MAKING A REAL DIFFERENCE:

NUDGING FOR POLICY CHANGE

KEY MESSAGES & SUMMARY

BEHAVIOURAL INSIGHTS CONFERENCE,
CAPE TOWN, SOUTH AFRICA
27-28 SEPTEMBER 2018

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Summary of the Behavioural Insights Conference in South Africa

Overview

On 27 and 28 September 2018, the Western Cape Government (WCG) and the Organisation for Economic Co-operation and Development (OECD) hosted 250 behavioural practitioners and policymakers from 21 countries who represented national and sub-national governments, regulators, NGOs, academia, private sector and multi-national bodies at the Behavioural Insights Conference *Making a Real Difference: Nudging for Policy Change*. The conference focused on the themes of fostering global partnerships, with a focus on sub-national governments and emerging economies, and developing the capacity to use behavioural insights (BI) to tackle complex problems. The event formed part of a series launched in 2015 in Paris and that has included a conference focused on behavioural insights as a new approach to policy design (2015) and a two-day event on behavioural science in public policy and nudging for good, responsibly (2017).

Day 1 of the conference focused on the *what*. Opening the conference, **WCG Premier Helen Zille** urged participants to be brave and not to run away from the hard challenges, but embrace them to find innovative solutions to difficult problems. Participants addressed the theme through a series of unconference and breakout sessions looking at four key policy areas for inclusion and sustainability: (1) improving education and youth policies; (2) creating safer communities; (3) making better choices in water, energy and transport; and (4) delivering better health services and results. Closing the day, **Director of Public Governance Marcos Bonturi** highlighted the need across OECD member and non-member countries for innovative tools to design and deliver better policies. He stressed the importance of partnerships between research communities and policymakers to ensure that evidence and science are appropriately and ethically used to reflect citizens' needs and preference in policymaking.

Day 2 pushed the discussion towards the *how* to mainstream BI across governments. Participants took part in a collective exercise to test and provide feedback for the draft BASIC Behavioural Insights Toolkit and Ethical Framework. They discussed how to push the boundaries of the use of behavioural insights, including promoting organisational behaviour change within government to improve service delivery, reduce red tape, and improve recruitment practices, amongst other outcomes. Finally, participants looked at how governments can mainstream behavioural insights based on the experiences of BI teams and initiatives across levels of government and continents.

Closing the conference, **Marcia Korsten, Deputy Director General: Strategic Programmes of the Department of the Premier, WCG**, and **Nick Malyshev, Head of the Regulatory Policy Division, OECD** reflected on the lessons learned over the two days of the conference. They urged participants to take this knowledge forward to start promoting the use of behavioural insights in their own spaces and collaborate with each other to make a real difference.

The full programme of the seminary is located in the Annex, along with a who's who of speakers.

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Key messages from the conference

- Behavioural insights has the potential to aid policy responses to complex challenges facing policymakers, including inclusion, sustainability and social outcomes at all levels of government and across economies and contexts.
- Discussions on education, safety, sustainability and health highlighted areas where a joined-up effort by the public service can have significant impacts, namely on understanding better citizens' and users' needs and preferences, engaging with citizens and communities to create accessible, inclusive and cost-effective solutions, and establishing effective partnerships between government and stakeholders.
- However, the *how* is as important as the *what*. Applying BI to policymaking also requires effective organisational behaviour change within governments to align the structure and incentives of the reform with intended outcomes, as well as adjust interventions targeted at the political leadership, and officials designing policies and overseeing implementation across the public administrations.
- Governments wishing to mainstream BI in their policy-making processes are encouraged to start by looking to the community for what works, build narratives for engaging and gaining support from leadership, gear BI initiatives to the policy climate, establish frameworks for collaboration, and adjust aspirations based on current resources and capacity.
- The behavioural community of practitioners and policymakers can further aid these efforts by ensuring that experimentation is cost-effective and tailored to the needs and timing of policy making so that governments can more easily employ the BI methodology in policymaking.
- Equally important is to invest in process-oriented frameworks that function to upskill policymakers in applying BI to policy and create a common understanding of what BI can and cannot do. The draft BASIC Toolkit and Ethical Framework presented at the conference aims at supporting this effort and complementing other tools and frameworks that already exist.
- Ultimately, however, it is a matter of getting started. An important early stage is to learn from others, build narratives and engage with the political leadership to build a case for using BI in designing and implementing policies when relevant and appropriate. Key is also to develop collaborations and networks between governments and non-government partners and academia to bring to use the knowledge that already exists.
- The wider BI community – BI practitioners and policy makers interested or exploring the application of BI to policy – should also be aware of the challenges and limits of the BI approach. BI is not a silver bullet that solves all challenges. BI does however offer a powerful approach to better understand policy problems and pre-test solutions before they are implemented. Leveraging the convening power of the OECD, the international community can support this effort by creating systematic opportunities for regular exchanges among practitioners and between BI practitioners and policy makers.

Day 1: Promoting inclusion and sustainability through behavioural insights: Fostering global partnerships

27 September 2018

Purpose

Behavioural insights (BI) has gone beyond the "disruption" phase in public bodies with over 200 government units, initiatives, capacities and partnerships established globally in every continent. The application of BI to date has largely focused on improving implementation and the delivery of alternatives to regulation, as well as enhancing policy delivery, in particular through strengthening the information available to citizens and businesses to make better choices. There is further potential to use BI in identifying the challenges that governments seeks to address. Focusing on inclusion, sustainability and social outcomes, the first day of the conference explored innovative ways to address complex policy problems with policy makers, academics, private sector, and civil society. This included both developed and emerging economies, as well as national, sub-national and local governments. The interactive discussions with lead behavioural practitioners, policy makers and academics explored together the new frontiers in applying BI to public policy.

Opening remarks and panel: Promoting inclusion and sustainability through behavioural insights

Key takeaways

- Hard challenges require policy makers to be brave and embrace these challenges to find innovative solutions, which often requires taking advantage of timely situations to promote behavioural change.
- The real goal for behavioural practitioners and policymakers is to expand the use of behavioural insights until it becomes common place in policy making around the world, but doing so requires the community to address four challenges
- First, effective behaviour change requires breaking down siloes and resolving misaligned incentives so that citizens and businesses receive a consistent message about what changes are expected, and why this is important
- Second, behavioural insights is a powerful tool, but it is not a silver bullet. It is the responsibility of the behavioural community to demonstrate where it can be helpful in improving policy outcomes, as well as be honest about its current limitations
- Third, entrenching behavioural insights in policymaking requires an investment in education and capacity building, including involving those who are not yet fully aware of the BI approach in the design, testing, and evaluation processes to switch them from detractors to promoters
- Finally, developing a shared language to communicate what behavioural insights is, as well as what it can and cannot do, will help to resolve concerns for politicians and policymakers and foster the expansion of BI around government

Summary of discussions

Behaviour change is a core component to achieving more inclusive and sustainable outcomes. However, addressing these outcomes are difficult, as they are often a result of wicked problems that cross over a variety of policy spaces, making quick wins and efficient solutions often hard to achieve.

Western Cape Government Premier Helen Zille opened with an inspirational talk, encouraging policymakers and practitioners to be brave and not to run away from the hard challenges, but embrace them to find innovative solutions to difficult problems. She highlighted some of the experiences of the WCG with fighting severe water shortages, encouraging smoking cessation, decreasing drug and alcohol abuse, and reducing HIV transmission rates. Their biggest success – avoiding day zero in March 2018 where the City of Cape Town would run out of water – was achieved in part with behaviour change messages that showed citizens how smaller changes in their consumption patterns now would avoid dealing with very large changes in the future. .

The panel was moderated by Faisal Naru, Head of Strategic Management and Coordination, OECD, with Alan Winde, Minister of Economic Opportunities, WCG, David Yokum, Adjunct Associate Professor at Brown University and Senior Advisor to The Lab @ DC, Justin Burns, Professor of Economics, University of Cape Town, Saugato Data, Managing Director, ideas42, Pete Lunn, Senior Research Office and Head of the PRICE Lab, Ireland, and Dilip Soman, Canada Research Chair in Behavioural Science and Economics Professor Market, University of Toronto. These behavioural experts and policymakers discussed in depth the ways in which behavioural insights can be applied to these bigger policy challenges, as well as how expand its use around government. Now a decade old, BI offers policymakers an innovative solution for solving problems. As Richard Thaler, the 2017 Nobel Prizer winner in Economics has said, the true success of BI will be when we stop calling it BI and everyone starts thinking about behaviour from the beginning. The panel focused in on four key messages for policymakers who want to adopt a behaviourally-informed approach to promoting inclusion and sustainability.

First, effective behaviour change requires breaking down siloes and resolving misaligned policy incentives. If policies are promoting different behavioural responses, then the impact is reduced. For example, a government may invest billions into new rapid transit systems to alleviate congestion and promote sustainable transportation policies, but then install a large number of new parking spots with new major infrastructure projects in city centres. Governments need to work in a joined-up approach that align policies and messages so that citizens and businesses receive a consistent message about what behaviour change is expected, and why this change is important.

Second, BI provides policymakers with a powerful tool for understanding the behavioural drivers behind policy problems, but it is not a silver bullet. BI provides policymakers with a rigorous method for achieving progressive and marginal gains that is achieved through building an evidence base of what works and iterating solutions based on this evidence. It is the responsibility of the behavioural community to demonstrate where BI can help improve outcomes in line with policy priorities, as well as be honest about where its effectiveness is currently limited.

Third, entrenching BI in policymaking requires an investment in educating and building capacity to accept BI across government and society. Showing that BI works

is not enough – practitioners and policymakers engaged in BI need to work horizontally with other government entities as well as vertically with both the political class and stakeholders to explain the BI approach, how it can help improve outcomes, and what resources and capacities are needed to expand its use. This requires an inclusive approach to BI itself that includes taking time to explain to people the terms and methodology used by BI, as well as involving them in the early stages of policy development. In this sense, we are using BI to help foster more BI – if people are involved early, they are more likely to accept the results and become promoters in the end.

Finally, it is important to develop a shared language to communicate on what behavioural insights is, what it can and cannot do and how. Public policymaking is inherently conservative; experimentation and piloting are new ways of working that can cause anxiety for policymakers and politicians who are afraid of benefitting one group over another, or being held accountable for failures. Researchers, on the other hand, want to know what works and what does not without necessarily focusing on the how feasible the solution is or what happens if it does not work. Communicating about BI in a way that addresses and resolves concerns for politicians and policymakers will help expand the use of BI to new areas of government and help tackling tougher problems.

