



CORE GROUP 2015 ANNUAL REPORT



Cover image: © Frank Conlon, CGPP-U.S.

Above: Speed networking at the Spring 2015 Global Health Practitioner Conference.

©Michelle Shapiro, CORE Group

CORE Group Member Organizations

ACDI/VOCA	Freedom from Hunger	Medicines for Humanity
Adventist Development and Relief Agency	Future Generations	Mercy Corps
African Methodist Episcopal Church Service and Development Agency	Global Health Action	PATH
Africare	GOAL	Pathfinder International
American Refugee Committee	Handicap International	PCI
Amref Health Africa	Health & Development International	Population Services International
CARE	Health Alliance International	Project C.U.R.E
Catholic Medical Mission Board	HealthRight International	Project HOPE
Catholic Relief Services	Helen Keller International	Salvation Army World Service Office
ChildFund International	Hesperian Health Guides	Samaritan's Purse
Concern Worldwide U.S.	IMA World Health	Save the Children
Curamericas Global	International Medical Corps	WellShare International
Episcopal Relief & Development	International Rescue Committee	World Relief
Food for the Hungry	Medical Care Development International	World Renew
	Medical Teams International	World Vision

CORE Group Associate Organizations

American College of Nurse-Midwives	Jhpiego	Medtronic Philanthropy
Community Partners International	Johns Hopkins Bloomberg School of Public Health, Department of International Health	Partners of the Americas
Edesia	Johns Hopkins Center for Communication Programs	United Methodist Committee on Relief
eHealth Africa	JSI Research & Training Institute, Inc.	University Research Co., LLC
Global Alliance to Prevent Prematurity and Stillbirth	Liverpool Associates in Tropical Health-USA	Women's Refugee Commission
Grandmother Project	Living Goods	
ICF International	Loma Linda University School of Public Health, Department of Global Health	
Institute for Reproductive Health, Georgetown University	Medair	
International Union Against Tuberculosis & Lung Disease		
IntraHealth International		

CORE Group Individual Associates

Susan Aradeon	Ruth Hope	Amy Metzger
Jean Capps	Adelbert James	Leonora Nyawata
Loretta Dostal	Yun Hee Kang	Shana Patterson
Lindy Fenlason	Bonnie Kittle	Marydean Purves
Paul Freeman	Grace Kreulen	Jessica Rockwood
Christy Gavitt	Judy Lewis	Graciela Salvador-Davila
Lenette Golding	Karen McClure	Pragati Singh
Kamden Hoffman	Judiann McNulty	Sandra Wilcox

LETTER FROM THE EXECUTIVE DIRECTOR
AND BOARD CHAIR

2015 has been a year of new challenges and significant accomplishments for CORE Group.



©Ann Hendrix-Jenkins, CORE Group

We have continued our exceptional work as a resource for our members and partners through our learning network. This network fosters collaboration and evidence to provide the best solutions for community health problems around the world. CORE Group uses a variety of methods to engage organizations in exchanging and producing knowledge in global health. Our membership remained strong with 67 member organizations and associates. 586 people participated in our Fall and Spring Global Health Practitioner Conferences and Food Security and Nutrition (FSN) Network Knowledge Sharing Meeting in Bangladesh. CORE Group and its Working Groups hosted 14 webinars, led 17 additional learning events, and created and revised 7 implementation guidance tools during the year. More than 76,000 unique visitors explored information on the CORE Group and FSN Network websites, and members discussed critical issues via our active listservs. CORE Group provided knowledge-sharing activities to two major USAID programs: the Maternal and Child Survival Program to end preventable child and maternal deaths and The Technical and Operational Performance Support (TOPS) Program to improve food security. CORE Group also hosted a workshop on newborn health in Ethiopia. The CORE Group Polio Project celebrated a polio-free Nigeria and continued surveillance in Angola, Ethiopia, India, Somalia, South Sudan, and Kenya.

We are facing a change in leadership as Karen LeBan completes 14 years as the founding Executive Director. She has done incredible work in bringing our membership together and leading us through a strategic planning process to meet the challenges of funding and resources. Karen is confident that this is an opportune time for her to transition, making room for new leadership in this dynamic period. CORE Group retains a strong staff and board and has engaged Lynette Friedman to serve as the Interim Executive Director. The search for a new Executive Director for CORE Group's next phase of work is underway.

We look forward to working with all of you in 2016. This promises to be an important year of change, evolution, and creativity as CORE Group forges new paths and builds on its role as a vital learning network in global health. We thank all our members, donors, and contributors for collaborating to create a better world for underserved women, children, and communities.

Karen LeBan

Executive Director

Judy Lewis

Chair, Board of Directors



© 2012 Diana Mrazikova / Networks / Senegal, Courtesy of Photoshare

Mission and Vision

MISSION: Improve and expand community health practices for underserved populations, especially women and children, through collaborative action and learning.

VISION: Communities where everyone can attain health and well-being.

Strategic Objectives 2014–2019

CONTRIBUTE to implementation science informed by practice.

INCREASE global participation in our collaborative learning and action network.

ENGAGE with priority global health initiatives.

EXPAND our impact through innovative business and governance models.

