organizations to speak about the issues at hand with a stronger voice. It creates a more visible platform for consortium members to advocate together for their cause.

According to the Emergency Capacity Building project Country consortium experience (ECB, 2012), additional benefits of working with consortium includes

- **Improved initiatives:** better positioned to respond to the evolving needs of the communities, which development organizations are serving.
- **Increased geographic coverage:** No single NGO can cover one sector across an entire country. Ultimately, when NGOs are working together, they are able to satisfy community needs more effectively and more quickly across the affected area.
- **Attracting Donor attention:-** By forming a strong and effective country-level consortium, NGOs position themselves well vis-à-vis their donors to receive support for their efforts.



Figure 1: Benefits of Working with Consortium

2.1.3 Consortium Models

Like other forms of partnership working there are a number of different models of consortia. Some are loose partnership arrangements, particularly those involving a number of organisations; others are more formal groups (like CCRDA in Ethiopia). Some are led by one agency, or nominate a lead partner; in others, this does not happen.

According to Voluntary Action LeicesterShire (VAL) guide² to form none profit consortium, there are three consortium models, development organization can choose. These are the *Lead Provider model*, *Managing Agent model* and *Hub & Spoke model*. These models are briefly discussed below.

(1) Lead Provider Consortium Model:

The Lead Provider Model is the most common approach used to form consortia. Under this model, the consortium does not have a legal identity. Each partner retains its individual identity. It operates by having a lead organisation, which bids for funding on behalf of the

² www.valonline.org.uk/book/export/html/1747, accessed on 16 May 2018.

consortium. The lead organization sign funding agreement with the donor and will be fully accountable for the delivery of the project from the donors side. The lead organisation makes contracts with consortium partners with clear roles, responsibilities and deliverables. Contracts between the lead organisation and sub-contractors are developed and managed by the lead organisation. This means the sub-contractors must adhere to the rules and processes laid out by the lead organisation.

The partners will then become sub-contractors and deliver different component of the project. The lead organisation will also be responsible for delivering certain component, in addition to consortium management.

(2)Managing Agent Consortium Model

The Managing Agent Model is very similar to the Lead Provider Model. The key difference is that in the Managing Agent consortium model the lead organization does not deliver any of the project activities or components. Its role is to apply for funding and manage contracts and sub-contractors. All the project components are delivered exclusively by sub-contractors and the Managing Agent (the lead organization) will charge a management fee for managing the contract. This usually happens when the lead organization only have the expertise in managing big funding and contracts and does not have the expertise in delivering the specific project components.

(3)Hub and Spoke Consortium Model

This model creates a new legal entity for the consortium called a Hub Support Unit or program unit. Partners then become formal members of the consortium. Project delivery is sub-contracted to consortium partners and, in some cases, bodies outside the consortium. Depending on the nature of the contract and the members' experience, all members of the consortium may deliver project components or project delivery may be limited to handful of organisations. This model is normally used to bid for a range of different contracts over a longer period of time rather than one specific contract.

2.1.4 Key Success Factors for effective consortium

The Emergency Capacity Building Consortium Experience identified 10 key success factors for consortiums (ECB, 2012). This research chooses to use these success factors to measure effectiveness of the case studied consortiums, with a slight modification and adaptation to the situation on the ground. Below is a brief explanation of what these success factors mean:

1. **Defining common aims and objectives:** Having clear aims and objectives is a must for a consortium, as is a demonstrated ability to deliver results. Participants in the consortium want to see things accomplished; without clear aims, objectives, or activities for the collaborative process, they can become disengaged. And the damage to inter-agency relationships can be profound.
2. **Ensuring effective leadership:** Without a clearly demonstrated and sustained commitment to the consortium-building process on the part of the leadership, consortium building can be accorded low priority by agency staff and other members. Leadership qualities should be demonstrated at all levels of the partnership, not just at the top of the organization.

3. **Ensuring alignment:** If you want to build a consortium then you need to ensure that all levels of the organization are *clearly* and *consistently* behind the effort. This includes individual staff members in the field, program managers, and senior directors in your country head office. It is not sufficient **to** have one or two enthusiastic staff members in the field pushing the effort along. If the partnership is not prioritized across the organization, it can quickly be affected by declining donor attention, high staff turnover, poor management or decreasing staff support. Working cooperatively with other agencies may be a new and different approach for staff used to working individually and exclusively within your organization.

Alignment is also needed among the agencies taking part in the consortium-building effort. There must be agreement about why the process of consortium-building is needed, what shared problems you are trying to solve and where the relationship is going. Partners must *align* their activities and their 'ways of working' with each other to make collaboration work.

4. **Demonstrating visible support and reliable commitment:** Closely related to the issue of aligning partner agency aims and strategies is the need for visible, constructive support and action by all staff participating in the consortium. Members who fail to observe their commitments can slow down the process, disillusioning others, delaying delivery and reducing momentum.
5. **Prioritizing staff time to facilitate and support the process:** Simply put, organizations make time for – and allocate resources to – their highest priorities. If there is *insufficient* time for a particular activity such as collaboration or consortium-building, if staff members are not given the time to implement their consortium commitments, it is because other activities are accorded higher priority.
6. **Ensuring transparent, effective communication:** Clear communication is vital if a consortium is to build trust and endure: communication both *internally* among consortium members and *externally* with donors and the broader sector actors. Sharing information with stakeholders regionally can also broaden impact and reduce chances of duplication.
7. **Clarifying roles and responsibilities:** A key part of any inter-agency effort is identifying who will be responsible for what. Developing a clear understanding of responsibilities can be challenging and time-consuming. Agencies attempting to build a consortium however, must have a clear understanding of other agencies' willingness to take on specific roles. When a crisis hits the group, members must be able to depend upon others' stated agreements to carry out certain responsibilities.
8. **Funding the process:** An organization's priorities are evident in its budgets. When agencies agree to collaborate, there are budget implications and costs for whatever joint activities are agreed. Contributions are needed, for example, to hire a dedicated facilitator, to arrange office equipment and supplies, and to hire training facilities if required. When pledged contributions by member organizations to consortium-building activities are not forthcoming, the process is quickly threatened.

9. **Finding common approaches:** Agreeing on common collaboration tools and approaches is likely to happen early in the consortium-building process. Each agency joins the process with its own individual 'ways of working'. For example, the organizational culture of some agencies is inherently more participatory; others may have far more hierarchical structures. Some agencies insist on a quantitative, evidence-based decision-making process; others may be more comfortable relying on qualitative judgments using past experience.
10. **Managing crisis within the consortium:** ECB Project stakeholders lesson find out that building a collaborative relationship based on deep trust takes a long time – many months, and in some cases, years. During this period, there will almost inevitably be crises that pose serious challenges to the group: certain members may not contribute as expected; others may be slow in producing results or may simply choose to leave. The question is not whether these crises will happen, but how the members with in the collaboration will manage crises when they do materialize.

2.1.5 The CAFÉ standard for effective consortium

Catholic Relief Services (2008) developed a guide to assist forming effective consortia working on development issues. The guide includes a set of inspirational CAFÉ standards to guide consortium set-up and development as well as practical tools and recommendation for consortium formation and implementation. CAFÉ refers to - Consortium Alignment Framework for Excellence.

The CAFÉ standards have seven components (CRS, 2008). These components describe the most essential principles for forming and working in an effective and efficient consortium (ibid). The table below briefly describe these seven components:-

COMPONENT (Aspect of Consortium)	STANDARDS (Measurable, clear, and concise statement of a desired state)
1.Goals: describe the common understanding of the consortium's purpose.	The consortium has: <ul style="list-style-type: none"> a) a common vision for the consortium, understood and agreed to by all levels of each agency (e.g., country, regional, headquarters) b) common criteria for excellence in internal consortium management: programmatic, financial, and managerial c) accountability for service delivery to communities and/or project participants, compliance to donors, and to each other
2.Strategy: defines the plans and tactics of the consortium.	Consortium leadership has mutually agreed to: <ul style="list-style-type: none"> a) appropriate financial, administrative, and managerial systems, based on consortium needs and each agency's strengths b) appropriate technical approaches, based on assessed need, aligned with community, national, and donor goals c) a contingency plan to address unforeseen shocks to the project or to the consortium
3.Structure: provides a framework that organizes resources to support service delivery, accountability, and decision-making.	Consortium structures: <ul style="list-style-type: none"> a) guarantee and support efficiency and effectiveness at all levels of consortium in governance, project, and financial management b) are documented by a formal and mutually agreed-to organizational chart representing all levels of the consortium and of each agency c) respond to the needs and requirements of project participants and donors d) create synergy by capitalizing on member organizational structures and ensure a high level of participation within the consortium

<p>4.Roles: define the tasks, authority, actions, and expected outputs of consortium members.</p>	<p>Consortium roles are:</p> <ul style="list-style-type: none"> a) based on the capacities of each agency and the needs of the consortium b) linked with their associated responsibilities in a mutual reinforcing process c) based on consortium needs and assigned based on assessed capacity to maximize service delivery d) account for each member’s non-negotiable organizational value or policy statements e) agreed to at all levels of each agency (country, regional, headquarters) and formally documented
<p>5.Process: documents mechanisms that create and support an enabling environment for the consortium.</p>	<p>The consortium has mutually agreed to:</p> <ul style="list-style-type: none"> 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 balances performance with resources c) conflict resolution, communication, and decision-making protocols that reinforce transparency and accountability at all levels of the consortium
<p>6.Interpersonal: describes the ideal for individuals and institutions to interact and relate to each other.</p>	<p>Consortium staff, policies, and procedures:</p> <ul style="list-style-type: none"> a) respect the human dignity of each person (consortium members, project participants, stakeholders, and other) without regard for organization, 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) when representing the consortium, put the needs and identity of the consortium ahead of individual organizational needs
<p>7.Learning: elaborates a reflective process resulting in change based in experience and evidence.</p>	<p>The consortium:</p> <ul style="list-style-type: none"> a) allocates sufficient resources to monitoring, evaluation, learning, and knowledge management systems b) supports staff in learning, change, and innovation c) creates and sustains a culture that continually improves its management practice from lesson learned, both failures and successes

Table 1: Brief description of the CAFÉ Standards (Source: CRS, 2008: PP 9)

2.2 Empirical Review

Despite the increase in consortium-managed projects, there is a scarcity of information on how to set up and manage consortia effectively, with little comparative analysis of consortia case studies and limited peer-reviewed literature (Gonsalves, 2014). The review by the author of this research also found limited studies done in the area of effectiveness of consortiums.

Apart from this, according to a review by Beisheim and Simon (2016), the literature on the effectiveness and legitimacy of partnerships, including consortium reflects a longstanding debate between proponents and critics of MSP activities. This implies that there is mixed findings on the effectiveness and outcome of multi stakeholder partnerships and consortiums.

The review below present the findings of previous studies grouped in two thematic areas: *effectiveness of MSPs and/or consortiums and the lessons learnt so far.*

Effectiveness of MSPs/Consortiums:

Different case studies show that individual MSPs contributed innovative solutions with an in-depth or broad-scale impact that otherwise would not have been achieved (Beisheim and Simon, 2016). They also helped mobilize additional investment and resources (ibid.).

Gonsalves (2014) analyses seven case studies of consortia or collaboration working in international development, mainly but not all in climate change adaptation. In the area of climate change adaptation, her research revealed that consortia with heterogeneous partner organisations have recently emerged as models to build capacity, share ideas, improve accountability and communication with communities and better meet the needs of beneficiaries on the ground. These may engage academic think-tanks and research centers, non-profits, on-the-ground beneficiaries or community based organisations, policy makers and more (ibid). Her study demonstrated a great deal of coherence among the responses from participants. She further pointed out that consortium participants declared the importance of establishing efforts to achieve “mutual engagement” through projects of “joint enterprise” when establishing successful consortia and other kinds of boundary-spanning collaborations (ibid).

According to the Caribbean case study of the Youth Empowerment Program (CYEP) consortium, the experience of the consortium model has proved a valuable approach for bringing organizations together to accomplish shared objectives (IYF, 2013). Participating institutions agreed that this collaborative structure allowed them to build their capacity and achieve more than they could have on their own—ultimately resulting in a greater impact for the beneficiaries that they serve (ibid).

On the other hand, Peter and Bruce (2012) argued that collaborative efforts could be extremely effective in enlisting diverse participants, heightening awareness of critical problems, and catalyzing actions in the absence of clear public policy requirements. However, they pointed out that collaborative efforts, such as consortiums, might not be effective at achieving specific quantitative objectives.

