Chapter 8. Appendices

*As noted in the introduction, the appendices complement key sections in the introduction. They also complement many of the other chapters. The first appendix (**8.1**) describes the methods used to inform commissioner deliberations and recommendations. Four appendices (**8.2**, **8.3**, **8.5** and **8.6**) provide additional information about the commissioners, secretariat and advisors who shaped the report and its contents. One appendix (**8.4**) describes the funding for the Evidence Commission. The final appendix (**8.7**) provides a more detailed version of the timeline first introduced in **section 1.6**.*

Global Commission on Evidence
to Address Societal Challenges

8.1 Methods used to inform commissioner deliberations and recommendations

One of the five desirable criteria for global commissions (see **section 1.1** for the full list) is that the commission is enabled by the use of systematic and transparent methods to review the evidence (e.g., data analytics and evidence syntheses) that informed deliberations about sections (e.g., infographics, tables and text boxes) and recommendations.

We used three main types of methods to inform commissioners' deliberations and recommendations:

- examinations of existing evidence syntheses on the many topics addressed by the Evidence Commission (the search for which was led by Kaelan Moat and which was particularly important for **sections 3.3** to **3.6** and **4.11**) or, in their absence, single studies or landmark reports and papers (the search for which was led by John Lavis and Kaelan Moat and which was particularly important for **sections 1.1**, **1.6**, **1.7**, **2.1**, **2.3**, **2.4**, **3.1**, **3.7**, **4.2**, **4.5**, **4.7**, **4.8**, **4.9**, **4.12**, **4.13**, **5.1** to **5.4**, **6.1** and **6.2**)
- analyses of global commissions addressing societal challenges that published reports since 1 January 2016 or that are currently underway (which were led by Kartik Sharma and supported by Hannah Gillis and which resulted in sections **1.1**, **2.5**, **3.8** and **4.15**, and which informed analyses by John Lavis and which resulted in **sections 7.1** and **7.3**)
- analyses of two one-stop shops for evidence syntheses (which were led by James McKinlay and Cristian Mansilla and which resulted in **section 4.5**).

The selection of examples throughout the report was based on the rich experiences of commissioners and secretariat staff.

The search for existing evidence syntheses focused first on the most appropriate one-stop shops for evidence syntheses and then on more general bibliographic databases and Google. When relevant evidence syntheses could not be found, the search for single studies and landmark reports and papers focused on general bibliographic databases and Google. The landmark reports included those produced by:

- standing global report-producing bodies that issued one-off reports specifically focused on using evidence to address societal challenges, such as the World Development Report 2021 that addressed data analytics (at least in part)
- national and sub-national commissions specifically focused on using evidence to address societal challenges, such as the Obama-era Commission on Evidence-based Policymaking (and the related and more recent Biden-era presidential memorandum and Office of Management and Budget memorandum).(1)

Additional evidence syntheses and single studies, as well as landmark reports and papers, were identified by commissioners and secretariat staff. A targeted search for definitions of the forms in which evidence is typically encountered resulted in **section 4.2**, a thematic analysis of a listserv discussion about living evidence products informed **section 4.7**, a close collaboration with an Indigenous commissioner (Daniel Iberê Alves da Silva) resulted in **section 4.10**, the participant-observer role of many secretariat staff informed **section 4.13**, and a recently completed analysis by a secretariat staff member (Kartik Sharma) resulted in **section 5.5**.

The search for global commissions (or organizations that convene, act as the secretariat for and/or fund commissions) involved a combination of key informants (including commissioners, other knowledgeable individuals, and COVID-19 Evidence Network to support Decision-making (COVID-END) partners and advocating working-group members), Google searches, literature searches and website reviews. From this 'population' of commissions, we purposively sampled commissions using three inclusion criteria:

- global scope (e.g., not regional, national or sub-national), and note that we excluded guideline panels, modified Delphi processes, and treaty-negotiation processes
- most recent report published on or after 1 January 2016 (i.e., the start of the SDG era)
- makes recommendations that can be acted upon by key societal actors (e.g., not just recommendations by and for researchers or research funders).

For the 73 completed Lancet Commissions, we excluded 16 based on lack of global scope, 20 based on report publication date, and 26 based on a lack of link to at least one non-health SDG. We also identified three in-progress Lancet Commissions through the Reform for Resilience Commission report. We maintained a list of 'near misses' (reports that partially met but not fully meet our inclusion criteria). We may have missed global commissions that used the term 'eminent persons' in their title because this term was not part of our original search.

We extracted and analyzed data about the 54 global commissions (48 completed, one that had issued a report but not yet its final report, and five in progress) and their 70 reports to prepare four sections and inform one section:

- commissions by desirable attributes of commissions (**section 1.1**)
- commission reports by challenge type (**section 2.5**)
- commission reports by decision-maker type (**section 3.8**)
- commission reports by evidence type (**section 4.15**)
- recommendations (**section 7.1**).

For the latter section, we conducted a thematic analysis to identify completed commissions' recommendations that could be endorsed or built upon, and to identify active commissions' interim recommendations (or signals about likely recommendations) that could be endorsed or built upon and/or co-shaped in consultation with them. For all of these sections we focused on what was reported (which may be less than what was actually done). Additional details about recommendation-counting rules are available upon request. We did not conduct interviews or review websites. A list of the global commissions and their reports is provided in an annex (**8.8**) at the end of these appendices.

Two approaches were used to elicit input from commissioners in drafting the recommendations:

- thematic analysis of recommendations from all global commissions reporting since 1 January 2016 that identified recommendations that speak to similar issues as the Evidence Commission (which were the focus of **section 7.1**)
- 'running list' of potential recommendations that emerged from calls and emails with commissioners, advisors and others.

Several formats were proposed to commissioners, which could be selected individually or in combination:

- recommendations (or calls to action), each directed at one or more specific category of actors, describing the action(s) that need to be taken, and specifying a timeline over which it should be taken (i.e., using a 'roadmap' approach)
- draft resolution for consideration by the UN, the G20 or other multilateral organization
- model legislation that could be adapted by government policymakers (such as Foundations for Evidence-Based Policy Act of 2018, or the Evidence Act, in the US)
- agreement or charter that governments, associations and other supporters can sign on to.

Having opted for a recommendations format, the commissioners provided several rounds of feedback on the draft recommendations:

- brief discussions in the September, October and November calls with commissioners
- three rounds of online surveys, the first of which led to a change from wording each recommendation as a single sentence to the combination of a brief 'headline' and set of points that elaborate on the headline.

