



CORE Group
Annual Report 2005

Working Together in Health for Mothers, Children and Communities



"CORE is the only organization that gives working professionals in maternal and child health in developing countries a way to work together consistently in a mutually supportive environment, fostering collaboration and partnership rather than competition."

*Bill Yaggy
Director, Institutional Giving
African Medical and Research Foundation, Inc. (AMREF)*

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**currently with Christian
Children's Fund*

Dear Colleagues:

2005 was an important year for increasing public awareness of the state of maternal, newborn and child health worldwide. The CORE Group is proud to have joined in these efforts to help our members reach more women and children under 5 with high-quality, proven, life-saving health interventions.

Several global activities highlighted the importance of community-based programs in supporting caregivers and families to prevent key illnesses, maintain good health, and access health care: *The Lancet*, a British medical journal, published a series of papers demonstrating appropriate and proven ways to ensure health of newborns. PBS launched a documentary television series and campaign, *Rx for Survival*, to raise awareness of the role public health plays in our lives and in the stability of nations. And the global Partnership for Maternal, Newborn and Child Health was established to better coordinate the efforts of health institutions and Ministries of Health worldwide.

The CORE Group and its members built on this momentum to make 2005 a year of remarkable progress. In February, CORE received a 5-year cooperative agreement from the U.S. Agency for International Development to strengthen the capacity of nongovernmental organizations (NGOs) in child survival and health through collaboration and cross learning, and to enhance technical resources, strategies and exchanges of member organizations and their local partners. CORE also signed on as a national outreach partner in the PBS Rx for Child Survival Campaign and welcomed three new member organizations into our network. A benefits survey of CORE Group members found that CORE provides a unique and much valued forum for NGO exchange and professional development, and accelerates NGO health impact in the 168 countries where our members work.

We have an exciting array of skill-building and collaborative activities planned for 2006 to help our members reach more children and families in developing country communities. Our key challenge will be to diversify funding and maintain quality member services in a changing donor environment. We look forward to working with members, partners and donors to continue to strengthen CORE as an exemplary professional network of caring and talented people committed to saving children's lives.

Tom Davis
Chair, CORE Group Board of Directors

Karen LeBan
CORE Group Executive Director



"In the 42 countries which experienced 90 percent of child deaths in 2000, it will only cost an additional \$1.23 a head to save the lives of 6 million children each year."

The Lancet, June 2005



Who We Are

The CORE Group is a membership association of international nongovernmental organizations (NGOs) whose mission is to improve the health and well being of children and women in developing countries through collaborative NGO action and learning. The CORE Group's 40 member organizations work in more than 168 countries. CORE, Inc. is a 501 [c] 3 charitable organization based in Washington, D.C.

Strategic Goals

Community Health Program Knowledge: CORE supports an orderly process for converting NGO experience into trustworthy standards, strategies and practices to guide community-based maternal, newborn and child health programs.

Organizational Collaboration: CORE pursues open, inclusive partnerships and collaboration at national, regional and global levels to promote effective, scaled-up, community-based maternal, newborn and child health programs.

Resources: CORE strives to make significant, reliable public and private resources available for CORE members and partners to support community-based maternal, newborn and child health programs.

Effective Policy: CORE encourages members to take an active, influential role in representing community-based child and maternal health perspectives, values and experience before national, regional and global policy fora.

Sustainability: CORE strives to secure a stable, modest, diversified funding base to support a small, talented and committed staff, led by strong executive and board leadership.

CORE Values

Collective Capacity

The CORE Group works through its member organizations to promote their collective capacity and successfully leverages members' organizational strengths and resources.

Openness

The CORE Group widely shares its materials and welcomes constructive dialogue and exchange with all partners to continually refine state-of-the-art knowledge.

Equity

The CORE Group promotes equitable access to resources across its membership.

Local Experience and Knowledge

CORE members remain intimately connected with communities, families, mothers and children, thereby bringing local practitioner-based realities to the policy table.

Participation of Civil Society

The CORE Group promotes strategies that maximize participation of families, communities, and local government in health decision-making.

Impact

The CORE Group monitors and measures its work to demonstrate local and global health impact.