In line with this, a review of 330 global partnerships by the International Civil Society Centre in 2014 found that “multi-stakeholder partnerships have, by and large, not lived up to their promise”, with 38% of the partnerships sampled inactive or without measurable output (Pattberg and Widerberg, 2014). Adding to this, a 2012 review of eleven global partnerships by Bezanson and Isenman found that 64% of them lacked a clear strategy, 55% lacked transparency, 45% had poor governance mechanism, and 36% were not financially sustainable in the long term (Bezanson and Isenman, 2012).

Karaki and Medinilla (2016) argued that Promoting and supporting partnerships is a complex and iterative process, requiring considerable resources, knowledge, and time. They added that, Civil Society Organizations business partnerships are not a silver bullet to development issues, even though they have great potential (ibid). According these authors, realising this potential implies acknowledging and working with the accompanying complexity, i.e. the fact that they are part of and can transform a real sectoral (value chain), political, and local reality (ibid). Karki and Medinilla (2016) further pointed out that getting from a partnership to tangible development results requires development partners to deal with this complexity, and equip themselves beyond what they currently can do. To realise such aspirations, donor agencies should accept the risks of failure, and see these investments as a must (ibid).

This research work has also reviewed the limited available literatures on evaluation of project consortiums implemented in Africa in general and East Africa in particular. An evaluation of ELMT/ELSE consortium-managed USAID-funded livelihoods programme in the Mendera Triangle and Southern Ethiopia, revealed satisfactory achievement of intermediate results (Nicholson and Desta, 2010). However, the evaluators conclude that, while the consortium included NGOs with considerable experience and understanding of the complex food and livelihood security in the area, the partners had not worked collectively before under such an arrangement and there was insufficient opportunity in the first year to develop a common sense of vision and purpose for the consortium (ibid). They added, administrative procedures to secure contracts for Sub-Grantees were unduly delayed ; and Consortium meetings out of necessity focused more on 'housekeeping' than more strategic issues such as cross-border synergies and regional engagement (ibid). The evaluators further documented that the programme time-frame of two years was unrealistic with respect to the very broad and ambitious objectives set for the programme in a very challenging environment. Fowler and McMahon (2010) also shared this concern in their assessment of the same consortium. They indicated that this short duration was defined by donor-imposed limits, justified by the argument that consortium member organizations were already operational in the region.

Dunstan Macharia (2016) documented his experience on the 'La Niña Consortium', formed in February 2011 in response to the 2010/11 food security crisis that affected the Horn of Africa. He argued that the lead organization-Oxfam faces challenges because, its traditional ways of working in partnerships are not always agile enough to respond to this new model of working (ibid). Macharia also highlighted the advantage and disadvantage of implementing through consortia. According to him the advantage include - sectoral coordination, geographic coverage and Leveraging of existing expertise across members. Its disadvantage include - delays in decision making , heavy administration costs for the lead agency that are not always fully covered by the funding , and poor monitoring & reporting oversight (ibid).

Evaluation of the Cash Consortium in Southern Somalia also identified a strong partnership dynamics in terms of good coordination and peer level relationships as one of the factors crucial to the overall success of the projects (Nisar Majid et al.2007). The consortium was formed by of five agencies – Oxfam GB, Horn Relief, AFREC, WASDA and Development Concern – to implement the Emergency Drought Response Action (EDRA) programme. The evaluators further found that, the consortium has demonstrated an alternative way of working in southern Somalia, in particular by gaining the support of the wider public, attempting to use the clan system in a positive way, and not allowing themselves to be hijacked by gate-keepers (ibid).

Another literature reviewed is the Emergency Response Capacity (ERC) Consortium Ethiopia case study by Juillard and Maillard (2018). The ERC consortium was comprised of five humanitarian response agencies: Save the Children, the Cash Learning Partnership (CaLP), Danish Refugee Council, Mercy Corps and the United Nations Office for the Coordination of Humanitarian Affairs (OCHA). According to Juillard and Maillard (2018), the consortium's primary aim was to improve capacity, coordination and evidence for Multipurpose Cash Grants (MPGs) through the design of collaborative tools and mechanisms to enhance agencies' capacity to set up and implement MPGs in emergency contexts.

Their case study findings shows that, at global level, the consortium management structure allowed cost-saving and resources-sharing mechanisms through the exploitation of good pre-existing working relationships between the technical focal points (ibid). Juillard and Maillard

(2018) pointed out that, the project consortium increased the quality of the final outputs by ensuring cross-organizational inputs, and it increased the uptake of the final toolset (ibid). They further found that at country level, delivering the pilot in a consortium also resulted in added value through increased buy-in from organizations both within and outside the consortium (ibid). However, they argued, having a global consortium delivering a country-based pilot without in-country resources was a missed opportunity for increased effectiveness (ibid).

Lessons from working with MSPs/consortium:

Fowler and McMahon (2010) identified lessons from their assessment of the ELT/ELSE programme consortium for the design and management of future consortia and multi-country programmes. Their advice includes – donors should understand that consortia and other forms of collaboration are not “projects” by another name; they are living relational arrangements that become (in)effective depending on how they are initiated, grown and treated (Fowler and McMahon 2010). They argued that, management of consortia requires adequate resources and specific staff competencies in understanding and supporting organisational processes (ibid.). Fowler and McMahon further noted that consortiums are seldom suitable for short-term programmes; they may not reduce burdens on staff or externalise transactions costs (ibid.). They recommend factoring in adaptive management as a standard operating requirement (ibid).

Gonsalves (2014) also makes a series of recommendations for the different aspects of management of the partnership, based on the lessons she captured. The recommendations include- developing indicators for success collaboratively as well as how management can assess ‘big-picture’ learning across collaborators when establishing goals and vision (ibid). She discovered under or non- performance can be mitigated by establishing a strong sense of joint enterprise up front (ibid). In the cases of non-performance, she added, partner and donor organisations should ‘stay in’ as long as possible to support disengaged parties (ibid).

2.3 Conceptual Framework

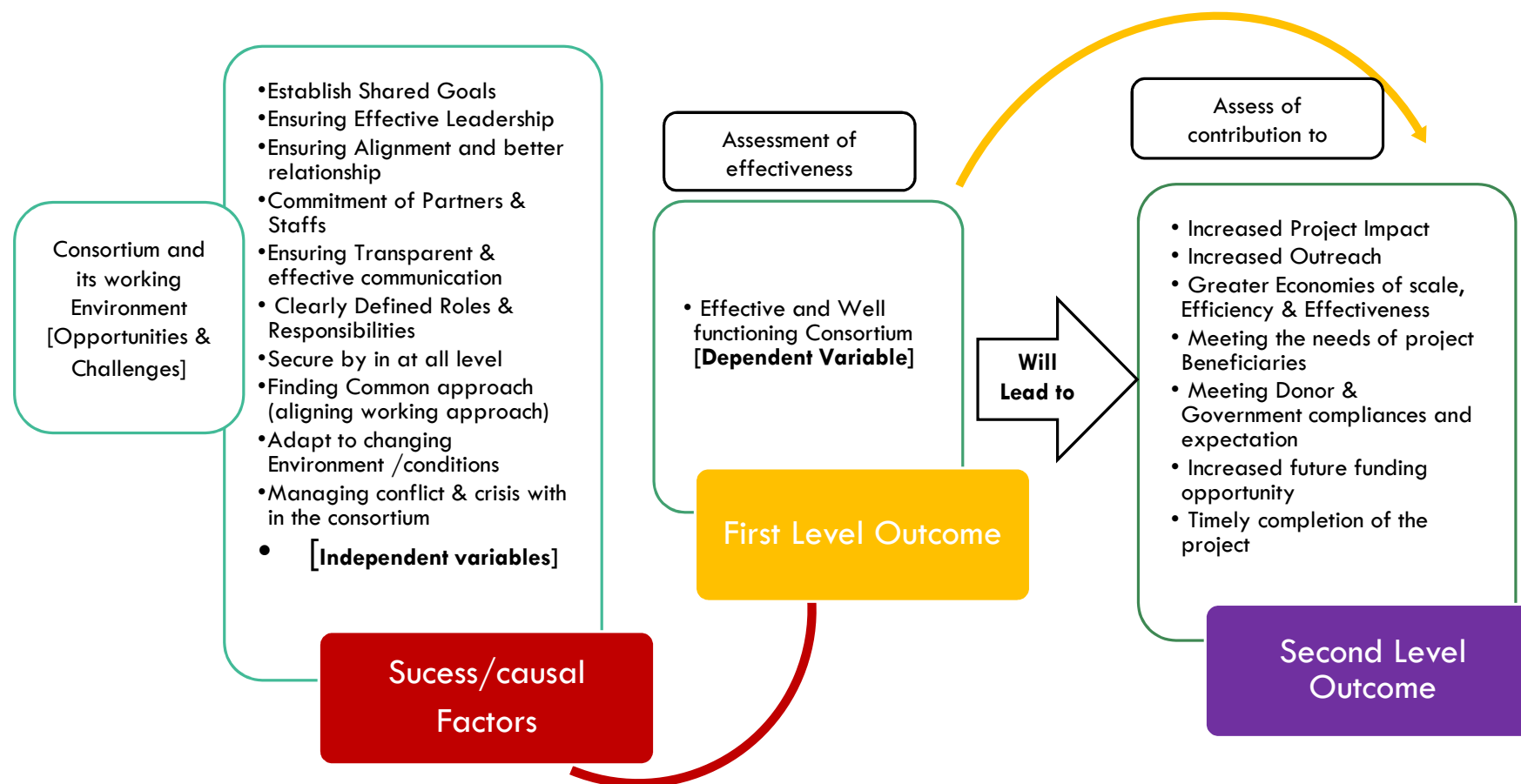


Fig 2: The research Conceptual Framework (Source: Success Factors adapted from ECB, 2012 and CRS, 2008)

The figure above presents the research conceptual framework. The first box shows the context or environment where the consortium operates. The environment represent the opportunities and challenges of working with consortiums that will result from donors expectation & requirements, Government expectation & requirement (in the country where the consortium operates), country contexts, partner organizations internal environment, etc. The opportunities & challenges have contribution to the effectiveness of a given consortium. The research will investigation these opportunities and challenges for the case studied consortiums.

The second box listed the success factors (can also be called causal factors) that will lead to effective consortium. These factors are adapted from the Emergency Capacity Building Consortium Experience. The research will use these success factors to measure the effectiveness of the case studied consortiums.

The third and fourth boxes depict the ultimate results of meeting the success factors by a given consortium. The results are grouped in two levels. As presented in the diagram above, the first result level is the intermediary outcome of meeting the success factors, which is effective and well-functioning consortium. Although there are other contributing factors, the researcher assumes that an effective and well-functioning consortium will lead to achievement of the second level outcome results.

The theoretical basis for the conceptual framework is the ECB project country experience and CAFÉ standard developed by CRS. The details of the lessons from these sources have been discussed in the theoretical review section of this research report and no need to repeat here.

The research main focus was assessing consortium effectiveness with the assumption that this will lead to meeting the results mentioned on the second outcome level. However, an investigation has also been carried out on the impact of having an effective consortium on the project performance, without going to a much deeper assessment.

With regard to the variables considered in the study, the dependent variable is "effectiveness of project consortium", whereas the independent variables are the "ten success factors" outlined in the second box. Fulfilment of the ten success factors will bring effective consortium. In the second chain of effect, well-functioning and effective consortium contribute to high project performance and success, measured in terms of project impact, outreach, Economies of scale, Efficiency & Effectiveness, meeting the needs of targeted beneficiaries, meeting donor & government compliances and expectation, future funding opportunity and timely completion of the project.

Chapter Three

Methodology

3.1 Research Design

The main research designs that has been followed for the study are descriptive research design combined with multiple case study design.

The researcher choose descriptive research design because, this type of designs help to provide answers to the questions mentioned above. In addition, descriptive research is often used as a pre-cursor to more quantitative research designs with the general overview giving some valuable pointers as to what variables are worth testing quantitatively. This fits with one of the significance of the research work.

The case study design has been chosen to narrow down the broader research topic in to manageable level.

With regard to quantitative and qualitative study design, the research will use mixed approach for both data collection and analysis.

3.2 Data Source and Collection Procedure

The research used both primary and secondary data sources. Under the secondary source category, different literatures written on the subject and projects documents of consortiums included in the case study have been reviewed. The primary data was collected from interview of project staffs using structured questionnaire. The data collection instrument comprised 15 questions, of which most questions were close ended.

The survey using structured questionnaire has been administered through filling paper questionnaire and by sending through email to respondents who have email access.

3.3 Sampling Design

Sampling Frame:

The sampling frame for the quantitative study was all key project staffs at national and regional level whose responsibilities are related to the consortium management. Based on the information obtained from each case study consortium projects, the study population in LMD project is 23, GRAD project 14 and ASPIRE 16. The total study population considered is around 53 project staffs.