Board of Directors

Chair, Judy Lewis
Independent

Vice Chair, Erin Stieber
Independent

Treasurer, Dennis Cherian
World Vision

Secretary, Jenn Weiss
Concern Worldwide

All information is current as
of December 31, 2015.

At-large Members

Antony Duttine
Handicap International

Sonya Funna
Adventist Development
and Relief Agency

Mary Hennigan
Catholic Relief Services

Joseph Ichter
Independent

David Pyle
Independent

Graciela Salvador-Davila
Independent

Janine Schooley
PCI

Eric Starbuck
Save the Children

Alan Talens
World Renew

Non-voting Member

Karen LeBan
CORE Group

About CORE Group

CORE Group supports effective implementation at scale of programs that promote and protect health in all communities, especially the hardest to reach and most marginalized.

“CORE Group has and continues to be instrumental in ensuring the best, well-researched interventions and learnings are applied and exchanged amongst its members and across the globe—not to mention the goodwill generated.”

FE GARCIA, SENIOR ADVISOR, WORLD VISION INTERNATIONAL IN SEATTLE, WASHINGTON, USA



Interpersonal communication session during home visit by a mobilizer prior to polio campaign. ©Rina Dey, CGPP-India

We represent 67 global nonprofit and non-governmental organizations (NGOs) working worldwide. We are public health professionals working together to develop innovative tools, resources, and programs to improve health outcomes. Our collaboration results in greater impact than organizations can accomplish individually.

Since it began in 1997, CORE Group has served as a neutral, trusted platform to foster partnerships, share knowledge, and create and test best practices in global health. We promote a community health approach that is the foundation of bringing health care to all people. This approach incorporates quality services; government accountability; community participation and empowerment; sustainability; and linkages with other sectors, such as water and sanitation, education, and economic growth. As many health decisions

are made in the home every day, a community health approach brings lifesaving information and support to people where they live.

In using a community health approach, we:

- Include everyone, especially under-served women and children.
- Enable communities to collect and use data to solve health problems.
- Train and support community health workers to promote health and treat illnesses.
- Foster partnerships with civil society, the formal health care system, and other stakeholders.
- Advocate for policies and resources that support healthy communities.

Partner With Us

CORE Group seeks to broaden access to and demand for health interventions through its partnerships. We engage civil society in meaningful dialogues with the public sector and community members, building on existing platforms and establishing cross-sectoral linkages. We welcome partnership with other organizations interested in taking service “the last mile” to positively impact the lives of women, children, and communities everywhere.

CORE Group provides efficient collaboration to achieve impact at scale by:

- Building capacity.
- Convening implementers to generate evidence.
- Facilitating knowledge management and dissemination.
- Developing and advancing standards and tools.
- Offering unique access to leading practitioners and donors in a neutral space.
- Quickly and efficiently moving evidence to practice.



© 2014 Haydee Lemus/PASMO PSI Guatemala, Courtesy of Photoshare

We are a technical hub for community health approaches, including:

- Maternal, Newborn & Child Health
- Infectious & Non-communicable Diseases
- Nutrition
- Agriculture & Health
- Social & Behavior Change
- Monitoring & Evaluation
- Equity & Social Accountability through Civil Society Engagement
- Program Quality
- Sustainability & Scale

Our areas of expertise:

- Knowledge Management
- Neutral, Trusted Facilitation
- Trainings & Conferences | Global Networking
- Program Learning | Documentation & Dissemination
- Learning Collaboratives | Secretariat Models
- Professional Development | Capacity Building
- Coordination, Collaboration & Communication

Global Health and Development Programs

As the United Nations' Sustainable Development Goals (SDGs) launched in 2015, CORE Group is committed to working with the global health community to ensure the SDGs are met to help us live in a healthier, more productive world.

Ensuring Food Security and Nutrition

CORE Group creates and disseminates information and approaches for improving reproductive, maternal, neonatal, and child health in high-mortality and resource-constrained settings. A key strategy is using behavior

change approaches for feeding and nutrition practices for mothers and children.

CORE Group is the knowledge management partner for The Technical and Operational Performance Support (TOPS) Program, a USAID/Food for Peace (FFP)-funded program designed to build the capacity of FFP grantees and improve the quality of implementation through fostering collaboration, innovation, and knowledge

sharing around food security and nutrition best practices. Through The TOPS Program, CORE Group plays a lead role in nurturing an open community of practice through the Food Security and Nutrition (FSN) Network. This network provides a forum for food security practitioners from around the world to share information; build consensus on best practices; and widely implement high-quality, community-based programming.

In March 2015, CORE Group hosted the FSN Network's Asia Regional Knowledge Sharing Meeting in Dhaka, Bangladesh. This was the 7th knowledge sharing meeting conducted by the FSN Network. The Asia Regional meeting brought together 151 food security implementers, donors, and researchers from 40 organizations and 10 countries to share and expand best practices for food security and nutrition. The regional meetings prioritize knowledge exchange through discussion and activity to stimulate cross-organizational collaboration and learning. Participants learn new skills; discuss and explore emerging issues and recent tools; and meet fellow implementers, donors, and researchers.

