

How Funders and Charities Use Evidence – In Their Various Complex Systems

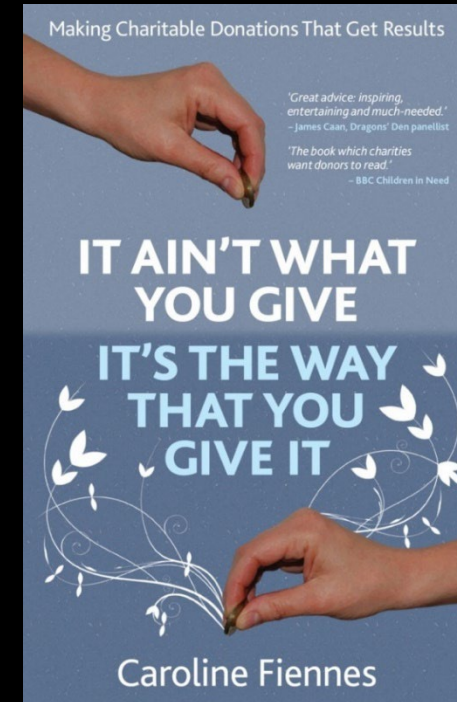
Caroline Fiennes

Director, Giving Evidence

www.giving-evidence.com

caroline.fiennes@giving-evidence.com

BlueSky: [@carolinefiennes.bsky.social](https://bsky.social/@carolinefiennes)



**Often research / evidence is
fundamentally aimed around
behaviour change**



Find an important question: where more (good) research could make a difference

Answer it (well)

Help people to understand and use the answer



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Barriers to evidence-based practice include:

ignorance

inertia

ideology

incentives

interests

decision-

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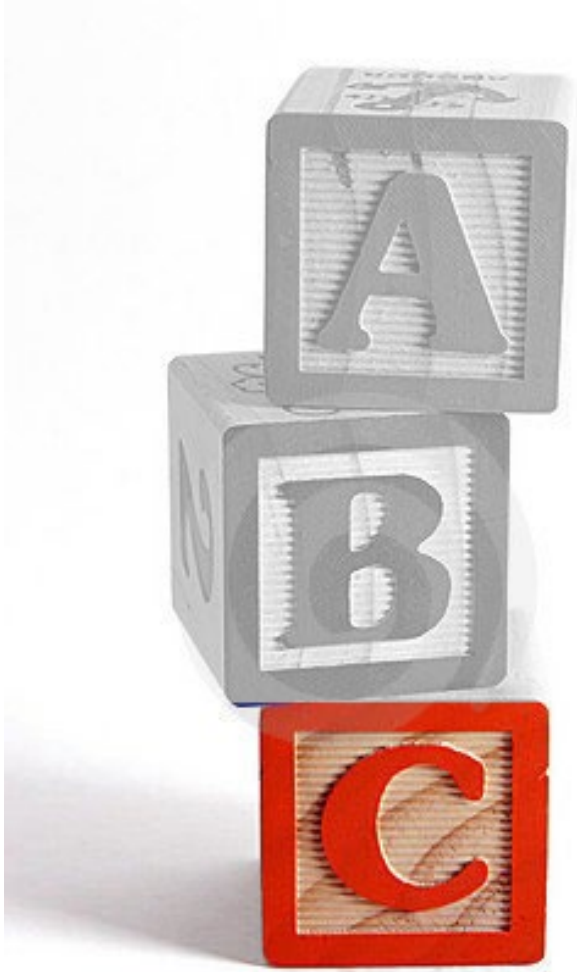




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Answer it (well)

Help people to understand and use the answer:

- **Discoverability**
- **Practical info incl. cost**
- **Use, rather than (always) detailed knowledge**