The planned sampling frame for the qualitative data collection was project staffs involved in the project leadership (Chie of Party/project manager and Deputy Chief of Party/project manager) and key senior project staffs.

Sample size and selection Procedure:

Quantitative Survey: The population size for this study is less than 100 (i.e. 53). According to Anita Baker³, if the population size is less than 100, the researcher is advised to include all in the study. Based on this recommendation the study contacted all the 53 project staffs in the three consortiums for interview aiming at 80-90% response rate.

Qualitative study: The plan was to interview 2 project staffs from each case study consortiums for the qualitative data collection using purposive sampling. One staff will be from the consortium leadership and the second one will be among the senior project staffs.

3.4 Data Analysis

The data analysis techniques employed to analyze quantitative data obtained from the survey include- frequency distribution, descriptive statistics such as generating mean values, and chi square tests to explore relationship between the dependent and independent variable. The quantitative data analysis is done using SPSS version 20. Data presented in tabular form and in the form of graphs as appropriate.

3.5 Ethical Considerations

The following ethical considerations have been adopted in doing this research:

- The respondents participated in the research voluntarily without any influence;
- The researcher strictly procedure to keep the confidentiality of the name and other details of respondents as well as their responses/opinion on the study subject;
- Miss representation and biasedness in analyzing and interpreting primary data findings have been avoided.
- The researcher tried his level best to be independent, regardless of the research finding, and presented the research finding transparently;
- The researcher presented the study findings honestly and professionally;
- Acknowledging sources of information used in the research work has been strictly followed.

³ Anita Baker, Evaluation Services www.evaluationservices.co. Accessed on 22 May 2018 from <http://www.hfpg.org/files/6014/5194/1696/Samplesize.pdf>

Chapter Four

Data presentation and Analysis

4.1 Profile of the respondents

The researcher received a list of 53 project staffs from the three case study project consortiums. Interview questionnaire sent to 47 respondents. Six project staffs could not be accessed during the data collection period, because some of them were out-off country and others were in the field, in a place where they could not get internet connection to respond to the interview. The researcher obtained responses from 41 respondents, which is 87% response rate (compared to total respondents contacted for the study). The response rate is within the planned target. The following sub-section provides background information about the respondents.

Respondents' Project Consortium and Gender:

Based on table 2 below, 43.9% (18) respondents were from AGP-LMD project consortium, 29.3% (12) from ASPIRE and 26.8% (11) from GRAD. With regard to gender of the respondents, 82.9% were male respondents and 17.1% female.

Table 2: Project Respondents' Consortium

	Frequency	Percent	Valid Percent	Cumulative Percent
AGP LMD	18	43.9	43.9	43.9
GRAD	11	26.8	26.8	70.7
ASPIRE	12	29.3	29.3	100.0
Total	41	100.0	100.0	

Education level, role and number of years working with the cases study consortium:

Most of the interviewed respondents have Master's Degree (87.8%), 7.3% hold Bachelor's Degree and 4.9% are Doctors of Veterinary Medicine (DVM). When asked about their role in the case study project consortium, 24.4 % (10) responded they were involve in different consortium leadership roles and 75.6%(31) were just member of the project teams

Table 3: Respondents' number of years serving the cases study consortium

	N	Minimum	Maximum	Mean	Std. Deviation
How long did you work	41	1.00	5.00	3.7439	1.29307
Valid N	41				

Table 3 above shows the respondents' length of year they working with the case study consortium. Based on the information presented in the table, the average number of years they work with the consortium under study is 3.7 years. The result shows that the respondents stayed long period in the case study consortiums. Taking a project life of five years, this is more than enough to talk about effectiveness of a given consortium. Table 4 and 5 below provides further details on the respondents' profile.

Table 4: Highest level of education cross tabulated with Role in the consortium (Count)

	Role in the consortium		Total	
	Part of leadership	Team member		
Highest level of education	Bachelor's Degree	1	2	3
	Master's Degree	8	28	36
	DVM	1	1	2
Total		10	31	41

Table 5: Cross tabulation of Name of Consortium and Respondents Highest level of education (Count)

	Highest level of education			Total	
	Bachelor's Degree	Master's Degree	DVM		
Name of Consortium	AGP LMD	0	16	2	18
	GRAD	1	10	0	11
	ASPIRE	2	10	0	12
Total		3	36	2	41

Experience in working with Consortiums:

The respondents were asked to tell us about in how many consortiums did they work in their entire professional carrier. The bar chart below presents the response obtained. The chart shows a significant number of respondents (48.8%) have experience in working with 2-3 consortiums, 26.8% in only 1 consortium, 12.2% each in 4-5 consortiums and more than 5 consortiums. The result shows the respondent are resource full to talk about working in a consortium.

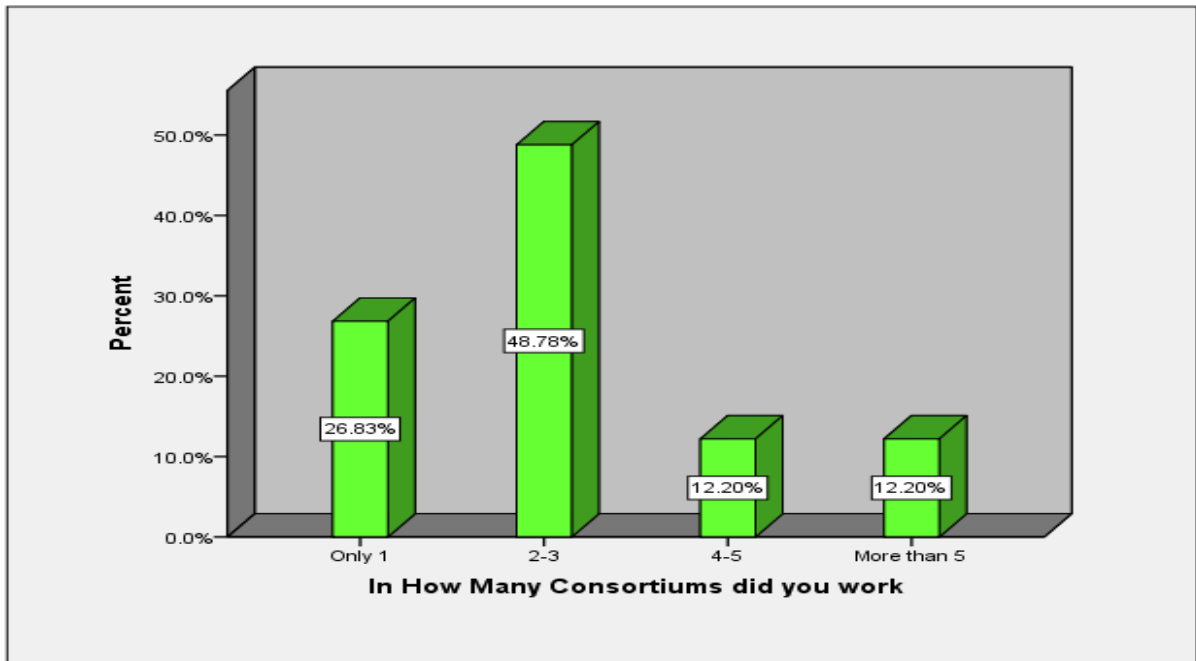


Figure 3: Respondents experience in work with consortiums

4.2 Choice of consortium Model

While presenting the research problem, it has been argued that there is mixed opinion among development practitioners in recommending consortium as development project implementation model. It has been explained further that there are people who strongly advocate the use of consortiums in development projects. However, there are also other development practitioners who are cautious to recommend consortium as the best implementation model.

The researcher asked the study participants to tell us their opinion in this regard. Based on the study finding compiled a majority of the respondents (73.1%) agree stating that consortiums are very good project implementation models. Only 9.8% disagree and 17.1% fairly agree in considering consortium as a very good model to implement development projects. The table below presents the details of the finding.

Table 6: How do you think consortium is a very good model

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	14	34.1	34.1	34.1
Agree	16	39.0	39.0	73.2
Fairly Agree	7	17.1	17.1	90.2
Disagree	4	9.8	9.8	100.0
Total	41	100.0	100.0	

A descriptive statistics analysis has also been carried out on the responses obtained from the study participants. The finding shows a mean value of 2.02. The researcher could not compare the result with similar study findings. As described in the literature review comparable studies could not be found on the research issues covered in this study.

To assess the most pressing factors in choosing to form consortiums to implement development projects, the study participants were asked to identify the most important factors that drive international & local development organization in teaming up to form project consortiums. Accordingly, the top three factors identified by the study participants in order of importance are (i) *'to pool their resources & expertise'* (88%), (ii) *'To attract donors by building synergy & collaboration'* (73%), and (iii) *'Building strong capacity to deliver big projects/programs and implementation at scale'* (68%). Figure 4 below presents the details of the responses on this.

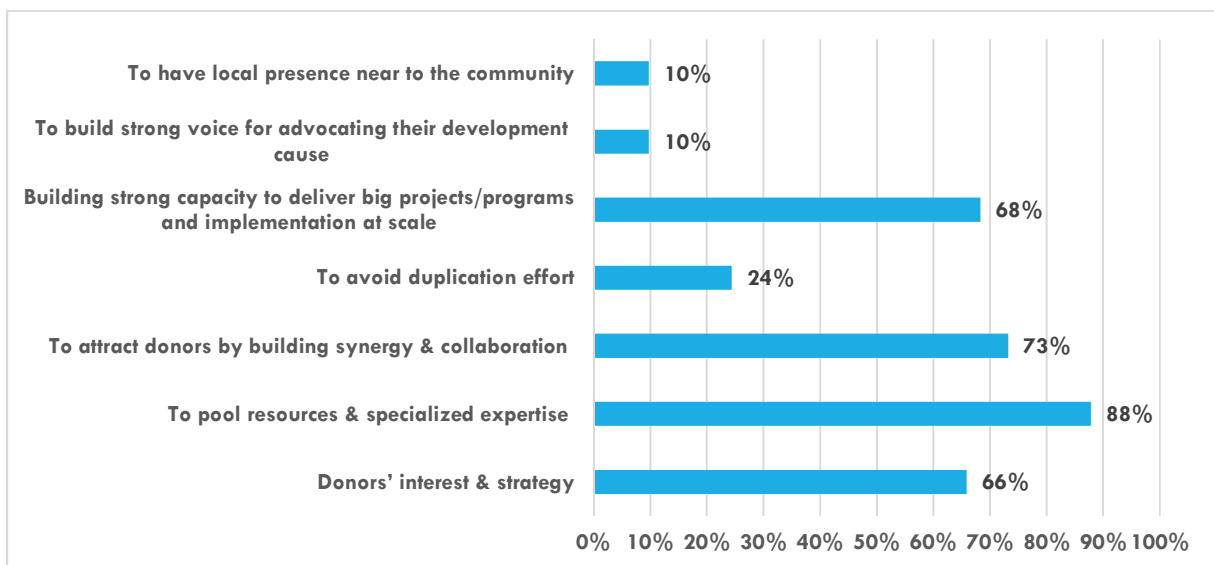


Figure 4: Factors that Drive organizations to form Consortium

4.3 Effectiveness of Working with Consortiums

Relevance of key success Factors:

As briefly described in the theoretical review and conceptual framework, the researcher adapted 10 key success factors to measure effectiveness of the case study consortiums, based on the ECB consortium experience and CRS CAFÉ standard. The study participants were interviewed to rate the relevance of these key success factors to measure the effectiveness of their respective consortium. The results obtained showed that four success factors are rated as 'extremely critical', another four factors rated as 'very critical' and the remaining two rated as 'critical' (see table 5 below for details). The result revealed that almost all key success factors suggested in this study are highly relevant to measure the effectiveness of selected case study consortiums.

Effectiveness of Case Study Consortiums measured by Key Success Factors:

The study participants rated effectiveness of their respective project consortium using the ten success factors mentioned above, in a 1-5 scale. Where, 1 represent 'poor', 2-'fair', 3-'good', 4-'very good', and 5-'excellent'.

