

Evidence Commission: Status update

COVID-END Scoping Working Group Meeting

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A report built around key exhibits that build momentum for action

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earlier chapters provide context,
understandings of problems, potential
solutions, and shared vocabulary)

8. Appendices

Our audience is people who make or can influence decisions about whether and how evidence is used to address societal challenges

Our independent panel of commissioners will produce a report with recommendations for ways to better meet the evidence needs of decision-makers in routine times and in future global crises

Our commission report will:

- Include six chapters, plus foreword, recommendations & appendices
- Highlight key exhibits to be widely shared in draft form to elicit feedback and build momentum for action
- Be published in six languages

Report chapters and exhibits

Status key:

- Shared via web in August (14)
- Forthcoming to web in September (15)
- For Commissioner review in September; forthcoming to web in October (13)
- In development for Commissioner review in October; forthcoming to web in November (8)

Chapter	Exhibits	Chapter	Exhibits
1. Introduction	<ul style="list-style-type: none"> • 1.1 Desirable attributes of commissions • 1.2 Commissioners • 1.3 Commissioner terms of reference • 1.4 How the commission builds on and complements past work • 1.5 Connection to COVID-END • 1.6 Timeline of key developments in using evidence to address societal challenges • 1.7 Equity considerations • 1.8 What success looks like 	4. (continued)	<ul style="list-style-type: none"> • 4.7 Distinguishing high from low quality evidence • 4.8 Best evidence vs other things • 4.9 Contexts that shape how evidence is viewed • 4.10 Indigenous rights and ways of knowing • 4.11 Misinformation and infodemics • 4.12 Weaknesses in existing evidence ecosystems • 4.13 COVID-19 evidence ecosystem • 4.14 Global commission reports by evidence type
2. Nature of societal challenges	<ul style="list-style-type: none"> • 2.1 Ways of looking at challenges (extended version) • 2.2 Example of a transition in how a societal challenge is seen • 2.3 Ways of addressing challenges • 2.4 Global commission reports by challenge type 	5. Role of evidence intermediaries	<ul style="list-style-type: none"> • 5.1 Types of evidence intermediaries • 5.2 Characteristics of evidence intermediaries • 5.3 Strategies used by evidence intermediaries • 5.4 Conditions that can help and hinder evidence intermediaries • 5.5 UN-system entities' use of evidence synthesis in their work
3. Decisions and decision-makers: Demand for evidence	<ul style="list-style-type: none"> • 3.1 Steps in deciding whether and how to take action • 3.2 Four types of decision-makers • 3.3 Government policymakers and considerations for their use of evidence • 3.4 Organizational leaders and considerations for their use of evidence • 3.5 Professionals and considerations for their use of evidence • 3.6 Citizens and considerations for their use of evidence • 3.7 Ways that evidence can be used in decision-making • 3.8 Global commission reports by decision-maker type 	6. Need for global public goods and equitably distributed capacities	<ul style="list-style-type: none"> • 6.1 Global public goods needed to support evidence use • 6.2 Equitably distributed capacities needed to support evidence use
4. Studies, syntheses and guidelines: Supply of evidence	<ul style="list-style-type: none"> • 4.1 Forms in which evidence is typically encountered in decision-making • 4.2 Definitions of forms in which evidence is typically encountered • 4.3 Living evidence products • 4.4 Interplay of local evidence and syntheses of global evidence • 4.5 Coverage, quality and recency of, and equity in, evidence syntheses • 4.6 Matching forms of evidence to decision-related questions 	7. Recommendations	<ul style="list-style-type: none"> • 7.1 Recommendations (for which earlier chapters provide context, understandings of problems, potential solutions and shared vocabulary)
		8. Appendices	<ul style="list-style-type: none"> • 8.1 Methods used to inform commissioner deliberations and recommendations • 8.2 Commissioner biographies • 8.3 Secretariat • 8.4 Funders • 8.5 Commissioner and secretariat affiliations and interests • 8.6 Advisors and other acknowledgements • 8.7 Timeline

1.2 Commissioners (1 of 2)

The 22 commissioners were carefully selected to bring diverse points of view to creating a report that speaks to, and to pursuing pathways to influence that will spur action among, the many different types of people who make or can influence decisions about whether and how evidence is used to address societal challenges. This diversity is reflected in their:

