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BEHAVIORAL SCIENCE AROUND THE WORLD: VOLUME II
PROFILES OF 17 INTERNATIONAL ORGANIZATIONS

WORLD BANK GROUP
Poverty & Equity

eMBeD
Mind, Behavior, and Development Unit

<u>Contents</u>

Acronyms

BI	Behavioral Insights
BIT	Behavioural Insights Team
BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit Federal Ministry for Economic Cooperation and Development
CSO	Civil Society Organization
CUBIC	Center for Utilizing Behavioral Insights for Children
C4D	Communication for Development
DFID	Department for International Development
DIME	Development Impact Evaluation
EC	European Commission
EU	European Union
eMBeD	Mind, Behavior and Development Unit
FCDO	Foreign, Commonwealth & Development Office
FCO	Foreign & Commonwealth Office
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
GIL	Gender Innovation Lab
GMDAC	Global Migration Data Analysis Centre
ICRC	International Committee of the Red Cross
IDB	Inter-American Development Bank
IHL	International Humanitarian Law
INGO	International non-governmental organization
IOM	International Organization for Migration
IPA	Innovations for Poverty Action
IRC	International Rescue Committee

KAP	Knowledge, Attitude and Practice Studies
LACEA BRAIN	Latin American and Caribbean Economic Association Behavioral Insights Network
LMIC	Low and middle-income countries
ODI	Overseas Development Institute
OECD	Organisation for Economic Co-operation and Development
RCCE	Risk Communications and Community Engagement
RCT	Randomized Controlled Trial
SBCC	Social and Behavior Change Communication
SDGs	Sustainable Development Goals
SEL	Social-emotional learning
SLRC	Secure Livelihoods Research Consortium
SMEs	Small and medium-sized enterprises
SCUK	Save the Children in the UK
SCUS	Save the Children in the US
UN	United Nations
UNIN	United Nations Innovation Network
UN WOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
VR	Virtual Reality
WBG	World Bank Group
WDR	World Development Report
WHO	World Health Organization

Acknowledgments

Foreword to Behavioral Science Around the World: Volume II

This report follows one published in 2018 by the World Bank's Mind, Behavior, and Development Unit (eMBeD). Behavioral Science Around the World: Profiles of 10 Countries looked at how the earliest adopters of behavioral science have integrated behaviorally informed policy across government programs—from health care to taxation, education to sanitation, and beyond.

To build on the lessons learned from each country-level government entity in the last volume, the eMBeD team set out to see what they could learn from entities like the World Bank itself—organizations funding and/or implementing behaviorally informed policies with governments and local clients, but from the perspective of a larger, non-governmental organization.

How these organizations think about implementing and scaling behaviorally informed policy has started an important dialogue among the behavioral science practitioner community and revealed a number of lessons learned over the course of developing this publication.

For many organizations, coordination challenges are real, but surmountable. Like the World Bank, many of these organizations are working in myriad complex environments—often, but not always, in development contexts—and behavioral science is just one of many important but competing (and often urgent) priorities in a rapidly shifting policy landscape. For those organizations working with developing economies, adaptation, coordination, and quick responsiveness are essential.

Across the board, we also saw how important knowledge sharing and nimble adaptation can be. As this field grows, the lessons learned from other organizations have been crucial in informing the work of others. Donors and implementing organizations alike are realizing this and putting significant resources toward coordination discussions and public goods. The question is not just about how to ensure that effective, behaviorally informed programs are implemented and

evaluated, but how those lessons are disseminated and scaled up among clients and within organizations.

And finally, despite varying thematic areas of focus across different institutions (from health to fragility, conflict, and violence, to taxation, to policy maker biases), it's clear that behaviorally informed policy has the power to dramatically improve how programs and policies are implemented at every level, and across every theme and region.

At the World Bank, we have been proud to see this innovative way of thinking spread, and we are delighted to see our colleagues in other organizations doing the same. While this document does not capture all the good work being done by every organization, it does provide valuable information about some of the most established entities—how they're structured, their objectives, their activities, and their strategies.

As the importance of integrating behavioral science into policy becomes a given, it is essential to learn from those at the forefront of this work. How we coordinate and disseminate these lessons has the potential to make our own work more impactful, and I'm glad to see so many others taking on the challenge.

Ceyla Pazarbasioglu
Former Vice President, World Bank Group Equitable
Growth, Finance and Institutions
Director, IMF Strategy, Policy, and Review Department

INTRODUCTION

<u>Introduction</u>

<u>By Zeina Afif (World Bank), Faisal Naru (OECD),
and Renos Vakis (World Bank)</u>

About this report

In 2018, we published "Behavioral Science Around the World: Profiles of 10 Countries" to highlight the emergence of government-led behavioral units. The world of behavioral science in public policy is like Silicon Valley – with government units popping up at phenomenal numbers at the central, ministerial, and subnational levels. Two years later we felt an update was needed to profile a wider range of behavioral science teams and initiatives that have proliferated around the world.

This second volume looks at international organizations applying behavioral science systematically. It highlights more than 150 cases of insights, research, lessons, and programs from 17 development organizations. It discusses their institutional arrangements, organizational structures, and operational focuses. We hope this complementary report provides a vision, inspiration, and lessons for other agencies as they embark on similar endeavors.

Key questions and approach

In the early 2010s, select governments started to institutionalize the application of behavioral science in public policy. Following in their footsteps, international organizations such as the World Bank, Organisation for Economic Co-operation and Development (OECD), Inter-American Development Bank (IDB), and the European Commission were not far behind.

In 2014, the OECD published "Regulatory Policy and Behavioral Economics," which summarized initial applications of behavioral science to policy, mostly focusing on applications in regulatory policy. Around the same time, the World Bank dedicated the 2015 World Development Report, its annual flagship report that provides in-depth analysis of a specific aspect of economic development, to behavioral science. This provided a road map for thinking about behavioral science in developing contexts. The European Commission next published "Behavioral Insights Applied to Policy" in 2016, summarizing behaviorally informed policies and programs from 32 European countries. Then, in 2017, the OECD published "Behavioural Insights and Public Policy: Lessons from Around the World," with an inventory from across the globe of interventions that span different sectors. As more organizations started experimenting with behavioral

science, a number that pioneered work on Social and Behavior Change Communications – including USAID, Save the Children, and UNICEF – continued to expand their work by incorporating principles of behavioral science into awareness-raising campaigns and community programming.

In applied development, these institutions have the ability to promote and bring economies of scale both operationally and in terms of knowledge transfer. As such, extracting lessons of how they went through the journey of integrating behavioral science within their systems is a valuable exercise.

To compile these profiles, we focused on agencies that are applying behavioral science to international development challenges. We targeted government development agencies, multilateral organizations, think tanks, foundations, and non-governmental organizations with a global presence. We did not include academic institutions and for profit consulting firms, or entities solely dedicated to applying behavioral science – though the work of these institutions has often informed the formation and work of those featured. After narrowing down the institutions, a desk review helped inform our questions for key personnel. We collected data via an online survey and used phone interviews to capture a range of information related to the establishment of formal and informal behavioral insights teams, human and funding resources, business modalities, thematic and geographic focus, and details on their project portfolio. The final profiles also received revisions and suggestions from the participating institutions to ensure accuracy and capture any updates on their work in the months following our team's initial outreach.

The next section summarizes the key findings.

Findings: behavioral insights in international organizations

While the profiled organizations differed in the pacing and approach they used to introduce and mainstream behavioral science, we identified the following key insights:

- **Building the evidence base within the institution is necessary for a wider integration of behavioral science.** Building a solid evidence base for applying behavioral science was cited by many as critical for ensuring the work is taken seriously within and across institutions. Each organization emphasized the importance of embedding behavioral science in meaningful and, ideally, testable ways. This can mean building legitimacy through randomized trials, AB testing, and non-experimental methods to enhancing capacity

through workshops and knowledge dissemination that help staff apply behavioral insights to their work. Each organization is in varying stages of establishing and implementing their evaluation and learning agendas.

- **Behavioral diagnostics can improve design of policies and programs. Organizations do not only implement projects.** Many of those highlighted in this report set policy direction and standards for others to follow, and design programs for local offices or partners to carry out. Using a behavioral lens to better understand the problems they are trying to address can be a very worthy investment – providing necessary information before the expenditure of large funds or the establishment of an agenda for action. Considering and testing lessons from behavioral science can lead to small nuanced tweaks that assist program impact or can inform more fundamental shifts in planning and implementation. Thus, diagnostics can mean the difference between improving the targeted group's lives or making a marginal difference. They can also reduce biases among, and challenge assumptions made by, development practitioners and government officials and improve service delivery by uncovering details about the user experience and decision making.

- **An enabled behavioral science team can make headway in helping expand the use of behavioral science.** Many featured organizations emphasized a considerable challenge of internal coordination across varied – if not competing – policy priorities. This is evident in that the behavioral insights agenda has grown organically inside many international organizations but is yet to be formalized. Many organizations reported undertaking mapping exercises in recent months to better understand how departments and teams across the organization are currently or have historically applied behavioral science to public policy challenges. Funding can also be a challenge. Especially when resources are directed to immediate or emergency needs, it can be challenging to ensure a behavioral science component is embedded in programming or that it receives the necessary funding to be implemented. Enabling a formal behavioral science function within the institution renders these challenges more surmountable. One that operates ethically, maintains scientific credibility, and is enabled with sufficient resources and institutional authority is needed.

- **Clarity and strategy are essential when determining the goal and aspirations of the behavioral science unit or team.** Behavioral insights can be applied across most policy areas.[1] Given the infancy with which many featured international organizations are applying behavioral insights, it would be ambitious and resource intensive to suggest applying it across every department from the start.

However, behavioral insights can be used widely and strategically, informed by the mission and skillset of the organization. The review showcased entities with varying focus. Some work specifically on health programming or in Fragile, Conflict or Violent (FCV) contexts whereas others apply behavioral science more broadly to topics across their portfolio, including policy maker biases, climate change, taxation, and beyond.

Agencies should assess the areas where social and behavioral sciences could add greater impact within their organizational structures. They should ensure this use capitalizes on current and organic growth by coordinating efforts and learning through networks or communities of practice inside the organization. This requires leadership and senior level champions who can set goals for what behavioral science can achieve in light of the organization's overall mission.

- **A global network for knowledge sharing both within and outside entities is key.** As this field grows, the lessons learned from one remains crucial in informing the work of others. Donors and organizations alike are realizing this and putting significant resources toward coordination discussions and public goods. Coordination amongst international organizations themselves would provide greater impact for country-level policies, where collaboration in field research and interventions could lead to the wider application of behavioral insights as well as strategic use of resources.

- **Adaptation, coordination, and nimble responsiveness are essential in developing country contexts.** For organizations working with developing economies, both creativity and practicality play an important role in developing effective behavioral interventions. This can include taking a novel approach to seemingly intractable challenges, working closely with procurement teams to ensure efficient delivery of programming and tools, and improving communication with donors to emphasize the value of this work. The experiences of populations in emerging economies vary from those in more developed contexts, where behaviorally informed programming has been tested at greater scale. Thus, adapting lessons from earlier projects with an eye for a specific context's opportunities and constraints is crucial to ensure effective program design and evaluation.

Non-traditional partners – for instance, the International Rescue Committee's work with LEGO and Sesame Workshop – can fuel significant impact. For others, including the IDB, ICRC, and the World Bank, testing emerging technologies such as Virtual Reality

and Artificial Intelligence offer exciting possibilities for increasing impact in development settings.

- **Moving from Social and Behavior Change Communications to a Behavioral Science approach.** A number of organizations including UNICEF, UNDP, Save the Children, USAID, and the World Bank led social and behavior change communication (SBCC) campaigns since the 1990s. These strategies engage user-centric and group experiences, preferences, and behaviors to design effective communication solutions. However, these earlier interventions often lacked a rigorous evaluation strategy. By contrast, the review revealed an encouraging trend where the same institutions have moved to apply behavioral science principles within communication-based interventions. This includes a more detailed period of time spent defining a problem, diagnosing behavioral barriers, designing a campaign or program, and conducting testing through randomized controlled trials (RCTs) or quasi- and lab experiments. This trend is expected to grow given the speed and reach of digital mediums and the changing information consumption patterns of populations.

- **Turning attention to the organizations themselves – behavioral science can and should also be applied to policy makers for higher impact.** While all international organizations apply behavioral insights through projects and programs in countries across the globe, fewer apply it to their internal operations. But we saw that having a behavioral approach can be applied to a range of institutional priorities and functionalities: (i) recruitment of staff (reviewing and understanding what drives applicants to apply and where there is bias in selection processes); (ii) performance management and behavior of staff, to determine what drives behavior inside the organization and new strategies for incentivizing alternatives; and (iii) communications – designing strategies with the knowledge of how the way information is shared will impact behavior, helping prompt action among staff and avoid unintended consequences. The use of behavioral science within an international organization adds credibility by helping them "practice what you preach." It will also build further capacity by spreading knowledge and skills across the organization and increasing understanding of the advantages and disadvantages of behavioral insights.

Conclusion

The drafting of this second volume began months before the start of the COVID-19 pandemic but its completion finds us living in a new normal. The impact of the health crisis has been global. The loss of loved ones, having movement restricted, economic constraints, and

challenges to mental health strain cognitive resources and have a significant impact on one's ability to make decisions.

The organizations featured have had to pause some aspects of their programming while adapting others. Some have selected to incorporate the ways they are applying behavioral insights to their pandemic response in the profiles that follow, though capturing the full efforts of all organization's featured could constitute an additional volume.

More broadly, while following precautionary measures is key to minimizing the impact of COVID-19, policies and social norms alike enforce behaviors including mask wearing and hand washing to varying degrees. Compliance is especially challenging in communities where people live in high-density dwellings, such as where elders with young informal sector workers are mixed. In addition, reaching all subsets of the population with appropriate information and sufficient resources is challenging even in the best of circumstances.

It is clear that developing and communicating context specific measures appropriately will require every tool available to change the habits and behaviors of millions of individuals. We expect that behavioral science will be even more critical as communities emerge from stay-at-home orders – where new behaviors are shaped in light of ongoing uncertainty.

As stated by the World Health Organization, "*behavioral insights are valuable to inform the planning of appropriate pandemic response measures.*"[3] The pressing need for solutions that consider human behavior presents a significant opportunities to shift behavioral science from an ad-hoc and opportunistic response to policy problems and towards something systematically applied within programming and operations.

We have no doubt that the enthusiasm and infrastructure international organizations already have for behavioral science, and a diverse, growing track record of success, present powerful evidence for this transition.

Notes:

1 OECD, 2017; World Bank, 2018

2 Afif, Zeina; Islan, William Wade; Calvo-Gonzalez, Oscar; Dalton, Abigail Goodnow. 2019. Behavioral Science Around the World: Profiles of 10 Countries (English). eMBeD brief. Washington, D.C.: World Bank Group.

3 http://www.euro.who.int/en/media-centre/sections/statements/2020/statement behavioural-insights-are-valuable-to-inform-the-planning-of-appropriate-pandemic-response-measures

Table 1: Summary of organizations profiled

Name	Informal Start	Formal Start	Behavioral Portfolio	RCTs	Centralized?
FCDO	2010	2018	Projects Capacity building Research	Yes	Blended *Some teams independently design interventions*
European Commission	2008	2014	Training Knowledge sharing Policy design Research	Yes	Centralized
GIZ	2015	2018	Projects Capacity building Global knowledge sharing	Yes	Decentralized *In the process of formalizing*
ICRC	Unknown *Behavior change efforts since early operations*	2017	Projects Training Knowledge sharing Research	Yes	Decentralized *Currently formalizing*
IDB	Unknown	2018	Projects Country dialogue Policy design and research	Yes	Centralized group from different departments
IRC	Unknown	2017	Projects Research and innovation	Yes	Centralized
OECD	2000	2012	Projects Policy design Capacity building Research	Yes	Blended *Specific units prioritize*

Number of Staff	Skills	Portfolio & Policy Areas
Between five and ten, part-time across departments, with more in country offices	Behavioral science, communications, design thinking, economics, program management, research, thought leadership, policy making	Education, environment and sustainability, finance and taxation, government, health, and conflict and security
7+ in central unit. More with expertise	Behavioral science, data, research, sectoral expertise	Health, climate action and sustainability, consumer policy, food safety, financial decision-making, and gender equality
60-member knowledge sharing community of practice	Technical experts, program management, policy advisory, communications, design thinking, social psychology	Social cohesion, water, employment creation, tax administration, financial capability, health, and sustainability
Around 12	Anthropology, behavioral science, communications, research, data science	Training, the environment, health, violence, International Humanitarian Law, how behavioral insights might improve its dialogue with authorities and fighters
22 full-time members	Behavioral science, communications experts, research, subject-matter experts and scholars	Education, environmental sustainability, equality, gender, savings and retirement, health, government transparency, and tax compliance
8 to 20, including two-person behavioral team	Behavioral scientists, research, design thinking, communications, economists, data analysis, strategists, operations, technical experts	Education, migration, parenting, conflict and security, humanitarian aid, livelihoods
20-30	Advocacy, behavioral science, communications, data science, design thinking, economics, legal expertise, policy making	Environment and sustainability, equality, cybersecurity, ethics, staff behavior, decision-making, government, consumer policy and consumer product safety, taxation, health, and infrastructure

Table 1: Summary of organizations profiled (Cont.)

Name	Informal Start	Formal Start	Behavioral Portfolio	RCTs	Centralized?
ODI *Secure Livelihoods Research Consortium*	Unknown	2011	Projects Research	Yes	Decentralized
Save the Children	1990s	2017	Projects Communications Evaluation Advocacy Capacity building	Yes	Blended *Centralization in certain regions*
United Nations *IOM, UNICEF, UNDP, UN Women, WHO*	1980s *Early work in Social and Behavior Change* 2013 *Agency-specific trials*	2016	Projects Trainings and workshops Knowledge sharing Research	Yes	Decentralized *Varies by agency with efforts to centralize*
USAID *Bureau of Global Health*	Unknown *Decades of work on SBC and behavior change*	2013	Projects Research Evaluation	Yes	Decentralized *Informal strategic framework allows for collaboration*
World Bank Group	2008	2017	Projects Learning/Outreach Advisory and analytical services Knowledge sharing Evaluation	Yes	Blended *Centralized within eMBeD; Efforts through other teams*

Number of Staff	Skills	Portfolio & Policy Areas
2+ and external partnership with Busara Center	Behavioral science, communications, research	Livelihoods, conflict and security
15 in the US. 6 in the UK. Approximately 30 in various countries	Advocacy, M&E, research, technical knowledge	Education, gender, health and nutrition, hunger, resilience, and livelihoods
Varies on unit-by-unit basis	Advocacy, anthropology, communications, data science, policy making, research, social psychology	Environment, health, management and administration, migration, gender, and labor, employment and entrepreneurship
10+ SBC advisors Mission-based technical staff	Communication, design thinking, health technical expertise, research, SBCC, social sciences	Health (e.g. MCH, nutrition, family planning, water and sanitation, malaria, HIV/AIDS, tuberculosis, emerging pandemic threats)
19+ (eMBeD)	Behavioral science, communications, design thinking, economics, evaluation, operations, policy making, qualitative and quantitative research, research, social psychology	Education, health, conflict and security, taxation, governance, environment, livelihoods, gender

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equality

livelihoods cybersecurity

conflict prevention

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beliefs effective conflict/

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malaria finan

humanitar

Inclusion education

environment

sustainability unen

administration hearing

knowledge unen

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behavior emerging

security

taxation parenting

displacement organizations

sanitation cohesion immunization maternal response product

cture conservation

ance threats

lent loss adaptation social

child gender safety

lth capacity extremism pension policy planning nutrition

men staff democracy energy

ncial humanitarian water agriculture/nutrition

tuberculosis

ment saving

rian/conflict reduction ethics

leading

mployment wellbeing HIV/AIDS

maternal/newborn/child government

emergencies mindstats

decision-making

Organization:
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbHZ

Type:
Government Agency

Headquarters:
Eschborn and Bonn, Germany

giz

giz

Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH

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Background & Overview

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, is a service provider in the field of international cooperation for sustainable development and international education.

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbHZ, is a service provider in the field of international cooperation for sustainable development and international education. GIZ supports the German government in achieving its development objectives through the implementation of technical cooperation projects. This includes providing technical assistance and capacity building support across multiple areas, including climate and the environment, economic development and employment, governance and democracy, rural development, security, reconstruction and peace, social development, and sustainable infrastructure.

The application of behavioral insights to this work began to take root at GIZ in 2015 through individual behaviorally informed projects. Across the German development landscape, interest in behavioral insights is growing, as evidenced by a recent Federal Ministry of Economic Cooperation and Development (Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung, BMZ)[1] discussion paper examining behavioral approaches in German development cooperation.[2] The discussion paper's framing, strategies, and recommendations serve as a guidepost for the project-level application of behavioral insights to development and the building of networks with other development organizations.

Behavioral Portfolio

GIZ's behavioral insights portfolio centers on development projects, as well as internal knowledge sharing and capacity building. These projects are often implemented with the support of external collaborators, such as the World Bank's Mind, Behavior, and Development Unit (eMBeD). Projects focus on themes including social cohesion, water, employment creation, tax administration, financial capability, health, and sustainability. Project geographies include the Middle East, Africa, Asia, and Europe, with a special focus on fragile states. GIZ uses behavioral insights to better understand its target groups and tailor interventions to maximize development outcomes. Working closely with partner organizations in-country, GIZ projects expand awareness of and build capacity on this innovative approach.

Objectives

Given its growing portfolio of project applications, GIZ is now working to foster the integration of behavioral insights and science approaches into its programming. This involves ensuring development practitioners are aware of these approaches, recognize their value, and integrate behavioral principles in project design and implementation where useful. Current behavioral insights practitioners have created an internal network in order to share knowledge, resources, and lessons learned from practical applications. This internal "community of practice" comprises over 60 members from GIZ headquarters as well as country offices around the world, with a growing trend. It seeks to increase collaboration across the organization, continue to document and share best practices, and collaborate to discover effective interventions that further development work in-country. A stocktaking of the growing body of behavioral applications in GIZ projects is being used to identify success factors and lessons learned. Internal papers have reviewed experience to date, identified success factors and extracted lessons learned to guide colleagues in the application of behavioral insights in development projects. Findings are being used to create the right support systems and further systematize behavioral work to make it more readily applicable in a variety of settings.

Staffing and Structure

Behavioral insights work has been driven by a set of individuals in different departments at GIZ. Currently, work is underway to systematize and operationalize behavioral insights as a tool for GIZ projects, in order to ease and expand its application. This process draws on and is enriched by existing competencies within GIZ including program management, social psychology, policy advisory,

advocacy, design thinking, and communications expertise. This process draws on and is enriched by existing competencies within GIZ including social psychology, policy making and advocacy, design thinking, and communications expertise.

Funding

Behavioral insights work is funded by commissioning parties within a project budget, on a project-by-project basis.

Activities

GIZ has engaged behavioral insights when implementing a number of development projects on behalf of BMZ. Examples of completed interventions include:

- **Promoting Tax Compliance in Kosovo using Behavioral Insights:** In collaboration with the Tax Administration of Kosovo (TAK), the World Bank and GIZ applied behavioral insights to promote tax compliance among specific groups of taxpayers. Three experiments involved sending behaviorally informed reminders (letters, e-mails, and text messages) to various groups of taxpayers to encourage timely and honest declarations and payments. Messages helped raise the tax declaration rate by an average of around three percentage points over a period of four to six weeks. Among personal income tax declarations, this represents a 59 percent increase in compliance, equivalent to an additional 200 annual tax declarations among participants. This study demonstrated the benefits of rigorous impact evaluation and need to enhance information systems and communications infrastructure.[3] Building on this completed work, a second phase of the tax compliance work in Kosovo focuses on the informal economy, using awareness campaigns to reduce informality and increase tax compliance.

- **Effect of Notices and Reminders on Tax Compliance in Mozambique:** Tax compliance is the key to funding local projects and infrastructure. This project sought to increase tax payment in two areas of Mozambique using alternative framing methods on tax notices. Using an randomized controlled trial (RCT), taxpayers were randomly assigned to one of three groups: a control group, receiving the standard letter with no changes; a positive intervention group, receiving a notice with positive framing (detailing the specific projects and infrastructure financed by local taxes last year); and a negative intervention group (non-payment of taxes leads to fines). The framing methods increased tax compliance in both regions, showing that inexpensive and highly scalable interventions are credible ways to increase tax compliance.

- **Fit for School – 'The Star Approach' improves WASH in Schools in Southeast Asia:** Hygiene deficiency related diseases like diarrhea, respiratory tract infection, dental caries, and intestinal worms are still the top cause of illness among children in south east Asia. The Fit for School approach uses the school setting to familiarize children with a clean environment and institutionalize healthy behavior like daily handwashing with soap, toothbrushing, cleaning sanitation facilities, and keeping the school ground free of litter.

