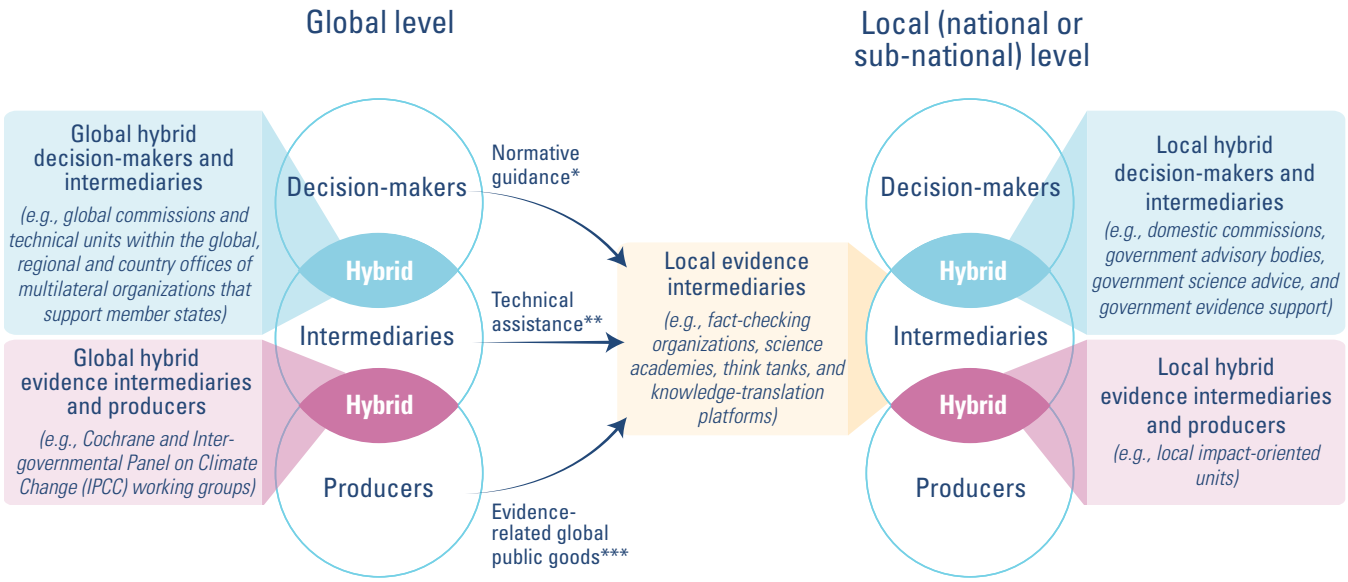
6.2 Equitably distributed capacities needed to support evidence use

The capacities needed to support evidence use should be distributed across four dimensions:

- vertically across levels (global and local, where local can mean national, state or provincial, and municipal jurisdictions, as well as large organizations), with capacities concentrated globally where they involve evidence-related global public goods (e.g., syntheses of the best evidence globally) or there are strong arguments about economies of scale
- functionally across domains (decision-makers who use evidence, evidence intermediaries who support the use of evidence, and producers of the eight forms of evidence), with capacities concentrated wherever there are comparative advantages
- horizontally across local jurisdictions, with capacities for using and supporting the use of evidence equitably distributed across all jurisdictions (regardless of whether they are high- or low- and middle-income countries)
- substantively across societal challenges (or Sustainable Development Goals, such as 2 – Zero hunger, 4 – Quality education, and 6 - Clean water and sanitation).

We illustrate the first and second of these dimensions below.



* *e.g., UN Assembly resolutions and UN agency guidelines*
** *e.g., capacity to respond to questions with best evidence*
*** *e.g., Cochrane evidence syntheses and IPCC modeling*

Below we expand upon these two dimensions, and to do so we draw on **section 6.1** (about global public goods) to inform the vertical distribution of capacities, and on **section 5.4** (about capacity, opportunity and motivation in different domains) to inform the functional distribution of capacities. Further details about the strategies that evidence intermediaries can use are provided in **section 5.3**.

Level and domain	Capacities needed

Global hybrid decision-makers and intermediaries *(e.g., global commissions and technical units within the global, regional and country offices of multilateral organizations that support member states)*	• Acquiring, assessing, adapting and applying evidence in their own efforts to address societal challenges, as well as ensuring that staff have the:
	  ◦ Capacity to distinguish high- from low-quality evidence and to judge, with humility and empathy, what the evidence means in a particular context
	  ◦ Opportunity to use evidence (e.g., supportive structures and processes)
	  ◦ Motivation to use evidence (e.g., hiring those who are intrinsically motivated or incentivizing them)
	• Responding to decision-makers' needs with best evidence (in this case for commission target audiences and in member states), a function with distinct capacity, opportunity and motivation (COM) requirements (see 'Interface between supply and demand in a status-quo environment' in **section 5.4**)
	• Building the case for greater evidence use and optimizing supportive structures, processes and incentives, which also has distinct COM requirements (see 'Interface between supply and demand in a changing environment' in **section 5.4**)
	• As part of the above optimization, securing funding for and promoting the use of key global public goods:
	  ◦ Harmonization of evidence requirements for regulatory and other assessments globally
	  ◦ Listening and foresight
	  ◦ Prioritization of globally needed evidence
	  ◦ Open science (e.g., publications, data, physical samples, and software)
	  ◦ Coordinated efforts to support evidence intermediaries in using global public goods to support local (national or sub-national) decision-making (e.g., one-stop evidence shops and EVIPNet)
	• Also as part of the above optimization, working with global evidence producers to secure funding for and promote additional key global public goods

