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

Salient Variation	Guidance for Tailoring Capacity Building		
Factor	**EBI Selection/Marketing**	**CB Structure & Types (in addition to Training, TA, Tools)**	**CB Focus**
EBI: Complexity [1-4]	**When high** Select a different EBI. Market EBIs in formats that promote their adaptability and triability.[2,5,6]	**When high** Provide more CB (*dose*) than when lower.[7]	**When high** Focus on capacity to assess local contexts, select and adapt EBIs to fit context, and develop infrastructure to manage interdependency. [4,8 9]
EBI: Uncertainty [3,9-13]	**When low** Select standardized EBIs.[9] **When high** Select broad, flexible EBIs. [3,9,14]	**When high** Provide more CB (*dose*) than when lower.[7] Strengthen CB *provider/recipient collaboration*. [7,9,11] Facilitate *peer networking*. *Assess and provide feedback* on performance.[10,13]	**When low** Focus on capacity to adapt to local context, and implement with fidelity.[9] **When high** Focus on capacity to engage stakeholders, facilitate ongoing and open communication, collect local data, develop a shared understanding of problem, and collectively formulate an intervention plan. [3,5-7,9,10]
Context: Setting's Decision-making structure[10,15,16]		**When hierarchical, centralized** Tailor and deliver CB to those working at different levels of the organization (*target audience*). [4,17,18] **When horizontal, decentralized** Deliver CB to the coalition or team *(target audience)* that will plan and implement the EBI. [19,20]	**When hierarchical, centralized** Focus on organizational leaders' capacity to adopt and support the intervention; middle managers' capacity to implement, supervise, and sustain the intervention; and practitioners' capacity to deliver the intervention.[4,17,18] **When horizontal, decentralized** Focus on capacity to engage partners and to facilitate collaborative decision making. [19,20]

EBI = Evidence-based Intervention, TA = Technical Assistance, CB = Capacity Building

Table 3. (continued)

Salient Variation	Guidance for Tailoring Capacity Building		
Factor	**EBI Selection/Marketing**	**CB Structure & Types (in addition to Training, TA, Tools)**	**CB Focus**
Context: Setting's Overall capacity [11,12,21]	**When low** Select EBIs that embed change in existing technologies or operating procedures.[4]	**When low** Efforts to build capacity to adopt and implement EBIs may not be successful.[9,11,12,14]	**When low** Focus on building overall capacity prior to focusing on EBIs.[4]
Context: EBI-Setting Resources Fit [1-3,15,17,21-24] [13,18]	**When poor fit** If possible, select an EBI that provides a better fit.	**When poor fit** Provide *incentives* (funding or in-kind resources) to build capacity.	**When poor fit** Focus on capacity to adapt EBI and/or acquire additional resources.[7,15]
Context: EBI-Setting Values Fit [11,19,22] [21,23] [13,16,18]	**When poor fit** Select an EBI that provides a better fit. Reframe EBI marketing.	**When poor fit** Strengthen CB *provider/recipient collaboration*. Facilitate *peer networking*. *Assess and provide feedback* on performance. [8,13,16,21]	**When poor fit** Focus on capacity (motivation) to adopt and implement EBIs.[8]
Context: Stakeholder Unity/ Polarization [18,19,25]	**When polarized** Select an EBI that provides a better fit. Reframe EBI marketing.	**When polarized** Provide more CB (*dose*) than when lower.[7]	**When unified** Focus on capacity for a technical, rational approach to adoption/implementation. [19,25] **When polarized** Focus on capacity for strategic and political approaches to adoption/implementation. [19,25]

Variation in CB type/structure are italicized. EBI = Evidence-based Intervention, TA = Technical Assistance, CB = Capacity Building

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