

See discussions, stats, and author profiles for this publication at: <https://www.researchgate.net/publication/341508564>

Behavioral Insights for the Saudi Vision 2030: Boosting behavioral change in the Kingdom.

Preprint · March 2020

DOI: 10.13140/RG.2.2.26039.96164

CITATION

1

READS

274

1 author:



Manuel Schubert

Universität Passau

24 PUBLICATIONS 31 CITATIONS

SEE PROFILE

Some of the authors of this publication are also working on these related projects:



G20 Policies [View project](#)



Values20 [View project](#)



BEHAVIA

BEHAVIORAL PUBLIC POLICY AND ECONOMICS GMBH (LLC.)

BEHAVIORAL INSIGHTS FOR SAUDI VISION 2030

BOOSTING BEHAVIORAL CHANGE IN THE KINGDOM

WHITE PAPER



CONTENT

Foreword	3
The future of public policy	4
Human-centered and evidence-based	6
Leveraging behavioral insights	9
Learning what works	13
Case study: boosting traffic safety	16
A new governance paradigm	21
Behavioral insights for Vision 2030	24
Concluding remarks	27

FOREWORD

Governments around the globe have started to apply behavioral insights to boost impact and initiate behavioral change at a large scale.

In this white paper, we introduce the key concepts of this new and groundbreaking avenue in public policy and show how it can help to empower people to take ‘better’ decisions in daily life.

Besides a detailed case study on traffic safety, we present a total of 21 potential applications for Saudi Vision 2030 that illustrate how behavioral insights can add value in areas of national priority.

Although tailored to Vision 2030, the approaches presented in this white paper are not limited to the public sector only.



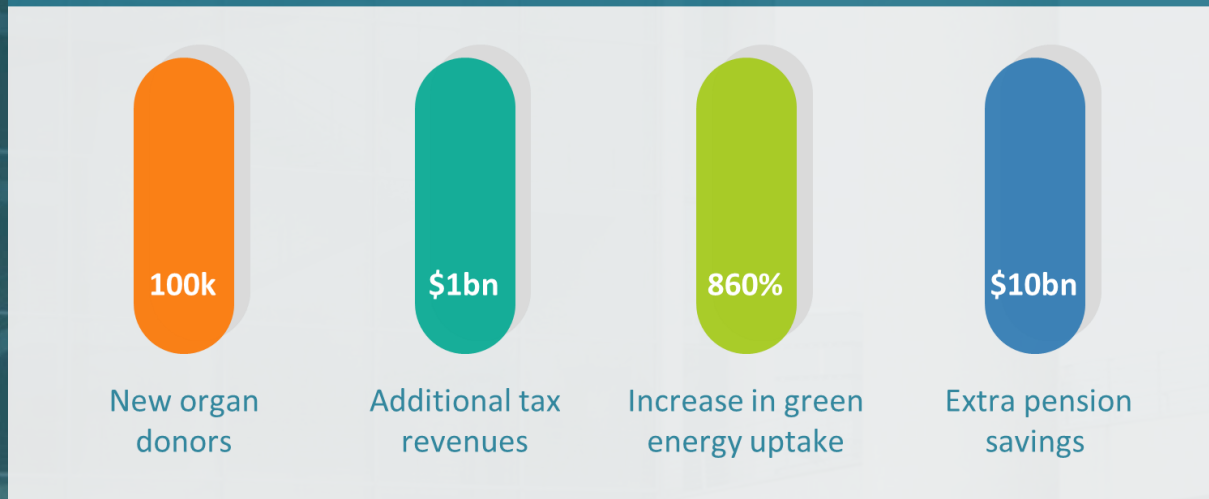
Applications in the private sector may encompass change management, job enrichment, recruitment, insurance up-take, local content promotion, or customer experience, for example.

We hope this white paper will serve as a source of inspiration and encouragement for interested readers to learn more about behavioral insights, get a feeling for how it works and hopefully join the growing community of behavioral insights practitioners in the Kingdom.

