Strategic Plan Template for Cochrane Network Co-ordinating Centres

This document is applicable to Network Co-ordinating Centres only.

This Strategic Plan template is divided into six sections:

1. The local environment in which the Network operates
2. Current funder priorities / requirements
3. How your Network will deliver its Cochrane functions
4. Specialisms of the Network
5. Challenges and Risks
6. Network development and management

Appendix – Overview of functions and tiers – for information

# The local environment in which the Network operates

1. The use of evidence in your country or region

Please describe in brief (approximately 250 words) the state of the use of evidence in decision-making in your country/region and highlight where work needs to be done to improve the use of evidence or other gaps in the evidence system that you think the Cochrane Network needs to fill.

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1. Priorities

What do you see as the highest priorities for Cochrane in your country/region, and which functional areas are the most important to your Network.

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# Current funder priorities / requirements

Many funders of Centres and Networks add additional requirements to those needed by Cochrane (Section 3). Please list below what additional work you need to do to fulfil the requirements of your funders above and beyond the those required by Cochrane.

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# How your Network will deliver the Cochrane functions

The newly-established functions for Networks are those listed for Centres in the table below. Full details of the functions are available in [*Implementing Strategy to 2020: Cochrane Centres, Branches & Networks Structure & Function Review*](http://community.cochrane.org/sites/default/files/uploads/inline-files/centres___branches_structure___function_review_-_final_-_june_2016.pdf); and will be incorporated into the *Organisational Policy Manual*.

Networks are expected to respond to these functions in a way that is meaningful in their local context. This template, therefore does not list specific activities, but contains a column requesting details on how the Network intends to fulfil the function. Networks should complete this column with a detailed explanation of activities to be undertaken.

The functions in this form are organised around Cochrane’s four strategic goals:

***GOAL 1: PRODUCING EVIDENCE****: To produce high-quality, relevant, up-to-date systematic reviews and other synthesized research evidence to inform health decision-making.*

***GOAL 2: MAKING OUR EVIDENCE ACCESSIBLE****: To make Cochrane evidence accessible and useful to everybody, everywhere in the world.*

***GOAL 3: ADVOCATING FOR EVIDENCE****: To make Cochrane the ‘home of evidence’ to inform health decision-making, build greater recognition of our work, and become the leading advocate for evidence-informed health care.*

***GOAL 4: BUILDING AN EFFECTIVE & SUSTAINABLE ORGANISATION****: To be a diverse, inclusive and transparent international organisation that effectively harnesses the enthusiasm and skills of our contributors, is guided by our principles, governed accountably, managed efficiently and makes optimal use of its resources.*

The final column asks for targets against which the Network can be measured. You are invited to give short and long term targets for each functional area. Please ensure these targets are “**SMART**” (**S**pecific, **M**easurable, **A**chievable, **R**elevant and **T**ime bound). We advise short term targets to be for one year and long term targets to be for three years.

Under each Goal there is also a row for “Additional work the Centre carries out under Goal X”. This is because the new structure and function review allows all Cochrane Groups much greater freedom to perform other functions outside those required of their Group type. Networks therefore have the opportunity to specify other activities that they do which are worthy of note and should be tracked as part of their performance.

The functional areas in purple are the items in the additional ‘Tier 4’ functions which are not mandatory for Centres.

If you wish to see some examples of activities that might be under taken for each function please see [*Implementing Strategy to 2020: Cochrane Centres, Branches & Networks Structure & Function Review*](http://community.cochrane.org/sites/default/files/uploads/inline-files/centres___branches_structure___function_review_-_final_-_june_2016.pdf), pages 16 – 21.

| Goal | Functional Area | Tier | How this function will be delivered | Short and long term “SMART” targets. |
| --- | --- | --- | --- | --- |
| Goal One: Producing Evidence | To build capacity for Cochrane Review production in their country/region 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). | Two |  | *Example: We will deliver 6 training courses in 2017 focused on skills for analysis.* |
| To engage with external stakeholders locally to inform Cochrane’s review priority setting work. | Two |  |  |
| To undertake or contribute to methodological or other research supporting improved production or use of synthesised evidence. | Three |  |  |
| To undertake searching of local sources, especially non-English sources to contribute to the development of CENTRAL, Cochrane’s register of controlled trials. (Optional) | Four |  |  |
| Additional work the Network carries out under Goal One. |  |  |  |