CORE Working Groups

CORE's eight working groups are composed of individuals from member and partner organizations interested in contributing to further development and understanding of a technical topic, and in implementing collaborative activities to strengthen community-focused interventions for child health and development. The groups are self-directed and self-governing, and members participate on a voluntary basis.

Current CORE working groups address the following topics: HIV/AIDS, Integrated Management of Childhood Illness (IMCI), Malaria, Monitoring and Evaluation, Nutrition, Safe Motherhood and Reproductive Health, Social and Behavioral Change, and Tuberculosis. For more information on individual working group activities, visit any one of our working group web pages at www.coregroup.org



Key Competencies



1. *Fostering strategic alliances for in-country collaboration* to increase the scale and impact of community-focused child health and development programs.

Haiti: At CORE's 2004 Fall Meeting, five CORE member NGOs working in Haiti met and agreed to collaborate on a bundled proposal to the Global Fund to Fight AIDS, Tuberculosis, and Malaria (GFATM) for care and support of orphans and children affected by HIV/AIDS. The consortium, which includes Save the Children, World Vision, Catholic Relief Services, FOCAS and La Leche League International, applied for GFATM Round 5 funding in June 2005. As of December 2005, the GFATM Board had approved the proposal but an agreement had yet to be signed. CORE served as a neutral broker to help partners work across organizations to negotiate planning around a coordinated geographic and program approach.

Rwanda: With seed funding from CORE and support from USAID/Rwanda and the GFATM, three CORE member NGOs—International Rescue Committee (IRC), World Relief and Concern Worldwide—have teamed up to distribute anti-malarial medications in Rwandan communities and educate Rwandan parents to identify danger signs associated with malarial fever in young children. While the Rwandan government provides oversight for the program, the NGOs and their local partners implement and monitor drug distribution efforts. Community health workers are responsible for distributing the drugs. Program results look promising. For example, over four months in one community in Kibilizi District, Concern Worldwide reported that cases of children successfully treated for fever rose from zero to 795. The Rwandan government is currently scaling up the program nationwide.

Malaria Secretariats: In 2005, CORE continued support to three country-level NGO malaria secretariats in Africa: the Kenya NGO Alliance Against Malaria (KeNAAM), Tanzania Alliance Against Malaria (TaNAAM), and the Uganda Malaria and Childhood Illness Secretariat (MACIS). All three secretariats expanded their member base this year and took steps to become legally registered as associations in their respective countries. TaNAAM and MACIS are playing a key role in preparing for their countries' involvement in the U.S. Presidential Malaria Initiative, while KeNAAM is active in Kenya's GFATM Country Coordinating Mechanism, the East Africa Regional Network for RBM, and the RBM Advocacy Task Force.



"The most important aspect of our involvement with CORE is the development of attitudes and skills for inter-NGO collaboration. For me, this is priceless and lifelong."

*Milton Amayun
Senior Technical Advisor, The Hope Initiative
World Vision International
Board President,
Christian Connections for International Health*

CORE Polio Partners Project: CORE's Polio Partners Project supports NGO secretariats in four countries (Angola, Ethiopia, India and Nepal) for joint implementation of programs to eradicate polio; 10 U.S.-based NGOs and 40 local NGOs participate in the project. Polio cases increased dramatically in 2005, both in number and by country. For the first time ever, the number of Wild Polio Virus cases in reinfected countries is higher than in endemic countries. CORE support allows NGOs to shift their work to new high-risk areas and consolidate in-country efforts. The project collaborates with Ministries of Health, USAID, UNICEF, Rotary International and the World Health Organization. Additionally, CORE partners participate in national, district and grass roots-level coordination meetings for polio and immunization.



2. *Promoting technically sound community health approaches* that are flexible, respond appropriately to local needs and influences, and are designed to reduce dependency on insecure resources.

Positive Deviance (PD)/Hearth is a successful home- and neighborhood-based approach to rehabilitate malnourished children and promote their ongoing healthy development. PD/Hearth mobilizes a community to find uncommon, beneficial feeding, hygiene and caring practices by mothers or caretakers of well-nourished children. Communities then share these positive practices with families of malnourished children.

