
Final Report

**The Child Survival
Collaborations
and Resources Group**

**1999 Stakeholder Satisfaction
Assessment**

Submitted to:

Victoria Graham
The CORE Group
220 I Street NE, Suite 270
Washington, D.C. 20002

Prepared by:

Macro International Inc.
11785 Beltsville Drive
Calverton, MD 20705

July 1999

The Child Survival Collaborations and Resources Group, 1999 Stakeholder Satisfaction Assessment is a publication of the CHILD SURVIVAL TECHNICAL SUPPORT (CSTS) Project. CSTS is supported by the Office of Private and Voluntary Cooperation, Bureau of Humanitarian Response (BHR/PVC), of the United States Agency for International Development (USAID), under contract number FAO-C-00-98-00079-00, and is managed by Macro International, Inc. The opinions expressed herein are those of the author(s) and do not necessarily reflect the views of USAID.



For further information on the Child Survival Technical Support Project please contact
Macro International Inc.
CSTS Project
11785 Beltsville Drive
Calverton, Maryland 20705
(301) 572-0200
e-mail: csts@macroint.com
Internet: www.macroint.com/csts



Table of Contents

I. Executive Summary 2

II. Introduction 4

III. Methodology 4

IV. Findings 6

V. Discussion 12

VI. Next Steps 14

VII. Additional Recommendations 17

Appendices:

- A. Telephone Assessment Instrument**
- B. Member PVO Assessment Instrument**
- C. Preliminary Findings Presentation**
- D. Verbatim Comments from Member PVOs**

1999 CORE Initial Stakeholder Satisfaction Assessment

I. Executive Summary:

In April 1999, the Child Survival Collaborations and Resources Group (CORE) undertook the initial step in a process designed to measure and improve its stakeholders' satisfaction. To this end, the CORE Group enlisted the services of Macro International Inc., a market research company. Macro and the CORE Group developed an initial qualitative research approach to help understand the stakeholders' opinions and needs. This research was designed so that it would easily feed into a large, comprehensive quantitative survey to be fielded nine to twelve months later.

Macro conducted the survey by assessing the relationships CORE has with four distinct groups of stakeholders. A separate methodology was chosen to understand each stakeholder. The stakeholder groups, the methodology used to evaluate their satisfaction, and the numbers of completes are displayed in the table below.

Stakeholder	Methodology	Number of Completes
Member Private Voluntary Organizations (PVO)	Electronic mail questionnaires	30
CORE Board of Directors	Telephone Interviews	9
USAID employees	Focus Group	1 group, 6 participants
Cooperating Agencies	Telephone Interviews	3

Overall, there was very positive feedback for the CORE group. Each stakeholder group was generally satisfied with the work CORE has done since its inception and each group seemed eager to continue their relationship with CORE. Participants were for the most part aware of CORE's mission, with the exception being USAID and the cooperating agencies. These stakeholder groups expressed interest in learning more about the member PVOs and believed that an organization such as CORE was a good idea for the member PVOs.

Both member PVO respondents and Board members emphasized that CORE is severely understaffed. Respondents repeatedly stated that two full-time staff members was not enough to take care of all of the work involved in operating CORE. These stakeholder segments also stated that they would be reluctant to increase their involvement in CORE due to being "overextended". Each stakeholder segment indicated that it is vital that CORE survive over the long term and suggested that additional staff may be the key to this survival.

Participants were pleased with the CORE Group's communications with a few exceptions (sometimes redundant, meetings could be organized more efficiently). Working groups were also a source of satisfaction for the member PVO respondents and there was a desire to continue with them and increase their numbers. Member PVO and Board respondents agreed that CORE was not

1999 CORE Initial Stakeholder Satisfaction Assessment

only a good source of technical information sharing, but also a professional support group that helped them in their careers. Participants mentioned that moral support and professional development were two benefits of CORE.

CORE appears to have a clear mission that it is serving, but may need to reexamine its scope. Numerous individuals from each stakeholder group questioned CORE's involvement in technical implementation. Most respondents did not feel that this is an area in which CORE should become involved. However, there were also some who thought that CORE may wish to become involved. In general, this is an area that deserves more discussion.

The recommended next research steps for the CORE Group include the development of a quantitative survey instrument using the data from this assessment. This assessment identified the essential service arenas which can be used to build the quantitative survey. Macro International recommends fielding the quantitative survey no later than the early portion of the year 2000, so that findings and action steps can be presented during the spring conference.

1999 CORE Initial Stakeholder Satisfaction Assessment

II. Introduction:

The Child Survival Collaborations and Resources Group (CORE) is a membership organization that consists of thirty-two Private Volunteer Organizations (PVOs). The CORE Group serves these member PVOs by coordinating capacity building between the member organizations. In addition, the CORE Group has working relationships with USAID and other cooperating agencies. CORE is governed by a twelve-member board of directors and employs two full-time staff members.

In April of 1999, the CORE Group and Macro's Customer Research Group, with support from the Child Survival Technical Support project, undertook the first step in an integrated stakeholder satisfaction measurement program. This initial assessment was intended to serve as a qualitative, exploratory evaluation of CORE's relationships with its stakeholders. This qualitative research will eventually be used as the basis for a quantifiable survey instrument. This report details the initial assessment findings.

III. Methodology:

As this was CORE's initial effort in the area of customer measurement, it was important to develop an approach that would provide CORE with:

- meaningful data to identify current stakeholder perceptions of CORE
- an understanding of the various types of stakeholders' needs and the degree to which these needs are being fulfilled
- potential performance improvements
- key input into the development of performance indicators

The methodology was designed to provide CORE with a thoughtful and careful process that ensured that each step most effectively informed the next, thereby giving CORE the best information, while minimizing the burden on stakeholders.

As CORE is a new organization, there existed a unique opportunity to develop a clear understanding of the stakeholders before the relationships were completely established and defined. This was crucial, as most organizations do not seek feedback until both the stakeholders and the service provider have formed strong opinions about the other, as well as of the nature of the service provided. Information collected in this research effort was intended to help CORE determine the proper next steps, with regard to improving service delivery to CORE's stakeholders, as well as to enhance future stakeholder measurement actions.

It was essential that when questions were asked, the perceptions and needs of the stakeholders were

1999 CORE Initial Stakeholder Satisfaction Assessment

considered foremost. As the perceptions and needs of CORE's stakeholders are not yet known, Macro recommended that the initial steps be conducted in a very non-intrusive manner, yet designed to produce the most clear understanding of the stakeholder and their perceptions.

In market research, the qualitative approach seeks to develop insight and direction rather than quantitatively precise or absolute measures. Because of the limited number of individuals participating from each stakeholder segment, this research must be considered in a qualitative frame of reference.