- powerfully complementary perspectives, ranging across most types of societal challenges (and Sustainable Development Goals), all types of decision-makers (government policymakers, organizational leaders, professionals and citizens), and all major types of evidence
- spectrum of experience and seniority
- gender balance
- mix of ethno-racial backgrounds
- all six world regions and 10 of the 12 most populous countries (China, India, U.S., Indonesia, Pakistan, Brazil, Nigeria, Mexico, Japan and Ethiopia), as well as Australia, Austria, Canada, Chile, Germany, Trinidad and Tobago, United Arab Emirates, and U.K.
- speaking the six most widely spoken languages (English, Chinese, Hindi, Spanish, French and Arabic), as well as Portuguese, Indonesian and Urdu, among others

1.2 Commissioners (1 of 2)



Amanda Katili Niode

Talented policy advisor and non-governmental organization director advancing dialogue about environmental action, including climate action



Andrew Leigh

Seasoned politician bring economics and legal training to public-policy writing and debate



Asma Al Manna'ei

Experienced public servant leading quality improvement and stewarding research and innovation across a health system



Daniel Iberê Alves da Silva

Young Indigenous leader educating students and others about Indigenous ways of knowing



David Halpern

Trusted policy advisor bringing formal experimentation and behavioural insights into governments – first in the United Kingdom and now in many countries



Donna-Mae Knights

Career public servant, specialized in poverty reduction and development, driving policy change towards building sustainable communities



Fitsum Assefa

Committed policymaker striving to bring a whole-of-government perspective to cabinet-level planning and development



Gillian Leng

Experienced executive leading a technology-assessment and guideline agency that supports health and social care decision-making by governments, services providers and patients



Gonzalo Hernández Licona

Distinguished economist bringing rigorous evaluation methods to the fields of poverty measurement and economic development



Hadiqa Bashir

Young leader advocating for girls' rights and gender equality in male-dominated environments



Howard White

Research leader supporting the use of robust evaluation and evidence synthesis in decision-making in international development and across sectors



Jan Minx

Impact-oriented scholar bringing innovative evidence-synthesis approaches to domestic policy advice and global assessments about climate action and sustainability



Jinglin He

Non-governmental organization leader engaging policymakers and stakeholders, as well as UN agencies, in advancing social-development initiatives



Julia Belluz

Respected journalist bringing rigour to reporting about what the best available science does and doesn't tell us about the major challenges of our time



Julian Elliot

Clinician researcher leveraging technology for efficiently preparing and maintaining 'living' evidence syntheses and guidelines to inform decision-making



Kenichi Tsukahara

Engineering leader supporting disaster risk management in government, a development bank, and international agency



Larry Hedges

Applied statistician driving the use of evidence synthesis in educational policy and practice



Maureen Smith

Citizen leader championing the meaningful engagement of patients and citizens in conducting research and using it in their decision-making



Modupe Adefeso-Olateju

Non-governmental organization leader pioneering the use citizen-led assessments and public-private partnerships to improve educational outcomes for children



Neil Vora

Inter-disciplinary professional bringing planetary-health thinking to the interface between conservation efforts (such as preventing deforestation) and pandemic prevention



Petrarca Karetji

Entrepreneurial policy advisor innovating in the use of data analytics to support evidence-informed policymaking about sustainable development



