Delivering outcomes effectively using behavioural insights

Global Future Cities Programme
South Africa
February 2022

Dilhan Perera and Rachel Machefsky
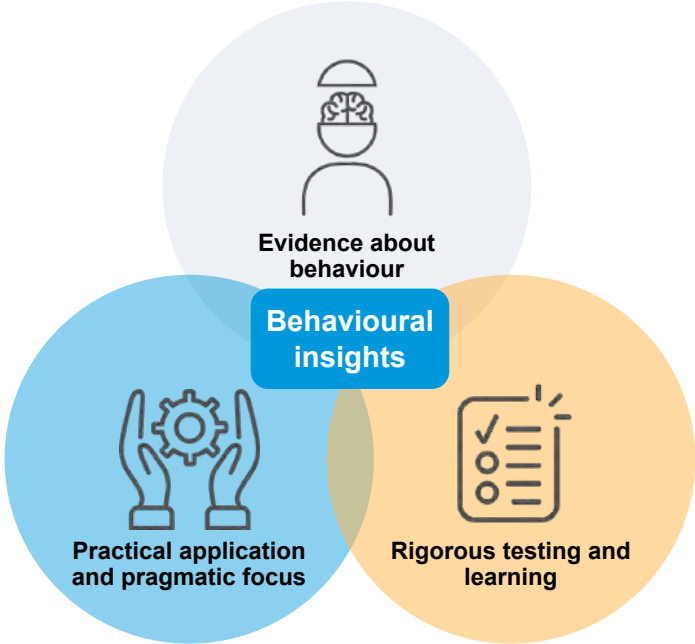Senior Advisors

THE
BEHAVIOURAL
INSIGHTS
TEAM

slido

Join at slido.com
#687660

ⓘ Start presenting to display the joining instructions on this slide.

What are behavioural insights?

Evidence about behaviour

Behavioural insights

Practical application and pragmatic focus

Rigorous testing and learning

Why should we care about behavioural insights?

1. Behind almost every public policy challenge is a set of **human behaviours**.

2. Understanding why people *do* or *don't* perform these behaviours will point to **more effective solutions**.

3. A focus on the end-user - e.g. city residents or city staff - helps to **meet the needs of individuals** as well as policymakers.

4. A focus on behaviours helps to **identify what data required** for monitoring and learning what works.

Evidence about behaviour

Behavioural insights

Practical application and pragmatic focus

Rigorous testing and learning
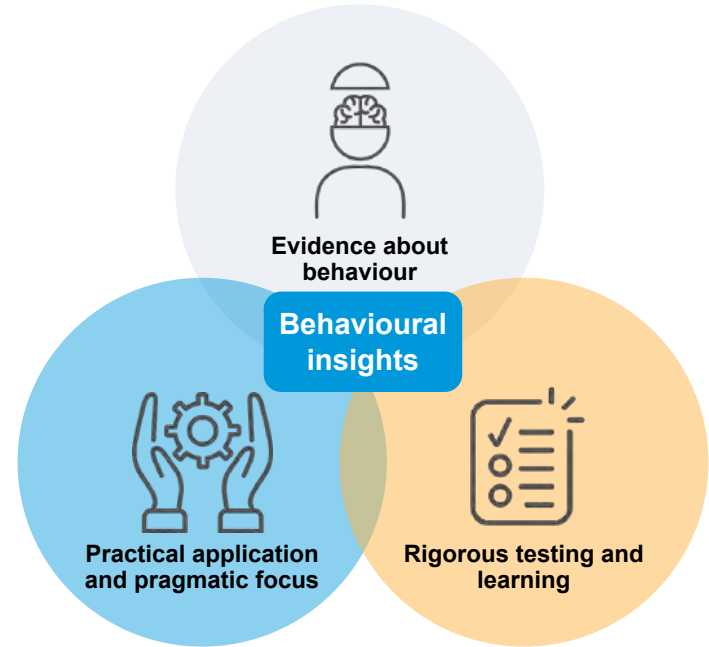
The two systems driving behaviour: Keep both in mind!

System 1: Fast

Automatic intuitive, effortless

E.g. 2x2

E.g. Driving a familiar route

Daniel Kahneman, Nobel Laureate Author of *Thinking, Fast and Slow*
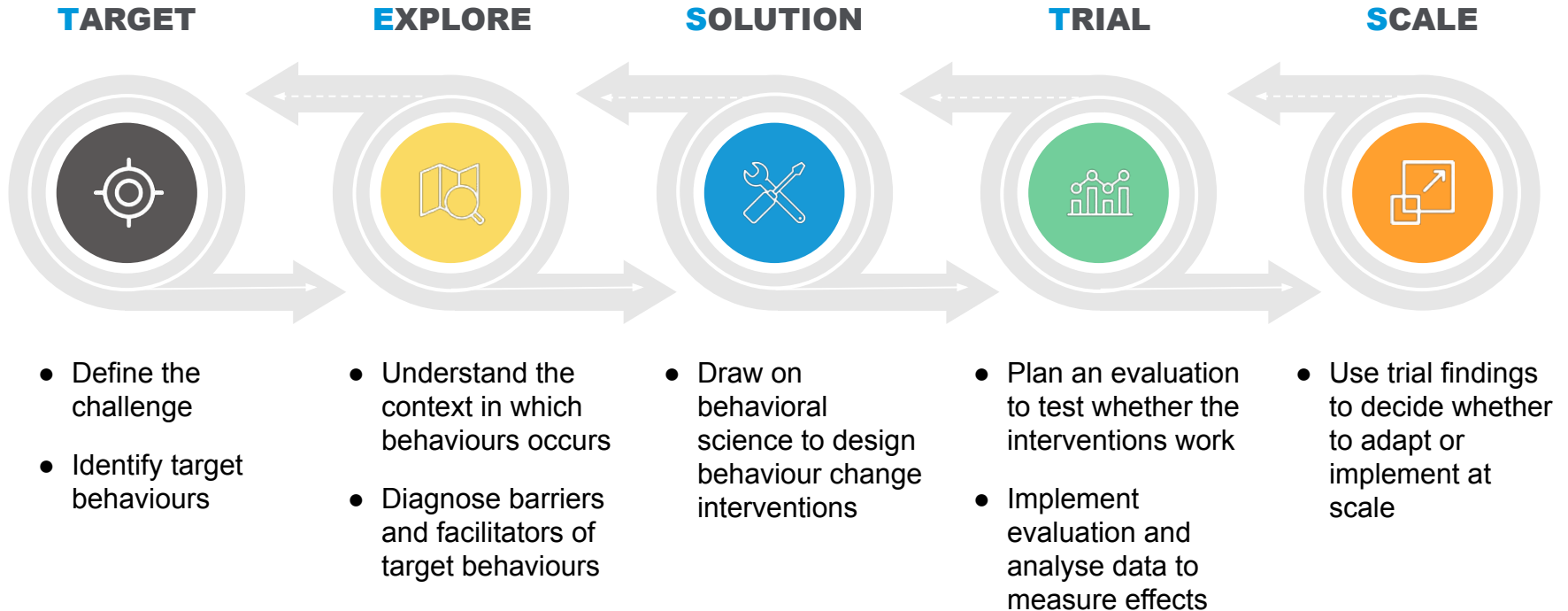
System 2: Slow