Unconference and breakouts: Improving education and youth policies, creating safer communities, making more sustainable choices, and delivering better health services and outcomes

Key takeaways

- Participants discussed many of the problems and potential behavioural solutions in all four policy areas, highlighting the complex and interwoven issues that make solving these problems difficult for policymakers
- The groups noted that many of these problems contain both systemic and behavioural drivers that require a coordinated approach. For behavioural issues, four solutions were proposed for expanding the use of BI to tackle these issues
- First, the community needs to in invest in obtaining buy-in by demonstrating what works in these areas from a behavioural perspective and using positive results to provide momentum to expand the use of BI to bigger issues
- Second, solutions need to be accessible and inclusive as marginalised populations are often most negatively affected by complex policy problems. This is especially important as behaviourally-informed solutions often utilise new technologies, which are not always accessible to all segments of society
- Third, solutions need to be cost-effective as lack of sufficient resources are a major impediment to fighting these policy problems. Practitioners need to be aware of resource constraints as they develop behaviourally-informed solutions
- Finally, the behavioural community needs to establish effective partnerships between government, academia, civil society organisations, business leaders and other interested parties to develop innovative and implementable decisions. This includes sharing experiences in regards to both demonstrating innovative solutions to policymakers as well as showing non-policymakers how to make a difference in the policy space

Summary of discussions

Improving education and youth policies

The education unconference and breakout focused on the main problems affecting youth, and how these problems translate into behavioural issues. The main problem faced are barriers to learning – in many areas of the world, learners' literacy rates are low and poor academic results might lead to further disengagement with education. Drops outs, high unemployment, substance abuse and gangs are also significant contributors to poor educational outcomes.

Solutions focused on the structures, resources, and behavioural changes needed to improve educational outcomes. It starts from the beginning, where early childhood education and development policies can provide the resources that get youth off to the right start. However, this requires different government departments to work together, as education intersects with other areas such as health. Adequate resources for teachers was also noted as an important area for solutions, which include both physical resources such as textbooks but also training to equip teachers to deal with challenges, such as at-risk youth, early

warnings about substance abuse, or dealing with personal prejudice. Changing attitudes, motivations and creating a culture of respect were also noted as main avenues for improved outcomes and re-engage youth in education. A holistic approach is necessary, which acknowledges the role of parents, teachers and community members in the outcomes of youth.

Creating safer communities

Community-based crime is a complex issue that intersects with poverty and inequality, with a historical perspective that is often rooted in spatial legacies and choices. Moreover, there are multiple pathways through which people enter crime, which each have their own cause and behavioural effect as well as pinch points where anti-crime messaging can be effective at dissuading further actions. The key question for behavioural insights and community safety is how BI can be used to enable better choices, given the intervening issues.

Discussions in these sessions focused on the possible ways BI could be applied to improve messages and change cultures in favour of more positive behaviours. This applies to both the individual who is making the decisions, but also to group behaviour where peers and communities can have negative effects on individual choices. There is a possibility to also improve the reporting and whistleblowing mechanisms to improve the amount crimes are reported, as well as break down silos between government agencies to establish intergovernmental collaboration towards crime reduction.

Making sustainable choices

The core problem the world is facing is that we have built resource-intensive societies and undoing system requires a lot of change. This is intensified by rapid urbanisation, which is concentrating and increasing the use of resources, and climate change that is creating increased variability in weather systems that can affect agriculture, natural resources, and the pace of resource consumption. This is creating far reaching economic effects, including on risk-prevention systems such as insurance or infrastructure that are not sufficient to protect societies from bigger and bigger emergencies. Moreover, problems with collective inaction in response to these issues continues until the emergency becomes big enough to be felt immediately and by everyone, such as the Day Zero water crisis in Cape Town.

Behavioural change then is about changing the conversation. People will become naturally defensive if you try to change the entire system, whereas inspiring people to make more sustainable choices in their day-to-day lives has a better chance of promoting real change. Reducing the portions of resource-intensive products such as meats sold in supermarkets, offering more sustainable alternatives in salient locations, and making sustainable choices easy and affordable are ways in which behavioural insights can be leveraged to create sustainable change at the individual level. At the more macro level, it is important to work across the policy space to include different government agencies, NGOs, citizen organisations and businesses in the conversation.

Delivering better health services

Promoting healthier behaviours and better wellbeing emerged as the main themes of these sessions. Participants and panellist noted the key challenge for policymakers is that aging populations and unhealthy lifestyles are the root cause of many costly and long-term illness, as well as pressures on the healthcare system to deliver better services.

Behavioural insights has a role to play in many areas of health care policy. First, BI has been used to promote better choices and conduct more effective early-stage screening of health care issues, such as diabetes or mental illness. Moreover, community-based solutions have been shown to be effective at promoting healthier lifestyles that can help prevent unhealthy behaviours. These include work-based competition, national level weight loss challenges and public events that have the power to engage entire communities. However, reliable data remains a key constraint in many countries, especially emerging economies where obtaining survey and administrative data is difficult.

What does the public sector need to use behavioural insights to address these issues?

Following the breakouts, rapporteurs from each session convened to discuss what the public sector needs to use behavioural insights to address issues related to education, safety, sustainability and health. Four themes were discussed:

1. **Buy in**: All four policy areas involve complex problems with difficult solutions. To many policymakers not familiar with behavioural insights, expanding BI to their policy areas requires the community to demonstrate what works in these policy areas and start small with projects that can show the effectiveness of BI to solving aspects of these complex problems. Building on positive results can provide momentum to expand the use of BI to tackle bigger issues in each of these domains

2. **Access and inclusivity**: In each of these policy areas, access and inclusive policy responses that benefit the marginalised members of society is a key component to improving outcomes. In fact, often it is the most marginalised that are most negatively affected in each of the areas discussed. Behavioural practitioners and policymakers need construct policy responses that benefit all members of society. This includes many common behaviourally-informed responses that utilise technology or other modern mediums to improve choices – many of these mediums are not always accessible to all segments of society.

3. **Cost-effective solutions**: A major impediment in many of these policy areas is the lack of sufficient resources. Many education, community safety and health care delivery systems are already suffering from resource shortages. Moreover, in emerging economies, there is often not enough resources to begin with. With sustainability, the cost of switching infrastructure to less resource intensive is immense. While BI has shown to be mostly cost-effective to date, some solutions can be very costly. The behavioural practitioner and policymaker needs to be aware of resource constraints as they develop solutions to make sure the policies are implementable.

4. **Establish effective partnerships**: A hallmark of the success for BI has been the partnership developed between academia and policymakers. The community needs to keep investing in these partnerships and expand them to include more civil society organisations, business leaders, and other interested parties. While policymakers have relied heavily on academia to explain behavioural science and conduct rigorous experiments and trials, there also needs to be an emphasis on transferring knowledge about how to make policy to the academic community so that they are developing solutions that are implementable for policymakers. This

requires policymakers and academics come together in existing knowledge sharing spaces – such as the four behavioural public policy journals – to share their experiences and lessons learned.

Keynote address: Dilip Soman

Key takeaways

- Behaviour change is a puzzle that requires policymakers to think about the traditional methods for applying policy and consider what behavioural drivers may be present, and how behavioural insights can improve the effectiveness of policies
- People have good intentions – they want to make good choices, but are often sidetracked from making those choices today. Policymakers need to remember people are humans; a simple shift in thinking that can have a big impact
- Behavioural insights provides policymakers with new tools to improve the design and delivery of public policy from a human perspective
- However, behavioural insights is more than nudging – it represents wide range of tools that can inform decision-making, design, policies, and processes that can help identify problems, design solutions, improve organisational operations and solve last mile challenges
- Sharing ideas of what works is important, as it generates ideas for interventions in other contexts and places. However, these interventions need to be tested in each individual context to ensure its continued effectiveness, which can be accomplished with a variety of experimental methods.
- To improve the success of BI in public policy, the community needs to invest in driving down the cost of experimentation so that governments can more easily employ the BI methodology in policy making
- The community also needs to invest in process-oriented frameworks that move beyond checklists, baseline training and marketing and invests in upskilling practitioners and policymakers interested in applying BI to policymaking

Summary of discussions

Dilip Soman, Canada Research Chair in Behavioural Science and Economics Professor of Marketing at the University of Toronto, closed Day 1 with a keynote address on the science and practice of using behavioural insights in public policy. Dilip's core message was that everything government does is behaviour change, but changing behaviour is a puzzle. Whether it be promoting compliance, encouraging consumers to switcher services, reduce/increase consumption, or accelerate a certain action, the goal of government policy is to get people to do something they not currently doing.

Often behaviour change is about helping people make the decisions they already want to make. People have good intentions – they want to save for retirement and exercise regularly, but they want to do that tomorrow and not today. When policymakers design policy, they do so for people they assume to be rational. In the words of Richard Thaler and Cass Sunstein, we assume them to be 'econs'. However, people are human and policymakers need to think from human perspective. A simple shift that can lead to a big impact.

Behavioural insights then provides policymakers with different tools to design and implement policies that more efficiently achieve intended outcomes. We need to realise

that there will always be people who are motivated to adopt the change or oppose it, but the majority of people intend to adopt an action but ultimately underestimate the role procrastination will play. Behaviour change then comes down to a plumbing problem – if pipes are clogged, leaking, or flowing in the wrong direct, then they do not work well. It is a policymakers job to unplug pipes, fix leaks, and make sure pressure is pushing the water in the right direction.

If BI is going to keep expanding to tackle new and bigger problems, it is important for the community to recognise that the BI methodology represents a wide range of tools beyond just nudging. It can inform decision-making tools, the design of products, policies and processes, and be made into self-control products that help people avoid undesirable behaviours. The behavioural scientist then is an auditor that identifies problems, a designer of policy and programs, a strategist behind organisational operations, and a problem solver of last mile challenges.

To be successful, the field needs to invest in three key areas. First, sharing evidence of what works is important, but the practitioner must always empirically test each intervention in their specific context to ensure it effectiveness. As the field grows, so too does the evidence of what works from around the world. It is common – and expected – that policymakers use these good practice examples to generate ideas about interventions in their context. However, it is important that the practitioners tests the effectiveness of these interventions in their context, which can be accomplished using a variety of experimental methods that include, but are not limited to, randomised controlled trials.

Second, to ease the burden on running experiments in each context, the cost of experimentation needs to be reduced. This is basic economics – if you reduce cost, you increase demand for your product while demand for substitutes goes down. If governments can reduce frictions associated with experimentation, such as access to populations and data, ensure ethical guidelines are established and observed, and reframe failure as a positive, then the BI methodology can more easily be applied to a wide variety of policy problems.

Second, the community needs to invest in frameworks that help the field grow. Frameworks can be either prescriptive (i.e. tell you what to do) or process-oriented (i.e. tell you how to do it). Prescriptive frameworks work well for providing baseline information, training and marketing but they can be misapplied, leading to a loss of attention to detail or using them as a 'checklist' for completing a task. Investing in developing process-oriented frameworks can be an invaluable resource for the BI community, particularly for helping to upskill practitioners and policymakers wanting to apply BI to public policy.

