Making your Community of Practice a Success

Knowledge Management Association
Washington DC
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Behavior Change Community of Practice
The World Bank Group
Sequence

1. A little about me
2. Context
3. Background on Behavior Change CoP
4. Understanding your Community
5. Learn what’s Working
6. Focusing on Behaviors
World Development Report 2015

Economists typically assume people make rational choices.

- Carefully weigh choices
- Consider all readily available information
- Make decisions individually

These assumptions are sometimes not enough.
BCCoP At A Glance

• Launched in September 2012 for WBG staff
• Housed and funded by WSP in Water Global Practice
• Over 650 members cutting across many Global Practices
• Hosted 30+ learning events reaching over 900 participants
• Vibrant online collaborative platform [http://bccop](http://bccop)
• Bi-Weekly Newsletter The Journey
COMMUNITY of PRACTICE PROFILE

Behavior Change

OVERVIEW

The behavior of individuals plays a significant role in shaping development outcomes. Even when the best information and resources are available, individuals may still engage in adverse behaviors because of entrenched habits, social norms, beliefs or other factors. The World Bank can achieve higher results in many sectors when projects include efforts to change the behaviors of beneficiaries.

THE MISSING LINK

Development projects often do not fully acknowledge the extent to which behaviors affect outcomes. Studies show that simply creating awareness is not enough. Insights into human behavior and decision-making are needed to effectively change individual’s decisions and actions. There are many behaviors in each Global Practice area that can be improved for greater development results. Here are some examples:

- **Agriculture**: Farmers conserve resources and use climate-smart land management and livestock-raising practices.
- **Environment & Natural Resources**: Consumers substitute traditional wildlife products with sustainable products and conventional medicine.
- **Health, Nutrition & Population**: Sexually active youth engage in safer sex and choose to be tested regularly for HIV and other STIs.
- **Transport & ICT**: Commuters use public transportation instead of driving cars.
- **Water**: All people in a community wash their hands with soap and use toilets.

INCREASED RESULTS

Behavior change approaches have found their way into WBG studies, trust fund initiatives, global partnerships and lending operations. Numerous recent reports, including the 2015 World Development Report and the flagship Inclusive Green Growth, highlight the importance of behavior change in achieving greater development outcomes.

USAGE AT THE WBG

The CoP conducted a study that reviewed the use of behavior change in SDN-related projects from 2000-2012. Findings showed that relatively few projects incorporated behavior change in a systematic manner. The study’s primary recommendations were to:

1. **Build more technical capacity within the WBG**;
2. **Develop a standard lexicon for behavior change approaches**; and
3. **Ensure that behavior change interventions are evidence-based**.

HOW CAN WE HELP?

**Staff Learning**: Being active in the CoP can increase your knowledge. In a recent member survey, 81% of respondents reported having a clearer understanding of behavior change since joining and 72% had a greater intention to include it in their future work.

Our regular BHUs feature external speakers presenting on various methodologies, and a self-directed online course for staff is planned for 2015.

**Project Design**: During this phase, you can request a consult with the CoP Secretariat or ask to be put in touch with a behavior change specialist in your sector to discuss applicability and best practices in your field.

**Project Review**: Our “Studio” offers project teams the opportunity to present their concepts, workplans and materials to a lively audience of CoP members who will provide feedback to help refine the behavior change components.

**Real-Time Discussions**: Many of our members discuss ideas on our SPARK page and are happy to answer questions.

**Ad Hoc Consultation**: If you need a TOR for an executing agency, wonder if behavior change is relevant to your work or have a general question, please reach out.

CONTACT US

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HOW TO JOIN

Every day, staff throughout the Global Practices and Cross-Cutting Groups join the community. Here is how:

- Click “Join us” on our SPARK page
- Attend a B&L or CoP meeting
- Call us at the numbers listed here
- Ask to be added to the email distribution list.
Key Accomplishments

• Conducted, delivered and disseminated a landscape study (KP)
• Collaboration with WDR2015
• Member survey and diagnostics completed
• Spark Award for Best Community Builder (2014)
• Reference for Community Management
Member Impact

- **81%** report significant interest in the topics covered by the CoP.
- **81%** report a clearer or much clearer understanding of BC since joining.
- **72%** reported increased/greatly increased intention to include BC in their work.