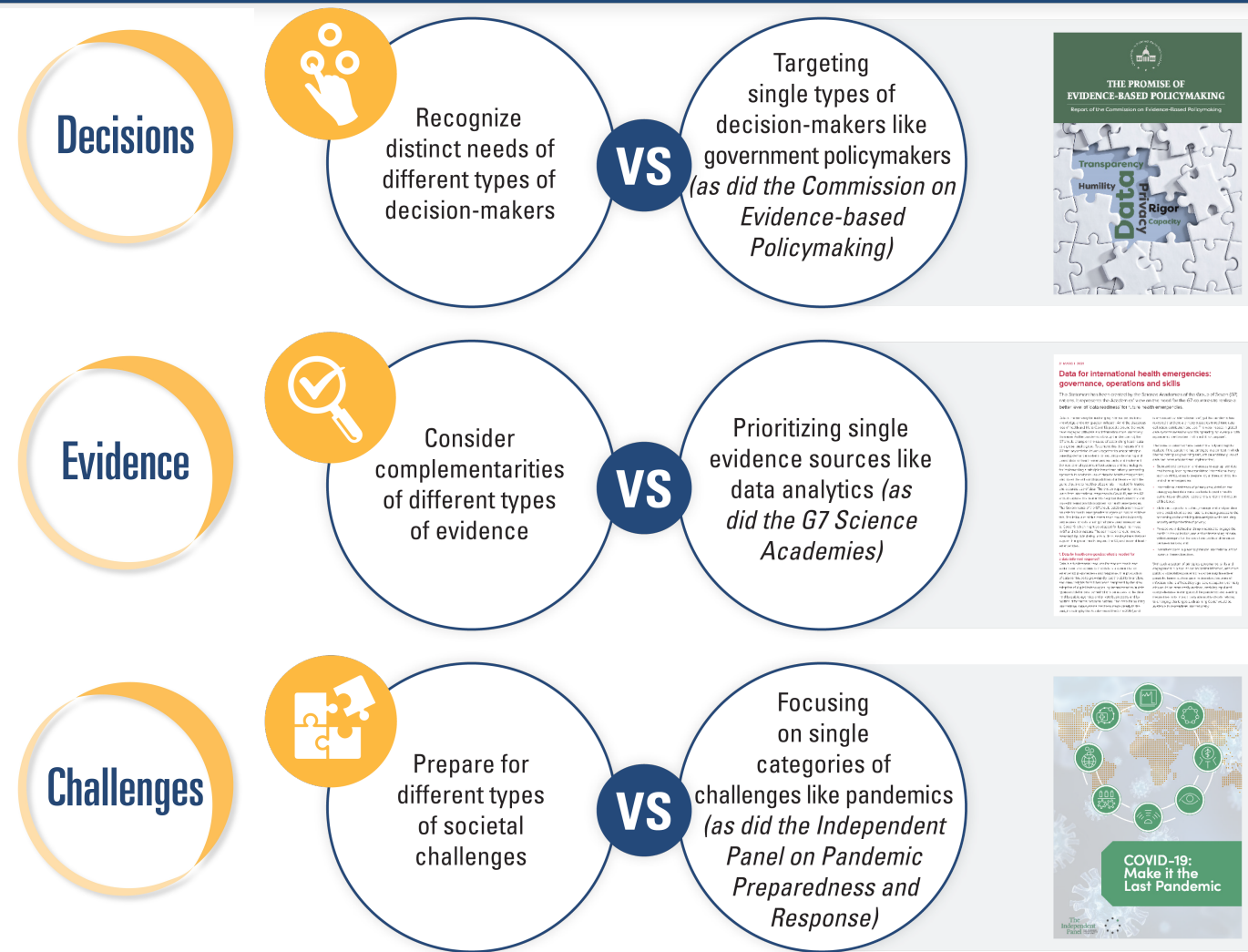
Soledad Quiroz Valenzuela

Government science advisor contributing her national experiences to regional and global efforts to improve the quality of government scientific advice

1.4 How the commission builds on and complements past work

Our independent panel of commissioners will produce a report with recommendations for ways to better meet the evidence needs of decision-makers in routine times and in future global crises.

In doing so, they will build on and complement past work, such as the examples provided, and consider many types of decisions, evidence and challenges.



1.5 Connection to COVID-END

Housed at the McMaster Health Forum, known for its agility, collaborative spirit, and impact orientation.

Building from the *COVID-19 Evidence Network to support Decision-making* (COVID-END), a partnership of [57 partners](#), world-leading evidence synthesis, technology assessment and guideline groups.



COVID-END acts as ‘umbrella’ for these partners in the time-limited evidence response to COVID-19, and many of them in turn act as an umbrella for many other partners in addressing a broad range of societal challenges, such as:

Africa Centre for Evidence, which supports the Africa Evidence Network in bringing together more than 3,000 people from across Africa to support evidence-informed decision-making

Campbell Collaboration, which supports teams around the world to prepare and support the use of evidence syntheses in areas like business and management, climate solutions, crime and justice, disability, education, international development, and social welfare

Cochrane, which includes review groups around the world that prepare evidence syntheses and geographic groups in 45 countries and thematic networks in 13 domains that support evidence-informed decision-making on health-related topics

Evidence Synthesis International, which supports evidence-synthesis organizations around the world that produce, support, and use evidence syntheses

Guidelines International Network, which supports 130 organizations around the world that develop and implement evidence-based guidelines.