8.2 Commissioner biographies

Amanda Katili Niode is a talented policy advisor and non-governmental organizational leader working as the director of The Climate Reality Project Indonesia, part of a global organization founded by former US vice-president Al Gore to mainstream the climate crisis and the actions that can be taken to address it. Amanda is certified as an executive coach and mentor on climate and sustainability, partnering with individuals, organizations and corporations to further environmental policy and action. Amanda previously served as Indonesia's Special Assistant to the Minister for Environment and the Head of the Expert Team of the President's Special Envoy for Climate Change. For her work in furthering the Sustainable Development Goals (SDGs), the United Nations Development Programme invited Amanda to become an 'SDGs Mover' in Indonesia. In her other roles, Amanda is a weekly columnist on environmental issues; and is the co-founder and chairperson of Omar Niode Foundation, a non-profit organization delivering home-cooked meals for medical workers and volunteers fighting the COVID-19 pandemic in Indonesia. Amanda has a PhD from the School of Environment and Sustainability at the University of Michigan and a B.Sc. from the School of Natural Science and Technology at the Institut Teknologi Bandung.

Andrew Leigh is a seasoned government policymaker serving as the Shadow Assistant Minister for Treasury and Charities, and Federal Member for Fenner in Australia. Andrew is skilled in economic policy, having worked as a professor of economics at the Australian National University prior to being elected to government in 2010. Andrew is a Fellow of the Australian Academy of Social Sciences, and a past recipient of the 'Young Economist Award,' a prize given every two years by the Economics Society of Australia to the best economist under 40. Andrew is a podcast host and has written over a half-dozen books with his most recent titles including: *Randomistas: How Radical Researchers Changed Our World* (2018), *Innovation + Equality: How to Create a Future That Is More Star Trek Than Terminator* (with Joshua Gans) (2019), and *Reconnected: A Community Builder's Handbook* (with Nick Terrell) (2020). Andrew holds a PhD in public policy from Harvard and graduated from the University of Sydney with first class honours in arts and law.

Antaryami Dash is an experienced non-governmental organizational leader leading the health and nutrition thematic portfolio at Save the Children, India and co-chairing Save the Children's Nutrition Technical Working Group. Previously, Antaryami has worked with UNICEF (the United Nations Children's Fund) and government health systems bringing his skills and expertise to bear on issues related to community management of acute malnutrition, nutrition in emergency settings, nutrition surveillance, health-system strengthening, data analytics, and research. His economic and nutrition public-policy research has covered such areas as: assessment of cost of diet in India and finding solutions to minimize the affordability gap of a nutritious diet; assessing household level co-coverage of nutrition-specific and nutrition-sensitive interventions; reducing child malnutrition by improving home-augmented household diets using a positive deviance approach; and assessing campaign effectiveness and coverage of vitamin A and de-worming. Antaryami has mentored participants in the Save the Children's course on 'Nourishing the youngest and resourcing the families for better nutrition.' He holds a bachelor's degree in homoeopathic medicine and surgery, a master's in public health, specializing in health administration, and is currently pursuing his PhD in public health from the Tata Institute of Social Sciences.

Asma Al Mannaei is a skilled public servant guiding efforts to reshape and improve the healthcare sector in the emirate of Abu Dhabi as the executive director of research and innovation in the government's department of health. Asma currently chairs several committees in the United Arab Emirates (UAE), such as the Abu Dhabi Health Research and Technology Committee, and serves as a board member of the National Rehabilitation Center. Previously, Asma worked as the department's director of strategy and healthcare quality, leading its transformation in patient care quality and safety. Asma introduced the award-winning 'Muashir' framework — an innovative, comprehensive quality monitoring and improvement program (the first of its kind in the Middle East and North Africa) that provides ratings for healthcare providers' performance based on the best international quality practices. Asma holds a master's degree in public health from Johns Hopkins University, a clinical research diploma from the Vienna School of Clinical Research, and a bachelor's degree in medicine from UAE University. She also received executive education in advanced leadership and management at Harvard's Kennedy School of Government.

Daniel Iberê Alves da Silva is an Indigenous member of the M'byá Guarani people in Brazil and a citizen leader committed to sharing Indigenous ways of knowing. Iberê is a councillor on the Municipal Council of Cultural Policies of Rio Branco, Acre, and member of the Thematic Committee of Traditional Communities/Indigenous Cultures. He was a founding councillor of the Indigenous Council of Brazil's Federal District (2017). His research explores political sociology, governance and social thought, particularly as it relates to the Amazon and impacts on Indigenous peoples. He has held a number of roles in the following organizations: Usina de Artes João Donato (Art Plant Joao Donato, once the site of a cashew processing plant, now an art school for music, performing arts and cinema); the Institute Dom Moacyr Grechi in the Roberval Cardoso Professional and Technology Education Centre; the Programa Nacional de Acesso ao Ensino Técnico e Emprego (PRONATEC, which aims to expand and democratize public secondary education) coordinated by the Instituto Federal do Acre; among others. He is a doctoral student in Social Anthropology at Universidade de Brasília. He holds a master's degree in social sciences from the Universidade Federal do Rio Grande do Norte with a concentration in politics, development and society; and a bachelor's degree in social sciences, specializing in political science, from the Universidade Federal do Acre.

David Halpern is a trusted government policy advisor working as the chief executive of the Behavioural Insights Team in the UK. David has led the team since its inception in 2010, bringing behavioral insights and implementation science into governments in the UK and other countries. Prior to that, David was the first research director of the Institute for Government, and between 2001 and 2007 he was the chief analyst at the Prime Minister's Strategy Unit. David was also appointed as the What Works National Advisor in July 2013. He supports the What Works Network and leads efforts to improve the use of evidence across government. Before entering government, David held tenure at Cambridge and posts at Oxford and Harvard. He has written several books and papers on areas relating to behavioural insights and well-being, including *Social Capital* (2005), *The Hidden Wealth of Nations* (2010), and *Online Harms and Manipulation* (2019), and he co-authored the MINDSPACE report. In 2015, David wrote a book about the Behavioural Insights Team entitled *Inside the Nudge Unit: How Small Changes Can Make a Big Difference*.

Donna-Mae Knights holds the position of policy coordinator for the Ministry of Community Development, Culture, and the Arts, through which she has been involved in directing the formulation of policies for the Government of Trinidad and Tobago over the last seven years, in areas including culture and sustainable community development. She is a career public servant with 27 years of service in areas of social policy, planning and research, as well as the design and implementation of community-based poverty-eradication strategies. Dr. Knights interrupted this period of service in 2005 and completed a master's degree in Sustainable International Development at Brandeis University, followed by doctoral studies in Social Work at Washington University in St. Louis. Her dissertation focused on collective efficacy and community-based crime prevention, looking at insights into the workings of informal community structures and their impact on the social life and informal regulation of communities.

