



Governing Board Elected Member Candidate Statement

The Candidate Statement, your photograph and names of your nominators will be published on the Cochrane websites during the elections process.

Please submit this Elected Member Candidate Statement in Word format by **Friday 24 November 2023**. It should be shared beforehand with your two nominators.

Family name (surname):	Kredo
First name(s):	Tamara
Today's date:	22 November 2023
Are you a current member of the Governing Board standing for re-election?	Yes

Questions 1-4: General experience and motivation

1. What experience do you have of serving as a trustee, member of a governing board, board of directors, management group or similar? (maximum 200 words).

I have served on the Cochrane Board since August 2020 contributing to the overall leadership of the organisation during a period of change and opportunity. During this time, I have gained substantial insight into knowledge of, and experience about the needs of the organisation and the role we play as Trustees of a UK Charity supporting the ambitious vision and mission that Cochrane has. On the Board, in addition to overall input to strategic organisational decisions, I have been a member of several sub-committees. These include the nominations, governance and external partnerships committees. During 2023, I took on the role as chair of the Governance committee.

In other settings, I was a co-opted Trustee of the Guidelines International Network Governing Board in 2011-2012, a Scottish Charity in which the Board members provide oversight to the strategic direction, governance and organisational finances.

In my own organisation, the South African Medical Research Council, I chair the Unit Directors Forum, a strategic group responsible for delivering on the science and management of the organisation.

2. How have you contributed to Cochrane's work? (maximum 200 words)

I have been privileged to hold several leadership roles and directed numerous research and non-research programmes of work that required setting up or participation in national or global diverse

management teams. These experiences have provided insight into the importance of governance issues, organisational strategy, finance and resource management. Overall, I deliver on these roles with the ethos of Cochrane in mind, inclusivity, diversity, and collaboration.

While at Cochrane South Africa (between 2010 to 2022) I held several leadership roles: Deputy Director of the Centre; more recently co-directing Cochrane Africa, a network that aims to expand Cochrane's work in sub-Saharan Africa, the continent challenged with the lowest levels of Cochrane activity. I also founded and co-lead the South African GRADE Network. I was a member of the Centre Directors Executive (now Geographic Groups Exec) and was part of several strategic and advisory committees: Global Evidence Summit Organising Committee Chair, Scientific Committees for Colloquia, Abstracts, Workshops and Stipends Committees, Training and Knowledge Translation Strategic Advisory Groups amongst others. I was a member of the Cochrane Nutrition Advisory Board (2017 – 2019) and am currently on the Advisory Board for Cochrane Sweden.

**3. Trustees are required to act only in the best interest of the charity and make decision collectively. Members of the Governing Board take a collaborative approach to decision-making and must set aside personal opinions and group affiliations. Please describe how you would fulfil this obligation, using examples.
(maximum 200 words).**

As a Board member, I have been able to draw on my knowledge of the organisation, but also to set aside group affiliations and act in the best interests of the Charity guided by the strategy developed collaboratively by the Board, with input from the broader Cochrane community and executed by the Central team.

I remain committed to Cochrane. The reason I became involved with Cochrane was that its driving principles resonated with my beliefs and commitment to inclusivity, rigor, transparency and integrity and collaboration. These are principles I stand by and aim to maintain as a Board member. I am committed to working with colleagues and teams to approach decision-making collaboratively, respectfully and with clear sight on the higher aims of ensuring a sustainable, forward-looking organisation that provides relevant, responsive evidence for decision-making to impact healthcare and people's lives. I value diversity in views, experiences and skills, as this brings the richness and strength to our decisions and our organisation.

**4. What skills, experience and qualities do you have to enable you to serve as an effective member of the Cochrane Governing Board?
(maximum 200 words)**

An effective Board member requires experience in governance and leadership; deep understanding of Cochrane's strategy, vision and culture; and a commitment to the principles that underpin Cochrane's work, including personal integrity. I believe I meet these requirements, but additionally, I bring a wealth of experience from working in evidence synthesis and evidence-informed decision-making in a

culturally, linguistically and geographically diverse country and region. Additionally, I have built skills in organisational strategy, financial management and oversight, and governance – relevant for Cochrane and aligned with UK Charity requirements of trustees.

My breadth of experiences within Cochrane enables insight into many aspects of the organisation. Most importantly in building partnerships and supporting advocacy for use of evidence in decision-making with policy stakeholders and media to ensure access to and use of Cochrane evidence to change practice, policy and people's lives.