Day 2: Mainstreaming behavioural insights across governments

28 September 2018

Purpose

As behavioural insights (BI) is becoming more widely applied in major policy agendas, governments face challenges in "how to" apply BI as well as ensuring that the science is applied responsibly. Following the seminal OECD Seminar on Behavioural Insights held in January 2015 and the OECD Nudging for Good Seminar held in May 2017, this second day provided an opportunity for public policy officials and BI practitioners to discuss a policy making toolkit and ethical framework to support governments at all levels to implement behaviourally-informed approaches. Participants also discussed about mainstreaming the application of behavioural insights within government.

Presentation and breakouts: How to apply behavioural insights effectively and responsibly: The Draft Behavioural Insights Toolkit & Ethical Framework

Key takeaways

- BASIC is a process-oriented framework that serves as a repository of best practices, proof of concepts and methodological standards for behavioural insights practitioners and policymakers developed in response to demand from the community to fill a perceived gap in the literature
- BASIC follows a five-step approach that guides practitioners through the problem diagnosis, design, implementation and evaluation stages of behavioural public policy making from start to finish
- Following the BI methodology internally, a draft of BASIC was pre-tested at the conference where participants were asked to apply the five steps to a mock policy problem to see if BASIC was useful, relevant and applicable to their workflow
- Participants reacted positively to the framework, especially since it forced them to think comprehensively about the mock policy problem
- Participants also noted that BASIC could be improved with a more defined structure, simplified presentation and vocabulary, and clear guidance on when to start/stop stages.
- The OECD and Dr Pelle Guldborg Hansen from Roskilde University in Denmark who have been working together to develop BASIC welcomed the constructive feedback and will work it into the final version of BASIC, which will be released for public consultation with the behavioural community

Summary of discussions

Day 2 of the conference began with a presentation of the BASIC Toolkit and Ethical Guidelines, a process-oriented framework for applying behavioural insights to public

policy from beginning to the end of the policy cycle. BASIC was developed in partnership with Dr Pelle Guldborg Hansen of Roskilde University, Denmark, in response to calls from the 2017 Behavioural Insights Conference in Paris from the behavioural community for a resource that provides normative guidelines and structures for carrying out a behavioural insights project. This is to fill a perceived gap in the behavioural insights literature, whereby many prescriptive frameworks and case study examples exist but there are few resources to help policymakers design, implement, and evaluate a BI project from start to finish.

BASIC is a process-oriented framework that serves as a repository of best practices, proof of concepts and methodological standards for behavioural insights practitioners and policymakers. BASIC offers an approach to problem scoping that can be of relevance for any policymaker and practitioner when addressing a policy problem, be it behavioural or systemic. It is built on five stages that guide the application of BI to any policy issue:

1. **BEHAVIOUR** deals with the initial stage of applying BI at the beginning of the policy cycle so as to target crucial behavioural problems versus systemic issues;;
2. **ANALYSIS** deals with the analysis of the target behaviours as viewed through the lens of BI;
3. **STRATEGIES** provides guidelines for the practitioner to identify, conceptualise, and design behaviourally informed strategies based on behavioural analyses that results from stage 1 and 2
4. **INTERVENTION** presents core methods for systematically designing and evaluating the efficacy and reception of behavioural interventions;
5. **CHANGE** provides practitioners with tools for 1) checking whether the initial assumptions and contextual factors have evolved before rolling out a BI-informed intervention; 2) producing plans for implementation, scale, monitoring, evaluation, maintenance and dissemination of applications.

Comments from the breakout groups, which included BI practitioners and policy makers at various stages in using BI, welcomed such a tool. The groups applied the five BASIC stages to a series of common policy problems (increasing savings among the youth, encouraging physical activities in disadvantaged communities, reengaging with NEETs to facilitate the integration into training, education and employment, and improving energy conservation). Participants were asked to use these practical examples to reflect on whether the framework is (1) useful, in that it can be applied in the participants work environment and policy area; (2) relevant, in that it covers key issues, questions and challenges faced by participants; and (3) applicable, in that it can be applied to the design of a policy, intervention or regulation. The core feedback was that BASIC was all three, since it forced participants to think comprehensively about a problem. More defined structure, simplified presentation and vocabulary, and clear guidance from when to start/stop stages were the main feedback received from the participants.

The OECD and Dr Hansen welcomed the constructive feedback and pledged to integrate the comments in the next iteration of BASIC. Participants were informed that they would receive the updated version after the conference as part of a public consultation on BASIC with the broader behavioural community. The OECD will then finalise BASIC by the end of 2018 and publish in the first quarter of 2019.

Panel discussion: Organisational behaviour change within governments

Key takeaways

- Promoting organisational behavioural change is the next frontier for the BI community, where efforts need to be made to addressing the gap in theory on whether individual-level interventions work at the institutional level.
- Greater knowledge of the incentives and disincentives and the choice architecture that drives the behaviour of public and private organisations can improve decision-making and processes, such as enhancing the design and fit of front-line services, reducing red tape and making the public service more responsive by, for instance, improving recruitment practices.
- However, reforming the public sector is difficult and requires behavioural change initiatives to be targeted at political leadership, senior public servants and officials in charge of developing and implementing policies and interventions who each have different incentives for adopting or resisting reform
- Effective organisational behaviour change is about getting the structure and incentives right to break entrenched habits. Practitioners need to be careful that the new structures do not reward one behaviour while hoping for another.
- It is important to take reforms as an opportunity to create learning opportunities across government as well as to communities outside government. This can often lead to new ways of working with all stakeholders that can be more efficient, especially for subnational and local governments as well as in emerging economies

Summary of discussions

Using behavioural insights to promote organisational behaviour change is the next frontier for the BI community. While BI is becoming more widespread around the world as an effective means for improving policies, research shows that this is mostly being applied at the individual level and there is a gap in theory on whether individual-level interventions can work at the institutional level. This is especially important for government, as greater knowledge of organisational behaviour change can improve decision making and processes, such as improving service delivery, reducing red tape, or improving recruitment practices, amongst other outcomes.

Reforming the public sector is difficult, as reforms take a long period of time, are path dependent, and requires buy in from different layers of the public service. First is the political leadership, whose buy in is a necessary but not sufficient condition for reform. Behavioural change initiatives need to recognise that politicians incentives are influenced by the political climate, and that reform is spearheaded by the whole of government. Second is the senior civil servants who make policy happen. They have built their careers getting to the top, and do not have much incentive to change the system that got them there. However, getting them on board has many spill over effects as they set goals and link institutional reforms to individual goals. Finally the rank and file public servants mostly go with the status quo, but will respond if given the appropriate signals. Aligning the rewards in their performance packages is the key incentive, but also the hardest part to accomplish. Indeed, a well-known organisational change folly is rewarding one behaviour, but hoping for another.

The key to unlocking organisational behaviour change then is to get the structure and incentives right to break entrenched habits. If these are not right, then no organisational change initiative will survive. A way to resolve this issue is to embed behaviour change into formal structures and guidance. This can include re-designing system-wide rules through a behavioural lens to align rules so as to eliminate a misalignment due to the intended and actual behaviours. Alternatively, reviewing the guidance materials provided to public servants to see where potential unexpected behaviours are influencing undesired outcomes. For example, guidance for dealing with customers may include important information that must be provided; however, if poorly designed, the customer service agent may unintentionally skip over this guidance. In the end, this is really a story about habit – successful organisational behaviour change will not re-invent the wheel, but rather improve existing and well-used spaces and materials to reach desired outcomes.

Finally, take reforms as an opportunity to create learning opportunities across government. Periods of reform often uncover new and interesting ways to engage with the public service, for example through sharing interesting new research or disseminating relevant podcasts. It is also an opportunity to reach outside government to engage with academia and other interested partners who may have insights that can help promote reform. This often requires government to re-think arrangements with outside partners. For instance, funding may not be available for consultancy services but providing academics an unpaid opportunity to make a difference with their research and allowing them to publish the result could be the type of in kind arrangement to get them on board. This is especially important at the sub-national and local levels as well as in emerging economies where budgets are tight and capacity for reform is low.

Panel discussion: Supporting governments to mainstream behavioural insights

Key takeaways

- This session brought the conference full circle to discuss how BI can be mainstreamed from the point of view of a diverse panel of experts with experience in building BI teams and initiatives in different political contexts.
- A necessary starting point for applying BI is to see what others have done to learn lessons about what works, but also start building narratives that can be used to build a case for BI in government. Narratives are especially important for engaging and gaining support from leadership.
- Obtaining political support can be top-down or bottom-up, in that the practitioner can take advantage of a favourable policy climate to push for BI or start small with proof-of-concept trials that slowly gain support for the broader use of BI.
- It is important to establish frameworks for collaboration with government and non-governmental partners that are based on clear mandates as an anchor for building narratives, engaging with leaders and driving impact.
- Resources are important, but not a barrier to starting work with BI. What is necessary is to begin as soon as possible with a project that is within current capacities to deliver positive results, and use those successes to gain more resources.
- Equally important is to factor in and balance the time that is necessary to conduct experimentation and testing with the need to produce "quick" results and findings for policy makers. It is important to think about methods and approaches that best fit the policy cycle and what policymakers need at the various stages of the policy cycle.

Summary of discussions

The final panel brought the conference full circle to discuss how the use of BI can be mainstreamed to improve the design and delivery of public policy. The panel discussed a wide range of topics, building on their lessons learned from their different institutional and political contexts. The core message was simple: just get started. It can take some time to build up capacity to use BI in any government, and delaying will only prolong this journey. If it is the desire of any unit of government to start using BI to improve policymaking, then start setting the wheels in motion as soon as possible.

A necessary starting point is doing the homework to see what others have done to learn lessons about what works, but also build narratives that can be used to help build a case for BI in government. There are now over 200 institutions around the world applying BI to public policy across a wide range of policy domains. There are many precedents, both in terms of successes and failures. Engaging with fellow policymakers and practitioners to learn from them what worked, and what did not, in their individual contexts can help clarify what your unit needs to do to build capacity to use BI. Importantly, building a narrative around effective stories about what the government will be doing and why it is important is a crucial way to engaging leadership in BI project.

Obtaining political support is key, but this can be accomplished as a top-down or bottom-up process. On the one hand, many BI units have started from political leaders adopting a reform or innovation agenda that fosters a climate for welcoming BI. When these conditions are present, collaborating both vertically and horizontally can help build support throughout government to expand the use of BI. However, as the value of BI fpr public policy is becoming more widely known, many countries have started work on BI without political support. Here the goal is more proof of concept – demonstrating on a small scale the benefits of BI and gaining support from a small number of people who understand the vision. Through a cumulative effect, the goal is to get BI to a place where it can survive political transitions.