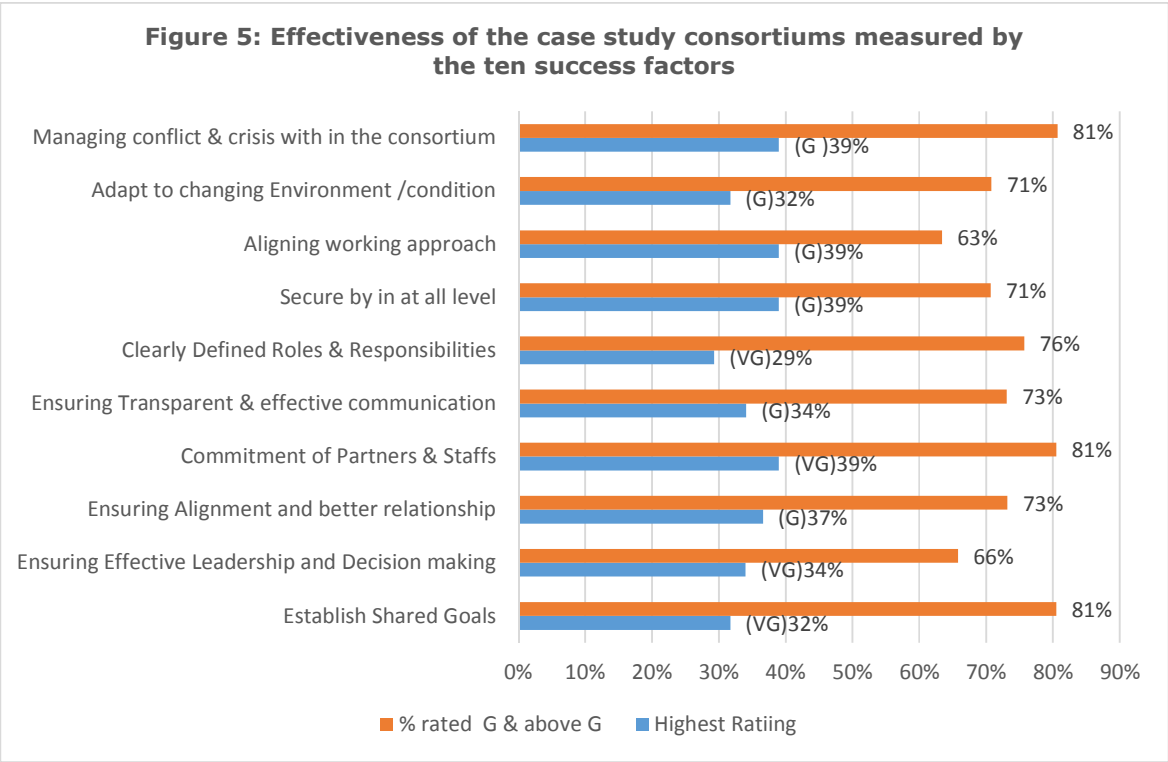
Out of the ten success factors used to evaluate the consortium effectiveness, the rating given by highest number of study participants was '**good**' for six success factors and '**very good**' for four success factors. The percentage of number of study participants rated range **32-39%** for those who said 'good' and **29-39%** for 'very good'.

Table 7: Respondents' rating of relevance of key success factors

Sr. No.	Key Success Factors	Respondents Rating										Highest rating
		Not critical		Fairly Critical		Critical		Very Critical		Extremely Critical		
		Count	%	Count	%	Count	%	Count	%	Count	%	
1	Establish Shared Goals	3	7.3 %	1	2.4 %	6	14.6 %	15	36.6 %	16	39%	Extremely critical
2	Ensuring Effective Leadership and Decision making	3	7.3 %	4	9.8 %	7	17.1 %	10	24.4 %	17	41.5 %	Extremely critical
3	Ensuring Alignment and better relationship	2	4.9 %	3	7.3 %	8	19.5 %	16	39%	12	29.3 %	Very critical
4	Commitment of Partners & Staffs	2	4.9 %	2	4.9 %	9	22%	16	39%	12	29.3 %	Very critical
5	Ensuring Transparent & effective communication	2	4.9 %	5	12.2 %	13	31.7 %	7	17.1 %	14	34.1 %	Extremely critical
6	Clearly Defined Roles & Responsibilities	1	2.4 %	2	4.9 %	4	9.8 %	16	39%	18	43.9 %	Extremely critical
7	Secure by in at all level	1	2.4 %	8	19.5 %	18	43.9 %	10	24.4 %	4	9.8%	Critical
8	Aligning working approach	6	14.6 %	3	7.3 %	14	34.1 %	13	31.7 %	5	12.2 %	Critical
9	Adapt to changing Environment /condition	2	4.9 %	7	17.1 %	11	26.8 %	14	34.1 %	7	17.1 %	Very critical
10	Managing conflict & crisis with in the consortium	2	4.9 %	2	4.9 %	11	26.9 %	14	34.1 %	12	29.3 %	Very critical

When we look at the cumulative percentage, **more than 70%** of the respondents rated the ten success factors as 'good', 'very good' and 'excellent'.

The above results shows that the three project consortiums were effective measured by the ten success factors. Table 7 above provides details of the rating by the respondents. Annex 1- of this report also provides further details of respondents rating for each success Factors.



Descriptive statistics Result

The descriptive statistics result for effectiveness measured by the ten success factors also confirms the result obtained above, having a mean value of more than 2.9 for all success factors. This shows the majority of the respondents rated the success factors 'Good' and above. As shown in the table below the maximum and minimum mean values obtained are 4.1 and 2.9 respectively.

Table 8: Descriptive Statistics for Effectiveness of case study consortiums measured by success factors

	N	Minimum	Maximum	Mean	Std. Dev.
Establish Shared Goals	41	1.00	5.00	3.6829	1.14976
Ensuring Effective Leadership and Decision making	41	1.00	5.00	3.1951	1.24939
Ensuring Alignment and better relationship	41	1.00	4.00	4.1463	6.47905
Commitment of Partners & Staffs	41	1.00	5.00	3.5122	1.05171
Ensuring Transparent & effective communication	41	1.00	5.00	3.1951	1.14498
Clearly Defined Roles & Responsibilities	41	1.00	5.00	3.3659	1.08986
Secure by in at all level	41	1.00	5.00	3.0244	.96145
Aligning working approach	41	1.00	5.00	2.8537	.98896
Adapt to changing Environment /condition	41	2.00	5.00	3.1951	.98029
Managing conflict & crisis with in the consortium	41	1.00	5.00	2.9024	1.13589

Overall Assessment of Effectiveness of Case Study Consortiums:

In addition to the effectiveness measured using the ten success factors, the study participants were also asked to assess the overall effectiveness of their respective project consortium, having in mind the rating given using the success factors. Accordingly, 43.9% survey participants rated their consortium overall effectiveness 'Very Good', 31.7% rated as 'Good', and 4.9% 'Excellent'. Only 19.5% rated the effectiveness as 'Fair' and 'Poor'. The result shows that a significant number of the study participants have rated their consortium as effective. This is in line with the result described above using the key success factors.

Table 9: Over all Consortium Effectiveness – all consortiums in one

	Frequency	Percent	Valid Percent	Cumulative Percent
Poor	2	4.9	4.9	4.9
Fair	6	14.6	14.6	19.5
Good	13	31.7	31.7	51.2
Very Good	18	43.9	43.9	95.1
Excellent	2	4.9	4.9	100.0
Total	41	100.0	100.0	

The descriptive statistics also confirms the result presented above. Based on table 10, the mean value for overall effectiveness of the cases study consortiums is 3.3.

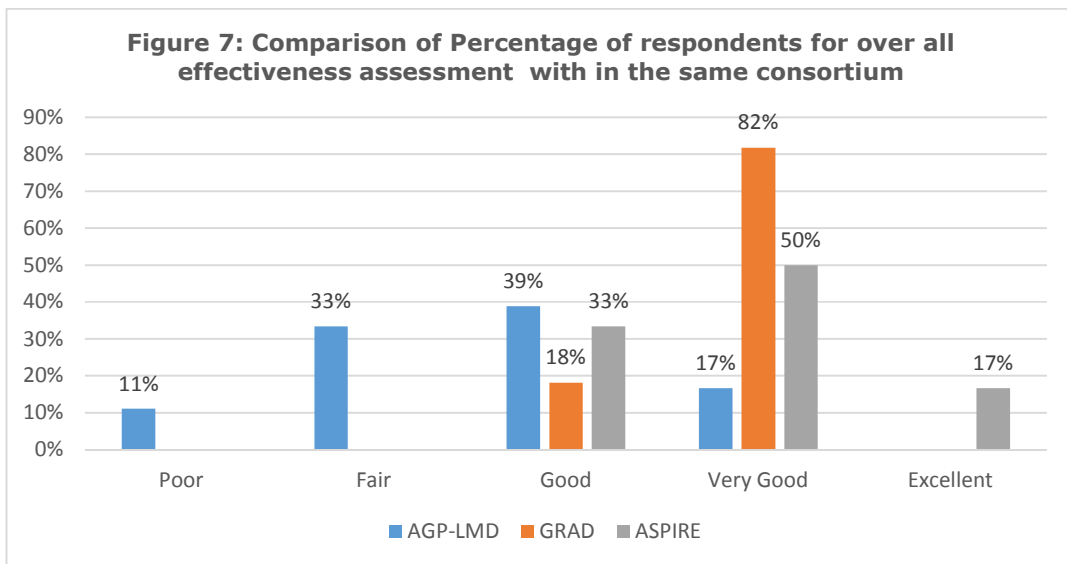
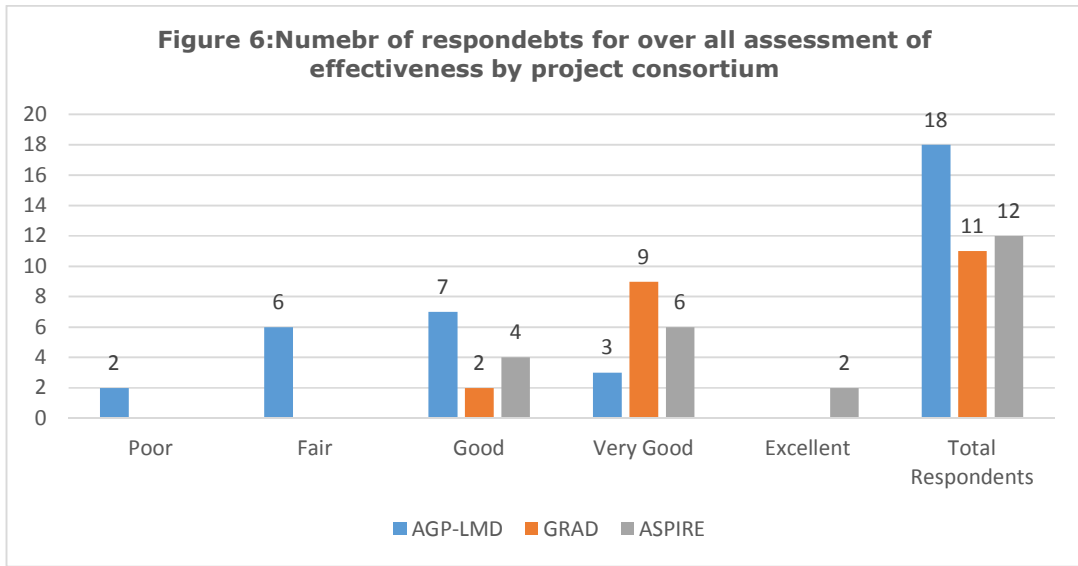
Table 10: Descriptive Statistics result for overall consortium effectiveness

	N	Minimum	Maximum	Mean	Std. Deviation
Over all Consortium Effectiveness	41	1.00	5.00	3.2927	.95509

Comparison of overall effectiveness with in the same consortium:

Figure 6 & 7 below present comparison of responses for overall assessment of consortium effectiveness with in the same project consortium. Based on the finding presented in these figures, 82% of project staffs interviewed from GRAD project consortium (total respondents 11) evaluated the consortium effectiveness as 'Very Good' and 18% 'Good'. From respondents interviewed from the ASPIRE consortium, 50% rated the overall effectiveness as 'Very Good', 33% 'Good' and 17% 'Excellent'.

This implies that a majority of the respondents from GRAD and ASPIRE project evaluated the effectiveness of their consortium as 'Very Good' and 'Excellent'. However, comparison of responses with in AGP-LMD project consortium is different from these two. The result from the survey finding shows that 39% rated the AGP-LMD consortium effectiveness as 'Good' and 17% 'Very Good'. Whereas, a significant number of respondents (44%) from the same consortium rated the effectiveness as 'Poor' and 'Fair' (33% 'Fair' and 11% 'Poor').