CORE Group also redesigned the FSN Network web portal to improve the overall experience for users and provide more opportunities for online engagement. CORE Group continued to engage and inform the community via the bi-weekly FSN Network eNewsletter, sending regular information to over 2,300 professionals around the world.

In December 2014, CORE Group conducted a five-day, participatory training-of-trainers workshop to accelerate use of the practical Essential Nutrition Actions toolkit. Twenty-three participants from 11 countries now serve as new trainers to provide workshops in Essential Nutrition Actions and Essential Hygiene Actions Practices for health workers and community volunteers. The training was conducted in partnership with John Snow, Inc. and Helen Keller International.

CORE Group members contributed experiences and ideas for integrating nutrition into the integrated Community Case Management for Sick Children guidelines to provide front-line workers with tools for rehabilitating malnourished children.



TOPS/FSN Network Knowledge Sharing Meeting in Dhaka, Bangladesh in March 2015. ©The TOPS Program



©2011, Monique Jaques. Courtesy of Photoshare

Improving Reproductive, Maternal, Newborn, and Child Health

To raise awareness of and help end preventable child and maternal deaths, CORE Group promotes community health strategies that are linked to high-quality health facility services, build the capacity of the community health workforce and civil society networks, and provide resources for strengthening people-centered health systems.

CORE Group is a partner on USAID's Maternal and Child Survival Program (MCSP), a project that aims to end preventable child and maternal deaths in 24 high-priority countries. We actively participate in the MCSP cross-cutting team, Community Health and

Civil Society Engagement. In this role, CORE Group uses its expertise in helping community-based, faith-based, and other non-governmental organizations collaborate to improve health for communities and families.

In March 2015, CORE Group hosted a Social Mobilization and Demand Creation Newborn Care Planning Workshop in Addis Ababa, Ethiopia through MCSP. In the three-day workshop, attendees developed a strategy for community volunteers to improve newborn health by reaching marginalized populations in pastoralist border areas through their immunization platforms. The 80 attendees came from the country's Federal Ministry of Health and the CORE Group Polio Project (CGPP) in Ethiopia partner organizations, as well as other health sectors. Based on the workshop's results, behavior change and communication messages were developed

"It's so heartening to see the incredible progress being made in polio vaccinations thanks to organizations like CORE Group and its members."

KATE LAROSE, DIRECTOR OF STRATEGIC PARTNERSHIPS,
GLOBAL LEARNING PARTNERS, INC. IN SAINT ALBANS, VERMONT, USA

as part of a pilot study design. This study will be conducted in the Somali region through March 2016 in partnership with the Consortium of Christian Relief & Development Associations in Ethiopia. CORE Group also led the community and civil society engagement component of MCSP in Haiti. The project brought together 36 international and Haitian NGOs to create a community health platform for ending preventable child and maternal deaths. Interviews were conducted with all of these NGOs and a mapping of essential reproductive, maternal, newborn, and child health (RMNCH) services was completed.

To deepen the understanding of different types of community health workers (CHWs)—both those paid by the government and those who work as community-led volunteers—CORE Group and MCSP hosted a CHW Forum with attendees from 20 organizations. CORE Group and MCSP also developed a bibliography of recent literature related to CHWs.

As a longtime convener of grantees of USAID's Child Survival and Health Grants Program (CSHGP), CORE Group contributed to MCSP's website to showcase more than 40 knowledge products capturing the robust implementation science conducted through the CSHGP. CORE Group also wrote the following CSHGP products: ChildFund Honduras Learning Paper, Concern Worldwide Niger Operations Research (OR) Brief, Aga Khan Foundation Pakistan Learning Paper, and Future Generations Peru OR Brief. The products display key research that organizations can easily access and use to improve their programs' quality.

CORE Group and partners organized and shared their experiences and lessons learned on community health approaches and collaborative strategies at several global conferences:

- American Public Health Association's 142nd Annual Meeting and Exposition in November 2014 in New Orleans, Louisiana
- 14th World Congress on Public Health in Kolkata, India in February 2015
- Consortium of Universities in Global Health's 2015 Annual Conference in Boston, Massachusetts in March

Eliminating Infectious Diseases

CORE Group and its members focus on eradicating longstanding diseases, such as polio, and curbing emerging threats, such as Ebola virus disease.

The CGPP is a multi-country, multi-partner initiative providing financial support and on-the-ground technical guidance to strengthen host country efforts to eradicate polio. In 2015, the CGPP was present in Angola, Ethiopia, India, Kenya, Nigeria, Somalia, and South Sudan. Through the CGPP, CORE Group members implement the CORE Group Secretariat Model, a tested mechanism for increasing coordination and collaboration. Central to the model and to each CGPP country site is an in-country secretariat: a small team of neutral, technical advisors—Independent from any one implementing partner—who facilitate communication, coordination, and

transparent decision-making among all partners. CGPP partners include UNICEF, Rotary International, the World Health Organization, the Centers for Disease Control and Prevention, USAID, the Bill & Melinda Gates Foundation, and various governments.