Findings should be considered valid from the respondent's point of view, although not generalizable to a given population. Qualitative research is not a statistically significant representation of a population. Rather, it is the responses of a group of individuals self-selected from the population being studied, and thus can be used to raise issues of concern to that population. In the strict sense, the study cannot be considered statistically reliable since sampling cannot technically be replicated, identical questions cannot be asked in each situation, nor can the results compare precisely with other results; they can only be added to the body of knowledge on the investigated topic.

In reviewing this report, the reader is cautioned against misinterpreting responses in quantitative terms. For example, a statement that "six of eight" participants shared an opinion should not be interpreted as "75 percent of the population agrees." Again, this is because qualitative data cannot be aggregated or quantified to describe a population as a whole.

The strength of qualitative research is that it can identify issues of concern to specific populations, and it can be used to form questions that can be developed further to derive quantitative data about that topic. Qualitative research is intended to provide a first step in determining knowledge, awareness, attitudes, and opinions about services, concepts, or products. As the results of this study will indicate, qualitative research often identifies issues researchers may not have considered previously, or may suggest framing questions differently.

The methodology used for this qualitative assessment included the use of e-mail questionnaires, telephone interviews, and focus groups. These three different assessment methods were used to elicit information from the four separate stakeholder segments. These four segments were: 1) PVO members, 2) members of the Board of Directors, 3) cooperating agencies, and 4) USAID employees.

Electronic mail was chosen as the assessment tool for the member PVOs. Before sending the questions via e-mail, CORE faxed a letter announcing the survey to all member PVOs. After this letter was sent out, Macro e-mailed the survey to each PVO member for which CORE had a working e-mail address (77 potential respondents). The e-mail contained an introduction to CORE's qualitative assessment, survey instructions and twelve survey questions (Appendix A). Respondents

1999 CORE Initial Stakeholder Satisfaction Assessment

were given approximately two weeks in which to complete the survey and return it to Macro.

After one week, a reminder e-mail was sent to those who had not already returned the completed survey. This was followed by a reminder telephone call to each non-respondent. At conclusion of the survey fielding, Macro received 30 completed surveys from 22 different member PVOs.

The CORE Group and Macro decided that telephone interviewing was the best methodology to obtain information from the members of the Board of Directors as well as the cooperating agencies. Macro attempted to contact each member of the Board and successfully completed 9 interviews. Macro also contacted each cooperating agency (12) and successfully completed 3 interviews. The questions used to guide these interviews can be found in Appendix B.

Macro conducted a focus group with six USAID employees at USAID offices in Washington, D.C. This focus group was conducted to reveal the USAID perspective. The group centered around three main issues: 1) what *does* CORE do; 2) what *should* CORE do; and 3) what should CORE *not* do.

This research effort was fielded on April 7, 1999. Preliminary results were presented at the CORE annual meeting in Arizona on April 21, 1999. The PowerPoint presentation used for this meeting can be found in Appendix C. The final cut-off date for receipt of surveys was May 11, 1999.

IV. Findings:

The findings section of this report has been divided into five subsections:

- Respondent Descriptive Information
- Overall Satisfaction
- Benefits
- Concerns
- Recommendations from Respondents

It is important to note that some respondents may have raised concerns over issues generally identified as benefits. When this has occurred, these concerns are listed in the benefits section in order to present a context in which to understand the respondents' feelings.

A. Respondent Descriptive Information

Member PVOs were asked to characterize their level of involvement with CORE. Almost half of the member PVO respondents indicated that they would characterize their

1999 CORE Initial Stakeholder Satisfaction Assessment

involvement with CORE as "medium involvement". About equal numbers of respondents replied with either the high or low involvement categories. Of those respondents who categorized themselves as "highly involved", all but one of them further considered their organizations to be "large" PVOs (more than \$25 million yearly cash income).

Member PVOs were also asked to describe their organization's size in terms of yearly cash income. Eleven respondents indicated that their member PVO was small, four described it as medium, and the remaining fifteen respondents indicated that it was large. Multiple respondents within the same organization reported the same size with the exception of one organization. Overall, ten small organizations were represented, three medium, and ten large.

B. Overall Satisfaction

Overall, respondents were generally happy with CORE and believed that CORE was moving in the correct direction. Virtually all member PVO respondents rated CORE as either "Very Satisfactory Overall" or "Satisfactory Overall". Eight participants rated CORE as very satisfactory, while 21 rated CORE as satisfactory. One respondent did not answer the question, saying that he did not have enough interaction with CORE to make this determination. Overall satisfaction did not appear to vary according to size of the organization or involvement level.

Board members were asked their opinions about the ability of CORE to serve its mission. Most respondents believed that CORE was doing an excellent job of serving its mission. Some felt that the mission needed to be refined, but that it was on the right track. This finding was supported by the member PVO respondents who also felt that CORE's mission may need to be narrowed.

Board members were further asked a question about their opportunity to assist CORE in serving its mission. Respondents generally believed that they did have an adequate opportunity to help in this manner. However, many Board members noted that they were often limited in the amount of time they were able to devote to CORE. For example, one Board member said, "The great weakness of the organization is that it is purely voluntary. This restricts the ability of people to participate." With only two full-time staff members, CORE relies heavily on its PVO volunteers and Board members who state that there is not enough time to do everything they would like to see CORE accomplish.

Most of the member PVO respondents indicated that they believed the benefits they receive adequately justified their involvement with CORE. However, a number of respondents

1999 CORE Initial Stakeholder Satisfaction Assessment

indicated that they would also be reluctant to increase their level of involvement with CORE because of time and monetary constraints. Also, one respondent wrote that, "CORE needs to be more focused in its scope since much of the work is done by its volunteer members who are already over extended."

C. Benefits

1. *Ability to network and share ideas*

Respondents indicated that the opportunity to network with fellow PVO members and share technical information was an important collaborative effort made possible through CORE. For example, one respondent wrote, "CORE has proven to be an important source of information and communication with other PVOs in enabling us to learn and develop our capacity." This finding was echoed by the Board as most Board members cited this as one of CORE's key missions. One Board member stated, "CORE is a forum to allow PVOs to get to know other people, who are resources."

Networking was seen as valuable because it allows new member PVOs to learn from their peers, as well as allowing some degree of knowledge sharing. One member PVO respondent wrote that, "It makes interacting with US-based PVOs much easier than dealing with them individually." USAID and the cooperating agencies also agreed with this benefit, recognizing that it is important for the member PVOs to be able to communicate with each other and with USAID and the cooperating agencies through an organization such as CORE.

Another recurring benefit was the ability to build technical capacity through workshops and meetings sponsored by CORE. One member PVO respondent stated, "We have had more access to technical information and more chance to share with other PVOs." This building of technical capacity has given the member PVOs a "stronger voice on technical issues for coordinating with donors and cooperating agencies."