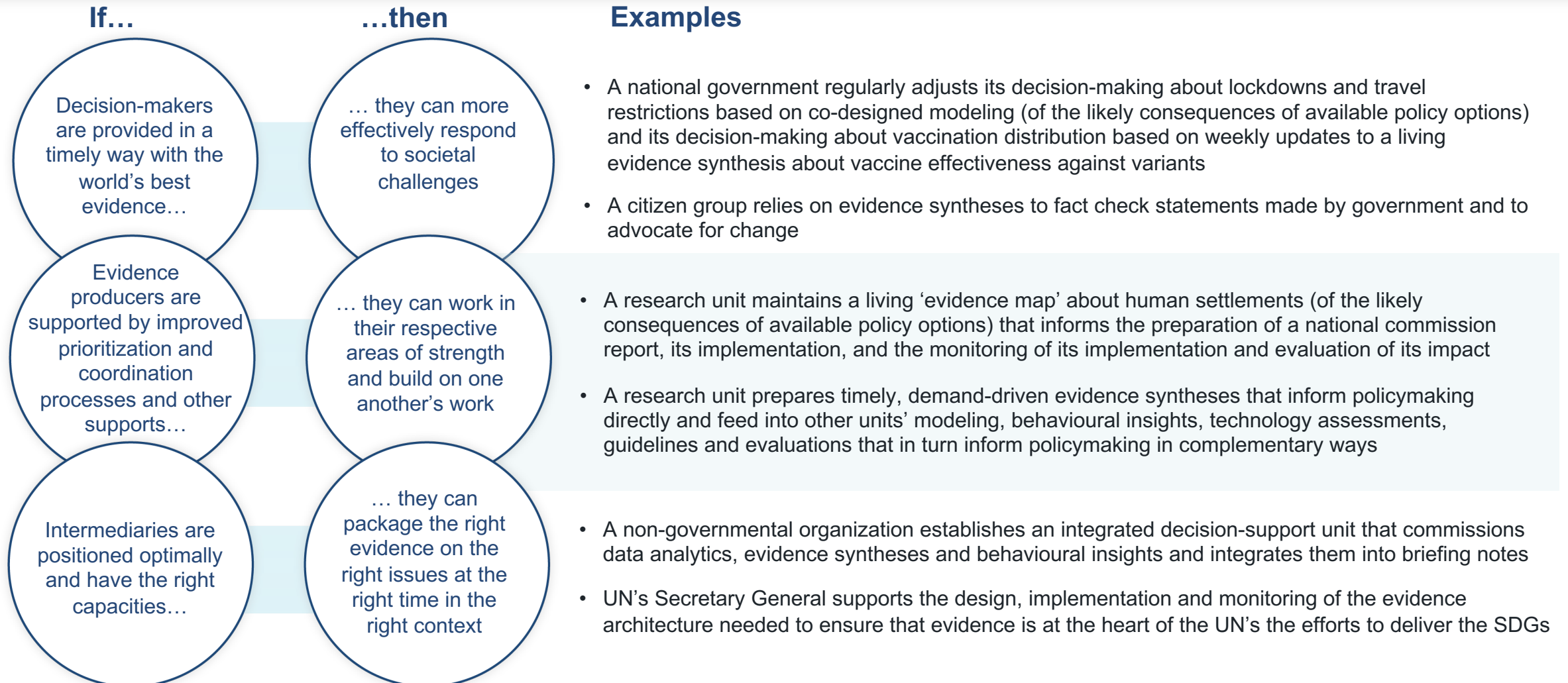
Global Commission on Evidence to Address Societal Challenges



1.6 Timeline at a glance



1.8 What success looks like



2.1 Ways of looking at challenges (1 of 2)

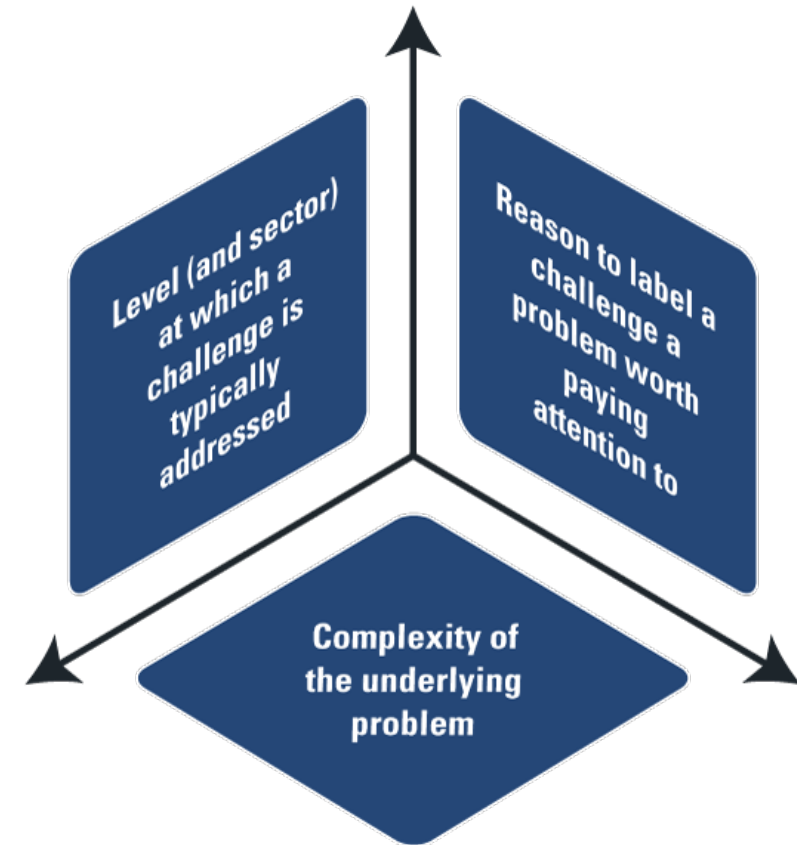
A challenge can be looked at by:

- the **level** at which it is typically addressed,
- by the **complexity** of the underlying problem, or
- the **reason** to label it a problem worth paying attention to.

A challenge can also be expressed negatively (as a problem) or positively (as a goal or strength to be built upon).

The Sustainable Development Goals and the strengths-based approaches often advocated for by Indigenous peoples are examples of the latter.

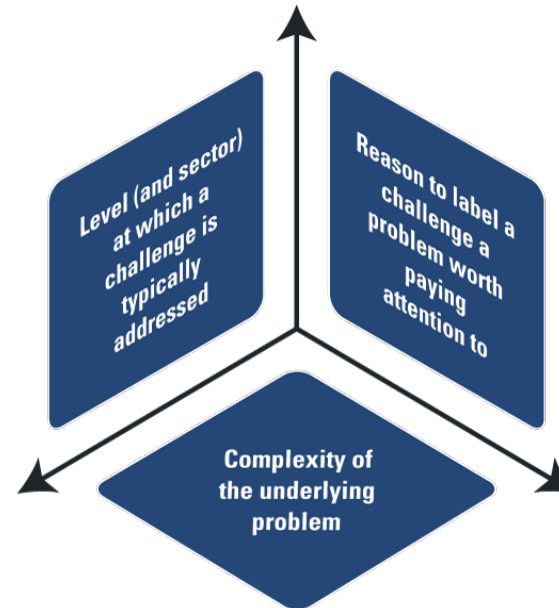
The label used to describe a challenge can appear neutral to some and politicized by others.



2.1 Ways of looking at challenges (2 of 2)

Level (and sector) at which a challenge is typically addressed

Domestic sectoral	Domestic cross-sectoral
<ul style="list-style-type: none"> Health systems failing to improve health outcomes and care experiences Schools struggling with virtual instruction Declining living standards Terrorism 	<ul style="list-style-type: none"> Antimicrobial resistance Gender-based violence Growing levels of inequality Lack of trust in institutions Missed targets for the Sustainable Development Goals
Global coordination	
<ul style="list-style-type: none"> Inequitable patterns in COVID-19 vaccination Climate change 	



Reason to label a challenge a problem worth paying attention to

Values	Past	Other groups within jurisdiction
"This problem does not reflect who we are as a society"	"This problem is getting much worse"	"This group is doing much worse than any other"
Other jurisdictions	Other framing	
"This country is doing much worse than others like it"	"This is not an issue of insufficient numbers or an inequitable distribution of workers, but a problem of mis-aligned financial incentives"	

Complexity of the underlying problem

Simple	Complicated	Complex	Wicked
Cause and effect can be easily identified and the solution can involve a single action	Causes can be identified and the solution can involve rules and processes	Some causes can be identified, others are hidden, and some may be consequences of other causes, and the solution is multi-faceted and may need to be adjusted as it is implemented	Causes are even more complex because symptoms can become causes and because feedback loops operate, so solutions are highly context specific and wrong or mistimed solutions can make the problem worse

3.2 Four types of decision-maker and how each may approach decisions

Decisions



Government policymakers

Need to be convinced there's a compelling problem, a viable policy and conducive politics



Organizational leaders

(e.g., business and non-governmental organization leaders)

Need a business case to offer goods and services



Professionals

(e.g., doctors, engineers, police officers, social workers and teachers)

Need the opportunity, motivation and capability to make a professional decision or to work with individual clients to make shared decisions



Citizens

(e.g., patients, service users, voters and community leaders)

Need the opportunity, motivation and capability to make a personal decision, take local action or build a social movement

3.3-3.6 Decision-makers’ use of evidence (Processes that may intersect with evidence use)