Fitsum Assefa Adela is a government policymaker serving as the minister in charge of the Planning and Development Commission of the Federal Democratic Republic of Ethiopia. Being at the helm of the country's key development planning and policymaking office, and a core member of the macroeconomic policy team in her capacity as the commissioner, Fitsum brings a whole-of-government approach to her leadership in economic policies, plans and programs, including the crafting and implementation of Ethiopia's home-grown economic reform and its 10-year development plan. Fitsum also serves as the government's representative liaising with the Independent Economic Advisory Council. Since 2018, she has also served as a board member of the Commercial Bank of Ethiopia. Before entering politics, Fitsum was a professor for more than a decade at the University of Hawassa in Ethiopia, where she undertook several impactful interdisciplinary studies focusing on environment and development, technology adoption, and poverty analysis with a focus on institutional factors. Fitsum holds a PhD in philosophy and agricultural economics from the University of Giessen in Germany, and a master's degree in development studies and a bachelor's degree in accounting from Addis Ababa University in Ethiopia.

Gillian Leng is the Chief Executive of the National Institute for Health and Care Excellence (NICE), which offers guidance, advice and information services for health, public-health and social-care professionals in the UK. As a junior doctor, Gillian was struck by variations in clinical practice, and this developed into her passion for using evidence to improve care. Her career has spanned research, evidence synthesis, management and healthcare. Her aim has been to transform NICE with new methods and processes to put the organization at the forefront of evaluating new medicines, devices and diagnostics, and deliver dynamic, living guidelines. Gillian trained in medicine at Leeds, worked on clinical trials and epidemiological research in Edinburgh, and was a public-health consultant in London. She was an editor of the Cochrane Collaboration, and now chairs the Guidelines International Network.

Gonzalo Hernández Licona is a distinguished economist working as the director of the Multidimensional Poverty Peer Network (MPPN-OPHI), where he coordinates 61 countries and 19 international institutions to advance and exchange ideas about implementing multidimensional poverty indicators. Based in Mexico, Gonzalo brings expertise in country-led evaluations to his work with UNICEF. He is senior research fellow at the International Initiative for Impact Evaluation (3ie), research associate in the Oxford Poverty and Human Development Initiative, and member of the Board of Trustees at El Colegio de México. He was the executive secretary of the National Council for the Evaluation of Social Policy (CONEVAL) between 2005 and 2019, where he coordinated the evaluation of social policies and the measurement of poverty at the national, state and municipality levels. His previous roles have included general director of monitoring and evaluation at the Ministry of Social Development, and full-time professor at the Instituto Tecnológico Autónomo de México (ITAM), where he still works part-time. He was also part of the 15 independent group of scientists who wrote the 2019 Global Sustainable Development Report for the UN. Gonzalo has a PhD in economics from Oxford University, a master's degree in Economics from the University of Essex, and a bachelor's BA from ITAM.

Hadiqa Bashir is a confident young feminist, visionary and citizen leader. She was born into a patriarchal society in Saidu Sharif, which is located in the Swat Valley in the Khyber Pakhtunkhwa province of Pakistan's Tribal Belt, and which motivated her to work against early and forced marriages in Pakistan's tribal regions. To that end, she founded Girls United for Human Rights to protect and promote girls' rights. In doing so, she has worked to sensitize her community to the negative effects that child marriages have on children's mental and physical health. Hadiqa is on the volunteer board of directors at Eve Alliance and has previously volunteered at A Society for Women's Rights and the Sister's Council (Khwendo Jirga, a women's advocacy group in Pakistan that supports gender equality). She has been recognized as a Women Deliver Young Leader, the winner of the With and For Girls Award (2018-19), a Commonwealth Youth Award Finalist (2017), a two-time Children's Peace Prize Nominee (2016 and 2017), a winner of the Asian Girls Rights Award (2016), a winner of the Muhammad Ali International Humanitarian Award (2015), a recipient of an honorary award from the Honorable Chairman Senate Islamic Republic of Pakistan, and an Asian Girls Ambassador.

Howard White is a research leader serving as the chief executive officer of the Campbell Collaboration, an international social-science research network that produces evidence syntheses relevant for decision-making. Howard has spent his career supporting the use of robust evaluation and previously served as the founding executive director of the International Initiative for Impact Evaluation (3ie), as well as led the impact-evaluation program of the World Bank's Independent Evaluation Group. Howard has advised government agencies in many countries, across many sectors, around the world. He has received awards from the governments of Benin and Uganda for his services in the field of evaluation. As an academic, he leans towards work with policy relevance, and working in the policy field believes in academic rigour as the basis for policy and practice. Howard started his career as an academic researcher at the Institute of Social Studies in The Hague, and the Institute of Development Studies, University of Sussex.

Jan Minx is an impact-oriented scholar working as a professor of climate change and public policy at the Priestley International Centre for Climate at the University of Leeds. Based in Germany, he also heads up the Applied Sustainability Science working group of the Mercator Research Institute on Global Commons and Climate Change, a scientific think tank combining economic and social science analyses to guide public policy. Jan has contributed substantially to the recent work of the Intergovernmental Panel on Climate Change (IPCC) as a coordinating lead author of the IPCC's Sixth Assessment Report, where he co-leads the chapter on emission trends and drivers in the Mitigation of Climate Change working group. He also played a major role during the fifth assessment cycle, where he coordinated the report process as head of the Technical Support Unit. Jan's research spans climate, environmental and sustainability policy. Methodologically, a primary focus of his work is evidence synthesis, exploring how artificial intelligence can help to scale evidence-synthesis methods to very large bodies of evidence and apply them in the context of global environmental assessments where modelling is the dominant methodological approach, and developing new evidence-synthesis methods to advance scientific policy advice and global environmental assessments. He holds a PhD in environmental economics and management from the University of York and completed his undergraduate degree in economics and political science at the University of Cologne.

Jinglin He is a non-governmental organizational leader working as the director of The Red Leaf Groups, adjunct professor of the Institute of Health Data Science of Lanzhou University, and consultant of the Tsinghua University's Research Centre on Aging Society. Previously, Jinglin has served as a full-time consultant of the United Nations Population Fund, the executive manager of the China Council of the Lions Club, and a senior program officer and regional coordinator at UNICEF, the Joint United Nations Programme on HIV/AIDS, and the World Health Organization. Earlier in her career, Jinglin taught and undertook research in the School of Public Health of Peking University. She brings expertise in public health and social development (specifically in the fields of policy development, advocacy and cross-sectoral cooperation) and in empowerment (in areas such as communicable diseases, road safety, active aging, gender equality, disabled and rights, youth, and life skills). Jinglin received her bachelor's, master's and PhD in public health from Peking University.

