

ON NIGERIA 2.0  
LEARNING BRIEF #2—BEHAVIOR CHANGE APPROACHES IN  
ACTION: GRANTEE STRATEGIES



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## Introduction

The MacArthur Foundation's Big Bet On Nigeria program supports Nigerian-led efforts to reduce corruption by strengthening accountability, transparency, and participation. This learning brief presents results from data collection and an analysis of how On Nigeria 2.0's behavior change module grantees design and implement behavior change approaches to reduce corruption in Nigeria.

In this brief, the EnCompass team explains that grantees have leveraged technical assistance (TA) and partnership opportunities provided by the Foundation and used data and evidence from their own research and others to craft behavior change approaches that address behavioral drivers to change the behavior of target audiences. The majority of grantees appear to monitor implementation of their approaches and are well positioned to adapt when needed.

## Sample & Methods

This learning brief contributes to answering Learning Question 1.1 (see box). EnCompass distributed a qualitative online survey to all 16 On Nigeria 2.0 behavior change module grantees. The survey explored how grantees design and implement their behavior change approaches, as well as collaboration, challenges, and lessons learned from the design and implementation process. The survey also asked participants to share design documents or monitoring and evaluation (M&E) plans.

### Learning Question

1.1 How do behavior change grantees develop behavior change approaches and identify their audiences of interest in order to increase prevention and rejection of corruption across different sectors and regions in Nigeria?

Twelve grantee organizations responded to the survey (for a response rate of 75 percent), and six shared documents. EnCompass conducted follow up key informant interviews with six purposively

sampled implementing grantees, as well as two grantees providing TA or conducting research to further explore behavior change approach design and implementation.

## Findings

### **Finding 1: Grantees understand behavior change approaches to mean using methods, interventions, or strategies that are intended to help target audiences conceptualize corruption and its everyday effects, leading to changes in knowledge, attitude, mindset, or behavior.**

Most grantees described behavior change approaches as involving a strategy or strategies, method, or intervention that leads people to change their behavior and/or take action. While three grantees did not discuss behavior explicitly, they did describe increasing understanding, changing mindsets and perceptions, and addressing social norms as integral to behavior change approaches. Grantees noted that it was critical for their target audiences to understand corruption as something that occurs in their daily lives, not as an abstraction. In line with this insight, grantees' behavior change approaches consistently include components that encourage target audiences to conceptualize specific manifestations of corruption and explore how corruption affects them personally.

Grantees typically define effectiveness as targeted individuals, communities, or organizations changing their behavior. The six grantees that are still in the design and planning phase of their intervention all defined success as a significant behavior change in their target groups, while those that have started implementation identified smaller, short-term successes such as increased conversations around corruption in their target groups and reaching a certain number or subset of their target groups with their programming.

### **Finding 2: Grantees' behavior change approaches most frequently target government officials, youth, teachers, filmmakers, private-sector leaders, religious groups, and segments of the general public.**

Generally, grantees target multiple audiences. Seven grantees target various types of government officials, including elected officials, political appointees, bureaucrats, and public service personnel. Five grantees focus on youth and students of different ages. Six grantees target various segments of the Nigerian public, with some specifically naming the Nigerian electorate, Hausa-speaking adults, or road users. These are shown in Exhibit 1. In all cases but one, grantees that identified a segment of the general public as their target audience also identified other audiences. Additionally, two grantees identified their target audiences as specific religious groups, private-sector leaders, and filmmakers.

**Exhibit 1. Grantee target audiences for their behavior change approaches**

Government Officials			Youth		Public	
Public service personnel 2	Government/officials 2		Young people/youth/children 3	Students 2	Nigerian electorate 1	Hausa speaking adults 1
Elected officials 1	Political appointees 1	Bureaucrats 1	Pre-University 1	University 1	Road users 1	Nigerian citizens 1
					Public 1	People aged 40-60 1

Grantees target specific audiences for several reasons. These include identifying groups they thought they could easily influence, those that could influence others, and large groups they felt were influential. For example, grantees who target youth noted that this group has an outsize influence on the future as the next generation of leaders, they are more malleable, and they are a large segment of the population. Similarly, grantees who target faith leaders noted these leaders’ high visibility and influence as role models as well as the possibility of leveraging anti-corruption arguments from religious texts to influence them.