Reflective deliberate, analytic

E.g. 24x17

E.g. Learning to drive

"It turns out that the environmental effects on behavior are a lot stronger than most people expect"

TESTS: BIT's methodology for applying behavioural insights

TARGET

EXPLORE

SOLUTION

TRIAL

SCALE

- Define the challenge
- Identify target behaviours

- Understand the context in which behaviours occurs
- Diagnose barriers and facilitators of target behaviours

- Draw on behavioral science to design behaviour change interventions

- Plan an evaluation to test whether the interventions work
- Implement evaluation and analyse data to measure effects

- Use trial findings to decide whether to adapt or implement at scale

Increasing engagement between the City of San Antonio and its residents

Case study

THE
BEHAVIOURAL
INSIGHTS
TEAM

Identifying target behaviours and barriers

'City Hall To Go' initiative
13 City departments collaborating to align outreach efforts and make the City more accessible

We interviewed City staff
Suggested that they all faced a common challenge in connecting with certain populations

Chose two target behaviours
1. Residents providing feedback about City services
2. Unemployed residents taking a first step towards signing up for jobs retraining

Finding feasible ways to changes behaviour

Previous evidence and experience suggested **several factors affected engagement behaviours** by hard-to-reach populations, including:

The channel

Affects access, ease, attention

The messenger

Affects attention, trust, persuasion

10

Testing alternative channels

Postcard **vs.** **Text message**

Households were **randomly assigned** to receive either the text message or postcard.

Testing alternative **messengers**

City of San Antonio   vs.   San Antonio Food Bank

From: **City of San Antonio** <innovation@sanantonio.gov>
Date: Thurs, Apr 15, 2021 at 10:09 AM
Subject: How can our City better serve your needs?

Dear << Test First Name >>,

You have been selected to tell the City of San Antonio how it can better serve you and your community! The City is creating a new program to make it easier to access important city services. Have your voice heard and let us know how we can better provide services like job training, housing assistance, and healthcare to you and your fellow residents.

1. **Take a 5-minute, confidential survey** to tell us how you want the City to serve you and your community.

Take the survey

From: **San Antonio Food Bank** <innovation@sanantonio.gov>
Date: Thurs, Apr 15, 2021 at 10:09 AM
Subject: How can our City better serve your needs?

Dear << Test First Name >>,

You have been selected to tell the City of San Antonio how it can better serve you and your community! The City is creating a new program to make it easier to access important city services. Have your voice heard and let us know how we can better provide services like job training, housing assistance, and healthcare to you and your fellow residents.
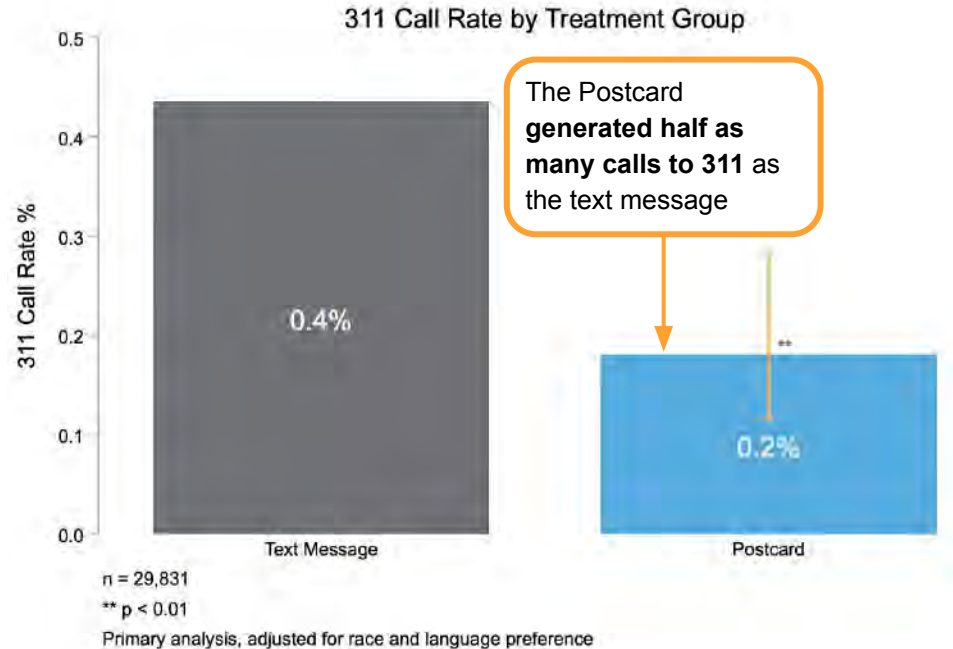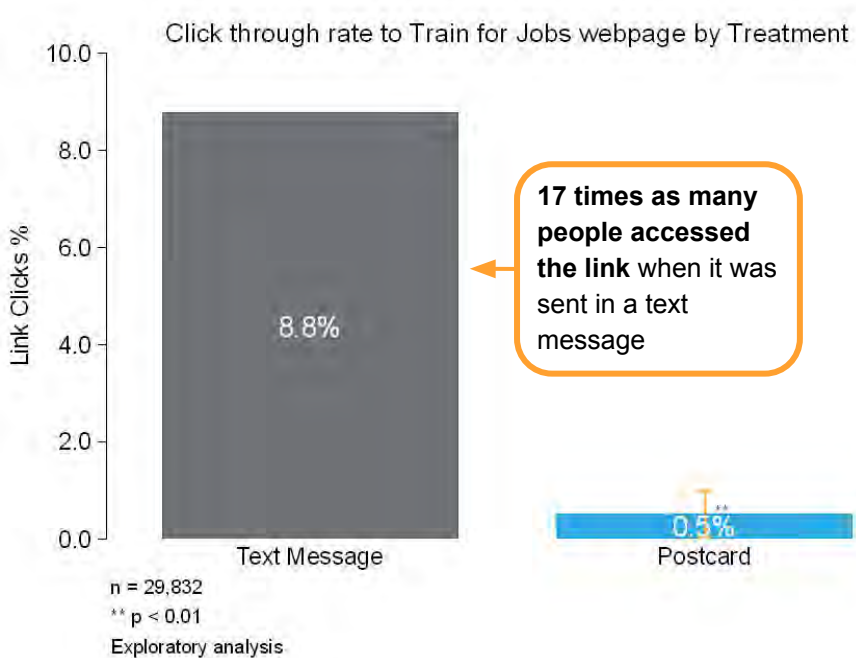
1. **Take a 5-minute, confidential survey** to tell us how you want the City to serve you and your community.
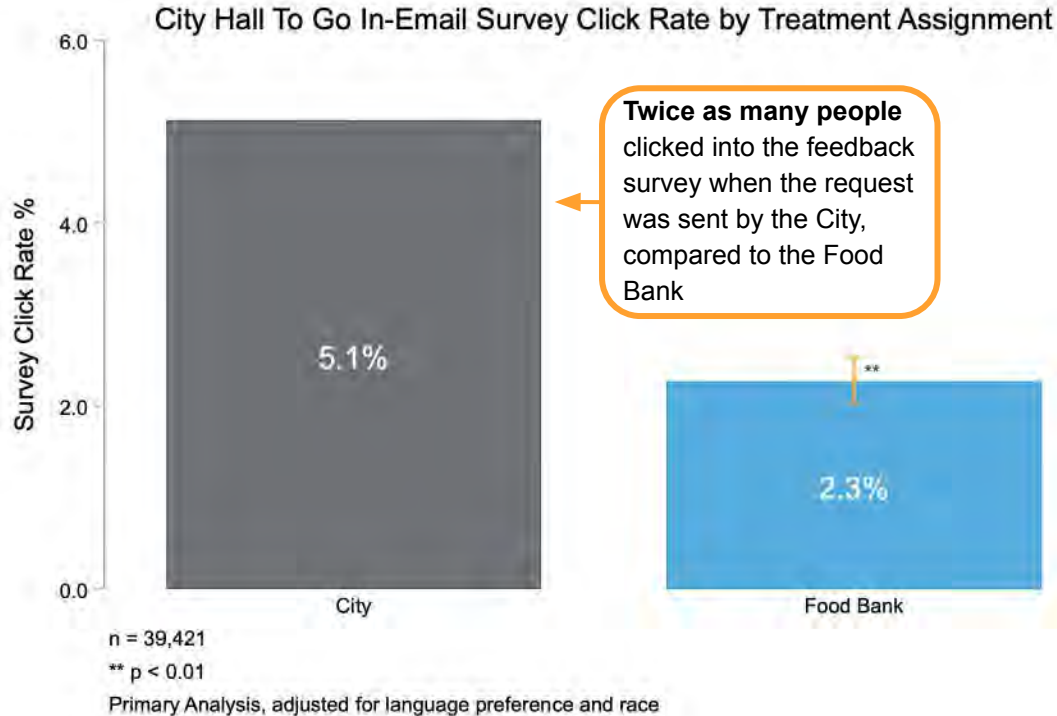
Take the survey

