

**MAKING THE
CHANGE HAPPEN**

**Accelerating change towards the
sustainable behaviours that really
matter – with NGOs and beyond!**

“Thank you so much! If you do it again, I will send my colleagues!”

– Isabell Ullrich, Christliche Initiative Romero (CIR)

“The Academy of Change was great, each participant had the chance to get into the spotlight and share his knowledge and experience.”

– Emese Gulyas, Association of Conscious Consumers

“I am thankful for the opportunity to be here, it gave me so much energy and long-term inspiration! A giant thank you for how you did the workshop and content!”

– Julia Roth, Foodmark

“There is a need to cooperate amongst NGOs on this topic, share these insights and use them as a framework for our communications in order to increase the impact.”

– Nathalie Markiefka, foodture

“This has been an incredible experience, I have learnt so much to take away/ digest/ share/ test - I am so grateful for the opportunity. I know this course will have a powerful ripple effect into the wider world and influence sustainable behaviours globally.”

– Natasha Yorke-Edgell, RSPB

“Thank you for such opportunity, I am going back home full of potential and positive energy to keep fighting to save our country and the world.”

– Layal Nehme, Innodev

Welcome To The Academy Of Change



Taste the Change

[www.aochange.org/
taste-the-change/](http://www.aochange.org/taste-the-change/)

We have 15 years of experience in understanding people's lifestyles and collaborating with decision makers around the world to develop and implement strategies to enable a good life for all. Our work has included lifestyle visioning and prototyping, dissemination of sustainable living promising practices, support to consumption and production policies, and business innovation pathways. The more we worked on these topics, the more we understood changing the way our societies work not only require new technologies, products or legislations but also a change in citizens' behaviours. There was a need to move beyond inspiring actors towards sustainable living and actually apply behaviour change frameworks to tackle behaviours of individuals and groups towards the sustainability goals.

Conversations with various partners and stakeholders reinforced the appetite for a better understanding of behavioural insights and its application on the ground to test and learn from real-life interventions. And more, it was necessary to replicate and scale up behaviour change action through multipliers with thought-leadership.

The Academy of Change was created in 2017 to address this need through a partnership between the CSCP and Behaviour Change funded by the KR Foundation. It is a pioneering programme on sustainable behaviour designed for future leaders working on climate change and sustainability, starting with the NGO sector. It offers a unique professional development journey to help NGOs build their skills to enable more sustainable behaviour within their target groups, allowing them to integrate evidence-based knowledge about the underpinnings of behaviours into their strategies and projects. It has also enabled networking and an inspiring peer knowledge exchange among NGOs based on their needs and experiences.

In addition, the Academy of Change facilitates direct testing of behaviour change interventions on the ground. In partnership with local NGO partners, the Academy of Change co-developed sustainable behaviour change pilots in different countries around the world. The goal is to engage NGOs in applying behavioural knowledge in practice, test behavioural theory in real-life cases and contribute to the evidence base on how to enable more sustainable behaviours. Innovative engagement tools are also a feature of the Academy, such as the online experience Taste the Change, which presents the journey of designing a behaviour change intervention in an interactive and engaging way.

For all these reasons, we are proud to be able to take the work to its next level of development with the Academy of Change 2.0, starting in August 2019.

We welcome you to learn more about the Academy in the pages that follow and invite you to join us developing successful approaches to enable a good life within the limits of a sustainable planet!

Michael Kuhndt,
CSCP Executive Director

Rosa Strube,
Team Leader on Sustainable Lifestyles

Academy Participants And Supporters

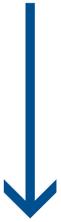


Content

1	Why Behaviour Change Is Important In Advancing Sustainability	6
2	What Do We Mean By Behaviour Change	10
3	The Academy Capacity Building Programme	11
4	Testing And Learning: 3 Behaviour Change Interventions In Focus	14
5	Key Learnings: 10 Steps Of A Great Behaviour Change Intervention	20
6	Taste The Change	24
7	Outlook: Academy Of Change 2.0	26
8	References	27
	Team	28
	Impressions	29

1

Why Behaviour Change Is Important In Advancing Sustainability



Survey

www.aochange.org/insights/survey

The results of the survey are eye-opening and make the case for placing behavioural insights among the core strategies to make the sustainable change happen.

Changes in consumption patterns and dominant lifestyles are a critical and integral part of the solutions package to addressing sustainability, especially if we are to deliver on the 1.5°C climate target.¹ In this transition towards a low carbon society, understanding how humans actually think and behave is crucial. It consists of a game-changing approach in tackling systems change²: one that challenges assumptions of rationality and aims to understand the real motivations of individual behaviour. In doing so, it proposes to intervene in the system through holistic solutions to support more sustainable living, shaped by the confluency of policies, the design of the physical environment, communications strategies, business offerings and social values.

In fact, evidence shows that behaviour change approaches have proven to be a powerful trigger towards societal change. They are particularly suited for tackling a range of lifestyle-related climate challenges, for example, in the energy sector, where civic mobilisation, information provision or financial incentives alone would not suffice.³

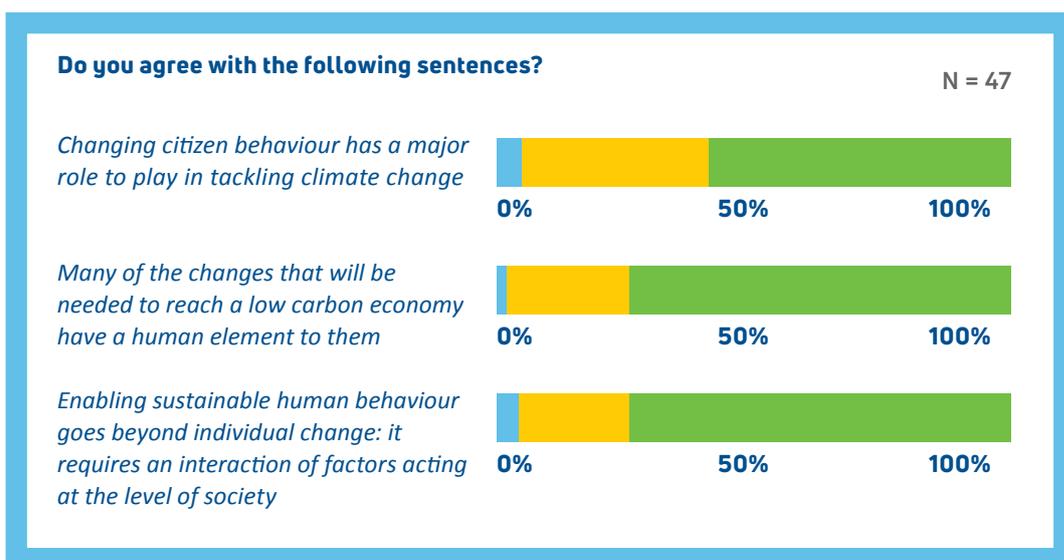
In view of the importance of transitioning towards more sustainable behaviours, a first step of the Academy of Change was to better understand what NGOs think and do about behaviour change. For that, we asked 200 of the most influential NGOs working on climate change and sustainability worldwide about their views, current use, needs and opportunities when it comes to applying behavioural knowledge into their own work. The results of the survey are eye-opening and make the case for placing behavioural insights among the core strategies to make the sustainable change happen. Highlights of the survey are presented below and you can download the full survey report here: www.aochange.org/insights/survey/