  The program supports the Ministries of Education in Cambodia, Indonesia, Philippines, and Laos PDR in issuing policies, implementing guidelines and a self-reporting monitoring checklist with a feedback loop informing the entire school community about the performance of their school compared to others and rewarding schools compliant with WASH standards and reaching transparent benchmarks (Three Star Approach). Compliance with standards and reaching benchmarks have become the social norm within the education sector and are driving forces to engage school heads, district supervisors, regional directors and even the state secretaries to trigger action on a national, subnational and school and community level. This institutional behavior change results in 80 percent of schools in the Philippines and 90 percent of schools in Cambodia participating in the voluntary self-assessment with transparent feedback loop. The system has improved the learning environment for millions of children. 10.8 million learners in the four partner countries are attending schools with improved WASH conditions, practicing hygiene activities as part of daily school life.[4]

- **Using Checklists to Improve Patient Safety and Obstetrical Quality in Pakistan:** This project sought to address mistakes leading to poor obstetrical outcomes in two districts in Pakistan. To increase care quality, the project introduced checklists and provided training to birthing center staff. Using an RCT, staff provided an intervention group with a day of training and role-play using the checklists, then monitored checklist use throughout the testing period. This intervention led to an increase in the availability of necessary medicines, as well as in monitoring and controls during births, as compared to the control group. The results prompted interest by other hospitals in using the checklist method.[5]

Examples of ongoing behaviorally informed projects implemented by GIZ include:

- **Building Social Cohesion in the Local Development Program for Deprived Urban Areas in Lebanon:** In collaboration with local community organizations, GIZ is implementing projects to reduce social and economic frustration and strengthen inter-community

relations in North Lebanon. Many of the challenges to political stability in the region result from the lack of employment and challenging macroeconomic conditions. These challenges are amplified by social tensions within and between communities, oppressive social norms, and psychological distress facing vulnerable persons. GIZ, with the support of the World Bank eMBeD team, conducted a behavioral analysis to explore how behavioral insights could address some of these challenges. The behavioral diagnostic provided further insights into the social, psychological, and economic factors affecting the target communities and listed possible solutions to reduce the barriers and bottlenecks. Key recommendations are being integrated into the project, with the behavioral analysis report to be published.

- **Improving Living Conditions for Displaced Persons, Refugees, and Host Communities in Mosul and Nineveh province:** GIZ implements multiple operations in Iraq, aimed at supporting sustainable livelihoods, peacebuilding, and social cohesion in the liberated regions of Iraq. In Nineveh, GIZ teamed up with the World Bank eMBeD team to conduct a behavioral analysis into its existing operations. The behavioral analysis, informed by primary qualitative research as well as existing seconday research, was distilled into a set of personas and their behavioral journeys, outlining the challenges and obstacles people face to a sustained livelihood and peaceful living within the communities. The teams have also partnered with the Danish Refugee Council (DRC) to run an RCT and test the integration of social and psychological supports into a business re-activation program. The teams delivered the program via workshops where beneficiaries in the treatment group received training on topics such as goal-orientation, self-affirmation, locus of control, and belonging and team success. The beneficiaries in the control group received a workshop that reviews the materials covered in the curriculum to date. In addition, the findings of the report informed the design of a new project in Nineveh and GIZ and eMBeD are currently replicating the behavioral approach and interventions in a new program financed by BMZ in Anbar province.

The Future of Behavioral Insights at GIZ

Behavioral insights are the latest addition to the German development cooperation toolkit. BMZ and GIZ believe they will enhance the effectiveness and efficiency of future projects, providing empirically tested and scalable results. Behavioral work also helps the agencies better understand target groups and craft and adapt interventions to maximize development outcomes. By utilizing an iterative process with a more frequent feedback loop, projects will also be adjusted in real-time, as new information challenges original hypotheses regarding the problem statement or the potential solutions.

The German engagement in fragile states has been rapidly expanding, and recent work in Lebanon and Iraq are using a behavioral lens to understand barriers to peaceful coexistence and identify solutions for greater social cohesion.

The greatest challenges for GIZ's efforts are three-fold. First, behavioral insights are new to the development toolkit. This means it will take time to make professionals and in-country partners aware of its benefits and, when relevant, savvy in its application. Second, behavioral interventions are time-intensive investments. Detailed planning and sufficient staff resources are necessary when building these interventions into development projects, engaging with partners, and ensuring continued monitoring and adjustment of interventions. Finally, data collection in fragile and conflict-affected contexts, where reliable administrative data does not exist, can prove cost prohibitive and make it difficult to obtain statistically significant sample quantities.

In the future, GIZ hopes to see developments in data collection methods, through modern technology or collaborative data collection agreements across a range of development actors. This can increase the availability of sufficiently dynamic data in order to keep count of often rapidly evolving situations in fragile country settings.

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Notes:

1   Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung, abbreviated
     BMZ.

2   Verhaltenswissenschaftliche Ansätze in der deutschen Entwicklungszusammenarbeit
     (Publication). (2018, March). https://www.bmz.de/de/mediathek/publikationen/
     reihen/strategiepapiere/Strategiepapier440_03_2018.pdf

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European Commission

EC
EUROPEAN COMMISSION

Background & Overview

The European Commission (EC) is the European Union's (EU) executive arm.

The European Commission (EC) is the European Union's (EU) executive arm. The organization is actively involved in the Union's political and strategic direction, proposing and implementing law, allocating funding, and delivering development aid.

Key behavioral interventions began at the EC around 2008, with work centered on decision-making among consumers. From 2012, a number of EC policy departments, known as Directorates-General (DGs), started commissioning behavioral studies to test remedies in various policy areas. This included tobacco, energy labelling, and online gambling, among others. In 2014, behavioral capacity became more structured. Capacity that was spread across departments—including DG JUST (Justice and Consumers)[1]—became increasingly centralized under the EC's Joint Research Centre (JRC).[2] The publication of *Behavioural Insights Applied to Policy – European Report 2016*, which presented an inventory of policy initiatives in 32 European countries informed by behavioral insights, further helped build recognition for this approach to policy making.[3] In 2017, the EC's behavioral team started delivering a quarterly two-day training module open to staff of all European Institutions. This was designed to increase capacity across DGs and allow for the early detection of policy requests for behavioral evidence.

In 2019, the team formally became a Competence Centre on Behavioural Insights (CCBI). They have since expanded their capacity for in-house projects and are now working to formalize a network of behavioral champions across the EC. Their goal is to ensure that behavioral insights approaches are applied early in the policy making process to have the most meaningful impact possible.

Behavioral Portfolio

The European Commission's behavioral insights work is centered in the Joint Research Centre (JRC). The JRC is the Commission's science and knowledge service, focused on developing and managing knowledge and innovative tools to support European policy making. Activities related to behavioral insights include four key areas:[4]

- **Awareness-raising and training**, to promote the inclusion of behavioral insights throughout the European Union's policy cycle;

- **Scientific advice,** supporting and supervising studies implemented by external contractors that may help policy makers design policies responsive to how consumers process information and make decisions;[5]

- **Networking and knowledge sharing**, monitoring the application of behavioral insights in European countries and organizing opportunities, such as workshops, to connect practitioners;

- **Behavioral research**, conducting in-house research in policy areas such as health, sustainability, consumer policy, financial decision-making, and gender equality.[6]

The team typically manages around 15 projects at a time, which vary from literature reviews and experiments (both lab, online, and field trials) to trainings and events. Priority policy areas include climate action, environment, health and food safety, and consumer policy.

Objectives

The team collects and applies behavioral evidence to inform policy making across the European Commission. In doing so, it aims to support all Directorates-General (DGs) as they engage with behavioral evidence to inform official legislation. This currently means engaging with around 30 different policy departments. One goal is to identify at least one person per department—a behavioral "champion"—who is able to mediate between the internal need and the CCBI team to facilitate the incorporation of behavioral insights into forthcoming policy. This will allow the creation of an active EC network of behavioral practitioners that could facilitate knowledge exchange and reciprocal learning. The team also hosts regular events and offers training, advising, and support to policy makers looking to apply innovative tools to policy problems.

Staffing and Structure

There are currently seven members on the European Commission's CCBI, with two more behavioral experts expected to join in 2020. Team members tend to specialize in certain sectors and often work closely with those with existing behavioral expertise, in areas such

as health, finance, nutrition, and the environment. The team may approach specific DGs to make them aware of the potential benefit of behavioral evidence to their work. More often, CCBI responds to projects on a demand-driven basis. The CCBI has developed a menu of partnership offerings—including specifying the time and costs entailed for performing each type of service—in order to streamline the process of responding to and engaging with requests for collaboration. As needed, they build additional capacity by engaging with external consortia of thematic and academic experts.

Funding

The CCBI relies both on JRC institutional funding and on partners' contributions. Institutional funding is used to cover the costs of providing training, to conduct exploratory research (i.e., research for which there is not yet an explicit policy need, but that could benefit prospective policy initiatives), and to cover the costs of partnerships with academic experts. Partners' contributions are used to conduct tailored behavioral research on behalf of specific DGs or European Agencies.

Activities

The European Commission's CCBI currently runs a number of projects, covering a range of different policy areas. The following presents a snapshot of such work:

- **Environment and Agriculture**

  - **A study on farmers' adoption of green practices:** On behalf of DG AGRI (Agriculture), the JRC is conducting a behavioral study investigating the best mix of voluntary and mandatory schemes to motivate farmers to adopt more environmentally friendly practices. This study is developed by the CCBI jointly with the JRC sectoral experts on the EU Common Agricultural Policy and external experts. The study builds on a literature review of the behavioral factors affecting farmer adoption of environmentally friendly practices.[7] The CCBI will collect behavioral evidence through an online experiment carried out with a sample of 600 farmers in three EU Countries. The results of the experiment will contribute to the ongoing reform of the EU Common Agricultural Policy, which represents the most important EU budget item.

- **Social Policy**

  - **Leveraging social capital and social norms to increase urban cycling:** This exploratory study was developed autonomously by the JRC as a by-product of a former study, *Network Interventions for Changing Physical Activity Behaviour in Pre-adolescents.*[8] The project relies on observed individual data collected through BikePrints, a mobile application. Participants are rewarded in points, according to a system of incentives, based on the number of kilometers cycled. Small prizes, awarded by the 32 local organizers (municipalities or sports associations) who participated in the Challenge, are offered to the best performing participants. During the Pair and Group stages of the experiment, participants are incentivized to form pairs/groups within the Bikeprints App and earn collectively "Bonus Points" by cycling together. Preliminary findings show that bikers performed better when participating in one of the social-schemes (as compared to individual-scheme) due to peer pressure effects.[9] The project attracted the interest of DG MOVE (Transport) and DG EAC (Education, Youth, Sport and Culture), who collaborated in scaling up the trials.

  - **A behavioral study on fairness**: This study follows an international workshop hosted in December 2019, benefiting from the contribution of renowned scholars including Professor Alberto Alesina (Harvard University). The study entails a systematic literature review of articles on economic inequalities, perception of economic inequalities, preferences for redistribution, and cooperation. The outcome of the review and the feedback gathered during the workshop will inform an experimental study on this topic.

- **Health**

  - **A study on the impact of nutritional labelling on grocery shopping:** The JRC is conducting an exploratory study in partnership with Colruyt (a Belgian grocery shopping chain) and a team of researchers from the Free University of Brussels. The study is a by-product of a literature review that the CCBI conducted for DG SANTE (Health), on the impact of nutritional labelling on consumer understanding, awareness of nutritional values, and actual purchase decisions. The literature review highlighted clear gaps that the current study aims to fill, by investigating grocery search and purchase decisions in a real shopping environment and with

real incentives.

- ○ **A study on vaccination demand and acceptance:** The objective of this study is to investigate the behavioral determinants of vaccination demand and acceptance and to identify the barriers to accessing vaccinations, in order to improve confidence and uptake levels. In particular, the CCBI will be focusing on different subgroups of the population (including disadvantaged and socially excluded groups) and healthcare workers, for specific categories of vaccines. The study includes a preliminary phase (with focus groups and an experimental survey in a number of EU countries) as well as a field experiment.

- • **Taxation**

  - ○ **A field study on tax compliance:** The study investigates whether behaviorally-informed messages included in reminder letters increase tax compliance among taxpayers who missed payments of personal income tax. It centers on taxpayers with an outstanding tax left after the due date. Behavioral data are collected via field experiments carried out in two EU countries: Belgium (with an extended sample of approximately 120,000 taxpayers) and Ireland (with a sample of approximately 1,000 taxpayers).

  - ○ **A behavioral laboratory study on tax compliance:** The study is based on data collected in laboratory experiments, with subjects playing a repeated tax-framed Public Good Game (PGG). The main hypothesis is that people who are honestly declaring income are also averse to unfairness and are therefore willing to anonymously denounce free-riders. If this is confirmed, such insight could help tax authorities increase the efficiency of tax auditing. An additional research question is whether the same interventions are equally effective in countries that display different social norms.

- • **Finance**

  - ○ **A behavioral study on switching bank accounts and mortgages:** The CCBI is about to finalize a study conducted on behalf of DG FISMA (Financial Stability, Financial Services and Capital Markets Union). The study investigates whether behaviorally-informed remedies increase consumers' willingness to shop around and/or switch their current account or mortgage. The study is based on a set of

laboratory and online experiments, with an overall sample of over 3,000 subjects.

○ **A behavioral study on Key Information Documents for pension products:** Co-managed with EIOPA (the European Insurance and Occupational Pensions Authority) and an external consultant, this study aims to collect useful behavioral evidence—mainly through online experiments—on the best ways to inform EU consumers about Pan-European Pension Products (PEPPs).

- **Consumer Protection**

○ **Behavioral experiments on dual quality of food:** The European Parliament requested the European Commission to gather behavioral evidence related to the so-called, "dual quality of food," defined as producers selling seemingly identical branded food products yet using different proportions of ingredients across different EU Member States.[10] For several branded food products, the CCBI, together with agricultural economists from another JRC department, tested, whether EU consumers preferred the version sold in their Member State or the version sold elsewhere. The team gathered evidence through an online discrete choice experiment and through a lab experiment where consumers tasted the different versions of the products. The results seem to show that consumers tend to be indifferent between versions of the same branded food products. The complete report will be published during the summer of 2020.

- **Gender**

○ **Transparency on pay levels:** the CCBI is starting off a behavioral study on behalf of the Gender Equality unit of DG JUST (Justice and Consumers), on the modalities to implement transparency on pay levels. The experimental research will test and compare a range of transparency measures in a number of Member States.

The Future of Behavioral Insights at the European Commission

Ongoing effort is being made to formalize the application of behavioral insights within EC policy making and projects. This presents specific challenges for a supranational body, compared to national, regional, or local authorities. Contrarily with the latter group, the former has fewer opportunities to directly engage with citizens or consumers. Indeed, in many policy areas, the European Commission's remit is limited to defining the overall regulatory framework, whereby the implementation, enforcement, and monitoring of legislation lies with national and local authorities. This implies that, compared to other national behavioral insights teams, the European Commission's CCBI has fewer opportunities to conduct field trials. This explains past reliance on laboratory and online experiments as a source of evidence, and current exploration of partnerships with other private and public stakeholders to jointly conduct field studies. In addition, a key opportunity includes expanding the dissemination of the impact of behaviorally informed work through strategic communications, conferences, and related events.

Special thanks:

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Organization:
Foreign, Commonwealth & Development Office (FCDO)

Type:
Government Department

Headquarters:
London, England, United Kingdom

Foreign, Commonwealth & Development Office

FCDO
FOREIGN, COMMONWEALTH & DEVELOPMENT OFFICE

Background & Overview

The Foreign, Commonwealth & Development Office (FCDO) is a UK government Ministerial Department responsible for leading the UK's work internationally.

The Foreign, Commonwealth & Development Office (FCDO) is a UK government Ministerial Department responsible for leading the UK's work internationally. The department's primary goals are to "promote the interests of British citizens, safeguard the UK's security, defend our values, reduce poverty and tackle global challenges with our international partners". The UK's Foreign and Commonwealth Office (FCO) and Department for International Development (DFID) merged on 1 September 2020 to become the Foreign, Commonwealth and Development Office (FCDO). This chapter references historical detail on the work of the FCO and DFID to date. Behavioral insights approaches started taking root across the UK government in 2010. While these efforts initially focused on domestic policy, DFID's awareness of behaviorally informed approaches increased with the World Bank's 2015 report, *Mind, Society and Behavior*,[1] and builds on learning from across the UK government. This was followed by a DFID-commissioned research study in 2017 on the value of applying behavioral insights to development challenges.[2] The report highlighted how behavioral insights has led to better problem diagnoses and solution design. It also explores opportunities, such as the relationship between behavioral science and other behavior change approaches, and current limitations for behavioral science, including securing funding for evaluative, long-term research.

Behavioral Portfolio

FCDO manages, conducts research for, and provides funding for internal and external projects that incorporate behavioral science. These initiatives focus on themes including education, environment and sustainability, finance and taxation, countering disinformation, hygiene, and conflict and security. Project geographies include Africa, East Asia and the Pacific, Europe and Central Asia, Latin America and the Caribbean, Middle East and North Africa, and South Asia.

The number of FCDO programs that have harnessed or explored the use of behavioral insights in low income countries and on complex social and development challenges is increasing—up to around ten by the end of 2019. The majority of these programs started since 2018. However, the team estimates that many more projects have embedded evidence from behavioral trials or include elements of behavioral design informally. Independent efforts have historically been led from the country or programmatic level.

Objectives

FCDO's behavioral science portfolio includes programming, capacity building, and research. The office works to ensure program teams and country offices incorporate behavioral insights and consider behavior change and adaptive approaches in the thinking and design of interventions. This includes establishing behavioral indicators for measuring policy impact, understanding the psychology behind behaviors, and how to develop solutions and overcome barriers.

FCDO has also codified some of the evidence from its behavioral science learnings into institutional resources to better mainstream behavioral science principles across the department and share research and knowledge across the UK government and development sector. FCDO is considering establishing an internal facility for rapid trialing and randomized controlled trials (RCTs), which will include behaviorally informed trials.

Staffing and Structure

The Open Source Unit is the centralized home for behavioral science work within FCDO. Individual country or program teams have also designed their own behavioral interventions and procured partners with whom to work.

The number of FCDO staff working centrally on behaviorally informed projects fluctuates between five and ten, as staff do not work on this portfolio full time. Additional staff are based in country offices. Staff competencies and priorities include economics,

behavioral science, thought leadership and policy making, design thinking, program management, research, communications, and the procurement of behavioral expertise for specific projects.

Departments with behavioral science expertise include:

- **Emerging Policy, Innovation, Capability Department (EPIC):** Invests in new mechanisms and methodologies for generating innovative ideas and programs for tackling poverty including building partnerships, strengthening the use of digital tools in development, and building evidence for innovation in development.

- **Research and Evidence Division (RED):** Concentrates on behavioral research work including funding behavioral intervention trials to understand better "What Works", ensuring quality evaluations of FCDO projects, and enhancing the technical knowledge of FCDO staff so the organization becomes more systematic in using evidence as a basis for its work.[3]

- **Chief Economist's Office[4]:** FCDO's central economics advisory function, which often incorporates behavioral theory into its work.

- **Country Offices and Policy Teams:** Commission and manage behaviorally informed programs.

- **Open Source Unit (OSU):** A behavioral science team carrying out campaign planning for individual-level or group-level behavior change. OSU is built of behavioral scientists, data scientists, and open-source intelligence analysts.

- **Advisory Cadres:** Including for economics and social development, where professional development and recruitment efforts prioritize behavioral insights.

Funding

Efforts are funded by external funders or are centrally funded on a project-by-project basis.

Activities

Selected projects and initiatives completed under DFID include:

- **Early Childhood Development and Capacity Building in Tanzania:** DFID's Human Investment team worked with the Behavioural Insights Team to inform work focused on improving feeding practices and stimulation among caregivers and pregnant women for young children under two years. Chronic malnutrition or stunting has reduced from 34.7 percent in 2014 to 31.8 percent

in 2018. This partnership also supported the design of a sanitation and hygiene behavior change campaign and the establishment of a behavioral science unit at the University of Dar es Salaam. Early indications are that within the first two years of a behaviorally-informed national sanitation campaign, seven million more people have gained access to an improved latrine.[5]

- **Education and Capacity Building in Nigeria:** The Behavioural Insights Team (BIT) worked with DFID Nigeria's education team in 2019 to enhance the capability of DFID staff and UK government officials by applying behavioral insights and rigorous evaluation methods to program design. Outcomes of the training period included identifying possible interventions, such as texting tips to encourage teachers to show up and teach when they are in class, which informed the development of a new education program.

- **Biased Policy Professionals:** Experiments conducted with policy professionals at DFID and the World Bank explored confirmation bias, sunk cost fallacy, and perception of risk and willingness to make risky decisions on behalf of others. This study, published in a Policy Working Paper by the World Bank, shows that public servants are subject to a range of biases and decision-making traps that impact how they use and interpret data, despite a desire and/or a mandate to be objective. These experiments, the first to systematically document the presence of biases among policy professionals, suggest that significant biases in decision-making are evident. Engaging in deliberation processes was found to mitigate biases associated with sunk costs and confirmation bias, but not on the biases related to the framing of losses versus gains.[6] FCDO has since built staff bias mitigation into its training and guidance support.

Selected projects and initiatives in progress, with forthcoming results, include:

- The **LearnAdapt program**, which supports FCDO teams to design and implement more user-centered, adaptive programs. Strategies include applying insights from behavioral economics and neuroscience to change organizational culture, such as providing guidance to promote well-being, have candid conversations, delegate effectively, mitigate biases, and make time to reflect and adapt.[7]

- The **Global Innovation Fund's (GIF)** current investments in two strategic programs enhance the effectiveness of cash transfer programs across Africa[8] and support the governments

of Indonesia, Guatemala, and Bangladesh to set up Behavioral Insights ("BI") teams.[9]

- The **Smart Peace program**, a UKaid-funded program for strategic conflict resolution and sustainable peacebuilding. The program, still in its early stages, is looking at how behaviors around dialogue, mediation, and other conflict resolution techniques can be applied to building sustainable peace in some of the world's most fragile states—Nigeria, Myanmar, and Central African Republic.

- Capacity building for national governments looking to establish their own behavioral insights units, such as helping establish the first known governmental behavioral insights unit in Africa with the Government of Tanzania. This includes providing technical assistance to the **University of Dar es Salaam's new Centre for Behavioural Studies (CBS)** to conduct two projects: one with the Tanzania Revenue Authority and another with the National Health Insurance Fund.

- **Service Uptake and Reproductive Health and Nutrition behaviors**, such as a UKaid-funded formative research in Somalia designed to influence the uptake of services and key behaviors around family planning, antenatal care, and nutrition. The research phase, now complete, has informed the design and testing of a number of interventions. 12 have been prioritized for pilot and more robust evaluation of their impact on uptake of services.

- **School Feeding**, where SMS messages are used to motivate parents to be more involved with school feeding programs and combatting corruption.

- **Evaluation, evidence sharing, and governmental collaboration,** including rigorous data collection and rapid desk-based reviews of relevant literature about behavioral science. For example, FCDO commissioned research into understanding the vulnerabilities individuals have for believing disinformation and interventions that may effectively counter them. Research and knowledge is shared across the UK government and they ensure other UK government departments disinformation teams consider behavioral insights.

- FCDO is also looking at ways to adapt **internal practices**. For example, the office is continually exploring how to improve program design, policy delivery, and intervention implementation using a behavioral lens. Due to past successes and ongoing engagement with these themes, FCDO is well positioned to motivate partner organizations and governments to see the value of applying behavioral insights to development challenges.

- FCDO is also supporting behavior change programs focusing on the **COVID-19 pandemic response**, while working to limit the indirect impacts of the pandemic and its response in low- and middle-income countries (LMICs), which are likely to be far greater than the direct impact of the pandemic.

With a number of UKaid-funded programs shifting to COVID-19 response and to support behavior change communications, FCDO formed a **COVID-19 Behaviour Change Forum**. The Forum aims to help implementers and FCDO program leads coordinate programs, share knowledge and experiences, and incorporate principles of behavioral science, behavioral segmentation, and an agile use of evidence into campaigns and community programming. The Forum has brought partners together to develop guidance based on member needs including on 'Development and implementation of COVID-19 Behaviour Change Communications' and 'Addressing Unintended Consequences of COVID-19 Behaviour Change Communications.'

Since April 2020, FCDO has also led a series of very well attended **bi-weekly capacity-building webinars** with partners including behavior change communication program implementors, FCDO country offices, other UK government teams, and academic partners.

As well as reorienting existing programs to refocus on the COVID-19 international response, FCDO is funding new collaborations. This includes:

- ° A £100m **hygiene and behavior change (HBCC) partnership** with Unilever, aiming to reach up to 1 billion people in 12 months with essential information on hand and surface hygiene, reducing the transmission of COVID-19 across 37 countries.

- ° Co-funding the **global COVID-19 Hygiene Hub**, managed by London School of Hygiene and Tropical Medicine (LSHTM), which provides evidence-based multi-lingual advice and information on effective behavior change to organizations supporting COVID-19 response and national governments. It also provides a portal to share information, best practice, and lessons learnt.[10]

- ° Encouraged the use of **early testing of behavior change interventions**, even under tight time pressure, to allow for adaptation and for effective approaches to be identified and shared in a timely way. Results from an evaluation

of communication campaign by BRAC and BIT identified communication materials that effectively encouraged handwashing among a low-literacy target population in Bangladesh. Findings such as these are shared across partners through FCDO's **COVID-19 Behaviour Change Communications Forum**.

° Providing behavioral insights and analysis into **conspiracy theories** that developed during the COVID-19 pandemic. This includes those about 5G and anti-vaccination beliefs. Behaviorally efforts specifically focus on why these theories gained traction, the persuasive language used, and an understanding about who is likely to be vulnerable to believing these theories. Additionally, the team utilized expertise in behavior change frameworks to provide behaviorally informed communications guidance on countering these conspiracy theories.

The Future of Behavioral Insights at FCDO

The UK Foreign, Commonwealth & Development Office will build on established capabilities in both departments and leverage behavioral science and design as a lever to inform and improve policy and programs. The FCDO is committed to further enhancing and strengthening its internal capabilities to design, monitor, and execute behaviorally-informed programs in an adaptive way. It is also committed to work with partner governments from low- and middle-income countries to embed behavioral insights expertise within government institutions and reduce biases in the workplace.