Julia Belluz is a respected journalist working as Vox's senior health correspondent. Reporting on medicine, science, and global public health across platforms and media, Julia is an evidence intermediary skilled in health and social policy journalism. Before joining Vox, Julia was a Knight Science Journalism fellow at the Massachusetts Institute of Technology. Her writing has appeared in a range of international publications, including the BMJ, the Chicago Tribune, the Economist and Economist's Intelligent Life magazine, the Globe and Mail, the LA Times, Maclean's, the National Post, ProPublica, Slate, and the Times of London. In 2015, she contributed a chapter to the book *To Save Humanity: What Matters Most for a Healthy Future.* Julia has been honored by numerous journalism awards, including the 2016 Balles Prize in Critical Thinking, the 2017 American Society of Nutrition Journalism Award, and three Canadian National Magazine Awards (in 2007 and 2013). She was a 2019 National Academies of Sciences, Engineering, and Medicine Communications Award finalist. Outside of reporting, she speaks regularly at universities and conferences the world over. She holds an M.Sc. from the London School of Economics.

Julian Elliott is one of the world's leading clinician researchers in the use of technology for evidence synthesis. He is chair of the Australian Living Evidence Consortium, based at Cochrane Australia within Monash University's School of Public Health and Preventive Medicine, and until recently was the executive director of the Australian National COVID-19 Clinical Evidence Taskforce. Julian is a distinguished evidence producer, having developed the 'living evidence' model — high-quality systematic reviews and guidelines that are updated as soon as new evidence becomes available. This model dramatically improves the currency of high-quality evidence and is now being adopted worldwide, including by the World Health Organization and other major guideline groups. Julian is actively involved in the development of new technologies to improve knowledge translation. He co-founded and is chief executive officer of Covidence, a not-for-profit technology company that provides the most widely used software platform for evidence syntheses globally. In 2017, Julian was the recipient of the Australian Health Minister's Award for Excellence in Health and Medical Research. He is an infectious-diseases physician at the Alfred Hospital in Melbourne, Australia and worked previously for the Cambodian Ministry of Health, and served as a consultant to the WHO, the Joint United Nations Programme on HIV/AIDS, and the World Bank.

Kenichi Tsukahara is an engineering leader working as the director of the Disaster Risk Reduction Research Centre and professor in the civil engineering department at Kyushu University in Japan. He has held various senior-level positions in the Ministry of Land, Infrastructure and Transport with the Japanese government. He brings over three decades of experience internationally, having served as a senior advisor with the Japan International Cooperation Agency, deputy director general of the Secretariat of Asia-Pacific Water Forum, strategy and policy officer in the Asian Development Bank, and first secretary for economic cooperation, Embassy of Japan in Indonesia. He is a member of the Science Council of Japan, leader of the water-related disaster group of the Disaster Risk Management Committee of the World Federation of Engineering Organizations, and senior professional civil engineer with the Japan Society of Civil Engineers Regional Science Association International. Kenichi holds a PhD from the Department of Regional Science at the University of Pennsylvania and a civil engineering degree from Kyushu University.

Kerry Albright is an international public servant working as the deputy director ad interim and chief, Research Facilitation and Knowledge Management, at UNICEF's dedicated research centre, the Office of Research-Innocenti (UNICEF-Innocenti), based in Florence, Italy. In her evidence intermediary role, she oversees research quality assurance and ethical evidence-generation standard-setting for UNICEF's 190+ offices and 15,000 staff worldwide. She also has oversight of UNICEF-Innocenti activities in research governance, evidence synthesis and knowledge management, research capacity-building, research uptake and impact, and behavioural-sciences research and implementation research. Kerry's work focuses on strengthening an evidence and learning culture across UNICEF and working with external partners in support of a global community of practice around evidence for children. Prior to joining UNICEF in 2015, Kerry worked in various roles at the UK's Department for International Development, now the Foreign, Commonwealth and Development Office, where she was head of the Evidence to Action Unit and also co-founded the Global Open Data for Agriculture and Nutrition initiative.

Larry Hedges is an applied statistician working as the Board of Trustees Professor of Statistics at Northwestern University in Chicago in the US. He is chair of the Department of Statistics, with appointments as a faculty fellow at the Institute for Policy Research, the School of Education and Social Policy in the Department of Psychology, and the Weinberg School of Medicine. Larry is an elected member of the National Academy of Education, and a Fellow of the American Academy of Arts and Sciences, the American Statistical Association, the American Psychological Association and the American Educational Research Association. He co-founded the Society for Research on Educational Effectiveness and was honoured by the establishment of the annual Hedges Lecture in 2016. He is known for bringing evidence synthesis into educational policy and practice. Larry received the Yidan Prize for Education Research in 2018. Prior to Northwestern, he was the Stella M. Rowley Distinguished Service Professor at the University of Chicago. He received a PhD from Stanford University in 1980.

Maureen Smith is a citizen leader committed to evidence-based medicine and patient/citizen engagement in research. Her commitment stems from her lived experience with the health system subsequent to a rare disease diagnosis in childhood. Maureen is the chair of Cochrane's Consumer Network Executive and is involved in several global Cochrane projects and advisory committees. In Canada, she is the chair of Ontario's Strategy for Patient-Oriented Research (SPOR) SUPPORT Unit's Patient Partner Working Group and sits on the board of directors. She is also a member of SPOR's Evidence Alliance. She has been a patient member on the Ontario Committee to Evaluate Drugs since 2014, and on the Ontario Health Technology Advisory Committee for the past four years. Most recently, Maureen became the citizen-partnership lead for the COVID-19 Evidence Network to support Decision-making (COVID-END), a global evidence network to support decision-making. She also brought the consumer perspective as a co-investigator on the e-COVID-19 living map of recommendations global initiative. Previously, Maureen served on the Executive of the Canadian Organization for Rare Disorders and Rare Disease International.

Modupe Adefeso-Olateju is a recognized organizational leader and policy expert specializing in public-private partnerships and citizen-led assessments in education, and works as the managing director of The Education Partnership Centre, which is Nigeria's pioneering education-partnership organization. Mo advises policymakers, corporations and international think tanks, and leads workstreams on a range of education-sector support initiatives funded by multilateral organizations and corporate funders. She is a member of the team that is drafting Nigeria's mid- and long-term strategic plans. Mo sits on the boards of Malala Fund, Slum2School Africa, and Unveiling Africa Foundation, and is an advisory board member of the People's Action for Learning (PAL) Network. She offers technical advice on scaling education innovation to the Brookings Institution's Center for Universal Education Millions Learning project and the Global Schools Forum Learning Labs. As a Centenary Scholar, she graduated from the UCL Institute of Education with a PhD in Education and International Development and is a Fellow of the Asia-Global Institute in Hong Kong.