What NGOs have to say about behaviour change

Over 90% of respondents agreed or strongly agreed that changing citizen behaviour has a major role to play in tackling climate change. In other words, tackling behaviour change in the context of sustainability and climate change is as complex as inevitable, and NGOs recognise this. NGOs also acknowledged that enabling sustainable behaviour goes beyond individual change: it requires an interaction of factors acting at the level of society, in which policy instruments and business action also have a role to play.

Over 90% of respondents agreed or strongly agreed that changing citizen behaviour has a major role to play in tackling climate change.

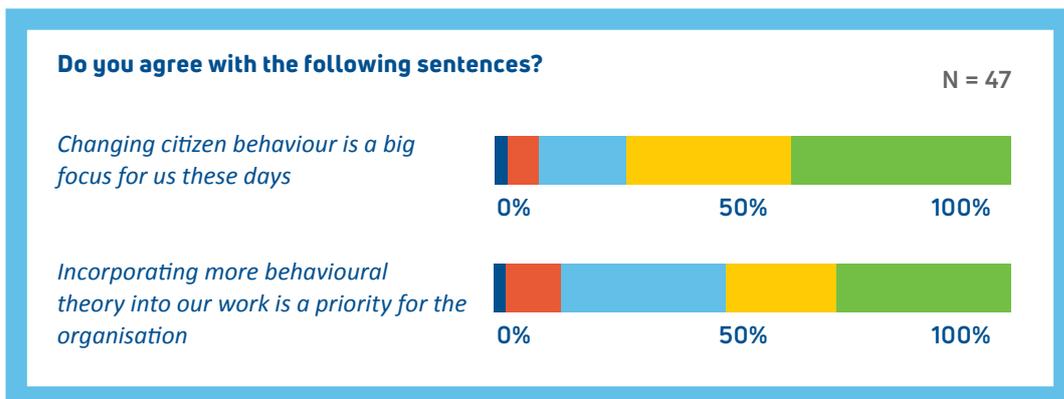
- strongly disagree
- disagree
- neutral
- agree
- strongly agree

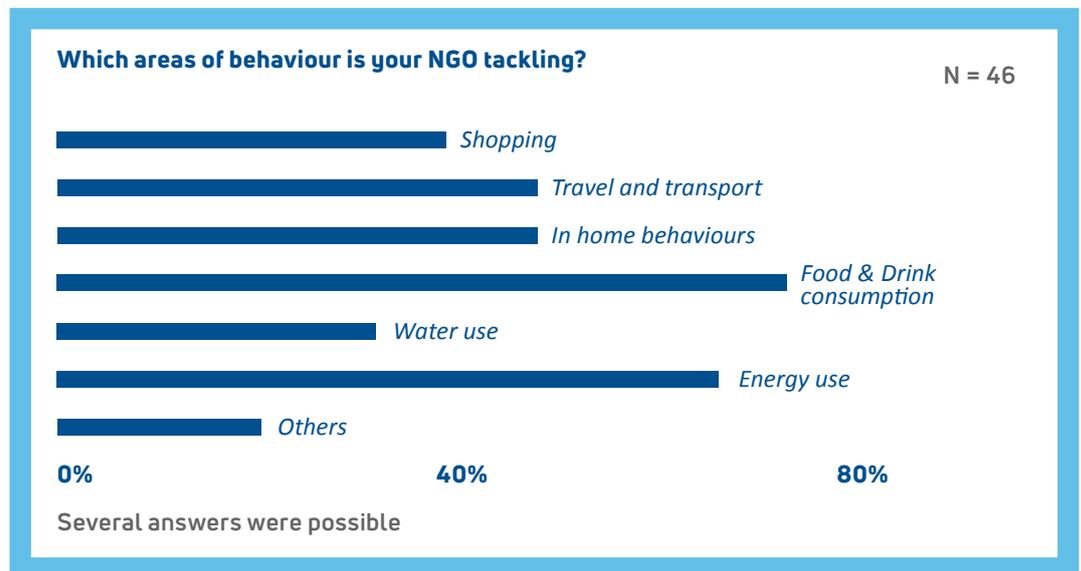


Despite their various target groups and types of activities, NGOs consider changing citizen behaviour as an important part of their work. In fact, several NGOs already have experience

finding ways to enable more sustainable citizen behaviour, in areas such as energy use, food consumption and mobility.

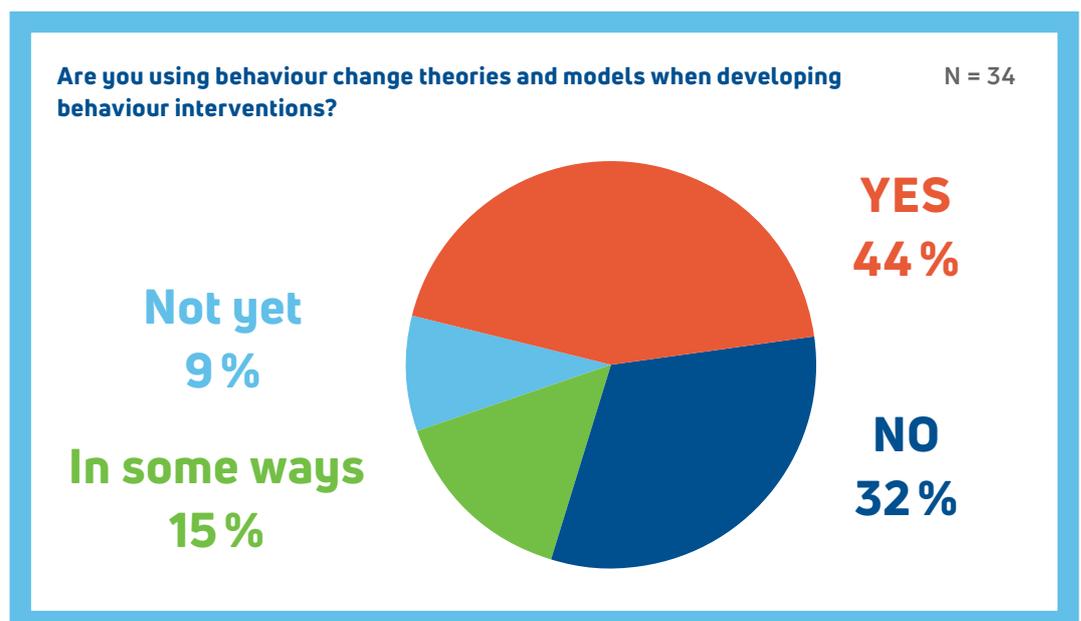
- strongly disagree
- disagree
- neutral
- agree
- strongly agree





When asked about the use behavioural insights, methods and tools, most NGOs declared not to use behavioural knowledge in a systematic way when planning and implementing behaviour change activities.