Residents were **randomly assigned** to receive an email from either COSA or the Food Bank

12

Seeing which channel works best in practice

Click through rate to Train for Jobs webpage by Treatment

17 times as many people accessed the link when it was sent in a text message

8.8%

0.5%

Text Message

Postcard

n = 29,832
** p < 0.01
Exploratory analysis

311 Call Rate by Treatment Group

The Postcard **generated half as many calls to 311** as the text message

0.4%

0.2%

Text Message

Postcard

n = 29,831
** p < 0.01
Primary analysis, adjusted for race and language preference

Seeing which messenger works best in practice

City Hall To Go In-Email Survey Click Rate by Treatment Assignment

Twice as many people clicked into the feedback survey when the request was sent by the City, compared to the Food Bank

n = 39,421
** p < 0.01
Primary Analysis, adjusted for language preference and race

14

Identifying target behaviours

Workshop activity 1

Target phase

TARGET   EXPLORE   SOLUTION   TRIAL   SCALE

Phases
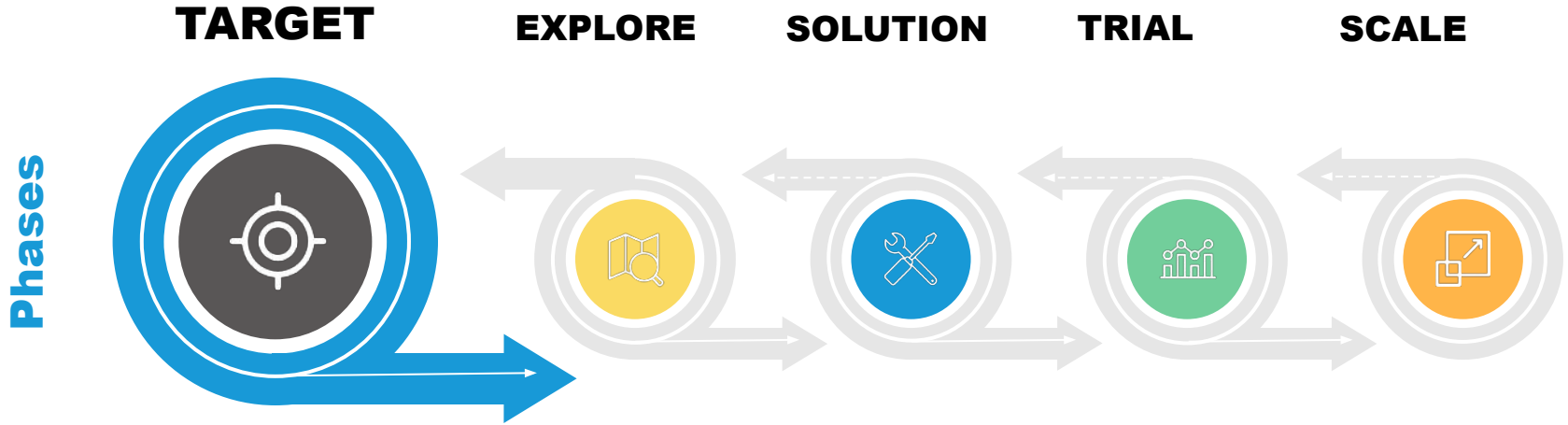
Define your goal, scope and measurable behaviours and outcomes.