*“For the pupils in primary schools and students in secondary schools and tertiary institutions, they are the next generation of Nigeria’s leaders so they are targeted for instilling into them a culture of transparency and accountability before they mature.”*

Grantees varied in terms of how specifically they described their target audiences. Grantees further along in their development or implementation processes tended to name more specific populations. Some grantee-identified audiences were highly specific (e.g., workers in a specific government agency or youth at a specific school level), while others were broader (e.g., public and private-sector leaders or the Nigerian electorate). Generally, grantees were most specific about the groups with which they are most directly engaged (e.g., a grantee training filmmakers would give much more detail about the filmmakers than the audience of the films).

**Finding 3: Grantees target a range of corruption-related behaviors, the most common of which is bribery. Many grantees use research and evidence to identify their target behaviors and map relationships between behaviors, behavioral drivers, and the specific audiences they work with.**

Grantees target a range of behaviors with their approaches, including corrupt behaviors they hope to discourage and positive acts of integrity/accountability they hope to encourage. Nine grantees identified specific actions/behaviors, while the remaining three identified general “corrupt acts,” “corrupt practices,” or “acting with integrity.” Grantees noted that they identified their target

behaviors based on research,<sup>1</sup> often focusing their efforts on behaviors they view as essential for reducing the overall incidence of corruption or encouraging integrity/accountability in their specific target audiences. Many grantees articulated clear connections between the specific behaviors they target and the drivers of those behaviors, as outlined in Exhibit 2.

## Exhibit 2. Target behaviors and behavioral drivers

Targeted Behavior	Driver Discussed
<b>Corrupt Actions/Behaviors to Reduce</b>	
<b>Bribery</b>	Among citizens, a cultural expectation that they show appreciation (i.e., tip) for services, even when no tip should be given Among officials, an ingrained practice of withholding service until they had received their “tip”
<b>Embezzlement among religious leaders</b>	Lack of alternative income sources for religious leaders, lack of understanding (among both congregants and religious leaders) that using church money for personal needs is embezzlement
<b>Religious leaders deciding not to condemn corruption</b>	Lack of alternative income sources for religious leaders with corrupt actors among their congregants
<b>Vote selling/buying</b>	A political system that rewards politicians for responding to individual rather than societal concerns
<b>Acts of integrity/accountability to promote</b>	
<b>Public officials participate in conversations around integrity and accountability, normalizing these practices</b>	Celebration and rewards for officials who act with integrity or promote internal accountability
<b>Religious leaders taking a stand against corruption (both by eschewing embezzlement and working to reform corrupt congregants)</b>	Religious leaders desire to be seen as role models for their communities and pride in their position/desire to live a righteous life
<b>Increasing monitoring of constituent projects</b>	Highlighting how projects serving the public/societal good can improve the lives of all citizens, normalizing the idea that government work meets societal needs and that the government is beholden to the people
<b>Voting for politicians who keep campaign promises/stand against corruption</b>	Seeing the results of politicians keeping promises, increased patriotism and pride in the country driving political engagement and a desire for better leaders

Seven<sup>2</sup> grantees target multiple behaviors, and many times (though not always), these behaviors are closely related, such as stopping the negative behavior of vote buying and encouraging the positive

“When they are informed about corrupt practices and when they stick to the behavior, the congregants will be copying them since they are role models. That will influence the behavior of the congregants and even other members of the society because they have a large followership.”

behavior of voting to encourage accountability. In many cases, grantees reason that targeting the driver of one behavior could affect the other. For example, grantees working with religious leaders to encourage their financial independence mentioned that this would allow the leaders to 1) stop embezzling their congregations’ funds, 2) stand up to corrupt congregants, and 3) become role models to their congregants.<sup>3</sup>

<sup>1</sup> For more information on grantee research, see Annex 1: Section 1.