The need to integrate evidence-based knowledge into the behaviour-related activities that NGOs already conduct became clear. Doing so increases the impact and effectiveness of their activities.

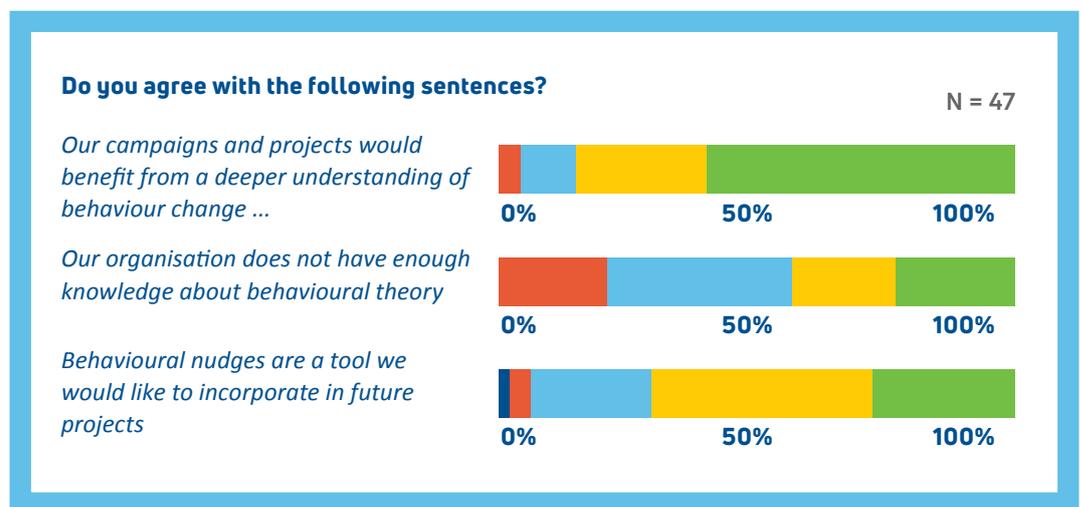


This need was also recognised by NGOs themselves: over 80% of respondents agreed or strongly agreed their campaigns and projects would benefit from a deeper understanding of behaviour change. By integrating evidence-based knowledge into the behaviour-related activities that NGOs already conduct, impact and effectiveness have potential to be increased.

Concrete activities could include increasing understanding among NGOs about ways to gather insights about their target audiences, learning and applying hands-on behaviour change tools, implementing creative behaviour change interventions on the ground, and measuring the actual change towards desired behaviours in the short-, mid- and long-term.

There is a clear need for integrating behavioural insights into NGO campaigns, projects and strategies, with the potential to generate positive impacts on NGO activities.

- strongly disagree
- disagree
- neutral
- agree
- strongly agree



These and other insightful responses helped the Academy of Change team conceptualise and deliver the Academy capacity building

programme and its supporting activities, introduced in the sections that follow.

2

What Do We Mean By Behaviour Change

In the last few decades, there has been a great deal of research in the area of behaviour change and this has changed the way we think about how people make decisions - our choices are most often not made based on fully conscious, deliberate, and rational processing of information.

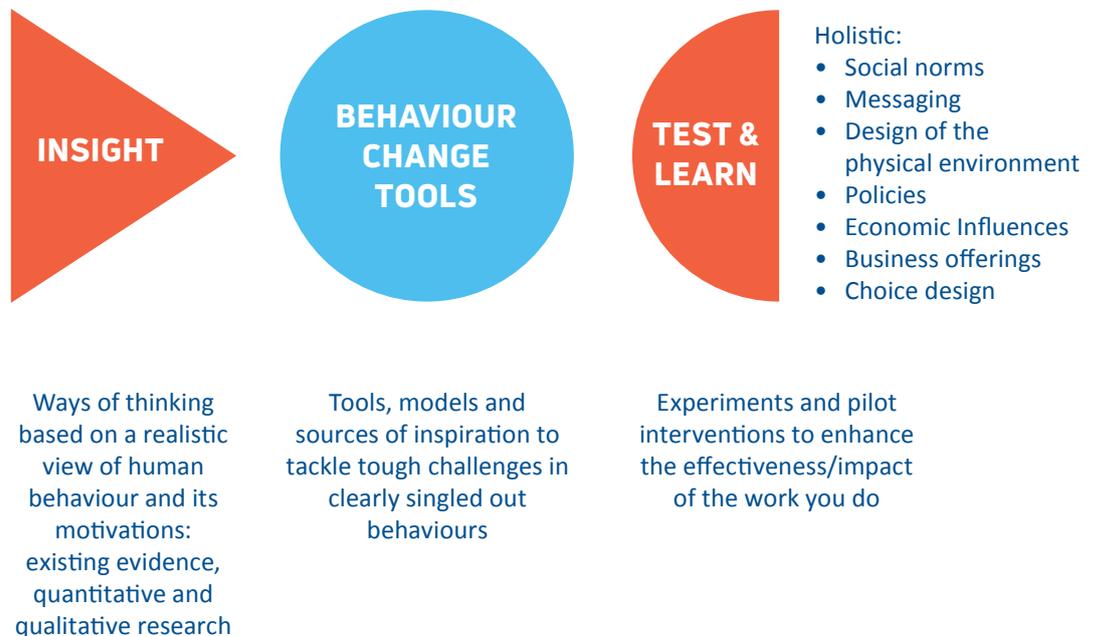
and act as mental shortcuts to help us avoid intense thought and survive information overload. This means that the provision of information and raising of awareness are necessary, but far from enough if we really want to achieve more sustainable behaviour.

Knowledge ≠ action
Attitude ≠ action
Intention ≠ action

If we better understand how and why people behave the way they do, we can better design interventions to address unsustainable behaviours and have greater chances to succeed. In the Academy, we believe great ideas come from a combination of insight, behaviour change knowledge and testing prototypes on the ground. By tackling the drivers of behaviour in a systemic and holistic manner, solutions opportunities are shaped by the confluency of various factors, including the design of the physical environment, communications strategies, public policies, business offerings and social values.

