Promoting Compliance, Rule of Law and Anti-Corruption using Behavioral Science and Nudge

Nudge Lebanon

March 3rd 2020
The purpose of today’s presentation

1. Introduce the concept of “nudges” and behavioral insights

2. Share examples of applying behavioral insights to promote compliance, rule of law and anti-corruption worldwide

3. Discuss how to integrate behavioral insights into your anti-corruption strategies and methods
There is a wide gap between what we intend to do and what we actually end up doing ... *Intention-Action Gap*

- Exercising more
- Sticking to a diet
- Recycling your waste
- Saving for retirement
- Spending less time on Instagram
- Cleaning up the closet
- Quitting smoking
- Being more punctual
- Reading more books
- Learning a new language
- Starting a new hobby
- Going for health checkups regularly
- Backing up your computer
- Getting an insurance
- Etc.

Source: QBIU and Nudge Lebanon Team Analysis
We have biases that affect our decision making abilities and the extent to which we act in our own best interests ...

- **Social Influence**: Champion bias, Optimism
- **Loss Aversion**: Mental accounting, Ostrich Effect
- **Overconfidence**: Lack of attention & mindless choosing
- **Procrastination**: Reciprocity, Ego
- **Present Bias**: Relativity, Psychological distance, Sunk cost fallacy, Hyperbolic discounting, Hindsight bias
- **Status-Quo Bias**: Anchoring Bias, Representativeness, Availability, Temptation
- **Projection Bias**: Framing bias, Affect heuristic, Overweight of small probabilities, Lack of self-control

We overvalue immediate rewards at the expense of long-term ones—we have **Present bias and do hyperbolic discounting of the future.** We make decisions today that our future self would not have made!

The pain experienced from losses is twice as much as the pleasure experienced from equivalent gains— we have **loss aversion**

We have a tendency to assess probability of some event by the ease with which such event comes to mind (**availability bias**)

We prefer to keeping things the way they are (**status quo bias**)

We overestimate our own abilities relative to others and are **overconfident**

We have a tendency to search for information that confirms our existing beliefs (**Confirmation bias**)

We rely too heavily on the first value offered (the "anchor") when making a judgment

*Source: QBIU and Nudge Lebanon Team Analysis*
Nobel Prize Winner Daniel Kahneman: Two Systems in Judgement and Decision-Making

System 1
- Fast
- Automatic
- Unconscious
- Emotional
- Daily Decisions
- Prone to Error

System 2
- Slow
- Deliberative
- Complex Decision
- Conscious
- Effortful
- Reliable
- Lazy Controller

Source: QBIU and Nudge Lebanon Team Analysis
Conventional Economics

• For decades, classical economics assumed people’s decisions and behaviors are based on deliberative thinking of system 2, and that people are infinitely rational – or ‘Econs’

• When given a set of facts, Econs process everything to make the most optimal decision

• Most policies are designed with rational people (Econs) in mind, whereas majority are humans and have biases ...

• The fact that the very fundamentals of economics are based on wrong assumptions puts in question the current models for policy making

Behavioral Economics

• BE which is a discipline of economics that applies psychological insights into human behavior to explain decisions

• It rejects the overly simplistic and sometimes naive assumptions of classical economics about human behavior, and proposes more realistic model on how people actually behave

• In particular, BE takes into consideration that people are imperfect and are prone to making mistakes

• The golden standard for BE is experimentation and Randomized Controlled Trials (RCTs) ...

Source: QBIU and Nudge Lebanon Team Analysis
Nudge and BIs are complementary tools to traditional policy levers typically used to create behavioral change.

One does not always work … the other one is not sustainable.

“any aspect of choice architecture that alters people’s behavior in a predictable way without forbidding any options or significantly changing their economic incentives”

It seeks to counter biases and mental shortcuts that are generally the result of an automatic, fast and unconscious “System 1” in the human mind.

Source: QBIU and Nudge Lebanon Team Analysis
So the key characteristics of “nudge” are Four

**Key Characteristics of Nudge**

1. *Small, architecture types of intervention: e.g., default rules, use of messenger, priming, reminders, feedback, salience*

2. *That steer people in the right direction, in a predictable way*

3. *They are cost effective, that is, it does not significantly alter the financial incentive structure: a subsidy is therefore not a nudge*

4. *They are choice preserving, they do not take away other options*

It seeks to counter biases and mental shortcuts that are generally the result of an automatic, fast and unconscious “System 1” in the human mind.