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Inter-American Development Bank

IDB
INTER-AMERICAN DEVELOPMENT BANK

Background & Overview

The IDB is the leading source of development financing for Latin America and the Caribbean.

The IDB is the leading source of development financing for Latin America and the Caribbean. The organization works to improve lives through financial and technical support for countries working to reduce poverty and inequality. For about ten years, the IDB has been incorporating behavioral insights into projects, country dialogue, and policy design and research. The Behavioral Economics Group was formally established in 2018 to provide a centralized structure for the behaviorally informed work emerging across IDB departments and divisions. This approach was a conscious effort to move from the targeted use of behavioral tools in specific projects to integration across the IDB's wider activities. Key support for this inception-stage unit came from a joint effort by several IDB departments and the upper management team.

Behavioral Portfolio

The IDB Behavioral Economics Group is a specialized interdepartmental working group dedicated to using behavioral insights to improve lives in Latin America and the Caribbean. Sectors of interest include education, environmental sustainability, equality, gender, savings and retirement, health, government transparency, and tax compliance.

Objectives

The mission of the IDB Behavioral Economics Group is to improve policy design through behavioral insights while positioning the IDB as a thought leader on the subject in Latin America and the Caribbean. To achieve this, the group is focused on three main workstreams:

- To build institutional capacity on behavioral insights at the IDB and in the region

- To generate new knowledge through country-based interventions

- To disseminate results and best practices.

Staffing and Structure

Formally, 22 group members form the IDB's core behavioral economics team. These full-time staff members represent a broad network of specialists across topical sectors and departments. The team includes behavioral scientists, communications experts, and researchers. Topical sectors are represented by senior specialists, typically the sector's economic advisor, and visiting scholars with expertise applying behavioral insights to their respective fields:

- The **Social Sector** (SCL) formulates solutions to reduce poverty and improve education, work, social protection, and health service delivery. This sector is represented by five staff—one lead specialist in economics, one visiting scholar, and subject-matter specialists in gender, education, and labor markets.

- **Climate Change and Sustainable Development Sector** (CSD) advises on and develops policies, strategies, operational guidelines and programs on issues including forestry, biodiversity, agricultural development, tourism, sustainable cities, and climate change. This sector is represented by two members—the sector's economic advisor and one visiting scholar.

- **Institutions for Development** (IFD) supervises operations including governance, public sector strengthening and reform, decentralization, fiscal and economic issues, the development of capital markets and financial institutions, and competitiveness. This team is represented by two members—the sector's economic

advisor and one visiting scholar.

- **Infrastructure and Energy Sector** (INE) conceptualizes, prepares, supports the execution of and supervises IDB's operations related to energy, transport, and water and sanitation. This team is represented by three members—the sector's economic advisor, one visiting scholar, and one associate.

- The **Department of Research and the Chief Economist** (RES) generates new ideas to enrich the knowledge base that supports the policy agenda of the IDB and its member countries. RES oversees the activities of the IDB Behavioral Economics Group by coordinating efforts across departments and member countries. Seven staff, including the head of the group, behavioral fellows, an event coordinator, a contract manager, and communications and technology specialists, represent this department.

- **Office of Strategic Planning and Development Effectiveness** (SPD) is responsible for ensuring the IDB's corporate strategy is reflected in organization-wide and departmental planning, which guides resource allocation and decision-making. This office is represented by one visiting scholar.

- **IDB Invest**, the private sector arm of the IDB Group, finances projects to advance clean energy, modernize agriculture, strengthen transportation systems, and expand access to financing. IDB Invest is represented by two economists from the development effectiveness division.

- **Knowledge, Innovation and Communications** (KIC) promotes ideas and strengthens capacities to position the IDB Group as a preferential partner for development in Latin America and the Caribbean. This department is represented by a communications specialist and a learning and knowledge specialist.

The IDB Behavioral Economics Group works closely with the Vice Presidency of Countries by supporting dialogue with government authorities, providing feedback and advice, and training public officials, among others.

Funding

The IDB Behavioral Economics Group is funded through many different sources. Centralized resources provide the base funding needed for staffing and support for some tasks. Operations, training activities, and other functions are usually financed with resources from the participating sectors.

Activities The IDB Behavioral Economics Group has completed and published results from 12 field interventions and is currently overseeing more than 45 interventions in various stages of progress, from design to finalization, across 16 countries (IDB, 2019). Pillars of work include:

- **Training:** Behavioral economics training of IDB staff and partnering policy makers remains demand driven. Over 400 people have participated in trainings thus far. The IDB Behavioral Economics Group recently launched (February 2020) an online training course in Spanish, Portuguese, and English that is available for free for policy makers and development professionals in Latin America and the Caribbean. In only six months, over 2,000 participants finished the course.

- **Dissemination:** Evidence and learnings from behaviorally informed interventions are featured through blog posts and web pages,[1] videos,[2] and policy-oriented memos designed for a wide audience. Some of these publications are more general, highlighting the types of interventions used, while others look at a particular context. Recently published memos focus on topics including tax compliance[3] and boosting vaccination rates.[4]

- **Projects and Field Experiments:** Examples of completed efforts include:

  - **School Choice:** Low-income middle school students in Mexico participated in a mock version of the high school admissions test. A subset of applicants received information about their individual scores and performance feedback. Students who received positive feedback, or who live in municipalities with more lenient graduation requirements, were seen to apply to more academic high schools. This experimental evidence suggests a shift in revealed preferences towards investment in schooling when one has adequate information about their academic potential and opportunities to understand the costs and return on investment of specific careers and training institutions.[5]

  - **Social Security Payments:** Sending brochures to individuals in Brazil already affiliated with the Ministry of Social Security's Independent Micro Entrepreneur program increased the number of payments by 15 percent and the compliance rate by 7 percentage points. While this increase is concentrated in the month that the brochure was delivered and dissipates three months after the intervention, the increase in payments was double the cost of sending the brochures.[6]

  - **Vaccination Rates:** Sending reminders to families whose children were due for vaccines increased the likelihood of children in Guatemala finishing their full immunization cycle by

2.2 percentage points in the treated communities.[7]

- **Tax Compliance:** Letters, emails, and personal visits were used to motivate Colombian citizens to pay their taxes on time. Personalized visits were more effective than emails, which, in turn, worked better than traditional mail.[8]

Not every project saw such positive results from the behavioral intervention, an important part of the learning process. For example, a text message campaign in the Dominican Republic, designed to increase the adoption of bank accounts, had no impact. Researchers believe this may be due to the fact that, just before their campaign launched, customers received messages from a different marketing campaign or that the messaging used in their campaign did not resonate, suggesting opportunity for additional testing. This is another reminder of the importance of understanding the context in which such interventions take place.[9]

The group also leads **LACEA BRAIN (Behavioral Insights Network),**[10] which is part of the Latin American and Caribbean Economic Association (LACEA). LACEA BRAIN aims to unite efforts by Latin American and Caribbean economists to promote rigorous research using behavioral insights tools and collaborate with peers from across the globe. The network held its first meeting in June 2019, shares experiences through its website and dissemination channels, and aims to connect polic ymakers and researchers. The second meeting was supposed to take place in May 2020 in Uruguay, coordinated with the Research Institute for Development, Growth and Economics (RIDGE) and the support of several organizations, including the World Bank. Due to the restrictions imposed by the COVID-19 pandemic, it will be held online during the second semester of 2020.

The Future of Behavioral Insights at IDB

Given the IDB's large portfolio, the Behavioral Economics Group sees an opportunity to incorporate behavioral insights into the design and execution of many types of development initiatives. The group is looking to expand to include emerging technologies, such as virtual reality, and additional subject matter areas, such as climate change and transportation, as well as to build better institutional capacity for behavioral insights across project areas and regions. Key to these efforts is establishing sustainable funding streams. The IDB also leads the dialogue with government officials in the Latin America and Caribbean region, where behavioral insights provide an opportunity to influence policy making on a larger scale, increase effectiveness, and improve more lives.

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Notes:

1   Behavioral Economics Group. https://www.iadb.org/en/research-and-data/
     behavioral-blogs

2   Behavioral Economics Group: Publications and Videos. https://www.iadb.org/en/
     research-and-data/behavioral-educational-videos

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4   Busso, M., Cristia, J., Humpage, S., (2015, May). Did You Get Your Shots?
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7   Busso, M., Cristia, J., &; Humpage, S. (2015). Did you get your shots?
     Experimental evidence on the role of reminders. Journal of Health Economics, 44,
     226-237. doi:10.1016/j.jhealeco.2015.08.005

8   Ortega, D., & Scartascini, C. (2015). Don't Blame the Messenger: A
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10   LACEA Brain. https://www.iadb.org/en/research-and-data/behavioral-lacea-brain

Organization:
International Committee of the Red Cross

Type:
Humanitarian Organization[1]

Headquarters:
Geneva, Switzerland

International Committee of the Red Cross

Background & Overview

The International Committee of the Red Cross is an impartial, neutral, and independent humanitarian organization ensuring humanitarian protection and assistance for victims of war, armed violence, and other situations of violence.

The International Committee of the Red Cross is an impartial, neutral, and independent humanitarian organization ensuring humanitarian protection and assistance for victims of war, armed violence, and other situations of violence. The ICRC has been trying to influence behavior in myriad ways for 150 years. More formal efforts to consciously apply insights from behavioral science to the ICRC's work, and to measure the impact of this work, began in 2016-2017.

Behavioral Portfolio

The ICRC is in the early stages of formalizing the integration of behavioral science into its operations and wider portfolio. Behaviorally-informed work includes research, projects, and an internal influencing platform that regularly convenes people working on initiatives related to influencing behavior from angles and sectors across the organization.[2] These initiatives focus on themes including training, the environment, health, violence, and ongoing research into how behavioral insights might help the ICRC improve its dialogue with authorities and fighters. Current project geographies include Europe, Central Asia, and South Asia, with projects soon to scale worldwide. There are eight ICRC projects that have recently or are currently harnessing the formal application of behavioral science. However, the team estimates that many more have engaged behaviorally informed principles over the past few decades.

Objectives

The ICRC is committed to developing a solid evidence base to inform its understanding of behavior and how to influence it in relation to conflict and violence. This includes exploring how formal and informal decisions are made and how to strategically demonstrate the necessity of protecting civilians and enhancing respect for International Humanitarian Law. A unique challenge for the ICRC is that the organization's work is centered in tense, complex, and violent environments. Thus, existing and replicated behavioral science techniques, such as motivating citizens to pay taxes on time or put rubbish in a bin, may have little relevance for the ICRC's efforts. This is why the organization is prioritizing pilot programming to test whether process changes, nudging based on social norms, and/or technological tools can be beneficial in these settings.

The ICRC's three categories of work around behavior change include:

- **Projects and programs that aim to influence behavior, that tend to measure outputs rather than impact:** This includes communication campaigns, interventions informing armed groups of the rules contained in International Humanitarian Law (IHL), hygiene promotion, first-aid training courses, and humanitarian diplomacy that aims to 'shape the debate.'

- **Projects and programs that aim to influence behavior that try to measure some impact:** This includes comparison of baseline data with post-intervention data. Projects include media campaigns aimed at motivating people to give way to ambulances, and initiatives by the Weapons Contamination Unit to encourage safer behavior regarding landmines and unexploded ordnance.

- **Projects that overtly use behavioral science methodology to select an intervention and measure impact:** These processes are based on data collection and testing, where several interventions might be tested to see which is most effective. Projects in two hospitals in Pakistan are doing just that, along with another in the VR field and one planned in the energy consumption domain.

The projects outlined above are described in further detail in the Activities section below.

Staffing and Structure

The ICRC does not currently have a centralized unit for the application of behavioral science. No more than a dozen people formally work on the application of behavioral science to ICRC's work. The majority work in Pakistan, where the ICRC is running several projects and has a dedicated behavioral scientist on staff. The ICRC team's competencies include data science, behavioral science, research, communications, and anthropology. External partners, including consultants and/or universities, are sometimes hired to bring these competencies to the team. The organization is also in the process of developing design thinking capacity.

Units with behavioral expertise and a history of applying these principles include:

- **The ICRC delegation in Pakistan:** Starting in 2016, the delegation has run several projects aimed at influencing behavior around respect for health personnel, transport, and facilities.

- **The Innovation Unit:** The unit focuses on finding new and improved ways of responding to 21st century challenges for crisis-affected populations. The team is exploring the use of extended reality tools and immersive environments in the ICRC's work aimed at influencing behavior.

- **Centre of Operational Research and Experience (CORE):** The CORE is leading the behavioral science aspects of a project aimed at reducing energy consumption in its field sites, working with several departments in charge of ICRC premises, engineering, and the environment.

Transversal initiatives are also central to the ICRC's behaviorally informed work. For example, following the 2016 pilot program in Pakistan, a new pilot began in 2018 to test different intervention strategies to prevent and mitigate violence. The initiative was led by CORE and the Pakistan delegation, with participation from the Innovation Unit, the Health Care in Danger Initiative (HCiD), and the

Prevention Unit. HCiD is an initiative aimed at ensuring safe access to and delivery of healthcare in armed conflict and other emergencies. The Prevention Unit promotes the interconnectivity of ICRC actions aimed at enhancing respect for humanitarian law and norms. The project also engaged behavioral science consultants.

Funding Efforts are funded on a project-by-project basis.

Activities Historical examples of behavioral efforts at ICRC include:

- Hygiene promotion, which has long aimed at encouraging hand-washing;

- Agricultural programs, aiming to replace slash-and-burn with more sustainable farming practices;

- Nutrition programs, seeking to nudge mothers away from formula feeding to breastfeeding, especially where water quality cannot be assured;

- 'Safer Access' and weapon contamination programs, teaching Red Cross and Red Crescent volunteers how to avoid landmines and unexploded ordnance, and how to react during bouts of armed violence;

- International Humanitarian Law, where, for its 150 years of existence, the ICRC has tried to influence combatants to fight in accordance with IHL.

Three of ICRC's ongoing projects that specifically use insights from behavioral science include:

- **Reducing violence in two hospitals in Pakistan:** Working with Policy Analytics, a Zurich-based consultancy group, and partners at the Indus Hospital, this project aims to provide insights into ways in which the ICRC might use behavioral science to inform efforts to reduce violence against health staff. Process mapping is taking place in two hospitals, one in Karachi and the other in Peshawar, and interventions are designed on the basis of the data gathered. These interventions will be tested for several months and their impact measured. If successful, projects of this type might be replicated elsewhere.

- **Assessing the impact of immersive gaming environments on behavior:** This project is an initiative involving the ICRC's Relations with Arms Carriers (FAS) Unit, Innovation Unit, and Virtual Reality

Unit that aims to develop an immersive, virtual environment for training soldiers in IHL. Academic research indicates that virtual reality is most suited to cognitive skills training while gaming methods in classrooms can produce higher learning gains. The ICRC is investigating whether these tools can be appropriately harnessed to increase respect for IHL. The urban warfare simulation is currently being tested on army cadets in a training facility in Europe. Findings from this study will help to further develop this tool.

- **Assessing the impact of campaign materials on behavior:** The Communication Analytics unit is using a scientific approach to understand the influencing power of different campaign materials on behavior. Different style campaigns were tested over six months using an experimental design to understand a) immediate and mid-term knowledge gain – confirmed with a two weeks' time window between the two testing occasions; b) offline and online knowledge sharing; c) change of ICRC's perception as a result of exposure to the campaign; d) likelihood of support – both in volunteering or donating; and e) brand recognition. The findings inform ICRC's campaigning strategies to better align overall campaign objectives with selected style (short emotional clip, explainer video, chat bot, VR) and further improve the influencing power to ensure the establishment, support, and enforcement of IHL norms among the public.

- **Reducing energy consumption through behavior change:** Working with behavioral economists from ETH Zurich, this project seeks to understand the knowledge and attitudes towards energy consumption among ICRC field staff. Once data is gathered and assessed, interventions will be designed to nudge staff towards pro-environmental behavior.

Completed projects representing the ICRC's formal efforts to consciously apply insights from behavioral science to their work include:

- The **2016-2019 HCiD projects in Pakistan**[3] are complete. All involved targeting messages to the general public related to an aspect of violence against health care. In Pakistan, the four-pronged campaign focused on giving way to ambulances. These components included mass media, social media, government advocacy, and volunteer mobilization. The campaign's aim was to influence a positive shift in behaviors towards healthcare staff by addressing issues of perception and preparedness in the face of a medical emergency. The impact of these interventions was

measured through observations, data, and surveys.

- The **2019 HCiD project in Iraq** is also complete. It focused on raising awareness on the right of hospital personnel to be protected and perform their life-saving work in a safe environment. The impact of these interventions was also measured through observations, data, and surveys.

- *Increasing resilience to weapon contamination through behavior change*[4] is a risk management resource produced to reduce the likelihood of casualties among staff, volunteers, and the civilian population associated with weapon contamination. The specific aims are to use behavior change to reduce their risk of exposure and vulnerability, to increase their mechanisms to cope with weapon contamination and, should an incident occur, to recover better.

- *Moving Beyond Mine Risk Education to Mine Awareness and Safer Behaviour*[5] is a knowledge-sharing blog post outlining how a behavioral approach might be engaged to reduce the number of people killed or injured by mines and explosive remnants of war.

- *Changing Behaviour – tackling violence against health care in CAR, Niger and Nigeria*[6] is a report outlining progress on developing preventive mechanisms for violence against healthcare—both personnel and patients—in conflict settings. It addresses the need for scientific evidence, tied to a multidisciplinary approach spanning public health, health economics, behavioral science, health systems, management science, political science, and anthropology. Strategies outlined include a behavioral change communications campaign in the Central African Republic. The campaign explained that health-care centers are neutral zones and that medical staff treat patients impartially. Strategies included flyers in health centers, leader engagement, radio messaging, and more than 20 awareness raising sessions. The long-term impact will be measured by observing how the population, authorities, leaders and weapon bearers react in the case of future violent incidences.

The Future of Behavioral Insights at the ICRC

As much of the ICRC's work is in the realm of influencing behavior, the team sees enormous scope to apply behavioral insights to their work in more formal ways. This includes an 18,000 strong workforce, equipped for testing for what might work, as well as interest from all levels of leadership. A significant priority is to increase the evidence base of successful initiatives in order to demonstrate the value of investing in these approaches. Ongoing efforts include using design thinking in communications work, considering ways to address bias in internal practices, and ensuring rigorous methodologies are adopted across all sectors, and responsive to unique, fragile contexts.

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Notes:

1   The ICRC is a neutral, impartial, and independent humanitarian organization. Its mandate and legal status set is apart from intergovernmental and non-governmental organizations, allowing it to function with impartiality. https://app.icrc.org/discover-icrc/2-what-is-the-icrc.html

2   Behavior Change. https://blogs.icrc.org/inspired/category/icrc-innovates/influencing-behavior-change/

3   HCiD - Bharosa Karein. http://bharosakarein.pk/

4   Increasing resilience to weapon contamination through behaviour change (Rep.). (2019, March 28). https://shop.icrc.org/increasing-resilience-to-weapon-contamination-through-behaviour-change-print-en

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Organization:
International Rescue Committee

Type:
International Non-Governmental Organization

Headquarters:
New York, USA

International Rescue Committee

IRC
INTERNATIONAL RESCUE COMMITTEE

Background & Overview

The International Rescue Committee (IRC) is a global humanitarian aid, relief, and development nongovernmental organization.

The International Rescue Committee (IRC) is a global humanitarian aid, relief, and development nongovernmental organization. The IRC responds to the world's worst humanitarian crises and helps people whose lives and livelihoods are shattered by conflict and disaster to survive, recover, and gain control of their future. IRC began to formally engage with behavioral insights in 2017. This involved leveraging collaborations between the organization's innovation team, human centered designers, and external behavioral insights consultancies to co-design and implement research and interventions. This strategy complements the organization's strong technical and programmatic capacity in crisis settings and multi-disciplinary approach to research and innovation.

Objectives

IRC aims to prototype new, effective interventions and evaluate them through rigorous research (including RCTs) in settings with limited road access, challenging security contexts, and in tight time constraints. The team, though still committed to building partnerships with external experts, is also building internal behavioral insights capacity. A small, full time team of in-house behavioral scientists are deployed across organizational priorities and train colleagues on the identification and use of behavioral science within their portfolios. The team is one of the first behavioral insights teams in the humanitarian field and seeks to fully integrate behavioral science into this work.

Staffing and Structure

The number of IRC staff working on behaviorally informed projects fluctuates between eight and 20, depending on the current portfolio of projects. Staff competencies include behavioral scientists, design thinking, research, and communications expertise. IRC's two-person behavioral insights team sits within the Airbel Impact Lab, IRC's Research and Innovation Division.[1] Airbel designs, tests, and scales life-changing solutions for people affected by conflict and disaster. The division is also comprised of human centered designers, researchers, economists, data analysts, strategists, communications and operations experts, all who engage with behavioral insights on a project-by-project basis alongside technical experts, program implementers, and external partners.

Funding

The IRC's behavioral insights portfolio is funded by external donors and foundations.

Activities

The IRC has completed five projects informed by behavioral insights. Examples include:

- **Coach Erevu:**[2] Coach Erevu is a virtual teacher coaching program designed to empower teachers to learn and practice social-emotional learning (SEL) activities that they can use in their classrooms. Coach Erevu is built with eight ingredients to ensure successful behavioral change. These include an aspirational role model, triggers to remind teachers to practice the SEL activity, and SEL activity cards. These strategies are designed to incentivize activity take up, support habit-building and, support high fidelity implementation in the classroom.

IRC completed a 14-week pilot in Mtendeli Refugee Camp, Tanzania to understand if virtual teacher coaching led to consistent and lasting changes in teachers' behaviors in the classroom. The team's research partner, Innovations for Poverty Action (IPA), conducted a baseline and endline survey to test related measures, to understand the target population, and to detect trends in teachers' attitudes and child outcomes. Pilot results demonstrated positive suggestive evidence in a number of outcomes and, while not statistically significant, show most outcome measures trending in the right direction.

- **Tunakujenga:**[3] 44 percent of children aged three to four in Africa experience lower than normal[4] cognitive and social-emotional development. In low-income countries and crisis-affected populations, children face extreme levels of adversity, putting them at increased risk[5] for developmental delays that can follow them throughout their lives. These risks are exacerbated when caregivers cope with hardships, stress, and depression, which manifesting in harsh disciplining and caregiving. Tunakujenga ('We Build You Up') uses engaging videos delivered through churches and TV broadcasts to cultivate new learning behaviors in the family focused on teaching children social and emotional skills, such as grit[6] and problem-solving skills. Leveraging the wide reach of television and existing faith-based networks to reach caregivers wherever they are, Tunakujenga builds on existing community practices to encourage social-emotional learning (SEL) as part of families' daily home routines.

  A three-month pilot in Nyarugusu Refugee Camp, completed with research partner IPA, demonstrated positive suggestive evidence in a number of outcome measures. While not statistically significant, these outcomes also show most outcomes trending in the right direction.

- **Vroom:**[7] Conflict and displacement dismantle social services, economic systems and family units with profound effects on the wellbeing of caregivers. Under these conditions, too many children lack stable, nurturing and enriching environments — including frequent interactions with caregivers that promote learning and development. To maximize the reach and impact of existing parenting programs, IRC adapted and tested Vroom, (a global program of the Bezos Family Foundation, to empower parents and caregivers of young children to turn everyday moments into brain-building moments), tips and delivery channels with Syrian refugees in Jordan and Lebanon.

With support from the Behavioural Insights Team, IRC's early childhood development team designed a randomized controlled trial to test two different framing messages. The first emphasized the benefit to the parents of engaging with the materials, while the second emphasized the brain development impacts these activities could have on children.

Parents who received the science-based message were more likely than those who received the parent-focused text to click on the link provided in the text message and subsequently to watch the associated YouTube video.[8]

- **Becoming One:**[9] In Uganda, 50 percent of ever-partnered women aged 15-29 years have experienced intimate partner violence at least once in their lifetime. Becoming One is a counseling program designed to bring couples closer and prevent intimate partner violence. The program is delivered in partnership with local faith leaders, who guide couples through engaging workbooks and videos that teach communication skills, emotional regulation, shared control over finances and household duties, sexual consent and pleasure. The program's approach is focused on prevention not response, and on behavioral change rather than changing attitudes. It uses already invested systems and messengers to achieve scale and cost efficiency.

  IRC conducted a full scale RCT in Uganda with research partner IPA. The intervention significantly prevented violence and reduced the frequency of violence. Detailed results are currently in publication.

A Range of Projects are Ongoing

- **EmpaTeach:**[10] EmpaTeach aims to reduce corporal punishment in low resource settings by helping teachers learn positive discipline methods, change destructive thought patterns, and plan ahead for positive reactions to students' misbehavior. Co-designed with refugee teachers in partnership with the Behavioural Insights Team, it was tailored to be a low-intensity, contextually adapted program for a resource-constrained humanitarian setting. The program content focuses teachers on their values, empathy-building exercises, and emphasizes teachers' and students' potential to change and overcome challenges with effort. Teachers are grouped with peers who serve as a support network, commitment device, and new social reference point.

  A small-scale pilot study in two schools in Mtendeli Refugee Camp showed suggestive evidence of lower incidence of physical and emotional violence in schools that received the program,

compared to non-program schools. EmpaTeach is currently being independently evaluated in a mixed-methods cluster randomized controlled trial by the London School of Hygiene and Tropical Medicine, IPA, the National Institute for Medical Research.

- **Modern Man:**[11] Humanitarian disasters leave affected populations with severe post-conflict trauma resulting in mental health issues, high rates of poverty and reinforced gender inequality. Under these circumstances, intimate partner violence—or violence caused by a current or former partner or spouse—becomes systemic and pervasive. Harnessing the power of communication technology like SMS and WhatsApp, Modern Man provides bite-size, engaging content that challenges harmful gender norms that have been shown to lead to violence. It prompts men to practice behaviorally-informed skills that increase communication, understanding and importance of sexual consent, shared decision making and emotional regulation.