Source: Jan. 2014 survey with ~14% of members responding; n = 59
Understanding your Community

• Clarity of Purpose
• Audience
• Ceding Control
CoP Objective (per Charter)

“The overall goal of the BCCoP is to strengthen the effectiveness of the WBG’s engagement in behavior change.”
Specific Objectives

1. **Increase awareness** of staff of the potential role of behavior change in achieving and enhancing project development objectives;

2. **Foster continuous knowledge exchange** within the WBG around effective behavior change approaches;

3. Provide **guidance** around effective behavior change approaches; and

4. **Strengthen partnerships** with clients and external specialists to ensure access to state-of-the-art practices.
Member Stats
- 550+ members
- 35% are senior staff
- 62% female – 38% male
- 15+ Country Offices represented
- 400+ members on SPARK

Member Experience
- 31%: Less than 1 year
- 26%: 1 to 3 years
- 33%: 4 to 9 years
- 9%: 10+ years

Staff Grade Distribution
- Grade H and above: 11%
- Grade G: 24%
- Grade E-F: 24%
- Grade A-D: 6%
- ETC/ETT: 11%
- STC/STT: 24%
## Member Demand

### Preferred Activities

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Activity Description</th>
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<tbody>
<tr>
<td>70%</td>
<td>More workshop-based BBLs</td>
</tr>
<tr>
<td>61%</td>
<td>Learning course for operational staff</td>
</tr>
<tr>
<td>37%</td>
<td>More frequent CoP meetings</td>
</tr>
<tr>
<td>20%</td>
<td>Develop SPARK content further</td>
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### What Members Want on SPARK

1. How To’s for practical applications
2. Case studies
3. Academic literature / journal articles
4. Anecdotal stories on BC in development
5. News stories and editorials
Learn What’s Working

• It all has to Count

• Finding your Rhythm

• Cut Losses Early
Welcome to issue 55 of the Journo, the behavior change COP's e-newsletter!

Our CoP has officially passed 500 members now, connecting people from every GP, CSSA and other corner of the WBG. Quite an achievement seeing as how recently we were celebrating the 200- and 300-mark. We’re thrilled to see such broad momentum around changing behaviorally driven issues. We are excited to keep this going.

The CoP convened twice during these past few weeks to discuss the vision forward for more effectively integrating behavior change approaches into projects. About 40 members and guests participated, coming from diverse areas like Energy, Water, Human Resources, Learning, Leadership & Innovation, Development Economics and Education. If you missed either discussion, read what members proposed and join the discussion online.

Warm regards,
Jacqueline Levine

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### CoP Calendar

**Upcoming Events**

**BBL: Engaging Youth in Vulnerable Contexts: From Beneficiaries to Changemakers**
April 7, 12:30pm-2:00pm, MC 16-100
In this presentation by two practitioners at the forefront of this field, we will examine innovative lenses, processes and research that seek to understand youth issues and provide them with a space to create the “gaps” that drive behavior change programming.

**BBL: Behavior Change at the WBG - An Evolving Engagement with Nicaragua**
April 28
Details coming soon.

**BBL: Behavior Change at the WBG - Household Energy Behaviors in Indonesia**
May 12
Details coming soon.

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### Previous Events

**Consultations on the Behavior Change CoP**
Feb. 14 & March 13
With the heightened buzz on the use of behavioral sciences in development and within the WB, members of the BCCP gathered to discuss how the CoP can best strengthen and support operational engagements in its next phase.

**Read what members proposed**

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### Identity-based Behavior Change

**March 11**

Jeff Jordan from Rescue SGI gave a fascinating presentation on how social behaviors are deeply rooted within an individual's concept of self and interaction with their peer groups. He explained the Rescue SGI methodology his organization is using for their new $40 million contract with the USAID. Read his presentation and join the online conversation with colleagues.

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### Meet Pierrick Fraval, Senior Water Resources Specialist, Water GP

[Photo of Pierrick Fraval]

**About Me:** I grew up in Saint-Brieuc, Brittany, France. I remember it was a rather happy childhood filled with vibrant sounds of life, whether from the neighbor's rooster's crowing at all hours or the local market vendor calling the streets every Wednesday selling her freshly caught fish from the Saint-Brieuc Bay. I lived and worked for over ten years in Africa, and was already a water, agriculture, and environmental engineer when I obtained a development economist's degree in 1999. I advised clients, whether they be Ministries or International African organizations such as the Niger Basin Authority, until 2011 when I joined the World Bank. Now I work in various investment lending or policy operations involving irrigation and water resource development or management, in the Sahel, Guinea, and Madagascar. Niger is my country of concentration since I work on three different projects at national level for three different GPs.