Source: QBIU and Nudge Lebanon Team Analysis
The rise of nudge and behavioral insights application to public policies has been phenomenal, driven by 3 factors.

1. **State Limitations**
   - Limited enforcement power
   - Austerity measures

2. **Intellectual Capital on Behavioral Economics**
   - Writings of well-known behavioral scientists such as Thaler, Sunstein, Kahneman ... even older economists
   - Recognition through Nobel Prizes

3. **Rise of Nudge Units**
   - First nudge unit in the UK
   - Several countries followed
   - In the Middle East, this has started to happen

Source: QBIU and Nudge Lebanon Team Analysis
Nudging gained popularity thanks to the establishment of nudge units worldwide particularly within government.
In the Middle East, Qatar, Lebanon and Kuwait are leading the way ... with many others to follow
Nudging and BIs have been tested in a variety of public policy areas

Testing “what works” using RCTs

1. Labor
2. Public Finance Management
3. Environment & Sustainability
4. Education
5. Healthy Lifestyle
6. Financial Inclusion
7. Compliance & Rule of Law and Anti-Corruption

... And many others
Corruption & non-compliance have behavioral roots

It’s important to distinguish between structural and behavioral challenges:

- Integrating human behavior insights
- Using experimentation to know what works

Source: QBIU and Nudge Lebanon Team Analysis
SHAPE DIFFERENCE framework developed by Nudge Lebanon to tackle challenges with behavioral roots

| S | SALIENCE | Drawing people’s attention to stimuli that are novel, accessible, attractive and simple |
| H | HASSLE FACTOR | Modifying a feature to the environment that makes a behavior easier or harder to accomplish |
| A | ACTIVE CHOICE | Requiring individuals to affirmatively choose between options and make implicit choice |
| P | PRIMING | Exposing people to certain stimuli, words, sensations or sights to steer them towards specific behavior |
| E | EMOTIONS | Provoking affective reactions that are automatic and unconscious to influence people's decisions |
| D | DEFAULT | Providing default option that will come into force if no other active choice is made |
| I | INCENTIVE | Designing cost-effective incentive schemes as people tend to avoid losses rather than seek gains |
| F | FRAMING | Changing the way information is framed in order to affect people’s behavior and perception |
| F | FEEDBACK | Giving clear feedback information on how people behaved in certain circumstances |
| E | EGO | Using cues and words that support a consistent and positive self-image |
| R | REMINDER | Providing cues to push people to perform certain action |
| E | Effect of MESSENGER | Selecting who communicates the information to influence the automatic reaction of people |
| N | NORM | Providing descriptive, factually accurate information about how peers behave in a similar situation |
| C | COMMITMENT | Using commitment to increase intangible cost of failure to act according to one’s public commitments |
| E | EQUIVALENT reciprocity | Responding to others’ positive actions with an equivalent one |
SHAPE DIFFERENCE framework developed by Nudge Lebanon to tackle challenges with behavioral roots

<table>
<thead>
<tr>
<th>S</th>
<th>SALIENCE</th>
<th>Limited attention - People can only focus on a limited number of things at a time</th>
</tr>
</thead>
<tbody>
<tr>
<td>H</td>
<td>HASSLE FACTOR</td>
<td>Lack of self-control – People have hard time deciding between what’s good for themselves in the future</td>
</tr>
<tr>
<td>A</td>
<td>ACTIVE CHOICE</td>
<td>Status Quo Bias - People have a more general tendency to stick with their current situation</td>
</tr>
<tr>
<td>P</td>
<td>PRIMING</td>
<td>Decision paralysis – When give too many options, people tend to make the most easiest option</td>
</tr>
<tr>
<td>E</td>
<td>EMOTIONS</td>
<td>Loss Aversion - People try to prevent losses more than they try to make gains</td>
</tr>
<tr>
<td>D</td>
<td>DEFAULT</td>
<td>Procrastination - People generally do not manage their time well and constantly wait until the last possible moment to do anything</td>
</tr>
<tr>
<td>I</td>
<td>INCENTIVE</td>
<td>Intention – action gap - People don’t actually do what they intend to do</td>
</tr>
<tr>
<td>F</td>
<td>FRAMING</td>
<td>Loss framing; Hyperbolic Discounting - People put an overly high value on the here and now and an overly low value on the future</td>
</tr>
<tr>
<td>F</td>
<td>FEEDBACK</td>
<td>Status Quo Bias - People have a more general tendency to stick with their current situation</td>
</tr>
<tr>
<td>E</td>
<td>EGO</td>
<td>Herding - People tend to do what others are doing</td>
</tr>
<tr>
<td>R</td>
<td>REMINDER</td>
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<td>EQUIVALENT reciprocity</td>
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</tbody>
</table>
BIT, in collaboration with HMRC Debt Management and Banking Team, increased tax debt payments by 23%, compared to the control group, by sending out letters that involve different variations of social norms (e.g. ‘9 out of 10 people in Britain pay their tax on time’).