<p>Exhibit 3.3: Government policymakers and considerations for their use of evidence</p> <ul style="list-style-type: none"> Political party platforms Government modernization Adaptive or policy learning Policy, systems and/or political analysis Public consultation and engagement Stakeholder engagement and management White papers and other documents that present policy preferences before a final decision is made 	<p>Exhibit 3.4: Organizational leaders and considerations for their use of evidence</p> <ul style="list-style-type: none"> Research and development Quality assurance Knowledge management Marketing (e.g., customer focus groups) Philanthropic giving Government relations Public relations
<p>Exhibit 3.5: Professionals and considerations for their use of evidence</p> <ul style="list-style-type: none"> Practice-based research Quality improvement Knowledge management Continuing professional development 	<p>Exhibit 3.6: Citizens and considerations for their use of evidence</p> <ul style="list-style-type: none"> Public consultation and engagement Numeric literacy and other types of training and developments (e.g., data visualization) Trust-in-science initiatives Citizen-science initiatives Citizen panels Co-design processes Communication action Social movements Social-media algorithms

- What processes are underway that may intersect with decision-makers’ use of evidence?
- What references offer a helpful summary of these processes?

4.1 Forms in which evidence is typically encountered in decision-making

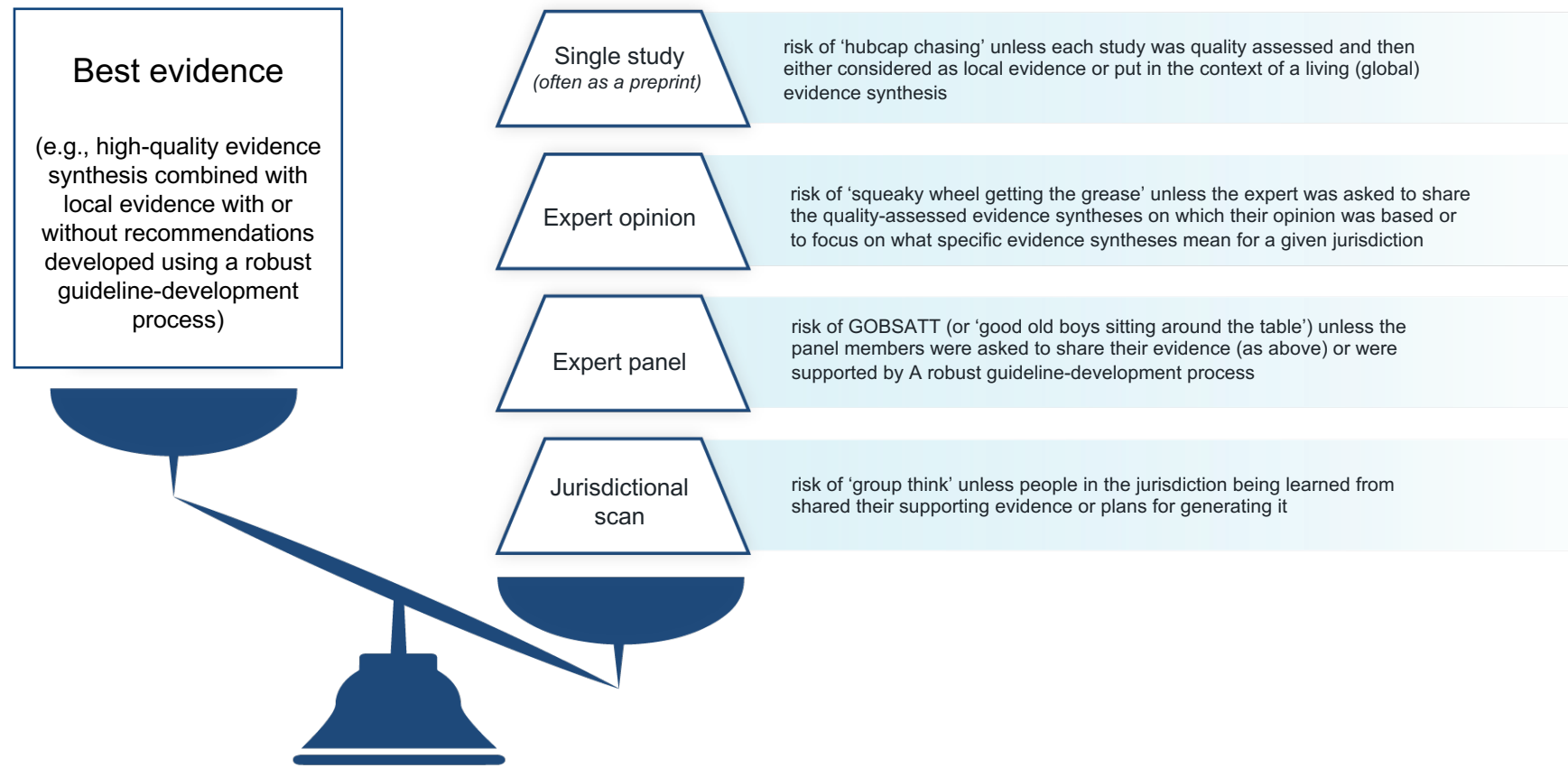
Evidence



- We use 'evidence' as a short form for 'research evidence'
- Recognizing many other types of evidence (e.g., evidence derived from people's own lived experiences) and evidence is one of many factors that can influence a decision
- Some types are better suited to answering different types of questions related to a decision
- This is not a mutually exclusive and collectively exhaustive list

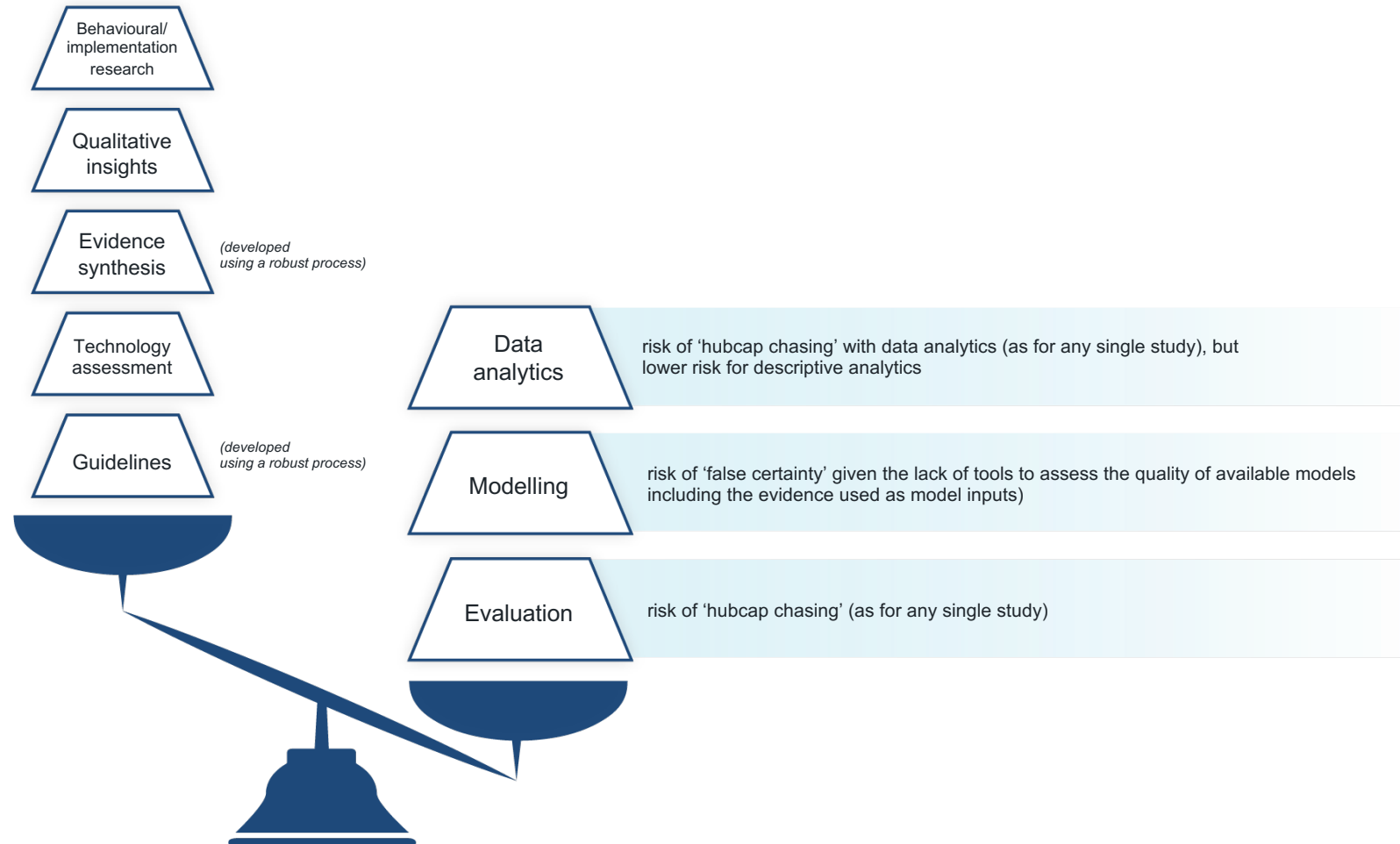
4.13 COVID-19 evidence ecosystem (1 of 2)