**Behaviors in Operations:** I work on irrigation in Africa. Population growth and an increasingly dysfunctional climate make the shift from raised-bed irrigated agriculture inevitable. Yet, experience shows how difficult it is to make irrigation projects work. One of the main reasons is that this shift is not only technical but behavioral: from low-input low-output extensive systems highly exposed to a climatic risk, farmers become exposed to an organizational...
New on SPARK
Maitreyi Das shared a blog post titled *What are we measuring when we measure behavior?* that examines possible alternatives to traditionally-held views about misbehavior and punishments in elementary school.

Michael Haws posted an article from Inc.com about the excuses we make for ourselves *when we say we don’t have time.* The author argues that first changing the language you use might help change your behaviors.

Review the [PPT from our recent BC CoP consultations](https://www.example.com) on the way forward for the CoP.

CoP member (and prolific blogger) Roxanne Bauer shared her most recent post, *The Things We Do: The emotional side of news frames.* Recent research shows that news programming aimed at soliciting an emotional response has become especially effective at influencing viewers' attitudes and intentions.

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**Top Comment**

Eldar Shafir (Princeton Psych Prof) Super Talk at RMES Together 2015 - You'll want to see this video!

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**Reading on Behavior Change**

**Applying Insights from Behavioral Economics to Policy Design**

Brigitte C. Madrian

July 2014, National Bureau of Economic Research

The premise of this article is that an understanding of psychology and other social science disciplines can inform the effectiveness of the economic tools traditionally deployed in carrying out the functions of government, which include remedying market failures, redistributing income, and collecting tax revenue. An understanding of psychology can also lead to the development of different policy tools that better motivate desired behavior change or that are more cost-effective than traditional policy tools. The article outlines a framework for thinking about the psychology of behavior change in the context of market failures. It then describes the research on the effects of a variety of interventions rooted in an understanding of psychology that have policy-relevant applications. The article concludes by discussing how an understanding of psychology can also inform the use and design of traditional policy tools for behavior change, such as financial incentives.

Read the full paper.

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For more information, visit BC CoP group at: [http://bcop](http://bcop) or contact: [behaviorchange@worldbank.org](mailto:behaviorchange@worldbank.org)
We are a community of 600+ staff who believe in more effectively using behavioral sciences in the design and evaluation of WBG engagements in order to boost our development results.

**PLACES OF INTEREST**

**UPCOMING EVENTS**

9/16/2015  Academy of Behavioral Finance & Economics - 7th Annual Meeting & Call for Papers  
Philadelphia, PA

**FEATURED CONTENT**

- BROOKINGS: Bringing behavioral economics to development 
  1 month ago 
  by Brendan Finlay McNulty

- E-newsletter Issue 57 - The Journey, Behavior Change Community of Practice.pdf 
  2 weeks ago 
  by Brendan Finlay McNulty

- Archive of BCoP Events (PPTs & Video) 
  1 week ago 
  by Brendan Finlay McNulty

**RECENT ACTIVITY**

Zeina Afif mentioned Behavior Change CoP  5 hours ago

Top 5 behavioral economics reading #4: latest BE guide, humans as market failure, what drives people to violence, ...

Show mention context

**RECENTLY JOINED**

- Gladys G. Lopez-Acevedo  
  Joined Jun 24, 2015

- Fanny Sophie Claire Sal...  
  Joined Jun 22, 2015

- Ryan Timothy V. McCarthy  
  Joined Jun 18, 2015

**TOP PARTICIPANTS**

- Brendan Finley McNulty
- Jacqueline Devine
- Zeina Afif
- Renee Yuet-Yee Ho
- Homira G. Nassery
- Michael C. Haws

**LATEST POLL**

One Behavior Change Focal Point Per Global Practice: Do You Support This Idea?

This suggestion emerged from our February 24, 2014, BC CoP meeting at Forum 2014 in order to ensure that knowledge around effective models for integrating behavior change flows even more effectively and then is shared back to the BC CoP.
Focusing on Behaviors

- Identify applicable behaviors
- Technology isn’t enough
- Sharing is difficult
- Build Constituencies
Outcome: Staff/TTLs apply best practice behavioral sciences approaches

Opportunity:
- Access: They have access to specialists who can provide support when they need it.
- Social norms: Using behavioral sciences is expected of them. They know of TTLs using it.

Ability:
- Knowledge and skills: They understand why behavior is important and what behavior is of interest. They understand basic concepts and know where to go for help. They know how to discuss this with client.
- Support: They will get technical support when they need it. Their Manager supports risk and innovation.

Motivation:
- Beliefs & attitudes: TTLs see the value and have the evidence they need to “believe”.
- Drivers: Updated core indicators support new direction. Incentives are in place to further motivate TTLs.
- Competing priorities: Efforts to support mainstreaming will minimize efforts required by TTLs by making it as “painless” as possible.
Thanks!

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