Neil Vora is a physician with Conservation International where he leads efforts at the interface between conservation efforts – addressing the underlying drivers of pathogen emergence such as deforestation – and pandemic prevention. He was previously with the US Centers for Disease Control and Prevention (CDC), which he first joined in 2012 as an Epidemic Intelligence Service officer. While with CDC, Neil deployed to Liberia and the Democratic Republic of the Congo to assist in the responses to the two largest Ebola outbreaks on record, and to the country of Georgia to lead an investigation of a newly discovered virus related to the smallpox virus. In 2020-2021, he led New York City's COVID contact-tracing program composed of over 3,000 staff. He is currently an associate editor at CDC's Emerging Infectious Diseases journal and an adjunct professor of internal medicine at Columbia University. Neil still sees patients in a public tuberculosis clinic in New York City.

Petrarca Karetji is the head of Pulse Lab Jakarta of the United Nations Global Pulse network. Pulse Lab Jakarta was established as a big-data innovation lab and is now emerging as an analytic partnership accelerator for development and humanitarian action. Petra has more than 25 years of professional experience, undertaking a range of international-development industry roles. These include as team leader of the Knowledge Sector Initiative in Indonesia for RTI International, an independent, non-profit research institute dedicated to improving the human condition; senior partnerships advisor for the Australian Department of Foreign Affairs and Trade; director for Poverty, Decentralisation and Rural Development in AusAID; director of the Eastern Indonesia Knowledge Exchange/BaKTI and team leader for the Multidonor Support office for Eastern Indonesia within the World Bank; and director of Austraining Nusantara. He holds a bachelor's degree in education and a master's degree in development studies from Satya Wacana Christian University.

Soledad Quiroz Valenzuela is a government science advisor in environmental policy working as the executive secretary of the Chilean Scientific Committee on Climate Change. Soledad was recently appointed to the role of vice-president for policy of the International Network for Government Science Advice (INGSA) and serves on the steering committee of INGSA's Latin American and Caribbean chapter. She has been a lecturer and researcher in science and technology policy, science advice, and science diplomacy. She participates in the Science Diplomacy Network for Latin America and the Caribbean (DiploCientifica). Soledad holds a PhD in biochemistry and molecular biology from Michigan State University, and a master's degree in public policy and management from Carnegie Mellon University.

Steven Kern is the deputy director, Quantitative Sciences, at the Bill and Melinda Gates Foundation, based in Seattle, Washington, US. He leads a team that provides a crucial evidence-intermediary role, providing quantitative analysis – including data analytics and other forms of evidence – to support foundation teams for therapeutics projects. Before joining the foundation, he was global head of pharmacology modeling at Novartis Pharma AG (based in Basel, Switzerland), where he led a team that provided model-based drug-development support to therapeutics projects in many disease areas and across all stages of drug development. Earlier, he was an associate professor of pharmaceutics, anesthesiology, and bioengineering at the University of Utah in Salt Lake City, where he served as co-investigator for the National Institutes of Health–funded Pediatric Pharmacology Research Unit. Steven has designed, conducted, and served as a principal investigator for clinical pharmacology studies that span the population from preterm infants to elderly adults. Steven has a bachelor's degree in mechanical engineering from Cornell University, a master's degree in bioengineering from Penn State University, and a doctoral degree in bioengineering from the University of Utah. He has published more than 60 papers in the areas of pharmacokinetic and pharmacodynamic modeling, applying principles of control-systems engineering to drug delivery and clinical pharmacology.

8.3 Secretariat

John N. Lavis

Jeremy Grimshaw

Jenn Thornhill Verma

Co-Lead, Evidence
Commission Secretariat

Co-Lead, Evidence
Commission Secretariat

Executive Lead, Evidence
Commission Secretariat

The secretariat included two scientific co-leads (John Lavis and Jeremy Grimshaw) and an executive lead (Jenn Verma), and many full-time and contract staff of the McMaster Health Forum (unless otherwise noted). Secretariat members played many roles over the life of the commission, including the following roles specific to the final report.

- **John Lavis** acted as the lead report writer and led the drafting and revising of the text (including text in visuals) and recommendations
- **Jenn Thornhill Verma** led the creative process of making the report's visuals as engaging as possible and led much of the engagement with commissioners, advisors and funders
- **Jeremy Grimshaw** (from the Ottawa Hospital Research Institute) helped shape the report and provided feedback on early drafts of key sections
- **Kaelan Moat** led many of the evidence reviews drawn on in drafting the text
- **Kartik Sharma** led many of the analyses drawn on in drafting the sections related to global commissions
- **Hannah Gillis** contributed to many of the analyses drawn on in drafting the sections related to global commissions
- **David Tovey** (a senior advisor to COVID-END) provided a synthesis of the papers that formed the foundation of **section 4.12** (weaknesses in a health-research system) and provided feedback on select other sections
- **Jorge Barreto** (from Fiocruz Brasilia) supported the engagement of our Brazilian commissioner
- **Ileana Ciurea** provided overall project management and coordinated the involvement of key staff at the McMaster Health Forum, including:
  - **Brittany Dinallo** who provided marketing advice
  - **Cristian Mansilla** who undertook the analyses of COVID-END database content drawn on in drafting select sections and who helped with checks of the Spanish translation of the report
  - **François-Pierre Gauvin** who provided input to the citizen-related aspects of the report and who provided oversight of the French translation of the report
  - **James McKinlay** who undertook the analyses of Social Systems Evidence content drawn on in drafting **section 4.5**
  - **Julie Baird** who provided operational support
  - **Kerry Waddell** who helped with citation management
  - **Paul Ciurea** who helped with ensuring alignment between the Word and InDesign versions of the content
  - **Saif Alam** who helped with citation data entry
  - **Sarah Holden** who helped with some early graphic-design work
  - **Steve Lott** who provided communications support
- **Christy Groves** led the graphic design of the infographics and other visuals and full report
- **Amy Zierler** led the initial report-editing process
- **Sue Johnston** led the final copy-editing process

The bios and contact information for many members of secretariat members based at the McMaster Health Forum can be found on the Forum's website.

The secretariat benefited significantly from input from the COVID-END Advocating working group and from input received in its role as a co-sponsor (with WHO) of the Cochrane Convenes event held in October 2021.

8.4 Funders

The commissioners and secretariat gratefully acknowledge the following funders:

American Institutes for Research

Canadian Institutes of Health Research through a grant to the McMaster Health Forum on behalf of the COVID-19 Evidence Network to support Decision-making (COVID-END)

CMA Foundation / Fondation AMC

Healthcare Excellence Canada

Health Research Board

Michael Smith Health Research BC

8.5 Commissioner and secretariat affiliations and interests

The Evidence Commission did not make specific recommendations that would financially benefit (or harm) or otherwise affect the pecuniary or non-pecuniary interest of an organization. However, the Evidence Commission provided many examples of organizations, among many others, that could financially benefit if particular recommendations were acted upon. The following are examples of the organizations with which one or more commissioners or secretariat staff members (or their spouses) have affiliations or have had affiliations over the last five years, which are grouped by the existence and nature of any financial considerations. Additional details about our approach to conflict of interest is provided in an annex (**8.9**) at the end of these appendices.