<sup>2</sup> Correction: The original draft erroneously noted eight grantees here.

<sup>3</sup> For more information on behaviors identified by grantees, see Annex 1: Section 2.

Many grantees described sophisticated theories of change underlying their work, though most did not specifically use the term “theory of change.” Grantees described how their interventions, along with contextual factors and other anti-corruption work, would serve to inhibit the drivers of corrupt behavior and/or encourage the drivers of positive behavior to change their target audiences’ behavior. All grantees could cite some research that backed up their approach, some of which they had done themselves. For example, one grantee noted that their organization had determined that shaming people for corrupt actions had not been effective, and now they emphasize positive behaviors. Other grantees also highlighted the potential efficacy of this evidence-informed, role model-based approach. Grantees that have been working with behavior change approaches for some time also explained that monitoring data for their programs appeared to confirm the soundness of the underlying logic of their theory of change.

*“In designing the interventions, we analyze the problem we are trying to tackle and think about broad interventions that could help tackle it. Next, we identify specific behaviors to target. The behaviors are identified by feedback from stakeholders, research, news articles etc... We research the best approaches that could in engaging the target group. Once we begin to implement, we also test through randomized impact trials to see if our approaches are yielding the desired results.”*

#### **Finding 4: Grantees most commonly use training and/or media campaigns to engage and influence their target audience(s).**

Nine grantees (five of which are implementing already, and four of which are still designing their

*“Use accountable characters in positions of leadership in the movie to portray a great Nigeria, powered by good governance, and demonstrate the dividends of a corruption free Nigeria, inciting citizens to root for good leaders, having picked out their characteristics from the characters storylines in the movie...Use role models in the TV series to reinforce the culture of accountability and transparency.”*

approach) use or plan to use training to influence their target audiences.<sup>4</sup> Training often focuses on drivers of corruption, how to teach about corruption, and corruption and corruption prevention. Five of the grantees conducting training also use/will use broad-based media campaigns through TV, film, radio, storytelling, and a reporting app (one grantee uses a radio campaign without training). Media campaigns often use/will use role models or portray an “ideal Nigeria” to demonstrate what is possible and what corruption is costing citizens. Other grantees also include more direct accountability processes, rewarding positive

behavior and sanctioning negative behavior.

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<sup>4</sup> Of the three other grantees, two leverage communication methods, like positive messaging and policy dialogues, to engage and influence target audiences, and one declined to share information on this topic.

**Finding 5: When designing and implementing their approaches, grantees drew on internal resources and collaborated with other grantee and non-grantee organizations, including TA providers. Grantees consistently refer to collaboration and partnerships—with other grantees, other organizations, and with TA providers—as key to the success and sustainability of their work.**

Grantees commonly identified skills, talents, and time of individuals, including internal staff and volunteers and external partners such as actors, screenwriters, and other stakeholders, as key to the design of their behavior change approaches. This was true both for grantees who have completed design and for those who have not yet designed their approach.

Some grantees who have not yet designed their approach noted that their lack of expertise in behavior change would be a challenge and that TA would be beneficial for staff in gaining the skills and expertise needed.<sup>5</sup> Two grantees that have designed their approach had accessed TA to address challenges during their design. Behavioral Insights provided most of the technical assistance grantees received, though several grantees said they also received TA from Griot Studios and PRIMORG.<sup>6</sup> TA came in the form of coaching, workshops, training, and insights, and focused on technical aspects of behavior change including problem definition, solution mapping design, theory of change, storytelling, and monitoring, evaluation, and learning.

Most grantees are collaborating with at least one other On Nigeria grantee for their behavior change work, listing a total of 13 grantees as collaborators. Collaboration occurs in various ways, such as training filmmakers to produce anti-corruption films, using the produced films to train the target audience, and/or providing information to inform messaging.