Establishing frameworks for collaboration that are based on a clear mandate is important for working with government and non-government partners. One of the clear successes of the BI movement has been to bring together policymakers and academics who collectively test and implement behaviourally-informed policy. Fostering this collaboration is the result of carefully constructed frameworks and clear mandates that everyone involved can use as an anchor. The output of this collaborative effort is a narrative that can be used to engage leaders and drive impact around a culture of experimentation, embracing failure, and adapting and learning together.

Resources are important, but not necessary to start working with BI. Indeed, BI requires specialised knowledge about the scientific method, theoretical concepts, and resources to carry out experimentation and trials. However, there are many ways to start using BI that are less resource-intensive and easier to begin. This can be as simple as testing changes to a letter or email sent out to users. Moreover, partnerships based on in kind donations can be leveraged with academic partners who can provide the specialised knowledge necessary to get a BI project off the ground. The point is to get started and leverage successes to gain more resources for an increased use of BI.

Annex – Conference programme and who's who

Day 1: Promoting inclusion and sustainability through behavioural insights: Fostering global partnerships

27 September 2018

Cape Town International Convention Centre

Behavioural insights (BI) has gone beyond the "disruption" phase in public bodies with over 200 government units, initiatives, capacities and partnerships established globally in every continent. The application of BI to date has largely focused on improving implementation and the delivery of alternatives to regulation, as well as enhancing policy delivery, in particular through strengthening the information available to citizens and businesses to make better choices. There is further potential to use BI in identifying the challenges that governments seeks to address. Focusing on inclusion, sustainability and social outcomes, the first day of the conference will explore innovative ways to address complex policy problems with policy makers, academics, private sector, and civil society. This includes both developed and emerging economies, as well as national, sub-national and local governments. The interactive discussions with lead behavioural practitioners, policy makers and academics explore together the new frontiers in applying BI to public policy.

08:00	**Registration and Tea/Coffee**
09:00-09:15	**Welcome** • **Ammaarah Martinus,** Director of Policy, Research and Analysis, Department of the Premier, Western Cape Government, South Africa • **Nick Malyshev,** Head of the Regulatory Policy Division, Public Governance Directorate, OECD
09:15-09:30	**Opening remarks** • **Helen Zille,** Premier of the Western Cape, South Africa
09:30-11:00	**Panel Discussion: Promoting inclusion and sustainability through behavioural insights** Public bodies across the world are confronted with increasing demands for greater and better inclusion of different parts of societies while addressing global challenges related to the use of resources and the impact of climate change. Can behavioural insights help? The panel will kick off the discussion with leading practitioners and thinkers from regional and local governments, academia, civil society and international organisations from both developed and emerging economies. Topics for discussion will include: • How to expand the use of BI to address complex policy problems related to inclusion and sustainability;

- Elements of inclusion and sustainability that are amenable to use BI applications;
- How to develop data, processes and methods that would help apply BI to inclusion and sustainability in a wide range of contexts, including resource-constrained developing regions.

Moderator:

- **Faisal Naru**, Head of Strategic Management and Coordination, Executive Directorate, OECD

Panel:

- **Alan Winde**, Minister of Economic Opportunities, Western Cape Government, South Africa
- **David Yokum**, Adjunct Associate Professor at Brown University, Senior Advisor to The Lab @ DC in the Executive Office of the Mayor of the District of Columbia, and Partner at Hugo Analytics, LLC
- **Justine Burns**, Professor, School of Economics, University of Cape Town
- **Saugato Datta**, Managing Director, ideas42
- **Pete Lunn**, Senior Research Officer and Head of the PRICE Lab, Economic and Social Research Institute, Ireland
- **Dilip Soman**, Canada Research Chair in Behavioural Science and Economics Professor of Marketing, Rotman School of Management, University of Toronto

11:00-12:00 **Unconference: Innovative approaches to applying behavioural insights**

This session would 'set the scene' for the afternoon breakouts through lightning talks and "world café" discussions. Following a fist 5' 'elevator pitche' from practitioners who have been applying BI to education and youth policies, public safety, participants will split into small breakout groups for reactions, discussions and follow-up questions before the next 'elevator pitch. Experiences and applications will come from across the world and include subnational and emerging economy experiences.

Facilitators:

- **Cameron Cyster**, Research and Analysis, Department of the Premier, Western Cape Government, South Africa
- **Bridget Hannah**, Deputy Director: After School Game Changer, Department of Cultural Affairs and Sport, Western Cape Government, South Africa
- **Taryn van de Rheede**, Deputy Director, Department of Provincial Treasury, Western Cape Government, South Africa
- **James Drummond**, Junior Policy Analyst, Regulatory Policy Division, Public Governance Directorate, OECD

12:00-13:00 **Lunch break**

13:00-14:30

Breakout 1: Improving education and youth policies

Only recently has BI been applied to education and youth policies. Applications include "nudging" parents to support their children's learning or motivating students and young people to take full advantage of education opportunities. Opportunities exist to go further and use BI to improve education outcomes at both the individual and systemic level. BI could, for example, help identify the cognitive barriers to improving a school system, increasing socio-emotional skills of young people; and be applied to the design of teachers' professional learning and development.

Following from the morning session, this breakout group will focus on current and potential applications of behavioural insights towards improving education outcomes, youth policies and implementation plans and overall social inclusion.

Moderator:

- **Bernice Hlagala,** Director: Youth Development, Department of Planning, Monitoring and Evaluation, South Africa

Speakers:

- **Rebecca Metz Ross**, Deputy Director: Policy, Research and Analysis, Policy and Strategy, Chief Directorate, Department of the Premier, Western Cape Government, South Africa
- **Maha Haidar-Makki,** Co-Founder and Board Member, Nudge Lebanon
- **Zhi Soon**, Director of Youth, Education and Skills, Behavioural Insights Team, United Kingdom
- **Samantha de Martino**, Economist, The World Bank

Breakout 2: Creating safer communities and environments

Applications of behavioural insights to public safety have included testing tools for better policing like the use of cameras, diversifying recruitment in police forces and help young people choose safe weekend and evening activity options. However, this is an area that is still relatively unexplored and where there could be potential to develop new approaches to address issues that are of particular concern for citizens and communities.

Continuing the conversation from the morning session, this breakout will provide an opportunity to hear from those institutions that have been at the forefront in applying BI to public safety, especially from local and subnational governments, and discuss ways of exploring and scaling up potential applications.

Moderator:

- **John Cartwright,** Research Associate, Centre for Criminology, University of Cape Town

Speakers:

- **David Yokum,** Adjunct Associate Professor at Brown University, Senior Advisor to The Lab @ DC in the Executive Office of the Mayor of the District of Columbia, and Partner at Hugo Analytics, LLC
- **Saugato Datta,** Managing Director, ideas42
- **Guy Lamb,** Director, Safety and Violence Initiative, University of Cape Town
- **Umar Taj,** Research Fellow, Behavioural Science Group, Warwick Business School

Breakout 3: Making better choices in water, energy and transport

Human beings' footprint is 1.5 times the earth's total capacity to provide renewable and non-renewable resources. Today, the world population consumes three times the amount of resources consumed in 1970 – and this is expected to double again by 2050. Individual and organisational choices and behaviour matter for the use of energy, water and transport, and so does the regulatory and institutional framework that needs to reflect and facilitate these choices. In addition, new technologies are providing opportunities and challenges for adapting the provision of key public utilities to citizens and businesses. Beyond resource conservation, there might be also opportunities to better reflect the behaviour of end -users in the design and provision of these services and thereby increasing resilience of the system

This session will explore the application of BI to the design and implementation of policies and regulation related to key public utilities.

Moderator:

- **Karen Shippey,** Chief Director: Environmental Sustainability, Department of Environmental Affairs and Development Planning (DEA&DP), Western Cape Government, South Africa

Speakers:

- **Peter de Smedt,** Senior Scientist, DKB Behavioural Insights Team, Flanders regional government administration, Belgium
- **Anjali Chainani,** Director of Policy, Office of the Mayor, City of Philadelphia, United States
- **Priya Reddy,** Director of Communications, City of Cape Town, South Africa
- **Alan Sutherland,** Chief Executive, Water Industry Commission for Scotland, United Kingdom
- **Peter Peacock,** Chair, Customer Forum, Scotland, United Kingdom
- **Martine Visser,** Professor, University of Cape Town

Breakout 4: Delivering better health services and results

BI has been applied to address a wide range of health and wellbeing issues, ranging from alcohol and tobacco use to the prevention of heart disease, cancer, and obesity. BI has also been applied to the delivery of health care services, from preventing over-prescription of antibiotics to reducing infections in health care establishments.

This session will take stock of the current applications of BI to improving health outcomes and identify ways forward to ensure that behavioural choices are reflected in the design of health policies and services.

Moderator:

- **Justine Burns**, Professor, School of Economics, University of Cape Town

Speakers:

- **Fadi Makki,** Head, Qatar Behavioural Insights Unit, Qatar
- **Shyamala Thilagaratnam,** Group Director, Outreach, Health Promotion Board, Singapore
- **Msokoli Qotoli**, Deputy Director: HIV/AIDS, Department of Public Health, Western Cape Government, South Africa
- **Nicholas Owsley**, Research Associate, The Busara Centre for Behavioural Economics

14:30-15:00 **Networking break and afternoon tea**

15:00-16:00 **Panel Discussion: Public Sector response: Key insights and lessons learned**

What to do next? Building on the discussion in the breakout sessions, the panel composed of breakout leads will present and discuss ideas on how to take the agenda forward and help 'connect the dots' to solve complex policy problems through the application of BI.

Moderator:

- **Jacqui Boulle,** Chief Director and Programme Director, Department of Cultural Business and Sports, Western Cape Government

Panel:

- **Safety: Guy Lamb,** Director, Safety and Violence Initiative, University of Cape Town
- **Education: Nicholas Owsley,** Research Associate, Busara Centre for Behavioural Economics
- **Sustainability: Karen Shippey,** Chief Director: Environmental Sustainability, Department of Environmental Affairs and Development Planning (DEA&DP), Western Cape Government, South Africa
- **Health: Pelle Hansen,** Director of The Initiative of Science, Society & Policy at Roskilde University and University of Southern Denmark, Chief Executive of iNudgeYou

16:00-17:00 **Keynote address and Q&A**

What's next? How can behavioural insights help? The end note address will offer an opportunity to connect the dots and distill lessons and insights from a day of discussions on current and future applications of behavioural insights to address some of these complex problems.

- **Dilip Soman,** Canada Research Chair in Behavioural Science and Economics Professor of Marketing, Rotman School of Management, University of Toronto

17:00 **Closing remarks**

- **Marcos Bonturi,** Director, Public Governance Directorate, OECD

18:00 **Dinner**

Day 2: Mainstreaming behavioural insights across governments

28 September 2018

Cape Town International Convention Centre

As behavioural insights (BI) is becoming more widely applied in major policy agendas, governments face challenges in "how to" apply BI as well as ensuring that the science is applied responsibly. Following the seminal OECD Seminar on Behavioural Insights held in January 2015 and the OECD Nudging for Good Seminar held in May 2017, this second day will provide an opportunity for public policy officials and BI practitioners to discuss a policy making toolkit and ethical framework to support governments at all levels to implement behaviourally-informed approaches. This will be followed by a discussion about mainstreaming the application of behavioural insights within government.