- Employee
  - Australian Living Evidence Consortium, Monash University (Julian Elliott)
  - Alfred Health (Julian Elliott)
  - Behavioural Insights Team (David Halpern)
  - Bill and Melinda Gates Foundation (Steven Kern)
  - Campbell Collaboration (Howard White)
  - Centers for Disease Control and Prevention (Neil Vora)
  - Conservation International (Neil Vora)
  - Girls United for Human Rights (Hadiqa Bashir)
  - Government of Abu Dhabi, United Arab Emirates (Asma Al Mannaei)
  - Government of Ethiopia (Fitsum Assefa Adela)
  - Government of Trinidad and Tobago (Donna-Mae Knights)
  - Government of the United Kingdom, Cabinet Office (David Halpern)
  - Kyushu University (Kenichi Tsukahara)
  - McMaster University, which hosts the McMaster Health Forum that acts as the secretariat for COVID-END and the Evidence Commission (John Lavis and Jenn Verma)
  - National Council for the Evaluation of Social Development Policy of Mexico, or CONEVAL (Gonzalo Hernández Licona)
  - National COVID-19 Clinical Evidence Taskforce (Julian Elliott)
  - National Institute for Health and Care Excellence (Gillian Leng)
  - Northwestern University (Larry Hedges)
  - Omar Niode Foundation (Amanda Katili Niode)
  - Ottawa Hospital Research Institute (Jeremy Grimshaw)
  - Parliament of Australia (Andrew Leigh)
  - President's Special Envoy for Climate Change (Amanda Katili Niode)
  - Pulse Lab Jakarta, UN Global Pulse Initiative, which is administered in Indonesia by the United Nations Development Programme (Petrarca Karetji)
  - RTI International (Petrarca Karetji)
  - Save the Children (Antaryami Dash)
  - Scientific Committee on Climate Change, Chile (Soledad Quiroz Valenzuela)
  - The Climate Reality Project (Amanda Katili Niode)
  - The Education Partnership (TEP) Centre (Modupe Adefeso-Olateju)
  - The Red Leaf Groups (Jinglin He)
  - UNICEF (Antaryami Dash and Kerry Albright)
  - United Nations Development Programme (Petrarca Karetji)
  - University of Leeds (Jan Minx)
  - University of Ottawa (Jeremy Grimshaw)
  - University of Oxford, which hosts the Multidimensional Poverty Network (Gonzalo Hernández Licona)
  - Universidad Santo Tomás (Soledad Quiroz Valenzuela)
  - Vox Media (Julia Belluz)

- Ownership stake in a for-profit firm
  - Australia 200 ETF (family member of Andrew Leigh)
  - Vanguard Ethically Conscious International Shares Index ETF (family member of Andrew Leigh)

- Ownership stake in an incorporated not-for-profit entity
  - Behavioural Insights Team (David Halpern)
  - Covidence (Julian Elliott)

- Intellectual property (e.g., licences and patents) fees and royalties
  - Black Inc. Books – book royalties (Andrew Leigh)
  - MIT Press – book royalties (Andrew Leigh)
  - Penguin Random House – book royalties (David Halpern)
  - Polity – book royalties (David Halpern)
  - Yale Press – book royalties (Andrew Leigh)

- Contracts or grants to undertaken projects
  - American Institutes for Research (Larry Hedges)

- Board (or advisory board) member receiving a retainer, honorarium or other remuneration for their services
  - American Institutes for Research (Larry Hedges)
  - Campbell Collaboration (Jeremy Grimshaw)

- Long-term and/or full-time consultant or advisor receiving fees, honoraria or other remuneration for their services
  - UN Population Fund (Jinglin He)

- Short-term and/or limited-term consultant or advisor receiving fees, honoraria or other remuneration for their services (including the reimbursement of travel expenses)
  - 3ie (Gonzalo Hernández Licona)
  - Inter-American Development Bank (Gonzalo Hernández Licona)
  - Oxford Poverty and Human Development Initiative (Gonzalo Hernández Licona)
  - UNICEF (Gonzalo Hernández Licona)
  - World Health Organization, which hosts the secretariat for EVIPNet (John Lavis)
  - World Bank (Gonzalo Hernández Licona)

- Speaking or authorship fees, honoraria or other remuneration for giving a talk or authoring a report
  - Not applicable

- Meeting attendance (e.g., participation, travel or meals) costs paid
  - Bill and Melinda Gates Foundation (Howard White)
  - Guidelines International Network (Gillian Leng)
  - William and Flora Hewlett Foundation (Kerry Albright)

- Volunteer (including board member) not receiving remuneration for their services
  - Cochrane (Jeremy Grimshaw, John Lavis, Julian Elliott)
  - Intergovernmental Panel on Climate Change (Jan Minx)

- Relationship with organizations with financial links or other affiliations (e.g., professional society)
  - Academy of the Social Sciences in Australia (Andrew Leigh)
  - Academy of Social Sciences in the United Kingdom (David Halpern)
  - Bill and Melinda Gates Foundation (Steven Kern)
  - Campbell Climate Solutions Coordinating Group (Jan Minx)
  - Campbell South Asia (Howard White)
  - Campbell UK and Ireland (Howard White)
  - Canadian Task Force on Preventive Health Care (family member of Jeremy Grimshaw)
  - Cochrane Group on Effective Practice and Organisational Change (Gillian Leng, Jeremy Grimshaw)
  - Evidence Synthesis International (Jeremy Grimshaw)
  - Heywood Foundation (David Halpern)
  - International Centre for Evaluation and Development (Howard White)
  - International Network for Government Science Advice (Soledad Quiroz Valenzuela)
  - Royal Society of Medicine (Gillian Leng)
  - Society for Research on Educational Effectiveness (Larry Hedges)

- Relationship with organizations that advocate industry or policy positions
  - Bill and Melinda Gates Foundation (Steven Kern)
  - Canadian Organization for Rare Disorders (Maureen Smith)
  - Conservation International (Neil Vora)
  - Government of the United Kingdom, Business, Energy and Industrial Strategy (Gillian Leng)
  - People's Action for Learning Network (Modupe Adefeso-Olateju)
  - The Awakening, a program of IPHC World Missions (Hadiqa Bashir)

8.6 Advisors and other acknowledgements

The commissioners and secretariat gratefully acknowledge the many advisors who provided input to help shape the report, feedback on draft sections, and ideas for pathways to influence:

- COVID-END partners (see **section 1.5** as well as the COVID-END partners webpage)
- funder representatives (see **section 8.4**)
- co-organizers of a number of events where draft sections and/or Evidence Commission recommendations were discussed, including:
  - 'Cochrane Convenes,' which was co-organized by Cochrane, COVID-END, and the World Health Organization (WHO)
  - Engaging Evidence 2021, which was co-organized by Cochrane, GIN, GRADE and JBI centres in Australia and New Zealand
  - Bat-Sheva de Rothschild webinar on re-thinking the path from evidence to decision-making, which was co-organized by IS-PEC and WHO's Evidence to Policy and Impact unit
  - Global Evidence-to-Policy Summit, which was organized by WHO's Evidence-Informed Policy Network
  - Evidence for Policymakers 2021, which was co-organized by the Strengthening and Transferring Evidence for Policies and Politics Society and Universiteit Leiden.

