So your behavior change campaign isn’t working. Now what?

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Your Hosts Today

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Agenda

1. Welcome and introductions
2. Common problems in behavior change work
3. Reflections in break out groups
4. Community member share-out
5. What now? Tools to try
6. Closing
Objectives

★ Interacting and learning from members of our behavior change and environment community

★ Sharing some tips and tools on behavior change problems

★ Learning about how we can best support all of you
Rare has supported more than 450 community-led behavior change projects in over 60 countries.
Virtually every environmental challenge has at least one thing in common.

To solve them, someone somewhere has to start behaving differently.
5 common problems in behavior change work
1. Your target behavior is **not specific** enough.
Instead of this:  
Care about the environment

Try this:  
Stop using single-use items
Instead of this:

Care about the environment
Know more about the impacts of climate change

Try this:

Stop using single-use items
Adopt a plant-rich diet
Instead of this:

Care about the environment  
Know more about the impacts of climate change  
Don’t throw away textiles

Try this:

Stop using single-use items  
Adopt a plant-rich diet  
Recycle textiles
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<td>Stop illegal wildlife trade</td>
<td>Stop purchasing exotic pets</td>
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2. Your focus is on the most direct actor rather than system of actors.
Example

Goal: *Fishers* participate in regular fishery management meetings.
Example

Goal: **Fishers** participate in regular fishery management meetings.

Other potentially important **actors** and **stakeholders**:

- Family members (spouse, children, extended family)
- Friends
- Local leaders
- Other fishers
- Respected elders
3. You are using **untested assumptions** to drive your solutions.
Question Your Assumptions

**Goal behavior:** Households purchase rooftop solar.

**Assumption:** Solar panels are ugly and expensive, which is why people don’t buy them.
Question Your Assumptions

**Goal behavior:** Households purchase rooftop solar.

**Assumption:** Solar panels are ugly and expensive, which is why people don’t buy them.

- ★ Why do I believe this is true?
- ★ Have I read/seen/conducted research to confirm this?
- ★ Does the path to behavior change make sense (do you have a clear hypothesis)?
- ★ Could anything about this be improved or made more complete?
4. You do not have a clear hypothesis or theory of change.
Typical Theory of Change

Program activities → Behaviors → Environmental Outcomes

Something cool happens here (e.g., beliefs change, attitudes change, other behaviors get adopted)
5. You are relying on a **narrow set of strategies** to change behavior.
We have a spectrum of effortful and automatic ways of thinking and deciding.

Weighing options, calculating costs and benefits

Reacting automatically, quickly
We have a spectrum of effortful and automatic ways of thinking and deciding.

Weighing options, calculating costs and benefits

Reacting automatically, quickly
Strategies for designing change are overwhelming reliant on a more calculated, deliberate way of thinking and processing:

- Material incentives (‘pay them’)
- Rules and regulations (‘stop them’)
- Information (‘tell them’)

Levers of Behavior Change
- Correcting an information-deficit rarely leads to lasting behavior change.
- Caring/knowing is not a prerequisite to change.
- Financial incentives can backfire.
- Payments can crowd-out other motivators.
- Incentives can drain limited resources.
- Fines can be seen as just the ‘cost’ for behavior.
- Rules often need enforcement.
- Rules do not work if norms are misaligned.
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- Rules do not work if norms are misaligned.
Add these tools to your toolbox:

- Emotional Appeals
- Social Influences
- Choice Architecture
Poll: Which problem resonates with you the most?
Reflect in breakout groups

★ What problem resonated most with you? (Or share a different one!)

★ What have you tried to resolve this problem?

★ Are there any solutions you have seen or found helpful?
Green Fins Hub with James Greenhalgh
What’s Next? Tools To Try
Behavior-Centered Design
1. Your target behavior is **not specific enough**.