In December 2004, CORE convened a Technical Advisory Group Meeting of NGO staff and consultants to discuss trends and advances in PD/Hearth programming and make recommendations for future NGO activities. Following up on the group's recommendations, CORE produced a 10-page document titled *Positive Deviance Hearth Essential Elements* to provide a concise overview of appropriate settings for and essential components of a PD/Hearth program. The August 2005 document serves as a companion piece to CORE's *Positive Deviance/Hearth Manual* and is available at www.coregroup.org.

Also in 2005, USAID Food for Peace grantees in Mozambique received training in CORE's PD/Hearth methodology.

The **BEHAVE Framework** is a tool that enables organizations to change the way they approach strategic planning for behavior change. In collaboration with the Academy for Educational Development (AED) CHANGE Project, CORE, in late 2004, produced a training package for NGOs interested in applying a behavioral framework to project planning, design, monitoring and evaluation. The field-tested, 5-day package, titled "Applying the BEHAVE Framework: A Workshop on Strategic Planning for Behavior Change in Child Survival," includes a facilitator binder and participant guide (available at www.coregroup.org). Of CORE members who have used the BEHAVE training package, each has used it in an average of 4 countries, and has trained an average of three local organizations in the methodology.

The **Knowledge, Practice and Coverage Survey** is a management tool composed of several maternal and child health modules that yields a concise and manageable set of indicators to monitor and estimate the results of NGO program activities. KPC surveys help communities identify health priorities and monitor health status. In early 2005, CORE released a KPC Training of Survey Trainers Curriculum, produced in collaboration with FANTA, Freedom from Hunger and CSTS+. The curriculum includes a set of participant manuals and workbooks, a set of trainers' guides, and a training of trainers supplement for both participants and trainers (available at www.coregroup.org).



In August, CORE, CSTS+ and Makerere University hosted a 10-day KPC Training of Survey Trainers workshop in Kampala, Uganda, for CORE members, USAID Child Survival and Health Grants Program grantees, and their partners. The August KPC training followed a 5-day regional training held in April (also at Makerere), on the fundamentals of the EpilInfo software developed by the Centers for Disease Control and Prevention and adapted for child health projects.

In 2005, one CORE member reported training 15 organizations in each of 15 countries in the KPC survey tool, while another member trained 20+ organizations in more than three countries as facilitators.

HIV/AIDS Community-Based Programming: In 2005, the CORE Group held two week-long workshops—an African regional workshop in Blantyre, Malawi and a country workshop in Gujarat, India—to field test two draft guides on community-based programming for prevention of mother-to-child transmission (PMTCT) of HIV, and HIV counseling and testing. Technical presentations addressed issues such as the role and function of HIV/AIDS counseling and testing centers and strategies for PMTCT; the value and quality of pre- and post-test counseling; infant feeding options in the post-natal period; and legal and ethical issues related to community-level HIV/AIDS programs.

In India, the workshop drew local and international nongovernmental organization (NGO) participants, as well as persons living with HIV/AIDS, representatives from the Gujarat State AIDS Control Society and India's National AIDS Control Organization (NACO). NACO stated that lessons from the workshop would be integrated into the third phase of India's National AIDS Control Program, to be launched in April 2006.

3. *Identifying and disseminating NGO-tested innovations and local experiences* to strengthen program models and influence policy affecting child health and development outcomes.

CORE *case studies* take a straightforward approach to documenting NGO innovations, describing project context, interventions/activities, methods and approaches, monitoring and evaluation techniques, results reported, and success factors/lessons learned. Case studies are written by one or more CORE members, who submit abstracts to CORE as part of a competitive process. In 2005, CORE and select NGO members co-produced four case studies:

- Integrating TB and HIV Care in Mozambique (Health Alliance International)
- Using Incentives to Improve TB Treatment Results: Lessons from Tajikistan (Project HOPE)
- TB Control in Karaganda Prison Through DOTS: Lessons from Kazakhstan (Project HOPE)
- Community-Based Solutions for Effective Malaria Control: Lessons from Mozambique (World Relief)