  Modern Man is implemented in partnership with IPA, and is being evaluated in an RCT.

- **Ahlan Simsim:**[12] The IRC and Sesame Workshop have partnered to help children whose lives have been uprooted by the war in Syria to build brighter futures. Ahlan Simsim aims to help parents and caregivers provide the care children need to overcome toxic stress, through in-person support as well as video and audio content.

  IRC was supported by the Behavioural Insights Team (North America) and local designers in Lebanon to develop behaviorally informed prototypes to improve the delivery of Early Childhood Development interventions. They developed three prototypes:

  - an app to help facilitators develop classroom management skills, prepare for sessions with children, and learn new activities;

  - flashcards used as lesson planning tools and classroom prompts;

  - WhatsApp voice messages to share engaging Early Childhood Development tips and activities with caregivers.

  The team is currently refining the prototypes and identifying opportunities for further testing.

- **Match:**[13] When mass displacement leads to mass unemployment, both refugees and vulnerable host populations are affected. Project Match in Jordan is testing a set of new innovations for matching employers and job seekers, which are supported by a set of

behavioral nudges – including testimonials, and job search planning tools, to mitigate the constraints refugees face in accessing and retaining employment.

Project Match's RCT came to a close on November 30, 2019. Results are pending.

- **Understanding the relationship between cognitive function and cash assistance in emergencies**: Although there is substantial research on the impact of cash assistance on beneficiary-level outcomes in humanitarian contexts, there is relatively little evidence on the impacts of cash assistance on cognitive function. The IRC is beginning a small-scale study in Yemen to understand the relationship of different dosages of cash assistance on mental trade-offs and purchasing behaviors.

The team is also pre-testing Raven's Matrices and Simon Tasks[14] to better understand if and how these non-verbal cognitive tasks can be used during humanitarian crises.

- **Improving Socio-Emotional Learning through the formal education system:** The IRC has two ongoing projects in Lebanon and Nigeria, where the internal behavioral insights team has partnered with technical and academic experts, program implementers, and local schools to improve the uptake and application of SEL activities in the classroom through: understanding motivations, social norms, and barriers of engaging in SEL, and then co-designing interventions that address these drivers and barriers of behaviors.

- **PlayMatters:**[15] Research has shown that play gives refugee children a chance to overcome trauma, learn, and thrive. Through a new initiative called PlayMatters, the IRC and the LEGO Foundation alongside consortium partners War Child Holland, Plan International, IPA and and the Behavioural Insights Team, are working together to reach refugee children in East Africa with play-based learning. In this initiative, IRC is collaborating closely with BIT to understand the motivations, norms, and barriers that impact the ability of caregivers, educations, other key networks to engage in playful interactions with children.

Insights from behavioral science will inform the design and testing of locally adapted interventions, and follow with rigorous evaluations.

The Future of Behavioral Insights at IRC

IRC plans to expand the application of behavioral insights across the organization's portfolio and countries, continuously improve on service delivery, design programs that can be effectively scaled across hard to reach populations and generate knowledge on behavioral insights in humanitarian contexts that can be shared across the industry. Meeting these goals requires seeking resources, strategic partnerships, and time in order to continuously improve programming. This requires ensuring that donors and funders understand the value of behavioral insights, as the team reports that these methodologies often add cost and time to proposed programs. This is because funding models are not traditionally designed to allow for prototyping, iteration and testing; instead they prioritize implementation.

While the IRC works in humanitarian settings and is committed to responding quickly and effectively within 72 hours of an emergency, it also continues to respond to the growing number of communities experiencing protracted crises. Therefore, getting evidence-based, human-centered, and behaviorally informed programs and services off the ground in order to meet immediate life-or-death needs is a priority.

Special Thanks:

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Notes:

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10   EmpaTeach. https://airbel.rescue.org/projects/empateach/

11   Modern Man. https://airbel.rescue.org/projects/modern-man/

12   Sesame Seeds. https://airbel.rescue.org/projects/sesame-seeds/

13   Employment Hub. https://airbel.rescue.org/projects/employment-hub/

14   The Simon Task is a behavioral measure which asks task participants to respond to visual stimuli by making a rightward response to one stimulus and a leftward response to another. The tasks help evaluate the influence of interference or conflict on accuracy and response time in relation to goals.

15   Play Matters. https://www.rescue.org/playmatters

Organization:
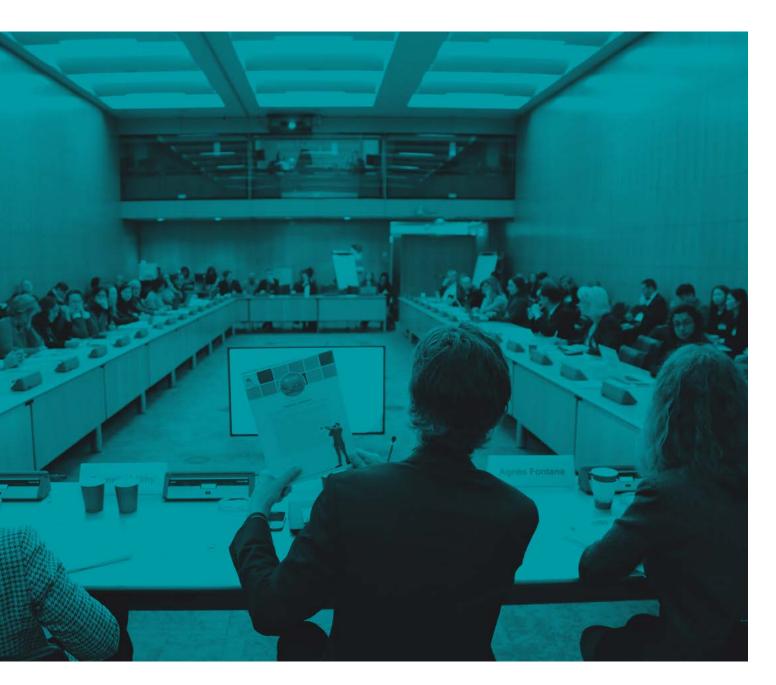Organisation for Economic Co-operation and Development

Type:
International Organization

Headquarters:
Paris, France

Organisation for Economic Co-operation and Development

Background & Overview

The OECD is an intergovernmental economic organization with 36 member countries, founded to stimulate economic progress and world trade.

The organization's goal is to shape policies that foster prosperity, equality, opportunity, and well-being for all. OECD has looked into behavioral economics for various policy areas such as pensions and consumer policy since the early 2000s and started to look at behavioral science from a broader public policy and public governance perspective in 2012. Today, OECD is working to mainstream behavioral insights across the Organisation, with coordination and support from in-house experts.

Behavioral Portfolio

OECD's behavioral science portfolio includes internal and external projects and research in Europe, North America, Latin America and the Caribbean, and the Middle East. Project themes across the organization include the environment and sustainability, equality, cybersecurity, ethics, staff behavior, decision-making, government, consumer policy and consumer product safety, taxation, health, and infrastructure.

Objectives

The objective within the OECD has been to mainstream the application of behavioral insights, which was initially spearheaded and coordinated by one unit (from 2012), and supported by the Office of the Secretary General and the "New Approaches to Economic Challenges" initiative.[1] Currently, no specific department solely specializes in behavioral insights, but several apply behavioral insights

within their work, with a network approach across the organization. These efforts contribute to the establishment of international norms and evidence-based solutions to social, economic, and environmental challenges.

Staffing and Structure

Approximately 20 to 30 people across the OECD work on projects related to behavioral science. Staff competencies and priorities include data science, behavioral science, economics, policy making and advocacy, design thinking, communications, and legal expertise. Departments with behavioral science expertise include:

- **Executive Directorate, Executive Director's Office:** The Executive Directorate is responsible for managing and coordinating corporate services across the organization to embed management excellence at the OECD. Three core members in the office of the Executive Director work with other teams (e.g. Human Resources, Cyber Security, Management) on BI projects, which include behavioral scientists and a former behavioral practitioner who spearheaded the behavioral work in the Public Governance Directorate.

- **Public Governance Directorate, Regulatory Policy Division:** The Regulatory Policy Division supports governments to deliver better economic and social outcomes through the use of regulations, laws, and other instruments. Their BI work has been supported through center of government policy initiatives and with front-line independent regulators. Three team members, plus external consultants, work on behavioral insights within the division.

- **Science, Technology and Innovation Directorate, Digital Economy Policy Division:** The Digital Economy Policy Division analyses the interplay between the Internet, innovation, economic development, and social well-being. Three team members dedicate a portion of their time to behavioral science projects.

- **Economics Department, Country Studies Branch:** The Economics Department covers a wide range of areas, including the economic situation, policy analysis, and projections; fiscal policy, public expenditure, and taxation; and structural issues. Two team members, including a behavioral scientist and former founding-member of the behavioral science work in the Public Governance Directorate, work on the application of behavioral insights to support economic analysis and structural reforms.

- **Environmental Directorate, Environment and Economy Integration Division:** This team began behaviorally informed work in 2012 with a focus on policy research. The team's current behaviorally informed

work focuses on policies with behavioral impacts, or whose effectiveness depends on behavioral responses, such as waste prevention and the adoption of green mobility practices.

Funding

Funding for behaviorally informed efforts at the OECD varies by project and division. The majority have central funding, but efforts also receive support on a project-by-project basis or from donors and foundations.

Activities

Examples of completed and in progress behavioral insights efforts are organized below by directorate or division.

Executive Directorate, Director's Office

This team began applying behavioral insights work in 2018, establishing a dedicated team to explore improving corporate initiatives and organizational behavior. The team continues to build internal capacity and mainstream the use of behavioral insights in corporate services. As of November 2019, the team completed two projects:

- **Gift reporting:** This project, in collaboration with the ethics team, was designed to encourage employees to comply with the Organisation's policy on reporting gifts received on missions. The project was designed as a randomized controlled trial (RCT) to test behavioral messages (charitable giving, social norm, and impartiality) on the importance of gift reporting against an original reminder message. At the end of the implementation period, all behavioral messages led to more reporting. Although more gifts were reported during the two-month campaign than the previous five years, the sample size was too small to find a significant effect. However, the team was able to introduce a rigorous evaluation process, apply BI to corporate policies, identify change agents who would lead future behavioral projects, and prioritize opportunities for future projects where a behavioral foundation could be established from the start of the reporting process.

- **Cybersecurity:** Employees play an important role in protecting the Organisation from malicious phishing attacks by reporting suspicious e-mails. In collaboration with the cybersecurity team, the Director's Office evaluated whether and how educational messages on cybersecurity practices would impact reporting. Through an RCT, employees were randomized to receive one of four educational messages. Compliance with anti-phishing best practices and

reporting guidelines were tested by observing employees' reactions to two fake phishing attacks sent by the Organisation. Overall, the experiment demonstrated that behaviorally informed messages, specifically messages that were personalized and risk-focused, significantly increased the likelihood of employees reporting receiving malicious emails, indicating that BI can be a powerful tool to elicit positive change in employee behavior.

Five projects on the topics of diversity and inclusion, workplace conduct, and decision-making are ongoing.

Public Governance Directorate, Regulatory Policy Division

This team initially started scoping behavioral insights work[2] in 2012, evolving to include projects with countries and the development of resources to help expand the use of BI in regulatory and public policy globally. Efforts are driven by formal policy communities—the Regulatory Policy Committee[3] and the Network of Economic Regulators[4]—as well as a community of behavioral practitioners and policy makers, including government officials, academics, and NGOs.

Interventions include experiments in laboratory settings to survey-based experiments. The team has 10 complete projects and two in progress, generally summarized into three broad categories:

- **Supporting countries to improve regulatory outcomes through individual and organizational behavior:** Work on consumer protection in Colombia, creating a culture of safety in the energy sector, and improving stakeholder engagement in the water sector. Publications include:

  - *Regulatory Policy and Behavioral Economics* (2014)[5] uses more than 60 instances to describe the extent to which behavioral findings have begun to influence regulatory policy across OECD countries;

  - *Protecting Consumers Through Behavioral Insights: Regulating the Communications Market in Colombia* (2016)[6] combines results from research conducted about how communications services consumers make consumption choices with OECD expertise in regulatory policy, behavioral economics, and data analytics, to help improve the consumer protection regime in Colombia;

  - *Delivering Better Policies Through Behavioral Insights: New Approaches* (2019)[7] tests behaviorally informed solutions to complex policy problems in the fields of competition, consumer protection, energy consumption, and safety

through theoretical and experimental approaches.

- **Producing resources for the global community of behavioral practitioners and policy makers,** such as:

    ◦ BASIC toolkit, brochure, and guidebook,[8] a practical instrument designed for policy officials working in ministries, departments, and public agencies on the process through which the behavioral aspects of a problem can be identified, scoped, and addressed;

    ◦ Case study postcards,[9] featuring examples of behaviorally informed policy applications;

    ◦ *Behavioral Insights and Public Policy: Lessons from Around the World* (2017),[10] presenting the results of a first-of-its-kind survey of the application of behavioral insights to public policy through over 100 case studies from around the world.

- **Bringing together the community to discuss recent projects/ work in thematic approaches and what the community needs to continue evolving.** Multiple conferences include:

    ◦ Behavioral Insights Conference in Cape Town, South Africa (2018),[11] focused on fostering global partnerships, with a focus on sub-national governments and emerging economies, and developing capacity to use behavioral insights to tackle complex problems;

    ◦ The New Normal: An expert dialogue on shaping decisions, attitudes and behaviors to achieve the SDGs (2018),[12] where the OECD and UN Environment jointly organized a dialogue among 30 experts from government, international organizations, media, non-governmental organizations (NGOs), private sector, and research institutions. The dialogue looked at future trends affecting consumption and production choices and decision-making;

    ◦ Behavioral insights and public policy: Key messages and summary of OECD international events (2017),[13] held on 11 and 12 May 2017, hosted more than 150 behavioral practitioners for a set of events on behavioral insights in public policy;

    ◦ Behavioral insights and new approaches to policy design: The views from the field (2015),[14] where participants looked at behavioral approaches in the context of public sector

innovation and policy delivery tools and brainstormed on the key ingredients for the use of behavioral approaches across governments and regulatory agencies.

Two projects currently ongoing include:

- **Creating a culture of safety in the energy sector:** OECD research demonstrates that the majority of BI is being applied at the individual level. However, many regulatory policy issues involve changing organizational behavior. Research demonstrates that the behavior of organizations can be influenced via the individuals within them. This project seeks to test this research in the energy sector, where lapses in safety culture can lead to accidents that can be of high consequence, such as the BP oil spill. In Phase 1 of this experiment, the Organisation ran a survey-based experiment with energy regulators and regulated entities in Canada, Ireland, Mexico, and Oman to test the use of messenger effect, feedback effect, and social norming on improving safety culture. In Phase 2, this work was extended to small-scale regulated entities in Ireland, re-testing the messenger effect by looking at the effects of messages coming from a trainer (a high status peer), the regulator, and Safety Supervisory Bodies, as well as testing the effects of implementation intention, primacy, and personalization on improving the effectiveness of inspections and enforcement notices and reports. Initial cross-national results were shared in Chapter 5 of 2019's *Delivering Better Policies Through Behavioral Insights: New Approaches*.[15]

- **Understanding consumer preferences:** The Water Industry Commission for Scotland (WICS) engages in a strategic review of water charges every six years and is currently engaged in the review for the 2021-27 regulatory period. Key to this process is formalized, active and ongoing engagement between the regulator, regulated entity, and stakeholders. A Customer Forum, created in agreement between WICS, the regulated company, and Citizens Advice Scotland, represents customer interest in this process. WICS commissioned two behaviorally-informed studies from the Economic and Social Research Institute (ESRI). The studies explored consumer attitudes towards future increases in water prices and investigated trade-offs between costs and benefits of additional investments in the Scottish water industry.

Science, Technology and Innovation Directorate, Digital Economy Policy Division

The team first began behaviorally informed work in 2005,[16] applying behavioral insights to work on consumer policy and product safety. These efforts, beginning with more conceptual discussions, have moved toward specific applications, including best practice guides and policy guidance.

Work to date, encompassing around 13 projects, has focused on incorporating behavioral insights literature and findings into consumer policy making and product safety initiatives in a variety of ways including through:

- **Roundtables on specific issues:**

  - Roundtable on Demand-Side Economics for Consumer Policy: Summary Report: Results identified the potential for behavioral economics to inform public policy in more widespread ways, beginning with an analysis of the demand-side of markets and acknowledging that consumers' ability to activate competition in a market should be examined in a more rigorous manner.[17]

  - Report on Second Roundtable on Economics for Consumer Policy: Results were again concerned with market failures, this time considering the economic theories of information disclosure and telecommunications and financial services. A proposed program for further action included the development of a "toolkit" to guide demand-side policy developments.[18]

- **Policy reports** such as:

  - Consumer Policy Toolkit: This toolkit provides a robust framework for government authorities to examine consumer problems and determining what policy measures may improve consumer outcomes.[19]

  - Use of Behavioral Insights in Consumer Policy: This report examines how behavioral insights have been used by governments and public policy organizations to develop and implement consumer policy initiatives, primarily through the use of experiments and surveys.[20]

  - Improving Online Disclosures with Behavioral Insights: This report looks at how behavioral insights can be used to improve online information disclosures for consumers, where findings from behavioral insights raise questions about the usefulness of certain forms of information disclosure and related concerns and policy implications.[21]

  - Enhancing product recall effectiveness globally: OECD

background report: This report aims to explore the challenges faced by product safety authorities, businesses, and other stakeholders in measuring and maximizing the impact of product recalls, including elements that may be considered by governments and businesses to shape more effective communication strategies and increase consumer awareness.[22]

○ Measuring and maximising the impact of product recalls globally: OECD workshop report: This report provides a summary of discussions at the OECD Workshop on Measuring and Maximising the Impact of Product Recalls Globally, pointing to initiatives implemented by government, businesses, and civil society to measure and enhance product recall effectiveness.[23]

- **OECD recommendations:**

  ○ The OECD's Committee on Consumer Policy provides a multi-stakeholder, multilateral platform for reviewing the consumer policy making process, challenging conventional approaches, and exploring the integration of effective lessons from the study of information and behavioral economics.[24]

  ○ Consumer Protection in E-commerce: The policy document is adapted to the current consumer protection environment, focused on reinforcing fair business practices, information disclosures, payment protections, dispute resolution, and education.[25]

The team has three projects currently in progress, including their first behavioral experiment. This laboratory experiment aims to test the impact of information disclosures about personalized pricing in an online shopping context. The team is also revising the OECD recommendation on product safety and developing policy guidance on recalls, which both refer to behavioral insights. The Committee on Consumer Policy also has a specific behavioral insights work stream.

See Chapter 3 of *Delivering Better Policies Through Behavioral Insights*[26] for a project overview.

Economics Department, Country Studies Branch

The Country Studies Branch began applying BI to support the implementation of structural reforms in early 2019. Team members have been involved in behavioral insights within the OECD, dating back to 2016.

- **Assessing incentives to reduce traffic congestion in Israel:**[27] Through one completed project, in conjunction with other

OECD directorates, the team built on previous OECD work to identify options that Israel could consider for the design and implementation of an effective congestion charging system. Reviewing Israel's congestion status required an understanding of daily driving behaviors of citizens and the social norms and perceptions motivating people towards private car ownership rather than use of public transport. Equally, the analysis looked at the extent to which people would respond to congestion charges and incentives and assessed the different distributional effects that different charging systems would have. Finally, the project aimed at suggesting alternative strategies to reduce congestion, beyond congestion charges. These results were released in December 2019.

The team is currently incorporating behavioral elements to support the government of Chile in enhancing productivity, competitiveness and well-being:

- **Pharmaceutical sector:** Chile's out-of-pocket spending for health is the highest among OECD countries and the country experiences a low level of uptake of generic drugs. In collaboration with the Ministry of Health, the team is exploring strategies to harness the power of behavioral insights to increase generics prescription by physicians (adjusting prescribing environment; making generics the default; overcoming the inertia and prescribing habits) and **increase demand by consumers** (testing different framings and improving trust in efficacy of generics).

- **Food sector:** Chile has the second highest obesity prevalence level among OECD countries. The team is working to identify behavioral strategies to complement Chile's fight against obesity, ranging from interventions enhancing visibility and convenience of healthier products, to supporting meal planning, creating healthy social norms and providing feedback and reward systems for consumers. It is also helping Chile design an evaluation of the behavioral impact of a Food Labelling Law (mandating the display of black stamps on packaged food with levels of calories, sodium and sugars above a regulated threshold).

Environmental Directorate, Environment and Economy Integration Division

This team began behaviorally informed work in 2011 with a focus on research, aimed at informing environmental policy making in OECD countries. The team has completed eight projects,[28] building on in-house analysis as well as research partnership, generating both policy reports and working papers.

Policy Reports

- The 2017 book, *Tackling Environmental Problems with the Help of Behavioral Insights,*[29] reviews recent developments in the application of behavioral insights to encourage more sustainable consumption, investment, and compliance decisions by individuals and firms. Drawing on interventions initiated by ministries and agencies responsible for environment and energy, as well as cross-government behavioral insights teams, it portrays how behavioral sciences have been integrated into the policy making process. The report covers energy, water and food consumption, transport and car choice, waste management and resource efficiency, compliance with environmental regulation, and participation in voluntary schemes. It shows what has proven to work—and what has not—in policy practice in OECD countries and beyond.

- In 2011 and 2014, two reports[30] were published following two rounds of household surveys with more than 10,000 respondents across over 10 OECD countries, covering energy, food, transport, waste, and water. The survey and reports provide important insights on how households respond to environmental policies and which behaviors can affect environmental policy impact. These insights help understand how to improve the impact of policies encouraging greener behavior by better understanding responses to measures, as policy impact can be evaluated at the country-level and compared across countries.

Working Papers

- **Leveraging the Smart Grid: The Effect of Real-Time Information on Consumer Decisions.** This report reviews the literature on the impact of real-time information provision on consumer decision-making. In addition, it describes the results of a study in which about 7,000 households in Ontario, Canada were provided with in-home displays linked to smart meters that provided real-time feedback on electricity consumption. The results show that electricity consumption declines by about three percent as a result of information feedback, that the reduction in demand is sustained for at least five months, and that it is highly correlated with outdoor temperature.[31]

- **Tender instruments: Programme participation and impact in Australian conservation tenders, grants and volunteer organisations.** An open question regarding payments for ecosystem services (i.e. grants and tenders) is whether they achieve 'additionality,' leading to ecosystem conservation above the status quo without incurring in moral-crowding-out of users. To investigate these concerns, a telephone survey was conducted with farmers in Victoria. Data analysis suggests that there is a strong

correlation between stated levels of own-property conservation effort and activity in local volunteer groups, as well as having received a conservation grant or tender. Evidence also suggests that conservation tenders can improve their cost-effectiveness by increasing participation among those not already volunteering in other conservation programs. Tender or grant receipt appears to shift stated motivations towards more monetary concerns, pointing towards potential moral-crowding-out; however, it is not clear whether this erosion of attitudes translates in blunted conservation efforts.[32]

- **Sustainable consumption dilemmas.** While consumers only occasionally choose to buy sustainable products, they say in surveys that sustainability is important to them, and that the government should promote sustainable consumption. Most likely, a social dilemma is at play here: everyone would be better off if we all consume sustainably; but because of the higher prices for sustainable products, there is an incentive for each individual to leave sustainability efforts to others. This study takes a closer look at public support for sustainable consumption and the associated dilemmas, with the help of a behavioral economics experiment of group decisions. The results show that a large number of participants, who did not usually buy sustainable products, were willing to commit to buying sustainable products. In addition, participants appear insensitive to the size of the collective benefit, while they seem to have difficulties forcing others to buy sustainable products.[33]

- **Testing the Effect of Defaults on the Thermostat Settings of OECD Employees.** Default options have been shown to affect behavior in a variety of economic choice tasks, including health care and retirement savings. This study uses data from a randomized controlled experiment in which the default settings on office thermostats in an OECD office building were manipulated during the winter heating season, and employees' chosen thermostat setting observed over a six-week period. Findings indicate that a 1°C decrease in the default caused a reduction in the chosen setting by 0.38°C on average. Sixty-five percent of this effect could be attributed to office occupant behavior. Small decreases in the default (1°) led to a greater reduction in chosen settings than large decreases (2°). Office occupants who were more apt to adjust their thermostats prior to the intervention were less susceptible to the default. There is no evidence of significant differences in patterns of thermostat choice between multiple-occupant and single-occupant offices. As such, this kind of intervention can increase building-level energy efficiency.[34]

- **Behavioral Economics and Environmental Incentives.** This review aims to improve our understanding of the implications of the insights from behavioral economics for environmental policy design. The review focuses on the question of incentive design in two broad areas — risk, conflict, and cooperation; and mechanism design.[35]

- **Environmental Quality and Life Satisfaction: Evidence Based on Micro-Data.** Environmental conditions are likely to have an effect on people's sense of life satisfaction, both directly and indirectly. In recent years there has been a burgeoning literature assessing the relationship between measures of environmental quality and subjective well-being. These types of studies can be a useful input into the setting of policy priorities. In this paper, the effects of individual and contextual factors on satisfaction with environmental quality and life satisfaction are assessed, using micro-data from a broad cross-section of OECD and non-OECD countries collected in the framework of the Gallup World Poll. Results indicate that actual and perceived environmental quality has a significant effect on life satisfaction, with the magnitude being approximately half that of self-reported health status.[36]

The Future of Behavioral Insights at OECD

Staff from across the OECD, through a network approach, see great value in scaling up behavioral principles, including supporting the creation of behaviorally informed policies, laws and regulations, corporate and organizational policies, and implementation strategies. This includes supporting countries in identifying areas open to applying and testing behavioral insights and building in-house capacity to undertake behavioral experiments that support countries throughout the policy cycle. The Organisation's ongoing approach includes creating opportunities for collaboration and joint reform implementation efforts between ministries that would not normally collaborate and increasing knowledge sharing among different countries. This allows the Organisation to expand their understanding of the replicability of effects across different national contexts. An increasing priority is to continue communicating the value and effectiveness of BI to ppolicy makers, obtain rich quantitative and qualitative data to inform behavioral diagnoses, and build capacity to ensure behavioral expertise is more fully developed across the governments of OECD countries and effectively used to support corporate and organizational policies.