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**Problem-Behavior-Actor Mapping**

*Time needed: 30-60 minutes*

**Materials needed:**
- Problem/AIDS
- Worksheet (Included below)
- Note/Research about an environmental challenge of interest

**Key objectives:**
- To understand the broader context of your environmental problem and identify the target behaviors and actors relevant for your behavior change solution

**Desired outcomes:**
- A diagram with the environmental problem, target behaviors, and target actors for your behavior change solution

**Recommended skills and competencies:**
- Stakeholder mapping
- Expertise or experience with environmental problem of interest

**People involved:**
- Solution design team
- Experts in the problem of interest

**Steps**

1. Create a diagram/map of problems, actors, and behaviors.

   Use the spaces on your worksheet table and from left to right, state what the problem is, name actors who are responsible for or contributing to this problem, list the behaviors of what these actors are doing now that contributes to the problem, and then identify the desired behaviors of what you want them to do.

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**FAQs**

**What do you mean by the problem I’m trying to solve?**

Are you doing your work? What are you trying to address? What is the environmental outcome or state you are trying to change for the better? It may be helpful to start by identifying an overarching problem (e.g., climate change) and then a set of subproblems (e.g., food waste, high energy use, unsustainable agricultural practices).

**What do you mean by behavior?**

This is best defined by the actions people are doing or taking. These are not attitudes or beliefs (what people care about, like, or know/don’t know).

**Can multiple actors do the same behavior?**

Yes! In some cases there may be several actors doing a current behavior that you’d like to change. Make sure to record all of them, so you can later assess which ones to prioritize.
2. Your focus is on the most direct actor rather than system of actors.

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**Stakeholder and Actor Mapping**

**Time needed:** 30-60 minutes

**Materials Needed:**
- Writing utensils (different colors helpful)
- Sticky notes (optional)
- Worksheets or paper
- Notes/research about an environmental challenge of interest

**Key Objectives:**
- Identify the relevant stakeholders and actors that are involved in the system where the environmental challenge takes place.
- Organize stakeholders and actors by how directly they affect the environmental problem.
- Understand the relationships between the different groups of stakeholders and actors.
- Identify which stakeholders and actors could become target audiences.

**Desired Outcomes:**
- A diagram showing all stakeholders and actors that are relevant to the environmental challenge, and how these groups are positioned in relation to each other.

**Recommended Skills and Competencies:**
- Systems thinking
- Understanding of social connections, networks

**People involved:**
- Solution design team
- Experts in the problem and geography of interest
- Community leaders

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**Steps**

1. **Draw your map.**
   - Draw up to 4 concentric circles on a piece of paper to create your own map or use the visual map template provided.

2. **Identify your problem space.**
   - Your “problem space” refers to both the geographical context in which you are operating as well as the environmental challenge at hand (e.g., deforestation in Mato Grosso, Brazil). Once you have these two factors identified, write it in the center (innermost circle) of your visual map.

3. **Brainstorm a list of stakeholders and actors.**
   - Use the “Stakeholder and Actor Brainstorm Worksheet” to generate a list of all relevant stakeholders and actors.

4. **Plot stakeholders and actors onto your visual map.**
   - Place the stakeholders and actors on the visual map (two provided templates to choose from) based on how close they are to the environmental problem, with the most impacted stakeholders and direct actors in the innermost circles. You may find that “least direct” and “most impacted” are the same or different stakeholders and actors in your context. Map one or both to account for different dynamics. Keep plotting until all the stakeholders and actors are on the map.

5. **Draw connections.**
   - Look at your different stakeholders and actors and start drawing out lines or arrows to signify the relationship between them. You might think about which groups or individuals interact with each other often, the power hierarchies between the stakeholders and actors, and how different clusters of stakeholders connect. The goal here is not to create a comprehensive map of every single relationship, but more to get a general idea of how these groups of stakeholders and actors relate concerning the environmental problem.

6. **Prioritize.**
   - Looking at your completed map, identify a couple key stakeholders and/or actors who you think could be potential target audiences. You might think about the degree of leverage those stakeholders have, their proximity to the problem, and the feasibility of working with those groups. Mark the key stakeholders/actors with a star or circle. If you find it helpful to distinguish stakeholders and actors for later steps in your BCD journey, use different markings for each.
3. You are using **untested assumptions** to drive your solutions.
4. You do not have a clear hypothesis or theory of change.
5. You are relying on a **narrow set of strategies** to change behavior.
Behavior Change for the Environment Starts Here

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