



# POLICY INNOVATION CENTRE

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- » **POLICY FOR HUMANS**
- » **HUMAN-CENTRED POLICY**
- » **IMPROVING POLICIES WITH NEW APPROACHES**







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# Introduction

The complexity of issues faced by most countries is increasingly inter-related and dynamic. The public policy response required is an approach that appreciates and connects the often multi-faceted nature of the needs and challenges people face in their everyday lives. One that is human-centered, realistic and evidence-based.



# Why Do Policies Fail?

There are a number reasons for policy failure that are circumstantial. However there is a growing body of evidence and agreement that the approach to tackling problems relies too heavily on unchecked assumptions, limited evidence, and an under appreciation of the people factor. People are human-beings and not robots. They may say one thing and do something else.

However insights from the behavioural and social sciences show that this “irrational behaviour” is predictable and when understood it can help make and deliver better policies.

## Common assumptions in public policy decision-making



# Behavioural Insights in Public Policy

Since 2009 the use of knowledge and lessons from the social and behavioural sciences, including cognitive and decision science, psychology, and other disciplines, has spread globally as a key tool in public policy. By 2017 there were over 200 behavioural units internationally with the OECD concluding that it had taken root in public policy practice across countries. Currently over 400 entities exist globally that have institutionalised behavioural insights in and with governments and public institutions on every continent.

One of the earliest adopters of these techniques was at the provincial level in the Western Cape Government of South Africa (since 2012). While projects using behavioural insights have been implemented in Africa there are still very few national level institutionalised capacities to conduct such work with local partners and stakeholders.



# The Policy Innovation Centre

The Policy Innovation Centre (PIC) in Nigeria is the first national level body of its kind for applying behavioural insights and other innovative policy tools in Africa.

The PIC is an initiative of the Nigeria Economic Summit Group (NESG) that is sponsored by Rockefeller Philanthropy Advisors (RPA), with the support of the Bill and Melinda Gates Foundation (BMGF).

The PIC is a dedicated not-for-profit centre in NESG that helps policymakers and program implementers improve outcomes for Nigerians.

## Vision



To improve the design and implementation of government policies and programmes in Nigeria through lessons from behavioural and social science as well as other policy tools.

## Mission



Working with public bodies, the private sector, NGOs and the international community, the PIC will support ongoing efforts on critical priorities such as the Sustainable Development Goals (SDGs).

## Goal



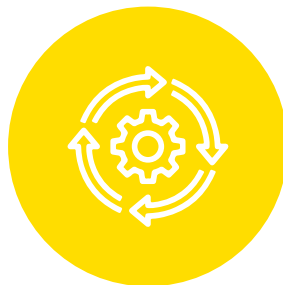
To provide decision-makers, policy and regulatory makers and implementers with the tools and analysis to better understand behaviours to achieve better outcomes in Nigeria.

# Capabilities

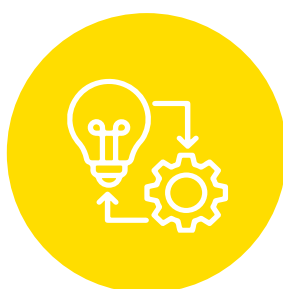
The PIC helps public, private and international actors in Nigeria through a variety of ways, including:



**Analyse, diagnose  
and understand the  
situation or issue**



**Strategy, programme,  
regulatory and policy  
design or creation**



**Implementation and  
delivery of solutions**



**Monitoring and  
Evaluation**



A woman wearing a face mask and glasses is standing and speaking into a microphone. She is gesturing with her hands. In the background, a banner for the Policy Innovation Centre is visible, along with several people seated at tables in a conference room.

# I PIC Projects

Among others, the PIC is working in the following sectors:



Financial Inclusion



Health



Agriculture



Education



Human Capital



Gender & Social Policy



Accountability and  
Transparency



## PIC Projects





## Improving Digital Loan Repayment Behaviors of Small Businesses

### BEHAVIORAL THEMES

Loss aversion, progress tracking, social norms, complacency bias

**SECTOR:** Financial Inclusion and Technology (Mobile Money)

**PROJECT TYPE:** Field Experiment

**SAMPLE SIZE:** 102,841 Participants

**STATUS:** Completed



2017-2019





## Improving Savings Behavior Amongst Cash Transfer Beneficiaries

### BEHAVIORAL THEMES

Loss aversion, progress tracking,  
social norms, complacency bias

**SECTOR:** Salience, Progress tracking loss  
aversion, progress tracking

**PROJECT TYPE:** Field Experiment

**SAMPLE SIZE:** 2173 Participants

**STATUS:** Completed



2017-2019





## Improving National Nutrition Through School Programmes

### BEHAVIORAL THEMES

Salience, progress tracking

**SECTOR:** Social aid, investment

**PROJECT TYPE:** Field Experiment

**SAMPLE SIZE:** 163 schools

**STATUS:** Completed



2017-2019



## Improving Entrepreneurial Planning and Savings Behavior of N-Power Beneficiaries

### BEHAVIORAL THEMES

Loss aversion, aspirations, urgency, social norms

**SECTOR:** Salience, Progress tracking loss aversion, progress tracking

**PROJECT TYPE:** Field Experiment

**SAMPLE SIZE:** 1,397 Participants

**STATUS:** Completed



2017-2019







## Improving the Uptake of Kwikcash Digital Credit

### BEHAVIORAL THEMES

Salience, Progress tracking Urgency, loss aversion & progress tracking

**SECTOR:** Social aid, investment

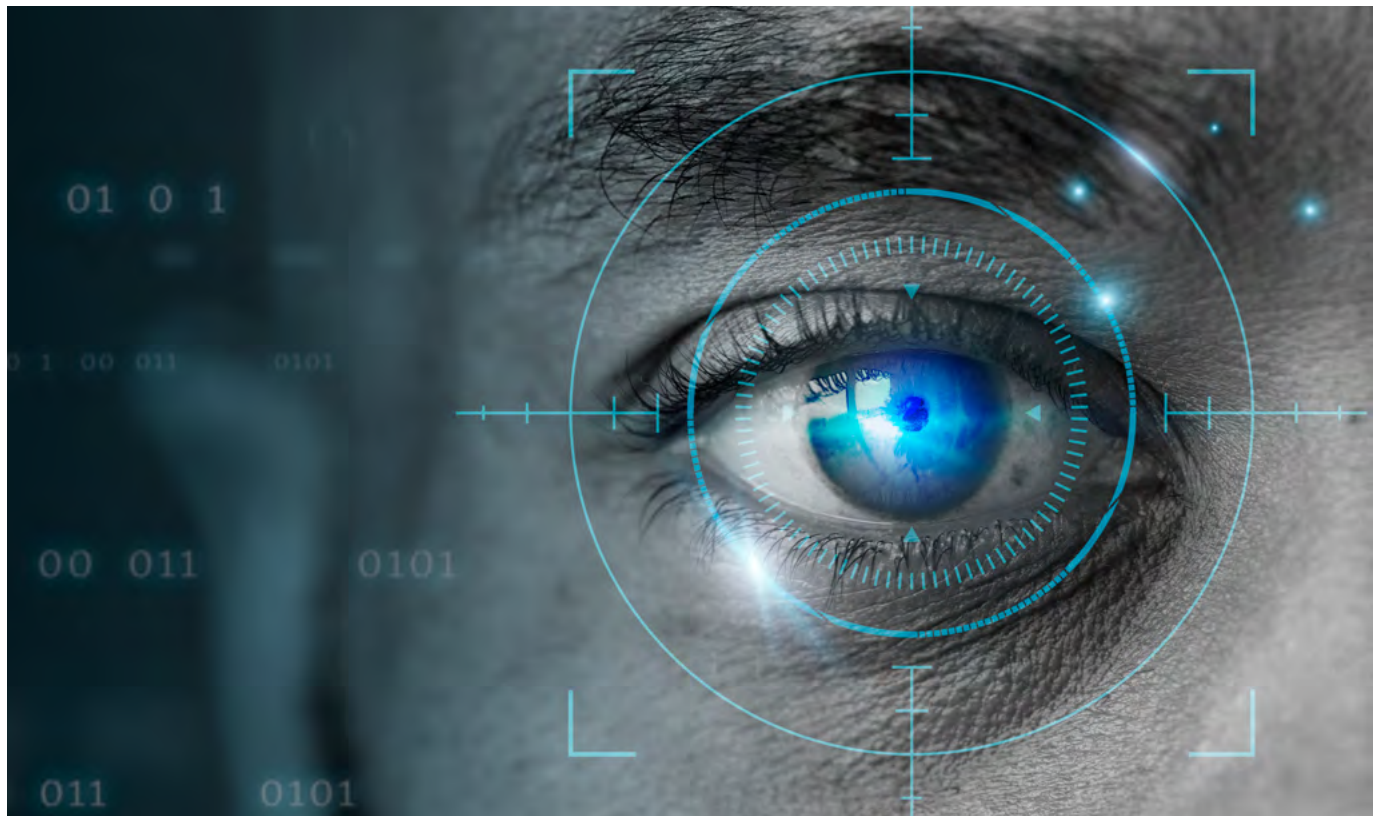
**PROJECT TYPE:** Field Experiment

**SAMPLE SIZE:** 63608 participants

**STATUS:** Completed



2017-2019



## Harnessing Behavioural Insight to Improve Transparency in Nigeria

The PIC is implementing a 3-year Mac-Arthur Foundation-funded grant titled 'Harnessing Behavioural Insight to Improve Transparency in Nigeria'. This project aims to support an ecosystem of state and non-state actors with the capacity and capability to drive behaviourally-informed anti-corruption reforms across sectors in Nigeria. This project also seeks to strengthen the capacity of transparency, governance, and accountability organizations in Nigeria through a learning series and the implementation of hands-on behavioural interventions. The PIC also organizes design workshops to identify urgent priorities within the sector and document the gaps and opportunities for harnessing financial transparency and accountability in Nigeria.



