



# ANNUAL REPORT 2015



**COHRED**

Council on Health Research for Development

Making research and innovation work for **health, equity and development**



# COHRED

Council on Health Research for Development

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- Guinea Bissau
- Kenya
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- Mali
- Mozambique
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- Senegal
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- Tanzania
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- USA

**COHRED, the Council on Health Research for Development,** is a global, non-profit organization whose goal is to maximize the potential of research and innovation to deliver sustainable solutions to the health and development problems of people living in low and middle-income countries.

All countries, no matter how poor, need research and innovation systems with which they can speed up progress towards a world in which health, equity and sustainable development are the norm ... for everyone and everywhere. To achieve that, we deliver essential value to each of our vital constituencies – people living in low and middle income countries, our clients in public, private and non-profit sectors, our financial supporters and investors, to our partners and to COHRED staff, associates and consultants around the globe.

Our vision is that all low and low-middle income countries will have smarter and better resourced national research and innovation system for health in place by 2025 – so they can conduct, partner, commission or use research to address their own health priorities – take the lead in their own health, equity, socio-economic development and become key contributors to improving global health.

**COHRED offers solutions in three ways:**

## 1. Technical Support

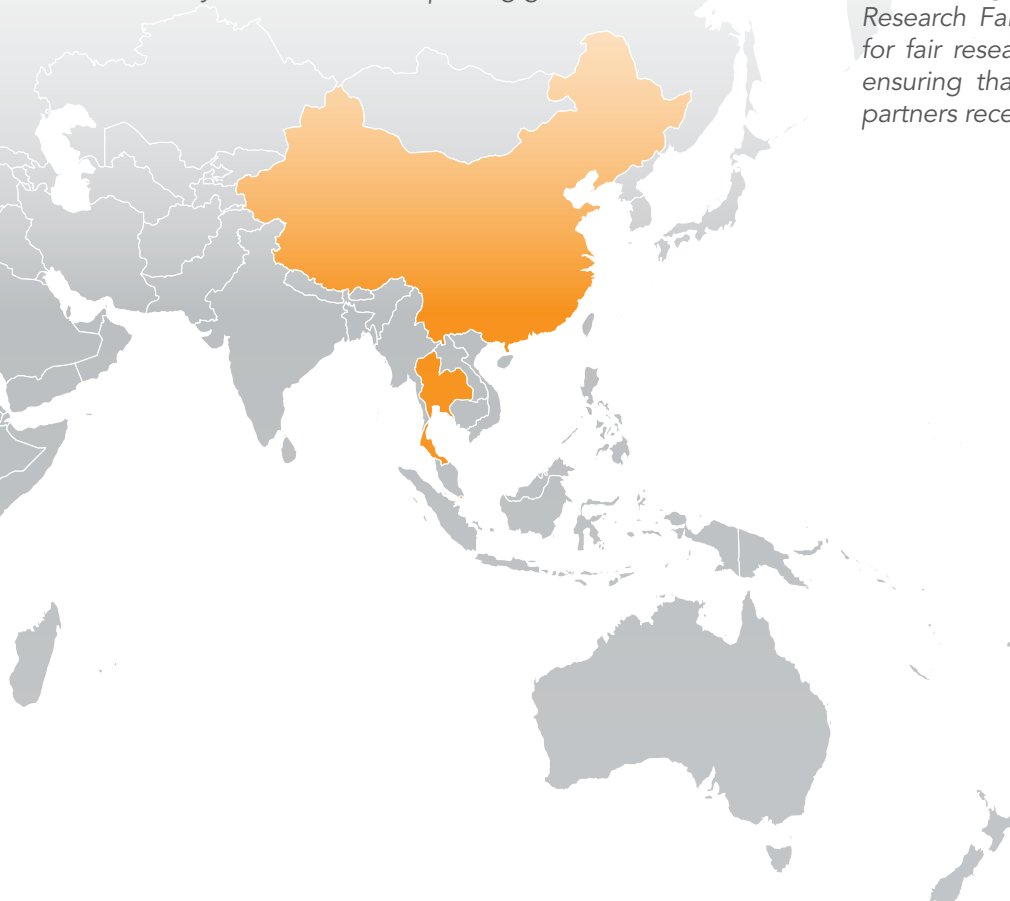
*Expert analysis and support in research and innovation system analysis, priority setting, performance enhancement. We also provide guidance to institutions and governments on how to negotiate better, more **Fair Research Contracts**.*