Most grantees also collaborate with public and/or private institutions to amplify anti-corruption messaging through screening anti-corruption films, using films for training and engagement, training beneficiaries, training partner staff, developing radio programs, developing curricula, and other methods of spreading anti-corruption messages and awareness. Non-grantee collaborating organizations include government institutions, school associations, business owners, the education sector, other NGOs/CSOs, and film studios and television stations.

*“One of our partners that has helped to amplify the stories...Having interesting stories without social media will not work, so they have helped us by featuring them on radio shows so that Nigerians can hear the story ... by giving us a large coverage through the media.”*

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<sup>5</sup> For more information on the TA partner’s definition of success, see Annex 1: Section 3

<sup>6</sup> For more information on grantee work with PRIMORG, see Annex 1: Section 4

*“We do collaborations so that it can also help sustainability while we are also, on our own, are building more content that will last. These our content are really helping to drive this behavioral change and we are building support. We are building partnerships that can still fund and support it.”*

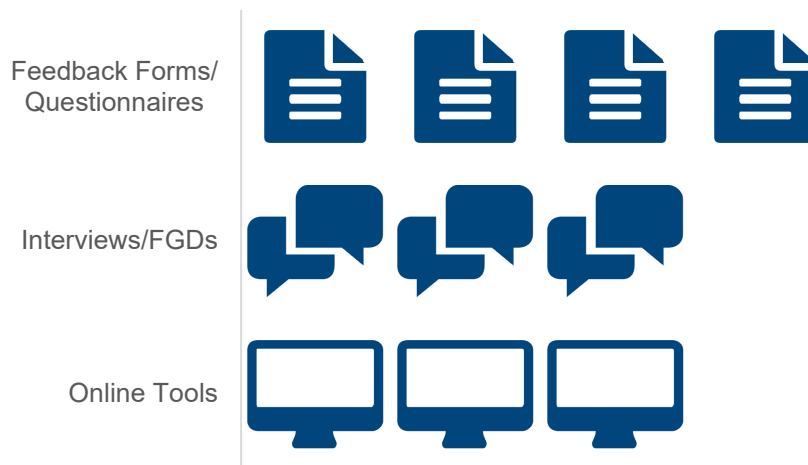
Grantees most commonly report collaboration and partnerships with other organizations, along with TA, as mechanisms supporting the success of their behavior change work. Grantees said these partnerships helped them develop their behavior change messaging and content, increase the reach of their work, and/or amplify their messaging. Several grantees mentioned that collaborations/partnerships with other organizations or other organizations continuing anticorruption work themselves could help sustain their

work over time.

**Finding 6: To monitor and assess the effectiveness of their behavior change approaches, many behavior change grantees use mixed-methods approaches, qualitative data collection tools, and carefully selected, actionable indicators. Early evidence from grantee data reveals both positive trends and areas for improvement.**

Four grantees described using feedback forms/questionnaires to gather data from their audiences and three mentioned qualitative data collection using interviews and focus group discussions. Additionally, three grantees described using online tools such as social media monitoring, online monitoring platforms, and review of online comments. This is shown in Exhibit 3. As described in their M&E plans, these data sources feed into a range of indicators.

**Exhibit 3. Data Collection Methods in Grantee M&E Plans**



Four grantees shared M&E plans with specific indicators. For the most part, M&E plans included both output and outcome indicators, with outputs that tied to outcome and even impact indicators (e.g., number of radio episodes aired leading to percentage of listeners demanding X change leading to indicator of X change). Most of the indicators were clear and measurable, and grantees’ M&E plans described methods that should be able to generate the data to report on these indicators.

Grantees who had already begun collecting data noted initial signs of success, such as 1) changes in individual/group behaviors (including increased demands for accountability); 2) changes in organizational structures, policies, and processes in their field/organization/area of work; 3) organizations creating their own anti-corruption or social/behavior change content, or 4) positive social media reactions to anti-corruption/behavior change content.

Grantees also identified areas where they could strengthen their approaches. For example, one grantee saw extensive reach but limited change in behaviors, while others noted they were not reaching specific populations.