08:30 — **Arrival and refreshments**

09:00-09:30 — **Opening remarks**

- **Marcos Bonturi**, Director, Public Governance Directorate, OECD
- **Anthony Hazell**, Chief Director - Policy and Strategy, Department of the Premier, Western Cape Government, South Africa

09:30-12:15 — **How to apply behavioural insights effectively and responsibly: The Draft Behavioural Insights Toolkit & Ethical Framework**

At the OECD Nudge for Good Seminar in May 2017, there was a strong call from public officials and BI practitioners for guidance on how to apply BI along the policy cycle, while also addressing ethical and transparency concerns. The OECD in partnership with Roskilde University in Denmark has been developing a practitioner's toolkit & ethical framework. In the spirit of developing a toolkit & ethical framework for practitioners by practitioners, this session will provide an opportunity to discuss the draft toolkit & ethical framework, collect comments and feedback before it is finalised.

Following a presentation of the draft toolkit and ethical framework, participants will break into small groups for an interactive discussion and reconvene to provide inputs into the design of the toolkit & ethical framework.

Speakers:

- **Filippo Cavassini**, Economic Adviser, Regulatory Policy Division, Public Governance Directorate, OECD
- **Pelle Hansen,** Director of The Initiative of Science, Society & Policy at Roskilde University and University of Southern Denmark, Chief Executive of iNudgeYou

12:15-14:00 — **Lunch break**

14:00-15:00 — **Panel discussion: Organisational behaviour change within governments**

BI is becoming more widespread around the world as an effective means for improving the efficiency and effectiveness of policies. However, more can be done to apply behavioural insights to improve the decision making and processes of government, such as reducing red tape. This panel would bring together policymakers and practitioners who have experience in building capacity and applying BI in innovative ways inside government.

Moderator:

- **Lori Foster,** Professor of industrial-organizational psychology at North Carolina State University and the University of Cape Town

Panel:

- **Anjali Chainani,** Director of Policy, Office of the Mayor, City of Philadelphia, United States
- **Rupert Gill**, Head of Behavioural Insight, Behaviour, Insight and Research Team, Customer Directorate, HM Revenue & Customs United Kingdom
- **René van Bavel,** Scientific Officer, Foresight, Behavioural Insights and Design for Policy Unit, Joint Research Centre, European Commission
- **Nick Malyshev**, Head of the Regulatory Policy Division, Public Governance Directorate, OECD
- **Josh Martin**, Vice-President, ideas42

15:00-15:15 **Afternoon tea**

15:15-16:15 **Panel discussion: Supporting governments to mainstream behavioural insights**

What does it take to mainstream the application of BI to policy design and delivery? This interactive panel discussion will bring the views from the participants and speakers on how lessons can be transferred to different contexts – such as regional or local governments and emerging economies – that face different constraints and challenges to the use of BI on a systematic basis. Topics to be discussed would include:

1) Leadership: who needs to be 'on board' for BI to take off, and how to gain buy-in for BI;
2) Institutional set up: what structures, if any, do governments need and how do they go about setting up, embedding, funding, and scaling BI work;
3) Frameworks for collaboration: how to break down silos and work collaboratively across government and with non-governmental partners; and,
4) Skills and capabilities: What skill sets do governments need to practice BI on a regular basis.

Moderator:

- **Anna Pietikainen**, Policy Adviser, Regulatory Policy Division, Public Governance Directorate, OECD

Speakers:

- **Tara Oliver,** Managing Director, Behavioural Economics Team of the Australian Government (BETA), Department of the Prime Minister and Cabinet, Australian Government, Australia
- **Javier Guillot,** Co-ordinator, Public Innovation Team, National Planning Department, Colombia
- **Ammaarah Martinus,** Director of Policy, Research and Analysis, Department of the Premier, Western Cape Government, South Africa
- **David Yokum,** Adjunct Associate Professor at Brown University, Senior Advisor to The Lab @ DC in the Executive Office of the Mayor of the District of Columbia, and Partner at Hugo Analytics, LLC

16:15-16:30 **Closing remarks and next steps**

- **Marcia Korsten,** Deputy Director-General, Western Cape Government, South Africa
- **Nick Malyshev,** Head of the Regulatory Policy Division, Public Governance Directorate, OECD

This session would focus on tying together the key themes of the day and discussing next steps for the various communities in the room. This includes notifying participants of a BI masterclass, building connections between countries and regions at various stages in applying BI, policy and behavioural work being conducted, and other topics.

16:30 **Close**

Who's Who

Marcos BONTURI, Director, Public Governance Directorate, OECD

Marcos Bonturi is the OECD Director for Public Governance. He leads a team of over 200 staff at the Public Governance Directorate (GOV). GOV helps governments design and implement strategic, evidence-based and innovative policies to strengthen public governance, respond effectively to economic, social and environmental challenges and deliver on government's commitments to citizens. It covers topics such as innovation, digital government, transparency, integrity, public procurement, public budgeting, gender-responsive policies, risk management and regulatory reform. Mr. Bonturi, who has both Italian and Brazilian citizenship, joined the OECD in 1990. Throughout his OECD career, Mr. Bonturi has held various senior positions, including Director for Global Relations and Deputy Chief of Staff in the Secretary-General's Cabinet, and has worked in several OECD Directorates. Mr. Bonturi studied Engineering at the Federal University of Rio de Janeiro, holds a Master's degree in Economics and has also undertaken Doctoral studies in Trade Policy and Development Economics at the University of Maryland.

Jacqui BOULLE, Chief Director, Department of Cultural Affairs and Sport, Western Cape Government

Jacqui Boulle is the Chief Director of the Western Cape After School Game Changer. She has over 30 years of development experience as a public servant, NGO leader and consultant. This includes running the SA NGO Coalition Poverty hearings in 1999, working on formalising the determination and training frameworks for expanded public works while the General Manager of Working for Water Programme and crafting the Provincial Youth Strategy as a consultant to Western Cape Government. Jacqui is particularly passionate about education and youth. In addition to her work building the After School Movement, she has worked extensively on youth development, pathways to employment and strategies to address poverty and inequality. Her particular skill is in bringing public, private and NGO partners together around a shared goal. Jacqui holds an economics degree and MBA.

Justine BURNS, Professor, School of Economics, University of Cape Town

Justine Burns is a Professor in the School of Economics, Director of the Research Unit of Behavioural and Neuroeconomics, and a research associate of the Southern African Labour and Development Research Unit, all at UCT. Her research interests include behavioural and experimental economics, trust and social cohesion, discrimination, labour markets and social networks, and intergenerational mobility. Her experimental work has focused on the effects of racial identity and income inequality on individual decision-making, as well as group co-operation in the provision of public goods. She has also published work on educational mobility, social assistance, and the impact of social networks on employment outcomes. From 2012-2015, she was the co-PI on a project with WCG and ideas42 to use behavioural insights to improve implementation and service delivery in the areas of energy efficiency, after-school attendance, community safety, healthy lifestyle adoption, and the reduction of age-disparate relationships in the Western Cape.

John CARTWRIGHT, Research Associate, Centre for Criminology, University of Cape Town

After more that thirty years as an academic career as an academic specialising in English and medieval literature, John Cartwright has for the last twenty years been working in projects aimed at creating and sustaining community safety, most often through the Centre of Criminology at the University of Cape Town. The essential principles underlying this work have been (1) to identify all available resources in any given place that can contribute to community safety, from aunties sitting observing the street to police agencies, (2) to build institutional arrangements that promote and sustain the effective and sustainable mobilisation and – where appropriate – integration of such resources.

Filippo CAVASSINI, Economic Adviser, Regulatory Policy Division, Public Governance Directorate OECD

Filippo has 10 plus years of experience working inside government, with public administrations and in international organisations. At the OECD, Filippo is working on good regulatory practices in OECD members and partners with a special focus on the governance of regulators and their independence, the application of behavioural insights, and good regulatory practices in South-East Asia,. Prior to joining the OECD, Filippo was a results management specialist at the World Bank, advising governments in Central Asia, Europe and Latin America, and was an international affairs specialist in the French National Assembly. Filippo holds a Master in Public Policy from Harvard Kennedy School. You can follow Filippo's tweets at @FilippoCavass1

Anjali CHAINANI, Director of Policy, Office of the Mayor, City of Philadelphia, United States

As Director of Policy, Anjali works closely with the executive team to forward the Administration's priorities under Mayor James F. Kenney. In an effort to improve local quality of life outcomes through evidence based tools and tactics, Anjali leads the City's GovLabPHL entity, a multi-agency team focused on developing innovative and evidence-based practice in city government. The GovLabPHL team is spearheading the citywide Philadelphia Behavioral Science Initiative in partnership with academic institutions, and the PHL Government Book Club. The team also partners with city agencies using other evidence-based methods such as service design and trauma-informed care to collaborate and optimize City program and service delivery. Anjali, a graduate of Temple University's School of Public Health previously served as a City Council staffer for 10 years, and is currently a PhD candidate at the University of the Sciences in Philadelphia.

Cameron CYSTER, Policy and Strategy Researcher, Research and Analysis, Department of the Premier, Western Cape Government, South Africa

Cameron Cyster is currently a Policy and Strategy Researcher for the Western Cape Department of the Premier. His work has spanned across the policy research and implementation domains, including portfolios such as Youth Development and Behavioural Insights. Before entering the public service, he was employed by his alma mater, the University of Cape Town, where he taught Organisational Psychology at undergraduate-level and supervised postgraduate research projects. During his academic career, his research focus was on

the behavioural determinants of sustained unemployment, specifically the structural barriers that resulted in discouragement amongst the unemployed. Cameron has a Master of Social Science specialising in Organisational Psychology, through which he has developed a strong interest in the behavioural sciences and its potential to tackle social ills.

Saugato DATTA, Managing Director, ideas42, United States

Saugato Datta is a Managing Director at ideas42, a behavioral science research and consulting firm, where oversees work in low- and middle-income countries in Asia and Africa. He works with partners in government, NGOs and firms focused on low-income populations to design, test and scale socially beneficial applications of behavioral science. His current work spans public health, violence reduction, financial inclusion, resource conservation, agriculture, the design of transfer programs, and helping cities use behavioral science to improve urban governance and sustainability. He has a PhD in economics from MIT, and undergraduate and master's degrees from the Universities of Cambridge and Delhi.

