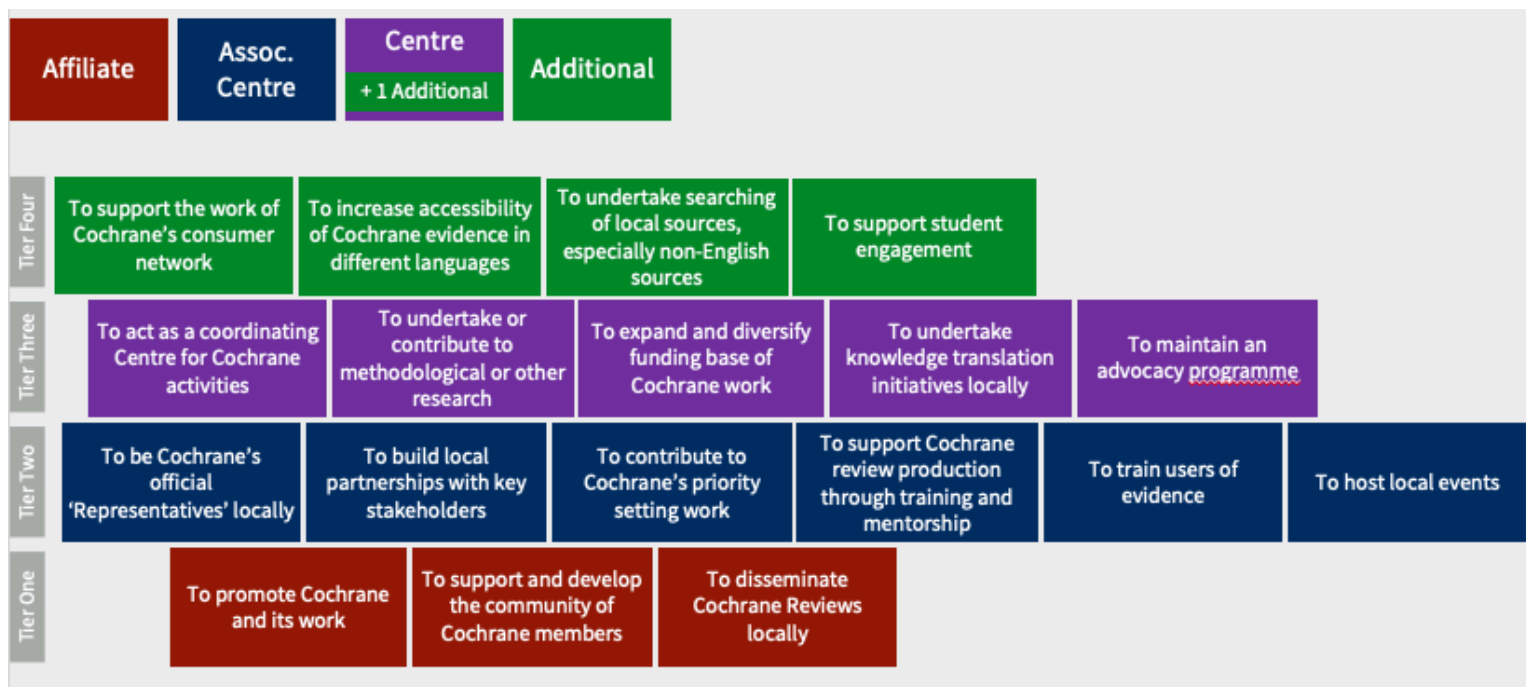


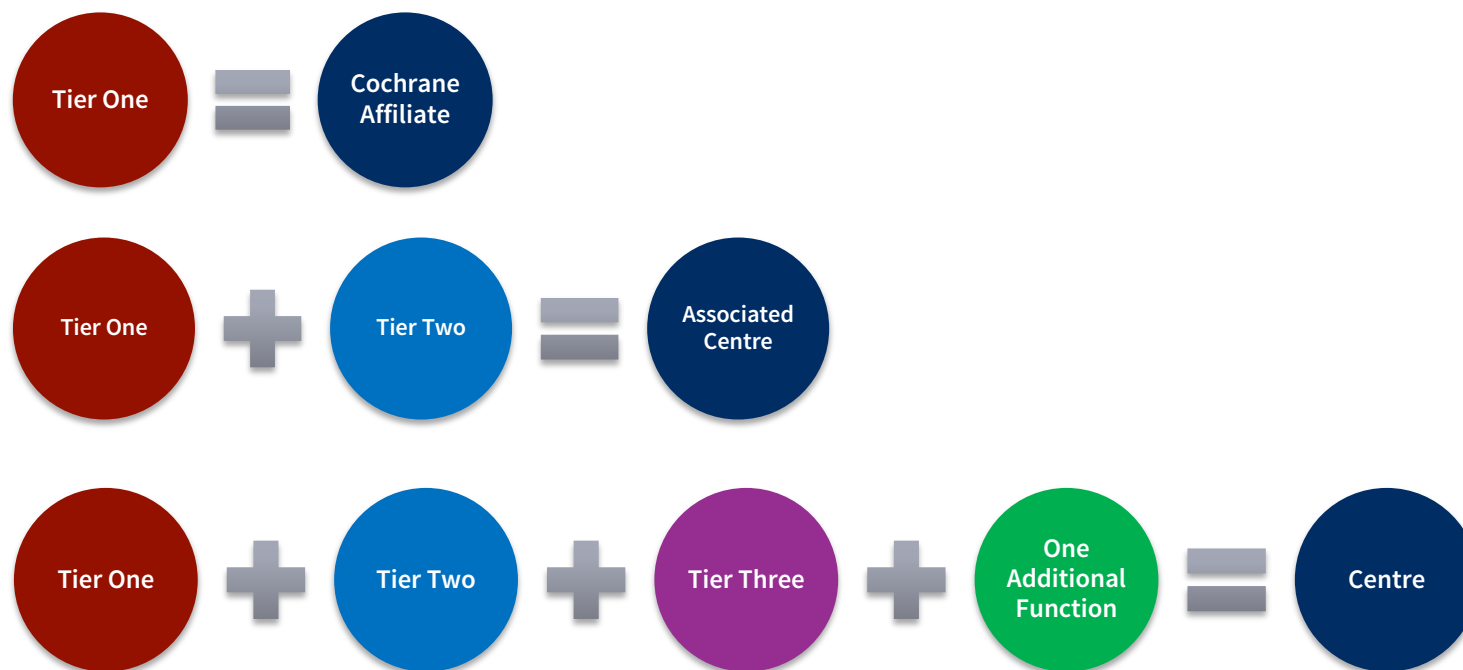
Functions of Centres, Associate Centres, Affiliates and Networks

The functions and purpose of Centres and other geographic 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 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. A Network is encouraged to perform the functions of a Centre –with each Network members performing tasks and roles from the various Tiers.

The functions at a glance



How the tiers map to Groups



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 the 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, within a particular organisation or with particular stakeholders.

No.	Function	Area & S2020 Objective	Notes on contribution	Examples of activities
Tier One				
1a	<i>To promote Cochrane and its work</i>	<p>Functional area: Representing and promoting Cochrane</p> <p>Strategy to 2020 Objective: 3.1</p>	<p>Cochrane Geographic Groups are a key point of contact in a country or region providing information about Cochrane and liaising with people locally. This is a key role that is carried out in accordance with our brand guidelines so that everyone talks about and represents Cochrane in a consistent fashion.</p>	<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</i>	<p>Developing Cochrane’s Membership</p> <p>Strategy to 2020 Objective: 4.2</p>	<p>The Cochrane Membership helps 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 local Cochrane geographic Group. 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</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). Support the Cochrane membership scheme by creating a sense of community locally.

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			new leaders so that we ensure appropriate generational change.	<ul style="list-style-type: none"> • 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>	Local knowledge translation and dissemination Strategy to 2020 Objectives: 2.1; 2.2	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 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 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</i>	Representing and promoting Cochrane Strategy to 2020 Objective: 3.1	Cochrane Networks/Centres/Associated Centres will act as official representatives of Cochrane in a country or region, carried out in accordance with Cochrane’s Spokesperson policy .	<ul style="list-style-type: none"> • Speak on behalf of Cochrane, where appropriate, at national events or in the national media.