The CGPP rides a wave of momentum out of 2015. For the first time in its 16-year history, all CGPP countries reported zero cases of wild poliovirus and have exited the list of polio-endemic countries. Africa is also now polio free. The CGPP continues to contribute to polio eradication by working with more than 10,000 community health volunteers who support polio campaigns; conduct community-based surveillance; promote routine immunization; track the vaccination status of under-five children, newborns, and pregnant women; and mobilize communities to participate in vaccination services. The project conducts independent polio campaign monitoring, cross-border eradication activities, and advocacy, and also supports campaign, routine, and surveillance logistics.

Increasingly, the leadership, talent, experience, and materials from time-honored CGPP country programs, particularly India, have contributed to the polio eradication initiative in polio-endemic Pakistan and Afghanistan and to the establishment of younger projects in South Sudan, Kenya, Somalia, and Nigeria. These younger projects have made tremendous progress, including interrupting wild poliovirus in Nigeria. Through the CGPP's fruitful work in the hard-to-reach, conflict-affected polio reservoirs of northern Nigeria, the national Emergency Operations Center installed the project as a full partner this year.

In 2015, the CGPP also extended the reach of its important community-level voice through active participation and representation at a record number of global and regional meetings, including the Independent Monitoring Board for Polio Eradication, the Polio Partners Group, and the GAVI Civil So-

cietry Steering Committee. More than ever before, the CGPP is known as a productive global partner in polio eradication and a reliable voice for civil society at the country, regional, and global levels.

In response to the recent Ebola virus disease outbreak in West Africa, CORE Group members came together to discuss solutions to stop existing cases from spreading and new cases from occurring. As a result of these discussions, members from 11 organizations collaborated to develop and use an education, prevention, and care module for training volunteer community health workers, titled the Ebola Care Group Module. The resource is available on CORE Group's website.

Promoting Knowledge Management

CORE Group is a leader in knowledge management, providing a wide variety of opportunities for members and partners to better capture and use lessons learned in program implementation, build skills in knowledge management techniques, and collectively discuss and improve the interface between field-based implementation and donor and global directions.

CORE Group managed the Knowledge Management Task Force for the FSN Network to bring together food security professionals from all technical sectors in a community focused on knowledge sharing for improved implementation of food security and nutrition programs. The group identifies and explores promising practices to capture and disseminate program learning, as well as tools that can support better networking and knowledge sharing.

In 2015, CORE Group held skill-building workshops on:

- Consortium management: tools and practices to strengthen relationships

- Twitter 101
- Facilitation skills for in-person meetings
- Facilitation skills for online meetings
- Facilitation skills for hybrid (online and in-person) meetings

CORE Group also organized a number of opportunities for USAID and partner organizations to learn from each other and solicit civil society engagement. CORE Group facilitated and provided support for three Theory of Change Trainings (two in Washington, DC and one in Dhaka, Bangladesh); a series of USAID/FFP

Strategy Update Consultations; a USAID/FFP Consultation for Environmental Compliance Budgeting Toolkit; and a USAID Consultation on the FY2016 RFA Refine and Implement Pilot in the Democratic Republic of Congo. CORE Group designed and presented two participatory workshops at the Women and Health Taskforce and The Network: Towards Unity for Health annual conference in November 2014 in Fortaleza, Brazil to elicit recommendations and better practices for strengthening implementation research through partnerships among academic institutions, non-governmental organizations, and communities.

2015 Webinars

Our webinars convened 684 participants from 62 countries.

Ebola & Nutrition: How Programs Are Responding and the Social and Behavior Change (SBC) Tools They are Using

Enhancing Nutrition and Food Security during the First 1,000 Days through Gender-sensitive Social and Behavioral Change

Feeding Tools for Use in the First 1,000 Days

Improving Data Collections for Water, Sanitation, and Hygiene (WASH) Projects

Measurement of Social Capital

Multi-Sectoral Approaches to Improve Child Growth through WASH, Nutrition, and Early Childhood Development

SBC Journal Club: Mind, Society, and Behavior

SBC Journal Club: The Power of Heuristics

SBC Journal Club: Social Networking to Maximize Population Behavior Change: a Cluster Randomized Controlled Trial

SBC Journal Club: Why Do Evaluations of eHealth Programs Fail? An Alternative Set of Guiding Principles

Should an Emphasis on Community Participation be an Essential Part of all Community-level Child Survival Programs?

Supply Chain Management Tools for Community Health Workers: Getting the Data You Need to Manage Stocks

Using the Trials of Improved Practices Methodology for Infant and Young Child Feeding Formative Research

World Vision's Experience in Improving Positive Deviance/Hearth Program Quality

Community Health Network

Through our Community Health Network, CORE Group enables global health professionals to collaborate, discuss ideas, and form partnerships for improving programs that save lives around the world.

Our bi-annual conferences provide a forum for professionals to share their programs, tools, and other resources so their peers may learn from, replicate, and adapt their approaches.

