

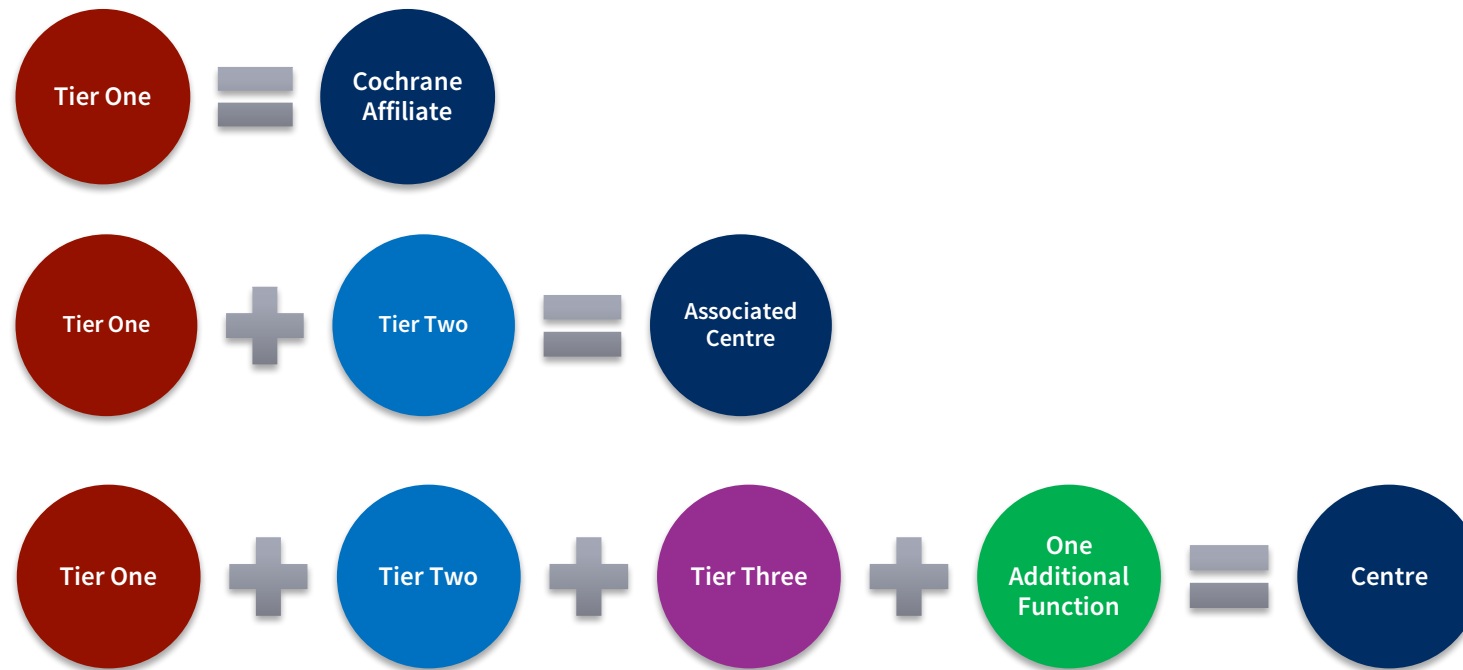
Functions of Centres

The new functions of Centres and other geographically-oriented Cochrane structures are all directly built on *Strategy to 2020* objectives. The functions are in a tiered hierarchy. Tier One functions must be performed by any Cochrane Group, however big or small. Tier Two functions must be performed by Associate Centres (formerly Branches) and Centres. Tier Three are functions that Centres must perform as well as those in Tiers One and Two. Tier Four are additional functions that any Cochrane Group would be encouraged to consider, however, Centres must perform at least one Tier Four function. These functions are written as: ***“It is a core function of Cochrane Centres [to...]”***

1.1. The functions at a glance



1.2. How the tiers map to Groups



1.3. The tiers in detail

Please note: to be concise we refer to “country” as the main area of activities, e.g.: “To promote Cochrane and its work in their country”. However, all functions are to be applied within the Group’s geographic area, which will be unique to that Group, e.g., for some Groups this will be within a country, other Groups may operate within a broader region and in the case of smaller Groups such as Affiliates they will often be applying the functions within a specified area of a country.