We are emotional, we are embedded in social networks, and we are influenced by the context of decisions and the way choices are presented.⁴ Cognitive biases come into play

We believe great ideas come from a combination of



The Academy Capacity Building Programme

The aim

The Academy of Change capacity programme was designed for future leaders working on climate change and sustainability within the NGO sector. It offers a unique professional development journey to help build skills to enable more sustainable behaviour within important target groups and to allow the integration of evidence-based knowledge about the underpinnings of behaviour into NGO strategies and projects.

The programme was designed based on the needs and interests of NGOs, and tailored to both help master the challenges around the implementation of behaviour change knowledge, and encourage interdisciplinary strategies focused on enabling more sustainable behaviours and lifestyles. By unlocking the practical applications of behavioural theory, NGOs have the opportunity to boost the impact of their work.

The programme

The Academy of Change programme is laid out in a way that enables participants to actually try out the design, implementation and testing of interventions, using their own project ideas. In recent decades there has been a lot of research conducted in the area of behaviour change and there are various models that aim to explain how humans think and behave.

Because of this vast volume of literature and research and due to the complexity of human behaviour, there is a need to break down the design and implementation of interventions into different steps or elements to reduce the challenge of addressing peoples' behaviour towards sustainability.

To that end, the programme was structured around modules, beginning with the importance of understanding the target group and its specific behaviour; continuing with behavioural theories and how to implement interventions; and ending with evaluation of impacts and how to bring it all together. Each module was organised around a webinar, including expert presentations, discussions and homework. In addition to the webinars, there were physical workshops, enabling a person-to-person exchange and networking among the NGOs.

In the first edition of the Academy of Change project, over 75 NGOs applied to join the capacity building programme. 60 NGOs were selected based on their commitment to the programme and their ability to apply the programme content in the activities of their NGOs. The programme was delivered between June 2018 and February 2019.

3

The Modules

Module 1



Introduction to the Academy and to the concept of behaviour change

Besides providing a general introduction to the programme, module 1 discussed why behaviour change is important in promoting sustainable behaviours, provided initial inputs about what drives behaviour and shed light on complexities .

The importance of building in evaluation thinking early on was also explored, along with myth busting common misconceptions around behaviour change and exchanging about strategic and moral perspectives.

Module 2



The importance of insight

The value of gaining proper insight upfront in designing a behaviour change programme cannot be underestimated. Before jumping into the application of theory, it's vital to have as full an understanding as possible of the people whose behaviour you're trying to change. This module covered:

- The need to understand the current behavioural context of NGO target group/ audience
- The importance of trying to find innovative ways to understand and break down how people really behave
- A selection of tried and tested research methods
- The role of segmentation
- Examples of great insight from outside the group and within

Module 3



Behavioural theories and tools and their practical application

Behavioural science provides us with a growing and powerful body of evidence of what works when it comes to changing behaviour. But if you're new to the discipline, much of this academic work can feel impenetrable and there is now a bewildering range of theories and models to come to grips with. Knowing where to start and what to focus on is vital if you are to develop the right intervention for a given issue. This module covered:

- What the body of theory can tell us
- Right and wrong ways to apply it
- What are the most useful tools available to help us
- How to use them to develop interventions to change behaviour
- Being specific about what behaviour NGOs are trying to change
- Practical sessions to apply this knowledge to NGO current projects and behavioural challenges
- Opportunities for networking and knowledge exchange between participants

Module 4



Implementing behavioural interventions

After researching your audience, narrowing down an insight and developing a behaviourally led intervention, the next step is to put it into practice... Many great ideas fail for practical reasons so good planning is vital. Other ideas can fall flat because they haven't been executed in an engaging way. In this module all aspects of best practice in implementation were covered:

- Strategies for successfully delivering interventions on the ground
- Considerations such as feasibility, scalability and cost
- Channel selection
- The significance of creativity in execution
- How to encourage positive spillover and avoid rebound effects
- Sustaining behaviour change over the longer term
- Examples of great interventions from outside the group and within, encouraging NGOs to share their own case studies

Module 5



Evaluating sustainable behaviour change

Evaluation is vital in providing evidence of effectiveness of interventions, justifying funding and spend, securing scale-up and supplying positive stories for members, supporters, funders or the media. It's often the thing that gets pushed to the bottom of the priority list, especially when budgets are tight, and many behavioural interventions are notoriously hard to measure. Concretely, topics of module 5 included:

- The importance of robust evaluation
- How to build evaluation thinking in from the start of projects
- The challenges of evaluating sustainable behaviours
- Why measuring outputs may be helpful if you can't always measure outcomes
- A range of innovative evaluation methods
- Evaluating on a low budget

Module 6



Bringing it all together

In our final module, we took a step back from the practical details and looked at how all of what we've run through comes together into a brilliant project. We finally had the knowledge and headspace to look at some of the bigger strategic questions and issues surrounding the discipline of behaviour change. This module covered:

- Bringing the learning from the first 5 modules together
- The bigger picture of long-term behaviour change and exploring its limits
- Discussing in more detail strategic and moral perspectives
- 'Cascading' knowledge to others within NGOs
- Practical tools to help NGOs implement and share learning
- Discussion and debate to build on specific issues raised during the programme
- Practical sessions to apply this knowledge to NGO projects and behavioural challenges
- Opportunities for networking and knowledge exchange between participants.

4

Testing And Learning: 3 Behaviour Change Interventions In Focus

As part of the Academy of Change, the processes and tools for designing behaviour change interventions have also been tested together with three NGOs in three pilots. The pilots were designed to offer first experience in real-life challenges with the material of the Academy of Change programme through a

small 6-month intervention. The pilots are summarised below: on reducing meat consumption, conducted by Greenpeace Spain; on increasing energy efficiency at home, by Friends of the Earth China; and on lowering the levels of household food waste, by Verbraucher Initiative in Germany.

Hack The Campus: A Pilot To Reduce Meat Consumption And Change Mindsets Around Meat And Plant-Based Food

Partner

Greenpeace Spain and Greenpeace International

Place

Madrid, Spain

Date

January – June 2019

Aim of the pilot

This pilot aimed to shift food choices in university canteens in Madrid, Spain from meat-based dishes to plant-based ones. Additionally, in cooperation with Lancaster University, mindset shifts were investigated.

Targeted behaviour

Consume less meat and more plant-based food when eating at the canteens.

Intervention

The intervention was deployed at the Faculty for Political Science and the Faculty for Information Science at the Universidad Complutense in Madrid.