CORE *stories from the field* take a journalistic approach to documenting NGO program challenges and successes. To develop a field story, a CORE consultant travels to program sites to observe and interview local residents, community health workers, government officials, health center personnel and others about barriers and solutions to a specific health problem. The resulting document conveys community voices and perspectives and is disseminated to policymakers and donors as well as to NGO health specialists. In 2005, CORE developed a field story on essential newborn care in Bolivia, examining the work of Saving Newborn Lives NGO partners in creating a dialogue between health care practitioners and community members around reducing neonatal mortality, and encouraging family and community practices to protect the health of mother and newborn. (*Field story to be released in early 2006.*)

CORE's *diffusion of innovations* initiative seeks to diffuse NGO approaches that improve the effectiveness, sustainability, equity or scale of child health outcomes. In 2004, CORE disbursed six awards to its members for diffusion of promising child health innovations to a larger audience; several of these products were finalized in early 2005. Diffusion materials and tools cover the following topics: the Census-Based, Impact Oriented approach; the Barrier Analysis method; Integrating Vitamin A Supplementation into Community-Directed Treatment of Ivermectin; the Care Group Model for community health workers; the Partnership-Defined Quality approach; and an integrated community approach to obstetric and neonatal emergencies. For more information, visit www.coregroup.org/diffusion.

CORE Group Partners with PBS in *Rx for Survival* Campaign

In 2005, the CORE Group partnered with the Public Broadcasting Service's Boston affiliate, WGBH, to launch a groundbreaking national multimedia campaign, *Rx for Survival – A Global Health Challenge* and its companion social impact campaign, *Rx for Child Survival – A Global Health Challenge*.

Developed by WGBH and Vulcan Productions, with funding from the Bill and Melinda Gates Foundation and Merck, the six-part *Rx for Survival* documentary series on global health aired nationwide November 1–3, 2005. The series increased awareness of the importance of global health issues and started a national dialogue on the role of the United States in addressing those issues. TIME magazine, National Public Radio, PBS NOW, The Charlie Rose Show, ABC News, washingtonpost.com, Penguin Press, and many other local and national media outlets covered global health stories in conjunction with the series.

The CORE Group is one of ten outreach partners participating in the *Rx for Child Survival* impact campaign, which continues through June 2006. The campaign focuses on improving the health of the world's neediest children through five basic, inexpensive health interventions:

- Vaccinations to fight childhood diseases, including measles and tetanus
- Insecticide-treated netting to stop mosquitoes that carry malaria
- Vitamin A and other micronutrients to help fight infection and prevent nutritional deficiencies
- Oral rehydration packets to help reduce diarrhea-related illness and deaths
- Antibiotics to fight pneumonia and antimalarial drugs

Several CORE Group members teamed up with their local PBS stations to help raise awareness of child survival and global health in October and November 2005. In New York, AMREF USA, CARE, Concern Worldwide, and Helen Keller International took part in an *Rx for Survival* screening and panel discussion led by PBS station WNET. In Seattle, Health Alliance International, PATH and CARE joined station KCTS to host a similar event. And in San Diego, staff of Project Concern International joined KPBS for a launch screening and participated in a local talk show.

For more information on the *Rx for Survival* series and social impact campaign, visit www.pbs.org/rxforsurvival



Communications, Learning and Research Tools



Web Site

www.coregroup.org

The CORE Group web site provides members, partners, and public visitors with access to state-of-the-art tools, manuals, resources, and documentation of global child survival and health programs. Specific site features include: key documents, analyses and case studies of child survival and health interventions; meeting summaries, presentations and registration; a jobs database; a consultant database; a web page for avian influenza resources; updates on CORE Group activities and accomplishments; and contact information for CORE Group member organizations.

CORE Working Group web pages provide key CORE technical documents and tools, and provide links to external resources.

Listserve

The CORE Group's listserve facilitates communication and exchange among more than 600 members of the global child survival and health community. The *Child Survival Community Listserve* is open to anyone working in the child survival community. It carries notices on reports, conferences, training sessions, technical documents, job openings, and other news of interest to subscribers. All Child Survival Community Listserve subscribers receive the CORE Group's *monthly e-newsletter*.

Additionally, each of CORE's eight Working Groups manages its own listserve to facilitate working group planning and share resources.

Topic-specific listserves on Roll Back Malaria and Positive Deviance/Hearth are also available to CORE Group members and partners.