Global hybrid evidence intermediaries and producers	• Coordinating and ensuring the timely and high-quality production of:
	  ◦ Syntheses of the best evidence globally
	  ◦ Other types of evidence that is best produced globally or at least regionally
	  ◦ Globally relevant living evidence products that can be used or adapted locally
	• Registering plans to produce or synthesize evidence
	• Setting standards for evidence production and supporting their use, which includes the distinct capacity, opportunity and motivation (COM) requirements (see 'Supply of evidence' in **section 5.4**)

Local hybrid decision-makers and intermediaries *(e.g., national commissions, government advisory bodies, government science advice, and government evidence support)*	• Similar to global hybrid decision-makers and intermediaries
	  ◦ Acquiring, assessing, adapting and applying evidence in their own efforts to address societal challenges
	  ◦ Responding to local decision-makers' needs with best evidence
	  ◦ Building the case for greater local evidence use and optimizing supportive local structures, processes and incentives
	  ◦ As part of the above optimization
	  ◦ Contributing to funding for, promoting the use of, and using global public goods (e.g., syntheses of the best evidence globally, other types of evidence that is best produced globally, globally relevant living evidence products, and one-stop evidence shops
	  ◦ Complementing these global public goods with funding for, promotion of and use of local work where appropriate, such as:
	  ◦ Listening and foresight
	  ◦ Prioritization of locally needed evidence
	  ◦ Co-production of local evidence (e.g., data analytics, modeling, evaluations, behavioural implementation research, and qualitative insights)
	  ◦ Integration of different forms of evidence into innovative types of evidence products

Local evidence intermediaries *(e.g., national fact-checking organizations, science academies, think tanks, and knowledge-translation platforms)*	• Responding to local decision-makers' needs with best evidence, which has distinct COM requirements (see 'Interface between supply and demand in a status-quo environment' in **section 5.4** and, in the case of those supporting policymakers, the text below **section 5.4**, as well as additional details in **section 5.3**) • Building the case for greater local evidence use and optimizing supportive local structures, processes and incentives, which also has distinct COM requirements (see 'Interface between supply and demand in a changing environment' in **section 5.4**)
Local hybrid evidence intermediaries and producers *(e.g., national impact-oriented units)*	• Responding to local decision-makers' and intermediaries' needs for new local best evidence (e.g., data analytics, modeling, evaluation, behavioural / implementation research, qualitative insights, evidence synthesis, technology assessment, and guidelines), which also has distinct COM requirements (see 'Supply of evidence' in **section 5.4**)

Turning to the third and fourth dimensions – local jurisdictions and societal challenges (or Sustainable Development Goals (SDG) – consider the case of a Nigerian non-governmental organization focused on SDG4 – Quality education. This organization may be both a 'decision-maker' and an intermediary that supports the use of evidence by government policymakers, school leaders, teachers, and parents. Ideally the organization would have the capacity, opportunity and motivation to:

- acquire, assess, adapt and apply evidence in their own efforts to support quality education
- respond to Nigerian decision-makers' needs with best evidence
- build the case for greater local evidence use and for optimizing supportive local structures, processes and incentives.

For the first two points the organization may:

- keep abreast of evidence needs through its own 'rapid evidence service' request process and by tapping into a Nigerian initiative that supports listening and foresight, as well as the prioritization of locally needed evidence, in the education sector
- begin any response by searching the best one-stop evidence shops focused on education (e.g., Education Endowment Foundation in the UK and What Works Clearinghouse in the US) and judging what they mean for Nigeria
- lead the co-production of one type of local evidence (e.g., parent and teacher assessments that can feed into Nigeria-specific data analytics and evaluations)
- partner with other applied local evidence groups that are co-producing Nigeria-specific evidence (e.g., data analytics, modeling, evaluations, behavioural/implementation research, and qualitative insights)
- contribute to one or two syntheses of the global evidence through ongoing involvement in a Campbell review group
- pilot the integration of these different forms of evidence into innovative types of evidence products and scale up the products that an evaluation suggests are most highly valued and used by decision-makers.

For the third bullet point ('build the case for greater local evidence use ...'), the organization may start by describing the current 'system' supporting educational decision-making. For a comprehensive example of a jurisdiction-specific evidence-support system covering a broad set of societal challenges, see the Alliance for Useful Evidence's UK evidence ecosystem for social policy (from 2015).