As a first step, vegetarian meals had to be introduced to both canteens, as originally there was no vegetarian offer available. For this, a nutritionist developed menu suggestions and recipes for the canteens. As a second step, the interventions were introduced in the canteens. In both canteens, social norm posters and dynamic normative messaging were introduced. In one canteen, on top of this, nudging was also applied through stickers on the ground leading to the vegetarian options. This differentiation was done to test if the two interventions combined were more impactful than if just one intervention was applied.

Evaluation of impacts

Evaluation of the results of the intervention was carried out by measuring the sales figures for vegetarian meals before, during and after the intervention.

When looking at the sales figures, in one of the canteens the sales of vegetarian dishes went up with the introduction of better-quality vegetarian choices, while the introduction of the dynamic normative messaging intervention seemed not to lead to further increase of sales. The introduction of dynamic normative messaging and nudges in the other faculty led to an increase of sales at the beginning, which decreased however after some weeks. Sales of menus were estimated in one of the canteens by the staff, while in the other canteen overall numbers of menus sold were too small to make any statistically relevant assumptions.



Photos of the intervention in the canteen



Learnings

- The interventions had a satisfactory impact on the number of vegetarian meals served, however it is not possible to confirm whether the interventions were the only causing factor.
- Behavioural changes must be sustained at least in the medium-term with subsequent interventions to avoid “fall backs” to pre-existing habits: e.g. organizing more in-depth debates within the faculty; continuing with variations of the interventions; introducing new interventions etc.
- Introducing a pilot is a good strategy to then aim for a more permanent change in public canteens. Lobbying for such change right away would have been more difficult and likely create resistance by public institutions.
- It would have been better to choose canteens that already had a vegetarian menu, as opposed to introduce it as a step before the interventions.
- It would have been helpful to introduce a better sales tracking system than a manual counter that led to approximations.
- In the future, pilots will be initiated at the beginning of the academic year to a) have more time and flexibility; b) avoid that students potentially willing to buy vegetarian to initiate the habit of seeking for alternatives outside the campus or bringing their own food.



Outlook

Both canteens expressed the interest in continuing serving the plant-based meals next year. Clearly the sales results were satisfactory for the food providers and the logistical hurdle was not as big as initially thought. Greenpeace International plans to take the learnings of this pilot to other projects that aim to reduce meat consumption and change attitudes around meat. At the moment, Greenpeace International is campaigning in 14 countries and the learnings from Spain can be taken into consideration for new project design, communication plans, and campaign demands in other countries.

4

Participants receiving daily tips through the WeChat social media group



Live More Sustainable: A Pilot To Change Lifestyle Behaviours After Visiting The Low-Carbon Exhibition Hall

Partner

Friends of Nature China

Place

Beijing, China

Date

January – June 2019

Aim of the pilot

This pilot aimed at supporting visitors of the Low-Carbon Exhibition Hall, run by Friends of Nature China, to implement low-carbon living measures in their homes and lifestyles.

Targeted behaviour

The pilot intended to support various household behaviours, concretely:

- Saving standby energy consumption
- Saving water and electricity
- Green transportation
- Reducing waste
- Recycling
- Avoiding single use plastics

Intervention

By visiting the Low-Carbon Exhibition Hall, visitors would learn different ways to perform low-carbon lifestyles behaviours, from energy saving measures through to waste reduction. To support participants changing their own behaviours after visiting the exhibition, the pilot tested two interventions with different groups of visitors: one using commitment and one using a daily interaction via social media.

The first intervention used commitment to influence behaviour change of a group of children and their families. Besides learning about low-carbon actions in the exhibition, this group also received daily tips through a WeChat social media group. The group committed to changing one specific behaviour by recording and sharing a video on that behaviour change. The children could choose one or two behaviours for making the commitment.

The second intervention tested how daily interaction via WeChat groups with adult visitors to the Low Carbon Exhibition Hall and the use of social norms would influence behaviour change on the different low carbon behaviours listed above. The adults were asked to share pictures of their low carbon behaviours with the chat group.

Commitment video examples



Evaluation of impacts

For the first intervention on commitment, questionnaires before and after the commitment period were used to determine whether the behaviour of the participants changed. Despite the difficulties in getting the families to respond to the questionnaire, the intervention showed that some parents of the children who made the commitment became volunteers for the project's cause. Moreover, the school teacher of the children booked more visits to the Low-Carbon Exhibition Hall.

For the second intervention, with the WeChat group using social norms, evaluation was carried out by analysing how active the group participants were, the number of photos they sent, and the effect of the intervention on behavioural change. However, reporting back behaviour change in the group proved to be a challenge, with low level of participation. Additionally, one of the WeChat groups was cancelled by a third-party owner so the intervention could not be followed through.

Learnings

- The intervention involved six behaviours over a relatively short period, which made it difficult to both enable the expected changes and quantify impacts and results.
- Climate change impacts were difficult to quantify because the sample size was too small and the results of interventions were hard to evaluate.

- Research and evaluation should not be limited to questionnaires, but also use more face-to-face interactions to be more efficient and effective.
- The practical use of behavioural change theory in Friends of Nature is the first local case in a Chinese NGO, which is a good basis for further learning and application.
- Cultural background factors need to be considered in more detail when designing future interventions, including how people perceive interaction with social media and what they are willing to share in public, considering cultural differences between China and other countries.

Outlook

For future activities, Friends of Nature plans to continue building theoretical knowledge on the concept of behaviour change. Internally, the organization will start the theoretical training of colleagues and volunteers in the organization, set up a public study group, add the behaviour change course to the training course for volunteers, and let the study group members do case study themselves, turning theory into practice.

In upcoming activities, Friends of Nature considers cooperating with professional institutions like universities or academic institutions to enhance the impact of the activities.



Examples of stickers

Too Good To Go: A Pilot To Reduce Food Waste In Households

Partner

Verbraucher Initiative

Place

Berlin, Germany

Date

December 2018–
June 2019

Aim of the pilot

Every year almost twenty million tons of food is thrown away. Experts estimate an average person living in Germany disposes of a fifth of the food purchased. The aim of the pilot was to sensitize the participating households to the topic of sustainable food consumption and, through active monitoring and counselling, to reduce the amount of food being thrown away.

Targeted behaviours

To reduce the amount of food being thrown away, one or several of the following behaviours, depending on the different households, were targeted:

- buying only as much food as needed
- planning meals in advance
- smart shopping
- proper storage
- finding tasty recipes for left-overs

Intervention

The first phase (preparation phase) comprised of gathering insights through existing evidence and literature on similar experiments conducted within and outside of Germany. The results were used, for example, in the preparation of project materials and questionnaires for the various project phases. As a next step, Verbraucher Initiative published a public call and selected six households in Berlin, two of each type described below:

- Singles, 20–35 years old
- Families with 1-2 children, 30–45 years old
- Couples (working) without children, 45–60 years old

The participating households were interviewed about their motivation for joining the pilot, their current lifestyle habits and possible desires and goals for change. On this basis, the steps towards reducing food waste and the individual scope of assistance needed were determined.