No.	Function	Area & S2020 Objective	Notes on contribution	Examples of activities
Tier One				
1a	<i>To promote Cochrane and its work in their country</i>	Functional area: Representing and promoting Cochrane Strategy to 2020 Objective: 3.1	Cochrane Centres/Branches have always been a key point of contact in a country or region providing information about Cochrane and liaising with people locally. This is a key role, but it is important that it is carried out in accordance with our brand guidelines so that everyone talks about Cochrane in a consistent fashion.	<ul style="list-style-type: none"> Promote Cochrane within institutions in the country (e.g., hospitals, universities, ministries, government agencies). Disseminate information and news from Cochrane within local networks. Where appropriate, translate promotional materials into the local language. Pursue and maintain national subscriptions to the Cochrane Library.
1b	<i>To support and develop the community of Cochrane members in their country</i>	Developing Cochrane’s Membership Strategy to 2020 Objective: 4.2	<p>The Cochrane Membership scheme will help to provide a more cohesive experience to being part of Cochrane, but it is essential that we do not lose the local connection that contributors have with their Centre. The membership scheme will support Cochrane Groups with this sort of work.</p> <p>This strong sense of a country/regional community is also important for identifying new leaders so that we ensure appropriate generational change.</p>	<ul style="list-style-type: none"> Provide newsletters and other communications locally (with support of Cochrane provided tools). Support members in their engagement with Cochrane (e.g., help them reach appropriate contacts in Cochrane, or find appropriate tasks they can engage with). Help to maintain an active list of members/contributors in the Cochrane membership database.

No.	Function	Area & S2020 Objective	Notes on contribution	Examples of activities
				<ul style="list-style-type: none"> • Support the Cochrane membership scheme by creating a sense of community locally. • Provide opportunities for members in the area to take on leadership roles to ensure appropriate generational change. • Support CRGs or other Groups in resolving disputes relating to authors in country.
1c	<i>To disseminate Cochrane Reviews locally based on stakeholder networks, the media and other communications channels.</i>	<p>Local knowledge translation and dissemination</p> <p>Strategy to 2020 Objectives: 2.1; 2.2</p>	A key function of Cochrane Groups is to promote our work locally. This can be through local promotion, media and social media work, newsletters, etc. This may involve a certain degree of translation activity where necessary.	<ul style="list-style-type: none"> • Maintain a network of stakeholders for the purposes of disseminating key Cochrane reviews (e.g. press released reviews) • Build links with particular national bodies for more targeted dissemination of Cochrane Reviews. • Build a social media presence to disseminate Cochrane Reviews locally • Translate materials such as press releases to aid dissemination of findings in the local context.
Tier Two				
2a	<i>To be Cochrane's official 'Representatives' in the country in accordance with Cochrane's spokesperson policy</i>	<p>Representing and promoting Cochrane</p> <p>Strategy to 2020 Objective: 3.1</p>	Cochrane Networks/Centres/Associated Centres will act as official representatives of Cochrane in a country or region. This is a very important role, that must be carried out in accordance with our new Spokesperson policy.	<ul style="list-style-type: none"> • Speak on behalf of Cochrane, where appropriate, at national events or in the national media (always in accordance with the Cochrane spokesperson policy).