MacArthur  
Foundation

2021-2024





## Sustainable and Inclusive Digital Transformation Programme

The PIC is implementing an FCDO funded project to support the continuous growth of an enabling regulatory condition for inclusive digital transformation in implementing states while aligning with the digital transformation principle of the Mutual Agreement Framework (MAF). The project will advance the implementation of the National Digital Economy Policy and Strategy 2020-2030, focusing on;

- » Developmental regulations
- » Digital services development and promotion
- » Digital society and emerging technologies
- » Indigenous content promotion and development at national and state level.







## Assessment of the context and behavioural drivers of learning poverty and outcomes for “At-Risk (in and out of school) Children,” in Nigeria

The PIC is implementing a research to explore the context and behavioural drivers of learning poverty on “At-Risk Out of School Children/At-Risk Children” who consequently drop out as well as enablers and barriers for uptake of interventions. Through this assessment, the PIC will evaluate the in-school learning environment and map existing programs /policies to explore gaps and opportunities for strengthening access/delivery of services. In addition, the PIC will explore sustainable strategies for skills development, livelihood and school reintegration for out of school children.



2022





## Gender and Development Certificate Course

The PIC organises a Gender and Development certificate course in collaboration with the Centre for Gender and Social Policy Studies (CGSPS), Obafemi Awolowo University, Ile-Ife.

The 5-day course covers basic concepts about gender, gender norms/socialization, gender mainstreaming, gender action planning, gender analysis, as well as monitoring and evaluation as they apply across various sectors. The course also includes sector specific modules such as: Gender and Public Policy, Gender and health, Gender in Agriculture and Food Security, Gender in Education.



On-going

# Our People and Expertise



Faisal Naru is the inaugural Executive Director of the PIC. Prior to this he was at the OECD where he founded the OECD work on Behavioural Insights including the landmark publication “Behavioural Insights in Public Policy” as well as being responsible for a number of OECD committees, publications and guidelines. At the OECD Faisal Naru was most recently the Head of Strategic Management and Coordination or “Chief of Staff” for the OECD’s Executive Director where he created a new capacity mainstreaming behavioural science into management and organisational behaviour.

He is a former member of the UK Government’s Cabinet Office, Head of Practice and Leadership Board Member for a global development consultancy (DAI), and Chief Advisor to the Government of Viet Nam on economic and regulatory reforms. He graduated from the University of Oxford.

He serves on a number of International Committees and advises a number of governments and public bodies.



Osasuyi Dirisu is Deputy Director at the Policy Innovation Centre and Senior Fellow at the Nigerian Economic Summit Group. She is a development and gender expert with over 20 years’ experience implementing research and development projects on gender issues, sexual and gender based violence, social determinants of health behavior, gender inequalities, as well as social and economic inclusion. She was formerly Research Director at the Population Council and in that role, led the design and implementation of research studies across Nigeria.

She led the development of the National Gender Based Violence Dashboard, an innovative platform for the collation of validated, real-time GBV data in Nigeria funded by the EU-Spotlight Initiative (UNDP). She has conducted social norms assessments, gender analysis and GBV risk mapping for several donor-funded projects in Nigeria. Dirisu holds an MB/BS degree from the University of Ibadan; a Master’s degree in Public Health from the University of Lagos and a Master’s in Business Administration from the Pan-Atlantic University. She obtained a PhD in Public Health from the University of Leeds as a Commonwealth Scholar in 2016.



A photograph of a conference room with a blue overlay. A woman in a dark dress stands at a podium on the left, speaking into a microphone. Behind her is a large white screen. To the right, an audience is seated at long tables covered with white cloths, decorated with white flowers. Several people are visible, some looking towards the speaker. The room has a drop ceiling with recessed lights and a large fan on the right. The background wall is covered with logos, including the UNESCO logo and the text 'www.unesco.org'.

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#### **SUMMIT HOUSE**

6 Oba Elegushi Street, off Oba  
Adeyinka Oyekan Avenue, Ikoyi,  
Lagos. P.M.B 71347, Victoria  
Island, Lagos.

#### **ABUJA**

4th Floor, Unity Bank Tower, Be-  
side Reinsurance building  
Plot 785, Herbert Macaulay Way,  
Central Business District, Abuja

🌐 [policyinnovationcentre.org](http://policyinnovationcentre.org)  
✉ [info@policyinnovationcentre.org](mailto:info@policyinnovationcentre.org)  
☎ +234 1 2952849