As a further step, during a 4-week period, the households were assisted by a personal “FoodWaste Coach”, received stickers to remind on better food-saving behaviours at home (see picture below) and a brochure to support them with better meal planning and shopping through selected recipes for a week. The selected households were asked to document their current behaviour patterns concerning their purchase, consumption and disposal of food in a “FoodWaste Diary”,

Evaluation of impacts

At the end of the intervention phase, Verbraucher Initiative evaluated the diaries of the participating households to see whether habits actually changed, i.e. by comparing the bills, the amount of money spent, the amount of food purchased and thrown away both in the start and in the end of the pilot. Unfortunately, the participants perceived these diaries as too time consuming to complete in the level of details requested.

Cover page of the food waste diaries



Additionally, there were individual interviews with the households on the following topics:

- The amount & type of information and assistance needed to achieve behaviour changes
- Individual learnings: Which behaviour changes can be implemented permanently/sometimes/not at all and why/why not?
- Necessary changes in their surrounding environment (offers of canteens and cafeterias, opening hours of shops and markets,) for sustainable consumption of food
- Suggestions for rolling-out these learnings to other stakeholders

During the interviews, a range of positive and relevant feedback was provided by the participants:

- Several households stated they paid more attention to the recycling of food leftovers
- Several households indicated having adopted more conscious purchase behaviours, a “shopping list” is now regularly used
- One household paid more attention to the size of the packaging
- One household stated that it would make sure not to cook too large portions even after the end of the pilot
- One household stated they had started cooking again and that they were taking cooked food to work
- One household felt empowered by the pilot

in its current level of knowledge and actions

- Challenges identified included eating out of home every day, having two residences, and dealing with left-over school sandwiches

Learnings

- The majority of households felt that, despite their efforts, too much was thrown away in their own households.
- The need for individual tips for action was seen differently. The recipes were regarded as less necessary, which is certainly also due to the fact that almost all households cook a lot themselves and have the needed experience. On the other hand, the practical tips on storing food were well received.
- The Food Waste Diary was generally rated as very helpful, however, it was pointed out several times that honest and timely filling is associated with considerable time expenditure.

Outlook

Verbraucher Initiative is planning to offer some of the pilot activities like support with diaries and evaluation of results to its own members. They are also planning to offer an online course on Food Waste.

5

Key Learnings: 10 Steps Of A Great Behaviour Change Intervention



Throughout this 6-module journey, the Academy team distilled the 10 steps leading to a great behaviour change intervention. The steps helped NGOs to bring together the key

behavioural knowledge aspects learned along the way and supported cascading information to others within NGOs towards organisational change. Check them out!

1 The Right Lens

First, Decide If Behaviour Change Is The Right Lens

Are you really trying to change behaviours not attitudes? Is there a tangible behaviour at the heart of what you are doing? Having this clear upfront is crucial. Let's keep in mind that

attitudes do not necessarily equal behaviours considered consistent with such behaviours. The effectiveness of behaviour change interventions requires having a concrete behaviour element at the core of the work.



2

The Audience

Understand The Audience

Understanding the people whose behaviour you're trying to change is the very first step to take when thinking about changing behaviour. It's easy to resort to false assumptions when it comes to thinking about target audiences, their motivations and priorities. The goal here is to really get under the skin of what people currently do and why. Part of the work is to investigate what the barriers to and opportunities for change might be. For that, existing evidence as well as qualitative and quantitative research provide the means to get to reliable answers.

Workshops
Mini_groups
Friendship_triads
Stakeholder_interviews
Ethnography
Focus_groups
Depth_interviews
Deliberative_research
Social_listening
Autoethnography
Diaries

3

The Behaviour



Focus On A Behaviour

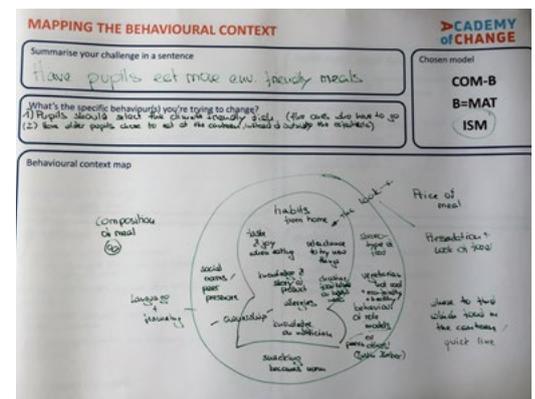
Once you know better your target audience, it is important to break down the ecosystem and be specific about the behaviour you are trying to change. When it comes to mobility behaviours, for example, 'moving less by car' is not yet the level of granularity for defining a behaviour that would be needed. The level of detail needed would come by asking questions such as: moving from where to where, when, and what would be an alternative behaviour?

4

The Model

Map The Behaviour With A Model

Using models to map the behaviour of focus is useful for establishing the context in which the behaviour sits. Current behavioural models tend to break down behaviours along broadly similar lines: a. Can people do it? (look into capabilities) b. Do people want to do it? (look into motivations) c. Is there a reason to do it now? (look into opportunities or triggers, moments in which action is prompted). In the Academy of Change, a few models were used as means to support NGOs mapping behaviours objective of interventions, including B-MAT, COM-B and ISM.



5 
The Tools

Select Behavioural Tools To Help You Develop Ideas

Once the behaviour is mapped out, behavioural tools can be helpful in identifying areas for intervention and conceptualizing how the intervention will happen in practice. Social norms, commitment and nudging are some of them. Is the desired behaviour already a majority thing? Can you raise the stakes towards compliance with the desired behaviour? Can you make it easier? Depending on the type of behaviour and context you are working with, other instruments such as policy tools, infrastructure or economic measures may also be necessary.



6 
Time and Place



Identify The Right Time And The Right Place

It is helpful to think about when and where are people likely to be most receptive to your intervention. This could be about specific times in people’s daily routines, but also about relevant moments of change in life, such as the birth of the first child, getting married or retiring.

7 
Make it Fun

Make it Fun

Enhancing engagement by making the desired behaviour attractive, relevant and novel can give an innovative and fresh spin to what you are doing. Bringing creative people onboard and building in a reward are some of the ways of making it possible.



8

Collaborate



Collaborate

Have you thought about if others are already doing what you want to do? Or whether others can help you out with activities related to your intervention that are not part of your expertise? Or even if carrying out the intervention with partners can be more impactful or simply more fun? Avoid confusion, share resources and bring in unusual suspects.