Child Health and Development Database

The CORE Group's Child Health and Development Database, available on the CORE Group web site, houses more than 400 English and foreign language documents, tools and materials created by NGOs to improve and scale up child health and development programs. Users can search the database by country, subject area, type of material, language, target audience, and publication date. NGOs are invited to submit tools and materials that have proven helpful in field implementation. Submission instructions are available in English, French and Spanish.

Online Learning

Throughout the year, the CORE Group offers online technical updates to members and partners via a collaborative meetings tool called Elluminate. The tool allows participants to join online virtual rooms to view Power Point presentations, listen and talk (with full, two-way audio), and send text messages in real time. Technical presentations showcase the work of CORE members and update the child survival community on recent technical advances. CORE members can also take advantage of CORE's Elluminate subscription to schedule online meetings with up to 25 participants. For information, send an email to: contact@coregroup.org.



A recent Measure DHS review of under-five mortality trends in 32 African countries showed that—while declines are not always steady—the under-five mortality rate decreased 62% on average from 1950 to 2000.

Audited Financial Statement



The audit firm, Gelman, Rosenberg, and Freedman, Certified Public Accountants, prepared CORE Inc.'s financial report and stated, "CORE Inc. complied, in all material respects, with the requirements that are applicable to its major federal program (auditing standards generally accepted in the United States of America); 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 Governments and Non-Profit Organizations."

CORE Inc. Statement of Activities and Change in Net Assets

For the Year Ended September 30, 2005 with Summarized Financial Information for 2004

	2005	2004
REVENUE		
Grants	\$1,718,529	\$1,882,486
Contributions	\$3,000	\$21,832
Membership	\$18,965	\$18,315
Workshop fees	\$14,509	\$10,276
Interest and other income	\$3,890	\$431
In-kind revenue	\$6,921	—
Total revenue	\$1,765,814	\$1,933,340
EXPENSES		
Maternal and Child Health	\$1,071,151	\$1,099,356
Malaria	\$385,113	\$479,128
Tuberculosis	\$166,639	\$104,317
HIV/AIDS	\$112,163	\$197,273
Family Planning	\$10,303	\$4,590
Total expenses	\$1,743,369	\$1,884,664
Change in net assets	\$22,445	\$48,676
Net assets at beginning of year	\$99,936	\$51,260
NET ASSETS AT END OF YEAR	\$122,381	\$99,936



“Technical updates and training have always been a strong point of CORE. Now, as there is growing pressure from donors to work in coalitions, CORE’s ability to help catalyze working together is of ever increasing importance.”

*Melanie Morrow
Director of Maternal and Child Health Programs
World Relief*

CORE Group Members



Adventist Development & Relief Agency

African Medical and Research Foundation
(AMREF)

Africare

Aga Khan Foundation, USA

American Red Cross

CARE International

Catholic Relief Services

Christian Children's Fund

Concern Worldwide USA

Counterpart International, Inc.

Curamericas

Doctors of the World

EngenderHealth *

Food for the Hungry International

Foundation of Compassionate American
Samaritans

Freedom from Hunger

Future Generations

Health Alliance International

Helen Keller International

Hesperian Foundation

International Aid

International Eye Foundation

International Rescue Committee

La Leche League International

MAP International

Medical Care Development, Inc.

Mercy Corps International

Midwives for Midwives *

Minnesota International Health Volunteers

Partners for Development

Program for Appropriate Technology in Health

Plan International

Population Services International

Project Concern International

Project HOPE

Salvation Army World Service Office

Save the Children

World Neighbors *

World Relief Corporation

World Vision

** New members in 2005*



CORE Group Partner Agencies

The following partners participated in CORE Working Groups and/or helped CORE develop products or services:

Academy for Educational Development

ACCESS Project

African Communities Against Malaria

American College of Nurse Midwives

American Public Health Association

BASF

Basic Support for Institutionalizing Child Survival (BASICS)

Bayer Environmental Science

Boston University/CRA

CATALYST

Centers for Disease Control and Prevention

CHANGE Project

Child Survival Technical Support+ Project (ORC/MACRO)

Christian Connections for International Health

Christian Relief and Development Association

Development Finance International, Inc.