**Percentage of Tax Debtors Paying Their Debt**

- **Control**: 67.5%
- **Social Norm (National)**: 72.5%
- **Social Norm (Postcode)**: 79.0%
- **Social Norm (Town)**: 83.0%

Nine out of ten of people in your town pay their taxes on time!

Source: BIT Report: Applying Behavioural Insights to Reduce Fraud, Error and Debt
Increasing payment rate of electricity bills by the collectors’ second visit

**Nudges**

**Original Slip (Control)**

**Hassle Factor**

**Social Norms**

**National Pride**

Source: Nudge Lebanon Team Analysis
All treatments outperformed the control slip, with the ‘National Pride’ slip being most effective.

**Total Response to Reminder Slips by the 2\textsuperscript{nd} Visit**

(\% of those who paid by the 2nd visit out of those who received the intervention)

- **Control**: 53.2\%
- **Hassle Factor**: 55.3\%
- **Social Norm**: 60.2\%
- **National Pride**: 61.4\%

*Statistically insignificant, **Statistically significant with p < 0.05

Source: Nudge Lebanon Team Analysis

Lebanon
In 2015, BIT in collaboration with West Midlands Police and Dawes Trust increased the likelihood of paying road traffic penalties by 13.7% and decreased the likelihood of prosecution by 41.3% in comparison to control, through modifying the content of penalty notices and sending leaflets that make the consequences of speeding more salient.

** UK **

Reducing likelihood of prosecution by clearly stating goals
In 2010, a group of researchers in collaboration with an insurance company in the U.S. increased the annual reported car mileage figure by 10.3%, and hence the accuracy of self-reporting, by moving the signature box from the end to the beginning of the automobile policy annual review form.

### Average Reported Annual Usage per Car (in miles)

<table>
<thead>
<tr>
<th>Signature at the end</th>
<th>Signature at the beginning</th>
</tr>
</thead>
<tbody>
<tr>
<td>23,670</td>
<td>26,098</td>
</tr>
</tbody>
</table>

+10.26%  

In 2006 a group of researchers examined the effect of an image of a pair of eyes on contributions to an honesty box used to collect money for drinks in a university coffee room. People paid nearly three times as much for their drinks when eyes were displayed rather than flowers.

**Amount Paid for Milk Consumed on Flowers Weeks vs. Eyes Weeks**

Source: Biology Letters (2006), Cues of being Watched Enhance Cooperation in a Real-world Setting; Team Analysis
In collaboration with the Ministry of Interior’s Traffic Control Room in 2018, a Nudge Lebanon intervention led to a decrease in the average speed of cars on the Nahr El Kalb highway by 1.3% before midnight, compared to the baseline, by utilizing the Hawthorne Effect to trigger behavioral change through putting an image of eyes along with a message informing drivers that their speed is being monitored on Variable-Message Sign (VMS) over the highway.
Increase percentage of adults registered as organ donors using default

A number of European countries have either used the opt-in default or opt-out option for individuals’ decisions to become organ donors. The countries using the opt out default option have drastically higher proportions of their population in the potential organ donor pool.

Source: Policy Forum Medicine, Do Defaults Save Lives? Eric J. Johnson and Daniel Goldstein
The Behavioral Architects in the UK decreased the likelihood of cyclists jumping the red light by 21.4% at an intersection by placing a poster on the sidewalk with social norm message about jumping red light.
In 2017, NudgeLebanon reduced the demand for plastic cutlery with delivery orders from a local restaurant by almost 78% in comparison to the baseline, by prompting customers to make an active choice of receiving cutlery, delivered through a verbal prompt by the call centre staff before the call was concluded.