9

The Impact

Identify The Best Way To Measure Impact

If behaviour is what you are trying to address, you should measure behaviour to evaluate the impact of your work. But is it possible to measure the actual behaviour you are targeting, and if so, how? Surveys with control and treatment groups, before-and-after sales analysis, and follow-up interviews ways to evaluate impact. In any case, it is important to be careful about the obsession with numbers. When it comes to addressing behaviours and lifestyles, often understanding why and how a certain thing is happening can be more helpful than just knowing “what” or “by how much”.



10

Reality Check

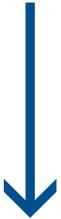


Do A Reality Check And Interrogate Bigger Strategic Questions

This entails recapping how, where, and by who your intervention will be delivered. What’s the exact process? What could go wrong? This is also about looking into bigger strategic questions, e.g. the values of your audience, the connections of the behaviour with wider systems, and the ethics around the behaviour you are aiming to change. These are questions we are also exploring in the Academy of Change.

6

Taste The Change



Taste the Change
www.aochange.org/taste-the-change/

The Academy of Change also looked into ways to make the engagement opportunities with the topic of sustainable behaviour change as interactive and engaging as possible. This was not only for NGOs, but for stakeholders at large. Based on this vision, Taste the Change was created: a behaviour change online journey. If you succeed in reaching the end of the journey, there is a reward waiting for you:

you have the opportunity to play the behaviour change lottery. Curious? Then try directly the real thing, you just need a smart phone with a camera to scan the QR code below, or simply click here to see it in your browser, and you are set to start!

So what is on your menu today?

TASTE the CHANGE
A real-life experience by the Academy of Change

Let's say hello to Chris! He is a super nice guy. He goes to the canteen at work every day and always picks the first option on the menu — the meat dish. He does not think about his choice, it just comes automatically.

[▶ Start the Journey](#)

Why sustainability needs behaviour change

Chris and most people around him care about the planet and a good life for future generations but often he does not act according to these values and intentions. Nor do the people around him. He reads a lot about climate change, biodiversity loss and sustainability in the news, but doesn't make the connection to his own behaviour—like what he is having for lunch at work. We call this a gap: between intentions, attitudes, knowledge... and actual action. Perfectly rational decisions are not on the menu for most of us.

What do you know about eating meat?

- Each European eats approx. 69 kilos of meat each year. **True** **False**
- About 25% of global emissions come from food. **True** **False**
- Levels of vegetarianism in Europe have seen rapid growth in the past years. **True** **False**
- Transition to healthy & sustainable diets by 2050 will require substantial dietary shifts. **True** **False**

Meat consumption is clearly an important behaviour to address. How do we deal with the knowledge/action gap? Let's go on a journey about how changing behaviours can be done successfully. Of course, the same concepts can be applied to other behaviours as well!

Understand your target group

It's very easy to make false assumptions about other people's behaviour. That's why we have to understand Chris better first. How can you get insightful information about a target group and get as close to their reality and motivations as possible?

- D** if you find that 70% of Europeans eat meat regularly? Finding research shows that 45% of people eat meat 2-3 times per week, 25% 4-6 times per week and 30% every day. **Find out what online data sets can help you with.**
- W** hat if you have guessed that 90% of all the same one needs meat and were asked a survey of 6000 farmers in the UK showed that nearly all of them rely on the same mixture of one feed mix to feed the family each week, most of which are bought around meat. **Find out what quantitative research can help you with.**
- W** hen trying to understand how to make meat cooking healthier, would you have thought that one recipe would not be a useful solution? When trying to explore the relation of family eating, "relationship trials" - in-depth interviews with 8 friends - helped researchers to understand that recipes are largely ignored when preparing family dinners. People shop and cook from memory, and routine dominates. **Find out what qualitative research can help you with.**

Specifying the behaviour you want to change

The next step is to find out what the behaviours are that contribute most to Chris eating meat. Usually several sub-behaviours are responsible for this and to design effective solutions we need to be clear about what we are focusing on.

Understanding the behaviour in its context.* feel free to skip this, if it is too technical for you

Behaviour must be understood in context. There are individual, social and environmental factors to consider when considering Chris' behaviour. Does he want to change his behaviour? Is he able to do this? Is there a reason for him to do it now? There are several theoretical models that have proved very helpful in mapping these elements!

There are only meat outlets on the eastern side, so even if Chris is motivated and capable to eat less meat, he lacks the opportunity to do so in the work context.

In the context of Chris' wife, there are reminders and calls for action for people to choose a vegetarian diet through a promotion, at Chris' workplace there are more.

When Chris goes to lunch, he usually does this with his colleagues. Most of them are big meat eaters. Relationships influence our own behaviour.

Learn how the COM-B model helps you assess the importance of opportunity.

Learn how the EDG's Model helps you assess the triggers for behaviour change.

Learn more how the ISM model can help you assess the social context.

*Based on environmental factors, health and motivation related to meat [1, 2]

Select the right tool

Now we come to the most interesting part! There are a number of behaviour change tools we work with to help Chris change his behaviour.

Can we make it easier?

Can we make it fast, like a norm?

Can we help change the status?

Can we just make it as possible in the behaviour itself?

Evaluating your impact

If you have gone through the whole process and are doing an intervention to change the behaviour of Chris or an entire group, you will most likely be interested in the effects. Here are some ways of evaluating impact.

Before-and-after sales analysis

Before-and-after online surveys

Conducting a survey with control and treatment groups

RCT

Over the edge of plate

The models, tools and tactics described above are powerful tools for changing behaviour but are also part of a bigger picture. If possible, it would be good to consider Chris's values, the connections that his behaviours have to wider systems, and the ethics around the behaviour you're changing.

Congrats! You're through.

We hope you enjoyed our behaviour change journey! If you want to learn more about the Academy of Change, visit our [page](#). If you are working for an NGO and would like to participate in our 6-module programme on behaviour change, apply [here](#) for the upcoming round of the Academy of Change.

If you would like to discuss an idea or already existing behaviour change intervention with us, join the [Lottery](#) and take your chance of winning a behaviour change intervention session with us!

Apply to AcC | Win the Lottery

My first bean burger! It's good!

Join the Private Practice

7 Outlook: Academy Of Change 2.0



Application

[www.aochange.org/
#application_form](http://www.aochange.org/#application_form)

We hope going through this report increased your appetite in learning more about behavioural insights and engaging in activities of the Academy of Change.

If you are working for an NGO in the sustainability and climate fields, you can now apply to the next round of our Academy of Change capacity building starting in late 2019. There will also be a third round in 2020. You can apply here: www.aochange.org/#application_form

We will also continue working with participants of our first Academy of Change capacity building through an Ambassador Programme. This programme is designed to support individuals to bring change to their own organisations, internalise knowledge and scale up learnings.