## 2. Practical Tools

***RHInnO Ethics** is a unique, cloud-based research ethics management system – that accelerates and increases the quality of ethics review of health research, potentially reducing the time needed by 12 months or more of getting products to users. In addition, we offer a variety of **free guides and frameworks** for use by managers of research and innovation systems.*

## 3. Global Action

*Through our Global Forum on Research and Innovation for Health and our Colloquium Series, we provide a unique global platform to generate ideas, insights, inspiration and intelligence for our constituencies to help change their world and ours. During 2016, we will also launch COHRED's Research Fairness Initiative, a reporting system for fair research partnerships in global health – ensuring that low and middle income country partners receive a fair share of all benefits.*



## FOREWORD TO ANNUAL REPORT 2015

Looking back at the year just past, 2015, it was historic as the year in which COHRED made the final break with the old business model of a donor-funded NGO towards that of a non-profit social enterprise with a diverse funding base. We began this shift back in 2009 – just before the merger with the Global Forum for Health Research – but the completion of re-organization efforts really became visible last year.

- Our staff going into 2016 is largely new, with a fresh look on social entrepreneurship, and high level qualifications and experience from the diverse backgrounds needed to recognize and address the new opportunities for COHRED. We replaced 'fund raising' with 'partnership management', and 'administration' each with extensive private sector experience. Others bring science, law, business management, and financial expertise to our team. To augment our in-house capacity, we now are inviting key people to join us as COHRED Associates, each of whom have provided exceptional added value to our work this year. All of this is detailed at: [cohred.org/our-team](http://cohred.org/our-team)
- Our board is increasingly representing all sectors and geographical viewpoints as we take a strategic perspective on membership skills required to support our new directions. We are indeed fortunate to have such a diverse, experienced and truly committed board to help COHRED move forward. Our board members are highlighted at: [cohred.org/board](http://cohred.org/board)
- We have greatly focused our products and services. Instead of responding to all kinds of research system support requests that non-designated core funding allowed us to do, we are now focused on four critical support actions for the research for health and innovation system of the future. A disadvantage is that we can no longer respond to requests that are too limited for us to create a financially sustainable work programme. But the focus does enable us to deliver better on the four lines of work that we now have.
- We started the establishment of an affiliated non-profit organization in South Africa to take care of Fair Research Contracting work, and probably our RHInnO Ethics implementation drive. [africa.cohred.org](http://africa.cohred.org)

### COHRED – technical support, practical tools, global action

*in support of increasing research and innovation systems that impact on health, equity and development*

To implement our mission, we now offer four specific products and services –



1. **Fair Research Contracting (FRC)** – most global health research is done through large or small research partnerships, typically involving partners from both high and low-middle income countries. The contracting capacity of institutions in low and middle income country institutions and governments is in general limited or even totally absent – leading to greatly unbalanced relationships in terms of the distribution of the benefits of research. Fair Research Contracting – offering both guidelines and technical support, on-site or at a distance – aims to level the playing field in contracting, and thus bring more resources and benefits for institution building to low and middle income countries. [cohred.org/frc](http://cohred.org/frc)



2. **RHInnO Ethics** – a cloud-based administration and management system for research ethics review committees (RECs) anywhere. It accelerates review, tracks progress, and even includes facilities to improve qualifications and training of REC members. It can reduce by 12 months or more the review time – resulting in getting products quicker to those who need it, with less reputational risk for researchers and sponsors. It provides the platform for interaction and cooperation among REC's within a country or regionally, at a low and sustainable cost. Currently RHInnO Ethics is installed in 8 countries, 29 Committees (national, institutional, both in public and private sector). [RHInnO.net](http://RHInnO.net)



3. **COHRED's Research Fairness Initiative (RFI)** – is currently being designed as a certification system for institutional and national reporting on optimizing health research partnerships in global health. The RFI will become operational towards the end of 2016 following extensive global consultation of all stakeholders in global



health research. Its aims are to create an instrument to guide and help ensure best practices in global health research – that specifically includes the interests of low and middle income countries in the business and outcomes of global health research. [rfi.cohred.org](http://rfi.cohred.org)