A number of respondents mentioned meetings and workshops as methods of collaboration and networking. One respondent stated, "I send my staff to excellent workshops." Meetings and workshops were mostly mentioned as high importance items, but some respondents did consider these workshops and meetings as low importance. In fact, with the exception of two items, meetings were the only methods of collaboration that were rated as low importance.

2. *Effective communication, with some areas of suggested improvement*

1999 CORE Initial Stakeholder Satisfaction Assessment

Member PVO respondents and the Board of Directors indicated numerous communication methods with CORE. The most common methods of communication listed were methods such as telephone, electronic (e-mail, website, and reading the listserv), meetings (annual and workshops or events), periodic mailings, and working groups. It is important to note that although a large number of the member PVO respondents reported that they *read* notices on the Listserv pertaining to CORE, very few said that they *posted* notices on the Listserv. Board members also indicated that they received faxes from CORE. Communication was generally viewed as a strength although some recommendations were provided and included in this section.

Board members were also asked if the methods of communication were appropriate. The majority of the respondents indicated that they thought the methods were appropriate, although a few mentioned that they felt that mailings were sometimes repetitive (they had already received the information via fax). One member thought that CORE might consider saving money by using regular postal service rather than express carriers. In this respondent's opinion, "It doesn't matter if it arrives a couple days later."

Others mentioned that the meetings would benefit from a more structured agenda and that receiving minutes of the meetings would prevent the Board from wasting time on revisiting issues. One individual mentioned that newer members did not get as much of a chance to speak at meetings and that more established Board members seem to "get their way."

Related to this question, the USAID focus group suggested that it would be a good idea for the CORE group to develop an information campaign for the member PVOs aimed at the USAID and the cooperating agencies. The participants suggested that CORE develop awareness campaigns for the PVO members or develop information profiles about each member PVO, thus exposing the cooperating agencies and USAID to both the small and large member PVOs.

3. *Working groups*

Respondents from both the member PVOs and the Board mentioned the working groups as an important collaborative effort. One member PVO respondent wrote, "I interact with CORE through my participation in a working group, where we hold monthly conference calls, share highly valuable technical information and resources." The working groups were viewed as a success and there was a desire for a greater number of groups on different subjects.

4. *Relations with USAID and cooperating agencies*

1999 CORE Initial Stakeholder Satisfaction Assessment

Member PVO respondents and Board members stated that CORE's facilitation of member PVOs ability to work more closely together helps to "improve communications with USAID." However, during the USAID focus group, the participants suggested that CORE may need to take a more active role in communicating what the member PVOs are actually accomplishing. This finding also appeared in the conversations with the cooperating agencies as they also reported low levels of awareness of CORE and the specific skills of the member PVOs.

There was some disagreement about the role CORE should take with regard to USAID and the cooperating agencies. For example, one medium-size PVO respondent wrote, "Representation to funders and external organizations like World Bank, USAID, etc (is a way I collaborate with CORE). This activity is not important to my organization because, to date, these interactions have benefited the largest, most influential members of CORE vs. the general membership. In addition, some collaborative proposals were developed in a less than transparent process that appeared to involve significant internal politics within CORE." This participant rated this item as low importance.

5. *Source of peer support*

Finally, it appears that CORE has benefitted the member PVOs by allowing them to feel "like there are others out there like me." Several respondents indicated that CORE provided them with a professional support group and helped them to gain strength in their work. Each group of stakeholders that participated in the assessment indicated that the ultimate goal, child survival was key and that at times it was easy to lose sight of that goal. Many individuals recognized the role CORE plays in allowing the members to remember that goal.

D. **Concerns**

1. *Involvement in technical implementation*

Each set of stakeholders questioned CORE's role in technical implementation. The Polio Eradication work was mentioned repeatedly in conversations with the Board and also appeared in e-mail messages from the member PVOs. Most respondents at all of the stakeholder levels believe that CORE should not be involved in technical implementation, but this is an area that needs more examination. Most stakeholders believed that CORE's role should be facilitating, coordinating, and organizing.

One respondent wrote that, "I am increasingly unclear as to the primary purpose of CORE. I see the primary role as advocate for PVOs, but I see CORE becoming an implementor of

1999 CORE Initial Stakeholder Satisfaction Assessment

activities for USAID and a tool of the various large cooperating agencies to reach PVOs with their agendas." It appears that some PVO members have a degree of distrust around CORE's relationship with USAID and the cooperating agencies.

2. *Funding*

Member PVO respondents appeared concerned over CORE's sources of funding. One respondent wrote, "Need to bring closure to the legal status of the CORE collaboration. Need for USAID CS (Child Survival) projects to pay for time and travel associated with CORE work, personnel time and assignments." Another individual wrote, "Still haven't solved the riddle of uncompensated time."

Board members also raised their concerns over funding issues. A number of Board members stated that they believed CORE needed to examine alternative sources of funding. Board members were also concerned about whether CORE is a USAID sponsored entity, "dancing to their tune." Some Board members mentioned incorporating as a possible solution to the problem of being considered under USAID's control. But, these individuals also recognized the costly implications of such a decision.

Interestingly, USAID focus group participants and the cooperating agencies recognized that CORE was an organization for the member PVOs. They said that they respected CORE as a member PVO organization and did not want to become involved in CORE's day-to-day activities. They simply viewed CORE as an organization that could act as a liaison between USAID and the cooperating agencies and the PVO members. One PVO member stated, "I would like to see CORE become more involved in advocating for increased funding for PVOs."

3. *Competitive nature of PVOs*

One member PVO respondent wrote that "CORE should more concretely develop specific mechanisms to effectively manage the intrinsic competition between members that can be a barrier to realistic collaboration. Everyone should feel that CORE is a neutral territory where no one has an advantage over another to take advantage of the benefits of CORE." This viewpoint was also shared by several Board members who mentioned the difficulty of balancing the competition and collaboration sides of the CORE organization. Most Board members and member PVO respondents believed that CORE does a good job of doing this, but that there is always room for improvement. One PVO member suggested that "the level of collaboration between member organizations could be intensified with joint participation in activities such as workshops, evaluations, peer review of reports, etc."

1999 CORE Initial Stakeholder Satisfaction Assessment

E. Recommendations from Respondents

Member PVO respondents listed a variety of specific activities which they would like to conduct through collaboration with CORE. These specific suggestions are listed in Appendix D. A number of these recommendations centered around working with other member PVOs and learning from their experiences. Several of the recommendations are listed below.

One individual was interested in learning the advocacy role CORE has played in promoting the member PVO community. This respondent believed this was a principle purpose of the group. This was a topic that has been previously discussed as a role respondents feel CORE should be taking.