2b	<i>To build formal or informal local partnerships with key stakeholders to improve knowledge exchange and</i>	Engaging with external stakeholders	Building partnerships at all levels is important and Cochrane Networks/Centres/Associated Centres are best placed to build them in the country.	<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

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	dissemination of Cochrane Evidence	Strategy to 2020 Objective: 3.7	Partnerships can be formal or informal at the discretion of the Director.	(e.g., guideline developers, MoH/government agencies, healthcare providers & consumer organisations).
2c	To engage with external stakeholders locally to inform Cochrane’s review priority setting work.	Engaging with external stakeholders Strategy to 2020 Objective: 1.2	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"> 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	To support Cochrane review production by providing local support, training and mentorship for Cochrane authors, editors and other contributors.	Building capacity for review production Strategy to 2020 Objectives: 1.7; 4.5	<p>Cochrane provides standard author training online through <i>Cochrane Interactive Learning</i>, but there is an important role for local Groups to provide additional, more in depth face-to-face training to support authors and to provide mentorship and support throughout the duration of someone’s contribution to Cochrane.</p> <p>Where possible, a Group should not restrict itself to training authors, but should also think about training editors and those contributing in other ways, such as through task-based approaches (Cochrane Crowd Task Exchange).</p> <p>It is critically important that expectations are clearly set, so that if a Centre chooses to provide additional training to non-Cochrane authors it is clear that this does not</p>	<ul style="list-style-type: none"> Signpost new author teams to appropriate training materials and courses to develop their skills, most importantly <i>Cochrane Interactive Learning</i> Provide or facilitate advanced face-to-face training for Cochrane authors in the country based on Cochrane’s author training curriculum. Provide ongoing support and, where appropriate, mentorship for authors working on Cochrane Reviews based in their country. Provide training for being an editor or other Cochrane roles. Where resources do not allow for this, assist contributors in accessing other training opportunities in Cochrane. There are now many roles in Cochrane with the introduction of task-based work in TaskExchange, such as screening, data extracting, and translating, so Groups should