**4. Convening of stakeholders and interested parties** – there are now two ways for COHRED to convene meetings to help illuminate the issues and opportunities to build research and innovation for health systems in low and middle income countries. Best known is the **Global Forum for Research and Innovation for Health**, which was the first of the entirely new Forum meetings being offered by COHRED. Whereas Forum 2012 in Cape Town still had full donor-funding for its delivery, Forum 2015 was a partnership between COHRED and the Philippine Government, supplemented by registration income and sponsorships. Forum 2015 took place in August, 2015 in Manila, in partnership with the Philippine Ministry of Science & Technology and Ministry of Health. It is designed to provide a unique platform for low and middle income countries to help shape the global health research agenda, showcase their own solutions, and design partnerships that are more responsive to local health priorities. [forum2015.org](http://forum2015.org)



The second venue to explore critical issues impacting the development of research for health and innovation systems is the **COHRED Colloquium series**. These meetings are relatively small gatherings of around 100 interested experts to explore highly topical issues that impact the global research environment. For example, in 2013 COHRED co-hosted a Colloquium with the Lancet Commission on Investing in Health in Geneva to explore the importance of investing in health research to improve global health. In 2015, we held a Colloquium at the Wellcome Trust in London to fully explore key issues as we build COHRED's Research Fairness Initiative (RFI).



Financially, there are both challenges and opportunities – small and big. The economic climate remains tough, with little room for donor agencies to experiment or innovate. Overall donor contributions are down substantially, and, furthermore, to reduce internal transaction costs, donor expenditures are increasingly being shifted to larger initiatives and fewer countries.

On the other hand, client-sourced funding poses major challenges: in particular the 'graduation' of many aid-receiving countries to the status of 'emerging economies' is not easy after years of donor-dependence. Financial, management and contracting systems are not mature, resulting in delays of orders or payment, sometimes up to 2 years, making cash flow management a serious problem.

But there are also great opportunities:

- Forum 2015 is now entirely funded without up-front donor contributions of the past. We anticipate the substantial host-country commitments will increase the Forum's responsiveness to local and regional research and research system priorities. Following the success of Forum 2015, we are now in negotiation for Forum 2017 with two leading LMICs.
- RHInnO *Ethics* has now been purchased directly by 8 Countries for 28 Research Ethics Committees. We are currently negotiating a joint venture with a private software group in Africa to be able to scale up our technical ability to deliver and responsiveness.
- There is continuing demand for COHRED technical support from various sources, even without marketing. We anticipate financial self-sufficiency for COHRED Africa and for COHRED's Research Fairness Initiative from 2015 onwards.




We end 2015 with a sharp focus, a new, young, expert and enthusiastic team and board, and the clear sense that each of our four product/service lines has shown proof of concept and is ready for full implementation. We want to thank board, staff, associates, partners and funders and our clients for their continued and growing support for COHRED. We look forward to the role the reinvigorated COHRED will play in shaping the global research system of the future.