Another respondent believed that CORE should "hire more central staff to support its efforts or scale back its agenda." Again, this was a recurring theme in the Board interviews as well as in the member PVO assessment. Participants are feeling overextended and unable to provide CORE with all of the help it needs.

A third suggestion was to give more advance notice on meetings so that non-local member PVOs are able to attend. In addition, it was suggested that a schedule be developed "early in the year with limited activities, then adhered to." Time and expense were listed as the major factors that prohibited non-east coast member PVOs from traveling to each meeting.

Board members and member PVOs each suggested that CORE needs to "keep up the good work" in the future. Respondents generally felt that CORE had made good progress in its initial years and that efforts needed to be undertaken to continue this in the future.

V. Discussion

Overall, there was very positive feedback for the CORE Group. Respondents generally felt that the CORE Group was serving an important purpose and that it is vital that CORE survive over the long term. Because of the nature of the organization as volunteer based, respondents generally indicated that they wished they had more time to devote to the organization. This feeling commonly appeared with the notion that CORE needs more staff. Respondents clearly noted that they were familiar with the limited number of staff members available to CORE and stressed the need to increase this number if CORE is to survive.

Sustainability was a key issue for respondents. As indicated previously, CORE is seen as a vital organization and as such respondents have a desire for its continuation. Respondents were

1999 CORE Initial Stakeholder Satisfaction Assessment

concerned with issues such as funding and involvement of member PVOs. Funding is seen as a concern not only because of its necessity, but also the desire to remain autonomous and self-sustaining. The issue of continued involvement of member PVOs stems from the nature of CORE as being a volunteer-based organization. Because the PVO members already have full-time jobs, it is often difficult for them to participate in CORE activities as often as they would like.

Another issue with sustainability is the question of whether CORE can effectively balance the interests of "competing" member PVOs. Numerous sources mentioned that the member organizations compete with each other daily for funding and resources. This dynamic may ultimately affect CORE's ability to promote communication between member PVOs and in the long term affect CORE's ability to serve its mission.

CORE was praised for its ability to have "equal" representation among member PVOs. Respondents repeatedly noted that CORE gave each member PVO a voice, something that was missing before CORE's creation. However, there was concern that CORE's direction will become overly influenced by four main factors. First of all, there is a fear that larger member PVOs will gain unfair power or influence over CORE. Secondly, respondents indicate that member PVOs in the Washington, D.C. area, will be able to influence CORE's direction because of their proximity to CORE. Third, respondents fear that because of the few number of CORE staff members and the large amount of work needed to be completed, CORE may move in the direction which these staff members desire. Finally, there is concern that CORE remain a separate entity from USAID.

Most of the member PVO respondents reported that the benefits they receive from being involved with CORE justifies their involvement. However, several member PVOs indicated that they would be reluctant to increase their involvement due to being "overextended". This finding echoes the earlier discussion about the lack of time member PVOs have to dedicate to CORE.

Member PVOs ability to communicate with each other through CORE is seen as a strength. The member PVOs view CORE as a facilitator of this communication. CORE's Listserv is seen as a success that deserves expansion, possibly targeting specific areas. In other words, members would receive messages that pertain to their areas of expertise only. USAID was very interested in CORE's Listserv as an effective means of information queries and information broadcasts. However, USAID is sensitive to the member PVO's need for privacy. Therefore, it was suggested in the focus group that USAID would be able to post messages in the Listserve and receive responses to those messages from member PVOs, while not fully participating in the Listserve.

Both USAID and the cooperating agencies we spoke with expressed low levels of awareness regarding the work of member PVOs. Several respondents suggested that CORE could act as a member PVO representative to USAID and the cooperating agencies. Specific suggestions on how

1999 CORE Initial Stakeholder Satisfaction Assessment

to serve as this member PVO representative were to develop awareness campaigns for the PVO members or to develop information profiles about each member PVO, thus exposing the cooperating agencies and USAID to both the small and large member PVOs. An effort such as this would also enable CORE to satisfy both the small and large member PVOs by giving them equal exposure to the cooperating agencies and USAID.

The current mission of CORE seems to be clear to everyone and well served. Respondents indicated that they were some areas of CORE's mission that still remained unresolved or unclear, yet they felt this was natural given that CORE is a new organization. However, there was question as to the best role for CORE to take in achieving its mission. All respondents agreed that there are three main roles that CORE should be taking: 1) facilitating, 2) coordinating, and 3) organizing. There is concern about CORE's role in technical implementation (i.e., Polio Eradication). CORE's role in technical implementation deserves careful attention to determine the best way to proceed.

Work Groups were seen as one of the key successes of the CORE Group. There was a definite desire to expand the number of Work Groups. Respondents also noted that constraints (time and location) often make it difficult for Work Groups to meet.

VI. Next Steps

Based on the feedback from the respondents included in this research project, there are several key areas that require specific attention from CORE described below. Each of the areas has been identified by analyzing respondent input, with a goal of understanding in what areas of service CORE should make improvements to most impact the service provided to member PVO's. These key areas provide CORE with the ability to focus its efforts on identifying exactly what actions member PVO's and other interested parties would like to see made. The areas identified for future action include:

1. *CORE's role in Technical Implementation*

Many respondents indicated concern about the role and actions of CORE with respect to technical implementation. The example provided by respondents was invariably the "Polio Eradication" project. It is not clear from this research what exact role CORE should take. Rather, it is very clear that respondents felt that CORE should carefully consider how to react to similar situations in the future. Following is a general approach that CORE might consider to address this issue:

- Gather input from all interested parties to identify exactly how the "Polio Eradication" project was perceived, as compared to the actual events that characterize CORE's role.
- If necessary, conduct a process to refine or clarify CORE's mission and operating procedures to reflect any changes.

1999 CORE Initial Stakeholder Satisfaction Assessment

- Communicate CORE's mission and operating procedures, especially as pertaining to technical implementation issues, to all member PVO's and other interested parties.

2. *CORE's sustainability*

There was concern among respondents about CORE's ability to sustain its continual existence. Specifically, respondents are interested in how CORE will continue to be funded. Implicit in this concern is the perception that without some well understood funding mechanism, CORE's future would not necessarily be secure. Specifically, respondents raised the question, "Should CORE maintain funding through USAID or other agencies(s), membership fees, or some other mechanism?" Respondents did not offer any specific suggestions to answer this question. However, it is clear that they feel it is an important issue to be addressed.

3. *Membership*

Another issue of concern about the continued ability of member PVO's to maintain the level of participation that CORE deserves. Respondents overwhelmingly felt that the benefits they received from their interaction with CORE justified their involvement. However, they also reported that they perceive some resistance from their employers about the degree to which their activities with CORE compete with their job. It is likely that the volunteer nature of CORE members will continue to result in this dynamic. It will be helpful for CORE to consider policies or actions that might assist members in balancing the daily needs of their own jobs with those of their interactions with CORE.