4.4 Investigating the relationship between Success Factors and overall consortium Effectiveness

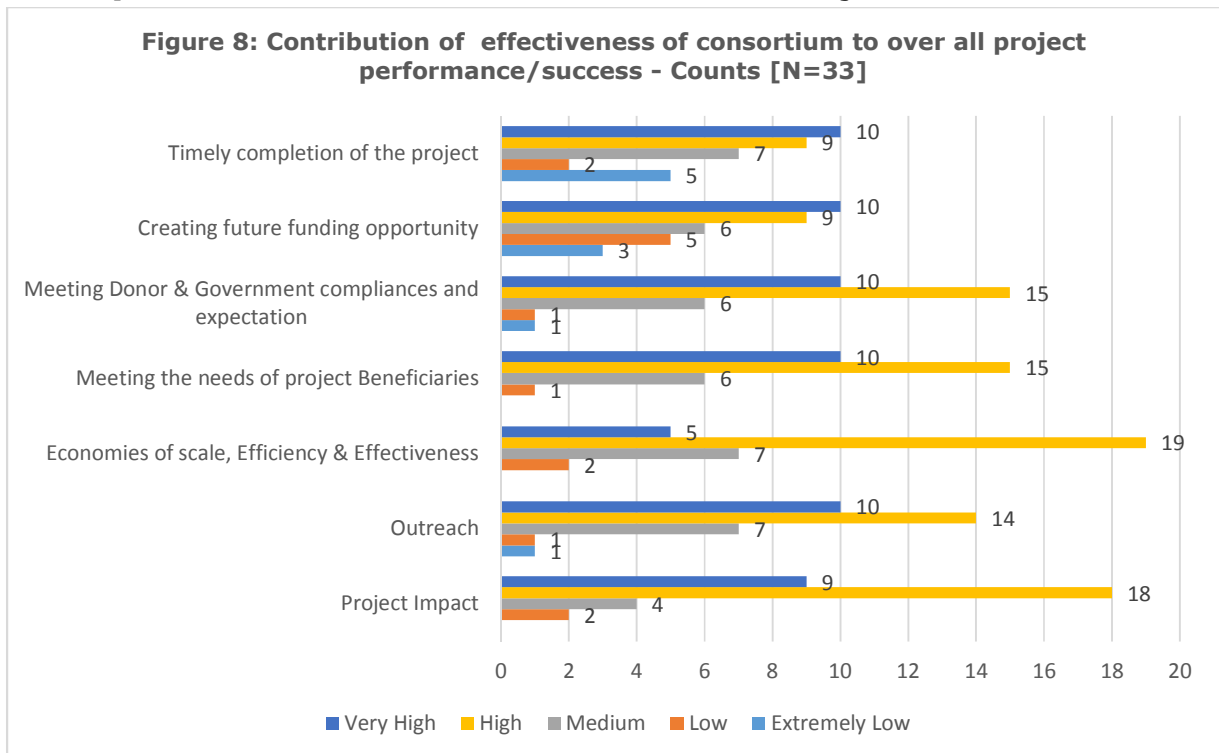
A Pearson chi-square test was conducted to examine whether there was a relationship between the success factors used to measure consortium effectiveness (the independent variables) and overall consortium effectiveness (the dependent variable). The results revealed that all the ten success factors have a significant relationship with overall consortium effectiveness. Table 11 below present the Chi square, df, and p value for each success factors against the dependent variable, over all consortium effectiveness. Annex 2 also provides a further detail on this.

The finding shows that the ten success factors strongly influence the overall effectiveness of the case study consortiums.

Table 11: Pearson Chi-Square result for the independent and dependent variables

Sr. No.	Success/Causal Factors	Chi square value	df	P [Asymp. Sig. (2-sided)]
1	Establish Shared Goals	36.201	16	.003
2	Ensuring Effective Leadership and Decision making	41.365	16	.000
3	Ensuring Alignment and better relationship	43.214	20	.002
4	Commitment of Partners & Staffs	48.087	16	.000
5	Ensuring Transparent & effective communication	57.654	16	.000
6	Clearly Defined Roles & Responsibilities	32.895 ^a	16	.008
7	Secure by in at all level	29.430 ^a	16	.021
8	Aligning working approach	32.247 ^a	16	.009
9	Adapt to changing Environment /condition	33.439 ^a	12	.001
10	Managing conflict & crisis with in the consortium	40.251 ^a	16	.001

4.5 Impact of Effectiveness of Consortium on Project Performance



A total of 33 survey participants, who rated the overall consortium effectiveness as 'Good', 'Very Good' and 'Excellent' have been asked to tell us about the contribution of effectiveness of the consortium to the overall performance or success of the project. The respondents assessed the contribution using seven project performance/success measures that include- project impact; outreach, economies of scale, efficiency & effectiveness; meeting the needs of project beneficiaries; meeting donor & government compliance & expectation; creating future funding opportunity; and timely completion of the project. Figure 8 and 9 present the result obtained.

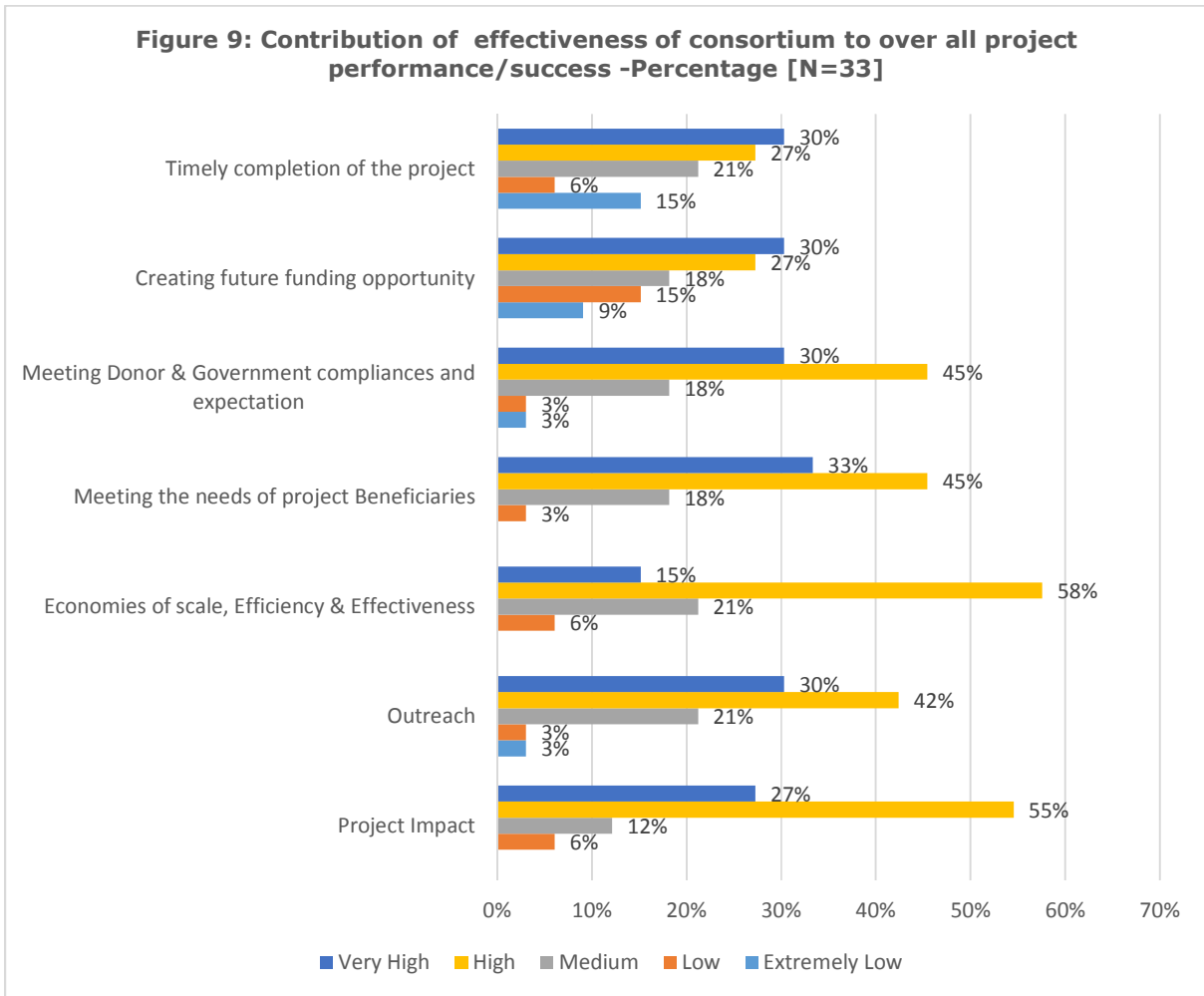
Project Impact:

55% (N=33) of the study participant have responded that effectiveness of the consortium has 'high' contribution to the project impact, 27% said 'very high', 12% 'medium. Insignificant number of respondents interviewed (6%) have said it has 'low' contribution. The implication of this finding is that the effectiveness of these consortiums has highly influenced achievement of impact results of the projects, that include- improving livelihood and income of targeted beneficiaries, poverty reduction, improving productivity, sustainable agricultural development, and improving competitiveness and market access.

Outreach:

The study finding shows 42% (N=33) respondents have acknowledged that the overall effectiveness of the project consortiums has 'high' contribution in increasing the projects' outreach; 27% have said it has 'very high contribution, 21% 'medium'. Only 6% have said it has 'low' and 'extremely low' contribution.

Figure 9: Contribution of effectiveness of consortium to over all project performance/success -Percentage [N=33]



Economies of scale, Efficiency, and Effectiveness:

58% and 15% study participants have respectively said that having an effective consortium in their project has brought 'high' and 'very high' impact on increased economies of scale, efficiency and effectiveness. Similar to the project performance measures explained above, only 6%of the respondents have said it has 'low' contribution.

Meeting the Needs of project Beneficiaries:

Quiet a significant number of respondents (78%) have said the consortium effectiveness has 'very high' and 'high' contribution for the project be able to meet the needs of the project beneficiaries. Only 3% have said it had 'low' contribution to meeting beneficiaries' needs.

Meeting Donor & Government Compliances and expectation:

45% of the study participants have said effectiveness of the project consortium had 'high' contribution in meeting donor & government expectation and compliance, during the project implementation period. Another 30% respondents have said it has 'very high contribution and only insignificant number of respondents (6%) have said it has 'low' and 'extremely low' contribution.

Future Funding Opportunity:

Although it is still high, surprisingly a reduced number of respondents, compared to the other performance measures explained above, have said the overall effectiveness of the consortium has 'high' contribution to future funding. The cumulative figure for this category is 57% (30% 'very high' and 27% 'high'). Again compared to the previous performance measures discussed above, a higher number of respondents (24%) have said the effectiveness of the consortium has 'low' contribution to future funding opportunity.

The result obtained on this performance measure does not go with what is known in practice. Usually consortiums that have passed very successful implementation have a huge opportunity in securing future funding, either it could be getting funding opportunity for next phase (For example GRAD phase II) or in other development interventions.

Timely Completion of the project:

Among the respondents who rated the overall effectiveness of the case study consortiums as very good (including 'good' and 'excellent'), 57% have said the effectiveness of the consortium had 'high' and 'very high' contribution to timely completion of the project. However, quite a lot of respondents have said it did not contribute or has low contribution in keeping project schedule (22% have rated 'medium' and 21% 'low' & 'extremely low'). The implication is that although the project consortiums were effective (that will have greater contribution for keeping project schedule based on lessons from other project consortiums), there are other contributing factors that made the projects lag behind from their original schedule.

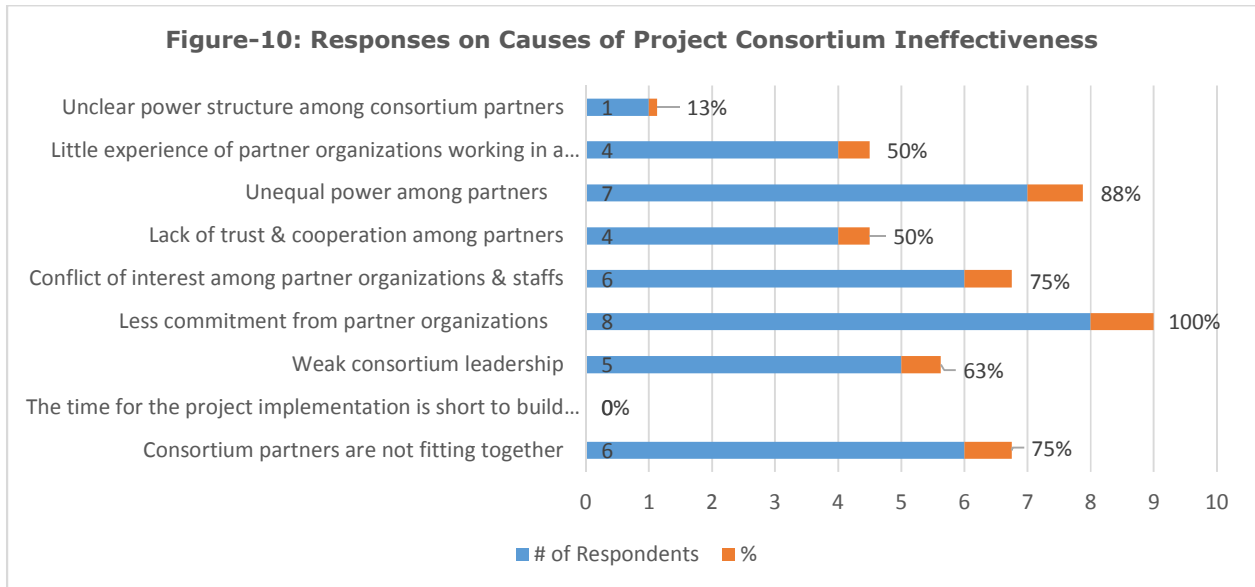
The mean value for the impact assessment also shows relative higher result for the five success factors. However, the two success factors that show mixed results using the frequency analysis, have still higher mean values (4.02 and 4.0).