Emory University

Family Care International

Family Health International (FHI)/IMPACT

Food Aid and Nutrition Technical Assistance (FANTA) Project

GlaxoSmithKline

Global Health Council

GMMB

Groupe Pivot

Handicap International

Healthy Environments for Children Alliance

Hygiene Improvement Project

International Federation of the Red Cross

International Medical Corps

Johns Hopkins University

Johns Hopkins University Center for Communication Programs

JHPIEGO

Kenya NGO Alliance Against Malaria (KeNAAM)

LINKAGES

Makerere University (Uganda)

Malaria and Childhood Illness Secretariat (MACIS)/Uganda

Management Sciences for Health

Massive Effort

MOST Project

NetMark

Nicasalud

Pact

Pan American Health Organization

PHR*plus* (Abt Associates)

PROCOSI

Rational Pharmaceutical Management Plus Project

Research Triangle Institute

Roll Back Malaria (RBM) Partnership

RBM East Africa Regional Network

Saving Newborn Lives

Stop TB Partnership

Support for Analysis and Research in Africa (SARA)

The Synergy Project

Tanzania NGO Alliance Against Malaria (TaNAAM)

Tuberculosis Coalition for Technical Assistance (TBCTA)

United Nations Children's Fund (UNICEF)

University of Michigan

US Agency for International Development (USAID): Bureau for Global Health; LAC Bureau; Africa Bureau; Food for Peace; India, Kenya, Malawi, Rwanda, Tanzania, Uganda and Zambia Missions

US Coalition for Child Survival

University Research Corporation

Vestergaard Frandsen

WGBH

White Ribbon Alliance for Safe Motherhood

World Bank

World Health Organization (WHO)

Zambia Malaria Foundation (ZMF)

"One of the Hygiene Improvement Project's major mandates is to strengthen the capacity of PVOs/NGOs to carry out scale hygiene behavior change. Working with and through the CORE Group has not only facilitated this work, but has also allowed HIP to build on what exists (and not start anew) and to quickly select a couple of countries for possible joint scale activities. Thank you CORE Group—you are definitely making our jobs easier!"

*Dr. Lynne Cogswell
HIP Behavior Change Specialist*

Donors/ Fiscal Year 2005



Individual

Tom Davis

In-Kind

Development Finance International, Inc.

Food for the Hungry

GMMB

Institutional

U.S. Agency for International Development *

Vestergaard Frandsen

World Vision subgrants from USAID Bureau for Global Health and Family Health International

** CORE's Child Survival and Health Network Program is funded through a cooperative agreement with USAID's Child Survival and Health Grants Program.*

How to Get Involved

The CORE Group offers many avenues for learning, information sharing and taking action on issues related to child survival and health: Join a CORE working group. Sign up for a listserve. Participate in a CORE workshop or activity. Be part of CORE's in-country efforts. Or provide a financial contribution.

To donate, visit www.coregroup.org or send a check made out to CORE, Inc. to:

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Executive Assistant	Deborah Sitrin
Director, Finance and Administration	Edward Ehrenberg
Assistant Controller	ATM Unjum Pervez

CORE Working Group Chairs

HIV/AIDS	William Fleming (Africare) Ronnie Lovich (Save the Children) Darshana Vyas (Counterpart International)
IMCI	Alfonso Rosales (Catholic Relief Services) Laban Tsuma (Plan International)
Malaria	Luis Benavente (MCDI) Circe Trevant (Christian Children's Fund)
Monitoring & Evaluation	Juan Carlos Alegre (Project Hope)
Nutrition	Kathryn Bolles (Save the Children) Erin Dusch (Helen Keller International)
Safe Motherhood & Reproductive Health	Lisa Bowen (Plan USA) Winnie Mwebesa (Save the Children)
Social & Behavioral Change	Claire Boswell (Salvation Army World Service Office) Kati Moseley (Mercy Corps) Eric Swedberg (Save the Children)
Tuberculosis	Dennis Cherian (World Vision) Alka Dev (Doctors of the World) Rob Northrup (Project Hope)

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Deputy Director	Bill Weiss/ Johns Hopkins University
Senior Technical Advisor	Sara Smith/ World Vision
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The CORE Group promotes and improves the health and well being of children and women in developing countries through collaborative NGO action and learning.

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