Respondents also indicated that they were concerned with CORE's ability to maintain stable and meaningful membership with PVO's that in many cases compete against each other. Again, CORE should develop policies to address this issue, and communicate any pertinent information clearly to all interested parties.

4. *CORE staffing*

It is clear that respondents were very aware that CORE's "central staff" is very limited. Respondents seemed to feel that CORE should have a larger staff in order to effectively meet ongoing, and potentially increasing needs. It should be noted that satisfaction with CORE staff did not seem to be a problem, only that there were not enough people. In order to maintain and build satisfaction with CORE, it is very important that this concern be addressed by increasing staffing resources, or scaling down the services member PVO's receive from CORE.

1999 CORE Initial Stakeholder Satisfaction Assessment

5. *Representation for PVO's*

Focus group participants indicated that there might be a lack of awareness about CORE within USAID. It was suggested that although there is likely to be a high degree of visibility in certain areas of the Agency, other areas may have little or no knowledge about CORE. In addition, the focus group participants indicated that they feel they could interact better with the PVO's if there was some systematic mechanism to provide USAID with information about individual PVO's. Taken together, these findings suggest that CORE should address the degree to which individual PVO's are represented to USAID. It may be that some additional effort should be focused toward increasing awareness about CORE and its member PVO's.

1999 CORE Initial Stakeholder Satisfaction Assessment

VII. Additional Recommendations

In addition to addressing the areas identified above, there are two additional sets of actions CORE might consider. In each case, these recommended activities will provide CORE with additional information to continually improve the service it provides to member PVO's.

1. *Additional Customer Research*

CORE should continue to solicit the opinions of member PVO's, and to a lesser extent USAID and cooperating agencies. In fact, a structured program of identifying the satisfaction of these parties will assist CORE to continually understand the wants and needs of its membership and stakeholders. This program should include some yearly evaluation of CORE, along with an on-going, or continuous, evaluation of specific transactional events, such as meetings, working group work shops, and accessing of CORE's internet site.

2. *Benchmarking*

It is likely that many other membership organizations face similar challenges as those faced by CORE. As CORE is located in Washington, D.C., which is the home of most membership associations in the United States, it would be relatively easy to seek out "lessons learned" from organizations that have faced similar challenges and prevailed. Such an exercise will most certainly offer valuable insights, if not clearly defined solutions, to many of the areas that CORE will be addressing in the near future.

Telephone Assessment Instrument

Good morning/afternoon. My name is (enter name) and I work for an independent research group within Macro International. We at Macro are currently conducting a Stakeholder Satisfaction Survey for The Child Survival Collaborations and Resources Group, also known as the CORE Group.

CORE views the opinions and ideas of its partners as crucial input which will be used to enhance the effectiveness of its development efforts.

As part of this survey effort, CORE would like to conduct ten to fifteen minute interviews with members of the Executive Committee and several of the cooperating agencies. The information collected in these interviews will help CORE improve its role in activities carried out with its partners.

These interviews are completely confidential. Macro International will only report data collected from these interviews in the aggregate form. Names will not be associated with specific comments given.

1999 CORE STAKEHOLDER SATISFACTION SURVEY (Board Version)

1. Overall, what are your general feelings about your relationship with the CORE group?
2. Do you feel the CORE group has a clear mission that it is serving?
 - A. ~~If so, then~~ is this the correct mission that they should be serving, or are there other areas in which they should focus? How well is CORE serving its mission?
 - B. ~~If no, then~~ what should be CORE's mission?
3. As a member of the CORE Executive Board, do you feel that you have adequate opportunity to help CORE serve its mission?
4. Has CORE become more or less able to function effectively in the recent past, or has it remained the same? Why do you feel this way?
5. I'd like to ask you a few questions about the CORE group's communication:

What are the primary ways that CORE communicates with you? Is this an appropriate means of communication? Mailing?

6. Do the regularly scheduled meetings you have with the CORE group address the right issues?
7. What are CORE's three greatest strengths?
8. What are the three areas about CORE that need the most improvement?
9. What are the most significant challenges CORE faces?
10. Are there any other comments you have about your working relationship with the CORE group?

PARTNERS ONLY

11. Has the partnership you have had with CORE been beneficial to your organization?

Would you be interested in expanding this partnership? What would CORE need to do to expand this partnership?

PVO Assessment Instrument

The CORE Group recognizes you as an important partner. As such, your opinion of the level to which CORE is able to assist you is very important to the success of CORE's efforts. To this end, CORE is currently surveying those individuals and groups with which CORE has working relationships.

Please take a few minutes to complete the TWELVE questions below. Your input will provide valuable insight that will enable CORE to improve their part in all of the activities in which they participate with partners such as you.

This survey is being conducted by a private research firm, Macro International Inc. All identifying information from this survey will be kept strictly CONFIDENTIAL by Macro.

INSTRUCTIONS:

To complete this survey, simply type your answers directly into this message.

When you have completed the survey please e-mail it to Core_Survey@macroint.com. If you experience any problems please feel free to contact Paul Lynch at (301)345-0385 or Robert Adney at (301)345-0841 or reply to this e-mail with your concerns. If you have any formatting problems or trouble reading the survey contact us and we will send you the survey in Word Perfect or Microsoft Word format or via fax. Please complete this survey at your earliest convenience, but please keep in mind that we need to receive all completed surveys by APRIL 15, 1999.

1999 CORE STAKEHOLDER SATISFACTION SURVEY

INTERACTION WITH CORE

1. Through which of the following communications methods do you interact with CORE?
(Please type "YES" or "NO" before each of the statements to reflect your interaction with CORE)

- I am a member of a CORE working group
- I am a chair of a CORE working group or CORE Group Committee
- I am a member of the CORE Board or Executive Committee
- I have attended workshops or events sponsored by CORE
- I have attended a CORE annual meeting
- I receive periodic mailings from CORE
- I read notices on Listserv pertaining to CORE

- I post notices on Listserv pertaining to CORE
- I participate in meetings with CORE group representatives
- I participate in other e-mail communication with CORE
- I have contact with CORE via telephone or CORE website
- Other Interactions (please specify):

2. How would you characterize your level of involvement with CORE? (Please place an "X" beside your response)

- High involvement
- Medium involvement
- Low involvement

COLLABORATION WITH CORE

3. In your own words, please list all of the activities that are conducted through your collaboration with CORE.

4. Please review your list of efforts (from question #3), and place an "X" beside those collaborative efforts that you feel are VERY IMPORTANT to your organization.

5. Please review your list of collaborative efforts (from question #3) and place an "O" by those collaborative efforts you feel are NOT IMPORTANT to your organization. Please briefly note why you feel these activities are not important.