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			guarantee the attendees acceptance as Cochrane authors.	be open-minded about the training that can be provided locally to support people to engage in Cochrane tasks. For example, training could be provided in data extraction or Wikipedia editing.
2e	<i>To train users of our evidence</i>	Strategy to 2020 Objective 2.3	A critical aspect of Cochrane’s Knowledge Translation Strategy is to train people on the use of Cochrane Reviews in policy and practice. Cochrane will provide resources to support Groups to deliver training for KT target audiences (policymakers, clinicians, researchers and patients/consumers) on how to read and use a Cochrane review to assist their health decision-making.	<ul style="list-style-type: none"> • Workshops on how to read, understand and use a Cochrane review
2f	<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	Cochrane’s Central Executive Team can offer 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	<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
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No.	Function	Area & S2020 Objective	Notes on contribution	Examples of activities
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	function covers this broad range of research related activities that take place in Centres. Centres take responsibility for approving, managing and monitoring the performance of Associate Centres or Affiliates working with and reporting to them. This is a management role that involves being the point of contact in Cochrane’s geographic accountability structures. This coordination role also extends to coordinating the overall Cochrane presence in a country. This is not an accountability line, as CRGs, 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 country and some degree of support for all Cochrane activity.	<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. • Manage the performance and reporting of designated Affiliates and Associate Centres in the country/region as appropriate.
3c	<i>To expand and diversify 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 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, with an 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 undertake Knowledge Translation (KT) work or work with other Groups in Cochrane to implement KT initiatives locally</i>	Local knowledge translation and dissemination	Knowledge Translation is often country specific, or highly customised. Knowledge Translation work is already done by many Cochrane Groups. The KT Department can be contacted for further support in KT.	<ul style="list-style-type: none"> • For more details see https://training.cochrane.org/online-learning/knowledge-translation for tools and examples of knowledge translation in-country activities.

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3e	<i>To maintain an advocacy programme in support of Cochrane’s mission, profile and agenda; and provide a country voice for campaigns Cochrane is involved in.</i>	Strategy to 2020 Objectives: 2.1; 2.2	Critical to achieving our organisational vision is to communicate and campaign for 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	<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

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	<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.
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4b	<i>To increase the accessibility of Cochrane Evidence in different languages</i>	Multilingual Strategy to 2020 Objective: 2.6	<p>geographically dispersed way and increase its impact locally.</p> <p>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 their work in this area.</p> <hr/> <p>Cochrane Networks/Centres/Associate Centres in non-English speaking regions usually communicate about Cochrane and disseminate Cochrane evidence in their local languages in order to reach their local audiences. Some groups have established large translation projects and regularly publish Abstract and PLS translations on the Cochrane Library. Translation is very resource intensive, but also rarely supported by funders, and will not be a local priority in all regions or languages. However, where adopted it has proven its significant impact in the subsequent use of Cochrane evidence in health decision making by patients, practitioners and policy makers. If you would like to translate Reviews into your local language on a regular basis, please contact the KT department for more information.</p>	<ul style="list-style-type: none"> Where opportunities arise, work with the Consumer Champion to obtain funding for consumer engagement work in the country. Lead or provide support to an initiative to translate Cochrane Review Plain Language Summaries and Abstracts into the local language.

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4c	<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>	Improving identification of trials Strategy to 2020 Objectives: 1.4; 1.6	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. This could also involve work to obtain access to clinical study reports of drug trials and the underlying raw, anonymised individual patient data.	<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.
4d	<i>Support student engagement with Cochrane through maintaining a local student network using the Students 4 Best Evidence brand and platform</i>	Strategy to 2020 Objective 2.3	Cochrane UK launched Students 4 Best Evidence to create a network for students. This is now being expanded to reach a global audience in multiple languages, and we are inviting expressions of interest from other countries where there is an interest in launching a student network.	<ul style="list-style-type: none"> • Take responsibility for running a local Students 4 Best Evidence network

Version control

Document created:	9 September 2016
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Document version:	2
Version notes	Adjustments to better reflect Cochrane Geographic Group developments, as well as developments in knowledge translation and Cochrane training; removed brand colour question which will be dealt with during the registration phase.
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