PROMOTING HEALTH WITH EXPERTS AROUND THE WORLD

GLOBAL HEALTH PRACTITIONER CONFERENCE	SPRING 2015
April 13-17 Alexandria, VA	311 PARTICIPANTS 93 ORGANIZATIONS 11 COUNTRIES
GLOBAL HEALTH PRACTITIONER CONFERENCE	FALL 2015
October 8-9 Washington, DC	241 PARTICIPANTS 80 ORGANIZATIONS 5 COUNTRIES
TOPS/FSN NETWORK KNOWLEDGE SHARING MEETING	MARCH 2015
March 3-5 Dhaka, Bangladesh	151 PARTICIPANTS 40 ORGANIZATIONS 10 COUNTRIES



TOTAL UNIQUE REPRESENTATION:

586 PARTICIPANTS
149 ORGANIZATIONS
20 COUNTRIES



Participants chat at the Fall 2015 Global Health Practitioner Conference. © Whitney Isenhower, CORE Group



New Info Circuit at the Spring 2015 Global Health Practitioner Conference. ©Whitney Isenhower, CORE Group

"It was such a wonderful conference (Spring 2015). I have so much to take back to all my country programmes!"

GILLIAN MCKAY, GLOBAL BEHAVIOUR CHANGE ADVISOR, GOAL GLOBAL IN LONDON, UK

**Spring 2015 Global Health Practitioner Conference:
*Advancing Community Health across the Continuum of Care***
April 13-17 | Alexandria, VA

The theme of the conference, *Advancing Community Health across the Continuum of Care*, centered on the idea that the community is vital for health systems improvement. Discussions concluded that to provide people-centered services, health systems in the future will need to coordinate across sectors, engender trust and social capital, respond to root causes of illness, be resilient and adaptive, and challenge inequity. Participants explored practical examples and research outcomes from areas such as early childhood development, the Ebola epidemic, and integrated Community Case Management to derive practical ways to advance community health in their own programs.

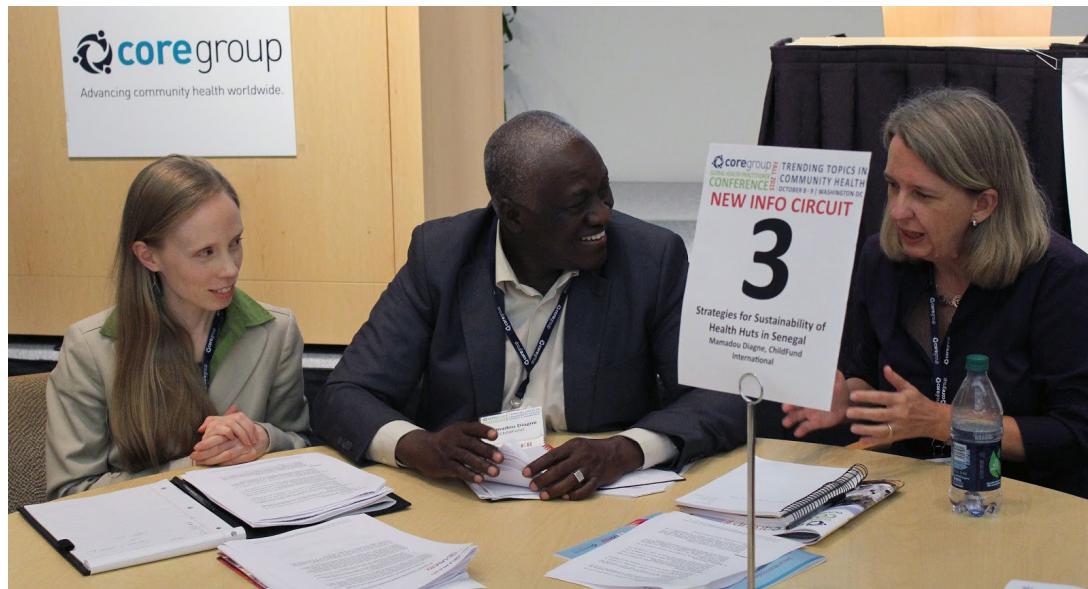
Fall 2015 Global Health Practitioner Conference:

Trending Topics in Community Health

October 8-9 | Washington, DC

The conference began by exploring the implications of the SDGs for community health programming. Keynote panelists discussed strategies for engagement with the SDGs

as they move forward at the level of global indicators and national civil society engagement. The conference also examined old and new trending topics that practitioners struggle with: supportive supervision of CHWs, the latest research on stunting and wasting of children, where and when to integrate health interventions, and the integration of non-communicable diseases into HIV clinical care services. The conference's second day addressed the tensions and challenges of monitoring the process and evaluating the outcomes of social and behavior change in a workshop.



Fall 2015 Global Health Practitioner Conference. ©Whitney Isenhower, CORE Group

Research and Resources

CORE Group links science to practice by developing tools and adapting guidance to translate theory into high-impact interventions.

CORE Group uses a collaborative process to solicit implementation research and lessons learned from community-based programs, engage a wide variety of implementers and researchers in review and development, and thereby build a strong base for dissemination and use of approaches and tools across a large number of organizations. Using this approach, CORE Group developed a number of resources and contributed to significant research in 2015.