**Carel IJsselmuiden**  
COHRED Executive  
Director

**Gerald T. Keusch**  
Co-Chair: COHRED  
Board



## ACHIEVEMENTS AND KEY ACTIVITIES

LINES OF WORK	REGIONS/COUNTRIES	ACTIVITIES
<p>Technical Support</p> 	<p>America and Latin-America</p> <p>Guinea Bissau</p> <p>Liberia</p> <p>Mali</p> <p>Mozambique</p> <p>Senegal</p> <p>Sierra Leone</p> <p>Tanzania</p>	<ul style="list-style-type: none"> <li>This year, most of our direct technical support work happened in the context of the 3 major EU-funded programmes in which we are a partner: EU-LAC, CAAST-Net Plus, and SDH Net.</li> <li>A new EU programme started in October TRUST – preventing export of unethical practices in collaborative, EU-funded research. FRC is our key contribution to this.</li> <li>Phase 2 of the FRC initiative – <i>‘Getting it to work’ ended and plans underway for Phase 3 – ‘Implementation and scale-up’, Dec 2015.</i></li> </ul>
<p>Practical Tools</p> 	<p>Kenya</p> <p>Malawi</p> <p>Nigeria</p> <p>Swaziland</p> <p>South Africa</p> <p>Senegal</p> <p>Tanzania</p> <p>Mozambique</p>	<ul style="list-style-type: none"> <li>RHInNO <i>Ethics</i> was implemented in these countries.</li> <li>Fair Research Contracting (FRC): new guidance for Fair Research Contracts launched in June.</li> <li>Swiss National Science Foundation hosted a one-day workshop based on FRC principles - ‘How to build effective international collaborative research partnerships’ as part of the R4D Skills Programme, March 2015.</li> <li>A facilitated session was conducted at the 6th CARTA Faculty and Administrators Workshop, Nairobi(Kenya) which brought together 100 participants of 9 universities from 7 African countries, Jul 2015.</li> <li>FRC conducted an introductory session on the principles of Fair Research Contracting at the Global Forum 2015, Aug 2015.</li> </ul>
<p>Global Action</p> 	<p>Global</p>	<ul style="list-style-type: none"> <li>Hosted by the Wellcome Trust in London, we held Colloquium 4 between 16-17 April 2015. Attended by over 80 key executives of leading stakeholders in global health research, it focused on the early design of the COHRED Research Fairness Initiative.</li> <li>Forum 2015* was held in Manila from 24-27 August. This was the culmination of a long joint process with the Philippine government.</li> </ul>

\* see [forum2015.org](http://forum2015.org)



## OPTIMIZING RESEARCH AND INNOVATION SYSTEMS FOR HEALTH IN AFRICA

### Home of:

- 1) RHInnO *Ethics* distribution and implementation in Africa, and globally
- 2) Fair Research Contracting – institutional support
- 3) Technical Support – including system analysis and priority setting

### BACKGROUND

**COHRED Africa** ([africa.cohred.org](http://africa.cohred.org)) strives to ensure that every African country has a well-developed and sustainable research and innovation system for health in place, by providing technical support and services to strengthen such systems. COHRED Africa is currently composed of staff located in Botswana, South Africa and Tunisia. We see COHRED Africa evolving as a pan-African network, and the next step is the establishment of a new non-profit / NGO in South Africa. This will be completed in the first half of 2016.

### STRATEGY

**COHRED Africa** provides technical support services to assist African countries to develop sustainable research and innovation systems for health.

### BENEFICIARIES

**Research ethics committees:** COHRED Africa has significantly contributed to the strengthening of research ethics review capacity in Africa through implementation of information management systems (RHInnO *Ethics*), and through onsite research ethics training courses ranging from basic research ethics issues to advanced topics.

- African governments
- Institutions
- Civil society organizations

### METHODS

- Developing and strengthening national research and innovation systems
- Strong and effective research ethics review infrastructure in Africa
- Well informed and relevant research

### OUTCOMES

- Strong national research and innovation systems
- Strong and effective research ethics review infrastructure in Africa
- Well informed and relevant research
- Research Ethics Training (see below for information)

### PARTNERS

European and Developing Countries Clinical Trials  
Pfizer Inc.

\* For more information please visit:  
Research Ethics Web – [www.researchethicsweb.org](http://www.researchethicsweb.org)  
Health Research Web – [www.healthresearchweb.org](http://www.healthresearchweb.org)  
RHInnO *Ethics* – [www.RHInnO.net](http://www.RHInnO.net)





## CAAST-Net Plus



[caast-net-plus.org](http://caast-net-plus.org) and [cohred.org/africa-eu-science-tech-cooperation](http://cohred.org/africa-eu-science-tech-cooperation)

This EU-funded, multi partner project aims to improve policy dialogue on scientific collaboration between Europe and Africa in food security, climate change, and health. COHRED is advisor to the health activities. Besides consultative meetings leading to a state-of-the-art report (which will be ready for printing only in 2016), we have agreed with the consortium that an adaptation of COHRED's Research Fairness Initiative (RFI) will be a major advance in structuring science collaboration between the two continents. Together with our CAAST-Net Plus partners, we are in the process of organizing feasibility studies in Kenya, Senegal and Nigeria early in 2016, and a final high-level briefing in Brussels towards the end of 2016, which is the last year of this programme.