Demand for Plastic Cutlery
(% of customers receiving cutlery with their delivery orders)

- 78%

Control
Cutlery provided by default

Active Choice
Active choice delivered with a verbal prompt

Source: Nudge Lebanon
In 2017, NudgeLebanon increased the number of drivers fastening their seatbelts by 83%, compared to the control group, through a verbal prompt delivered by valet parking attendants to drivers, reminding them to fasten their seatbelt as they enter the car.

**Ratio of Drivers Fastening their Seatbelts**

- **Baseline**: No verbal prompt given
  - 42.4%
- **Timely Reminder**: Timely verbal prompts reminding vehicle occupants to fasten their seatbelt as they enter their cars
  - 77.5%

Source: Nudge Lebanon Team Analysis
An initial experiment was conducted with a Land Registry of Baabda leading to a 6 fold fold increase in the use of the anti-corruption hotline during the 1st week - A replication of this experiment was conducted in Saida government complex leading to 27.7% increase in use of the hotline from this location.

Source: Nudge Lebanon Team Analysis
Many behavioural bottlenecks might explain the low traffic to hotlines because of low trust in the government and normalized perception of corruption.

<table>
<thead>
<tr>
<th>Potential Behavioural Bottlenecks</th>
<th>Relevant Behavioural Tools</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. People might not be aware that they can report corruption by calling a hotline</td>
<td>Outlining defined actions to be taken</td>
</tr>
<tr>
<td>2. Even if they were, they might feel that it won’t make a difference, as nothing will be done about it</td>
<td>Increasing the saliency of the positive impact of reporting</td>
</tr>
<tr>
<td>3. They might also feel that corruption is widespread and everybody does it</td>
<td>Emphasizing social norms</td>
</tr>
<tr>
<td></td>
<td>Priming people to make an active choice</td>
</tr>
<tr>
<td>4. Additionally they might fear retaliation if they report a complaint</td>
<td>Increasing the saliency of anonymity</td>
</tr>
<tr>
<td>5. And they might perceive the cost of reporting as being higher than the cost of corruption they pay</td>
<td>Providing feedback about the time needed to solve complaints</td>
</tr>
<tr>
<td></td>
<td>Increasing saliency of the free LALAC services</td>
</tr>
</tbody>
</table>
As part of its “Proudly Non-smoking” campaign, Nudge Lebanon launched an initiative to improve restaurants’ compliance with Law 174 banning smoking in public spaces using dynamic norms which recent research has shown to be effective in promoting behavior change, even if that behavior is not currently the norm.

**Recognizing Compliance Baseline**

**Restaurants Compliance with Anti-Smoking Ban**

- **Area**: HAMRA
- **Compliance Rate**: 51.5%

**Improving Compliance using Dynamic Social Norms**

- **Distinguishing current compliant restaurants to trigger wider compliance and adoption** ...
- **Physical Recognition**: (Quality stickers, letters, ...)
- **Digital Recognition**: (Culinary-related apps, emails, ...)

Source: Witnessing Change: Dynamic Norms Can Remedy Diverse Barriers to Personal Change, Team Analysis
Using salience to nudge civil servants in completion of forms & reports

Attaching a Post-it note with a handwritten reminder to a survey packet increased the percentage of individuals completing the survey.

“Please take a few minutes to complete this for us. Thank you!”

Percentage of participants returning the survey

- No Post-it: 34%
- Message on packet: 43%
- Post-it Message: 69%

Source: Witnessing Change: Dynamic Norms Can Remedy Diverse Barriers to Personal Change, Team Analysis
Increasing tax reporting through increasing the salience of the perceived probability of getting detected

An RCT was conducted in Norway on 15,000 tax payer to increase the accurate reporting of foreign income through using behaviourally informed messages that introduced moral suasion and increased the perceived detection probability resulting in doubling the average self-reported foreign income. Additionally, the detection letter has large long-term effects on tax compliance.