Care Group Research

In 2014, CORE Group hosted a Technical Advisory Group meeting to bring together key researchers and practitioners to conduct an expert review and develop a position paper on scaling up Care Groups. Based on that meeting, the following articles were published in peer-reviewed journals in 2015:

- Care Groups I: An Innovative Community-Based Strategy for Improving Maternal, Neonatal, and Child Health in Resource-Constrained Settings. *Global Health Science and Practice*, September 10, 2015.
- Care Groups II: A Summary of the Child Survival Outcomes Achieved Using Volunteer Community Health Workers in Resource-Constrained Settings. *Global Health Science and Practice*, September 10, 2015.
- Women's Groups to Improve Maternal and Child Health Outcomes: Different Evidence Paradigms Toward Impact at

FROM THE RESEARCH:

Care Groups have reached an estimated 1.3 million households in almost exclusively rural areas with at least 106,000 volunteers trained. The estimated decline in under-5 mortality in areas using Care Groups was 32% (21% better than child survival projects in areas that didn't use Care Groups).

Scale. *Global Health Science and Practice*, September 10, 2015.

- Evaluation of the effectiveness of care groups in expanding population coverage of Key child survival interventions and reducing under-5 mortality: a comparative analysis using the lives saved tool (LiST). *BioMed Central (BMC) Public Health*, September 2, 2015.



Community facilitator reinforcing flipchart use with CHWs in a Care Group in Peru. © Elie Gardner, IntiMedia for Future Generations



Participant presenting a poster at the Spring 2015 Global Health Practitioner Conference. © Michelle Shapiro, CORE Group

Ebola Care Group Module

The Care Group Model has been implemented in more than 21 countries through at least 22 different organizations. This peer-support model for CHW training and supervision provides an excellent platform for rapidly disseminating vital health education information prior to an epidemic. To better control the Ebola virus, CORE Group developed nine lesson plans with flipcharts for CHWs to use. The members and partners who developed the module came from Curamericas Global, Feed the Children, PCI, Samaritan's Purse, Concern Worldwide, Food for the Hungry, Salvation Army World Service Office, World Relief, International Medical Corps, The TOPS Program, and the FSN Network. The module is available on the CORE Group website.

Tools Created in 2015

Available on www.coregroup.org.

CONSORTIUM MANAGEMENT AND LEADERSHIP TRAINING FACILITATOR'S GUIDE

This guide offers a reflective process to strengthen management and leadership skills within a consortium. The training resource helps participants identify the various factors that should be addressed to create better alignment across partner organizations in a consortium and to strategize methods for developing a more effective partnership across a consortium for increased program impact.

Funded by a TOPS micro grant through USAID.

"Thanks for sharing (the Consortium Management and Leadership Training Facilitator's Guide). I work for an NGO in Uganda and we are implementing projects in consortia with various international NGOs. This document will go a long way in building our capacity in management of our relationships."

DANNY GOTTO, HEALTH PROMOTION MANAGER, ACTION FOR COMMUNITY DEVELOPMENT (ACODEV) IN KAMPALA, UGANDA

ENHANCING NUTRITION AND FOOD SECURITY DURING THE FIRST 1,000 DAYS THROUGH GENDER-SENSITIVE SOCIAL AND BEHAVIOR CHANGE

Available both as a resource guide and technical brief, these materials offer a rationale, critical actions, best practices, resources, and tools for integrating gender-sensitive social and behavior change into project activities. The items are intended for development practitioners to use with pregnant and lactating women and children under two.

Collaboration with WI-HER, The TOPS Program, and USAID.

MAKE ME A CHANGE AGENT: A MULTISECTORAL SBC RESOURCE FOR COMMUNITY WORKERS AND FIELD STAFF

This social and behavior change guide offers lessons for workers on the ground to use communication, storytelling, and other techniques to promote behavior change in international development.

Collaboration with The TOPS Program, the FSN Network, Food for the Hungry, and USAID.

PARTICIPATORY FACILITATION TECHNIQUES WORKSHOP CURRICULUM

This curriculum provides trainers with a modifiable skill-building workshop to improve facilitation skills and provides participants with an opportunity to practice new tools and techniques.

Collaboration with The TOPS Program, the FSN Network, and USAID.

NUTRITION PROGRAM DESIGN ASSISTANT: A TOOL FOR PROGRAM PLANNERS (REVISED)

The updated guide and workbook help organizations design the nutrition component of their community-based maternal and child health, food security, or other development program, focusing on prevention and recuperation for acute malnutrition. This version includes the new 1,000 Days and Scaling Up Nutrition initiatives, revisions to the World Health Organization micronutrient guidelines, and new program guidance from donors.

Collaboration with the FHI 360 Food and Nutrition Technical Assistance III (FANTA) project, Save the Children, and USAID.

ESSENTIAL NUTRITION ACTIONS AND ESSENTIAL HYGIENE ACTIONS FRAMEWORK (REVISED)

These training guides, reference manuals, and an overview flyer assist community workers, health workers, and nutrition managers to implement the ENA-EHA Framework. The framework promotes a "nutrition through the life cycle" approach to deliver the right services and messages using all relevant program platforms.

Collaboration with Helen Keller International; John Snow, Inc.; and USAID.



Taking Care of a Baby at Home After Birth:
What Families Need to Do

coregroup | Save the Children | TOPS | USAID | CHIPS

FSINetwork Food Security and Nutrition Network

fn Food for the Hungry Advancing community health worldwide

TOPS Advancing community health worldwide

USAID United States Agency for International Development

coregroup Advancing community health worldwide

world relief

Care Groups:
A Training Manual for Program Design and Implementation

May 2014

Above: CORE Group Resources.