## EU-LAC



[eulachealth.eu](http://eulachealth.eu) and [cohred.org/eulac](http://cohred.org/eulac)

COHRED is a member of the EU-LAC Health consortium working to link European and Latin American-Caribbean policy making institutions in the field of health research. COHRED major role was in the previous years. Currently, we supported a high-level meeting in Brussels from 2-3 June 2015 to discuss and disseminate the main outputs of the project.

## TRUST



[trust-project.eu](http://trust-project.eu)

COHRED is a partner in this EU-funded project that seeks to prevent unethical practices – sometimes called 'ethics dumping' – in research and innovation involving EU funding. This project will run from 1 October 2015 – 30 September 2018, and is led by the University of Central Lancashire (UCLan) in the United Kingdom.

A first meeting was held on 5-6 October in Paris, hosted by UNESCO, and discussed a global vision for responsible and equitable research and innovation in LMICs, the challenges in the area that are currently being faced, the possible strategies to overcome these issues, and a forward-thinking approach to the outcomes and expectations of the project.

COHRED's contribution will be an adaptation of its Fair Research Contracting work, templates, websites to increase availability to best practice research contracting globally.







## COHRED Research Fairness Initiative (RFI)



[rfi.cohred.org](http://rfi.cohred.org)

Following the first 'face-to-face' global consultation during Colloquium 4 at the Wellcome Trust in April this year, a substantial review of how to operationalize the concept of improving global best practice in international research collaboration was done. Key concerns included in the review were relevance, cost-effectiveness, cost-benefit maximization, reduction of threshold/entry to enable all institutions to get started, and finding a format that lends itself to become included as routine part of normal management of (great) organizations.

The result was a total re-design: **away from an 'index'** – *requiring ranking, external audits, complex measures and often non-availability of knowledge of 'what is right or best'* – **towards a focus on 'reporting'** – *requiring reporting on institutional or national management processes that will improve the quality and fairness of research collaborations.*

In this new RFI, COHRED will certify quality of reporting, publish it, provide meta-analyses for trends, on the one hand, and supporting a global governance mechanism where all stakeholders that wish to be represented can be represented to set criteria, indicators, and targets. We are encouraged by the great impact that this approach has had on reduction of environmental footprints of industry – through the Global Reporting Initiative (GRI) – and take a lead from this effort.

## FORUM 2015



[forum2015.org](http://forum2015.org)

Forum 2015 was the first edition of a new global platform to stimulate the impact of research and innovation for health in low and middle income countries. Whereas the Global Forum for Health Research – which merged into COHRED in 2011 – was meant to focus on reducing the "10/90 gap" mainly by promoting more high-income country funding of research addressing problems in 'the global south' – the Global Forum for Research and Innovation for Health turns this upside down. While the involvement and continued, even increased, research efforts and funding 'the global north' remains essential, it is the investment and engagement of LMICs themselves that will enable global health research to go beyond a few, high-profile conditions.

Forum 2015 speaks for itself: see also the video on [forum2015.org](http://forum2015.org). There were more than 3.500 participants from 72 countries, a very engaged 'young people' action throughout the meeting, 24 key technical innovations were shown, a business incubator, and a direct link to major regional meetings of APEC and ASEAN.

And, we received two serious expressions of intent to hold the next Forum.





