Supplemental File. Guidance on tailoring capacity building contingent on salient variations with citation to sources

<table>
<thead>
<tr>
<th>Salient Variation</th>
<th>Guidance for Tailoring Capacity Building</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EBI Selection/Marketing</strong></td>
<td><strong>CB Structure &amp; Types (in addition to Training, TA, Tools)</strong></td>
</tr>
<tr>
<td><strong>Factors</strong></td>
<td></td>
</tr>
<tr>
<td><strong>EBI: Complexity</strong></td>
<td>When high</td>
</tr>
<tr>
<td>1-4</td>
<td>Select a different EBI.</td>
</tr>
<tr>
<td>2,5,6</td>
<td>Market EBIs in formats that promote their adaptability and triability.</td>
</tr>
<tr>
<td><strong>EBI: Uncertainty</strong></td>
<td>When low</td>
</tr>
<tr>
<td>3,9-13</td>
<td>Select standardized EBIs.</td>
</tr>
<tr>
<td></td>
<td>When high</td>
</tr>
<tr>
<td></td>
<td>Select broad, flexible EBIs.</td>
</tr>
<tr>
<td></td>
<td>3,9,14</td>
</tr>
<tr>
<td><strong>Context: Setting’s Decision-making structure</strong></td>
<td>When hierarchical, centralized</td>
</tr>
<tr>
<td>10,15,16</td>
<td>Tailor and deliver CB to those working at different levels of the organization (target audience).</td>
</tr>
<tr>
<td></td>
<td>4,17,18</td>
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<tr>
<td></td>
<td>Deliver CB to the coalition or team (target audience) that will plan and implement the EBI.</td>
</tr>
<tr>
<td></td>
<td>19,20</td>
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</table>

EBI = Evidence-based Intervention, TA = Technical Assistance, CB = Capacity Building
Table 3. (continued)

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<th>Salient Variation</th>
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<tr>
<td></td>
<td>EBI Selection/Marketing</td>
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<tr>
<td><strong>Context:</strong> Setting’s Overall capacity</td>
<td><strong>CB Focus</strong></td>
</tr>
<tr>
<td><strong>Factor</strong></td>
<td><strong>EBI Selection/Marketing</strong></td>
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<td><strong>When low</strong></td>
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<tr>
<td></td>
<td>Select EBIs that embed change in existing technologies or operating procedures. 4</td>
</tr>
<tr>
<td></td>
<td>Efforts to build capacity to adopt and implement EBIs may not be successful. 9,11,12,14</td>
</tr>
<tr>
<td></td>
<td>Focus on building overall capacity prior to focusing on EBIs. 4</td>
</tr>
<tr>
<td><strong>Context: EBI-Setting Resources Fit</strong></td>
<td><strong>When poor fit</strong></td>
</tr>
<tr>
<td><strong>Resources Fit 11,12,21</strong></td>
<td><strong>When poor fit</strong></td>
</tr>
<tr>
<td></td>
<td>If possible, select an EBI that provides a better fit.</td>
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<tr>
<td></td>
<td>Provide incentives (funding or in-kind resources) to build capacity.</td>
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<tr>
<td></td>
<td>Focus on capacity to adapt EBI and/or acquire additional resources. 7,15</td>
</tr>
<tr>
<td><strong>Context: EBI-Setting Values Fit</strong></td>
<td><strong>When poor fit</strong></td>
</tr>
<tr>
<td><strong>Values Fit 11,19,22 21,23</strong></td>
<td><strong>When poor fit</strong></td>
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<td>Select an EBI that provides a better fit.</td>
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<td>Reframe EBI marketing.</td>
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<td></td>
<td>Strengthen CB provider/recipient collaboration.</td>
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<tr>
<td></td>
<td>Facilitate peer networking. Assess and provide feedback on performance. 8,13,16,21</td>
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<td>Focus on capacity (motivation) to adopt and implement EBIs. 8</td>
</tr>
<tr>
<td><strong>Context: Stakeholder Unity/Polarization</strong></td>
<td><strong>When polarized</strong></td>
</tr>
<tr>
<td><strong>Unity/Polarization 18,19,25</strong></td>
<td><strong>When polarized</strong></td>
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<td>Select an EBI that provides a better fit.</td>
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<td>Reframe EBI marketing.</td>
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<td>Provide more CB (dose) than when lower. 7</td>
</tr>
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<td><strong>When polarized</strong></td>
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<tr>
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<td>Focus on capacity for a technical, rational approach to adoption/implementation. 19,25</td>
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<tr>
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<td><strong>When polarized</strong></td>
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<td>Focus on capacity for strategic and political approaches to adoption/implementation. 19,25</td>
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</tbody>
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Variation in CB type/structure are italicized. EBI = Evidence-based Intervention, TA = Technical Assistance, CB = Capacity Building