Overall, the study findings on the contribution of effective consortium to project performance and success confirm the benefit and outcome of working with effective consortiums outlined in the literature.

	N	Minimum	Maximum	Mean	Std. Deviation
Project Impact	41	2.00	6.00	4.4146	1.07181
Outreach	41	1.00	6.00	4.3415	1.19603
Economies of scale, Efficiency & Effectiveness	41	2.00	6.00	4.2439	1.11311
Meeting the needs of project Beneficiaries	41	2.00	6.00	4.4634	1.05113
Meeting Donor & Government compliances and expectation	41	1.00	6.00	4.3659	1.17805
Creating future funding opportunity	41	1.00	6.00	4.0244	1.54091
Timely completion of the project	41	1.00	6.00	4.0000	1.59687

4.5 Factors causing ineffectiveness of project consortium

The research finding discussed above has shown 20 % (N=41) of the study participated rated their consortium overall effectiveness as 'poor' and 'Fair'. To learn from the experience of these respondents the study asked them to tell us about the factors, which they think caused the ineffectiveness. Figure-10 below shows responses obtained (n=8).



A list of factors found from the literature, which mostly cause ineffectiveness of project consortiums, were given to the respondents to rate. In addition, the interview question was open to the respondents to add other causes from their experience, in addition to the one listed in the interview questionnaire.

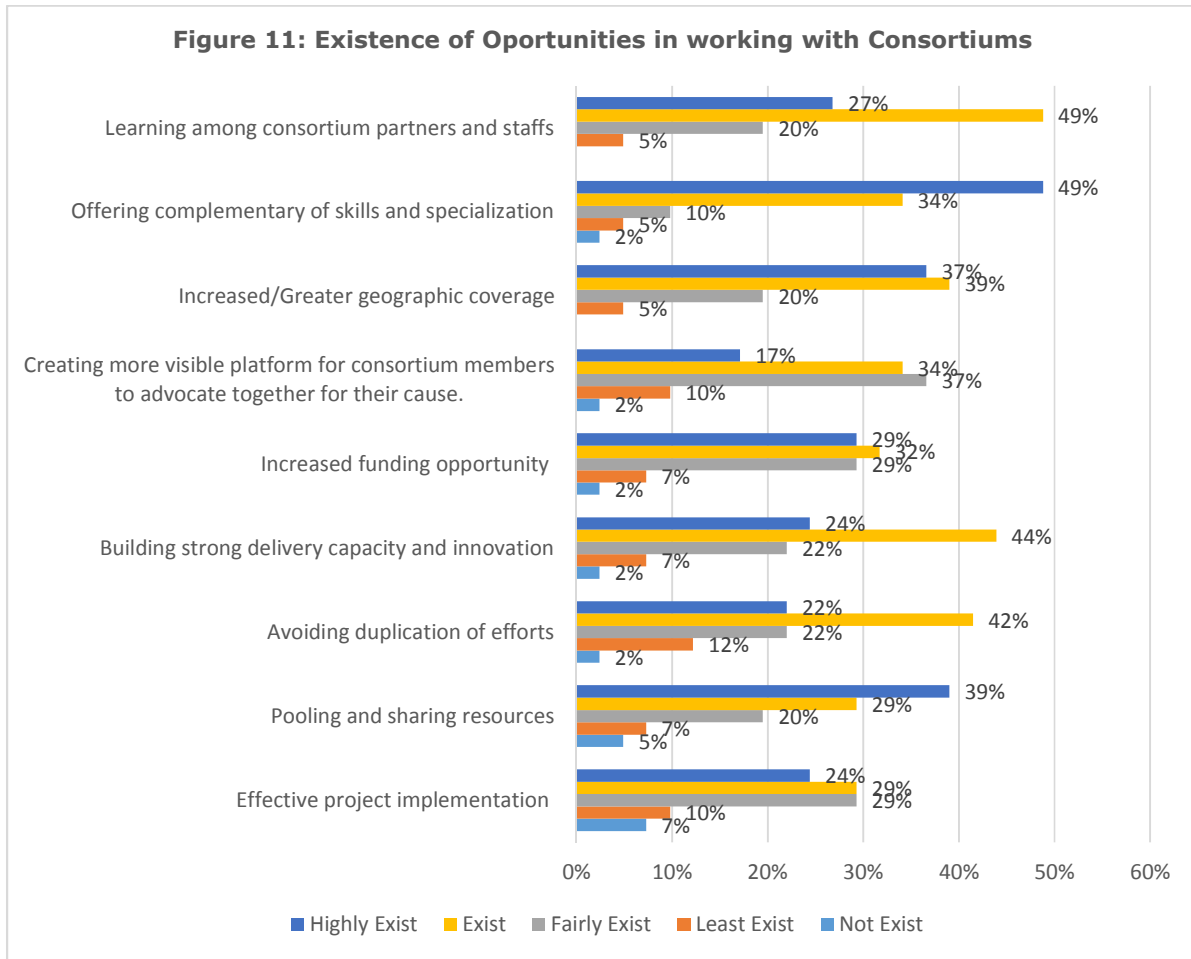
Based on the study finding presented above the top four causes rated most by respondents include (i) 'less commitment from partner organizations' (100%, n=8), (ii) 'unequal power among partners' (88%), (iii) 'conflict of interest among partner organizations & staffs' (75%), and (iv) 'consortium partners are not fitting together' (75%). The least causes of ineffectiveness rated by the respondents are (i) 'the time for the project implementation is short to build relationship & synergy' and (ii) 'unclear power structure among consortium partners'.

4.6 Opportunities, Challenges and lessons learnt in working with Consortiums

Opportunities of working with Consortium

The literature has long list of opportunities created when development partners joint force by forming consortium to implement projects. The study participants were asked to rate the existence of a list of nine opportunities, identified from the literature, in their respective project consortium. Figure 11 below present the detail result.

Figure 11: Existence of Opportunities in working with Consortiums



Taking the respondents who said 'exist' and 'highly exist' in to account, the top three highly rated opportunities that exist in the case study consortiums include (i)'offering complementary of skills & specialization' (83%), (ii) 'increased geographic coverage' (76%) and (iii) 'learning among consortium partners' (76%). The remaining opportunities has been rated by 51-68% of the respondents as they 'exist' or 'highly exist' in the case study consortiums. This shows that the study finding confirms the existence of the opportunities identified from the literature.

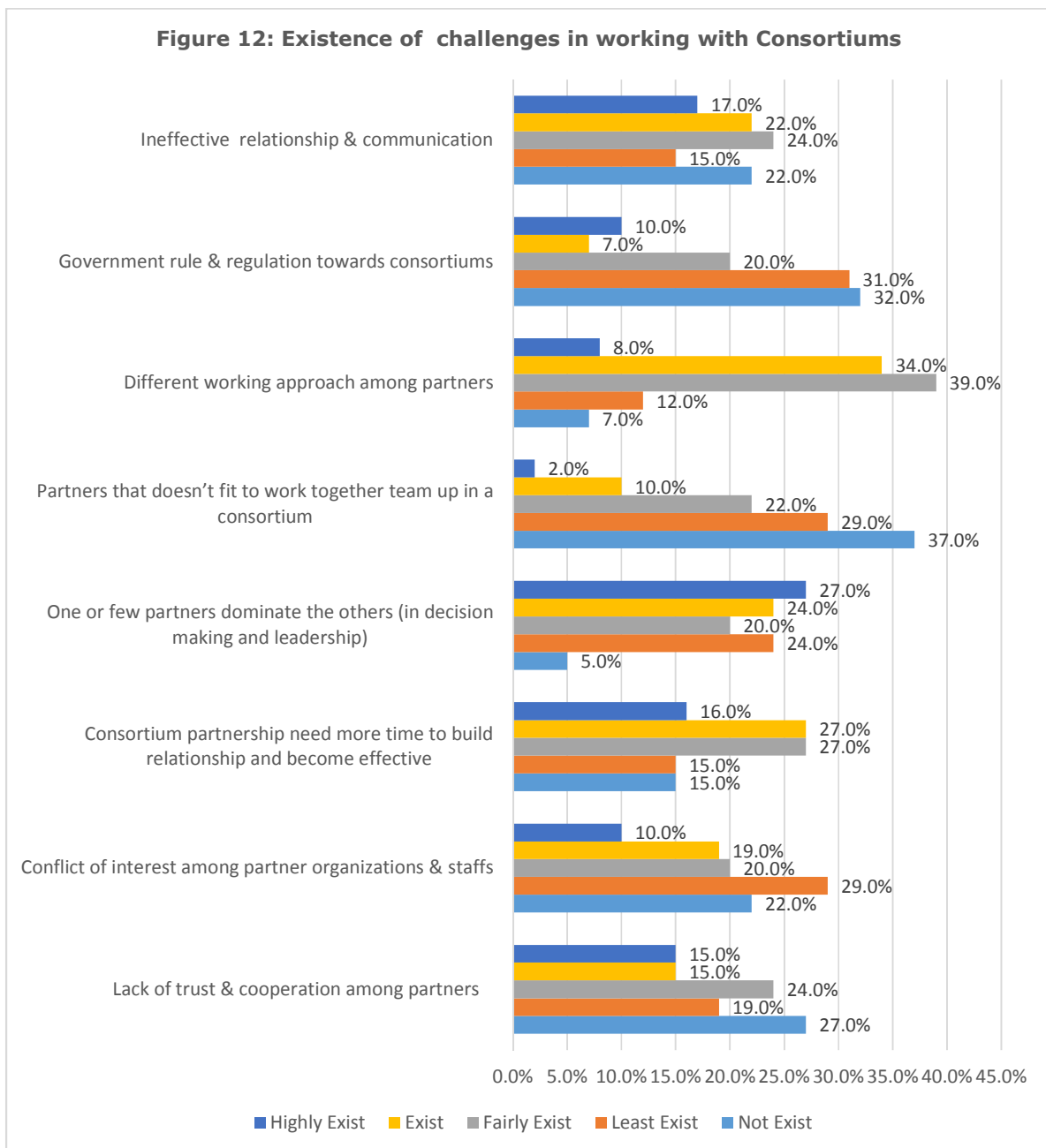
Challenges in working with consortiums

Like any multi-stakeholder partnership, working with consortiums has its own challenges. To investigate the practical challenges development project consortiums are facing, the study asked the interviewees to tell us their experience on this. To simplify the response process the study identified possible challenges in working with consortiums from the literature and asked the respondents to rate the existence of these challenges in their respective consortium. In addition, the interview was open for the respondents to list additional challenges, which they think are important.

The study finding shows mixed results. The top three challenges rated by respondents as they 'exist' and 'highly exist' in the case study consortiums include (1st) 'one or few partners dominate the others' (51%), (2nd) 'Consortium partnership need more time to build

relationship and become effective' (43%) and (3rd) 'different working approach among partners' (42%). However, a reasonable number of respondents have said the top 1st (29%) and 2nd (30%) challenge 'doesn't exist' or 'least exist'.

When we look at the least existed challenge, study participants rated (1st) 'Partners that doesn't fit to work together team up in a consortium' (66%), (2nd) 'government rule & regulation' (63%), and (3rd) 'conflict of interest among partner organizations & staffs (51%). However, similar to the above 39% respondents rated the 3rd least existed challenge as it 'exist' in the studied consortiums. This shows a mixed finding on the existence of certain challenges. Figure 12 presents further detail result.



Chapter Five

Conclusion and Recommendation

5.1 Conclusion

In the current world of globalization, no individual organization can afford to operate in isolation from other organizations in their industry. Therefore, they tend to form different collaborations.

Collaborating in a partnership is an opportunity to achieve more than what each partner might accomplish on its own. However formal partnership programs are complex to set up, and in most cases it will take several years before they begin their activities and even longer until they achieve impact (IEG).