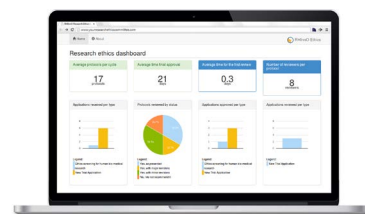
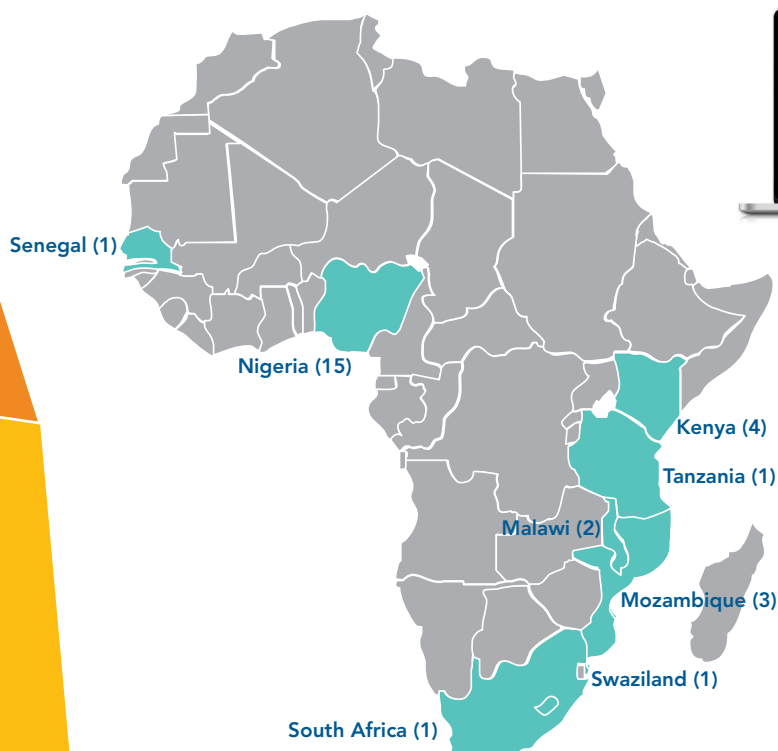
## RHInnO Ethics

RHInnO.net

The Research for Health and Innovation organizer Ethics module (RHInnO Ethics) platform provides Research Ethics Committees (RECs) with a secure, fully web-based solution for managing and tracking the throughput of research applications throughout the entire life-cycle of the research projects. The direct and immediate advantages includes speeding up the research ethics review process hence improving the efficiency of RECs, avoids loss of submitted data, prevents delays in communication between RECs and researchers, contributing to standardization and harmonization of the ethical review process. RHInnO Ethics' interfaces for administrators, reviewers and researchers allow online submission of research protocols, digital circulations to reviewers as well as online follow up by researchers.

RHInnO Ethics simply provides research ethics review management at your fingertips, it replaces the still widely used complex paper-based systems with a simple but sophisticated web-based solution.

To date, 28 RECs across 8 African countries (Nigeria 15, Swaziland 1, Mozambique 3, Senegal 1, Tanzania 1, Kenya 4, Malawi 2, South Africa 1) have installed RHInnO Ethics. Many more African countries continue to express interest in improving their ethics review capacity through RHInnO Ethics implementation. Some sponsors of research are beginning to view this as an excellent added benefit to investing in research infrastructure in Africa and are considering including it in their financing of studies in Africa.





**Fair Research Contracting**  
Optimising Global Health Innovation

## Fair Research Contracting (FRC)

[cohred.org/frc](http://cohred.org/frc)

In the context of global health research and innovation there is an increasing demand for researchers to not only compete for funding but also to bring together specialized skills in international collaborations. This means that researchers engaged in multi-partner research and innovation must be well-positioned to establish a mutually beneficial research agenda and results. This, however, can only be achieved if all partners have strong supporting research systems in place (including legal support) to deal with the intricacies of the partnership negotiations. Unlike high-income countries, low-and middle-income countries do not always have access to such research [legal] support services.

**Fair Research Contracting (FRC)** – Triggered by an investigation conducted by the International Diarrheal Disease Research Centre in Bangladesh (ICDDR,B) in 2007, COHRED realized an important link was missing in the process of research contracting and research systems strengthening. This resulted in a call for better research contracts and contracting capacity published in the World Health Bulletin (<http://www.who.int/bulletin/volumes/87/7/08-058099/en/>). In 2012, the Rockefeller Foundation supported a workshop in Bellagio which brought together key experts to help define the way forward for the FRC initiative (<http://www.cohred.org/bellagio-meeting/>). It became clear that the absence of research contracting ability in low-and middle- income countries is widespread, with little or no functional research contracting office able to deal with the complexities of – for example – data ownership or intellectual property.