Josh MARTIN, Vice-President, ideas42

Josh Martin is a Vice President at ideas42 where he works primarily to facilitate the uptake of behavioral innovation in developing country governments, with a particular focus on social protection and government efficiency. Prior to joining ideas42, Josh was a policy advisor in Côte d'Ivoire's Ministry of Planning and Development, with various prior roles at Princeton University, the World Bank, the National Democratic Institute, and others. His primary domains of interest include cash transfer programs, governance, education, conflict dynamics, and religion. Josh has a masters from the Harvard Kennedy School of Government and speaks fluent Arabic and French.

Samantha DE MARTINO, Economist, World Bank

Samantha De Martino is an Economist in the World Bank's behavioral science unit - Mind, Behavior, and Development (eMBeD) which sits in the Poverty and Equity Global Practice. Her research is at the nexus of applied microeconomics and behavioral science, with a focus on developing and testing new measures for understanding behavior. She is currently leading projects addressing behavioral constraints in labor markets and local area development (South Africa and Cyprus), education (South Africa and Indonesia), energy and environment (Uganda, Madagascar, Rwanda, Senegal), and health (Turkey). She has extensive qualitative and quantitative experience in impact evaluation design and implementation of interventions for policy issues including land reform, renewable energy, environment, health, education, anti-poverty, youth unemployment and social protection in Africa, Latin America, East Asia, Eastern Europe and Central Asia with the World Bank, Institute of Development Studies, Innovations for Poverty Action, and the City of Cape Town. She holds a master's degree from Johns Hopkins University and PhD in Economics from the University of Sussex.

Peter DE SMEDT, Senior Scientist, DKB Behavioural Insights Team, Flanders

Peter De Smedt has an academic background in System Analyses (KU Leuven, BE). He has been working with experts and stakeholders on a common understanding of unsustainable trends by offering scenarios, behavioural insights and integrated solutions to support policy makers at (inter)regional and European level. In his previous assignment he worked as senior scientist at the EU Policy Lab in the Joint Research Centre of the European Commission. Currently, Peter is involved in establishing a Behavioural Insight team within the Centre of Government of the Flemish administration (DKB).

James DRUMMOND, Junior Policy Analyst, Regulatory Policy Division, Public Governance Directorate, OECD

James Drummond is a Junior Policy Analyst in the Regulatory Policy Division, where he works on issues related to the Network of Economic Regulators, regulatory policy, and behavioural insights. Previously, he served as a consultant in the Reform of the Public Sector Division in the Public Governance Directorate working issues related to high-level risk governance, inclusive growth, policy advisory systems, and the Public Governance Committee. He started his career in finance, working in one of Canada's top brokerage firms specialising in Canadian Armed Forces, Royal Canadian Mounted Police and Government of Canada relocations. James holds a MPP from the University of Toronto, MA in Political Science from Carleton University, and a BSocSc in Political Science from the University of Ottawa.

Lori FOSTER, Professor of Psychology, North Carolina State University, Adviser to UN Secretary General on Behavioural Insights and former member of the White House Social and Behavioural Science Team, United States

Lori Foster is a Professor of Psychology at North Carolina State University and head of the IOTech4D lab, devoted to research at the intersection of work, psychology, technology, and global development. She recently completed a two-year assignment with the White House Social and Behavioural Sciences Team and now helps lead the Behavioural Insights initiative at the United Nations. She has more than fifteen years of experience as a consultant, applying the science of work to regional, state, national, and international organizations. Prior to her career in academia, she worked for Personnel Decisions Research Institutes. Lori Foster's areas of research and practice expertise include computer-mediated work behaviour, humanitarian work psychology, behavioural economics, and workforce development. Her current efforts focus on how these areas and other aspects of Industrial-Organizational psychology can be used to enrich and improve work carried out for the purpose of addressing the most pressing economic, social, and environmental challenges facing our world today. This includes combining I-O psychology and information technology to enhance the well-being and work of aid professionals and volunteers, and to stimulate workforce development in lower-income regions of the world.

Tougieda GALLOW, Personal Assistant: Policy, Research and Analysis, Department of the Premier, Western Cape Government, South Africa

Tougieda Gallow has worked in government for over ten years, and has garnered extensive experience in this sector. She has been actively involved in rolling out awareness campaigns to communities across the Western Cape. She has also worked as coordinator and implementing agent in programmes being piloted in schools in the Western Cape. Her work background includes experience in Events coordinating, Marketing, Public, Relations, and she is a novice in Graphic Design. She currently works within the Policy Research and Analysis unit at the Department of the Premier, where she provides support to the Director across multiple projects.

Rupert GILL, Head of Behavioural Insight, Behaviour, Insight and Research Team, Customer Directorate, HM Revenue & Customs, United Kingdom

Rupert is Head of Behavioural Insight and Trials at HMRC, the UK's Department for Tax Administration, where some of the UK's first Behavioural trials were run ('9 out of 10 people in your area have already paid their tax') in partnership with the Nudge Unit. The team specialise in influencing the behaviour of both tax payers and the Department's own staff. Rupert has worked across the UK Government, including in the Prime Minister's Office in 10 Downing Street and the Treasury, and has led major behaviour change projects in employment and tax. He has a PhD from Cambridge University (thesis 'My Personality, Whose Responsibility?'). He lives in Brixton, London with his wife, Lizzy and two (soon to be three!) young daughters.

Javier GUILLOT, Director, Public Innovation Team (EiP), National Planning Department, Colombia

Javier Guillot leads the Public Innovation Team (EiP) at the National Planning Department (DNP), a ministry-level agency that directs strategic policy making and serves as the government's think-tank in Colombia. Javier holds a BA (National University of Colombia) and an MA in Philosophy (University of Pennsylvania), as well as an MPP (Hertie School of Governance). He has experiences in social and public innovation, qualitative and quantitative research, workshop facilitation, and consultancy for organizations such as UNICEF, the World Bank, and NGOs in Colombia, Brazil and Uganda. He is also a member of the Penn Social Norms Training and Consulting Group, for which he has led workshops on social norms theory in countries such as Peru, Mexico and the US. He is also the co-founder of Onda, a team that creates immersive learning spaces to bridge creativity with the resolution of collective challenges.

Maha HAIDAR-MAKKI, Co-Founder and Board Member, Nudge Lebanon

Co-founder of Nudge Lebanon, Maha's interests focus on Education and Inclusion in the context of Lebanon and developing countries. She is currently the Director of the MasterCard Foundation Scholars Program at the American University of Beirut. Maha has extensive experience in several school and university settings in Lebanon and the Arab countries where she had teaching, managerial, as well as advisory roles. Her academic background spans health sciences, education, and management. She holds a BS in Environmental Health, a Teaching Diploma and an MA in Science Education from the American University of Beirut. She also holds an MBA from the Ecole Supérieure des Affaires. Maha serves on the

board of The Assad Diab Cultural Foundation and is co-founder of Teach A Child, an NGO that strives to ensure that every child in Lebanon is given an education and the opportunity to prosper.

Bridget HANNAH, Deputy Director: After School Game Changer, Department of Cultural Affairs and Sport, Western Cape Government, South Africa

Bridget Hannah is the Programme Manager in the After School Game Changer, Western Cape Government. Coming from an international studies background and with a Masters in Health Policy, her passion is in development. Bridget is particularly interested in working to build strong, collaborative partnerships towards achieving collective impact.

Pelle HANSEN, Behavioural Scientist, Co-Founder of the European Nudge Network, Chairman of the Danish Nudge Network, and Founder of iNudgeyou, Roskilde University, Denmark

Pelle Guldborg Hansen is behavioural scientist, at Roskilde University. He is also the Director of ISSP – The Center for Science, Society & Policy at Roskilde University and University of Southern Denmark; Chairman of the Danish Nudging Network; Co-founder of TEN - The European Nudge Network, and CE of iNudgeYou - The Applied Behavioural Science Group. Hansen was awarded the PhD. degree from Roskilde University in game theoretical modelling of social conventions and norms in 2010. Since then he has worked with real world applications of behavioural economics, especially so-called 'nudge'-interventions, within a wide range of areas. He is the co-author the books The Blind Spots of Enlightenment and Infostorms (w. Vincent F. Hendricks) and has published his research in a range of international peer reviewed journals, including The International Behavioural Public Policy, Review of Economics, American Journal of Bioethics, Annual Review of Public Health and European Journal of Risk Regulation. His research has often received widespread public interests and has been reported, in amongst the outlets, The Economist, Foreign Policy, CNN, New Scientist and Wall Street Journal. In 2010 he founded as well as became the Chairman of The Danish Nudging Network that comprises +100 governmental institutions, municipalities, universities, organisations and businesses. In 2014 he founded TEN - The European Nudge Network together with Alberto Alemanno, Jean Monet Professor in European Law and Risk Regulation.

Anthony HAZELL, Chief Director: Policy and Strategy, Department of the Premier, Western Cape Government, South Africa

Prior to starting this role in November, 2017, Anthony was a Programme Management Advisor at the Department of Human Settlement, where he was responsible for knowledge and information management and strategic coordination. He also served as Chief of Staff to the Western Cape Minister for Human Settlements from 2009 to 2011. With a Bachelor of Science (Honours) degree in Zoology from University of Cape Town and a background in Strategic Communication and Relationship Management, he has completed a variety of executive development courses, from nomadic marketing to public management to understanding poverty and inequality and evidence for policy making and implementation. He is passionate about problem solving and innovation in the public policy arena.

Bernice HLAGALA, Director: Youth Development, Department of Planning, Monitoring and Evaluation, South Africa

Dr R.Bernice Hlagala is the Director responsible for Youth Development in the Department of Planning, Monitoring and Evaluation since 2007. She oversaw formulation of the National Youth Policy and ensured its approval; the signing and ratification of the African Youth Charter; hosted the 1st and 2nd Commonwealth Conferences on Youth Work. In 2014, she was recognised as a recipient for the best Commonwealth Youth Worker Award in the Africa region and the overall winner for the Pan-Commonwealth Youth Worker Award. She was also instrumental in developing the Youth Development Business Plan and Strategy for the Southern Africa Development Community (SADC); African Union (AU) Decade Plan of Action for Youth; AU Common position on youth development; M&E framework for the youth policy; and is currently working on a framework legislation for youth development in the country. Dr Hlagala has PhD from the University of Pretoria; Masters from Howard University in USA; Bachelor Degree in Social Work from University of Venda; National Diploma in Public Relations from University of South Africa; and a certificate in Management from Technikon South Africa. She is a mother to three (3) daughters aged 27, 12 and 4.

Marcia KORSTEN, Deputy Director General, Western Cape Government, South Africa

Marcia is currently the Deputy Director-General: Strategic Programmes in the Department of the Premier in the Western Cape Government responsible for Provincial Strategic Management which include the areas of policy and strategy, strategic management information and international and priority programmes. Prior to joining her current department, Marcia held numerous positions in the Western Cape Provincial Treasury including heading up the Public Policy unit and the Provincial Government Budget Office responsible for the promotion of effective management and responsive allocation of fiscal resources. She commenced her career as a Lecturer and Researcher in the Department of Economics at the University of the Western Cape (UWC) where she also obtained her Masters Degree in Economics. Her experience is in the areas of public policy, fiscal and budget policy, strategic management and economic development.