‘Other things’ than best evidence that were more typically encountered by COVID-19 decision-makers (& potential risk)



4.13 COVID-19 evidence ecosystem (2 of 2)

Forms evidence that were more typically encountered by COVID-19 decision-makers (& potential risk)



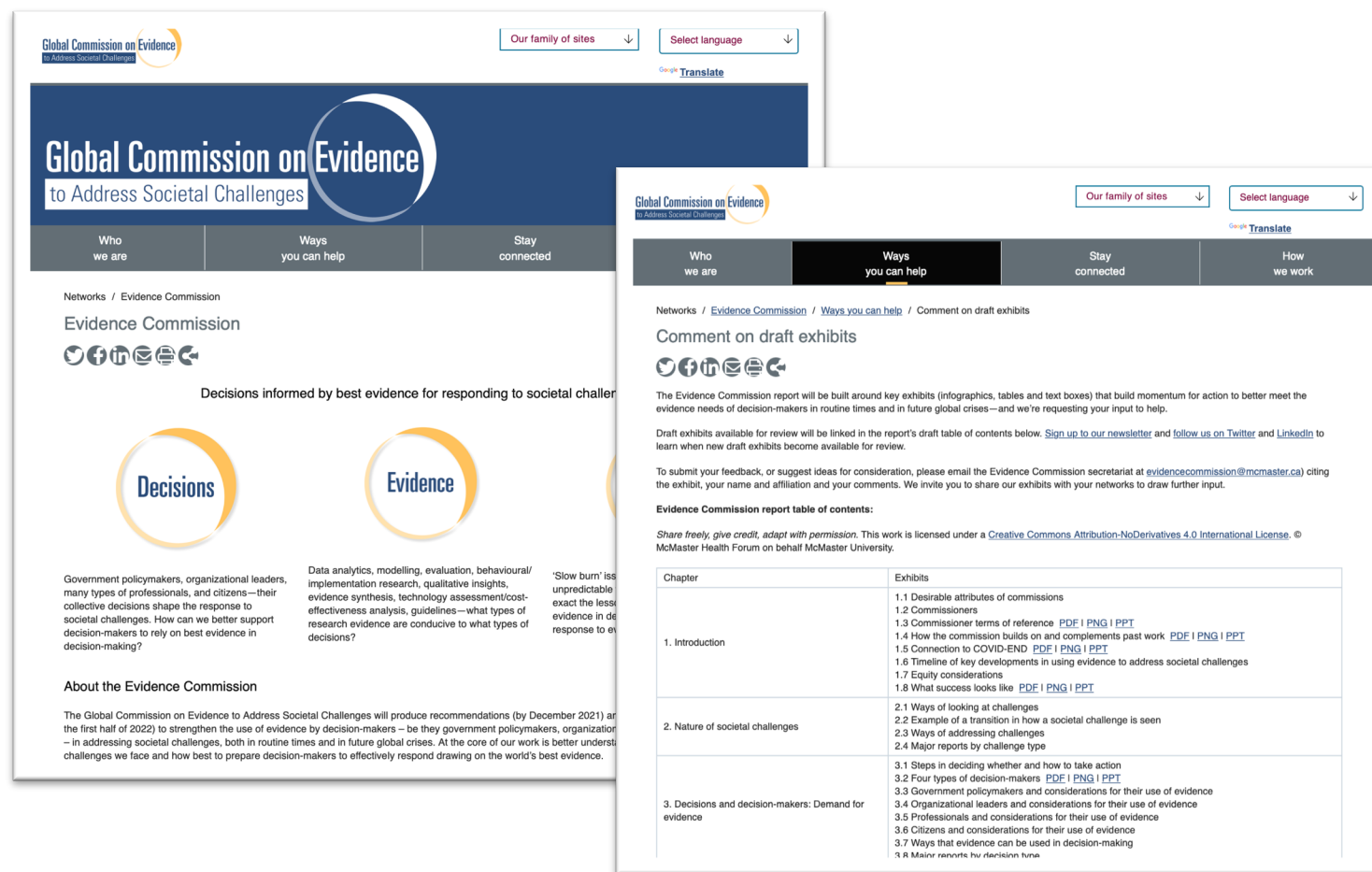
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Additional ways to get the word out:

- Circulate to your networks (on social, share the [backgrounder](#))



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