SATISFACTION WITH COLLABORATION WITH CORE

6. Please read the statement below and place an "X" beside the satisfaction level that you feel most accurately completes the statement.

From an overall perspective, the activities that I listed in question #3 (which are conducted through my collaboration with CORE) have been conducted in a manner I would describe as:

- VERY SATISFACTORY OVERALL.
- SATISFACTORY OVERALL.
- DISSATISFACTORY OVERALL.
- VERY DISSATISFACTORY OVERALL.

7. Are there any other activities which you would like to conduct through collaboration with CORE?

8. Please provide any other comments you might have about the activities that are conducted

through collaboration with CORE.

BENEFITS

9. Please describe in your own words the benefits you feel your organization receives as a result of your interaction with CORE.

10. Do you feel these benefits adequately justify your organization's involvement with CORE? Please explain your answer.

SUGGESTIONS

11. Please list below any other suggestions that you would like to provide to CORE?

12. How would you describe your organization? (Please place an "X" next to your response)

Small (\$0 - \$9 million yearly cash income)

Medium (\$10 - \$25 million yearly cash income)

Large (more than \$25 million yearly cash income)

The Child Survival Resources and Collaborations Group

Stakeholder Satisfaction
Assessment
April 1999

Prepared by:
MACRO
INTERNATIONAL, INC.



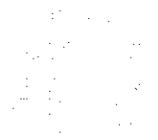
Outline

- Introduction
- Methodology and Approach
- Key Findings
- Next Research Steps



Introduction

- CORE is beginning a process of self-evaluation from a “customer-focused” perspective
- The first step -- initial PVO and Stakeholder Satisfaction Assessment
- Next steps -- develop integrated process for gathering feedback



Methodology

- Macro International
- Approach
- Key Objectives

Macro International Customer Research Group

- **Macro's Customer Research Group:**
 - has extensive experience with public and private organizations
 - operates as a separate group from Child Survival Technical Support (CSTS) thereby providing CORE with a bias-free assessment

Key Objectives

- Quick turnaround feedback
- Low respondent burden
- Identification of issues (spread the broadest possible net)
- Develop a context for future measurement:
 - quantitative assessment
 - development of key performance indicators

Approach

- Qualitative research as first step in integrated process
- Research methods used:
 - e-mail surveys (PVOs, received 19 completed surveys)
 - Telephone interviews (completed interviews with 8 Board members and 3 Cooperating Agencies)
 - Focus Group (USAID)



Key Findings

Organizational Development

- Most respondents feel that CORE is doing very well especially considering that it is a relatively new organization
- Most respondents wish they had more time to devote to the organization
- Overwhelming opinion that CORE needs more staff
- CORE should be autonomous and self-sustaining

Sustainability

- CORE is a vital organization
- All respondents are concerned with sustainability:
 - funding
 - continued involvement of busy PVOs
- Can CORE effectively balance interests of “competing” PVOs?

Clear Mission

- The mission of CORE seems to be clear to everyone and well served
- However, there is some question as to the best role for CORE to take in achieving that mission

CORE's Role

- All agree:
 - facilitating
 - coordinating
 - organizing
- There is concern about CORE's role in implementation (i.e., Polio Eradication)
- Funding processes?



Technical Implementation

- Should CORE be directly involved in technical implementation (i.e., Polio Eradication)?
- Deserves careful attention to determine the best way to proceed

Decision Making

- “Equal” representation among PVOs is seen as a success
- However, there is concern that CORE’s direction will become overly influenced by:
 - larger PVOs
 - “local” PVOs
 - CORE staff
 - USAID

Benefits Justify Involvement

- Most PVOs report that the benefits they receive from being involved with CORE justifies their involvement
- However, several PVOs indicated that they would be reluctant to increase their involvement due to being “overextended”



Communication

- PVOs ability to communicate with each other through CORE is seen as a strength
- Listserv is a success that deserves expansion (targeted topic areas)

Method of Communication

- USAID is interested in CORE's listserv as effective means of:
 - information queries
 - information broadcast
- However, USAID is sensitive to PVOs' need for privacy

Awareness

- USAID and cooperating agencies expressed low levels of awareness regarding work of PVOs
- CORE could act as PVO representative
 - develop awareness campaign
 - informational profiles

Work Groups

- Work Groups are seen as a success
- Desire to expand the number of Work Groups
- Constraints (time and location) often make it difficult for Work Groups to meet

Next Research Steps

- Develop an approach for receiving substantive, quantifiable input
- Implement approach
- Identify key areas in need of improvement
- Develop interventions to address
- Develop system to monitor improvement efforts
- Keep all parties informed as to findings and actions



CORE Open-ended Questions

3. In your own words, please list all of the activities that are conducted through your interaction with CORE?

Networking with other workers in the field/arena.

Receiving updated information on various topics.

CARE HQ staff are deeply involved in the Safe Motherhood, Behavior Change and Polio Eradication efforts.

Participated in a Dissemination workshop.

Member of working groups including: M & E, IMCI, nutrition and various planning activities.

Partnership on the Polio Eradication Initiative.

Participate with CORE group members to advise USAID on child survival project requirements and guidelines.

Work collaborated with PAHO, WHO, CDC, and UNICEF, e.g. IMCI.

Improved communications with USAID.

Improved public awareness activities.

(My org does not see value) Participation in the IMCI working gp (recently assisted in planning and facilitation of working gp. in conference).

Informal networking with colleague in CORE gp. re: CS technical and personnel issues.

Sharing of resources via E-mail about events and opportunities.

Sharing of ideas relating to health--peer support.

MEWG (chair).

Workshops.

Annual meetings.

Liaising with Victoria and board members.

Interact with CORE through my participation on the RH/SM working group, where we hold monthly conference calls, share highly valuable technical information and resources.

Participation of an Illi leader resident in the dr, in the IMCI workshop - April 15-16, 1999.

Active participation in the planning and implementation of the path to maternal and child health workshop May, 1998.

Participation of an Illi leader in the PVO evaluation workshop in Feb, 1998.

I recently joined the IMCI working group.

Participated in workshops.

Receive info. via internet on upcoming workshops, presentations (sponsored by USAID and others) or new tech. info. releases.

Learn what other organizations are doing in CS.

Membership meeting which established CORE by defining the purposes and structure of CORE.

Active as a regular member participating in annual and semi-annual meetings.

IMCI workshop.

"Diffusion" workshop which was sponsored by CORE.

Chaired the BCC working group within CORE.

I have given feedback in the development of the core website.

Been involved in m&e working group activities.

Attended meetings and workshops.

Involvement is in the Quality Improvement Working Group.

SM/RH Working group.

Represented core at a couple of meetings/technical presentations in Washington.

Participated in conference calls.

Shared technical assistance and materials with other PVOs.