Taken together, my experiences within Cochrane, my commitment to its principles and my personal commitment to dedicate the necessary time and energy to the task of being a Board member, would make me an effective member of the Board.

Specific Skills

These are the essential skills, knowledge and experience that the Board needs from its members collectively. We do not expect any single Governing Board member to have all the skills and experience listed below.

The Governing Board is committed to improving the organizations' approach to equity, diversity and inclusion. It recognises that having members with a broad mix of skills and knowledge as well as a range of perspectives and lived experiences will help the Board to be innovative, flexible, better able to adapt to a changing environment and address future challenges.

Desired skills and experience for this election:	Which means to you can:	Do you have skills and experience in this area? [YES/NO]	If YES, please provide an example:
Leadership of global and/or complex organizations	Develop and evaluate organizational strategy, lead multicultural teams and engage diverse groups of stakeholders	Yes	Board member of Cochrane since 2020
Making organizations more diverse and equitable	Guide equity, diversity and inclusion assessments and target-setting or provide lived experience of addressing issues of inequality	Yes	Founding member of Cochrane Africa, a regional network in sub-Saharan Africa with a decentralised governance structure that supports sub-regional Hubs to lead and define their priorities, but also enables cross-learning and support. In my organisation, South African Medical Research Council – support transformation agendas and employment equity to redress inequality.
Organizational change management	Articulate and guide organizational change, and motivate people to support change	Yes	Recent change of role to Director of the Health Systems Research Unit, requires merging of two teams from different Units and navigating change management, motivating people to embrace change while driving forward the agenda of the Unit and organisation.
Fundraising and business development	Develop and implement opportunities for income generation, build organizational relationships and connections, access donor and partner networks	Yes	This experience is at the research programme level, not at organisational level. However, at the time of the first Global Evidence Summit in Cape Town, we engaged and built relationships with funders, donors and partner networks relevant across sectors.

Advocacy	Act as an ambassador for an organization, influence and strengthen the commitment of public leaders or decision-makers to a cause, secure community support	Yes	Have been actively and systematically advocating for Cochrane and evidence informed decision-making since 2010 (after starting at Cochrane SA) and as a Board member since August 2020.
Public relations and communications	Build organizational brand and profile online and in person, lead crisis management, design effective external and internal communications processes	Yes	As Co-Director of the Cochrane Africa Network, we work across regions in sub-Saharan Africa to build and maintain the brand and profile. This has included planning for specific advocacy and communication strategies. In addition, through considered communication and relationship building, I have developed strategic partnerships with the national ministry of health in South Africa who increasingly use evidence in transparent ways to inform medicine selection, funding decisions and clinical guidelines for the public sector.
Financial management and accounting	Oversee an organization's fiduciary, risk and audit duties, lead financial and investment planning	Yes	As trustee of Cochrane I have had a role and gained experience. In addition, I have planned for several regional Cochrane events which required fundraising and investment planning with the team.
Digital product development	Guide user-centred design, development and delivery of new digital products, understand informatics and structured data	No	
Publishing and Open Access	Guide others through the complexities and opportunities for organizations in achieving Open Access to content and data	No	
Evidence synthesis and evidence-based decision-making	Understand Cochrane's core business holistically	Yes	As an author, geographic group and network Director, as an active participant in various leadership committees and less formal groups, I understand Cochrane's core business. My work encompasses building capacity of researchers and decision-makers to better access and use research evidence in their policy and practice.

5. Any other information you would like to add to support your nomination (maximum 200 words)?

During this time, the Cochrane Collaboration has faced severe external and internal challenges. These includes changes to financial arrangements affecting many of the long-standing committed Cochrane community; navigating financially feasible approaches for open access of their content; and internal changes to executive staff amongst others. The COVID-19 pandemic added major stressors, but also provided opportunities. Cochrane was able to demonstrate resilience through the past years, the ability to tackle misinformation head on, and lead important evidence events, such as Cochrane Convenes in October 2021 and the successful 30th anniversary Cochrane Colloquium. Now, more than ever, the world needs credible, accessible, responsive evidence syntheses to address the global burden of disease, inequity, and the major crises facing the planet. In this climate, I feel we need a Board that both understands where we come from; but is also future facing to remain relevant, increasingly diverse and transformed, and financially sustainable.