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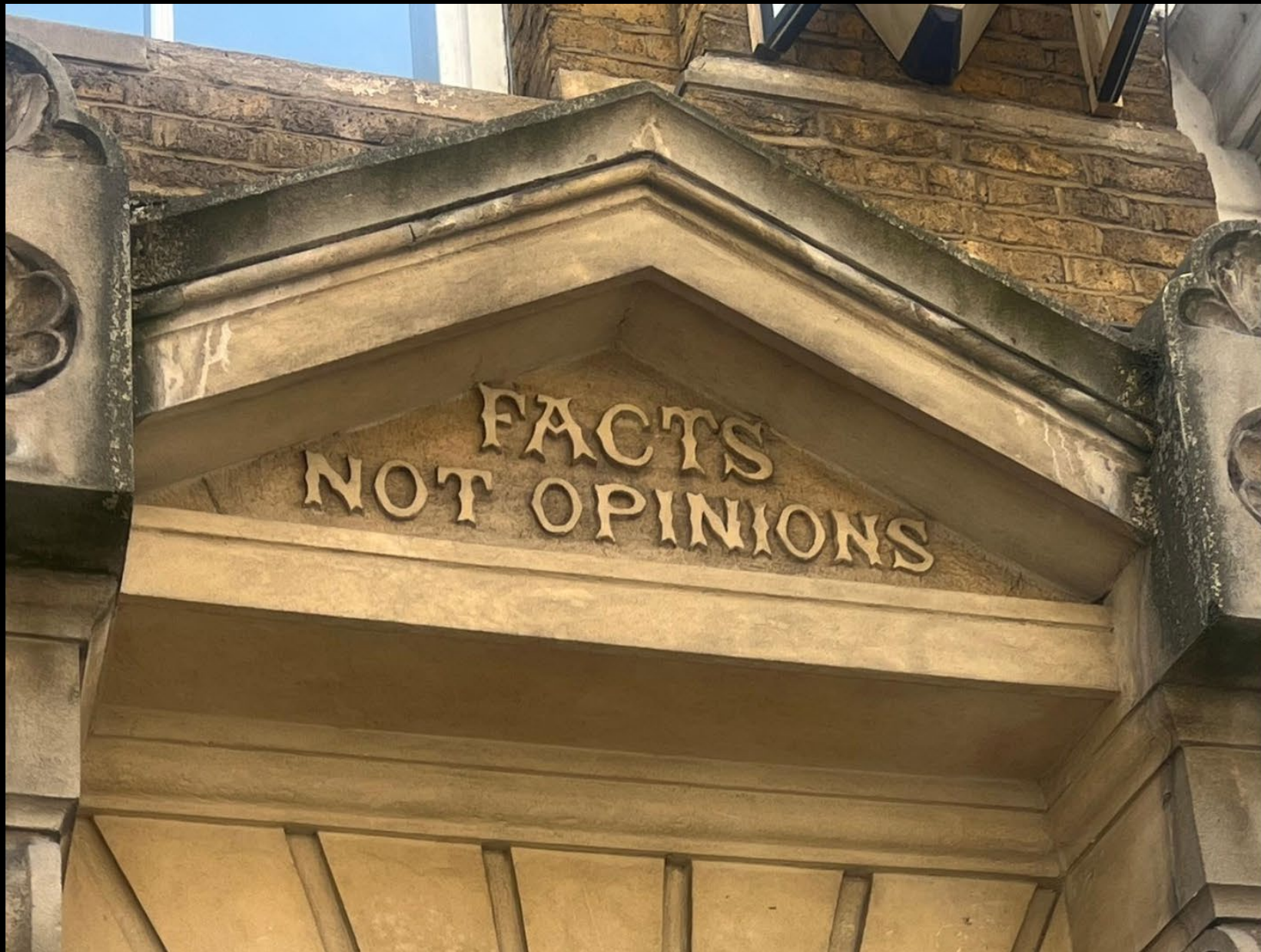
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Ways that evidence can seep into practice:

- Instrumental: direct decision changes
- Conceptual: changing how people think
- Symbolic: citing an evaluation to legitimise a decision
- Process use: involvement in evaluation itself changes culture

The daunting realization is that we don't know what the hell
we're doing in most fields of life,
especially the ones that involve people

- Nobel Laureate Richard Thaler



Doorway over the Kirkaldy Testing Works in Southwark, London

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References: www.giving-evidence.com/ghana

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