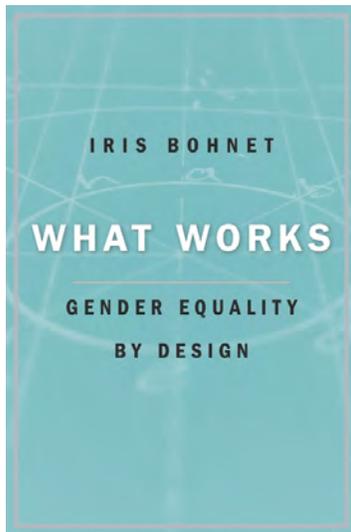




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## Can you help TAAP "tap" in to Behavioral Design?

Harvard University professor Iris Bohnet's [What Works: Gender Equality by Design](#), argues that through application of behavioral design - de-biasing organizations instead of individuals - we can make smart changes that have big impacts on gender equality. In a [review](#) by the Wharton School, the author "finds that often, despite the best of intentions, efforts at improving women's status and opportunities on the job falter and even backfire when they focus on changing mindsets. Unconscious bias proves persistent and elusive. Tweaking the practices and procedures by which companies identify, develop and promote talent, however, can improve equality and diversity at 'shockingly low cost and high speed.'" What lessons for social inclusion can we glean from this work? If you would like to contribute to thinking this through, contact [TAAP@worldlearning.org](mailto:TAAP@worldlearning.org).

*Book Cover: What Works: Gender Equality by Design. <http://www.hup.harvard.edu/catalog.php?isbn=9780674089037>*



## Dr. Valerie Haugen Joins TAAP Development Team

We are very pleased to share that Dr. Valerie Haugen has joined the TAAP development effort as Principal Investigator.

Valerie has worked in international development for more than 25 years for a range of multi-lateral, bi-lateral and non-governmental organizations, including the World Bank, ADB, United Nations, MCC, USAID, USIP, DFAT, DFID, Save the Children, World Vision, Oxfam and others. Her areas of interest are conflict- and crisis-affected contexts, gender and marginalized groups, capacity building, organizational development and monitoring and evaluation. Valerie holds a doctoral degree in international and comparative education from the Center for International Education University of Massachusetts-Amherst and a master's degree in language education from the University of Minnesota-Minneapolis.

Valerie brings the following vision to the TAAP development process: "It is no small task to work with individuals and groups to identify and potentially disrupt the status quo of institutions and the organizations that replicate and reinforce exclusion and exclusivity. With disruption comes resistance. To borrow an analytical framework used in the livelihoods development arena, the TAAP approach means working with a wide range of individuals and groups to investigate the value chain of social relations to determine who is and who is not benefiting from the links in various social relations chains. Figuring out how to overcome resistance and also how identify and build on opportunities requires as full an understanding of these institutions and the organizations as possible. Once this understanding is clear(er), the respective value chain can be reframed to positively strengthen and increase all people's access, agency and power."

Photo (L to R): Valerie Haugen (Indep.), Jennifer Collins-Foley (World Learning); Khin Ma Ma Myo (Myanmar Institute for Peace and Security); Sit Maw (iPACE); Taylor Westfall (World Learning). 2016.