The **Fair Research Contracting (FRC) Initiative**, with the support of the Netherlands Organization for Scientific Research (NWO) – WOTRO Science for Global Development, provided COHRED with a first post Bellagio grant (*Phase 1*) to create basic documentation needed to increase awareness of the issue. The Doris Duke Charitable Foundation (DDCF),



provided support for a two phase grant award (2013-2015) to further develop visibility and access to a range of new guidance tools. Phase 2 focused on increasing access to the guidance tools through presentations at relevant workshops and events, and creating user-friendly web access ([cohred.org/frc](http://cohred.org/frc)).

Empowering long lasting and equitable research and innovation partnerships for health is the next step for FRC, (Phase 3: Scaling up) which is to reach as many research institutions as possible, starting with Africa. To achieve this, we intend:

1. making available the FRC online guidance tools;
2. delivering workshops on 'How to build effective research partnerships';
3. providing technical consultancy advice to research managers on specialized areas such as intellectual property and data sharing/ownership, and overhead cost recovery for key contract office staff.

As our Fair Research Contracting initiative is maturing, we do not only receive expressions of interest from LMIC institutions, but it is clearly seen as a relevant tool for high income country institutions and funders that wish to be 'fair' beyond providing resources. That is why COHRED is an active partner in the new EU-funded TRUST programme, and why the Swiss National Science Foundation asked us to hold a workshop on Fair Research Contracting with new grantees.



## PARTNERS AND COLLABORATORS

101 Health Research	International AIDS Vaccine Initiative (IAVI)	Pharmaceutical and Healthcare Association of the Philippines
African Research Network for Neglected Tropical Diseases	IBM Corporation	Pharmalys, UK & Senegal
Aga Khan University	Ifakara Health Institute, Dar es Salaam	Philippine Association of Medical Journal Editors (PAMJE)
ASEAN Network for Drugs, Diagnostics, Vaccines, and Traditional Medicines Innovation	INDEPTH Network	Philippine Council for Health Research and Development (PCHRD)
Asia eHealth Information Network	Innovative Pharmaceutical Association of South Africa (IPASA)	Philippine Health Insurance Corporation (PhilHEALTH)
Asia Pacific Association of Medical Journal Editors (APAME)	Innovative Pharmaceutical Manufacturers Association, South Africa	Rappler
Asia Pacific Observatory on Health Systems and Policies	Institute of Tropical Medicine and Hygiene	Royal College of Surgeons in Ireland (RCSI)
Asian Development Bank	Integrated Development Associates Philippines Inc.	Sanofi
Asian NGO	Intellectual Property Office of the Philippines	School of Law, University of the Witwatersrand, SA
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De La Salle University College of Computer Studies	National Science & Tech Devpt. Agency, Thailand	The Nigerian Academy of Sciences
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Department of Science & Technology, Philippines	Nestlé, Switzerland	TÜBA-the Turkish Academy of Sciences
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Doctors without Borders (MSF)	New Marketlink Pharmaceutical Corporation	University College London
Doris Duke Charitable Foundation	Novo Nordisk	University Medical Center Utrecht, Netherlands
The European and Developing Countries Clinical Trials Partnership (EDCTP)	Netherlands Organisation for Scientific Research (NWO)	University of KwaZulu Natal
European Commission (CAAST-Net Plus)	Orthopaedic International Inc.	University of Pretoria
European Commission (TRUST)	Oswaldo Cruz Foundation, Fiocruz	University of the Philippines Manila
European Vaccine Development Institutional Support	Oxford University Collaborative Research Programme	University of the Philippines System
Fogarty International Center	Panasonic Philippines Corporation	University of the Witwatersrand
Forum for Medical Ethics Society (FMES), India	Pasteur Institute, France	Wellcome Trust
Foundation for International Cooperation, Health and Social Affairs (FCSAI)	Pediatric Infectious Disease Society of the Philippines	WHO ESSENCE
Fudan University	Pfizer Inc.	WHO Research and Training in Tropical Diseases (TDR)
Global Reporting Initiative		World Food Programme
GNU Health		World Intellectual Property Office (WIPO)
Georgia Tech Foundation, Inc.		