Sincerely,



Boosting behavioral change



THE FUTURE OF PUBLIC POLICY

Every government seeks to improve the quality of the life of its people by producing public policies that solve societal challenges.

In order to be successful, governments need to understand how their people think and how they respond to policy changes in their respective environments. Designing policies that mobilize desired behavior is therefore one of the most important tasks of governments to

achieve behavioral change and progress on a large scale.

Many governments have come to realize that challenges to modern public policy can no longer be tackled by regulation, prohibition or education alone. In the US, the UK, Germany and many other countries, governments have turned to so-called 'behavioral public policy' in order to boost the effectiveness of their programs.

Behavioral public policy utilizes insights from behavioral economics to empower people to make 'better' choices and to enhance customer services and experience.

The results produced in the last 10 years are impressive: a behaviorally-enhanced policy intervention in the UK encouraged more than ➔100,000 new citizens to register as organ donors (see figure above).¹ In the area of tax compliance, behavioral interventions brought forward about ➔USD 1 billion in tax debts and more than ➔USD 10 billion in additional pension savings.²

In Germany, behavioral insights were able to increase the uptake of

renewable energy by around ➔860% compared to the status quo.³

In these and many other cases, behavioral public policy has significantly increased service performance and quality of life. Large groups of people have changed their behaviors voluntarily - not as a result of fines or subsidies - and at almost zero costs to governments.

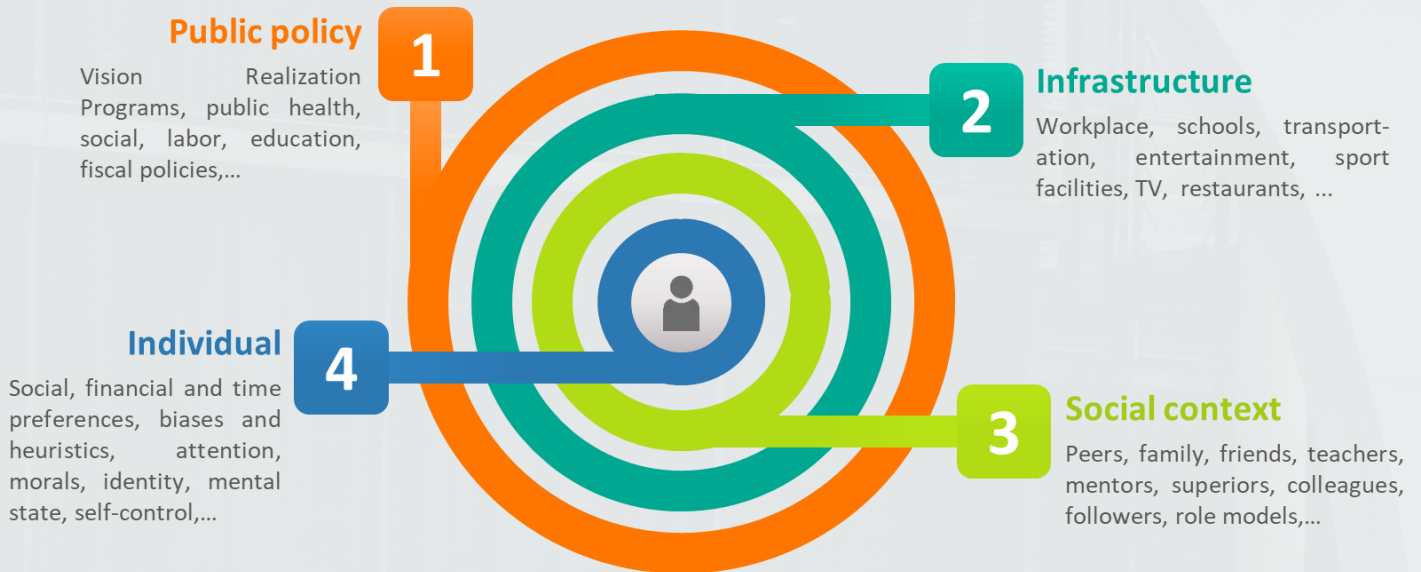
¹ Cabinet Office (2013), "Applying Behavioral Insights to Organ Donation: preliminary results from a randomized controlled trial".