Access to technical up-dates (although we can't attend many events).

Representation to USAID, particularly Global Bureau.

Synthesizing lessons learned and best practices through working groups.

CORE has proven to be an important source of information and communication with other NGO's in enabling concern to learn and develop our capacity here in the US.

CORE technical meetings .

CORE headquarters workshop.

Participation in working groups.

Representation to funders and external organizations like World Bank, USAID, etc.. This activity is not important to my organization because, to date, these interactions have benefited the largest, most influential members of CORE vs. the general membership. In addition, some collaborative proposals were developed in a less than transparent process that appeared to involved significant internal politics within CORE.

Tools development.

Technical exchange.

Project collaboration.

Participation in working group.

Information on technical issues.

Information on technical assistance possibilities.

Information about child survival funding, e.g., "Flagship".

Chair the KPC Review Task Force established to review and revise the KPC Survey, a task in the CORE M & E Working Group work plan.

ADRA is a partner in NGO Networks for Health, a project which grew out of an initiative of CORE.

Member of CORE M & E Working Group.

Participant in CORE IMCI Workshop at PAHO.

Participant in CORE annual meetings.

Meetings and seminars.

Participate in workshops.

Participate in annual conference.

Participate in working groups.

At present we are in the getting to know you stage. We hope to collaborate with CORE both in US on developing/disseminating the SOA in behavior change and in selected country programs to test innovative behavior-change tools and approaches.

Primarily coordination of Quality Improvement Working Group (QIWG) activities that include information dissemination (brown bag, CORE article etc.), and organizing a workshop for PVO HQ's.

Participant (now occasional) in the M&E working group.

Attend and participate in other meetings (e.g., technology diffusion strategies, IMCI workshop planning meeting etc.).

Annual meetings.

Participation in meetings on community participation/behavior change topics E-mail communications toward better collaboration and resource management for improving an information network on field activities and technical advances.

Making presentations and participating at meetings (PVO consultation, IMCI).

Member of the CORE working group in IMCI.

Attendance at joint meetings re community based IMCI.

Three other members of the SAWSO staff are members of working groups dealing with- quality assurance, monitoring and evaluation, and behavior change.

My staff attends excellent workshops.

Stays informed about what's happening and what's new.

Gains knowledge of and uses new tools.

Working groups.

Workshops.

Information sharing.

Promoting IMCI.

Promoting polio eradication.

National meeting.

Chairing CORE.

Sharing of technical information.

Field experiences through participation in the working groups.

I participate on the Board.

7. Are There any other activities which you would like to conduct through collaboration with CORE?

Polio Eradication, Improved KPC 30 cluster survey methodology, Training in EPI INFO, Improved access to WHO and UNICEF training materials, Guides for improved CS Project Management.

Yes. I would like to have an opportunity to network and receive support from other PVOs new to CS. I feel I am so many steps behind in my maturity as a CS technical person, and work in an organization that is just beginning to grasp what the area of health is---so CS is quite technical and limited. I need support to do capacity building here at HQ, for myself and staff.

Illi would like to explore the implementation of a training workshop that would focus on the establishment of mother-to-mother support and the skills involved (interpersonal, support group facilitation).

Not now.

Yes. Joint participation with core members in conducting program evaluations and

management skill improvement activities.

Have requested a password two times via e-mail for the consultant database (to review my own entry and look up other consultants) and have not received one yet.

Development of a quality improvement web page. (This is in process with the QIWG.)

More NGO partnerships within field programs.

More work with multi-lateral and bi-lateral donors, more joint bidding on contracts.

Can't think of any.

no.

Not at present.

May well work with CORE members in field testing and using a community polio surveillance kit that CHANGE is supposed to develop.

No, however note, I am increasingly unclear as to the primary purpose of CORE. I see the primary role as advocate for PVOs but I see CORE becoming an implementor of activities for USAID and a tool of the various large CA's to reach PVOs with their agendas.

No

Not right now.

Efforts by NGOs with complementary areas of expertise working in the same geographic area to identify comprehensive intervention strategies, demonstrating the highest level of commitment to delivery of services (over the identity of and allegiance to specific NGOs) CORE could encourage, facilitate, and provide some funds to meet the logistical requirements to make this happen.

8. Please provide any other comments you might have about the activities that are conducted through collaboration with CORE.

Need to bring closure to the legal status of the CORE collaboration. Need for USAID CS projects to pay for time and travel associated with CORE work, personnel time and assignments.

Forming further sub-groups, affinity groups, or sponsoring events to foster relationship building among:

- PVOs new to CS
- areas not in working groups, such as mental health
- actually forming small networks like this based on needs and interests of PVOs
- consider a "mentoring" approach for some very experienced PVOs in CS to share info with the new ones on basic, universal CS technical and procedural matters
- CORE could help to orient new PVOs to CS by fostering this mentoring approach, providing basic "orientation" materials (activities expected in CS grant cycle, personnel issues, etc)

Still haven't solved the riddle of uncompensated time.

I look forward to working in the working groups, I just joined one.

The level of collaboration between member organizations could be intensified with joint participation in activities such as workshops, evaluations, peer review of reports etc.

I think CORE staff has been doing an excellent job and activities and communication has been very productive and useful to the membership.

CORE should more concretely develop specific mechanism to effectively manage the intrinsic competition between members that can be a barrier to realistic collaboration. Everyone should feel that CORE is a neutral territory where no one has an advantage over another to take advantage of the benefits of CORE.

I would appreciate fewer emails.

No other comments at this time.

I would like to see CORE become more involved in advocating for increased funding for PVOs.

Just keep doing what you are doing and do it well.

9. Please describe in your own words the benefits you feel your organization receives as a result of your interaction with CORE.

Valuable networking, able to synthesize information for us from a variety of sources, which would be difficult to individually access... (ie, latest research findings, preventive efforts, programs).

Opportunity for exchange of ideas and info on key issues and beginnings of effort to secure funds

for collaborative projects.

I'm not sure what benefits we derived from CORE.

CORE has been invaluable b/c I am the only HQ health person, am on the West coast, and have little peer interaction. CORE provides a chance for me to meet and exchange info with other health professionals. Exposure to updates on health developments, important events, etc.

Visibility; networking; technical updates.

By a variety of our staff participating in the various technical working groups we can then share information among our staff here and not have to duplicate efforts in search of updated information.

Because Illi is focused on one child survival activity (breast-feeding) it benefits our organization to be connected to other PVOs that address various child survival activities, as breast-feeding does impact on most of them. As the organization is headquartered in the Midwest, this collaboration keeps us "in the loop." since Illi is an international organization, there are opportunities for our volunteer field staff to participate in field activities.

Very informative and necessary to keep us up to date when we are oftentimes focused on program implementation in the field.

