

CORE Inc. (CORE Group)
International Membership Expansion Analysis
Scope of Work

Notice: CORE Group is seeking an individual consultant who will undertake specific research and analysis to assess the viability of expanding CORE's current membership base to include non-United States (US) Non-governmental organizations (NGOs), Civil Society Organizations (CSOs), academic organizations, individuals, international consortiums, and other non-US entities that are committed to advancing and global community health. The consultant's work will include identifying the opportunities and risk that expanding CORE's membership to include non-US organizations and individuals will present and to develop a roadmap to launch a membership drive in regions/countries identified as priorities.

Background: For over 20 years, CORE Group has worked towards a mission to end preventable maternal, newborn, and child deaths worldwide by improving and expanding community health practices for underserved populations through collaborative action and learning. CORE Group currently works closely with our over 80 members to achieve this mission. Our members are primarily US NGOs, academic institutions, and individuals committed to advancing community health. However, to achieve long-term sustainability and ensure the success of health interventions, local organizations and communities need to be strengthened through capacity building, peer-to-peer learning, and access to best practices. CORE Group already hosts the International Community Health Network, which has thousands of CSOs, individuals and donors on this listserv, however, the participants in this network are not CORE Group members.

Duration: It is anticipated the assignment should be completed by February 15, 2018.

Specific Tasks: The consultant will focus on the following three key areas:

1. Current NGO/CSO networks and their comparative advantage.
 - Map the current global, regional, and/or national NGO/CSO networks working in the development or emergency sectors.
 - Evaluate current state of membership requirements, costs, and benefits to identify why organizations join and stay with these networks. Key questions include: why do members join these networks; why do they maintain their membership; why do they leave; and what would cause them to leave? What is the composition of the membership (i.e. NGO, academic institution, individuals, etc.)? How do individual memberships fit into other NGO/CSO networks and consortiums?
 - Assess financial and administrative structure of networks to determine long-term sustainability and how they recover costs and their ability to grow (e.g. strategic planning, growth planning, diversification, etc.). What is the primary revenue source? What is their overall organizational budget? How much revenue comes from membership dues? What is the size of the organization? Do membership dues cover their costs?
2. Expansion's Impact on CORE Group.

- Identify key challenges that will face CORE Group in its efforts to expand membership to non-US NGOs/CSOs, academic organizations, individuals, and consortiums.
 - Determine likelihood of non-US NGOs/CSOs, academic organizations, individuals, and consortiums joining CORE Group. How will the existence of other NGO/CSO networks impact CORE's expansion plans? Why would non-US NGOs/CSOs join CORE Group's network? Will this put CORE in competition with other NGO/CSO networks for limited non-US NGO/CSO membership dues? How does individual membership fit into the scheme of expansion?
 - Undertake a cost/benefit analysis to determine how expanding membership will impact CORE's resources and opportunities including assessing current resource requirements for maintaining CORE's US members. Will different member types require a different outreach effort? How does the resource investment change by member type?
 - Other analysis to be determined based on review of Task 1 report.
3. Roadmap for initiating CORE's expansion to non-US NGOs/CSOs/individuals.
- Review existing membership process (e.g. vetting, etc.) and determine what changes, if any, need to be made to recruit non-US members (and related costs).
 - Recommend geographic or technical focus of roll-out through an assessment of regions/countries/sectors where there is the greatest opportunity defined by funding, ability to pay, and limited competition (that might not be all).
 - Advise on potential membership levels and related dues for non-US NGOs/CSOs, academic organizations, individuals, and consortiums to ensure costs are reasonable, and that CORE can guarantee payment.
 - Develop a preliminary outreach/communication plan to launch recruitment of new members and determine how plan should be customized based on region/country/sector.
 - Identify key tools, processes, and systems (e.g. language, IT infrastructure, etc.) needed to ensure that new members would have access to all CORE services.
 - Other analysis to be determined based on review of Task 2 report.

Deliverables: Each task report will be provided according to an agreed upon schedule. CORE will review the reports and provide feedback before beginning the next task.

Task 1: Report to include:

- Summary of existing networks and members which includes benefits and costs for member organizations.
- Analysis of main membership organization to determine its revenue sources, financial and administrative costs, and other key services provided that ensures financial success of the organization.

Task 2: Report to include:

- Summary of existing challenges that will impact CORE's ability to successfully expand membership to non-US NGO/CSOs, academic organizations, individuals, and consortiums.
- Recommendations to help CORE overcome the challenges.

- Recommendation on whether CORE should expand to include non-US NGOs/CSOs, academic organizations, individuals, and consortiums.

Task 3: Report will include:

- Roadmap that identifies key policy, process, and organizational changes that will need to be made to begin recruitment of non-US NGO members/CSOs, academic organizations, individuals, and consortiums.
- Provide guidance suggesting possible roll-out plan and develop preliminary outreach and communication plan to support roll-out.
- Cost the resource implications (staffing and monetary) of recruiting and maintaining non-US NGO/CSO, academic organizations, individuals, and consortiums members.

Interested Consultants:

Please submit your most recent CV, three references, a one-page summary of your approach with an estimated number of days needed to complete each deliverable, and a budget for each deliverable. This will be a fixed-price contract. No travel is required.

Please submit this information by **December 21, 2017** to coregrouphiring@gmail.com and reference **International Membership SOW** in the subject line.