Activity 1: Establish a goal, and then identify the actors and behaviours that help or hinder that goal

For example:

Goal	Improve feedback loops between the City and its residents	
Actors	**Underserved residents**	**City outreach staff**
Behaviour 1	Complete a 5-minute feedback survey	Respond to emails from residents within 5 working days
Behaviour 2	Attend town hall events hosted by the City and community groups	Meet with relevant community groups

Please make sure you are at slido.com (preferably on your computer, but can also use your phone) and have entered code #687660

Activity 1: Establish a goal, and then identify the actors and behaviours that help or hinder that goal

Now take 5 minutes to identify behaviours relevant to your high-level goal

Goal	
Actor	
Behaviour 1	
Behaviour 2	

Focus on one actor at a time. When you have identified a behaviour, please submit it in the slido.com poll (code #687660). You can then submit more behaviours if you wish!

Use the format "[City name]: To achieve [goal] we need [actor] to [behaviour]"

Try to be succinct - you will have a chance to expand on your goal + behaviours afterwards.

Any reflections or questions so far?

Solution phase

TARGET EXPLORE **SOLUTION** TRIAL SCALE

Phases
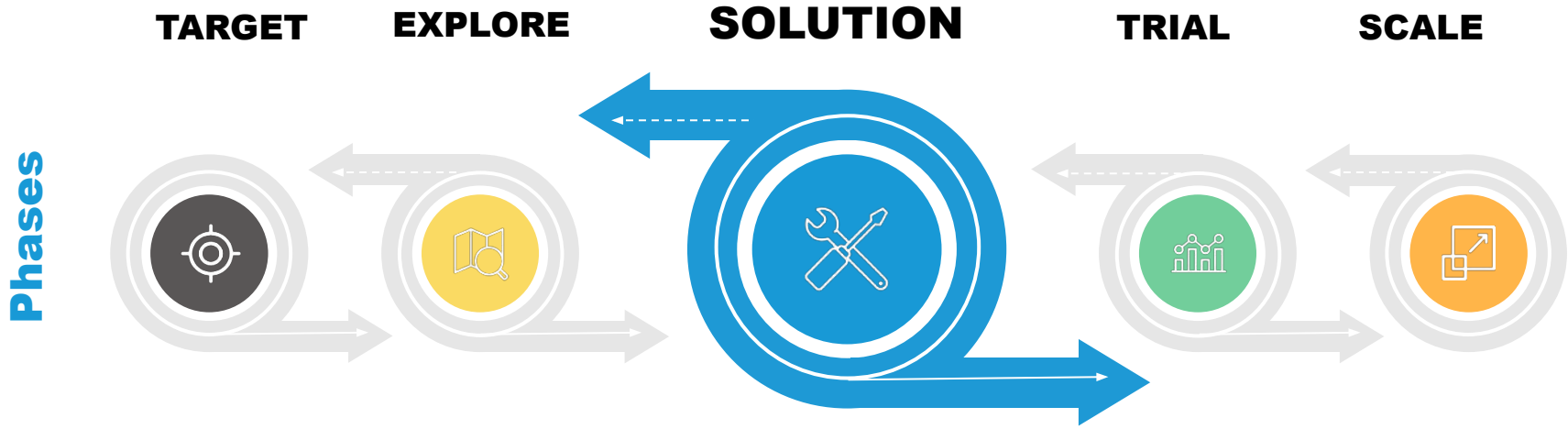
Apply insights from behavioural science to generate solutions that will encourage the target behaviour.

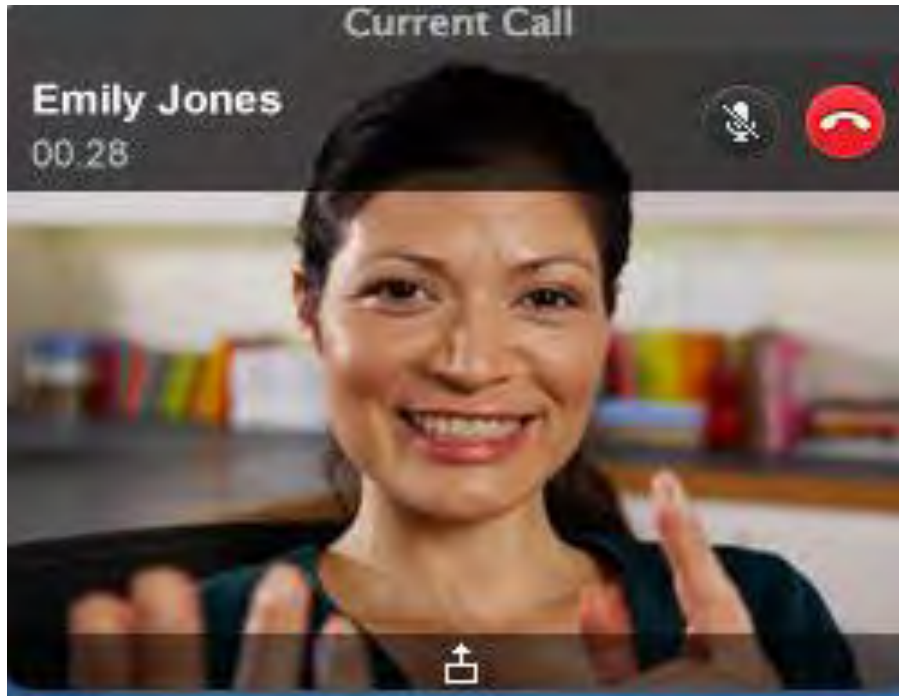# EAST: A framework for applying behavioural insights to solution design
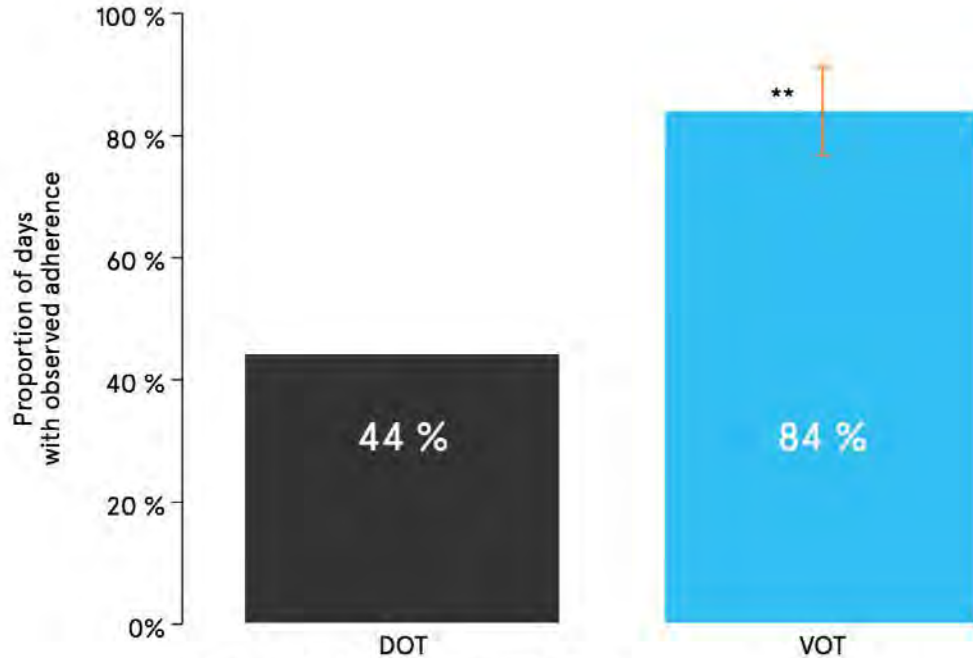
If you want to encourage a behaviour, make it:

EASY

ATTRACTIVE

TIMELY

SOCIAL
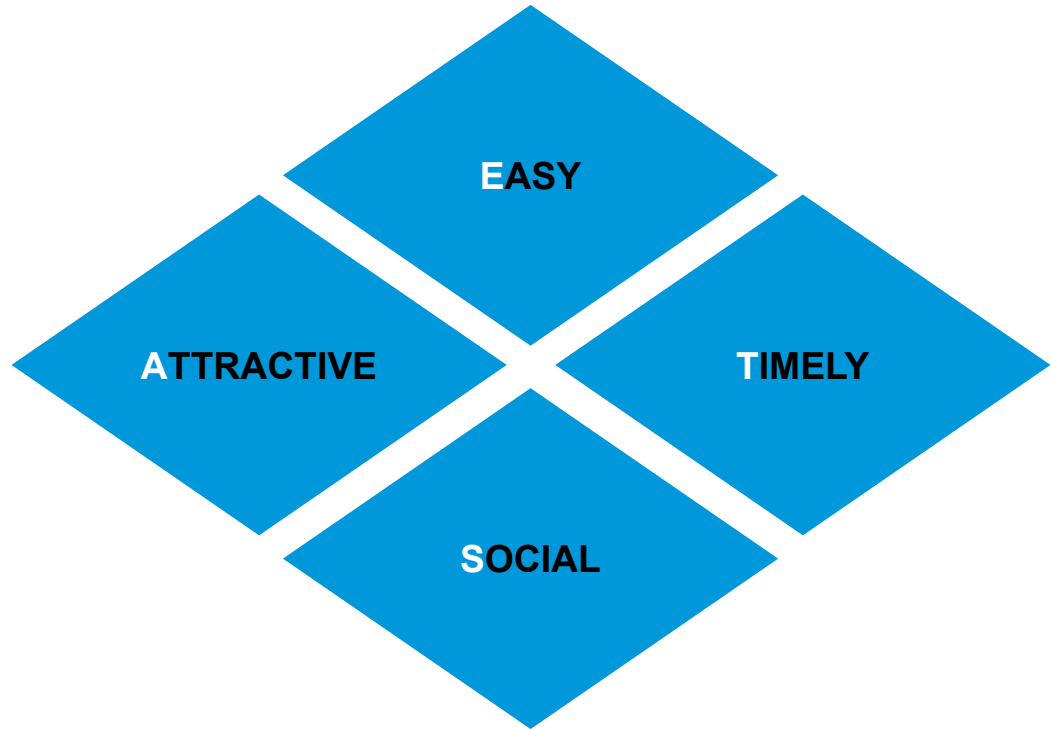
Easy
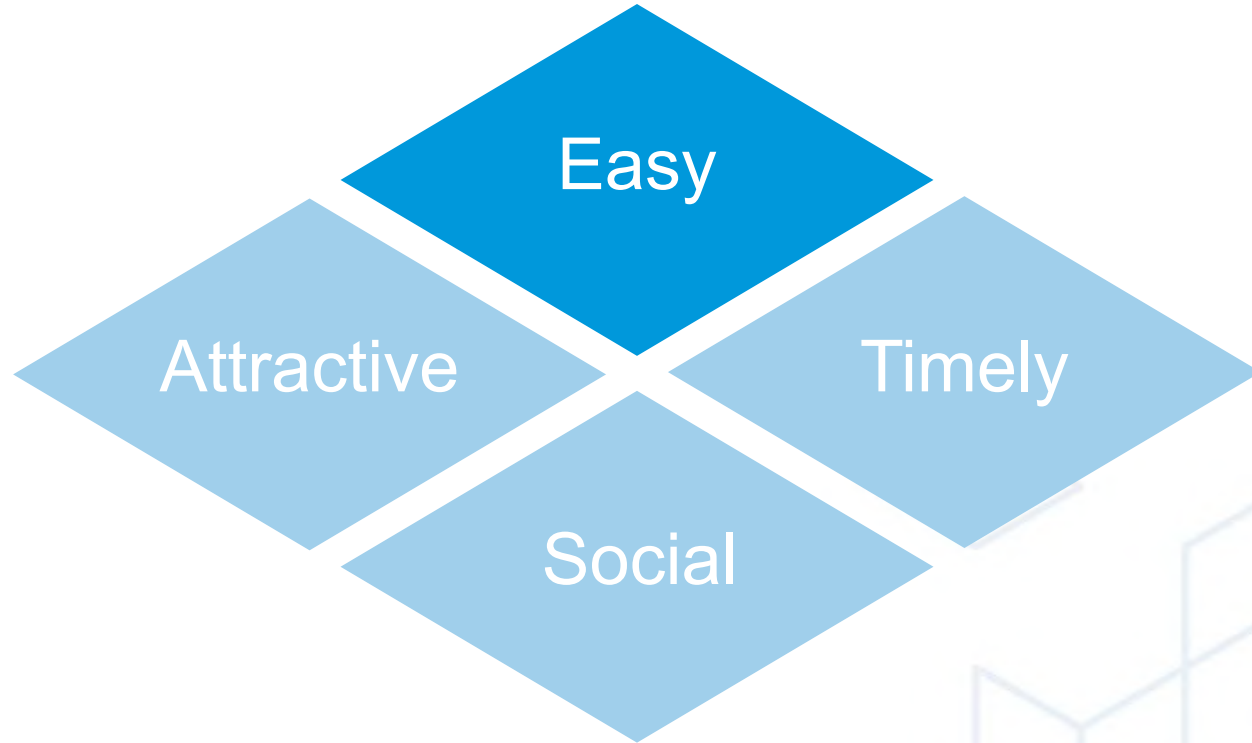
Making adherence to TB treatment **easier** in Moldova