The three treatment arms included:

- The **fairness treatment** that reminded tax payer that most of the Norwegians living in Norway report their income correctly
- The **societal benefits treatment** that included the results of the benefits of paying taxes on the society
- The **detection treatment** increased the perceived detection of the tax subject. The letter included: “The tax administration has received information that you have had income and/or assets abroad in the previous years”

Source: Bott, K. M., Cappelen, A. W., Sorensen, E., & Tungodden, B. (2017). You’ve got mail: A randomised field experiment on tax evasion. Nudge Lebanon Team Analysis
Reducing misuse of public funds through making reporting easily accessible

In 2014, UNDP in partnership with the Department of Finance launched “Phones Against Corruption” initiative to increase the reporting of corrupt practices through making the process free, simple and anonymous. Citizens were able to report cases of corruption via their mobile phones using SMS messages that would later thank the reporters and provide continuous feedback resulting in 251 cases of alleged corruption being investigated.

More than 6,000 text messages were received

More than 1,500 users participated

Source: Shephard, D. Applying Behavioral Insights to Organizations, EC-OECD Seminar Series on Designing better economic development policies for regions and cities. Nudge Lebanon Team Analysis
How to Embed Behavioral insights for Tackling Corruption

Source: QBIU and Nudge Lebanon Team Analysis
Develop a Behavioural Map

1. **Key Stakeholders**
   - Identify the key stakeholders and target groups for the intervention (e.g. Ministries, civil servants, citizens, etc.)

2. **Overall Framework & Processes Map**
   - Map out the process by breaking down the policy challenge into various components, and visualising the key stakeholders journey to allow for the identification of potential entry points

3. **Structural & Behavioural Challenges**
   - Identify the behavioural and structural challenges at stake for every component of the value-chain

4. **Psychological Biases**
   - Determine the biases and other psychological reasons for the identified behavioural bottlenecks

5. **Behavioural Tools**
   - List the proposed tools and nudges that could be utilized to overcome the identified behavioural bottlenecks
Co-create with relevant stakeholders
To test the impact of an intervention, an experiment is conducted using different methods.

**Why Experiment?**

- Key to understanding what works, what does not work and why
- Gather empirical evidence on how behavior is influenced by context
- Policies need to be tested before being implemented, potentially affecting millions—just like medical drugs are tested before being placed on the market
- Emphasize evidence and avoid intuition-based policies and initiatives
- Randomized Controlled Trials (RCTs) are the golden pillar for experimentation in BE
- Other methods can also be applied, e.g. pre-post, difference-in-differences, etc.

**Ensure that you have put in place robust method to evaluate the effectiveness of the intervention**

**1. Test**

**2. Learn**

**3. Adapt**

Use this learning to adapt your policy intervention

**Analyze the outcome of the intervention using rigorous statistical methods, in order to**

- Identify what works, and
- Whether the effect size is big enough to justify the cost of the intervention

Source: BIT. (2012). Test, Learn, Adapt: Developing Public Policy with Randomised Controlled Trials. Cabinet Office, Team Analysis
Celebrate failures and be transparent
Build capacity in behavioral insights that have been tested for Scale Up

- **Workshops** and **seminars** on behavioral insights and nudging in government, CSOs & citizens
- Build capacity to identify **biases** and **behavioral as well as regulatory bottlenecks**
- Review best practices on how to apply behavioral insights on anti-corruption measures related to compliance and prevention
- Includes **theoretical foundation** part as well as **practical** part on designing and conducting experiments to address policy challenges
- Tailor courses to equip professionals with the basic tools and methods to **design**, **implement** and **evaluate** interventions and nudges

Source: Nudge Lebanon Team Analysis
Key considerations when applying behavioural sciences in the fight against corruption

1. Corruption has structural roots, but has also behavioral roots, which in the case of Lebanon, is a key consideration.

2. Given structural weaknesses – namely lack of enforcement – behavioral interventions are important tools.

3. This said, behavioral interventions should be seen as complementary tools for policymakers, and not as perfect alternatives.


5. Experimentation is all the more important to test what works – what works is not what we think works but what was tested to work, ideally in a RCT setting (analogy from clinical trials).

6. With the change in mind set to accept the concept of behavioral interventions and experimentation, comes the change in skillset to build capacity in these fields, not only for government staff but also for NGOs.

Source: QBIU and Nudge Lebanon Team Analysis
Thank You
APPENDIX
Philadelphia Municipality in the U.S. decreased the average speed by around 39% through adding visual effects resembling 3D bumps to prompt people to decrease their speed.

Source: New York Times, Team Analysis
A group of researchers in the U.S. reduced by nearly 75% the failure to adhere to critical processes of care among operating-room teams participating in simulated surgical-crisis scenarios, compared to control teams, by giving participants critical-event checklists.