If you are interested in collaboration to advance the impact of your work towards good lives within a sustainable planet, please contact us at contact@aochange.org.

**APPLY
NOW!**

**ACADEMY
of CHANGE 2.0**

8

References

Axon, Stephen, et al. (2018). The human factor: Classification of European community-based behaviour change initiatives. *Journal of cleaner production* 182 (2018): 567-586.

Green, K., Williamson, K., Park, T., Reiner, C. (2019). *Behaviour Change for Nature: A Behavioural Science Toolkit for Practitioners*, Arlington, VA: Rare.

Institute for Global Environmental Strategies, Aalto University, and D-mat Ltd. (2019). *1.5-degree lifestyles: Targets and options for reducing lifestyle carbon footprints*. Technical Report. Institute for Global Environmental Strategies, Hayama, Japan.

Williams, Amanda, et al. Systems thinking: A review of sustainability management research. *Journal of Cleaner Production* 148 (2017): 866-881.

Endnotes

- 1) Institute for Global Environmental Strategies, Aalto University, and D-mat Ltd. (2019)
- 2) Williams, A. et al., 2017; Axon, S. et al. (2018)
- 3) Axon, S. et al. (2018)
- 4) Green, K. et al. (2019)

Images

page 16: Photo by Friends of Nature

page 20: Photo by Markus Spiske on Unsplash

page 21: © oneinchpunch / shutterstock.com

page 22: "Not My Season" by Matthew Elliott on dothegreenthing.com

page 23 (top down): © Rawpixel.com / shutterstock.com; © Yuganov Konstantin / shutterstock.com; Photo by William Iven on Unsplash

page 24 & 25: Taste the Change design by FGR/Freie Gestalterische Republik

The Team

The Academy of Change was conducted in close collaboration between the Collaborating Centre on Sustainable Consumption and

Production (CSCP) in Wuppertal, Germany and Behaviour Change in London, UK.



Mariana Nicolau,
Project Manager, CSCP



Rosa Strube, Sustainable
Lifestyles Expert, CSCP



Kristina Modée,
Project Director, CSCP



Nikola Berger,
Senior Designer, CSCP



Eva Rudolf,
Creative Designer, CSCP



David Hall,
Executive Director,
Behaviour Change



Rob Moore,
Director,
Behaviour Change



Izzy Brennan,
Project Manager,
Behaviour Change

Impressions



Imprint

The Academy of Change

is a non-profit initiative of the **Collaborating Centre on Sustainable Consumption and Production (CSCP)** and **Behaviour Change**, funded by the **KR Foundation**. You can find more information on the initiative on its website <http://aochange.org>.

Authors

Rosa Strube, CSCP
Mariana Nicolau, CSCP

Contributors

Kristina Modée, CSCP
Rob Moore, Behaviour Change
David Hall, Behaviour Change
Izzy Brennan, Behaviour Change
Alessandro Saccoccio, Greenpeace International
Yuan Wang and Huang Danfeng, Friends of Nature China
Georg Abel, Verbraucher Initiative

Design

Nikola Berger, CSCP
Eva Rudolf, CSCP

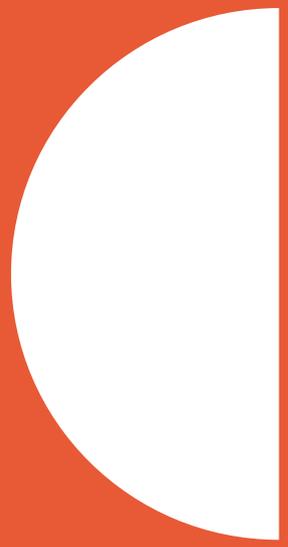
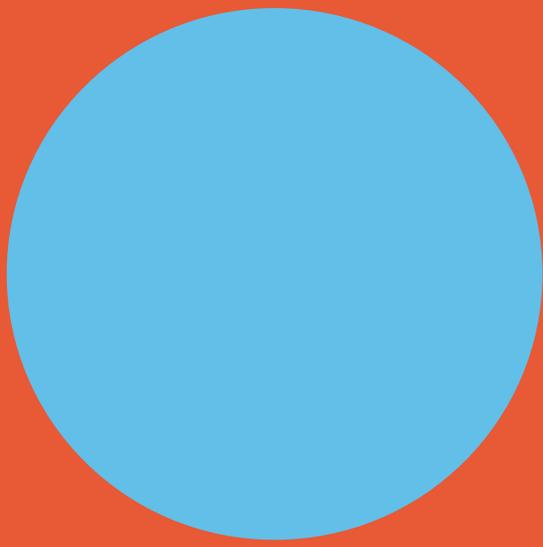
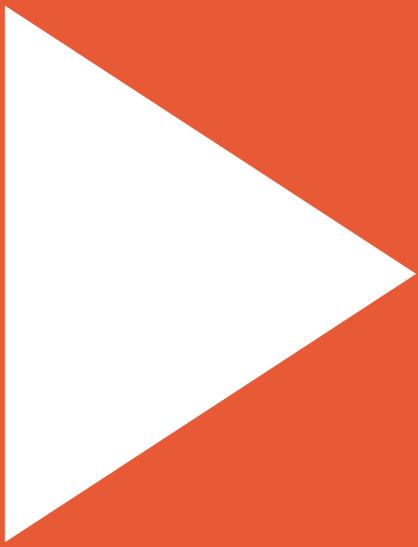
Design Taste the Change

FGR/Freie Gestalterische Republik

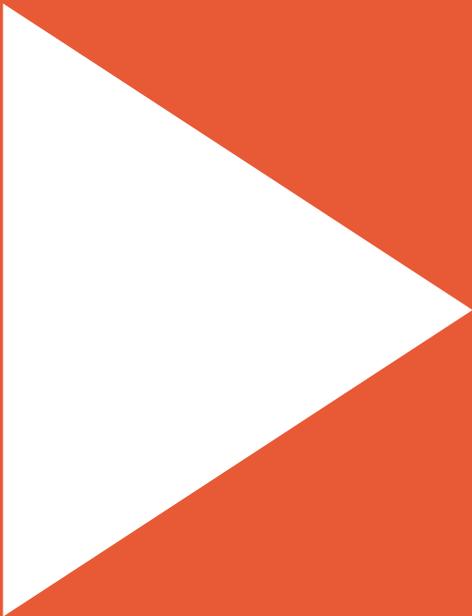
Acknowledgements

We thank the participants and contributors to the Academy of Change for their great support.





aochange.org



Academy of Change is an initiative of the CSCP and Behaviour Change, funded by the KR Foundation.