Working in consortia is one type of partnership structure currently utilised by development organisations. Setting up a consortium takes a big commitment from all partners. There are also administrative and cost burdens associated with building a consortium. Collaboration in a consortium also demands investment in the relationships between the participating individuals, companies or organizations, and this requires effective process management. Collaboration designed on paper will seldom work as anticipated (Fowler and McMahon, 2010). Despite the importance of increasing inter-organizational collaboration, there are many challenges that may need to be addressed (Agranoff, 2012).

The review by the author of this research found limited studies done in the area of effectiveness of consortiums. Most of the revised studies shows positive results to wards working with consortiums.

For example, Gonsalves (2014) analysis of seven case studies of consortia revealed that consortia with heterogeneous partner organisations have recently emerged as models to build capacity, share ideas, improve accountability and communication with communities and better meet the needs of beneficiaries on the ground. The Caribbean case study of the Youth Empowerment Program also indicated that the experience of consortium model has proved a valuable approach for bringing organizations together to accomplish shared objectives (IYF, 2013).

Another evaluation of ELMT/ELSE consortium in the Mendera Triangle and Southern Ethiopia, revealed satisfactory achievement of intermediate results (Nicholson and Desta, 2010). Evaluation of the Cash Consortium in Southern Somalia also identified a strong partnership dynamics in terms of good coordination and peer level relationships as one of the factors crucial to the overall success of the projects (Nisar Majid et al.2007).

The ECB consortium case study findings, reviewed by this study, shows that, at global level, the consortium management structure allowed cost-saving and resources-sharing mechanisms through the exploitation of good pre-existing working relationships between the technical focal points (Juillard and Maillard, 2018). According to Juillard and Maillard (2018), the project consortium increased the quality of the final outputs by ensuring cross-organizational inputs, and it increased the uptake of the final toolset.

Taking the above body of literature in to account this research tried to assess the effectiveness of the three case study project consortiums using ten success factors, adapted from the ECB consortium country experience and CRS CAFÉ standard. The study first assessed the relevance of these success factors before asking the respondents to evaluate the effectiveness of their respective consortium.

Based on the finding obtained, all the ten success factors suggested by the researcher, to measure effectiveness of the case study consortiums, have been found relevant by the study participants. The research finding in this regard shows that four success factors rated as 'extremely critical', another four factors rated as 'very critical' and the remaining two rated as 'critical'.

The researcher followed two approaches to measure effectiveness of the case study consortiums. The first approach employed was asking respondents to rate the consortium effectiveness using the ten success factors. In this regard, the assessment result revealed that all the three project consortiums were effective with more than 70% of the study participants rated the ten success factors to these consortiums as 'good', 'very good' and 'excellent'.

The second approach employed was to ask the study participants to provide their own overall assessment of effectiveness of the respective project consortiums. Looking at the responses for the three consortiums together, 43.9% survey participants rated their consortium overall effectiveness 'Very Good', 31.7% rated as 'Good', and 4.9% 'Excellent'. Only 19.5% rated the effectiveness as 'Fair' and 'Poor'. This result is in line with the finding obtained in the first evaluation approach using the key success factors.

The second approach provided a very good insight about the effectiveness of the individual project consortium. Separate comparison made using the responses obtained from the individual project consortium revealed that a very significant number of respondents from GRAD and ASPIRE project evaluated the effectiveness of their consortium as 'Very Good' and 'Excellent'. Whereas, the comparison of responses with in AGP-LMD project consortium shows different result than these two. The study finding shows that only 56% of the respondents rated the effectiveness of the AGP-LMD as 'Good' and 'Very Good'. On the other hand, a significant number of respondents (44%) from this project consortium rated the effectiveness as 'Poor' and 'Fair'. In conclusion, the separate comparison of the individual projects consortium shows that the AGP-LMD project consortium was less effective than GRAD and ASPIRE project consortiums.

Investigation of the relationship between the independent variable (Success Factors) and dependent variable (overall consortium Effectiveness) using a Pearson chi-square test revealed that all the ten success factors have a significant relationship with overall consortium effectiveness.

The study has also assessed the impact of effectiveness of the case study consortiums on project performance and success. Seven measures of project performance/success were used to investigate the contribution in this regard. Accordingly, the study findings revealed that a great majority of respondents confirmed that the effectiveness of the consortium highly contributed in achieving the projects impact, to increase outreach, to bring increased economies of scale, efficiency & effectiveness; in meeting the needs of targeted beneficiaries, and meeting donor & government expectation and compliances. However, the study finding

shows mixed result for the contribution of effectiveness of consortium to future funding opportunity and timely completion of the project.

With regard to opportunities and challenges of working with consortiums, the study finding confirms the existence of the opportunities of working with consortiums found in the literature. However, the study found out mixed result on the existence of the challenges mentioned in the literature.

It has been argued in the literature review that there is a mixed opinion among development practitioners in recommending consortiums as very good project implementation model. The finding from this study shows that a majority of the respondents (73.1%) provided their agreement on consortiums as a very good project implementation model. However, care should be taken as the result could not be taken conclusive because of the limited number of case study consortiums and respondents included in this study.

Finally, from the theoretical review the researcher found the CAFÉ standard as a very important tool in guiding consortium set-up and development. The researcher learnt that the standard is designed to make the managerial, financial, and administrative functions of a consortium effective, efficient, and supportive of project goals, community needs, and donor aspiration.

In conclusion, the implication of the study findings is that, if well-managed consortiums are a very good project implementation model to address the most critical development challenges, bringing together complementary expertise of different organizations and synergy. The consortium model can have enormous contribution to achievement of project impact at scale.

5.2 Recommendation

1. **Taking lessons from the three cases study project consortiums assessment results:-** The comparison made with in the same project consortium shows that AGP-LMD project consortium was less effective than GRAD and ASPIRE. The researcher recommends a further investigation on the AGP-LMD project consortium on what did not work and why, in terms of the consortium effectiveness. On the other hand, the study findings shows very good results in relation to the GRAD project. Since this project has phase two under implementation starting from Mid-2017, the best practices shall be well documented and transferred to the new project.
2. **Creating inbuilt System for evaluating effectiveness of consortiums:** A standalone evaluation of effectiveness of consortium is not done often. Usually the evaluation got a smaller attention in the project mid-term & final evaluation. The findings of this research has revealed very good insights about effectiveness of working with consortium and its consequential impact on project success. Therefore, this study recommends a separate evaluation of effectiveness of project consortiums along with the project mid-term and end line evaluations. The evaluation at midterm will help to identify strength and weakness of the project consortium and will draw possible recommendations to improve effectiveness in the remaining period of the project. The end line evaluation of consortium effectiveness will properly document lessons learnt and draw recommendation for future project design and implementation using the consortium model. In addition, the

researcher strongly advise that the organization frequently using the consortium model shall create in built system for evaluating effectiveness of consortium as part of their overall project monitoring and evaluation system.

3. **Implementing the CAFÉ Standard:** This study highly recommends the implementation of the CAFÉ standard, along with its reference sheet and implementation guide, to form and develop an effective project consortium. Development organizations using the consortium model for project implementation can benefit a lot from using this standard.

5.3 Suggestions for Further Research

Assessing the effectiveness of consortium model is very important in shaping donors and development organizations strategy and approach. The issues should not be limited to such a small size research. Accordingly, the researcher suggest a more comprehensive and wider study on effectiveness of the model as well as project consortiums implemented so far. An in depth study will inform donors, local & international development organizations and government partners on how to form and manage effective project consortiums, meeting the expectation of all stakeholders.

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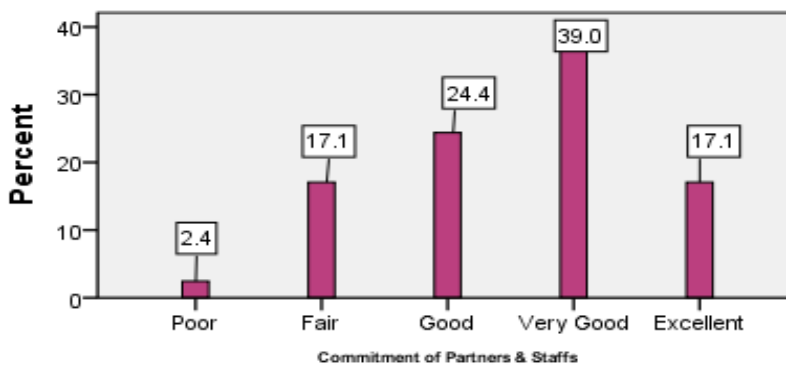
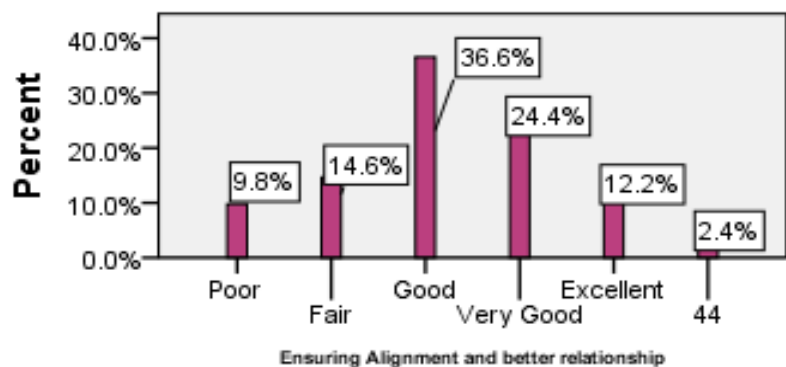
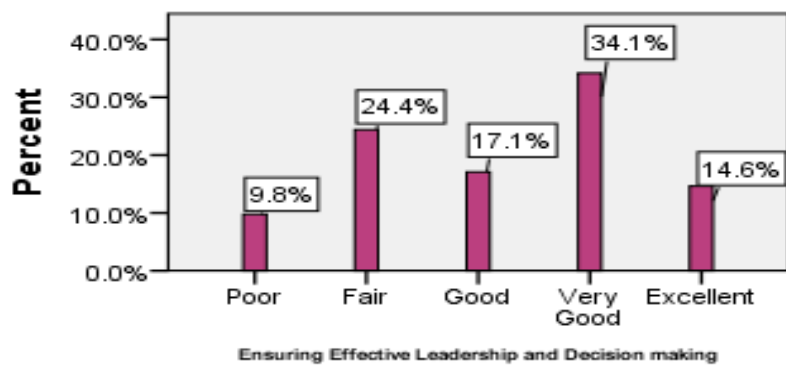
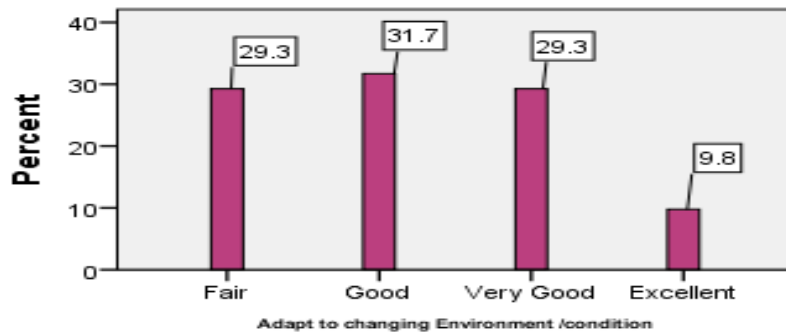
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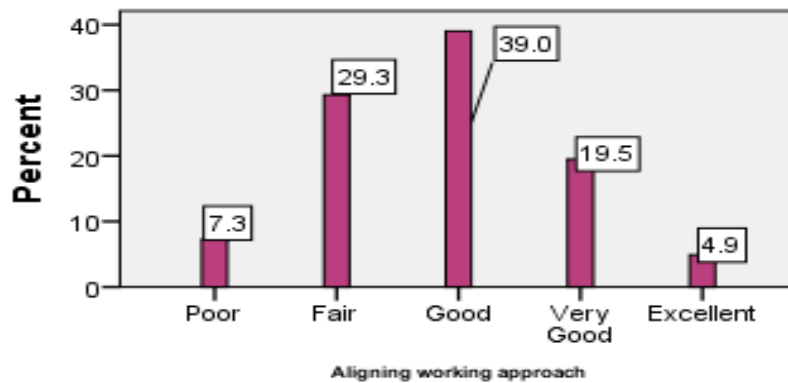
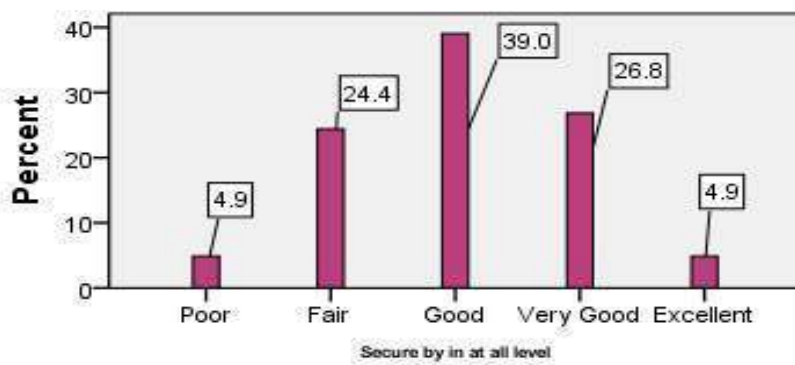
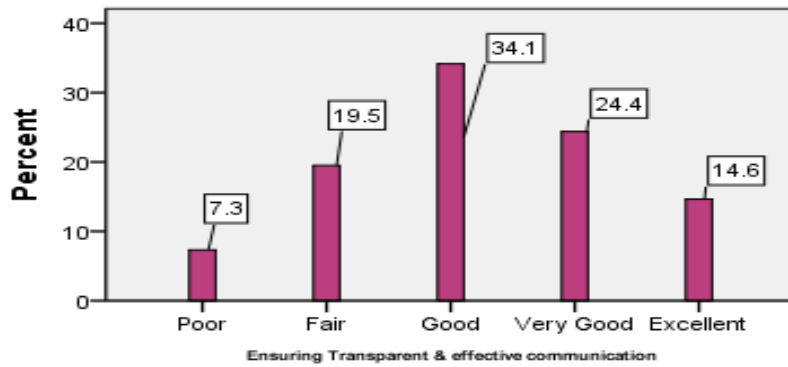
Annex 1- Bar charts for Effectiveness of the case study consortiums measured by the ten success factors