Guy LAMB, Director, Safety and Violence Initiative, University of Cape Town

Dr Guy Lamb is the Director of Safety and Violence Initiative (SaVI) at the University of Cape Town (UCT) in South Africa. Guy is a Research Associate, Centre for International & Comparative Politics, Stellenbosch University, and a member of the Western Cape Provincial Government's Community Safety Improvement Partnership, and is also an advisor to the South African Cities Network's Urban Safety Reference Group. Prior to joining UCT he was a Senior Research Fellow and Programme Head at the Institute for Security Studies. He has undertaken research and published on arms control, violence reduction, urban safety, policing and peace-building issues in Africa for more than 20 years. He has served on the UN Security Council Panel of Experts on Liberia and was a member of the UN's small arms control standards expert reference group.

Pete LUNN, Senior Research Officer, Economic and Social Research Institute, Ireland

Professor Pete Lunn is a behavioural economist, author and broadcaster. He runs a consumer decision-making laboratory at the ESRI in Dublin. His research uses a combination of laboratory and field experiments to investigate how people make economic decisions and to pre-test policy interventions. Pete is also the author of "Regulatory Policy and Behavioural Economics", a review undertaken for the OECD in 2014 that documents the application of behavioural economics to regulatory policy in OECD countries.

Fadi MAKKI, Head of the Qatar Behavioural Insights Unit, Supreme Committee for Delivery and Legacy, Qatar

Dr Fadi Makki is a pioneer in the application of behavioural economics and nudging to public policy in the Middle East. He currently leads the first nudge unit in the Middle East, the Qatar Behavioural Insights Unit (QBIU) within the Supreme Committee for Delivery and Legacy in Qatar. He is founder and President of Nudge Lebanon and the Consumer-Citizen Lab. He is a Senior Fellow at Georgetown University in Qatar and AUB Issam Fares Institute of Public Policy. He served as Director General of the Lebanese Ministry of Economy and Trade and Advisor to the Prime Minister. He worked previously at Booz & Company, the Islamic Development Bank and the WTO. He was Visiting Lecturer at AUB & USJ. He obtained his PhD from Cambridge University, Master's degrees from the London School of Economics and the University of Hull, BA from the AUB and LLB from the Lebanese University.

Nick MALYSHEV, Head of Division, Regulatory Policy Division, Public Governance Directorate, OECD

Nick Malyshev is Head of the OECD Regulatory Policy Division where he directs thematic analysis and country reviews of regulatory reform in OECD and non-OECD countries. He was responsible for updating the OECD normative framework on regulatory policy, now the 2012 Recommendation on Regulatory Policy and Governance. He is co-author of a number of OECD publications, including the 2015 Regulatory Policy Outlook, the 2011 publication, Regulatory Policy and Governance, Supporting Economic Growth and Serving the Public Interest and the 2010 study Risk and Regulatory Policy, Improving the Governance of Risk. He has also worked with a number of national governments to support their efforts to realise regulatory reforms including, most recently, Korea, Peru, Chile and Mexico. While at the OECD he has also worked extensively on the economic transition in Russia and central and Eastern Europe, including analytical and advisory work on a range of topics including regulatory policy and institutional reforms. Prior to joining the OECD, Mr. Malyshev worked as a financial analyst at GlaxoSmithKline, a pharmaceuticals company, and as a securities trader at Wall Street West, an investment bank. Mr. Malyshev, a US national, holds degrees in economics from Duke University and Colorado College.

Ammaarah MARTINUS, Director of Policy, Research and Analysis, Department of the Premier, Western Cape Government, South Africa

Ammaarah Martinus was born in Cape Town, South Africa. Interested in issues of governance, politics and international relations, she pursued studies in Governance and Political Studies at the University of Cape Town, and completed a Master's Degree in International Relations from her Alma Mater. Passionate about positive change and governance in South Africa, she began her professional career as a researcher for the Western Cape Provincial Legislature. Since then she has worked for the British High Commission, Western Cape Provincial Treasury and the National Department of Cooperative Governance and Traditional Affairs (COGTA). Her main interests are focused on how behavioural insights can influence policy development and implementation. She is currently the Director of Policy, Research and Analysis at the Western Cape Government, Department of the Premier. In her current role, she focuses on innovative research, policy development and strategic implementation in the social sector.

Rebecca METZ ROSS, Deputy Director: Policy, Research and Analysis, Policy and Strategy, Chief Directorate, Department of the Premier, Western Cape Government, South Africa

Rebecca Metz Ross is a Deputy Director in the Policy and Strategy Chief Directorate of the Western Cape Government (WCG). Her current work has a particular focus on children's and youth issues in the policy space. She most recently project managed the running of a Behavioural Insights intervention called Growth Mindset which targeted the psycho-social wellbeing of learners in schools. Rebecca has worked on a range of policy issues in both government and academia – including infrastructure in the public works department of the WCG and on inequality as a policy manager at the Southern Africa Labour and Development Research Unit (SALDRU). Her experience at the Abdul Latif Jameel Poverty Action Lab for Africa (J-PAL) focused on designing and implementing Randomised Control Trials in the areas of education and health. She holds a Masters degree in Public Affairs from Princeton University and a B.Soc.Sci (Hons) in Economics from the University of Cape Town.

Faisal NARU, Head of Strategic Management and Coordination, Executive Directorate, OECD

Faisal Naru is the Head of Strategic Management and Coordination of the OECD's Executive Director. He spearheaded the OECD work on Behavioural Insights including OECD conferences and publications including "Behavioural Insights in Public Policy". He established the OECD Network of Economic Regulators which works with CEOs and Commissioners of agencies to define a "world class regulator", to be independent body and protect from undue influence and enhance organizational performance and culture. He also led multi-lateral work in Africa, Asia and MENA. Faisal is a former member of the UK Government's Cabinet Office. He then Headed the Governance Practice and was on the Leadership Board for a global development consultancy working in Asia, Middle East, Africa and Europe on public sector change and performance improvement. He then was Chief Advisor to the Government of Viet Nam on economic and regulatory reforms. He graduated from the University of Oxford. You can follow Faisal's tweets at @Faisal_Naru or connect with him on LinkedIn.

Tara OLIVER, Managing Director, Behavioural Economics Team of the Australian Government (BETA), Department of the Prime Minister and Cabinet, Australian Government, Australia

Tara Oliver is the Managing Director of the Behavioural Economics Team of the Australian Government (BETA) in the Australian Government Department of the Prime Minister and Cabinet where she leads a diverse team of behavioural scientists, economists and policy practitioners. Prior to taking on this role, Tara held senior leadership roles in the areas of water policy, regulatory reform and fiscal policy and has contributed to policy development and implementation across a range of other policy areas including retirement incomes and Commonwealth-State financial relations.

Nicolas OWSLEY, Research Associate, The Busara Centre for Behavioural Economics

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Peter PEACOCK, Chair, Customer Forum, Scotland, United Kingdom

Peter has had a career in the public, private and third sectors. He is a former politician, serving at the most senior levels in local government in the Highlands before entering the Scottish Parliament where he was a Minister and Cabinet Secretary holding responsibility for a number of portfolios. He is a former Vice President of CoSLA and served on the European Committee of Regions; and was a Board Member of SNH and the Scottish Post Office Board. He worked for 12 years for Citizens Advice in Scotland; Chaired the Scottish Library and Information Council; and ran his own public policy consultancy in a small partnership. As well as Chairing the Customer Forum Peter currently serves on the OFCOM Advisory Committee for Scotland, acts as the Policy Director for Community Land Scotland, and undertakes various policy consultancy assignments.

Priya REDDY, Director of Communication, City of Cape Town, South Africa

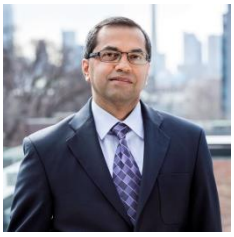
Priya has been Director for a year and a half. She has a great passion for the work she does in trying to make a complex organization with complex processes understandable for the people it serves. She is proud to be a part of an organization that is the best run municipality in the country and works with some remarkable people. The water crisis taught the City so much. It was hard on all Capetonians but we have so much to brag about now. She is so proud that she played a small part in changing the way we all think about water.

Anna PIETIKAINEN, Policy Advisor, Regulatory Policy Division, Public Governance Directorate, OECD

Anna currently works at the OECD on a number of regulatory policy issues, such as the governance of regulators, the use of good regulatory practices and of new tools like behavioural insights in OECD and partner countries. She has recently led performance assessment reviews of Mexico's and Ireland's economic and technical regulators and contributed to OECD work on the independence of regulators. At the OECD, she previously worked as advisor on co-operation with Latin America at the Development Centre, and as Counsellor to the Director at the Sahel and West Africa Club. Prior to joining the OECD, she provided guidance and support to governments in Latin America and the Caribbean on their national rural development programmes as Country Programme Manager with the United Nations - International Fund for Agricultural Development, IFAD. Anna is a political scientist with degrees in international relations and development studies from the London School of Economics and Sciences-Po Paris.

Karen SHIPPEY, Chief Director: Environmental Sustainability, Department of Environmental Affairs and Development Planning (DEA&DP), Western Cape Government, South Africa

Ms Karen Shippey has a Master's Degree in Environmental and Geographical Science from the University of Cape Town and over 20 years of work experience. Whilst her post-graduate studies focussed on Sustainable Development, her work experience took her into the world of infrastructure development, working as an Environmental Assessment Practitioner. She joined the Western Cape Government in 2011 and became Chief Director: Environmental Sustainability for the Western Cape in 2015. This role saw her providing oversight and leadership across the Provincial Climate Change, Green Economy Sustainability, Biodiversity and Coastal Management portfolios.



Dilip SOMAN, Professor and Director, Behavioural Economics in Action at Rotman (BEAR), University of Toronto, Canada

Dilip is the Canada Research Chair in Behavioural Science and Economics at the University of Toronto's Rotman School of Management, and also the Director of the University's Behavioural Economics in Action (BEAR) centre. He holds an undergraduate degree in Engineering (Bombay), an MBA (IIM) and a Ph.D in Behavioural Science (Chicago). His research is on behavioural science and its applications to welfare, policy and business. He has written published extensively in these fields, ncluding the 2015 book "The Last Mile". He also teaches a massive open online class (MOOC) on Behavioural Economics. You can follow Dilip on Twitter @Dilipsoman.