Declarations:

To be eligible to stand for election, candidates must confirm the following by putting a 'tick' (✓) or their initials in the boxes below:

I hereby confirm that I:

1. Have accepted the Terms and Conditions of Cochrane Membership and have been a Cochrane Member for at least 30 days prior to the close of voting in this election	TK
2. Have read the following guidance from the Charity Commission The essential trustee: what you need to know, what you need to do	TK
3. Accept the Governing Board Charter	TK
4. Accept and will adhere to the Code of Conduct for Trustees	TK
5. Have completed the Cochrane 'Declaration of Interest' Statement (Annex 1 of this document)	TK
6. Have completed the 'Trustee Eligibility Declaration' required by the UK Charity Commission for all Trustees (Annex 2 of this document)	TK
NAME: Tamara Kredo	
DATE: 24 November 2023	

Annex 1: Cochrane Declaration of Interest Statement

Candidates must make a declaration of conflict of interest, including financial or non-financial relationships with other organizations, professional relationships to other members of the Board, and other Boards she/he may sit on. In writing this statement, candidates should refer to Cochrane’s [conflict of interest policy](#) (for Cochrane Groups) and the [declarations of existing members of the Board](#).

Please answer the following questions:

1. Financial interests	YES/NO (If YES, please provide details)
<p>In the last three years, have you:</p> <p>a) Received funding: any grant, contract or gift, commissioned research, or fellowship from Cochrane or a related organization (i.e., any organization related to health care or medical research) to conduct research?</p>	<p>Yes – I have received several research grants in the field of health</p> <p>German Federal Ministry of Education and Research (BMBF), Collaboration for Evidence-Based Healthcare and Public Health in Africa (CEBHA+) Role: Site Principal Investigator 2017 – 2022; R 4,505,495</p> <p>Department of International Development, UK. Research, Evidence and Development Initiative (READ-It) Role: Site Principal investigator 2018 – 2024; R 8,428,000</p> <p>European & Developing Countries Clinical Trials Partnership, “Global evidence, local adaptation: Enhancing evidence-informed guideline recommendations for newborn and young child health in three countries in sub-Saharan Africa” Role: Project Co-ordinator 2022 – 2025; R 27,775,993</p> <p>World Health Organization, Systematic reviews to inform WHO guideline on prevention and management of Acute Rheumatic Fever and Rheumatic Heart Disease Role: Co-PI 2022 – 2023; R 1,108,602</p>
<p>b) Had paid consultancies: any paid work, consulting fees (in cash or kind) from a related organization?</p>	<p>No</p>
<p>c) Received honoraria: one-time payments (in cash or kind) from a related organization?</p>	<p>No</p>
<p>d) Served as a director, officer, partner, trustee, employee or held a position of management with a related organization?</p>	<p>No</p>

e) Possessed shareholdings, stock, stock options, equity with a related organization (excludes mutual funds or similar arrangements where the individual has no control over the selection of the shares)?	No
f) Received personal gifts from a related organization?	No
g) Had an outstanding loan with a related organization?	No
h) Received royalty payments from a related organization?	No
2. Do you have any other competing interests that could pose a conflict of interest that would reasonably appear to be related to the primary interest?	No

Annex 2: Trustee Eligibility Declaration

As required by the [UK Charity Commission](#)

Please tick or initial in the boxes below to confirm the following:

I declare that I:

Am willing to act as a trustee of The Cochrane Collaboration	TK
Understand Cochrane's purposes (objects) and rules set out in its Articles of Association	TK
Am not prevented from acting as a trustee because I: <ul style="list-style-type: none"> • Have an unspent conviction for one or more of the offences listed here • Have an Individual Voluntary Arrangement, debt relief order and/or a bankruptcy order • Have been removed as a trustee in England, Scotland or Wales (by the Charity Commission or Office of the Scottish Charity Regulator) • Have been removed from being in the management or control of any organization in Scotland (under relevant legislation) • Have been disqualified by the Charity Commission • Am a disqualified company director • Am a designated person for the purposes of anti-terrorism legislation • Am on the sex offenders register or equivalent in any country • Have been found in contempt of court for making (or causing to be made) a false statement 	TK

<ul style="list-style-type: none"> Have been found guilty of disobedience to an order or direction of the Charity Commission 	
Will provide true, complete and correct information to the Charity Commission if elected as a Board member	TK
Understand that it's an offence under section 60(1)(b) of the Charities Act 2011 (United Kingdom) to knowingly or recklessly provide false or misleading information	TK
Comply with my responsibilities as a trustee that are set out in the Charity Commission guidance 'The essential trustee (CC3)'	TK