Strategic Plan Template for Cochrane Associate Centres

This document is applicable to Associate Centres only.

This Strategic Plan template is divided into six sections:

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

Appendix – Overview of functions and tiers – for information

# The local environment in which the Associate Centre 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 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 Associate Centre needs to fill.

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1. Priorities

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

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# Current Funder priorities / requirements

Many funders of Associate Centres 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 Associate Centre will deliver its Cochrane functions

The newly-established functions for Associate Centres are outlined in the below table. 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*.

Associate Centres 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 Associate Centre intends to fulfil the function. Associate Centres 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 Associate Centre 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 Associate 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. Associate Centres 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 Associate 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 One: Producing Evidence | | | |
| --- | --- | --- | --- |
| Functional Area | Tier | How this function will be delivered | Short and long term “SMART” targets. |
| 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). | Two | *Examples:*   1. *We will provide face-to-face training for authors based in our country. We have identified the primary training needs in our country which are: protocol writing, basic and advanced analysis skills, and producing summary of findings. We will focus our training around these areas.* 2. *In addition to this we intend to offer editor training on how to read and comment on Cochrane Reviews to develop the number of Cochrane Editors in our country.* 3. *We will promote Cochrane’s online learning resources regularly to raise awareness amongst authors in our country. We will do this through a combination of channels such as newsletters and social media.* | *Examples:*   1. *In 2017 we will deliver at least 8 training courses focused on the needs of authors based in our country.* 2. *In 2017 we will offer quarterly Editor training days for potential and existing Cochrane Editors.* |
| To engage with external stakeholders locally to inform Cochrane’s review priority setting work. | Two |  |  |
| 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 Associate Centre carries out under Goal One. |  |  |  |

| Goal Two: Making our Evidence Accessible | | | |
| --- | --- | --- | --- |
| Functional Area | Tier | How this function will be delivered | Short and long term “SMART” targets. |
| 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 Associate Centre carries out under Goal Two. |  |  |  |

| Goal Three: Advocating for Evidence | | | |
| --- | --- | --- | --- |
| Functional Area | Tier | How this function will be delivered | Short and long term “SMART” targets. |
| To promote Cochrane and its work in their country. | One |  |  |
| To be Cochrane’s official ‘Representatives’ in the country 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 |  |  |
| Additional work the Associate Centre carries out under Goal Three. |  |  |  |

| Goal Four: Building an Effective and Sustainable Organisation | | | |
| --- | --- | --- | --- |
| Functional Area | Tier | How this function will be delivered | Short and long term “SMART” targets. |
| To support and develop the community of Cochrane members in their country. | One |  |  |
| Additional work the Associate Centre carries out under Goal Four. |  |  |  |

# Specialisms

Most Associate Centres specialise in a certain function or area of work to some degree. Please give details of any particular specialisms of your Associate Centre, 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 Associate Centre’s ability to complete its work over the next three years.

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# Development plan

Under the new structure and function arrangements it is now possible to establish multiple presences in a country or region. Whilst this is not a mandatory step, please consider whether you would expect to be establishing Affiliates in your country or region and, if so, what would the plan be for this.

It is also not expected that an Associate Centre further develops its activities to become a full Cochrane Centre. However, if you have plans to try to grow in this way, please give details.

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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 |
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| 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