Making DOT **easier** doubled observed adherence

VOT almost **doubled observed adherence** to TB treatment.,

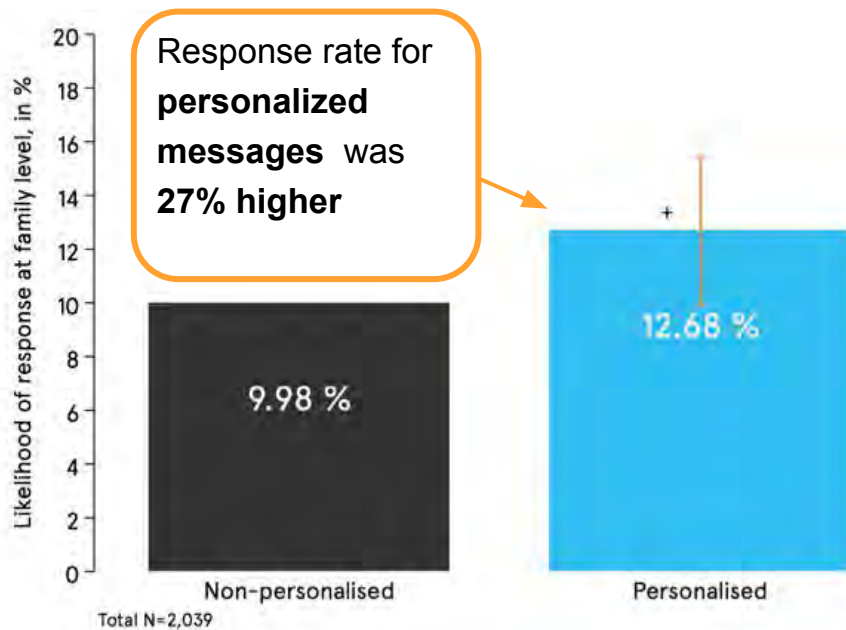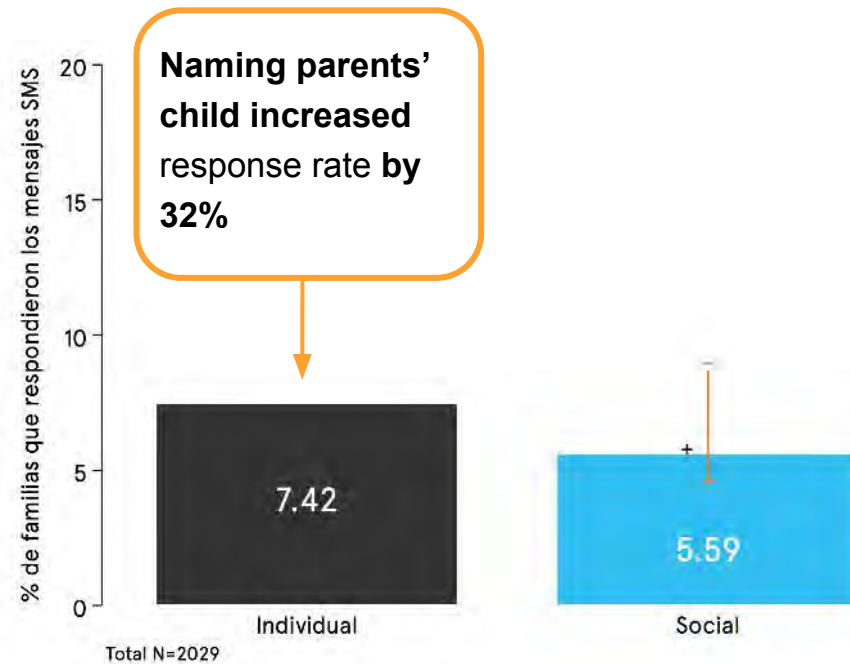Sample size: 14,699 observations, 178 patients

