Strategic Plan Template for Cochrane Affiliates

This document is applicable to Affiliates only.

This Strategic Plan template is divided into six sections:

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

Appendix – Overview of functions and tiers – for information

# The local environment in which the Affiliate 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 Affiliate needs to fill.

|  |
| --- |
| Please enter text here………. |

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 Affiliate?

|  |
| --- |
| Please enter text here………. |

# Current Funder priorities / requirements

Many funders add additional requirements above those stipulated by Cochrane. Please list below what additional work you need to do to fulfil the requirements of your funding above and beyond the requirements Cochrane sets.

|  |
| --- |
| Please enter text here………. |

# How your Affiliate will deliver its Cochrane functions

The newly-established functions for Cochrane Affiliates 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*.

Affiliates 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 Affiliate intends to fulfil the function. Affiliates 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 Affiliate 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 Affiliate 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. Affiliates 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 Affiliates.

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.

Tier 1: Core Functions of Affiliates

These are the three core functional areas of Affiliates. All Affiliates must complete these functions.

|  |  |  |
| --- | --- | --- |
| Functional Area | 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. |  |  |
| Goal Three: Advocating for Evidence | | |
| To promote Cochrane and its work in their country. | *Examples:*   1. *We will build awareness of Cochrane by working with key stakeholders such as professional bodies and attending relevant national conferences.* 2. *We will develop a partnership with our national guideline developer to increase the usage of Cochrane Reviews in our national guidelines* | *Examples:*   1. *In 2017 we will attend and present posters at two national conferences to promote Cochrane’s work.* 2. *In 2017 we will establish a clear process for our national guideline body to inform us when new guidelines are being started.* 3. *By the end of 2018 we will have established a formal partnership for collaboration with our national guideline body.* |
| Goal Four: Building an Effective and Sustainable Organisation | | |
| To support and develop the community of Cochrane members in their country. |  |  |

Tier 4: Additional Functions

There is no expectation that Affiliates will take on additional functions, in fact we expect most will not do so. However, where local funding or other factors support take on more than the core functions of Affiliates then they can add them in this section so that this additional contribution to Cochrane is captured.

The additional functions available to all Centres, Associate Centres and Affiliates are listed here along with a more generic section referred to as “Additional Work”. By Additional work we mean any other activities you undertake as a Cochrane Group that you would like to record as part of your contribution to Cochrane.

| Functional Area | Tier | How this function will be delivered | Short and long term “SMART” targets. |
| --- | --- | --- | --- |
| Goal One: Producing Evidence | | | |
| 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 |  |  |
| Goal Two: Making our Evidence Accessible | | | |
| 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 | | | |
| Additional work the Affiliate carries out under Goal One. |  |  |  |
| Additional work the Affiliate carries out under Goal Two. |  |  |  |
| Additional work the Affiliate carries out under Goal Three. |  |  |  |
| Additional work the Affiliate carries out under Goal Four. |  |  |  |

# Specialisms

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

|  |
| --- |
| Please enter text here………. |

# Challenges and Risks

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

|  |
| --- |
| Please enter text here………. |

# Development plan

Please provide details of any plans you may have to grow your Affiliate’s activities; or develop into becoming an Associate Centre. Please note, it is not a requirement that Affiliates develop into Associate Centres.

|  |
| --- |
| Please enter text here………. |

Version control

|  |  |
| --- | --- |
| Document created: | 9 September 2016 |
| Document last updated: | 30 September 2016 |
| Document version: | 0.2 |
| Document author: | Chris Champion (on behalf of CEOO) |
| Contact for queries: | [cchampion@cochrane.org](mailto:cchampion@cochrane.org) |

Index of documentation relating to Geographic Groups

|  |  |
| --- | --- |
| 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