Community-Based Tuberculosis Prevention and Care:

WHY and HOW to GET INVOLVED

An International Handbook for
Nongovernmental Organizations
and Civil Society Organizations



USAID

CHIPS

coregroup

PROMOTING HEALTH THROUGH VALUABLE RESOURCES



TOP 5 CORE GROUP RESOURCES DOWNLOADED IN 2015:

1. TAKING CARE OF A BABY AT HOME AFTER BIRTH:
WHAT FAMILIES NEED TO DO
2. NUTRITION PROGRAM DESIGN ASSISTANT: A
TOOL FOR PROGRAM PLANNERS (REVISED)
3. COMMUNITY-BASED TUBERCULOSIS PREVENTION
AND CARE: WHY AND HOW TO GET INVOLVED
4. CONSORTIUM MANAGEMENT AND LEADERSHIP
TRAINING FACILITATOR'S GUIDE
5. CARE GROUPS: A TRAINING MANUAL FOR
PROGRAM DESIGN AND IMPLEMENTATION

David Oot: Dory Storms Child Survival Award Winner

Since 2001, the Dory Storms Award has been presented to an individual (or individuals) who demonstrates courage, leadership, and commitment to helping NGOs have an impact on and effectively implement programs that end child deaths. CORE Group honored David Oot with the award in 2015 for his commitment to RMNCH and nutrition programming.

David is a renowned leader in global health and child survival who dedicated 40 years to improving the lives of women and children. For more than 17 years, David served as the Associate Vice President for global health and nutrition programs at Save the Children, where he strived for a more consistent and wider application of best practices, while concurrently spearheading efforts to test and evaluate innovations to inform future RMNCH policies and programs. David's commitment to improving the well-being of mothers and children drove Saving Newborn Lives, the Save the Children program funded by the Bill & Melinda Gates Foundation that put newborn health on the global health agenda. David believes that shared approaches and credit lead to shared accountability.



"Thank you, again, for this award—and I know that the work you do will continue to make a difference for those who are often left out or left behind."

**DAVID OOT, SENIOR ADVISOR
FOR HEALTH AND NUTRITION,
SAVE THE CHILDREN
IN WASHINGTON, DC, USA**

Audited Financial Statement

The audit firm, Gelman, Rosenberg, and Freedman, Certified Public Accountants, conducted an audit of compliance in accordance with auditing standards generally accepted in the USA; the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United

States; and OMB Circular A-133, Audits of States, Local Government, and Non-Profit Organizations. The audit firm stated that CORE, Inc. complied, in all material respects, with the requirements referred to above that are applicable to each of its major federal programs for the year ended September 30, 2015.

CORE, Inc. Statement of Activities and Changes in Net Assets

		2015	2014
REVENUE			
Grants and Contracts		\$1,478,333	\$1,218,419
Contributions and Private Grants		9,813	22,126
Memberships		96,137	88,191
Workshop fees		96,981	133,259
Interest and Other Income		24,248	15,866
In-Kind Revenue		14,838	56
Total Revenue		1,720,350	1,477,917

For the Year ending
September 30, 2015
with Summarized
Financial Information
for 2014.

	2015	2014
EXPENSES		
Maternal and Child Health	649,413	289,390
Nutrition and Food Security	663,183	543,343
Malaria	-	147,219
Polio	108,107	71,077
CORE Member Services	21,240	43,522
Total Program Services	1,441,943	1,094,551
Management and General	191,010	211,623
Total Expenses	1,632,953	1,306,174
Change in Net Assets	87,397	171,743
Net Assets at Beginning of Year	1,470,331	1,298,588
Net Assets at End of Year	1,557,728	1,470,331
Unrestricted Fund	1,557,728	1,392,471
Temporarily Restricted Fund	-	77,860
Total Net Assets at End of Year	\$1,557,728	\$1,470,331

Grantors and Donors

Grantors

Save the Children—The TOPS Program
Jhpiego—USAID's Maternal and Child Survival Program
World Vision—CORE Group Polio Project
The Crown Family

Donors

Rajaselvam Arumugam
Lokesh Bhattacharyya
Katherine Brin
Latise Davis
Janet-Schmiege Ferguson
Bert Dice-Goldberg
Christine Gavitt
Global Health through Education, Training and Service (GHETS)
Matthew Gray
Nick Le
Judy Lewis
Cheryl Mitchell
David Pyle
James Arthur Rice
Alfonso Rosales
Homer Saifee
Janine Schooley



© 2014 Arturo Sanabria, Courtesy of Photoshare

Erin Stieber
Will Story
Mei-ling Taylor
Jeannette Watterson
Claudia Williams

Event Sponsors



USAID
FROM THE AMERICAN PEOPLE



Global Learning Partners
Revolutionize your learning. Transform your world



USAID
FROM THE AMERICAN PEOPLE



CORE Group Contributors

Thank you to our contributors, who donated their time through Working Groups, presentations, and/or helping develop CORE Group products or services.