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## FINANCIAL SUPPORT

Partners and donors that provided financial support to, or contracted with, COHRED during 2015 are:

- Doris Duke Charitable Foundation
- European Commission (CAAST-Net Plus, EU-LAC, SDH, TRUST)
- Programme for Appropriate Technology in Health (PATH)
- Philippines Council for Health Research and Development
- Forum 2015' Sponsors (WHO, Asian Development Bank, JW LEE Korea, WIPO, PHAP, NOVO NORDISK, WFP, SEA-EU-NET)
- Nestlé
- Pfizer Inc.
- Sanofi

## KEY FINANCIAL FIGURES

Figure 1. Form of income

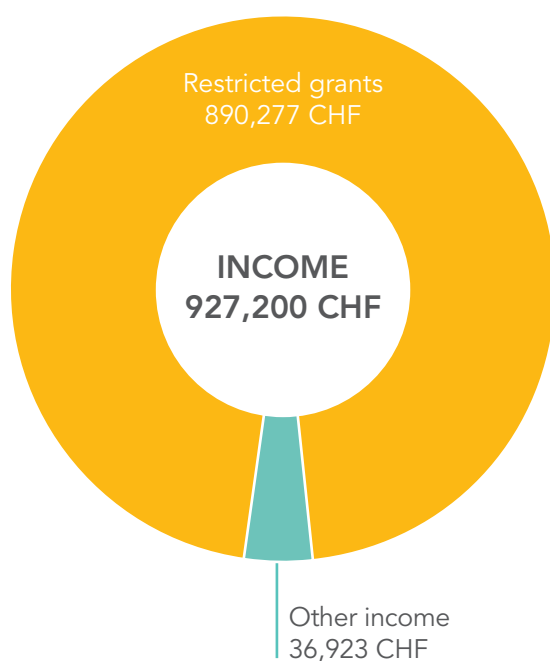
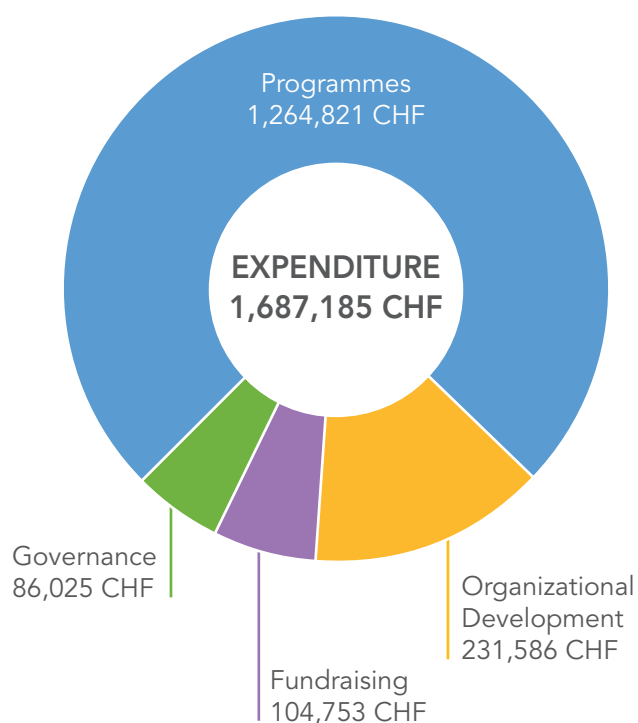


Figure 2. Expenditure



## COHRED PUBLICATIONS 2015

- Edwards, D., Toohey, J. and IJsselmuiden, C. Negotiating Research Contracts: Creating Opportunities for Stronger Research and Innovation Systems. COHRED. 2015. Geneva & Pietermaritzburg. P1-39. ISBN: 978-92-9226-062-0
- Musolino, N., Lazdins, J., Toohey, J., IJsselmuiden, C. COHRED Fairness Index for international collaborative partnerships. The Lancet 385.9975 (2015): 1293-1294. April 9, 2015.09.02
- Kasule M, Wassenaar D, IJsselmuiden C, Mokgatla-Moipolai B. Silent voices: current and future roles of African Research Ethics Committee Administrators. IRB: Ethics and Human Research 2016; 38: 13-19.

## JOINT PUBLICATIONS

- Measuring global health R&D for the post-2015 development agenda. Jointly produced with Policy Cures, PATH, MMV, TB Alliance, FIND, IAVI and the Global Health Technologies Coalition.



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Printed on recycled paper

ISBN: 978-92-9226-092-7

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