| Goal | Functional Area | Tier | How this function will be delivered | Short and long term “SMART” targets. |
| --- | --- | --- | --- | --- |
| Goal Two: Making our Evidence Accessible | To disseminate Cochrane Reviews locally based on stakeholder networks, the media and other communications channels. | One |  |  |
| To support the work of Cochrane’s consumer network by hosting/supporting a ‘consumer champion’. (Optional) | Four |  |  |
| To undertake Knowledge Translation (KT) work or work with other Groups in Cochrane to implement KT initiatives locally. (Optional) | Four |  |  |
| To support or lead translation initiatives to increase the accessibility of Cochrane Evidence in their native language. (Optional) | Four |  |  |
| Additional work the Network carries out under Goal Two. |  |  |  |

| Goal | Functional Area | Tier | How this function will be delivered | Short and long term “SMART” targets. |
| --- | --- | --- | --- | --- |
| Goal Three: Advocating for Evidence | To promote Cochrane and its work in their country/region. | One |  |  |
| To be Cochrane’s official ‘Representative’ in the country/region in accordance with Cochrane’s spokesperson policy. | Two |  |  |
| To build formal or informal local partnerships with key stakeholders to improve knowledge exchange and dissemination of Cochrane Evidence. | Two |  |  |
| 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. | Two |  |  |
| To maintain a country/region advocacy programme in support of Cochrane’s mission, profile and agenda and provide a country/region voice for campaigns Cochrane is involved in. | Three |  |  |
| Additional work the Network carries out under Goal Three. |  |  |  |

| Goal | Functional Area | Tier | How this function will be delivered | Short and long term “SMART” targets. |
| --- | --- | --- | --- | --- |
| Goal Four: Building an Effective and Sustainable Organisation | To support and develop the community of Cochrane members in their country/region. | One |  |  |
| 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). [Please include here any work you do to support development of Cochrane in your region as well as country.] | Three |  |  |
| To expand and diversify the funding base of Cochrane work in the country/region. | Three |  |  |
| Additional work the Network carries out under Goal Four. |  |  |  |

# Specialisms of the Centre

Some Networks specialise in a certain function or area of work to some degree. Please give details of any particular specialisms of your Network, and where you feel that work in your specialist area means you are delivering less in other functional areas please explain this.

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# Challenges and Risks

Please provide details of any challenges or risks that might affect your Centre’s ability to complete its work over the next three years.

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# Network Development and Management

1. Network Development Plan

Networks can consist of any combination of Group types (Centres, Associate Centres, Affiliates), and there can be more than one Group in any given Country. Please provide us with details of how you envisage the Groups developing in your Network.

Include desired targets for how many Groups you are seeking to establish in the country/region and what sort of Group types they might be. Please also provide information on what you feel the priority areas of work will be for the different Groups.

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| Please enter text here………. |

1. Network Management

As a Network Co-ordinating Centre you will have responsibility for managing the Groups in your Network. We have set out a policy for how accountability, support and mentorship should be established for Geographic Groups[[1]](#footnote-1), but within Networks we provide discretion to the Network leadership to arrange this in the way that best suits the Network.

Please set out your approach to accountability, support and mentorship.

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1. Network Leadership

Leadership is critical for Networks, particularly as they have so much delegated authority to manage Groups. Please provide details of how your Network leadership is configured and what governance oversight you have in place.

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Version control

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Index of documentation relating to Geographic Groups

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| 1.1 | Registration process for new Geographic Groups |
| 1.3 | Accountability, support and reporting procedures |
| 1.4 | Brand and website guidance for Groups (coming soon) |
| 2.1 | Central Executive Team commitments to a Centre |
| 2.2 | Generic Collaboration Agreement for Centres |
| 2.3 | Sample Collaboration Agreements for Affiliates and Associate Centres (coming soon) |
| 3.1 | Application form to register a new Geographic Group |
| 3.2 | Application form to register a new Network |
| 4.1 | Network Strategic Plan Template |
| 4.2 | Centre Strategic Plan Template |
| 4.3 | Associate Centre Strategic Plan Template |
| 4.4 | Affiliate Strategic Plan Template |

# Appendix 1: Functions of Centres

The 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. The functions at a glance

How the tiers map to Groups

1. See: *Accountability, Support and Reporting Policy for Geographic Groups* [↑](#footnote-ref-1)