While most grantees could identify gaps in reach, one grantee noted that a weakness in its data was that the data could not be sufficiently disaggregated to identify these gaps.

*“When you see 7,000 likes and 200 or 300 dislikes it tells you the scale, it tells you the tilt of the scale, where it is tending to, so it is very evident. . . . one major thing we realized also from our approach is that there is a generation we were not really targeting and that is the Gen-Z generation. We realized that what we created was consumed by many but the teenagers were somewhat not included in that.”*

**Finding 7: Most 1.0 grantees have adapted their behavior change approaches in response to challenges. The most common challenge has been insufficient buy-in from target audiences and lack of staff knowledge/capacity regarding behavior change approaches.**

Several grantees (including both continuing and new grantees) discussed challenges in implementing their behavior change approach, including getting buy-in, and the nature of behavior change work more generally. Grantees have adjusted their approaches already in response to challenges, including targeting more specific behaviors and revising training materials, targeting different or more groups of people or organizations, adjusting their approach to different environments, increasing frequency of messaging, and changing the approach to be more budget-conscious.

All grantees that participated in On Nigeria 1.0 that have already designed their 2.0 behavior change approach are using elements adapted from their 1.0 work. Adaptations include increasing focus on gender, gender equality and social inclusion, shifting their audience, deepening partnerships, encouraging other organizations to adopt what they’re doing, increasing frequency of messaging, introducing team-building at the organization, and demonstrating actions that can be taken to reduce corruption.

Grantees hope to learn more about the effectiveness of behavior change methods and approaches and how they might achieve results. Specific areas of desired learning include evidence-based approaches to solution mapping, how people respond to behavior change approaches, what works or does not in their behavior change approach, and how to maintain success over time.

## Conclusions

***Conclusion 1: Grantees are leveraging a variety of resources—technical assistance and collaboration opportunities facilitated by the Foundation, existing evidence on behavior change approaches, and in the case of 1.0 grantees, their past experience—to strengthen the design and implementation of their behavior change approaches.***



Grantees have made extensive use of Foundation-funded and facilitated TA, opportunities for collaboration via the module design, and continued funding, which enables grantees to use evidence from On Nigeria 1.0 to inform work under On Nigeria 2.0. Multiple grantees reported that these resources have been critical to their behavior change work. Grantees value the Foundation's investments in these and similar resources and feel they are strengthening grantees' capacity to design and implement evidence-based behavior change approaches.

***Conclusion 2: Most grantees' (planned) behavior change approaches align with best practices and are supported by well thought out theories of change. Many grantees have developed strong monitoring, evaluation, and learning approaches that they could use to improve the evidence base on behavior change approaches in Nigeria and contribute to the sustainability of On Nigeria's work.***

Research and strategic planning underpin grantees' behavior change approaches. Grantees have clear hypotheses about the causal logic of their behavior change work and have made efforts to determine how to make the changes they hope to see. Furthermore, grantees have developed monitoring, evaluation, and learning systems that are highly actionable and, if used, will allow them to track progress on achieving their behavior change goals. Grantees that have begun implementation, particularly those who began work under 1.0, have already made use of these systems to adapt their approaches. While well planned out approaches and strong monitoring, evaluation, and learning systems are not in and of themselves guarantors of success, together, they may enable grantees to effectively test their hypotheses and identify when and how adaptation may be fruitful during implementation. Even for approaches that do not end up being as successful, this could provide opportunities for learning and growing anti-corruption behavior change work in Nigeria, including beyond 2024.

## Learning Considerations

Based on the findings and conclusions in this Learning Brief, the program team may want to reflect on these questions:

1. *What specific types of assistance is the Foundation best placed to provide to grantees to further strengthen the design and implementation of behavior change approaches, both now and beyond 2024?*
2. *How can the Foundation efficiently capture and share lessons from grantee behavior change work beyond On Nigeria to strengthen the sustainability of On Nigeria's programming and results?*