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Overseas Development Institute

Background & Overview

Secure Livelihoods Research Consortium (SLRC), a global research consortium led by Overseas Development Institute (ODI)'s Politics and Governance research program, ran from 2011 - 2020.

Secure Livelihoods Research Consortium (SLRC), a global research consortium led by Overseas Development Institute (ODI)'s Politics and Governance research program, ran from 2011 - 2020.

The consortium's aim is to strengthen the evidence base and inform policy and practice around livelihoods and services in fragile and conflict-affected situations.

Behavioral Portfolio

The Secure Livelihoods Research Consortium, headquartered at the Overseas Development Institute, is a ten-year global research consortium conducting empirical quantitative and qualitative research exploring livelihoods, basic services, and social protection in conflict-affected situations. One of the consortium partners is the Busara Center for Behavioral Economics. The teams' joint work in behavioral insights features mixed-methods research to improve understanding of how recalling the experience of conflict affect people's behaviors and experiences of collaboration, fairness, risk, and agency.

Objectives

From 2011 to 2017, SLRC's focused its first phase of research on livelihoods, state capacity, and social protection in conflict situations.

From 2017 to 2019, SLRC's second phase narrowed in on three topics: the **continuing instability of livelihoods** in post-conflict situations, what shapes the **behaviors** of people in these situations, and the relationship between **service delivery** and **state legitimacy**. To provide practical policy and programming recommendations, the SLRC second phase asked:

- What are the underlying reasons for continued livelihoods instability in post-conflict recovery situations?

- How does the experience of violent conflict or its aftermath link to how people perceive, define, and experience trust, fairness, or expectations of the future as part of their post-conflict recovery?

- When does service delivery influence the negotiation of state legitimacy?

Staffing and Structure

ODI regularly partners with external organizations with specific expertise.

ODI is the lead organization for the SLRC consortium partnership, which has research partners in all eight of its focus countries—Nepal, Sri Lanka, Afghanistan, Pakistan, Sierra Leone, DRC, South Sudan, Uganda. Recent behaviorally-informed programming was completed in partnership with the Busara Center for Behavioral Economics, one of these research partners.

Funding

ODI and SLRC are funded on a project-by-project basis with support from external sources. SLR Cwas mostly funde dby the UK's Department for International Development (DFID), with co-funding from Irish Aid and the European Cooperation.

Activities

SLRC employed a mixed-methods research approach to a project in northern Uganda. Qualitative, quantitative, and experimental methods were employed to answer: How do past experiences of conflict affect behavior in peacetime? And, how does the experience influence how people behave in post-conflict recovery decision making?

The experiment used four different methodologies:

- **Storytelling:** The team asked 700 people to narrate a story of importance to them and then answer a series of questions

exploring how they interpret their own stories. Half were asked about something that happened to them during the time of the violent conflict in Northern Uganda and half about something that happened recently.

- **Behavioral games:** Using real money, participants played a series of behavioral economics games with options to risk, pool and share cash. Games were designed test patience, fairness, and cooperation.

- **Qualitative Research:** Interviews explored people's own perceptions, definitions, and experiences in post-conflict recovery.

- **Panel Survey:** A three-wave panel survey helped identify trends including relationships with and perceptions of governance processes, practices and political actors, livelihoods and well-being, and access to and satisfaction with basic services. The panel survey is part of a larger SLRC activity extending beyond the behavioral work in Uganda. The survey was run in 2012, 2015, and 2018 in Uganda as well as other SLRC focus countries like Pakistan and Nepal.

The study's results are captured in the five components of *The mental landscape of post-conflict life in northern Uganda*, which was published in July 2020:

- Part 1: Research on behaviour and post-conflict life in northern Uganda – the research design[1]

- Part 2: Defining the mental landscape[2]

- Part 3: Rethinking collaboration and good behaviour[3]

- Part 4: Rethinking inclusion and fairness[4]

- Part 5: Rethinking idleness, risk-taking and agency[5]

All parts may be found at https://securelivelihoods.org/publications/. A further output with consideration of the ethics surrounding this type of research design is planned.

The Future of Behavioral Insights at SLRC

SLRC sees the intersection of conflict and behavioral insights as broad and understudied, presenting a meaningful opportunity for continued research, analysis, and implementation. These efforts require building internal and external buy-in and funding support for behaviorally informed work on topics such as violent versus non-violent actions, information consumption, and the intersection of human behavior and countering violent extremism.

Special Thanks

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Notes

1   Amanela, S., Flora Ayee, T., Buell, S., Escande, A., Quinlan, T., Rigterink, A. Schomerus, M., Sharp, S., Swanson, S. (2020). The Mental Landscape Of Post-conflict Life In Northern Uganda: The research design (Working paper). London: Secure Livelihoods Research Consortium.

2   Amanela, S., Flora Ayee, T., Buell, S., Escande, A., Quinlan, T., Rigterink, A. Schomerus, M., Sharp, S., Swanson, S. (2020). The Mental Landscape Of Post-conflict Life In Northern Uganda: Defining the mental landscape (Working paper). London: Secure Livelihoods Research Consortium.

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5   Amanela, S., Flora Ayee, T., Buell, S., Escande, A., Quinlan, T., Rigterink, A. Schomerus, M., Sharp, S., Swanson, S. (2020). The Mental Landscape Of Post-conflict Life In Northern Uganda: Rethinking idleness, risk-taking and agency (Working paper). London: Secure Livelihoods Research Consortium.

Organization:
Save the Children

Type:
International Non-Governmental Organization

Headquarters:
Multiple locations, including Washington, D.C., USA and London, England, United Kingdom

Save the Children

Background & Overview

Save the Children is an internationally recognized leader with a long history of engaging in programming strongly rooted in community development and with a child rights orientation.

Save the Children is an internationally recognized leader with a long history of engaging in programming strongly rooted in community development and with a child rights orientation.

Approaches emphasize community empowerment and self-determination, based on the community-based integrated rural development approach (C-BIRD). This orientation has informed strategies in social and behavior change (SBC) and community engagement.

SBC strategies integrate community engagement and have enabled Save the Children to address programming gaps and underlying barriers to improved health, education, child protection and nutrition outcomes as well as well as social equity and resilience. SBC approaches are addressing individual behaviors as much as social and gender norms and structural access barriers.

Behavioral Portfolio

Behavioral change projects at Save the Children focus on themes including education, gender, health and nutrition, hunger, resilience, and livelihoods. Geographies for these projects include Africa, East Asia and the Pacific, Latin America and the Caribbean, the Middle East, and South Asia. The organization continues to institutionalize systematic community engagement, including pioneering a comprehensive framework that applies SBC to community norm and household behavior change, demand creation for services, and community service delivery. This framework has been accepted at the global movement level of Save the Children. And, since 2017, Save the Children is a principal partner under the global, USAID-funded SBC flagship program, Breakthrough ACTION. This program introduces newer methods to SBC, such as behavioral economics and human-centered design. Save the Children has also applied behavioral insights programming in a variety of countries and formally established the Center for Utilizing Behavioral Insights for Children (CUBIC) in Asia in April 2020.

Objectives

Organizational priorities to achieve SBC objectives include:

• Community consultation and participatory formative research to inform the development of co-created SBC strategies;

• SBC and advocacy strategies working through existing community structures, harnessing the role of traditional and faith-based leadership;

• Capacity strengthening of civil society organizations, community health workers, volunteers and other influencers to implement effective community engagement approaches at scale through existing and accountable community platforms

• Measurement, including of community capacity and often integrated into larger programming, includes routine monitoring, service uptake data, and qualitative measurement using most significant change and other methodologies.

Staffing and Structure

About 15 staff members at Save the Children in the US (SCUS), six members at Save the Children in the UK (SCUK), four CUBIC team members in Asia, and approximately 30 people across the Save the Children movement in various countries work on behaviorally informed projects. Teams less formally focused on SBC may include one specialist. Four CUBIC team members in Asia work on a range of portfolios.

Collectively, these efforts include:

- **Global Health and Nutrition:** Specifically Save the Children members SCUS and SCUK have deep expertise in social and behavior change across the global health portfolio. Programming with strong SBC components include nutrition, WASH, maternal, newborn, reproductive, and child health. Additional areas include global health in emergencies and addressing emerging infectious diseases, including COVID-19 through Risk Communication and Community Engagement (RCCE). The Behavior Change & Community Health and the Nutrition and WASH portfolio include ten individuals (SCUS) and two individuals (SCUK) specifically focused on SBC, community mobilization programming, and community health and nutrition.

- **Hunger and Livelihoods:** Save the Children's food security programs typically include a strong SBC component, focused on nutrition, WASH, and maternal and newborn health with cash transfer elements. Related programming, including the livelihoods, education, and maternal and newborn health teams, include individuals practicing SBC as well.

- **Adolescent Sexual and Reproductive Health & Rights (ASRHR):** Save the Children's ASRHR programs work with adolescents, families, schools, communities, and health systems to increase the availability, accessibility, and quality of sexual and reproductive health information and services. Programming includes reducing harmful social norms and practices and increasing health seeking behavior and informed decision making.

- **Education and Protection:** The DFID Girls' Education Challenge-funded programs focus on shifting community and gender norms to positively influence the transition of girls from primary to secondary school. They also focus on reducing the contributing factors that violate girls' rights to education and protection, such as child marriage and damaging traditional practices. Early Childhood Development programs work with caregivers to encourage positive parenting practices, improved nutrition, and to increase school readiness.

- **Monitoring, Evaluation, Research and Learning (MERL):** Behavioral competencies on the MERL team include data science and behavioral sciences.

- **Advocacy:** A portion of Save the Children's SBC portfolio includes policy making and advocacy, where team members aim to influence governments, international institutions and the private sector to drive policy and resources to make positive changes in children's

lives.

- **Center for Utilizing Behavioral Insights for Children (CUBIC):** In April 2020, Save the Children's Asia Regional Office launched a behavioral science team. This team includes a director, a behavioral scientist, a research & experimentation specialist, and a design-thinking consultant. This "Nudge Unit" will provide space to innovate and test behavioral insights approaches within organizational, policy, and programmatic contexts.

Funding

Save the Children's behavioral insights portfolio is funded on a project-by-project basis by central funds, external public and private sector donors, and foundations.

Activities

Over the last 25 years, and using a broad definition of behavioral insights, Save the Children has designed and implemented over 100 programs with behavioral components.

Two early-stage examples demonstrate the measurable impact, scale, and influence that community-based, behaviorally informed interventions can have on national policies and programs[1]:

- **The Community Empowerment in Nutrition Project (CENP):** Implemented in Vietnam, CENP applied a positive deviance approach to improve nutrition. Rigorous evaluations found that children who participated in the program were significantly better nourished than children who did not. These results persisted beyond the life of the project.[2]

- **The Bolivia WARMI Project** (1990–1993): Save the Children pioneered the Community Action Cycle (CAC) under the WARMI project that contributed to a 67 percent reduction in perinatal mortality. The CAC approach fosters community-led organizing, prioritizing, planning, and acting towards achieving a health goal. An additional inventory across multiple sectors demonstrated the effectiveness of the CAC implemented in over 40 countries, with outcomes in the areas of maternal, newborn, child health, adolescent sexual and reproductive health (ASRH), HIV and AIDS, nutrition, basic education, and early childhood education.

Save the Children has also focused on capturing and scaling best practices for community and health provider engagement and behavior change and has developed the Positive Deviance approach[3] to address childhood malnutrition in Vietnam in the 1990s.[4]

- **How to Mobilize Communities for Health and Social Change:** This field and training guide was created in the early 2000s following an internal analysis reviewed best practices for mobilizing communities.[5]

- **Partnership Defined Quality (PDQ):** This approach engages community members and service providers in collaborative quality improvement and social accountability plans and action and has been institutionalized at health facilities in multiple countries.[6]

Save the Children in the UK, Thailand, Lebanon, and Bangladesh have also conducted a range of behavioral insights or nudge-based programs:

- SCUK's domestic innovation team worked with the Behavioural Insights Team (BIT) on enhancing the **Wonder Words Campaign**. This involved outlining structural and behavioral barriers and developing strategies to increase parental engagement with young children to support early language development. Selected strategies were rooted in a framework intended to create behavior change by speaking directly to parents and by altering the home and wider environment around the family, enabling parents to support their child's language development

- The Thailand Country Office developed and continually adapted a **road safety project** in partnership with a behavioral insights advisor. These methods centered on positive social networks and norms and strategies to motivate memory and enforcement. BI was integrated into the program design, the toolkit for children and schools, and research, including with the Bangkok police. In recent years, Thailand has also been working with SCUS's School Health and Nutrition team to implement nudges in **school health programs**.

- The Lebanon Country Office implemented an internal trial to increase **staff participation** in an Online Fraud Prevention training. The application of behavioral insights rooted in social norms and incentives led to a doubling or tripling of completion rates in each office. The team also completed one trial with Nudge Lebanon aimed at **encouraging refugee parents** via WhatsApp to enroll their children in ECD programs—this trial, however, was complicated by Lebanon's 2019 economic and political crisis, during which schools were closed for long periods.

- In Bangladesh, Save the Children developed and measured effects of visual handwashing reminders in primary schools, suggesting that nudge-based interventions have the potential to improve **handwashing behaviors** among school-aged children. Handwashing with soap increased from four percent at baseline to 68 percent the day after nudges were completed and 74 percent at both two

weeks and six weeks post intervention.[7]

A sample of other completed, or soon to be completed, projects include:

- **Strategies to Reach Adolescents**: Programming for adolescents coupled with parent, community, and service provider engagement has led to positive change using SBC approaches. The **Gender Roles, Equality and Transformations (GREAT) Project** (2010 – 2016) developed and tested strategies to promote gender equitable attitudes and behaviors among adolescents and their communities in Northern Uganda. GREAT used participatory activities including radio drama, Village Health Team service linkages, and a toolkit for community groups and school-based clubs to engage adolescents and adults in discussion and reflection about violence, gender inequality, and sexual and reproductive health. Plus, three interventions (**Choices, Voices, and Promises**) for very young adolescents used structured curriculum, emotion-based videos and facilitated group discussion, and mass media to catalyze community-wide normative change. Results included significant, positive differences in gender attitudes and behaviors between control and experimental groups.

- **Taking Community Mobilization to Scale Documentation Report:** This report captures over a decade of USAID-funded community health and mobilization programming by Save the Children in Bangladesh under a partnership with JHPIEGO. It highlights the evolution, scale, and learnings from three and outlines strategies for institutionalizing SBC-informed community mobilization within existing government structures. Projects include:

  - **ACCESS**: From 2006-2009, the ACCESS project used home visits to provide health education to mothers and established Community Action Groups, allowing group members to identify and address their community's maternal and newborn health issues. ACCESS successfully increased knowledge and demand for services, but improvements in services utilization was minimal due to the unavailability of many services.

  - The **MaMoni Integrated Safe Motherhood, Newborn Care, and Family Planning** project (2009-2013) adapted this model by expanding to include facility-based service improvement. Community volunteers, rather than staff, facilitated Community Action Group meetings, where microplanning meetings provided a direct interface between community members and the health system. Allowing community

volunteers to share information with the government's outreach workers led to more accurate data and engagement with local government—mobilizing resources for public sector facilities and addressing specific barriers.

- A follow-on project, **MaMoni Health Systems Strengthening** (2013-2018), further institutionalized community microplanning meetings and leveraged of local government to address barriers to service utilization.[8]

• **Saving Newborn Lives in Malawi**: In 2015-2016 the Ministry of Health and Save the Children piloted the *Khanda ndi Mphatso, Lipatseni Mwayi* (A Baby is a Gift, Give it a Chance) campaign with Bill & Melinda Gates Foundation-funding. The campaign targeted pregnant women and mothers of preterm babies as well as their male partners and their influencers in two phases:

- The image phase, which used a branded campaign to shift individual attitudes and community norms to increase the value of newborn lives.

- The tactical phase, which used an intense community engagement and social mobilization component to promote specific health behaviors and encourage family and community support.

Using a quasi-experimental design, a mixed-methods evaluation compared basic implementation sites, which included campaign materials, mass media, and facility-based approaches, to comprehensive implementation sites, which added community-based activities. Data included quantitative interviews and 15 focus group discussions.

The evaluation showed that the campaign contributed to changes in norms around the care of newborns and led to increased social support. Adaptation of the Khanda ndi Mphatso campaign in other districts has the potential to shift social norms around care for newborns in Malawi. The results of the project were presented at the International SBCC Summit in Bali (2018) and published in a peer reviewed article.[9]

• **Demand Creation for Maternal, Newborn and Child Health (MNCH) in Ethiopia**: In response to utilization barriers for MNCH services, Save the Children partnered with Ethiopia's Federal Ministry of Health and other partners to develop a demand creation strategy. This strategy outline recommendations for creating enabling social norms, improving household behaviors and norms, and increasing timely care seeking.[10] An evaluation of implementation strategies,

working through a network of existing community platforms, suggests that they have great potential to change attitudes and behaviors such as male involvement, breastfeeding, quality of care, and women's understanding of the value of and access to antenatal care, among others.

- The **USAID/Nutrition and Hygiene Project (PNH)**, managed by Save the Children with core partner SNV, operated for six years (2013-2019) to improve the nutritional status of pregnant and lactating women and children under two in six health districts of Sikasso Region, Mali. The project's three strategic objectives used social and behavior change and social mobilization activities to:

  - Increase the adoption of optimal behaviors to support nutrition, health, hygiene and sanitation;

  - Increase the production and accessibility of nutrient-rich foods; and

  - Improve the delivery of nutrition services to address acute malnutrition.

The project worked through existing community structures to improve community-based management of acute malnutrition and encourage better interpersonal communication between health workers and caregivers to support and promote adoption of recommended behaviors. Over six years, the project reached 10,000+ pregnant and lactating women and 50,000+ children under two. The final evaluation (June 2019) indicates strong results, including a decline in the percentage of underweight (- 38 percent) and stunted children (- 11 percent) and an increase in access to improved sanitation (+104 percent), water sources (+85 percent), and positive nutrition behaviors (+79 percent for exclusive breastfeeding and +43 percent for a minimum acceptable diet). The project worked closely with two local agriculture organizations to introduce locally available nutrient rich products and new techniques to safely store foods longer so they are available during the lean season. It also created a robust relationship between community partners and municipal government and saw approaches adopted or adapted by Mali's government and other NGOs.

- The **USAID-funded NOURISH** (June 2014-June 2020) works to accelerate stunting reduction by promoting 13 specific behaviors related to chronic malnutrition in Cambodia. These included poverty, lack of access to quality food and nutrition services, unsanitary environments, and harmful social norms and practices. SBC was central to the multisectoral nutrition project as it creates and sustains greater demand for and appropriate

use of key services, practices and products. The "Grow Together" SBC campaign reached audiences from provincial leaders to rural caregivers of young children by integrating Grow Together media and materials into all activities. A 19 percent reduction in stunting and 95 percent increase in minimal acceptable diet was seen through a comparison between baseline and endline. Results also showed significant positive trends in most of the 13 key behaviors including health service utilization, maternal dietary practices, young child feeding practices, household agriculture and hygiene and sanitation practices.[11]

- Save the Children UK's **Stop Diarrhoea Initiative (SDI) in India and Nigeria**, funded by Reckitt Benkiser (January 2014 to July 2018) focused on prevention and treatment of childhood diarrhea, seeking to understand the challenges involved in implementing a package of seven evidence-based prevention and treatment approaches developed by WHO and UNICEF to reduce diarrhea-related mortality and morbidity. The program was implemented in four states of India and one local government area in Lagos, Nigeria. It focused on delivery of prevention and treatment packages comprising promotion of early and exclusive breastfeeding; Vitamin A supplementation; promotion of hand washing with soap; improved water supply and community wide sanitation promotion and rotavirus and measles vaccinations. The treatment package comprised of fluid replacement to prevent rehydration; and zinc supplementation. In Nigeria, the program achieved a 61 percent decline in under-5 diarrhea prevalence, a 10 percent reduction in incidence and a 58 percent fall in mortality. In India, the program achieved an 8.7 percent reduction in incidence, and a 37 percent reduction in diarrheal deaths. In India, the program brought about significant improvements in service delivery and behavior change among both service providers and communities. In four States, open defecation free practices, safe disposal of child feces, hygiene practices and hand washing with soap improved among the community members resulting in a 62 percent reduction in the prevalence of diarrhea.

- Save The Children UK's long-standing partnership with Glaxo-Smith Kline (GSK) has been implementing the **BORESHA Maternal and Newborn Health Program** since July 2013 (now in second phase). SC in partnership with County Health Departments supported female Community Health Volunteers to establish and facilitate 872 participatory women's groups to mobilize women of reproductive age within the program sites to increase preventive home-care practices and utilize maternal and new-born health services in Bungoma, Busia, and Wajir. A series of health systems

strengthening interventions were also implemented. Results from the mixed methods impact evaluation showed significant increase in knowledge and safe deliveries at health facilities. For example:

- Knowledge of at least one danger sign increased from 58 percent at baseline to 69 percent at endline while knowledge of at least three danger signs increased from 21 percent at baseline to 48 percent at endline.

- Knowledge of at least one of five elements of birth preparedness significantly increased from 37 percent to 69 percent over the period.

- The proportion of women making four or more antenatal care (ANC) visits significantly increased from 55 percent at baseline to 63 percent at endline.

- There was a significant improvement in health facility delivery (from 56 percent at baseline to 74 percent at endline) and skilled delivery care (from 53 percent at baseline to 78 percent at endline).

- The proportion of babies who were checked by a health care provider within 48 hours after delivery significantly increased from 40 percent at baseline to 50 percent at endline,

- The proportion of mothers who breastfed the baby within the first hour following delivery significantly increased from 65 percent at baseline to 84 percent at endline.

- Findings from an SCUK qualitative realist evaluation study suggest that Participatory Women's Groups are contributing to improved MNH practices, improved relationship between women and men at home, improved processes for making community decision and delivering positive change at community level, sharing of information beyond the group and improved care seeking practices including increases in the number of women attending ANC, giving birth in health facilities, receiving PNC following up on danger signs appropriately and immunizing children.

Save the Children estimates that approximately 30 programs with behavioral components are in progress or ongoing. This includes Breakthrough ACTION, a global USAID-funded program, that operates in 22 countries—nine in which Save the Children contributes community focused programming in collaboration with partners, and global GSK funded programs, which operate in 16 countries. Save the Children also applies SBC strategies and implementation support to food security, education, and school health programming, including motivating demand creation for service uptake, integration of child

protection (e.g., in emergency programming and programs addressing the social and gender norms around child marriage). Save the Children also stepped up to address the COVID-19 pandemic with risk communication and community engagement (RCCE) strategies in multiple countries through the READY, Breakthrough ACTION, and Momentum Programs. This led to the development of global guidance on how to reach communities safely during physical distance requirements. The organization is an implementation partner under the USAID Passages project to explore social norms research and part of the Global Alliance on SBC and other international platforms and networks.

The Future of Behavioral Insights at Save the Children

As the Save the Children movement continues to reach and serve children and their parents and communities based on strong relationships with local governments, there is huge potential for the collaborative application of behavioral insights. This involves merging a rich history of designing and implementing SBC programming at scale in the developing world with behavioral economics. Part of this involves applying such implementation lessons with newer behavioral insights designs, which will help to improve applicability and success of such combined approaches. Developing a more systematic system to strengthen capacity in SBC and behavioral insights in country offices will help to ensure more evidence-based programming. While formative research is considered a norm for new programs, adding a prototyping or testing phase to smaller projects could feel foreign to many staff, and potentially hard to fund. For CUBIC, mentioned above, opportunities include collaborating with provincial and national governments, introducing them to behavioral insights, and co-designing low-cost behavioral solutions that can be applied, tested, and evaluated for implementation at scale. Thus, systematic prioritization and a track record of success can position the Save the Children movement well to continue testing these methods in more complex cultural and economic contexts.