** p<0.01, * p<0.05, + p<0.1

Attractive
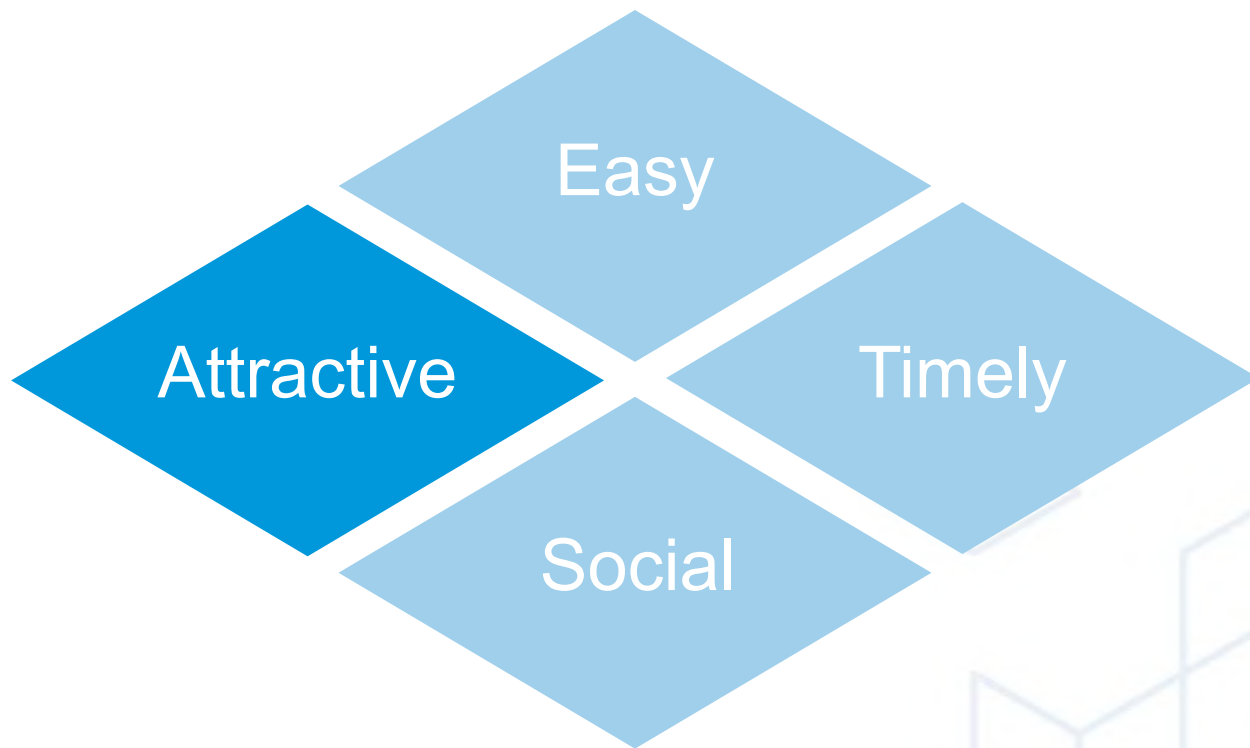
Using personalisation to attract attention of parents in Colombia
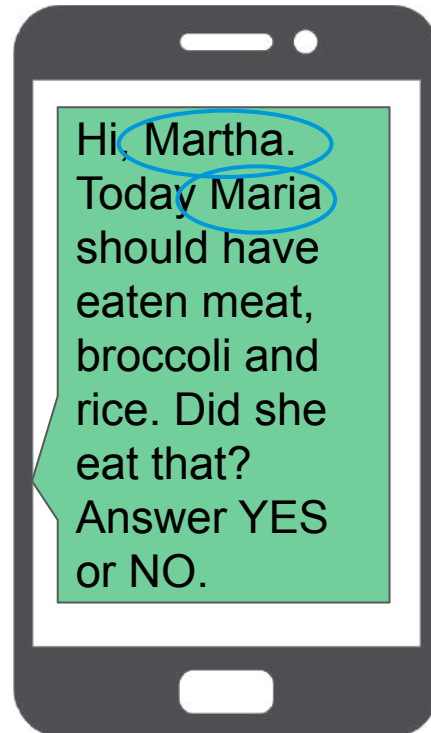
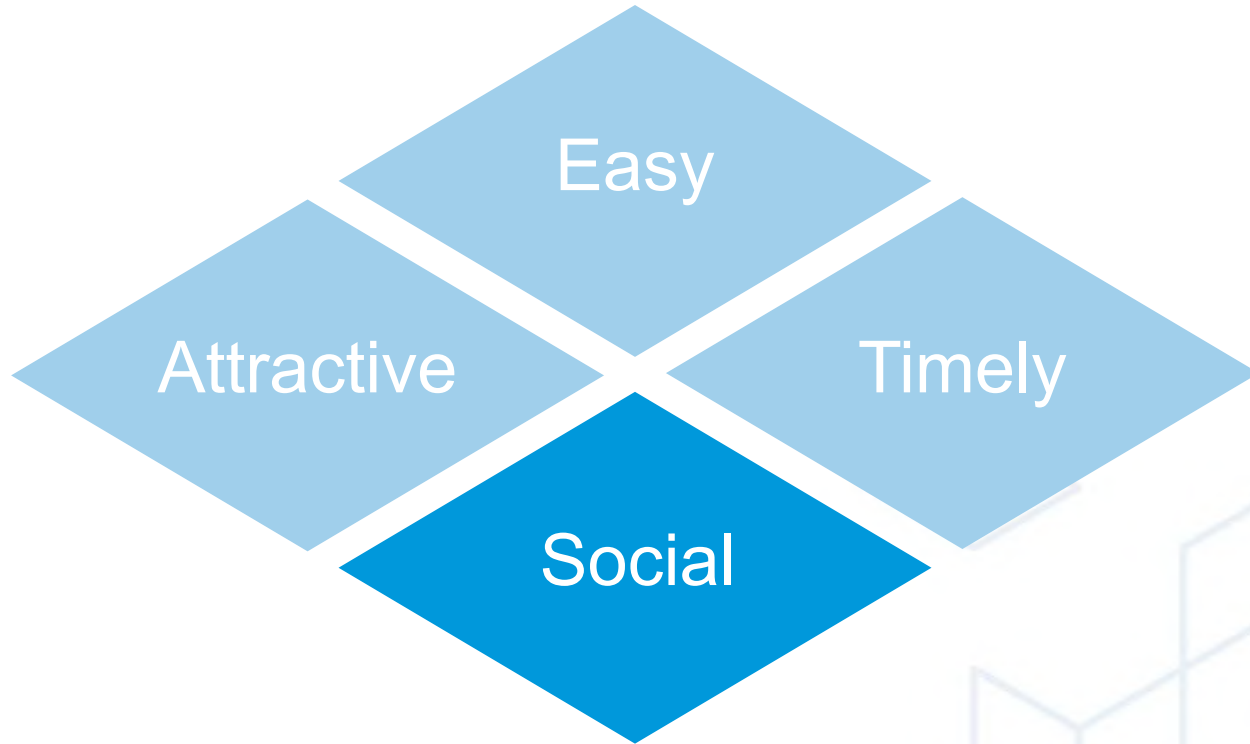# Personalising messages attracts attention, increasing engagement