No.	Function	Area & S2020 Objective	Notes on contribution	Examples of activities
2b	<i>To build formal or informal local partnerships with key stakeholders to improve knowledge exchange and dissemination of Cochrane Evidence</i>	Engaging with external stakeholders Strategy to 2020 Objective: 3.7	Building partnerships at all levels is important and Cochrane Networks/Centres/Associated Centres are best placed to build them in their country. Partnerships can be formal or informal at the discretion of the Centre Director.	<ul style="list-style-type: none"> Build partnerships based around knowledge exchange (i.e. communicating outwardly about Cochrane and knowledge such as research priorities back to Cochrane) that help us to reach people making decisions in health (e.g.: guideline developers, MoH/government agencies, healthcare providers & consumer organisations).
2c	<i>To engage with external stakeholders locally to inform Cochrane's review priority setting work.</i>	Engaging with external stakeholders Strategy to 2020 Objective: 1.2	This does not mean that Centres need to start running priority setting exercises, but instead that we should integrate Centres into Cochrane's work to establish priority reviews so that we maximise opportunities arising from the contact Centres already have with external stakeholders.	<ul style="list-style-type: none"> Work with external stakeholders to establish their research priorities and communicate these back to Cochrane. Engage in relevant priority setting exercises that are happening in Cochrane. Where a need is identified, take a leading role in priority setting exercises, e.g., where the country's setting is of relevance to the exercise, or where the burden of disease locally is particularly high and so is a national priority.
2d	<i>To build capacity for Cochrane Review production in their country by providing or facilitating face-to-face training and support for authors, editors, trainers and other contributors (in collaboration with Cochrane's Learning & Support Department).</i>	Building capacity for review production Strategy to 2020 Objectives: 1.7; 4.5	<p>Whilst Cochrane has a new Learning & Support Department (LS&D) that will provide tools, curricula, advice, trainer certification and other support, face-to-face training for authors, editors, trainers and other contributors in countries around the world will continue to be a collaborative activity led by Cochrane Groups.</p> <p>Capacity building should be considered in the broadest sense and targeted appropriately for each country and region where we have a local presence so that we are working towards a global network of highly skilled Cochrane contributors.</p>	<ul style="list-style-type: none"> Provide or facilitate face-to-face author training in the country based on Cochrane's LS&D guidance. Provide support for authors working on Cochrane Reviews based in their country. Signpost new author teams to appropriate training materials and courses to develop their skills. Provide training for being an editor or other Cochrane contributor. Where resources do not allow for this, assist

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				contributors in accessing other training opportunities in Cochrane.
2e	<i>To host local events such as country or regional symposia that promote the work of Cochrane, actively develop the contributor base, and build stakeholder links.</i>	Representing and promoting Cochrane Strategy to 2020 Objective: 3.1	One of the recommendations of the Cochrane Events review was that we should place greater emphasis on regional events, and Cochrane's Central Executive should centrally offer some degree of support for organisers of such events.	<ul style="list-style-type: none"> • Maintain a programme of virtual events for stakeholders and contributors. • Hold national and/or regional events at least every two years. • Hold meetings of Cochrane Groups in the country at least every two years (potentially combined with other local events).
Tier Three				
3a	<i>To undertake or contribute to methodological or other research supporting improved production or use of synthesised evidence.</i>	Methodological development Strategy to 2020 Objective: 1.5	Many Centres have a focus on methodological work, especially where it underpins their training programmes. Other Centres perform research relating to knowledge translation or other elements relating to the uptake of evidence. This function covers this broad range of research related activities that take place in Centres.	<ul style="list-style-type: none"> • Undertake or contribute to methodological research; or • Undertake or contribute to research relating to the production or use of synthesised evidence
3b	<i>To act as a coordinating Centre for Cochrane activities in a country including supporting CRGs, Fields or Methods Groups that are based in the country.</i>	Co-ordination and management Strategy to 2020 Objective: 4.4	<p>As we introduce the notion of multiple Groups, such as Affiliates, operating in any given country it is important that we establish clear accountability measures. The Centre would take responsibility for approving, managing and monitoring the performance of smaller Groups working with them. This is a management role that involves being the point of contact in Cochrane's geographic accountability structures.</p> <p>This coordination role also extends to coordinating the overall Cochrane presence in a country. This is not an accountability line as CRGs,</p>	<ul style="list-style-type: none"> • Maintain a programme of work around building links between Cochrane Groups based in the country. • Have a communications strategy to communicate regularly with Groups in the country through newsletters, blogs and other media. • Maintain a development plan for Cochrane's presence in the country that sets out a policy for establishing Affiliates or other Groups.