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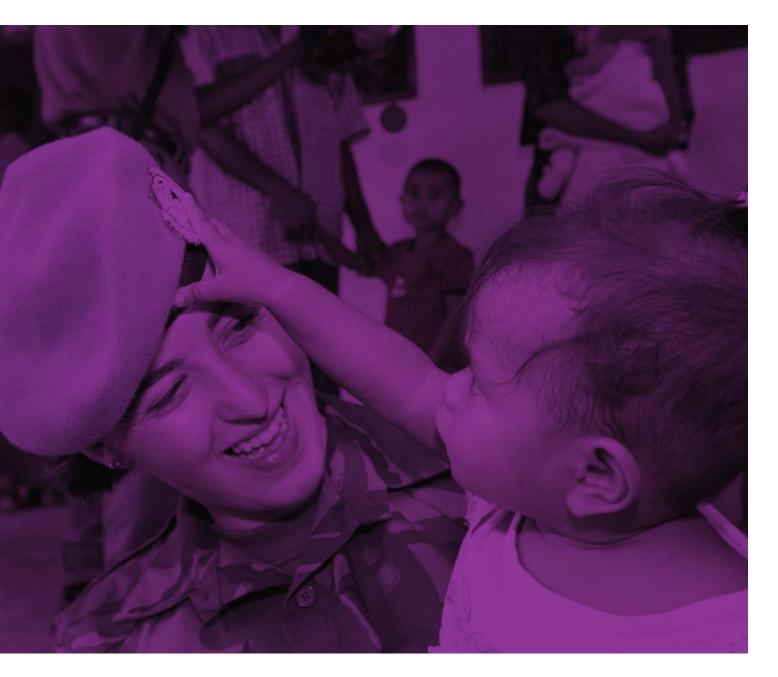
Organization:
United Nations

Type:
Intergovernmental Organization

Headquarters:
New York, USA

United Nations
System Organizations

UN
UNITED NATIONS SYSTEM ORGANIZATIONS

Background and Overview

The United Nations is an intergovernmental organization responsible for "maintaining international peace and security, developing friendly relations among nations, achieving international cooperation, and being a center for harmonizing the actions of nations."

The United Nations is an intergovernmental organization responsible for "maintaining international peace and security, developing friendly relations among nations, achieving international cooperation, and being a center for harmonizing the actions of nations."

As early as 2013, UN agencies, including the UN Development Programme (UNDP) and UN Environment (UNEP), began investing in trials testing the application of behavioral insights. Even before this, however, UN agencies have been leaders in the related field of Social and Behavior Change. For example, UNICEF has taken a socio-ecological approach to programming for over 35 years, recognizing that behaviors emerge from a blend of structural, social, and individual factors.[1] In 2016, then Secretary-General Ban Ki-moon engaged effort in this area culminating in a published report titled *Behavioural Insights at the United Nations: Achieving Agenda 2030.*[2] The report shows how applying behavioral insights to development can lead to better problem diagnoses and solutions and has informed ongoing efforts across the organization.

Especially from 2017, the UN has seen growing interest and efforts in applying behavioral insights within and across UN programming and operations. Related programmatic and research efforts remain within technical units rather than a centralized structure, but there is a growing interest in formally integrating behavioral science across project lifecycles within entities. Efforts toward sharing and learning from one another include the launch of a UN Behavioural Insights Group,[3] which is currently being curated by the UN Innovation Network.

Behavioral Portfolio

Behavioral insights initiatives are being considered and piloted at several UN agencies. This profile features a non-representative snapshot of activities from across the United Nations system including the International Organization for Migration (IOM), UNICEF, UNDP, the United Nations Innovation Network, UN Women, and the World Health Organization (WHO).

Behavioral insights work across the System is sometimes implemented in collaboration with external consultancies or academics. Projects have focused on a range of themes and topics including the environment, health, management and administration, migration, and labor, employment and entrepreneurship.

The UN is also promoting the use of behavioral insights through trainings, workshops and sharing of best practices between internal and external groups. This included the UN's Behavioural Insights Day in 2018,[4] which explored the systematic incorporation of BI into UN programs and policies. In 2019, Behavioural Insights Week[5] was organized to increase visibility and understanding of behavioral insights and its application at the UN, foster knowledge and exchange, and to build an organization-wide community of BI enthusiasts and practitioners. These events were collaborative initiatives across UN entities including UNDP, UNICEF, UNITAR, UN Women in 2018, and the addition of UNFPA and the UN Innovation Network[6] in 2019.

Recently, the UN Innovation Network published insights into how UN Entities are responding to COVID-19. A brief entitled "Leveraging Behavioural Insights to Respond to COVID-19" captures a range of these efforts. See the full report at http://bit.ly/BI-COVID-19.

Objectives

In 2015, the UN's 193 Member States approved the Sustainable Development Goals (SDGs).[7] The UN's social and behavioral science approach is rooted in the understanding that the success of many of these goals link to changes in human behavior, choices, norms, and attitudes. This approach further centers on freedom of choice and transparency, rooted in motivating choices and behaviors aligning with the SDGs. It also includes capturing learnings from programming and using them to track impact, inform research and future projects, and build capacity among staff and partner organizations.

Staffing and Structure

Individual entities or program teams have typically engaged with behavioral insights independently. For example, with over 400

UNICEF staff fully dedicated to Social and Behavioral Change programming and thousands supporting behavioral work through areas such as research, monitoring, public finance, sectoral reforms, UNICEF has the largest institutional behavioral workforce in the world. However, ongoing discussions center on the opportunity to establish an informal community of practice to facilitate connections across the UN as well as opportunities to formally embed behavioral science at an institutional level.

The opportunity to create a formal space to house behavioral insights and sciences also arises within specific agencies. For example, efforts arose as part of the WHO's transformation process.[8] As of January 2020, the WHO Behavioral Insights Initiative will be incubated in the Department of Communications. From here, the initiative will aim to harmonize existing efforts and explore strategies to mainstream behavioral insights and sciences into the organization.

Funding

Internal and external funders support efforts on a project-by-project basis. In the case of IOM, for example, funders have included USAID, the Government of the Federal Republic of Germany, the Netherlands Ministry of Foreign Affairs, and DFID.

Activities

The following represents just some of the myriad ways the UN system is applying and testing the impact of behavioral science insights. This includes, where possible, examples of pilots measured by rigorous, randomized evaluations.

United Nations Entity for Gender Equality and the Empowerment of Women

The United Nations Entity for Gender Equality and the Empowerment of Women is the UN organization dedicated to accelerating gender equality and the empowerment of women and girls around the world.

The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) is the UN organization dedicated to accelerating gender equality and the empowerment of women and girls around the world.

One of UN Women's behaviorally informed projects was implemented by the UN Women Georgia office in partnership with the Ministry of Education, Science, Culture and Sport (MoESCS) and its legal entity of public law National Centre for Teachers' Professional Development (TPDC) implemented. **"Teachers Taking Stance on Violence against Women and Domestic Violence in Georgia"** aims at exploring behavioral causes behind low rates of reporting on VAW/DV by teachers.

Main activities and achievements of the project include:

- **Coordination and National Ownership:** An Inter-disciplinary Reference Group composed of psychologists, gender experts and educators, sister UN agencies, and representatives of thematic governmental agencies, was established in February 2019 and met on a quarterly basis throughout the project lifespan. The group served as a consultative platform at all stages of the implementation of the Study. This included the methodology design, data analysis and development of recommendations.

- **Studying barriers to reporting**: A National Study on Behavioral Causes Acting as Barriers to Intervention/Reporting on Violence against Women and Domestic Violence among Teachers in Georgia was conducted. The study used a mixed methods approach, including a survey with 1,500 teachers across 60 public schools, 10 key informant interviews, and 10 focus groups. The survey also featured an experiment which tested three different interventions to understand what would likely change teachers' reporting behavior on VAW/C and whether different behavioral levers could be used to increase teacher reporting behavior.

- **Validating and Sharing Results:** The presentation of the Study's findings aimed at sharing and validating the study findings with the inter-disciplinary reference group and generating feedback to feed the formulation of recommendations. The recommendations generated within the framework of the presentation were incorporated in the final survey report. This report—which is available in English and Georgian—was finalized in September 2019 and captures methodology, main findings and recommendations.[9]

- **Developing User-friendly Materials:** User-friendly Information, Education and Communication (IEC) materials captured the study's main findings in English and Georgian languages. These materials have been widely disseminated, including via social media platforms.

The study findings revealed, amongst other findings, that one of the most effective strategies to influence teachers' behavior on VAW/DV reporting is via school principals. School principals hold high authority with school personnel and their instructions are key determinants to teachers' behaviors on reporting on VAW/DV. In line with this finding and in partnership with the Ministry of Education, the project developed a pilot initiative to engage with school principles on encouraging DV reporting. Within the framework of the pilot, draft module for school principals on DV reporting was developed. The pilot training for school principals on DV reporting was conducted in October 2019. The training brought together 22 representatives – school principals and deputy school principals from 11 schools from Georgia. The training will aim at developing capacity and awareness of school principals on VAW/DV and its reporting.

To assess effectiveness of the pilot, VAW/DV 2019 DV reporting data from 11 pilot schools were collected to be compared to 2020 data.

Another project from UN Women that applies behavioral science to policy problems includes the **Re-Think. Experiment[10]** initiative. This initiative was created by the Fund for Gender Equality (FGE) to support women-led civil society organizations (CSOs) to experiment with integrating behavioral insights tools into work on women's economic and political empowerment. This allowed grantees to identify behaviors such as engaging Maasai men in Tanzania to improve women's ownership over land and supporting Filipino women who migrated as domestic workers to enroll in training programs that make reintegration back to their countries more secure. Here, behavioral science provides an opportunity to think through the social constructs and behaviors impacting beneficiaries and to make adaptations to program design in order to achieve a project's desired output.

United Nations Development Programme

On the ground in about 170 countries and territories, the United Nations Development Programme (UNDP) works to eradicate poverty while protecting the planet.

On the ground in about 170 countries and territories, the United Nations Development Programme (UNDP) works to eradicate poverty while protecting the planet. UNDP helps countries develop strong policies, skills, partnerships and institutions so they can sustain their progress.

UNDP, through its Innovation Facility, has long recognized the potential of Behavioral Insights to improve policy making[11] and address last-mile problems.[12] In 2016, UNDP collaborated with the newly engaged UN Behavioral Science Advisor to work on behaviorally informed design with eight UNDP Country Offices around the world. The report on this work, *Behavioural Insights at the United Nations – Achieving Agenda 2030*, shows that approaching development challenges (such as corruption, electronic waste and traffic congestion) with behavioral insights leads to better diagnoses of problems and to better designed solutions.[13] Public policy and program officials around the world can achieve better outcomes—often at low or no cost—simply by leveraging a better understanding of human psychology and behavior.

Behavioral Insights is one of the most effective tools UNDP is using for quick experimentation and deep learning, and there seems to be increasing demand, application, and impact of BI across UNDP. Some examples include:

Using BI for experimentation and learning

• UNDP has set up **60 Accelerator Labs** across the system, expanding to 90 in 2020, with the intention of becoming the "world's fastest and largest learning network for development challenges." Labs have begun conducting experiments, many using BI, to demonstrate their ability to test approaches and generate insights quickly about the frontier policy challenges UNDP Country Offices have identified. In October 2019, UNDP Accelerator Labs from eight countries—Ghana, Lebanon, Libya, Mexico, Morocco, Pakistan, Tunisia, and Turkey— participated in a "Fast Action Clinic on BI" in Tunisia,[14] during which they were supported by the Behavioural

Insights Team (BIT) to identify behavioral barriers in their areas of work and develop behavioral interventions to test for solutions. The Labs have gone on to experiment on issues such as reducing the consumption of single-use plastic bags and coffee cups, improving waste management, encouraging employment and entrepreneurship among women and young people, fostering citizens' participation in local governance processes, and boosting the learning culture and performance-orientation of government ministries through behaviorally-informed internal messaging and training.

- The UNDP **Kuwait** Country Office has been supporting the Government of Kuwait in the establishment of the second governmental nudge unit in the Arab States region: the Kuwait Policy Appraisal Lab (KPAL), under the General Secretariat of the Supreme Council for Planning and Development (GSSCPD).

- **UNDP Sudan and UNDP Yemen**, with the support of NudgeLebanon, have tested behaviorally informed interventions to increase the effectiveness of interventions that are designed to disrupt the process of radicalization and violent extremism. In Yemen, they designed interventions to increase registration and continued attendance at community-based meetings that provide psycho-social support; in Sudan, they looked to increase effectiveness of programs targeting prison populations. Throughout these interventions, behavioral tools have been used to encourage participation, including SMS reminders, peer-to-peer sharing of stories of successful rehabilitation, or planning for attendance in advance as a commitment device. The application of BI in the context of violent extremism has since expanded to Central and Southern Asia with UNDP Country Offices in Tajikistan, Uzbekistan, and Pakistan currently designing behaviorally informed interventions.[15]

- **UNDP Egypt** partnered with the National Council for Women (NCW) and the Behavioural Insights Team (BIT) to explore the behavioral barriers that keep women from taking advantage of services offered by the NCW. Over the course of three days in 2017, 30 participants from UNDP Egypt and the National Council for Women received theoretical and practical training on applying behavioral insights and designing low-cost evaluations to combat violence against women. Proposed pilots included placing messages on electricity bills and on public transport and addressing GBV issues as part of economic empowerment programs.[16]

- In Georgia, a 2017 study revealed that 14 percent of ever-partnered women between the ages of 15 and 64 report having been sexually

or physically abused by their partners. Intimate Partner Violence (IPV) is often witnessed, with bystanders remaining inert although their actions could save lives. Lack of awareness of the right way to help and existing support services are contributors to the current state of affairs. **UNDP Georgia** joined forces with the Behavioural Insights Team, UN WOMEN, and several national partners (including the government's Innovation Service Lab, academia, and CSOs) to investigate, including through micro-narrative research, what keeps bystanders from reporting violence. The results have been used to develop a behaviorally informed information campaign that is planned to be unrolled in community centers across the country in 2020. A randomized control trial will be carried out to assess the intervention's impact on reporting rates. At the same time, the partners have worked on improving the service delivery of hotline staff, to ensure that once incidents are reported, they are addressed in an appropriate manner.[17] The project has also aimed to build the capacity of all national partners in behavioral science, interdisciplinary research contributing to policy decisions.

- UNDP's work with Behavioral Insights began in **Moldova** where the Country Office tested various ways to increase adherence to medical protocol for tuberculosis patients. They found that small changes in disbursement procedures doubled the likelihood of patients taking their medication. Patients had previously been obliged to visit a doctor in person to take their medication – a major barrier and friction cost. A Randomized Controlled Trial indicated that twice as many patients follow through with treatment if allocated to take medication at home while connected to a medical professional through their phone camera.[18]

Applying BI to COVID-19 challenges

- UNDP Country Offices, including in Colombia, Ecuador, Egypt, Jordan, Kuwait, Pakistan, Sudan and Zambia, have been eagerly looking to BI to inform their responses to COVID-19, ranging from addressing issues such as mental health and consumption patterns to consolidating positive behaviors consumption patterns to consolidating positive behaviors exhibited during the pandemic.. Details are available in the UN Innovation Network's publication on *Leveraging Behavioural Insights to Respond to COVID-19*.[19]

- At regional level, UNDP Arab States leveraged its youth networks to brainstorm on possible behavioral biases and barriers linked to COVID-19.[20]

Ramping up BI efforts in new application areas

UNDP is ramping up its BI efforts, adapting them to post-COVID-19 realities, with experiments to explore the potential of BI to "pave the path" to effective entrepreneurship for youth in the Arab States region and to promote "green" behavior among policy makers, civil society, private sector and citizens around the world.[21]

- **Behavioural Insights for Youth Entrepreneurship:** A multi-country project that will explore the potential of BI to "pave the path" to effective entrepreneurship for young people in the Arab region, including digital entrepreneurship, at a time when youth unemployment rates—already among the highest in the world—are set to climb even further.

- **Global Green Nudge:** This initiative will aim to unroll a climate change-related nudge across UNDP Country Offices, making use of various behaviorally informed levers, such as the salience currently placed on preventing future crises; citizens' demands to maintain COVID-19 dividends such as reduction in air pollution; or the job creation potential of climate action.

United Nations International Children's Fund

The United Nations International Children's Fund (UNICEF) works in over 190 countries and territories to protect the rights of every child.

The United Nations International Children's Fund (UNICEF) works in over 190 countries and territories to protect the rights of every child. For over 70 years, UNICEF has supported countries in protecting children's rights, helping meet their basic needs, and expanding their opportunities to reach their full potential. This implies promoting protective practices and achieving a myriad of behavioral results, in development and humanitarian contexts alike, across all SDGs and sectors (Health, Nutrition, Water and Sanitation, Education, Protection, Poverty, and Gender).

Any behavior change strategy requires a tailored combination of policy, service delivery, and social and individual engagement work, based on an analysis of behavioral drivers and bottlenecks. This reflects in UNICEF's theme-specific theories of change,[22] and the theoretical models[23] used to design its interventions. This approach is delivered through **system strengthening** (helping local and national public sector authorities form appropriate policies and deliver services for children and their families) and **community system strengthening** (positioning people as central actors and ultimate agents for improving their own lives).

Upstream Behavioral Work and System Strengthening

Each UNICEF country office reports yearly on a composite indicator assessing its success in assisting national partners to adopt a systems approach to Social and Behavior Change (SBC). This indicator tracks five benchmarks, outlined below, which underpin regional and global efforts and enforce quality standards and accountability.

- **Coordination and collective advocacy**
  - ° For decades, UNICEF has helped **mobilize community leadership** on a range of behavioral agendas. This includes rolling out local mechanisms for coordinating interventions around WASH (e.g., Community-Led Total Sanitation and Hygiene), health and Essential Family Practices (e.g.,

Community Integrated Management of Childhood Illness), Nutrition (Community Management of Acute Malnutrition), and local preparedness and response in emergencies (e.g., Community Action Cells).

° With government counterparts, UNICEF commonly co-leads or supports **national inter-ministerial and inter-agency coordination mechanisms** around SBC, through task forces focused on specific practices (e.g., parenting, FGM, Child Marriage), committees to address behavioral and community aspects of emergencies (Cholera, Avian Flu, COVID-19, etc.) or cluster coordination (lead agency for Nutrition, WASH, and Education).

° In 2020, with support from the Bill and Melinda Gates Foundation, UNICEF launch the **"RCCE Collective Service"**[24] with IFRC and WHO. This initiative is designed to bring more community insights and behavioral data into the public health and socio-economic response to the COVID-19 pandemic.

° UNICEF also spearheaded the establishment of the **Global Alliance for Social and Behaviour Change**,[25] serving as chair and secretariat since 2017. The Alliance, comprised of 20 organizations, provides leadership, collective advocacy, and a community of practice to advance the cause of improving social and behavioral science and its applications.

° Through these global mechanisms, UNICEF has contributed to **global policy advocacy**, such as shifting gender norms (Women's Deliver forum - June 2019), systematic consideration of ethics in SBC research (International Association of Media and Communication Researchers - July 2019), and climate action (UN High Level Political forum - Sept 2019).

• **Evidence generation, analysis, and use**

° UNICEF advocates for, and technically supports, **systems to identify and track social and behavioral drivers** at local and national levels. Diverse examples include: community surveillance sites (e.g., in Bangladesh), inclusion of behavioral indicators within government administrative systems (e.g., on Infant and Young Child Feeding attitudes and practices in Nepal), the establishment of a consortium to foster dialogue on behavioral data (e.g., Social Norms Hub in India), and the inclusion of behavioral indicators within Multiple Indicators Cluster Surveys (MICs) by several countries.

° UNICEF invests significantly in developing **systematic reviews of evidence**, for example on child survival and development,[26] nutrition,[27] violence against children,[28] parenting[29] and early childhood development, and strategic partnerships.

° The **Social Science in Humanitarian Action Platform (SSHAP)** was established in 2015 with the Institute of Development Studies, Anthrologica, and the London School of Tropical Hygiene and Medicine (LSHTM).[30] It provides rapid access to evidence for emergency interventions and a community of practice supporting programming and advocacy. More broadly, UNICEF, and partners such as John Hopkins University, provides leadership in coordinating the **Evidence Cluster of the Global SBC Alliance**. UNICEF is also a member of the multi-agency secretariat responsible for convening the **International SBCC Summit**, where up to 2,000 experts examine recent evidence and innovations, and debate the way forward for the field.[31]

• **Capacity development**

Training/capacity building efforts for behavioral insights take place at multiple levels including UNICEF'S support for:

° **National professional institutes:** UNICEF offers comprehensive in-service courses, including the BRIDGE program and curriculum in India, where 27 million health workers were trained on core SBC principles, and providing scholarships and accredited behavioral courses in partnership with universities including University of Bangladesh, American University of Cairo, and American University of Beirut.

° **A core global learning course:** This course for staff and partners saw multiple cohorts from a range of countries totaling over 600 participants. The course was first developed with Ohio University followed by a decentralized model in partnership with University of Hyderabad in India.

° **Behavioural Change Communication for Global Epidemics course:** Following the 2014 Ebola outbreak in West Africa, UNICEF developed a course with New York University to improve professional skills in managing public health emergencies.[32] From 2015-2019, the course was implemented with seven cohorts and over 250 participants in countries including Ghana, Kenya, Lebanon.

° **Regional capacity development models:** In West Africa, a network of Francophone social scientists will support the creation of sustainable expertise for SBC interventions in crises. In Europe, UNICEF and Columbia University are rolling out trainings for local government focused on local planning, budgeting, implementation and management; accountability systems; parenting and community engagement skills; and sensitization to behavioral barriers including stigma and discrimination.

° **Developing global and regional-level evidence-based guides and tools:** Examples include global guidance on Social Norms programming;[33] a programming guide on SBC in Maternal, Newborn and Child Health; a global package on interpersonal communication[34] drawing on behavioral science about choice architecture, power of defaults, implementation intentions, moral foundations and persuasion theories; and a Communicating in Humanitarian Action Toolkit (CHAT).[35]

° **UNICEF's "behavioral design" (HCD+BI):** UNICEF developed a comprehensive package of practical resources[36] merging methods, evidence, and principles from BI those from participatory action research (PAR) and human-centered design (HCD). The approach has been applied in Ghana, Indonesia, Pakistan, South Sudan, Ukraine, Zambia, and Zimbabwe. From short sessions, participants acquire working knowledge of and practice with methods including journey mapping, assumption mapping (people and challenges), problem definition and objective setting, persona building, and prototyping and iterative implementation, among others.

° The HCD+BI approach to Demand for Health Services and the "journey to health and immunization" framework were officially recognized by GAVI Alliance partners and the WHO SEARO, WPRO, and AFRO Regional Immunization Technical Advisory Groups (RITAGs), transforming programming and funding mechanisms.

• **Budgeting and Resourcing**

° UNICEF provides guidance to national and local[37] governments on **budgeting or tracking allocations**[38] for behavior change programming. The provision of practical costing tools for SBC programming is largely missing, despite initial efforts from regional and country offices to provide parameters. The Europe and Central Asia office, for example,

developed a standard operating procedure for resource mobilization. UNICEF offices are increasingly engaging in discussions with governments around including SBC allocations in public budgets.[39]

° This work ties to advocacy to encourage authorities to pass and enforce **legislation with strong behavioral impacts** (e.g., maternal leave, breastfeeding in the workplace, criminalization of violent practices, family-friendly policies).

- **Community Engagement**

Community engagement remains the primary approach to behavior change. In 2018, UNICEF led the development of **interagency standards and indicators for community engagement**,[40] helping harmonize strategies and increase quality and focus on local empowerment beyond demand for services.

To strengthen community systems for child well-being, UNICEF focuses on community-based platforms that can influence behaviors and social norms at scale. Examples include:

° **Faith and Positive Change for Children, Families and Communities (FPCC)**,[41] launched in 2018 with Religions for Peace (RfP), the Joint Learning Initiative on Faith and Local Communities (JLI), and 15 international faith-based organizations. FPCC, which piloted systematic and at-scale engagement in Cameroon, Liberia, Malawi, Niger and South Sudan, is now being rolled out with the Africa Council of Religious Leaders.[42]

° The **systematic use of digital and mobile technologies**, including UNICEF-incubated platforms such as U-Report,[43] Internet of Good Things (IoGT),[44] and broadcast, online, and face-to-face platforms. With over 11 million U-reporters across 67 countries, the platform facilitates engagement with users, mostly young people, via alerts, survey polls, and one-on-one chats. Since IoGT's launch, over 38 million users have accessed more than 117 million content pages, covering behavioral programming, training, and evidence generation efforts, in very low connectivity settings and free of charge.

Applied Social and Behavioral Insights

UNICEF builds mechanisms to generate the insights needed to co-design contextually and culturally appropriate solutions to local problems - solutions that are feasible, viable, desirable, and effective.

Since 2014, UNICEF has used **computational science technologies and methods** to generate rapid insights into the social and behavioral consequences of outbreaks. For example, MagicBox[45] ggives UNICEF access to aggregated, anonymized behavioral data to inform its response crises such as Zika, Ebola, and more recently COVID-19. Data, such as global flight patterns and the ability to adhere to social distancing measures, is analyzed to allow policy makers to balance public health with societal and economic needs.

UNICEF also systematically engages in **primary behavioral research to help guide public strategies**.

- In Lebanon, "Underneath the surface: understanding the root causes of violence against children and women" explored drivers of child labor and marriage, violence against children, Intimate Partner Violence, and children engaged in armed conflict. The study shed light on self-efficacy, structural barriers, gender norms, and social expectations and contributed to the development of Qudwa – The Social Behavioral Change and Communication Plan of the Ministry of Social Affairs.

- In Palestine, an in-depth study to understand the needs and perspectives of children with disabilities[46] provided the Ministry of Social Development and its partners with the insights needed to inform policies and interventions.

- *Cellule d'Analyse en Sciences Sociales* (CASS) was developed during the Ebola outbreak in North Kivu and Ituri, DRC.[47] Using **Integrated Multidisciplinary Outbreak Analytics**, CASS combines regular and rapid social science studies with data from multiple sources (e.g., epidemiology, market prices) to help contextualize strategies such as Infection Prevention and Control, investigate social determinants of the spread, and inform interventions from the population's perspective.

Listening to, analyzing, and synthesizing community concerns (i.e. social listening) has become an essential component of UNICEF's behavioral response strategies, especially during the COVID-19 pandemic. With partners including WHO and Africa CDC, UNICEF ESARO's integrated dashboard[48] captures and visualizes search trends, questions, and misinformation/rumors collected through different channels in 21 countries, informing public health response.