Abt Associates

Advancing Synergy, LLC

AfricanDevJobs

Alive & Thrive

Arnold School of Public Health, University of South Carolina

Bangladesh Institute of ICT in Development (BIID)

BRAC

Carolina Population Center, University of North Carolina at Chapel Hill

CEDARS

Center for Global Health, University of Chicago

Clean, Fed, and Nurtured

Crigler Global Consulting, LLC

Dimagi, Inc.

Duke Global Health Institute

Eastern Mennonite University

Hubert Department of Global Health, Rollins School of Public Health, Emory University

EnCompass, LLC

Engender Health

Food and Nutrition Technical Assistance III (FANTA) project

Feed the Children

FHI 360

Field Exchange | ENN

Health Communication Capacity Collaborative, Johns Hopkins Center for Communication Programs

Health, Finance, and Governance Project

Howard University

iDE - Bangladesh

INSIGHT Global Health

Institute for Youth Development	Saving Newborn Lives
International Center for Research on Women	Sierra Club
Ipas	Strengthening Partnerships, Results and Innovations in Nutrition Globally (SPRING)
Johns Hopkins University Bloomberg School of Public Health	Sustainable Nutrition and Agriculture Promotion (SNAP) Program – Sierra Leone
Katalyst	Supply Chains for Community Case Management (SC4CCM)
Loma Linda University School of Public Health	Swisscontact
London School of Hygiene & Tropical Medicine	Systems for Improved Access to Pharmaceuticals and Services (SIAPS) Program
Malaria Consortium	TANGO International
Management Sciences for Health	ThinkPlace Foundation
The Manoff Group	Tulane University
Medic Mobile	UNICEF
Micronutrient Initiative	University of Maryland School of Medicine
mPower Social Enterprises Ltd.	University of North Carolina at Chapel Hill
mPowering Frontline Health Workers	USAID, Bureau for Food Security
Fogarty International Center, National Institutes of Health	USAID, Bureau for Global Health
New Organizing Institute	USAID, Office of Food for Peace
Palladium	USAID, Office of Health, Infectious Diseases and Nutrition
Population Reference Bureau	WASHplus
Priyam Global	WI-HER, LLC
Global Health Fellows Program II, Public Health Institute	WorldFish - Bangladesh

CORE Group Staff

Karen LeBan, Executive Director
 Sadia Parveen, Director of Partnership Development
 David Shanklin, Community Health and Civil Society Advisor
 Whitney Isenhower, Communications and Partnerships Manager
 Michelle Shapiro, Communications Officer
 Shelia Jackson, Senior Knowledge Management Specialist
 Yemisi Songo-Williams, Knowledge Management Specialist
 Adrienne Todela, Knowledge Management Coordinator

Erin Murray, Manager of Network Operations
 Unjum Pervez, Controller, Finance and Administration
 Samson Abebe, Staff Accountant

We would like to thank the following outgoing staff from 2015: Alli Dean, Office and Memberships Manager; Patrick Coonan, Knowledge Management Specialist; and Makie Habtemariam, Knowledge Management Coordinator.

CORE Group Polio Project Staff

U.S.-based Staff:

Frank Conlon, Project Director, World Vision

Lee Losey, Deputy Director and Senior Technical Advisor, Catholic Relief Services

Meghan Lynch, Senior Program Officer, Catholic Relief Services

International Secretariat Directors:

Ana Pinto, Angola

Filimona Bisrat, Ethiopia

Bal Ram Bhui, Horn of Africa (Kenya and Somalia)

Roma Solomon, India

Samuel Usman, Nigeria

Anthony Kisanga, South Sudan

Working Groups and Interest Groups

In 2015, CORE Group restructured its Working and Interest Groups to better align with changes in the global health agenda and the United Nations' SDGs.

Working Groups

Child Health

Community-centered Health Systems Strengthening

Monitoring & Evaluation

Nutrition

Reproductive, Maternal, Newborn & Adolescent Health

- Maternal and Newborn Health Task Force
- Sexual and Reproductive Health and Adolescents Task Force

Social & Behavior Change

Interest Groups

HIV/AIDS

Malaria

Non-communicable Diseases

Tuberculosis

All information is current as of December 31, 2015.



© 2015 Nisha.B/ Dr.R.Murali, Courtesy of Photoshare

Help CORE Group Advance Community Health _____

Your contribution will enable us to:

- **CREATE AND DISSEMINATE FIELD-RELEVANT TOOLS AND MATERIALS** that will be used by frontline health workers, with technical support from healthcare managers and providers, to save the lives of mothers, newborns, and children.
- **STRENGTHEN THE LOCAL CAPACITY OF NGOS, GOVERNMENTS, HEALTH WORKERS, AND COMMUNITIES** to deliver and sustain quality community health services and facilitate local/social accountability.
- **HOST AND FACILITATE EVENTS THAT PROMOTE THE COLLABORATION AND COORDINATION NEEDED** to reach vulnerable populations with services beyond healthcare.
- Donate online at www.coregroup.org, or send a check made out to "CORE Inc." to:
CORE Group
919 18th Street, NW
Suite 350
Washington, DC 20006

Also consider contributing through the Combined Federal Campaign—CFC Code: 88110



Advancing community health worldwide.

www.coregroup.org