Zhi SOON, Director of Youth, Education and Skills, Behavioural Insights Team, United Kingdom

Zhi is Director of BIT's Youth, Education and Skills team, and was previously Director of the Behavioural Research Centre for Adult Skills and Knowledge, a joint initiative between BIT and the UK Government. BIT started life inside No.10 Downing Street as the world's first government institution dedicated to the application of behavioural science. It is now a social purpose company, jointly owned by the UK Government; Nesta (the innovation charity); and BIT employees. Before joining BIT, Zhi worked in the

New South Wales (Australia) Department of Premier and Cabinet's Behavioural Insights Unit, where he led the team's work on education. Zhi has also served as a Board Member on the New South Wales Board of Studies, the authority responsible for developing and monitoring educational standards in Australia's largest education system. Outside of education policy, Zhi has worked in the Australian Prime Minister's Office and served as an Australian diplomat.

Alan SUTHERLAND, Chief Executive, Water Industry Commission for Scotland

Alan advised the Scottish Government on the creation of Scottish Water in 2002. In 2008, he opened the world's first retail water market. Alan's approach is guided by the principle that a well-managed company will "go much further for their customers than they will for the regulator". He is constantly seeking to improve the regulatory framework and strengthen the relationship between the regulated company and its customers. In his role, Alan has worked with Defra in England, the EU in Greece and Romania, the IMF in Cyprus and the International Department of the Ministry of Water Resources in China. Alan is a member of the Bureau of the Network of Economic Regulators of the OECD.

Umar TAJ, Research and Teaching Fellow, Warwick Business School & London School of Economics and Political Science

Umar is a Research Fellow in Behavioural Science at Warwick Business School and a Teaching Fellow in Behavioural Decision Science at London School of Economics and Political Science. His interest lies in helping public and private institutions apply the latest insights from behavioural science to improve decision making. His current projects span the domains of tech, health, finance, energy, security, politics and education. Umar is the founder of Nudgeathon™ - a crowd-sourcing platform in which diverse teams of stakeholders come together to find behavioural solutions to social problems. He is also the founder of Behaviour Insight™ - a tech-based behaviour change solution that systematically identifies barriers to behaviour change and guides the user to develop successful interventions. He delivers regular training and facilitation workshops and has provided his service to over 50 global institutions.

Shyamala THILAGARATNAM, Group Director, Outreach, Health Promotion Board, Singapore

Shyamala is responsible for developing 'healthy ecosystems' in Singapore, bringing healthy lifestyle programmes to schools, workplaces and community touchpoints – with the aim of making the healthier choices, the easier choices. Behavioural insights and rapid prototyping form the basis of developing creative models of preventive care to improve population health – often in partnership with the public, private and people sectors. Prior to joining Singapore's Health Promotion Board, Shyamala was in clinical practice. Her medical degree, and her Masters in Public Health are both from the National University of Singapore (NUS); her M.Sc in Healthcare Management is from the University of Wales. She also holds an adjunct associate professorship at the Saw Swee Hock School of Public Health, National University of Singapore. When she's not working, Shyamala enjoys photography, which provides as much joy as the day job. She also loves travelling on roads less travelled, preferably where the wifi is weak.

René VAN BAVEL, Scientific Officer, Foresight, Behavioural Insights and Design for Policy Unit, Joint Research Centre, European Commission

René van Bavel completed his undergraduate degree in economics at Queen's University, Canada, and his MSc and PhD in social psychology at the London School of Economics. He is currently Scientific Officer at the European Commission's Joint Research Centre (JRC), working on the application of behavioural insights to EU policy-making. Over the past 12 years he has contributed as a researcher, policy analyst, and team leader to bringing scientific evidence to policy-making at the European Commission. Prior to that, he taught social psychology at the University of Cambridge. His research interests include the social psychology of economic thought, behavioural nutrition and physical activity, and online behaviour. He has published quantitative and qualitative studies in economic, psychology, and public health journals.

Taryn VAN DE RHEEDE, Deputy Director, Department of Provincial Treasury, Western Cape Government, South Africa

Taryn van de Rheede is a Deputy Director in the Western Cape Provincial Treasury, where she provides strategic guidance to inform economic policy and strategy for the Western Cape Government. She is an experienced public official with specialist knowledge in the areas of budget policy, public governance, socio-economic policy and strategy development, and monitoring and evaluation. This has spanned across different roles, including Economic Researcher at the Department of Economic Development and Tourism, Policy and Strategy Researcher in the Department of the Premier. Taryn graduated from the University of the Western Cape with a Masters in Economics.

Martine VISSER, Professor, University of Cape Town

Martine Visser is a Professor in the School of Economics, University of Cape Town and holds a Ph.D. from Gothenburg University in Sweden. Martine is The Director of the Environmental-Economics Policy Research Unit (EPRU; www.epru.uct.ac.za) and a Research Chair with the African Climate & Development Initiative (ACDI). She is also associated with various research units within the School of Economics, including the Research Unit of Behavioral and Neuro-economics Research (RUBEN) and the South African Labour Development Research Unit (SALDRU). Professor Visser specializes in behavioural economic applications to climate change, natural resource use, health and poverty alleviation. She is interested in how behavioural nudges can influence social change and also how social norms and preferences such as trust, cooperation and risk aversion impact on decision making. Martine mainly uses experimental methods (in the lab and in the field) combined with survey analysis and randomized control trials. She is also involved in several projects with the City of Cape Town and the Western Cape Government, investigating the role of behvioural nudges in water and energy savings.

Alan WINDE, Minister of Economic Opportunities, Western Cape Government, South Africa

Alan Winde is the Western Cape Minister of Economic Opportunities. On the 19th of September 2018, he was announced as the DA's candidate for Premiership in the province, following the 2019 elections. "For the past decade, our number one focus has been to create growth and jobs in the Western Cape, to make this a better place for all the people living here. We have worked hard to achieve this goal, adding the most jobs to the economy of any province in South Africa. It is now time to build on the successes of the past. My key priorities include accelerating job creation, driving better health and education outcomes, and pursuing innovative approaches to improve transport, safety and resilience." Short Biography: Alan Winde was born on 18 March 1965. Before he began his career in politics, he started and successfully operated 10 businesses in his home town of Knysna. In 1996, he ran as an independent candidate and was successfully elected to the South Cape District Council. Shortly afterwards, Alan was approached by the leadership of the Democratic Alliance to run for Provincial Parliament in the Western Cape, a responsibility and challenge he gladly accepted. Between 1999 and 2009, Alan served in various political roles, including as Chief Whip of the official opposition and Western Cape Provincial Finance Chairperson. In 2009, following the DA's victory in the provincial election, he became the Western Cape Minister of Finance, Economic Development and Tourism. In 2014, the Democratic Alliance once again won the Western Cape with an even greater majority. Alan took up the position of Minister of Economic Opportunities, in charge of the Department of Agriculture and the Department of Economic Development and Tourism. He enjoys spending time with his wife, Tracy, and children, Jason and Lauren. In his spare time, Alan is a keen cyclist and coffee drinker. He serves on the governing body of Rustenburg Girls' High School, as its Chair.

Kathryn WOOLDRIDGE, Policy Researcher, Policy, Research and Analysis, Department of the Premier, Western Cape Government, South Africa

Kathryn Wooldridge is a Policy Researcher at the Western Cape Department of the Premier, South Africa. Her work includes policy research, analysis and implementation in a range of areas including health and wellness, animal welfare, youth development and behavioural insights. As a former primary school teacher, she also has a background in the education space and is passionate about using her experience and knowledge as a policy researcher to help improve education and youth policies and outcomes. Her academic background includes Community Development and Industrial Sociology where she has focused specifically on issues that many communities in South Africa face such as poverty, inequality and poor education as well as issues relating to the South African labour market. Her Master's thesis is focused on examining some of the reasons behind the employment trends of domestic work in Cape Town and how some of these can be addressed in the policy space.

David YOKUM, Adjunct Associate Professor at Brown University, Senior Advisor to The Lab @ DC in the Executive Office of the Mayor of the District of Columbia, and Partner at Hugo Analytics, LLC

David recently moved to Brown University to establish and direct a new center that will support applied public policy research with state and local governments across the United States. Also stay tuned (@david_yokum) for a new podcast series, building off his prior hosting of The Podcast @ DC. David was the founding Director of The Lab @ DC and, before that, a founding member of the White House's Social & Behavioral Sciences Team and Director of its scientific delivery unit housed at the U.S. General Services Administration. His work has

been published in diverse outlets (e.g. Nature Human Behavior, Health Affairs, Journal of Empirical Legal Studies) and received widespread media coverage (New York Times, Wall Street Journal, NPR, etc.). David earned a JD/PhD (Psychology) from the University of Arizona, a Master's degree in Bioethics & Medical Humanities from the University of South Florida, and a B.S. in Biology from Birmingham-Southern College. He lives with his wife and two boys in Providence, Rhode Island, USA.

Helen ZILLE, Premier of the Western Cape, South Africa

Helen Zille is the Premier of the Western Cape. She was elected to office by the Provincial Parliament on 6 May 2009, and re-elected after the May 2014 general elections. She was educated at Johannesburg's St Mary's School, Waverley and the University of the Witwatersrand, where she obtained a Bachelor of Arts degree. Before Helen Zille began her career in politics she worked as a political correspondent for the Rand Daily Mail, where she covered key political stories, such as the death, in police custody, of black consciousness activist Steve Biko. In 1977 she was able to prove that Biko had been tortured to death and that the official version of the story, which claimed he had died of natural causes, was false. From the 1980s onward she became involved in NGOs and activist organizations, including the Open Society Foundation, the Independent Media Diversity Trust, and the Black Sash. She also campaigned against vigilantism and repression in the Cape Town townships, and was part of the peace movement that worked to bring warring factions in Crossroads together. She joined the former Democratic Party in the mid-1990s, where she was asked to reformulate the party's education policy and stand as a candidate on its election list for the Western Cape legislature. She also acted as Technical Adviser to the party at CODESA in the early 1990s. Helen was elected to the provincial parliament in the 1999 general election under the banner of the Democratic Alliance. From 1999 to 2001 she served as Minister of Education in the Western Cape Province. When the ANC gained power in 2001 she became Leader of the Opposition in the Western Cape legislature, where she remained until she was elected as a member of the National Parliament in 2004. As a Democratic Alliance MP she served on the Portfolio Committee on Education, and acted as the DA's National Spokesperson. Her constituency included Langa, Gugulethu and Khayelitsha. On 15 March 2006 she was elected as Mayor of Cape Town, and resigned from parliament. Two years later, in 2008, she was voted World Mayor in a poll of over 800 cities around the world conducted by global think tank World Mayors. On 6 May 2007 she was elected as the Leader of the Democratic Alliance, and was re-elected in 2012. Her term as DA leader ended in May 2015. In 2016, Helen released her autobiography *Not Without A Fight*. The City Press described it as the 'Nonfiction book of the year'.