The commissioners and secretariat also gratefully acknowledge the six organizations that financially supported translations of the Evidence Commission report.

For Arabic, the Knowledge to Policy Center, American University of Beirut, with oversight provided by Fadi El-Jardali	For Chinese, the Institute of Health Data Science, Lanzhou University, with oversight provided by Yaolong Chen, Xuan Yu, and Qi Wang	For French, the McMaster Health Forum, with oversight provided by François-Pierre Gauvin
For Portuguese, Fiocruz Brasilia, with oversight provided by Jorge Barreto	For Russian, the Russian Medical Academy for Continuing Professional Education, hosting Cochrane Russia, with oversight provided by Liliya Eugenevna Ziganshina, Ekaterina Yudina, and Dilyara Nurkhametova	For Spanish, the Unit for Evidence and Deliberation for Decision Making in the Faculty of Medicine of Universidad de Antioquia (UdeA), with oversight provided by Daniel F. Patiño-Lugo.

We also gratefully acknowledge Hari Patel and his colleagues at Akshari Solutions for preparing the final report layout in English and in six other languages.

8.7 Timeline

Abbreviated timeline

July – November 2021	Early January 2022	Late January 2022	2022
Monthly commissioner meetings	Embargoed report	Report launch	Pathways to influence

Deliberating and shaping the report | Dissemination and implementation

The active period of the Evidence Commission takes place from July to December 2021, with occasional optional touchpoints through 2022.

	Milestone	Date
Deliberation and shaping the report	Inaugural meeting to: • establish terms of reference and formalize workplan • prioritize topics for analyses and evidence syntheses • deliberate on first round of sections (infographics, tables and text boxes) and ideas for pathways to influence (advisors and events)	July 2021
	Deliberate on second round of sections	August 2021
	Deliberate on third round of sections and on draft recommendations	September 2021
	[Optional] Attend Cochrane Convenes and other events to gather stakeholder feedback on key messages	October 2021
	Deliberate on fourth round of sections and on recommendations	October 2021
	Review penultimate version of final report and finalize the recommendations	November 2021
	[Optional] Attend Global Evidence-to-Policy Summit and other events to gather stakeholder feedback on key messages	November 2021
Publication	Finalize report in English	December 2021
	Publish final report in seven languages (Arabic, Chinese, English, French, Portuguese, Russian and Spanish)	Late January 2022
Dissemination and implementation	Pursue pathways to influence, such as: • profiling key messages at or alongside global meetings (e.g., G7, G20 and World Health Assembly) • liaise with groups that are well-positioned to identify and support the achievement of future milestones	January – December 2022
	Report on progress after one and three years	January 2023 and January 2025

8.8 Annex to appendix 8.1 – List of global-commission reports

Name of commission (and reports if more than one)	Year published	Anticipated publication date	Number of recommendations
3-D Commission: Health determinants, data, and decision-making (2)	2021		10
Business and sustainable development commission			
• Better business, better world: The report of the business and sustainable development commission (3)	2017		9
• Better finance, better world: Consultation paper of the Blended Finance Taskforce (4)	2018		6
• Better finance, better food: Investing in the new food and land-use economy (5)	2020		7
• Infra 3.0: Better finance, better infrastructure (6)	2019		4
Champions 12.3 (7)	2020		6
Commission on a global health-risk framework for the future (8)	2016		26
Education commission (9)	2016*		38
Food and land-use coalition (10)	2019		44
G20 high-level independent panel on financing the global commons for pandemic preparedness and response (11)	2021		19
Global commission for post-pandemic policy (12)		ns**	0
Global commission for urgent action on energy efficiency (13)	2020		10
Global commission on adaptation			
• Adapt now: A global call for leadership on climate resilience (14)	2019		26
• Building forward better from COVID-19: Accelerating action on climate adaptation (15)	2020		15
Global commission on drug policy			
• Enforcement of drug laws: Refocusing on organized crime elites (16)	2020		5
• Classification of psychoactive substances: When science was left behind (17)	2019		3
• Regulation: The responsible control of drugs (18)	2018		6
• The world drug perception problem: Countering prejudices about people who use drugs (19)	2017		6
• Advancing drug policy reform: A new approach to decriminalization (20)	2016		5
• Drug policy and city government (21)	2021		4
• Drug policy and deprivation of liberty (22)	2019		4
• Drug policy and the sustainable development agenda (23)	2018		1
Global commission on internet governance (24)	2016		65
Global commission on the economy and climate			
• The sustainable infrastructure imperative (25)	2016		12
• Unlocking the inclusive growth story of the 21st century: Accelerating climate action in urgent times (26)	2018		72
Global commission on the future of work (27)	2019		12
Global commission on the stability of cyberspace (28)	2019		6
Global commission to end energy poverty (29)	2020		14
Global education evidence advisory panel (30)	2020*	ns**	10
Global health crises task force (31)	2017		48
Global high-level panel on water and peace (32)	2017		40