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			Fields, or Methods Groups in that country will still be accountable through existing channels, but there should be a coordination of all Cochrane work in that country and some degree of support for all Cochrane activity.	<ul style="list-style-type: none"> Manage the performance and reporting of designated Affiliates and Associated Centres in the country as appropriate.
3c	<i>To expand and diversify the the funding base of Cochrane work in the country</i>	Sustainable funding Strategy to 2020 Objective: 4.3	Centres have always had the role of supporting other Groups with their funding in their country (or more often, relevant region). They should continue to take a role in leading, facilitating or supporting funding discussions for Cochrane Groups in their country. There is a new emphasis on diversification of funding.	<ul style="list-style-type: none"> Lead, facilitate or support funding discussions for Cochrane Groups in the country. Seek opportunities that allow Groups to diversify their funding income, i.e., attempt to bring in new forms of income revenues for Groups in the country.
3d	<i>To maintain a country advocacy programme in support of Cochrane's mission, profile and agenda and provide a country voice for campaigns Cochrane is involved in.</i>	Advocating for and with Cochrane Strategy to 2020 Objectives: 2.3; 3.4; 3.6	<p>Critical to achieving our organisational vision is to communicate about how evidence synthesis and Cochrane evidence can be used in health-decision making. This sort of work is best done on a local basis, with Cochrane's Central Executive providing advice, tools and support</p> <p>To really have an impact in these campaigns we need to take advantage of our global reach. One current example of a global initiative Cochrane is supporting is the AllTrials Campaign.</p>	<ul style="list-style-type: none"> Maintain a programme of work around communicating the importance of Cochrane's work and the importance of evidence synthesis more generally, including its use in policy making. Work with local research funders to promote primary research that is relevant and high quality; and promote the use of Cochrane Reviews to make decisions around funding of primary research. Promote issues that are in line with Cochrane's values and principles, such as registration of trials, disclosure of conflict of interest, reporting of trials results. Actively promote campaigns that Cochrane has signed up to in the local context (e.g., AllTrials).

Tier Four: Additional functions

No.	Function	Area & S2020 Objective	Notes on contribution	Examples of activities
4a	<i>To support the work of Cochrane's consumer network by hosting/supporting a 'consumer champion'</i>	Engaging with external stakeholders Strategy to 2020 Objectives: 1.2; 2.1	Consumer involvement in Cochrane should be structured around a global network with many country/regional contact points. Hosting, supporting and facilitating the work of a volunteer 'Consumer Champion' would allow this network to operate in a geographically dispersed way and increase its impact locally. This should not necessarily have major resource repercussions as initially these would be volunteer positions to coordinate consumer input in a region. The hope is that in time some Centres would seek funding locally to increase this type of activity in Centres.	<ul style="list-style-type: none"> • Host or provide support to a Consumer Champion in the country. • Support the Consumer Champion to develop and implement a plan of work around consumer engagement in the area. • Where opportunities arise, work with the Consumer Champion to obtain funding for consumer engagement work in the country.
4b	<i>To undertake Knowledge Translation (KT) work or work with other Groups in Cochrane to implement KT initiatives locally</i>	Local knowledge translation and dissemination Strategy to 2020 Objectives: 2.1; 2.2	Knowledge translation beyond the communication and dissemination described in other functions above is often country specific, or at the least highly customised. Knowledge translation work is already done by many Cochrane Centres/Branches, and we believe their engagement with Cochrane's newly proposed KT strategy will be of great value.	<ul style="list-style-type: none"> • N.b. this needs to be worked out in detail once the KT strategy is in place
4c	<i>To support or lead translation initiatives to increase the accessibility of Cochrane Evidence in their native language</i>	Multilingual Strategy to 2020 Objective: 2.6	Cochrane Networks/Centres/Associated Centres in non-English speaking regions are strongly encouraged to undertake translation work or support translation initiatives led by others in their region. We do appreciate that translation will not be a local priority in all regions or languages, hence this is not an obligatory function.	<ul style="list-style-type: none"> • Lead or provide support to an initiative to translate Cochrane Review Plain Language Summaries and Abstracts into the local language. • Where resourcing allows, translate more than just the abstract and PLS. • Work closely with Cochrane's Translations Co-ordinator and use Cochrane systems to undertake translation work.

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				<ul style="list-style-type: none"> Develop a local community of translators and actively support that community.
4d	<i>To undertake searching of local sources, especially non-English sources to contribute to the development of CENTRAL, Cochrane's register of controlled trials.</i>	<p>Improving identification of trials</p> <p>Strategy to 2020 Objectives: 1.4; 1.6</p>	<p>Centres have historically had a role in hand-searching, which has contributed significantly to CENTRAL. This function, however, has been expanded to remove the focus on the method (i.e., hand-searching) and put more emphasis on being involved in the discovery of trials locally however that is undertaken.</p> <p>This could also involve work to obtain access to clinical study reports of drug trials and the underlying raw, anonymised individual patient data.</p>	<ul style="list-style-type: none"> Search local journals that have not been indexed by major biomedical databases and identify RCTs. Search local, non-English databases to identify RCTs. Search other sources of trials that are specific to the local area to identify RCTs. Contribute the RCTs found through these activities to Cochrane's CENTRAL database.