A prime example of dynamic social norms in action can be extracted from Sparkman and Walton (2017). Through an RCT, the authors were able to detect a significant impact of the likelihood of having a meatless lunch when presented with a dynamic social norm as a treatment with respect to the control group. This result held despite a probability for the static social norm treatment that is less than that of the control group, indicating the effectiveness of dynamism and norm framing.

### SHAPE DIFFERENCE: Effect of Messenger

**USA**

#### Decreasing Meat Consumption Using Dynamic Social Norms

<table>
<thead>
<tr>
<th>Treatment</th>
<th>Students and faculty receiving dynamic norm message</th>
<th>Students and faculty receiving static norm message about meat consumption.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Control</strong></td>
<td>21%</td>
<td></td>
</tr>
<tr>
<td><strong>Static Norm Treatment</strong></td>
<td>17%</td>
<td></td>
</tr>
<tr>
<td><strong>Dynamic Norm Treatment</strong></td>
<td>34%</td>
<td></td>
</tr>
</tbody>
</table>

- **SHAPE DIFFERENCE**

  +13ppts
In 2010, a group of researchers in the UK increased the proportion of people who donated books by 22% compared to the control group, simply by asking people to pledge book donations with an offer of public recognition.

Household Book Donation
(in %, per group)

<table>
<thead>
<tr>
<th>Household Book Donation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Control</td>
</tr>
<tr>
<td>Household receiving the standard message</td>
</tr>
<tr>
<td>7.3%</td>
</tr>
<tr>
<td>Commitment</td>
</tr>
<tr>
<td>Household receiving a pledge request to donate a book</td>
</tr>
<tr>
<td>8.2%</td>
</tr>
<tr>
<td>Commitment</td>
</tr>
<tr>
<td>Household receiving the pledge request and informing them that a list of donors will be displayed publicly</td>
</tr>
<tr>
<td>8.9%</td>
</tr>
</tbody>
</table>
Increasing attendance of vulnerable youth to community support sessions

Nudge Lebanon, in collaboration with UNDP, increased the likelihood of vulnerable youth attending community support sessions by 23% using a commitment strategy accompanied with SMS reminders.

Community Support Sessions Attendance
(in percentage, # of sessions attended out of a total of three)

- **Control**: 1.8
- **Treatment**: 2.2
  - +23%

*The intervention was particularly effective on young male population increasing their total attendance by 55%*

*Source: Nudge Lebanon Team Analysis*
Improving academic performance of disadvantaged students enrolled in a Youth Literacy and Numeracy program

In 2018, Nudge Lebanon, in collaboration with Amel Association International, increased the performance of disadvantaged students enrolled in a Youth Literacy and Numeracy program by 11% on an Arabic test, using a values affirmation task designed to alleviate the psychological stress that results from stereotype threat.

**Arabic Exit Test Scores**
*(average test scores, n=150)*

<table>
<thead>
<tr>
<th></th>
<th>Control</th>
<th>Value Affirmation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Test Score</td>
<td>62.3%</td>
<td>69.2%</td>
</tr>
</tbody>
</table>

Participants were asked to rate 10 values from most to least important to others, and then complete a dummy drawing task. Participants were asked to rate 10 values from the most to least important to them, and then draw the value most important to them.

Re-affirming values of students who belong to minority groups can bolster their sense of self-worth and consequently allows them to show their real skill level.
In an effort to increase traffic to our call centre, we partnered with Nudge Lebanon, a nongovernmental leader in applying behavioural solutions to policy challenges in Lebanon and the region.

Nudge Lebanon deigned an intervention by installing LTA posters and banners in Baabda square, a hub for many service-oriented public institutions (e.g. Cadastre, Ministry of Finance, Palace of Justice, General Security etc.).

The salient posters were strategically placed to catch the attention of citizens visiting those institutions, in an aim to nudge them AT THE RIGHT TIME, into directly calling our Hotline, right after experiencing or witnessing an incidence of corruption in a pilot location.

The experiment is underway, but preliminary analysis, show that the nudge had a significant impact increasing traffic to our call centre. Before the intervention zero complaints were linked to the Baabda area. Within the first week of the intervention 6 calls emanated from Baabda, a result directly associated to the campaign.

We are planning with Nudge Lebanon to replicate this experiment in other government departments to assess sustainability of impact.