Global ocean commission (33)	2016		14
Global task force on cholera control (34)	2017		17
Global zero (35)	2017		49
High-level commission on health employment and economic growth (36)	2016		20
High-level panel for a sustainable ocean economy (37)	2020		35
High-level panel of experts on food security and nutrition			
• Promoting youth engagement and employment in agriculture and food systems (38)	2021		40
• Food security and nutrition: Building a global narrative towards 2030 (39)	2020		62
• Agroecological approaches and other innovations for sustainable agriculture and food systems that enhance food security and nutrition (40)	2019		31
• Multi-stakeholder partnerships to finance and improve food security and nutrition in the framework of the 2030 Agenda (41)	2018		23
• Nutrition and food systems (42)	2017		37
• Sustainable forestry for food security and nutrition (43; 44)	2017		37
• Sustainable agricultural development for FSN: what roles for livestock? (44)	2016		48
High-level panel of legal experts on media freedom			
• Advice on promoting more effective investigations into abuses against journalists (45)	2020		7
• Report on providing safe refuge to journalists at risk (46)	2020		9
• A pressing concern: Protecting and promoting press freedom by strengthening consular support to journalists at risk (47)	2020		5
• Report on the use of targeted sanctions to protect journalists (48)	2020		11
High-level panel on access to medicines (49)	2017		24
High-level panel on digital interdependence (50)	2019		11
High-level panel on humanitarian financing (51)	2016		15
High-level panel on internal displacement (52)	2021		78
High-level panel on international financial accountability, transparency and integrity for achieving the 2030 agenda (53)	2021		34
High-level panel on the future of multilateral development banking (54)	2016		10
High-level panel on water (55)	2018		31
High-level panel on women's economic empowerment			
• A call to action for gender equality and women's economic empowerment (56)	2016		23
• Taking action for transformational change on women's economic empowerment (57)	2017		28
Independent panel for pandemic preparedness and response (58)	2021		28
International commission on the future of food and agriculture (59)	2019*	ns**	28
International commission on the futures of education (60)	2020*	2021/11	9
Lancet (WHO-UNICEF-Lancet) Commission: A future for the world's children? (61)	2020		10
Lancet (Guttmacher-Lancet) Commission: Accelerate progress - sexual and reproductive health and rights for all (62)	2018		12
Lancet Commission: COVID-19		2021	0
Lancet (EAT-Lancet) Commission: Food in the anthropocene - Healthy diets from sustainable food systems (63)	2018		5
Lancet (Lancet-Financial Times) Commission: Governing health futures 2030 - Growing up in a digital world (64)		2021	0
Lancet Commission: High-quality health systems in the Sustainable Development Goals era – Time for a revolution (65)	2018		13
Lancet (Lancet-Chatham House) Commission: Improving population health post COVID-19 (66)		2022	0
Lancet (UCL–Lancet) Commission: Migration and health - The health of a world on the move (67)	2018		16

Lancet Commission: Non-communicable diseases and injuries (NCDIs) and poverty - Bridging a gap in universal health coverage for the poorest billion (68)	2020		12
Lancet Commission: Our future - Adolescent health and wellbeing (69)	2016		23
Lancet Commission: Pollution and health (70)	2017		15
Lancet Commission: The global syndemic of obesity, undernutrition, and climate change (71)	2019		9
Lancet Commission: Women and cardiovascular disease - Reducing the global burden by 2030 (72)	2021		29
Partnership for health system sustainability and resilience (73)		ns**	0
Reform for resilience (74)	2021	2021	11
WHO independent high-level commission on noncommunicable diseases (75)	2019		8

*   most recent
** ns = not specified

8.9 Annex to appendix 8.5 – Conflict-of-interest policy

The Evidence Commission developed a conflict-of-interest policy that involved three elements:

- completion of a disclosure form by commissioners and key secretariat staff
- screening of these disclosure forms by a member of the secretariat (Jennifer Thornhill Verma) using a risk-assessment model (and if issues arose, by an arm's-length advisor)
- committee comprised of two independent conflict-of-interest experts to review any concerns raised through the screening process and propose a risk-management plan.

This disclosure form, risk-assessment model and risk-management process were developed with guidance from Lisa Bero, and informed by empirical research on conflict-of-interest management.(76-78)

The disclosure form was as follows:

Employment – describe current employment (add more lines if more than one in past five years)

Position in and name of employer:	

Financial interest – disclose support only from entities that could be affected financially by the Evidence Commission report and that were received in the five years before this form is completed (note that public funding sources, such as government agencies or academic institutions, need not be disclosed)

Type of interest	Source of funding (e.g., foundation X)	Period of activity (e.g., whether current and date range)	Nature of activity (e.g., speaking fee, project grant) and focus (e.g., report title or product name)	Value of payment (in CDN$)
Company ownership (e.g., stock holdings or options)				
Intellectual property (e.g., licences and patents) fees and royalties				
Board (or advisory board) member retainer, honoraria, etc.				
Contracts or grants to undertake projects				
Consulting or advising fees, honoraria, etc.				
Speaking or authorship fees, honoraria, etc.				
Meeting attendance (e.g., participation, travel or meals) costs paid				
Other private practice or professional income				
In-kind support				
Family member with any of the above financial interests				

Organizational interest – disclose relationships with additional organizations (i.e., not meeting the criteria above) that have a pecuniary or non-pecuniary interest in the Evidence Commission report and that were held in the five years before this form is completed

Type of interest	Type of relationship (e.g., employment, leadership position or member)	Description
Relationship with organizations with financial links or other affiliations with industry groups that stand to benefit from or may be affected by the Evidence Commission report (e.g., professional society)		
Relationship with organizations that advocate known industry or policy positions		
Family member with either of the above organizational interests		

Other

Are there any other relevant interests, factors or circumstances not addressed above?	

Additional information

Is there any additional information you would like to provide relating to the above declaration of interests?	

The risk-assessment model involved consideration of the following factors:
- context and relevance to the work of the Evidence Commission
- nature of relationship (financial, personal, relevance)
- amount of relationship (financial)
- duration of relationship
- number of relationships (e.g., financial ties with a single company or many companies)
- type of company (relevance to the work in question and whether it could profit if recommendations are favourable; reputational risk)
- direct or indirect payments (e.g., to person or institution)
- level of control (e.g., company board member versus one-off consultant)
- risk of bias (e.g., in making recommendations).

The risk-management plan considered:
- risk level (high, medium or low)
- management options, which included:
  - strategies to eliminate conflicts (e.g., good-faith effort by the secretariat to identify commissioners with no conflicts; prospective candidates do not agree to become a commissioner or eliminate all financial ties)
  - strategies to mitigate conflicts (e.g., commissioners and secretariat staff members to not participate in related discussion, in drafting or revising sections or recommendations, or in voting or ratifying recommendations).

The resulting model took the following form:

Risk level	Considerations	Examples	Management
High	• Relevant, personal, financial – large amount, long duration, control • Many relationships • Reputational risk	• Company employee • Long-term consultant • Board member • Spouse is company employee • Ties with company with reputational risk	• Do not participate in committee • Eliminate conflict of interest • Cannot be chair • Committee balance
Medium	• Relevant, personal, financial – small amount, short duration, minimal control • Few relationships • Reputational risk	• Consulting, honoraria, travel • Child works as clerk for company • Grants from company	• Restrictions on participation • Cannot be chair • Eliminate conflict of interest • Committee balance
Low	• No personal financial relationships, no control	• Grant to institution from company • Published articles in The Conversation on relevant topic • Testified before government committees	• Full participation or some restriction
None	• As above	• Academic publications only – examples of expertise, not conflict of interest	

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