Response rate for **personalized messages** was **27% higher**

Naming parents' child increased response rate **by 32%**

Likelihood of response at family level, in %

9.98 %

12.68 %

Non-personalised

Personalised

Total N=2,039

*** p<0.001, ** p<0.01, * p<0.05, + p<0.1

% de familias que respondieron los mensajes SMS

7.42

5.59

Individual

Social

Total N=2029

*** p<0.001, ** p<0.01, * p<0.05, + p<0.1

Social

Encouraging tax payment in Guatemala

"According to our records, 64.5% of Guatemalans declared their income tax for the year 2013 on time. You are part of the minority of Guatemalans who are yet to declare for this tax"
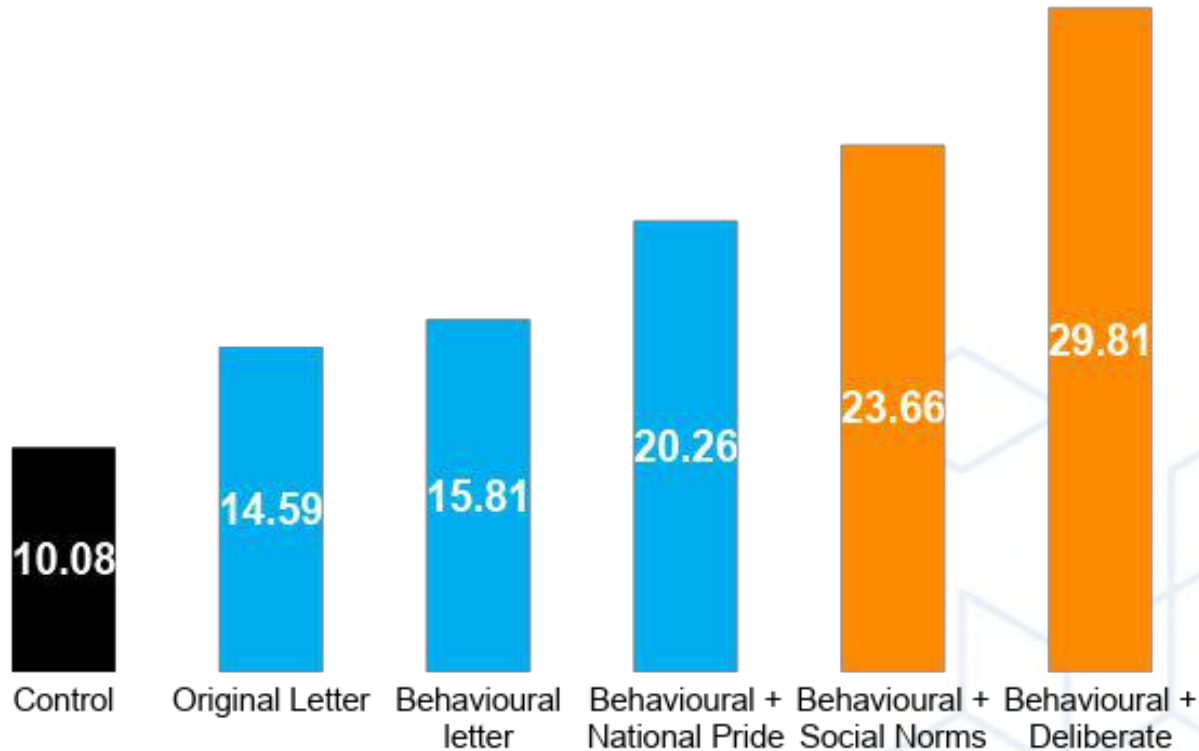
"Previously we have considered your failure to declare an oversight. However, if you don't declare now we will consider it an active choice. You may therefore be audited and could face the procedure established by law."
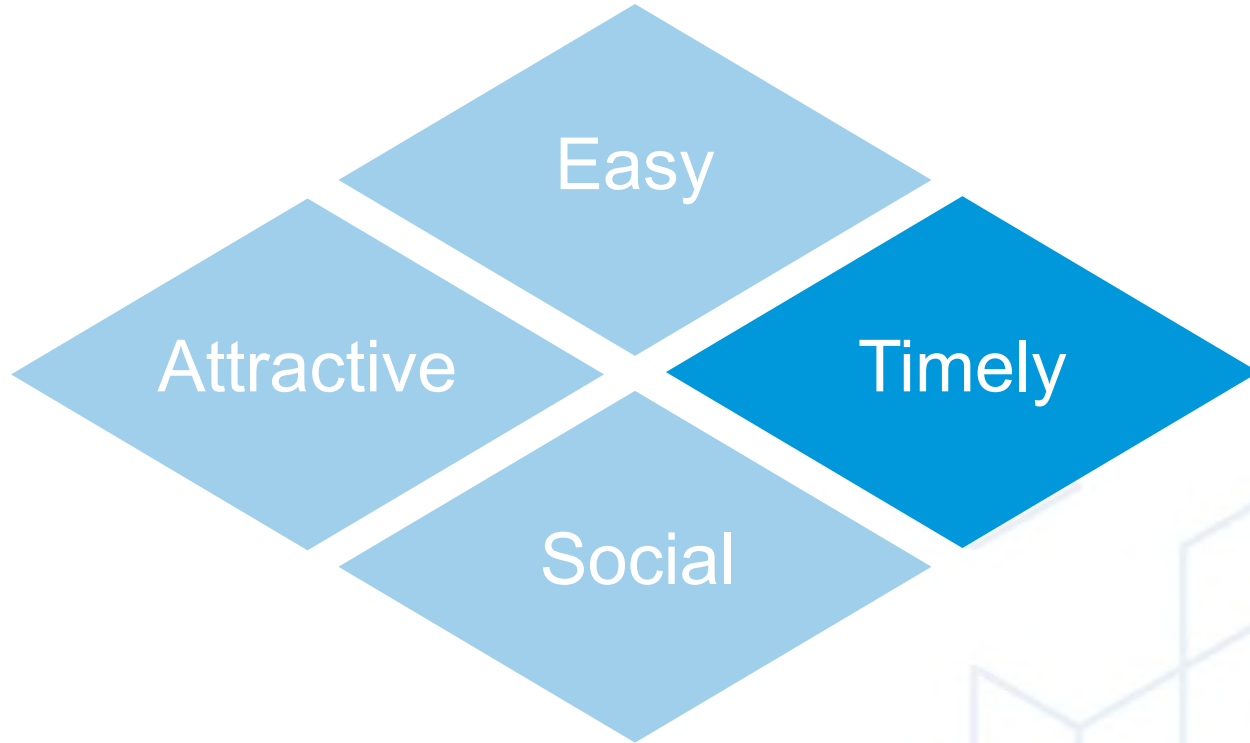
Leveraging social norms encourages tax payment

Amount of tax received by letter sent (after 12 months)

10.08	14.59	15.81	20.26	23.66	29.81
Control	Original Letter	Behavioural letter	Behavioural + National Pride	Behavioural + Social Norms	Behavioural + Deliberate

Timely

Reducing transit-related injuries in the USA

What we tested	Photos from implementation
Enhanced centerlines	
Rubber speed bumps	
Slow turn wedges / pedestrian safety zones	

Generating solution ideas using EAST

Activity 2

Activity 2: Take one of your **target behaviours** and think of two specific ways to **make it EAST**

Fore more ideas, look up the EAST guide on www.bi.team

Easy

Introduce default

Remove frictions

Simplify messages

Attractive

Attract attention

Personalise

Consider rewards & incentives

Appear credible

Social

Highlight a social norm

Leverage peer networks

Use public commitments

Timely

Provide timely prompts

Move benefits to present, costs to future

Facilitate plan-making

THE BEHAVIOURAL INSIGHTS TEAM.

EASY

ATTRACTIVE · TIMELY

SOCIAL

EAST
Four simple ways to apply behavioural insights

Owain Service, Michael Hallsworth, David Halpern,
Felicity Algate, Rory Gallagher, Sam Nguyen, Simon Ruda, Michael Sanders
with Marcos Pelenur, Alex Gyani, Hugo Harper, Joanne Reinhard & Elspeth Kirkman

IN PARTNERSHIP WITH | Cabinet Office | Nesta.

Share your 'EAST' ideas with the group

How do you think you might apply behavioural insights going forward?

Do you foresee any particular challenges?

Do you have any questions?

Get in touch

Rachel: rachel.machefsky@bi.team
Dilhan: dilhan.perera@bi.team

And learn more at the following links
- EAST: Four simple ways to apply BI
- Behavioural Government