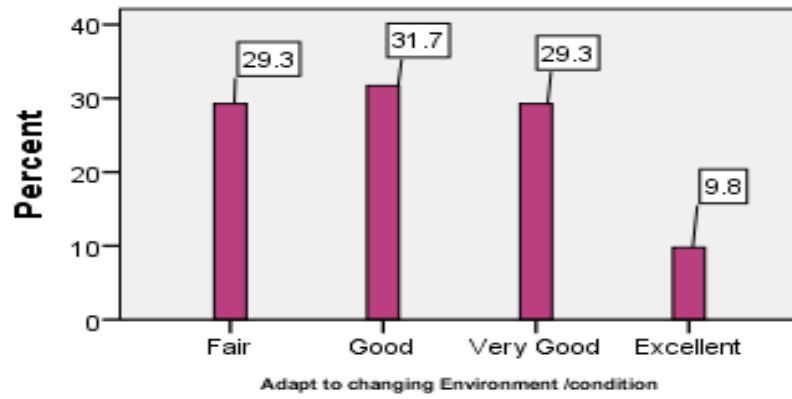
Annex -2 Pearson Chi-square Analysis Result for the Dependent and Independent variables

Annex 3 - Data Collection Tool

Annex 1: Bar charts for Effectiveness of the case study consortiums measured by the ten success factors







Annex -2 Pearson Chi-square Analysis Result for the Dependent and Independent variables

1. Establish Shared goals and Overall Effectiveness

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	36.201 ^a	16	.003
Likelihood Ratio	25.265	16	.065
Linear-by-Linear Association	11.748	1	.001
N of Valid Cases	41		

a. 23 cells (92.0%) have expected count less than 5. The minimum expected count is .05.

2. Ensuring Effective Leadership and Decision making and Overall effectiveness

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	41.365 ^a	16	.000
Likelihood Ratio	44.882	16	.000
Linear-by-Linear Association	21.090	1	.000
N of Valid Cases	41		

a. 24 cells (96.0%) have expected count less than 5. The minimum expected count is .20.

3. Ensuring Alignment and better relationship

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	43.214 ^a	20	.002
Likelihood Ratio	38.899	20	.007
Linear-by-Linear Association	2.449	1	.118
N of Valid Cases	41		

a. 29 cells (96.7%) have expected count less than 5. The minimum expected count is .05.

4. Commitment of Partners & Staffs

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	48.087 ^a	16	.000
Likelihood Ratio	43.300	16	.000
Linear-by-Linear Association	16.562	1	.000
N of Valid Cases	41		

a. 23 cells (92.0%) have expected count less than 5. The minimum expected count is .05.

5. Ensuring Transparent & effective communication

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	57.654 ^a	16	.000
Likelihood Ratio	46.555	16	.000
Linear-by-Linear Association	25.112	1	.000
N of Valid Cases	41		

a. 24 cells (96.0%) have expected count less than 5. The minimum expected count is .15.

6. Clearly Defined Roles & Responsibilities

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	32.895 ^a	16	.008
Likelihood Ratio	22.182	16	.137
Linear-by-Linear Association	10.775	1	.001
N of Valid Cases	41		

a. 23 cells (92.0%) have expected count less than 5. The minimum expected count is .05.

7. Secure by in at all level

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	29.430 ^a	16	.021
Likelihood Ratio	29.442	16	.021
Linear-by-Linear Association	11.515	1	.001
N of Valid Cases	41		

a. 23 cells (92.0%) have expected count less than 5. The minimum expected count is .10.

8. Aligning working approach

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	32.247 ^a	16	.009
Likelihood Ratio	29.285	16	.022
Linear-by-Linear Association	12.072	1	.001
N of Valid Cases	41		

a. 22 cells (88.0%) have expected count less than 5. The minimum expected count is .10.

9. Adapt to changing Environment /condition

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	33.439 ^a	12	.001
Likelihood Ratio	25.690	12	.012
Linear-by-Linear Association	13.378	1	.000
N of Valid Cases	41		

a. 17 cells (85.0%) have expected count less than 5. The minimum expected count is .20.

10. Managing conflict & crisis with in the consortium

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	40.251 ^a	16	.001
Likelihood Ratio	39.254	16	.001
Linear-by-Linear Association	13.458	1	.000
N of Valid Cases	41		

a. 23 cells (92.0%) have expected count less than 5. The minimum expected count is .10.

Annex 3:

Quantitative survey Data Collection tool for Academic Research on Assessment of Effectiveness of working with Consortiums in Development Projects

My name is Zelalem Atnaf. I am currently working at SNV in the EDGET project team. I am currently doing academic research work on the subject mentioned above for my postgraduate study in Project Management at Addis Ababa University. The study follows a multiple case study approach. The project you have been working b/n 2012-2017 is among the consortium projects selected for the case study.

For this purpose, I am interviewing project staffs appropriate for the study. The information obtained from this interview will only be used for this academic research work. All the information I get from you will remain strictly confidential and will never be shared to anyone other than myself.

I would like to bring to your attention that this research work is done only for academic purpose and has no relationship with my organization or project I am currently working. In addition the response provided here will only represent your personal opinion, not that of your organization.

Finally, I would like to thank you for your time and cooperation in filling this survey questionnaire and return timely.

Instruction to fill the questionnaire: Answer close-ended question by clicking the small boxes (□) and/or putting check mark (x). Follow additional instruction in each question, if any. For open-ended questions put your brief answer on the space provided

PART I. Back ground Information:

1. Name of project consortium you have been involved. _____
2. Your Gender: 1) Male 2) Female
3. What is your highest level of Education?
 1) Bachelor's Degree 3) Doctoral Degree (PhD)
 2) Master's Degree 4) Other Specify _____
4. For how long did you work in the above mentioned Project consortium? _____ Years
5. What was your role in this project consortium?
 1) Part of the leadership at different level of the consortium
 2) Member of the project team (excluding the leadership)
6. In how many project consortiums did you work so far in your entire professional carrier?
(Including this one)
 1) Only 1 3) 4-5
 2) 2-3 4) More than 5

PART II. Consortium General

7. Based on your experience in working with consortiums so far, do you think consortium is a very good implementation model for development projects?
 1) Strongly Agree 3) Fairly Agree
 2) Agree 4) Disagree
8. What factors do you think **mostly trigger (Drive)** international & local NGOs to form consortium to implement development projects? (More than one answer is possible)

10. How do you **rate the effectiveness of your consortium** (mentioned under question #1) against the key success factors listed below? Fill the table:

Sr. No.	Key Success Factors & brief description	Rating (see code below)
1	Establish Shared Goals:- Having clearly defined common goals	
2	Ensuring Effective Leadership and Decision making	
3	Ensuring Alignment and better relationship:- Ensuring that all levels of the consortium and member organizations are <i>clearly</i> and <i>consistently</i> behind the effort with good cooperation and relationship.	
4	Commitment of Partners & Staffs:- Delivering expected results & actions within agreed time frame.	
5	Ensuring Transparent & effective communication:- both internally & externally	
6	Clearly Defined Roles & Responsibilities:- among the consortium partner organizations and their staffs	
7	Secure by in at all level:- within and outside the consortium member organizations (including internal organization leadership, donors, government partners, sectoral stakeholders, etc.)	
8	Aligning working approach:- includes aligning policies, working culture, processes & procedures, ways of working.	
9	Adapt to changing Environment /condition:- Ability to adapt to new circumstances and needs.	
10	Managing conflict & crisis with in the consortium:- systematic and timely management of conflict and crisis when materialized.	
Code: Rate in 1-5 scale as follows:		
[1] Poor; [3] Good; [5] Excellent		
[2] Fair; [4] Very Good;		

11. Based on the rating you provide in mind above, what is your **overall assessment of effectiveness** of the consortium you were involved (mentioned under question #1)?

- 1) Poor
- 2) Fair
- 3) Good
- 4) Very Good
- 5) Excellent

12. If your answer to question #11 above is 'Good, very good or Excellent', how do you rate the contribution of the consortium effectiveness to the overall performance/success of the project? Fill the table below. **If not** go to next question.

Sr. No.	Project performance/success measures	Performance/success rating (see code below)
1	Project Impact	
2	Outreach	
3	Economies of scale, Efficiency & Effectiveness	
4	Meeting the needs of project Beneficiaries	
5	Meeting Donor & Government compliances and expectation	
6	Creating future funding opportunity	
7	Timely completion of the project	
Code: Rate in 1-5 scale, where 1 is extremely low and 5 is very high		

13. If your answer to question #11 above is 'poor or fair', what mostly caused the ineffectiveness of your consortium? (Multiple answer is possible, but rank by putting 1st, 2nd, 3rd... in the bracket)

- 1) Consortium partners are not fitting together []
- 2) The time for the project implementation is short to build relationship & synergy []
- 3) Weak consortium leadership []
- 4) Less commitment from partner organizations []
- 5) Conflict of interest among partner organizations & staffs []
- 6) Lack of trust & cooperation among partners []
- 7) Unequal power among partners []
- 8) Little experience of partner organizations working in a consortium []
- 9) [Others specify] _____
- 10) [Others specify] _____
- 11) [Others specify] _____

13. If your answer to question #11 above is 'poor or fair', what was the impact of such low level effectiveness of the consortium on the performance of the project?

PART IV. Opportunities, Challenges and lessons Learnt in working with Consortiums

14. It is believed that working with consortium create different opportunities for implementing partners and donors. How do you **rate the existence of the opportunities** of work with consortiums listed below with reference to your project consortium?

Sr. No.	Opportunities in working with consortium	Rating (see code below)
1	Effective project implementation	
2	Pooling and sharing resources	
3	Avoiding duplication of efforts	
4	Building strong delivery capacity and innovation	
5	Increased funding opportunity	
6	Creating more visible platform for consortium members to advocate together for their cause.	
7	Increased/Greater geographic coverage	
8	Offering complementary of skills and specialization	
9	Learning among consortium partners and staffs	
10	(Others specify)	
11	(Others specify)	
12	(Others specify)	
Code: Rate in 1-5 scale, where 1 is least exist and 5 is highly exist		

15. With reference to your project consortium, how do you **rate the existence of challenges** of Working with consortium listed below?

Sr. No.	Challenges in working with consortiums	Rating (see code below)
1	Lack of trust & cooperation among partners	
2	Conflict of interest among partner organizations & staffs	
3	Consortium partnership need more time to build relationship and become effective	
4	One or few partners dominate the others (in decision making and leadership)	
5	Partners that doesn't fit to work together team up in a consortium	
6	Different working approach among partners	
7	Government rule & regulation towards consortiums	
8	Ineffective relationship & communication	
9	(Others specify)	
10	(Others specify)	
11	(Others specify)	
Code: Rate in 1-5 scale, where 1 is least exist and 5 is highly exist		

16. Can you tell us the **top three lessons you learnt** from your experience of working with consortiums