In April 2020, the Office of Research - Innocenti established the first staff position in UNICEF fully dedicated to applying behavioral science research and insights to policy and programmatic challenges. UNICEF's Innocenti's emerging agenda is focused on building an evidence base for **applying behavioral sciences and insights for results for children in an ethical manner, exploring the transferability of HIC-generated evidence and learning to LMIC settings and/or vulnerable populations**, and designing new interventions to support primary research in LMIC contexts.

"BI-informed" policies or interventions have largely been designed and tested in WEIRD [Wealthy (often White), Educated, Industrialized, Rich, and Developed] contexts, without evidence that heuristics and biases documented in the published literature are universal or that associated interventions will work everywhere. Translating and applying the growing catalogue of evidence, evaluating them in new contexts, and linking them to associated SBC interventions, is key to bringing behavioral science to bear on challenges of inequity, vulnerability, marginalization, and resilience.

Implementing Behavior Change Through Delivery Platforms

UNICEF supports behavior change interventions through a range of mutually reinforcing approaches, including strengthening service-based platforms, conducting community-focused activities, engaging with media, and creating an enabling environment including with the private sector.

To promote behavior change at scale, UNICEF **works to strengthen public delivery systems by integrating behavioral content and approaches** through service providers including health and social workers, education, and community-based organizations. UNICEF supports the adaptation and integration of behavioral packages into services such as life-skills empowerment for young people (in MENA[49] and India[50]), positive parenting and early childhood development (community health workers, for example, engage new mothers to support behaviors such as responsive caregiving or early stimulation), and prevention of mother-to-child transmission[51] of HIV.

UNICEF also works to increase citizen voice and **strengthen social accountability**, through mechanisms such as sector-specific accountability groups including community health boards or the Data Must Speak program in Education.[52] School profile cards with statistics on resources and results are used to increase transparency on school performance, parent and community demands for quality, and dialogue around barriers to education. Social accountability

initiatives also focus on cross-sectoral initiatives such as the Child Friendly Community Initiative of Sudan or the Child Friendly Cities initiatives[53] in Latin America, where country offices annually review cities for attainment of the Child Friendly Municipalities Seal. Accountability to Affected Populations is also a critical component of UNICEF's humanitarian interventions,[54] promoting strong systems for people to raise grievances, complaints, queries and make suggestions, and hold aid providers accountable to answering beneficiaries' needs.

UNICEF supports **community-led participatory activities** to facilitate dialogue, action, and solution development on dominant norms and practices. Through the Community Led Total Sanitation program[55] communities in 60 countries conduct their own appraisal and analysis of open defecation and engage in long-term change in hygiene and sanitation behaviors. These collective approaches also bring about change for behaviors such as child marriage, violence against women and children, and female genital mutilation (for example, the Saleema initiative in Sudan).[56] Harmful norms persist because they are followed by groups who influence each other. Communities must transform beliefs and expectations of enough people within the relevant group, and involve key influencers, power holders, and gatekeepers such as traditional and faith leaders, to see behaviors evolve.

Multi-media edutainment and digital engagement programming are another pillar of UNICEF's behavior change implementation approaches. Through multiple channels, UNICEF raises awareness of key development issues, while promoting and modeling new behaviors and norms at scale. In Egypt, the "Super dad campaign"[57] uses a TV series and local and international celebrity engagement to try to shift behaviors related to fatherhood by spotlighting the modern dad's role in early child development.

The creation of a larger enabling environment is also key. UNICEF is highly involved in shaping healthy and sustainable markets for goods and services,[58] facilitating access to essential, affordable, and fit-for-purpose products, such as vaccines, medicines, bednets, oral rehydration solutions, education supply, nutrition supplies, among others. UNICEF also works with the private sector on shaping policies and practices. Examples include introducing breastfeeding policies in the workplace, ensuring adequate parental leave, and engaging with brands and industries around their depiction of gender roles.

Monitoring and Evaluating Behavior Change

Finally, UNICEF supports the development of evidence-based M&E tools[59] including:

- **Developing high-standard tools to establish behavioral baselines and track change**, including working with IPSOS and LSHTM, to carry out extensive cognitive testing and validation studies of surveys focusing on nine behaviors (child marriage, FGM, violent discipline, xenophobia, child labor, domestic violence, child feeding, sexual violence) in nine countries (Jordan, Djibouti, Yemen, Lebanon, Sudan, Mozambique, Zimbabwe, Senegal, Sierra Leone).

- **Conducting systematic evaluations of behaviorally focused programs**, such evaluating strategies to protect children from violence,[60] female genital mutilation (FGM),[61] and child marriage (CM).[62]

- **Investing in novel approaches to track behaviors during COVID-19**, under the constraints of recent public health measures. In Pakistan, for example, UNICEF conducts Community Rapid Assessments through online forms and robocalls, feeding into longitudinal research on how behaviors change over time and why, how communities cope with disruptions related to COVID-19, their emerging needs, and the adaptation of UNICEF programming to them.

- Developing **the ACT framework**, with UNFPA and the Global Programme on FGM partners, to measure and track changes in social norms in relation to female genital mutilation.

International Organization for Migration

The International Organization for Migration (IOM) provides services and advice concerning migration to governments and migrants, including internally displaced persons, refugees, and migrant workers.

The International Organization for Migration (IOM) provides services and advice concerning migration to governments and migrants, including internally displaced persons, refugees, and migrant workers. These activities cut across key thematic areas including international law, policy, health, human rights, and gender.

Many projects within IOM apply behavioral insights. This case study focuses on two notable awareness raising campaigns: IOM X, launched in 2014, and Migrants as Messengers (MaM), launched in 2018. The campaigns' social and behavior change communication efforts feature outcomes of interest including awareness raising and positive behavior change regarding risks associated with irregular migration, how to migrate safely, and taking action to prevent exploitation and human trafficking. They focus on motivating safe and positive behaviors and changing perceptions among target audiences. For instance, through increased access to accurate information on migration-related decisions, families of aspiring migrants may play a more informed role in the decisions of their children.

Migrants as Messengers

Approximately 30 people work on Migrants as Messengers, a peer-to-peer messaging campaign that empowers youth to make informed migration related decisions in target countries in West Africa: Côte d'Ivoire, The Gambia, Guinea, Liberia, Nigeria, Senegal and Sierra Leone. Implementation teams are based in each of these countries with technical support teams, such as IOM's Global Migration Data Analysis Centre (GMDAC)[63] and Media and Communications Division, based in Germany and Switzerland.

The theory of change for MaM rests on the idea that potential migrants are more likely to be affected by real testimonies by returnees from their own country and region, rather than through messages from international organizations or NGOs. So far, one rigorous impact evaluation of interventions targeting the decision-making of potential migrants has been conducted for this project.[64] The evaluation focused on a key pillar of the MaM campaign—town hall events in Senegal—and demonstrated the

effectiveness of applying behavioral insights to safe migration work. The campaign's efforts were evaluated through IOM's first RCT, conducted by IOM's GMDAC in coordination with IOM's Media & Communications Division. These events screened video testimonies of migrant returnees followed by interactive question and answer sessions between aspirant migrants and migrant returnees.

Key Findings Included:

• MaM events increased the subjective information level of potential migrants by 16-19 percent, relative to the comparison group.

• Almost half of campaign participants said they sought out additional information after the event, demonstrating that the event was successful in motivating information-seeking behavior.

• There is no evidence that MaM events increased factual knowledge about the migration process, such as resulting casualties, asylum procedures, length and costs of the journey or realistic expectations regarding potential earnings at destination. However, the researchers report that this result is not surprising given that the events focused on emotional identification with the personal experience of returnees rather than the dissemination of facts.

• On average, the MaM town hall events increased risk awareness by 25 per cent across all risk dimensions, include risks such as forced labor, imprisonment, food shortage and deportation.

MaM continues to be a highly important peer-to-peer awareness-raising campaign implemented in West Africa, with further evaluations to be conducted and results to be shared in the coming years.

IOM X   IOM X uses an evidence-based and participatory framework, called Communication for Development (C4D), to engage targeted audiences at pivotal moments related to migration decision-making.

10-20 people work on IOM X campaigns. IOM X efforts are housed within the IOM country offices, allowing for tailored, context-specific campaign implementation. An online platform[65] is accessible to anyone looking to engage audiences around the issue of exploitation or build a Communication for Development (C4D) campaign.

The overarching objective of IOM X is to contribute to increased social resilience in the face of risks associated with irregular migration. The Theory of Change assumes that if community-led IOM X media content and resources are accessible in relevant languages

and on popular media platforms, and that if audience members are open to considering the implications of new information for their own lives, those vulnerable to exploitation will use their increased knowledge and improved attitudes to take protective or preventative behavioral action.

More than 20 **IOM X** campaigns have been completed since the project's launch in 2014, where segmented audience groups are engaged with tailor-made messages. This design is guided by best practices from the C4D framework in complement with ongoing learnings from behavioral science and social mobilization to address an individual's surrounding environment.

A non-exhaustive look at project examples include:

- The **Open Doors/Happy Home**[66] campaign in ASEAN countries in 2016 used videos to raise awareness of domestic worker exploitation and encourage practices to reduce exploitation. Participatory workshops with government representatives, employers of domestic workers, and domestic workers themselves were conducted to develop the content and messages of the videos. The campaign successfully increased knowledge of respondents and strengthened or maintained employer's behavioral intent to adopt positive practices to reduce exploitation.

- **Made,**[67] a five-episode miniseries, follows the story of a family-run fashion company uncovering human trafficking in their production line. The series, launched as part of a social media campaign in 2017, reached over 1.7 million people. Among other results, a survey of young Filipinos in Manila found that all surveyed viewers said they would take action to stop this issue, such as researching where their clothes were made.

- The **Cotabato Roadshow**[68] took place over nine-months in 2017, engaging communities in the Philippines to create a multi-media campaign on safe migration for women. The campaign featured a video called "I am Fatima" and its central messaging was around steps to ensure one's recruiter had a legal license. Partnerships with the Maguindanao Provincial Government, POEA, the Inter-Agency Council Against Trafficking and a creative agency were crucial.

- The **Bangladesh Roadshow campaign**[69] engaged hundreds of community members across three districts in Bangladesh. The Roadshow produced four educational videos—viewed 764,043 times online from November 2 to December 21, 2017 and where audio versions reached 10 million listeners on radio. A study showed that negative attitudes on safe migration decreased in

surveyed viewers after watching the roadshow videos. This also included a decrease in the belief that it is impossible to avoid the risk of being exploited.

- The **Make Migration Work**[70] campaign in Myanmar encouraged aspirant migrants to find reliable and safe migration information. The campaign, developed following a series of participatory workshops, also saw close engagement with the Ministry of Labour, Immigration and Population (MOLIP). From September 2017 to August 2018, nine videos netted 170 million potential views online, at three events, and through 72 television broadcasts. A unique tech component included the Facebook-based chatbot, Mel Shwet Pyaung ('Miss Migration'), which aimed to assist users to find out more about safe migration by pointing them to reliable sources of information in Myanmar language.

- IOM X's **Forced Marriage Campaign**[71] in 2018 addressed the trend of young women being trafficked for forced marriage in Cambodia. Two videos were created following participatory activities with Cambodian women to encourage young women to seek as much information as possible before making the decision to migrate.

- **Myth busting sexual exploitation**, a campaign in 2018,[72] led to the creation of a series of video interviews with experts to debunk myths associated with trafficking for sexual exploitation. The 10 short videos and related content generated over 1 million viewers in the first six months.

- **The IOM X campaigns in El Salvador, Guatemala, Honduras, Nicaragua, and Mexico**[73] were designed to drive individuals to find information about regular migration channels and opportunities for local learning, work, and entrepreneurship. Since 2019, the campaigns have reached over 28,000 people online plus over 8,000 in face-to-face interactions. Moreover, an evaluation carried out with 2,000 mostly young potential migrants showed that the campaigns increased their knowledge on the risks of irregular migration, in comparison with an initial survey conducted to IOM engagement. The increase in knowledge was 42 percent in Honduras, 25 percent in Guatemala, 20 percent in Mexico and 8 percent in El Salvador.[74]

IOM X's targeted campaigns have potentially reached more than 700 million people around the world. The campaign has produced 252 videos in 22 languages, which have been viewed more than 346 million times on television, at community events, and through the campaign's 430,000-strong Facebook community. For campaigns in Asia from 2014 to 2018, there was, on average, a 24 percent shift in

increased knowledge and 321,428 positive actions taken online to help prevent exploitation.

A number of IOM X projects are ongoing and continue to see impact and planning:

- **WAKA Well by IOM X West Africa**[75] seeks to prevent exploitation by empowering young people to make informed migration-related decisions. Since May 2019, activities in Guinea and Nigeria—including six community workshops, a website, eight videos and two media events—have reached more than 1.2 million people with information on safe migration and available local opportunities.

IOM X West Africa continues to enhance the relevance of digital tools, developing engaging online content, further disseminating materials and applying the IOM X model to other countries within the region.

- **IOM X Belarus** is an ongoing campaign that continues into 2020.[76] The project builds on its network of activists through alumni events and youth summer camp called "**LEARN.ACT.SHARE**." The camps first started in 2017 to engage young people in the prevention of human trafficking. The camp has become a joint UN project bringing together all UN agencies and the private sector to study human trafficking from different angles. The six-day agenda includes workshops on trafficking and related issues, such as gender equality, HIV, the SDGs, and beyond.

At the end of each camp, participants present ideas for projects to carry out during the year. According to statistics from the second[77] and third camps,[78] as of February 2020, 34 out of 36 alumni carried out preventive activities, reaching almost 4,000 target audience members.

- **IOM X will also continue operating in Central America**. In order to have sustainable impact in Mexico, Honduras, Guatemala and El Salvador, work continues to motivate behavior change among potential young migrants to include alternatives to irregular migration in their life plans. In Costa Rica, programming centers on integration and regularization processes for working migrants. In Panama, it will center on the prevention of labor exploitation of migrants.

World Health Organization

The World Health Organization (WHO) directs and coordinates international health efforts within the United Nations system.

The World Health Organization (WHO) directs and coordinates international health efforts within the United Nations system. WHO's main areas of work include health systems, health through the life-course, noncommunicable and communicable diseases, preparedness, surveillance and response, and corporate services.

Behavioral competencies within the WHO include data science, policymaking and advocacy, research, communications, anthropology, and social psychology. These areas of expertise are held by experts who have initiated behavioral insights efforts within their own technical units. In the last seven to eight years, most departments and teams have included behavioral insights in some stage of their work, though the extent and nature of these efforts vary by unit. For example, maternal and perinatal health have made learnings from the behavioral insights space a systematic part of their work, with the support of external partners. Others, such as the immunization department, incorporate a social scientist into their staffing and activities. This variation is due to factors including funding, availability and access to in-house and external expertise, and leadership's interest in behavioral issues.

A Behavioural Insights and Sciences unit was created in 2020 with the objective of harmonizing, mainstreaming, and scaling up the use of behavioral sciences across the organization. The unit will be incubated for two years in the department of communication and has a team of four people. Funding was ensured for the creation of the unit and a series of pilot projects.

The following examples are not representative of WHO's entire BI portfolio, but illustrate a promising level of awareness, increasing commitment towards including BI, and some interesting approaches:

- **Developing guidelines and best practices:** In 2016, WHO initiated a project to strengthen the development of evidence-informed guidelines for policy makers and program managers. This project was launched to adequately address the complexity of health interventions and systems. WHO has collaborated with leading international experts, including in the social and behavioral sciences, on a series of papers[79] to inform comprehensive

evidence syntheses, the development of trustworthy and impactful guidelines, and to stimulate rigorous primary research.

- **Reframing the maternity care and childbirth experience:** The concepts of positive maternity care and positive childbirth experience involve framing antenatal care and childbirth recommendations in a positive way rather than clinically and with technical language. This new framing, informed by behavioral research, aims to increase acceptance and uptake of recommended maternal care and childbirth interventions. It is based on women's perceptions, attitudes, and values, and designed to address challenges such as anxiety and fears, a lack of clarity on information provided by health professionals, social norms around childbirth, and the perceptions of overmedicalization.[80]

- **Reducing unnecessary caesarean section:** Behavioral factors are crucial drivers in the unprecedented increased use of caesarean sections. Research on behavioral interventions is thus important to address this trend and understand the effectiveness of interventions that influence how women and health providers make caesarean-related decision. Education and support for expectant mothers, reframing social norms, models of childbirth care and providing financial disincentives for doctors were among the interventions investigated by WHO and integrated into its guidelines.

- **Emergency preparedness, readiness, response and recovery:** Together with its partners, including UNICEF and IFRC, WHO assesses perceptions, attitudes, and behaviors of community members and response teams in emergency settings.[81] During the 2018 Ebola crisis, community feedback highlighted fears, skepticism about response team's actions or interpersonal skills, misinformation about the infection, or confusion between scientific information and traditional values and beliefs. Locally based communicators and social scientists captured qualitative and quantitative data used to inform modifications to response interventions, including trainings targeted to workers, police, faith-based leaders, community leaders or other key populations. The implementation of social sciences in response and preparedness continues in the current Ebola response in the Democratic Republic of the Congo (DRC) and surrounding countries.

- **Shape positive immunization experiences to increase acceptance and demand for vaccination:** The department of Immunization, Vaccines and Biologicals used behavioral insights to restructure conversations between health workers and hesitant parents. To guide national policy, planning, and tracking of trends, a globally

standardized survey is being developed to measure the behavioral and social drivers of childhood vaccination uptake. Related efforts include implementing quality and people-centered vaccination services, strengthening pro-vaccine social norms, and building resilience against misinformation.

In this same area, the WHO regional office for Europe has significantly advanced the concrete implementation of BI approaches and capacity building. The office has developed the Tailoring Immunization Programmes (TIP)[82] approach and is offering an annual summer school on the topic. The Regional Office has supported 13 countries in implementing this approach thus far. For example, in Kyrgyzstan, TIP research identified an overlooked legislative barrier that prevents internal migrants from accessing vaccinations: internal migrants needed a residence permit to register at the health facility, but such a permit was not always easy to obtain. To resolve this barrier, a new Ministerial Order was adopted clarifying the right to vaccination of all citizens regardless of residence. In collaboration with UNICEF, training of health facility staff and outreach to the migrant communities were conducted to ensure no one is left behind. Early indications of an increase in vaccination uptake among the most vulnerable migrants have now been noted.

Another example of the implementation of TIP comes from the U.K., where reasons for lower vaccination rates in the orthodox Jewish Charedi community in London were explored.[83] No cultural or religious anti-vaccination sentiment was confirmed. TIP behavioral research revealed that lower vaccination uptake was rather due to a lack of access to and convenience of immunization services. Informed by the behavioral analysis, flexible appointments in family friendly surroundings, robust call and recall systems, and improved data collection were initiated.

- **Combatting hearing loss through user engagement and cross-sector partnerships:** WHO and ITU developed the "global standard for safe listening devices" in order to reduce the risk of noise-induced hearing loss through the use of personal audio devices.[84] Behavioral insights gathered via survey and focus groups assessed users' response towards proposed messaging. Based on these inputs, WHO was able to recommend the inclusion of default features such as a volume limiting feature on audio devices. Thanks to a data sharing agreement with the private sector, WHO will use data gathered by manufacturers to improve its understanding of people's listening behaviors and the feasibility of safe listening recommendations, policies, and practices.

A recent mapping exercise began to identify the ways that several thematic units have used behavioral insights. This non-exhaustive list includes HIV/AIDS, reproductive health, maternal/newborn/child health, emergencies, hearing loss prevention, immunization, nutrition, and ageism among others. This includes projects, trainings and workshops, and research—including primary in-country research and systematic reviews.

COVID-19 Response

Since the beginning of the pandemic, WHO has applied behavioral and social insights and sciences to a variety of initiatives to support the response to COVID-19. The following is just a very short selection of examples:

• The Risk Communications and Community Engagement (RCCE) teams at WHO, UNICEF and IFRC are collaborating to review social data from a variety of data sources and matching it to a behavioral framework in order to ensure that communication and operational approaches by the three organizations and partners are more closely aligned with people's perceptions, capacities and needs. This includes among others behavioral data gathered by WHO through a series of pro-bono agreements with the private sector;

• At the regional level, the WHO Western Pacific Office has focused on capacity building for the creation of social listening systems. Behavioral and perception data are fed into surveillance systems and used to inform communication strategies and support broader decision-making of the COVID-19 response. Behavioral design is also being integrated for the design of COVID-19 campaigns. The WHO Regional Office for Europe developed a Behavioral Insights Survey tool which has been used for regular collection of behavioral data in 25 Member States within the region and beyond since March 2020.

• WHO partnered with behavioral teams in the private sector to conduct campaign experiments to combat misinformation and increase willingness to participate in key public health measures for COVID-19.

• The Demand and Behavioural Science team in the immunization department is developing a series of behavioral science interventions to improve immunization program resilience and increase confidence and uptake of vaccination.

The Future of Behavioral Insights at the United Nations

Behavioral insights continue gaining momentum at the UN, but the long-term integration will require multi-level buy-in and ongoing awareness raising. The organization recognizes that connecting across agencies regarding behavioral insights approaches presented a meaningful opportunity to inform the policies and programming required to achieve the Sustainable Development Goals (SDGs).

Individual agencies and entities are also setting specific roadmaps. For instance, WHO's current Global Programme of Work, which sets the organization's roadmap between 2019 and 2023,[85] calls for behavioral research and behaviorally informed strategies, programs, and global goods. Among WHO senior management and technical staff, there is increased awareness of the importance of and commitment towards systematically including behavioral evidence in the design and planning of policies and programs. In the short term, the WHO BI unit plans to better define the internal (WHO staff) and external (WHO Member States) demand and needs in order to provide formal, targeted, harmonized support for an increased use of the behavioral insights and sciences for public health. The unit under incubation between 2020 and 2021 is expected to result in a series of BI tools, guidelines, recommendations, training and expert support to meet the increasing demand, reduce the risk of fragmentation, and amplify impact in the area of behavioral insights and sciences.

In July 2020, WHO's Director General announced the creation of WHO's Technical Advisory Group on Behavioural Insights and Sciences for Health, integrated by 21 experts from 16 countries. The TAG will advise WHO on how to adopt behavioral science perspectives to support WHO's work across a range of health topics.

Opportunities for Migrants as Messengers and IOM X campaigns include engaging behavioral insights to further motivate safe migration behavior, encourage public action, and improve knowledge sharing through a growing evidence base. This includes expanding opportunities to conduct robust impact assessments and Knowledge, Attitude and Practice (KAP) studies and fine-tuning behaviorally informed field interventions, despite limited time and resources for project design and the complexities of designing for populations experiencing inviable migration options and a lack of local opportunities.

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Organization:
United States Agency for International Development (USAID)/Bureau for Global Health

Type:
Government Agency

Headquarters:
Washington, D.C., USA

United States Agency for International Development

Background & Overview

USAID leads the U.S. Government's international development and humanitarian assistance efforts.

While communication-based approaches to behavior change have been part of the Agency's global health investments for decades, recent years have seen an increased emphasis on social and behavioral change (SBC) programming more broadly. In June 2013, in collaboration with UNICEF, USAID hosted the *Evidence Summit on Enhancing Child Survival and Development in Lower- and Middle-Income Countries by Achieving Population-Level Behavior Change*. The Summit's goal was to determine which evidence-based interventions and strategies best support a sustainable shift in health-related behaviors. Today, USAID's SBC investments build on the Summit's outcomes as well as lessons learned from decades of research and ongoing programming worldwide—prioritizing effective program implementation and the development of tools, measurement strategies, and standards across and beyond the health sector. The Agency is actively working to include emerging approaches, including human-centered design and behavioral economics, into the Bureau's SBC portfolio.

Behavioral Portfolio

USAID supports SBC programs in the majority of countries in which it works. In some cases, these programs are implemented through global mechanisms managed from USAID headquarters in Washington, D.C.. In other settings, USAID Missions support bilateral SBC projects, which are designed and managed at the country level. These projects span the health areas in which USAID invests, including maternal and child health, nutrition, family planning, water and sanitation, malaria, HIV/AIDS, tuberculosis, and emerging pandemic threats, among others. In many cases, USAID's SBC

programs employ a range of coordinated, national and community-level interventions that address multiple audiences and health areas in an integrated manner. USAID's SBC efforts also increasingly prioritize coordination with service delivery programs in order to support strong and sustainable public health systems and the provision of high-quality, accessible services. Service communication and provider behavior change interventions are two examples of focal areas with explicit linkages between service delivery and SBC programming.

USAID also invests in non-health sectors, including environmental conservation and adaptation and democracy and governance, though those efforts are not described here.

Objectives

The Bureau for Global Health's goal is to contribute to improved health and development outcomes in countries where USAID works. USAID's current global SBC flagship mechanism, Breakthrough ACTION + RESEARCH[1], aims to: (1) build the evidence base for SBC programming by conducting state-of-the-art research and evaluation; (2) promote the use of evidence-based solutions and the application of SBC theory into global health programming; (3) implement country-driven, high quality SBC programming to improve health and development outcomes; and (4) mobilize global and country leadership to address priority SBC challenges and leverage available platforms to improve SBC capacity and coordination.

SBC efforts within the Bureau focus on

- Building the capacity of USAID staff to design, procure, and manage SBC interventions, including those aimed at helping government ministries of health develop national SBC strategies and address skill gaps that exist in healthcare workers and biases that present barriers to care.

- Informing the Agency's procurement strategies, including driving resources towards SBC research and evidence-based, theory-informed SBC programming.

- Supporting USAID Missions with project design, research, and knowledge management, to address priority health behaviors.

- Participating in donor coordination efforts, with an emphasis on sharing information about SBC investments in priority countries to better harmonize efforts.