CORE has been a forum for PVOs to work together in a much systematic than in the past. Our organization has benefitted technically by the workshop opportunities which provide a mechanism to learn from the experience of other PVOs and to better understand the state-of-the-art in our key program areas. We have also benefitted from the joint representation of our work to donors, CAs, and governments.

Better understanding of how other cs projects are being implemented sharing of ideas through meetings and conferences.

A chance to influence what workshops will be made available through CORE. An opportunity to get more organizations involved in advocacy for child survival issues.

Africare staff is able to share and learn through it's collaborative relationship with other organizations in CORE. This relationship makes us all stronger both as a group and in the work we do as individual organizations.

We have had more access to technical information and more chance to share with other PVOs.

Concern as an organization joined CORE on receiving our first Child Survival Grant with USAID. CORE allows organizations like Concern to learn and develop our relationship with

agencies like USAID and also gives Concern the opportunity to share our knowledge and expertise with other NGO's. In an environment that changes rapidly, it is important that NGO's are aware of developments and expertise and lessons learned by other agencies.

Greater access to technical support. Greater opportunity to interact with other, similar, organizations benefiting from information collected by other CORE members about the donor world that most organizations do not have time to cover completely. In other words, having 6 set of ears being opened across organizations is better than 2 sets of ears within one organization.

Updates on technical advances and issues; joint projects and events with other practitioners; excellent networking opportunities; insights into USAID and other donors.

Somewhat beneficial.

Child survival guidance/technical advise.

A. Opportunities for networking B. Technical capacity building through workshops sponsored by CORE C. Professional enrichment through participation in working group, and interaction with counterparts from other agencies at various CORE functions.

It's important for an organization that is the process of presenting a CS proposal but who has had several in the past to keep up with the state of the art. CORE provides that environment for interaction and collaboration and that is highly valuable.

Makes interacting with many US-based PVOs much easier than dealing with them individually. BC working group brings together many individuals with similar interests. Potentially should be a mutually beneficial relationship.

1. Increased collaboration, input, and information between PVOs, USAID and other Cas. 2. Direct involvement in the QIWG activities contribute to IEF's learning experience in QA/QI. Ultimately, IEF would like to see collaborative proposals submitted for funding that benefit IEF in some manner.

Technical knowledge, practical knowledge through networking, material resources (publications), up-to-date CS and other development information Better coordination and understanding of PVO activities and accomplishments, toward potentially improving field activities and identifying areas for coordinated field efforts. This mechanism for sharing information is important.

Benefits our organization receives as a result of our interaction with CORE: Networking with colleagues in the PVO community; Access to information and training materials; Input into important issues that affect our work.

Even though we don't always participate as much as we should because of heavy travel schedules, CORE makes us feel that there are others like us out there. We stay informed, attend good workshops, and gain knowledge of what others are doing and tools they are using.

Together the members have a stronger voice on technical issues for coordinating with donors and Cooperating Agencies. Members have a chance to share experiences and concerns. Members have the opportunity to combine experiences in order to help influence designs of new technical packages to improve work done in the field.

Visibility among the NGO community (for what that is worth); information; opportunities to share with colleagues.

10. Do you feel these benefits adequately justify your organization's involvement with CORE?

These activities and outputs may be used for development, empowerment and improved performance on the part of communities, district level MOH staff, with various and sundry applications that make CARE more efficient and effective.

Yes, although it is seen as a "luxury", I think, to be involved we do not have sectoral people, as a rule at my organization, and there is a focus on meeting with peers as a means to raise \$, vs. for a long term investment for developing health activities.

Of course.

Yes, the financial and time resources invested are well worth it.

YES! It is necessary in the current environment that promotes collaboration in all programs when possible.

For the most part yes, however CORE needs to be more focussed in its scope since much of the work is done by it's volunteer members who are already over extended.

Focus being new in cs and small in scale will need time to gain more benefits from its association with core. This process has started with membership in the core group, and with further involvement in program and management activities, as mentioned in #7 and #8.

Yes.

Yes.

Yes, at the level of involvement we have maintained this year. I would be very reluctant to invest more time and effort.

Again, I respond by stating that our organization has only been with CORE a short time and to date, the benefits and potential benefits justify our involvement with CORE. Concern as an organization has developed expertise in many areas and has a lot to contribute, while also recognizing the opportunity to learn from others.

Yes! The forum for technical exchange and advancement of collaboration is highly valued by freedom from hunger.

Not sure, as I am relatively new to the agency. The working groups seem like they will be helpful, provided they accomplish their agendas.

Yes.

Yes. CORE has significantly improved the spirit of collaboration and mutual enhancement between CS PVOs. We at ADRA see this as of great value.

Sure...

Yes.

It is becoming increasingly difficult to justify time inputs to the QIWG without supplemental financial resources. I think this is especially the case for smaller PVOs that have less resources.

Absolutely, we are new to CS and highly value our involvement with CORE.

Yes, core is working to develop better ways of exchanging info.

Yes, these activities help HQ staff improve technical quality of field work.

Yes.

11. Please list below any other suggestions that you would like to provide to CORE?

I would like to know what advocacy role CORE has played in promoting the PVO/CS community. As I recall at the CS meeting where CORE was created 3 years ago this was considered a principle purpose of this affiliation.

CORE should help form an international health sub-section in APHA and GIH (NCIH).

Provide orientation to new PVOs in CS. Consider a mentoring approach, offering standard CS management info to new PVOs. Explore ways to spread out leadership in CORE gp. Some people dominate, and sometimes there is not as much diverse participation as there might be otherwise. Consider smaller affinity or peer groups around specific areas of mutual

interest not in current working gps.

Keep things as simple as possible.

- translation assistance
- assistance in refining documents produced in the field to finish them properly in the form of funding or technical assistance
- continued expansion in activities, CORE has already contributed a lot and I would just encourage it to keep growing and developing it's scope of activities. As a newcomer to health program development in the DC area, I have been given a lot of contacts and information that has helped get connected to the resources I need and I look forward to increasing that collaboration.
- workshop on how to put together an appropriate group of cooperating agencies to respond to RFAs

Core should hire more central staff to support it's efforts or scale back it's agenda.

It is impossible for PVOs outside the D.C. area and with multiple projects to backstop to be able to attend all the events scheduled by CORE and the working groups. Time and expense are major barriers. I know that others feel even more marginalized than we. I think a schedule needs to be drawn up early in the year with limited activities, then, adhered to. Maybe we can get by with one well-planned annual meeting and then, one special technical session.

Keep up the good work! Give more advanced notice on meeting and events if possible. It is the only way to make the travel challenges that are the reality for the west coast to the east coast doable.

No other suggestion at this time.

Be careful about putting spending too much time looking for opportunities to receive funds for projects.