- Developing strategy, including shared priorities for SBC research to decrease duplication of effort and strengthen knowledge sharing.

Staffing and Structure

The Bureau for Global Health's SBC Team[2] has grown rapidly in the last three to five years. Currently, ten dedicated SBC advisors work in the Bureau at USAID's Washington, D.C. headquarters; additional technical and management-focused staff are based in USAID's Missions worldwide. An informal strategic framework allows the Washington-based team to collaborate under standard operating procedures, despite sitting in different offices and divisions. Smaller numbers of staff with a behavioral focus sit in other USAID/Washington bureaus. Most team members have MPH or PhD degrees, with concentrations in research, design thinking, communication, and social sciences. In addition to professional training, almost all headquarters staff have at least five to seven years of experience designing and managing large-scale SBC interventions in low- and middle-income countries. A considerable number of people across the Agency have a depth of applied and technical experience with SBC, while many more are familiar with key concepts, best practices, and priorities. USAID's SBC efforts are further amplified by its implementing partners, who lead behavioral science research, design, and implementation in Washington, as well as the field.

Funding

USAID's SBC programming is primarily funded by the U.S. Government through the Global Health Programs Account. However, funding may also come from other accounts, such as the Development Assistance and Economic Support Funds. Within USAID, funding for SBC programming takes two forms: core funding provided by USAID/Washington and field support provided by USAID Missions. Mission funds generally support multi-year, national-level SBC programs, while core funds generally support global and cross-cutting efforts and programs.

Activities

USAID's behavior change projects have historically employed communication-based approaches, such as national-level mass media campaigns paired with facility- and community-level programming. Many projects also include capacity strengthening for government stakeholders and public health system cadres at all levels. Increasingly, however, USAID's SBC investments also draw upon non-communication-based approaches, including structural interventions and "nudges" informed by behavioral science.

Select projects designed to fuel positive health and development outcomes and/or strengthen the quality of USAID-supported SBC include:

- **Breakthrough ACTION,** a five-year cooperative agreement funded by USAID to encourage target populations to adopt healthier behaviors and enable positive social norms through improved SBC programming.

- **Breakthrough RESEARCH,** a five-year cooperative agreement to drive the generation, packaging, and use of innovative SBC research.

- **Passages,** a five-year cooperative agreement that aims to address a broad range of social norms to achieve sustained improvements in family planning and reproductive health.[3]

- **USAID Advancing Nutrition,** a five-year contract focused on improving nutrition outcomes using multi-sectoral approaches which includes a significant focus on providing global leadership in SBC for multi-sectoral nutrition.[4]

Examples of Recent Results

- **Promoting breastfeeding in Malawi:** By revitalizing the Baby-Friendly Hospital Initiative (BFHI), USAID trained 1,512 staff in health facilities across Malawi on nutrition counseling that informs and encourages new mothers to initiate early and exclusive breastfeeding. As a result, over 80,000 mothers from 54 health facilities received counseling on exclusive breastfeeding following childbirth.[5]

- **Strengthening malaria prevention in Nigeria:** Pregnant women who were exposed to a USAID-supported radio broadcast promoting the use of insecticide treated nets were 1.6 times as likely to use a net, compared to those who were not exposed.

- **Improving field worker credibility in Bangladesh:** In 2016, USAID supported the creation of an e-toolkit to improve the knowledge, skills, and performance of field workers for Bangladesh's Ministry of Health and Family Welfare. A pilot study found that using the e-toolkit increased field worker credibility as the first point of contact for information on general health (from 18 to 59 percent), family planning (from 38 to 54 percent), and nutrition (from 29 to 50 percent).

- **Strengthening SBC capacity in West Africa:** USAID and other donors made possible a first-of-its-kind event, Francophone Social and Behavior Change Summit,[6] that brought together nearly 500 SBC leaders from 18 countries to explore issues around behaviors and norms that impact health. One immediate output was the design of an innovative, youth-led SBC intervention, *Merci Mon Héros*, which began in 2019.

The Future of Behavioral Insights at USAID

Behavioral insights will continue to be an important element of USAID's evidence-based approach to SBC programming. The Bureau for Global Health's SBC team will support project design and procurement and advocate for the inclusion of behavioral science approaches in various work streams, as appropriate, and the Agency's use of behavioral science will continue to be demand driven in support of host country government priorities. Opportunities exist to ensure that a greater number of staff across the Agency recognize the immense value of SBC and choose to prioritize SBC approaches in project design. The SBC team in the Bureau for Global Health plans to maximize its reach and impact by further investing in strengthening the capacity of local implementing partners, as well as its own internal technical advisors and program managers. This includes the future development of a formal training curriculum—grounded in coaching and mentoring—for Agency staff.

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Notes:

1   Breakthrough Action and Research. https://breakthroughactionandresearch.org/

2   Bureau for Global Health.https://www.usaid.gov/who-we-are/organization/bureaus/bureau-global-health

3   Passages Project. http://irh.org/projects/passages/

4   USAID Advancing Nutrition. https://www.advancingnutrition.org/

5   Baby-Friendly Hospital Initiative Helps Promote Exclusive Breastfeeding in Malawi. (2019, Aug. 20). https://www.healthynewbornnetwork.org/news-item/reinvigorated-baby-friendly-hospital-initiative-helps-promote-exclusive-breastfeeding-in-malawi/

6   The Francophone Summit for Social and Behavior Change (Le Sommet CSC). https://sommetcsc.fr/

Organization:
World Bank Group

Type:
Intergovernmental Organization

Headquarters:
Washington, D.C., USA

World Bank Group

<u>Background & Overview</u>

The World Bank Group is one of the world's largest sources of funding and knowledge for developing countries. Its five institutions share a commitment to reducing poverty, increasing shared prosperity, and promoting sustainable development.

The World Bank Group is one of the world's largest sources of funding and knowledge for developing countries. Its five institutions share a commitment to reducing poverty, increasing shared prosperity, and promoting sustainable development. Staff at the World Bank have been incorporating behavioral science – in the form of designing projects that incorporate an understanding of how program design might impact human behavior – since the focus on anthropology appeared at the Bank in the 1990s. Early work by World Bank staff on water and sanitation and on social cohesion laid the groundwork for Bank-wide understanding of the important of embedding behavior change into Bank operations, and in 2014, a Behavior Change Community of Practice was formed. Other early projects include, in 2008, work in Nicaragua examining the effects of interactions with local female leaders on the aspirations of conditional cash transfer recipients, and in 2012, work on increasing tax compliance in collaboration with the Guatemalan Tax Authority.[1] The publication of the 2015 World Development Report (WDR) – one of the Bank's annual flagship reports – on Mind, Society, and Behavior[2] - solidified the Bank's view of behavioral science value to development policies by including behavioral insights into both policy design and implementation.

Behavioral Portfolio

The Mind, Behavior, and Development Unit (eMBeD) is the World Bank's behavioral science team, housed in the Poverty and Equity Global Practice. eMBeD works closely with World Bank project teams, governments, and other partners to diagnose, design, and evaluate behaviorally informed interventions. Though eMBeD works across the Bank's Global Practices, as a member of the Poverty and Equity Global Practice, the team has a direct tie to the Bank's core operational mandate of the Bank, and is able to leverage the Practice's network of country-specific poverty economists and their operational linkages with the rest of the Bank, including across sectors. The team's portfolio spans 100 completed or ongoing projects as of September 2020, in 65 countries across all World Bank regions - Africa, East Asia and the Pacific, Europe and Central Asia, Latin America and the Caribbean, Middle East and North Africa, and South Asia. The unit's projects cover a variety of thematic areas aligned with the World Bank's overarching institutional goals of eliminating poverty and promoting shared prosperity, including in education, health and wellbeing (spanning WASH, nutrition, mental health, and more), gender and equality, climate and energy, and unemployment and labor. In addition, the team focuses on using behavioral science to address issues of measurement around skills, beliefs, and wellbeing, as well as concentrating efforts on addressing behavioral biases and providing behavioral science training to policy makers at every level. In addition to the work that eMBeD does, many other teams and staff at the Bank apply behavioral science to projects on a regular basis. Across the Bank, there are numerous entities also applying behavioral science, either as stand-alone interventions and pilots, or to Bank-funded projects, including the Regional Gender Innovation Labs, of which the Africa Gender Innovation Lab is the largest, the Development Impact Evaluation (DIME) unit in the Development Economics Vice Presidency (DEC), the Strategic Impact Evaluation Fund (SIEF), and across the Human Development sector, including Education (which has led significant work on applying behavioral science to socio-emotional skills and student outcomes), and Social Protection and Jobs (including a joint effort with ideas42 and the Global Innovation Fund on cash transfer programs in Africa); Sustainable Development, including Water and Sanitation, Energy; Social Development; and Economic and Financial. The Independent Evaluation Group (IEG) recently published a guide to applying behavioral science in Human Development projects.[3]

The Mind, Behavior, and Development Unit (eMBeD)

eMBeD was formed from teams in the Development Economics Vice Presidency (DEC), and the Poverty and Equity Global Practice in 2017[4] to operationalize the learnings and outcomes from the WDR with Bank projects and teams. With a Bank-wide mandate, eMBeD aligns its work with the World Bank's goals of ending global poverty and enhancing equity, aims to collaborate across the Bank, and to highlight the work being done by multiple units and teams.

Objectives

eMBeD's objectives include:

- Promote the systematic use of behaviorally informed tools in development policies and projects.

- Institutionalize the use of behavioral science in development organizations and governments and ensure policy professionals acquire relevant skills.

- Provide evidence on sustainable behavioral solutions that work in developing settings at scale.

- Generate more and better behavioral data for evidence-based policy design.

Staffing and Structure

eMBeD's core team consists of 19 full time staff and consultants. Staff competencies and priorities include economics, behavioral science, social psychology, sociology, policy making, operations, design thinking, research, evaluation, qualitative and quantitative research, and communications. eMBeD collaborates regularly with a wide network of topic or sector expert consultants, as well as academics and practitioners, according to the different projects the team engages in, with an emphasis on engaging local experts to promote capacity building at the country level.

Funding

eMBeD is funded by multiple sources, including internal World Bank resources – the unit functions as team members within Bank projects, embedding within existing projects and teams to build capacity – and externally financed projects from donors.

Activities

eMBeD supports the work by embedding in World Bank projects through multiple domains:

- **Advisory and Analytical Services,** aimed at answering and guiding

project design or implementation questions through behavioral diagnostics and intervention design.

- **Data Collection and Analysis,** including the advising and design of data collection instruments and methodologies.

- **Program Implementation and Evaluation,** providing support with the design, implementation and evaluation of behavioral interventions.

- **Public Goods and Dissemination**, including a series of "Results Briefs" that capture details and main policy implications from the team's projects; "Policy Notes" that aggregate details from projects in thematic areas; and longer reports and papers on the details of project work.

- **Learning and Outreach Activities,** aimed at creating awareness of behavioral interventions and teaching the principles of applied behavioral economics and behavioral science through workshops, presentations, and events.

- **Internal World Bank Capacity,** including coordinating the Bank's Behavior Change Community of Practice, which brings together staff from across the Bank to share insights and ideas from behavioral science, and working with internally-facing World Bank units, including Knowledge Management and Human Resources, to address behavioral challenges for staff (from increasing hiring diversity, increasing knowledge sharing, and more).

Examples of current projects include:

- **Identifying barriers to maternal and newborn health access.** In Haiti, low rates of prenatal and postnatal care, and institutional births, are all contributing factors to high maternal and neo-natal mortality rates. In an effort to provide actionable ideas to reduce mortality rates, this study sought to identify structural and behavioral barriers preventing women from attending prenatal care visits, and from delivering at a health institution. The team found that when seeking care, women suffer from "optimism bias," as they do not think any complication will happen to them; thus, they do not see the need to seek care at health institutions; that when reaching care, women face barriers such as transportation, safety, and time constraints; and that when receiving care, women suffer, among other threats, "stereotype threat," as they feel they might be judged negatively by doctors for their poverty and lack of medical knowledge. The next phase of the project will be to nudge pregnant women to be screened and monitored with behaviorally informed pregnancy risk messages, and to incentivize matrons (traditional

birth attendants) through social recognition to refer pregnant women to health institutions. The selection was based on foreseen feasibility, including ease of finding the actors, simplicity, and cost-effectiveness, and potential impact on the population.[5]

- **Addressing mental health to improve outcomes for entrepreneurs.** In regions marked by fragility, conflict, and violence (FCV), entrepreneurs of small and medium size enterprises (SMEs) regularly experience chronic stress and poor mental health. In turn, this likely hampers their performance and quality of life, and can weaken the benefits of existing financial and business assistance programs. The World Bank's Finance, Competitiveness and Innovation (FCI) Global Practice, in collaboration with eMBeD, launched a pilot intervention to explore the effects of group cognitive behavioral training - over and above the effect of receiving cash grants - on reducing depression and anxiety and improving wellbeing among SME entrepreneurs in conflict-affected parts of Pakistan. Employing a randomized control trial (RCT) to document the comparative effects of a five-week CBT-based group intervention, and the receipt of cash grants on SME entrepreneurs, the team found that clearer information on the mental health experiences of SMEs entrepreneurs provides guidance for improving future programming, and that CBT leads to short-run improvements in mental health outcomes that persist and increase beyond the immediate post-intervention period. In addition, the intervention is cost effective and measurable, allowing for future scalability. It also targets specific population groups, leading the greater engagement and improved wellbeing.[6]

- **Targeting women to diversity forest landscape productivity**. In Mexico, although women's knowledge, skills, and experience are key to strengthening activities that reduce forest loss and degradation, they currently constitute only around 25 percent of forest program beneficiaries; their actual active participation is even lower. After a qualitative analysis in rural areas of Mexico in 2018[7] to understand better women's underlying socio-cultural barriers, as well as map their decision-making process, motivations, influencing agents, and other factors that can affect their decisions to participate in programs, the team tested the findings in an active Bank-funded project by piloting behaviorally informed communications to increase the application rates to programs. The experiment tested ways to improve the outreach to women to engage in productive natural resource management programs using a behavioral lens. This experiment compared three types of outreach strategies: the standard approach taken by the government and implementing agencies (T0); complementing T0 by

expanding the channels and simplifying the messages and processes (T1); and then complementing T1 with the additional use of text messages informed by behavioral sciences principles (T2). It looked for a causal effect on the uptake (number of applications) of the grants, and, especially, on the number of women applying in 113 localities in the states of Yucatan and Oaxaca. Preliminary results suggest that the improvements to the official outreach strategy had a strong effect on the number of applications submitted. While the control group localities (T0) barely submitted applications (1 in all 36 localities), the treatment localities (T1, T2) sent on average more than two applications per locality. The evidence suggests that the largest effect of number of applications can be attributed to the expanded channels and simplification process. However, the behavioral messages also showed a positive complementary effect on increasing the number of women applying. The analysis also suggests that additional support needs to be provided in order to translate this increase in applications and interest into an increase in success getting the grants, which will be considered to further develop this initiative. Given the increasing interest from other countries, the team is currently developing a toolkit for replication globally.

Examples of past projects, and results, include:

- **Reframing student and teacher beliefs for better student outcomes.** Research has shown that student and teacher beliefs about student abilities can directly impact student effort and performance. In Peru, together with the Ministry of Education, we reframed the beliefs of middle-school students by showing them that intelligence is malleable. The intervention led to a 0.14 standard deviation increase in math test scores, equivalent to four months of schooling, at a cost of less than $0.20 per student.[8] eMBeD reached 50,000 students in an initial phase, and an additional 250,000 subsequently. Replicated interventions in South Africa[9] and Indonesia[10] have had similarly promising results. In a separate experiment involving 600 public school teachers in Lima, Peru, the World Bank tested whether teachers who were asked to evaluate the scholastic aptitude, behavior, and education potential of a student were unconsciously biased towards him when prompted by socio-economic markers. We found that teachers use a student's socio-economic background to assess his scholastic aptitude.[11]

- **Increasing tax compliance in multiple country contexts.** Behavioral science has long informed tax policy by employing social norms. Telling people that others have paid has been found to increase

tax compliance in several countries. But work done by the World Bank demonstrates that these impacts can vary based on regional contexts, and by communications target. In Poland, a World Bank trial[12] found that using punitive language increased tax compliance more than peer comparisons – "hard tones" increased tax compliance by 20.8 percent. If the best- performing communication had been sent to all taxpayers covered by the trial, the Polish Tax Authority would have generated 56 percent more in revenues.[13] Similar work has been carried out in Guatemala, Costa Rica, Kosovo, and Latvia, and is detailed in the note, "Behavioral Insights for Tax Compliance."[14]

- **Identifying barriers to female labor force participation among refugees and Jordanian nationals.** Jordan has made significant progress in educational attainment, particularly among women. However, female labor market participation is low and has recently dropped to 13 percent. The project systematically measured social norms and cultural beliefs[15] to better identify barriers to increased participation. The survey measured empirical and normative social expectations (i.e. what people think others do and what people think others believe), as well as interpersonal expectations within the household (i.e. people's beliefs about what their spouses think), disaggregated into relevant thematic areas. The survey showed that the great majority of men and women favor women's labor force participation, although support falls under specific scenarios. Most non–working women would like a job. Among married women, the strongest correlates of working are the woman's expectations of her husband's views and the husband's personal beliefs. Among unmarried women, empirical expectations of the number of women working correlate strongest with labor force participation. The study findings indicate that information campaigns highlighting hidden support for women working could be effective, although distinct messages for men, married women, and unmarried women may be useful. The team is supporting the government of Jordan to incorporate the findings and recommendation in upcoming communication campaigns promoting women's economic empowerment.

- **Improving accurate recordkeeping and informing intelligent healthcare funding.** Accounting and auditing tasks can be important bulwarks against corruption – if they are effectively implemented. But many bureaucratic tasks, including resource tracking, are considered minor, repetitive, and trivial by politicians and employees alike. Providing appropriate financial or social incentives to workers is crucial in Nigeria, where 38 percent of public sector projects never start, and only 31% finish. As part of a larger World

Bank-sponsored Public Expenditure Tracking Survey (PETS), which recorded information on resource flows in real time, we tested two behavioral incentives – social recognition and lottery tickets. They were designed to improve record keeping related to the uses and sources of funds in 140 randomly-selected health facilities in Ekiti and Niger states. In the social recognition experiment, carried out over an eight-week period, an enumerator scored workers on how well a cash book had been filled out. The scores were converted to stars and displayed for visitors to see. In addition, the accounting staff of the best performing facility were honored by the Secretary of Health and had a photograph taken with the official in a special ceremony. Ultimately, the most effective intervention took place in Ekiti state, where we found that incentivizing accurate administrative work through social recognition programs and ceremonies increased recordkeeping accuracy by 13 percent.[16]

Africa Gender Innovation Lab

At the World Bank, the Africa Gender Innovation Lab (GIL) conducts impact evaluations that assess development interventions in Sub-Saharan Africa—aiming to figure out what works (and what does not) to boost women's economic empowerment across the continent. Ultimately, GIL generates evidence on how to close the gender gap in earnings, productivity, assets, and agency in order to inform both policy decisions and international development programming. AGIL is one of several World Bank regional GILs that are incorporating behavioral work in their gender work program.

Some of the interventions that GIL evaluates include behavioral nudges: tweaks to policies or programs that encourage women's land registration, labor force participation, or effective savings strategies, for example. Below are three examples of tested behavioral nudges that can be effective policy tools to boost women's economic empowerment.

- **Uganda: Policy nudges to encourage co-titling.** In In Uganda, GIL examined how conditional subsidies and educational videos can encourage men to co-title their land with their spouses, which can strengthen women's land rights. The evaluation tested the effects of both policy instruments: one group was offered a fully subsidized title for one of their land parcels after being shown an educational video clip about the general benefits of titling. In a second group, households were shown an enhanced version of the video, focusing on the benefits of co-titling for women. For a third group, the subsidized land title offer was simply made conditional on registering the wife as a co-owner of the land. Preliminary

results showed that even in the absence of any particular incentive, about 62 percent of households were willing to co-title. Providing a subsidy for the title, conditional on the wife's name being included, raised the demand for co-titling by 50 percent without any negative impacts on the overall titling rate. Showing the enhanced educational video raised the demand for co-titling by 25 percent. Both instruments can thus be useful ways to improve the formal strength of women's land rights and help to get more women formally registered and show that policies which take behavioral incentives into account can help to achieve outcomes that are more gender-equitable.

• **South Africa: Harnessing the power of planning.** Working with the South African Department of Labour, GIL tested the impact of having young jobseekers create an action plan on the number of job offers that the jobseeker received, aiming to increase the likelihood of employment. In South Africa, young people who completed a detailed job search plan applied to 15 percent more jobs than those who did not complete the plan, but spent no additional time searching. Rather, they diversified their search strategy and made use of more formal search channels. Creating the plan helped participants to spend their time in job search activities that were more effective. Young jobseekers with an action plan also received 30 percent more job offers than those who did not complete the plan and had a 26 percent increased likelihood of employment. Adding in an element like these action plans can be an effective tool in a policy maker's toolkit who is aiming to work on issues of youth employment and labor force participation.

• **Niger: The role of a savings device in meeting planned and unplanned expenses.** For households in rural Sub-Saharan Africa, planning for expenses can pose a challenge. While many expenses, like religious or family ceremonies, can be planned for in advance, even small unplanned expenses have the potential to alter a family's ability to provide for their livelihood and meet other savings goals. In rural Niger, a setting with extremely limited access to financial services, the Gender Innovation Lab tested a simple savings device (a lockbox) and SMS reminders to help determine effective ways to help households save for and plan for household expenses. Some participants received the lockbox, which gave them a secure place to store their money, without a commitment to hit a specific level of deposits. A second group received a series of text message reminders to increase the salience of household spending and savings for educational or health goals. A third group received both programs. While the lockboxes were in high demand and helped households to smooth consumption—rather than shed assets or

skip meals—in the face of health shocks, the SMS intervention to influence spending and savings behaviors was less successful. Only 20 percent of participants recalled even receiving a message, with women being substantially less likely to report doing so, and individuals who were sent the SMS reminders reported no changes in savings or spending patterns or resilience to shocks. The results suggest caution around employing digital technologies to help rural households in similar contexts overcome behavioral barriers to managing their household finances.

- **Cote d'Ivoire: Couples' agricultural extension trainings and easing input constraints.** In Cote d'Ivoire, the Gender Innovation Lab tested several interventions to address key issues in the agricultural sector: that women farmers are concentrated in low-value crops, lack access to critical productive inputs, and adopt agricultural technologies at lower rates. One intervention in the rubber sector tested the effects of both subsidized seedlings and a couples' training with a behavioral nudge. The rubber producer and their spouse together received trainings on agricultural practices, and created a joint action plan to manage farm tasks and overcome behavioral barriers to cooperation. Recipients of the couples' agricultural extension training demonstrated higher-quality agricultural planning. Women also began to manage more cash-crop tasks, and men involved viewed women as having higher levels of agricultural knowledge, ultimately sharing more agricultural decisions.

Development Impact Evaluation (DIME)

The World Bank's Development Impact Evaluation (DIME) department, based in the Bank's research department, generates high-quality and operationally relevant data and research to transform development policy, help reduce extreme poverty, and secure shared prosperity. DIME conducts research in 60 countries with 200 agencies leveraging a $180 million research budget against $18 billion in development finance. It also provides advisory services to 30 multilateral and bilateral development agencies in the world.

Behavioral designs play an important part of DIME's research portfolio. In Senegal, DIME developed and tested a computerized tool to track and monitor justice cases ("pop-up") that the Ministry of Justice is now hoping to use to scale up to all chambers of the Dakar Court. In Tanzania, a study is evaluating nudges such as digital reminders to taxpayers to increase tax morale and subsequent tax payments. As part of a vocational training program targeting youth living in high-violence communities in Honduras, DIME is studying a novel cognitive behavioral therapy program to assess its impact on reducing participation on crime and violence, improved soft skills and mental health, and better labor market outcomes.

In 2016, DIME launched its Entertainment-Education research program to explore the use of entertainment media designed to change perceptions of social norms, achieve adoption, and sustain healthier behaviors at scale.[17] A powerful tool that is largely untapped in development investments, this new research program is exploring ways to maximize the impact of media in the entertainment capitals of Brazil, Colombia, India, Mexico, Nigeria, and Senegal; and across different sectors. For example, through experimental evaluations that explore the effectiveness of radio spots to promote adoption of solar lanterns in rural Senegal; the use of a Nollywood (the Nigerian film industry) movie to promote financial savings among entrepreneurs in Lagos; and in southwest Nigeria, the effectiveness of MTV Shuga drama, a TV series broadcast in all sub-Saharan countries designed to reduce risky sex and gender-based violence among youth. With support of the Norwegian Agency for Development Cooperation, the DIME program is launching a series of experimental evaluations of games apps and digital books aimed at improving self-efficacy and literacy outcomes among vulnerable populations in Sub-Saharan Africa and the Middle East.

**The Future of
Behavioral Insights at
the World Bank**

eMBeD plans to continue expanding on existing partnership agreements and engagements, exploring new project opportunities, and improving the effectiveness of World Bank efforts through a behavioral lens. Opportunities include building the capacity of government partners to embed behavioral science in policy; piloting innovative technologies to reduce biases and improve outcomes for citizens; improving social stability and social cohesion, as well as expanding our public goods on results and processes. One of the team's new core areas for development is the integration of behavioral science to improve policy maker decisions, through a variety of tools, games, and trainings.

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17 Unlike traditional behavior-change campaigns that convey abstract concepts and can become repetitive quickly, educational narratives are easier to follow and remember. Characters in mass media have the power to be role models, inspire audiences to engage in new thinking about "what is possible,", and change perceptions of what is "normal" socially acceptable behavior.