² Behavioral Insights Team (2017), "Introducing Test + Build – a BI Venture" and Halpern, D. (2019), "Finding the 'unicorns': behavioral science in government grows up", Civil Service Quarterly Blog.

³ Ebeling, F., and Lotz, S. (2015), "Domestic uptake of green energy promoted by opt-out tariffs", *Nature Climate Change* 5, pages 868–871.



Human-centered designs



HUMAN-CENTERED AND EVIDENCE-BASED

What is the secret behind behavioral public policy, why is it so successful compared to conventional public policy?

First, conventional government interventions such as bans, taxes, or subsidies are designed on a macro-level (→ public policy). They seek to command a large group of people. Commands, however, do not always work. For example, latest evidence from Europe suggests that less than 35 percent of the policy interven-

tions achieve their envisaged outcome.⁴ Most interventions thus fail to meet their initial objectives.

Enacting a new school curriculum does not necessarily translate into better education if students do not pay much attention at class (→ individual). Starting a new campaign against drug abuse may not have a substantial impact if adolescents are still pressured into 'trying' drugs by their peers. Programs to increase female participation in the labor

Evidence-based trials



market may be less effective if company managers or co-workers are influenced by gender biases (→social context). Or, related to public health, it is hard for a stressed employee to eat healthy if nearby restaurants constantly offer high-calorie sins that are hard to resist (→infrastructure).

Behavioral public policy, in contrast, applies a human-centered approach to persuade people to act in desired ways. It focuses on the individual motivation of a person, people's social and infrastructural contexts. The objective is to identify the root

causes of behaviors and activate the relevant triggers that win people's hearts and minds (see section «**Leveraging behavioral insights**»).

Second, behavioral public policy is evidence-based. New policy designs are tested before nationwide up-scaling. The most promising policies compete for the highest impact to identify which policy works best. Only the 'winning policy' is chosen for full implementation.

To illustrate this logic, imagine a farmer who has to choose between →two new fertilizers to till his field.

To find out which one works best on his soil, he sets a couple of seeds aside and tests each fertilizer separately on half of them. The fertilizer is the only difference. He otherwise treats the two samples identically: the seeds are planted in the same soil, exposed to the same hours of sun light and watered in the same way.

After two weeks, the farmer re-examines the two plantlets. He literally sees which fertilizer works best for his seeds and soil and can now order larger quantities.

Behavioral public policy applies the same logic to human decision-making. Policy prototypes compete in trials on a like-for-like basis and inform government stakeholders about what works most effectively, i.e., which policy yields the highest social return-on-investment.

Stakeholders then pick and choose the policy option which delivers the highest contribution to government objectives and only then assign resources for a large-scale implementation (see section «**Learning what works**»).

⁴ Behavioral Insights Team (2020), “How government can predict the future”, BIT Blog 10/01/2020.



The origins of behavioral public policy

- Behavioral public policy emerged from behavioral economics, a young academic discipline combining research in experimental economics, game theory and psychology.
- Behavioral economics analyzes people's preferences, ambitions, (self-)perceptions and biases with the aim to develop a more accurate understanding of human decision-making in various contexts.
- By help of millions of trials around the globe, behavioral economic research has produced insights that allow predicting behavior across different cultures and settings.
- The best-suited approaches and key insights have gradually become a relevant source of information for public policy – the starting point of behavioral public policy.

LEVERAGING BEHAVIORAL INSIGHTS

The way how people respond to public policy is influenced by a variety of factors; for examples, by their socio-economic contexts, social norms, local customs, as well as cultural and religious roots. These specificities render it difficult to adopt international best practice as is. What works to activate labor participation in Germany, for instance, may be completely misspecified for the Saudi labor market.

What many societies do have in common, however, is the way how

their members take decisions and how they process information in daily life.

For example, people care for their beloved ones, want to be liked by their peers, have a moral consciousness, or make minor mistakes in judging situations.

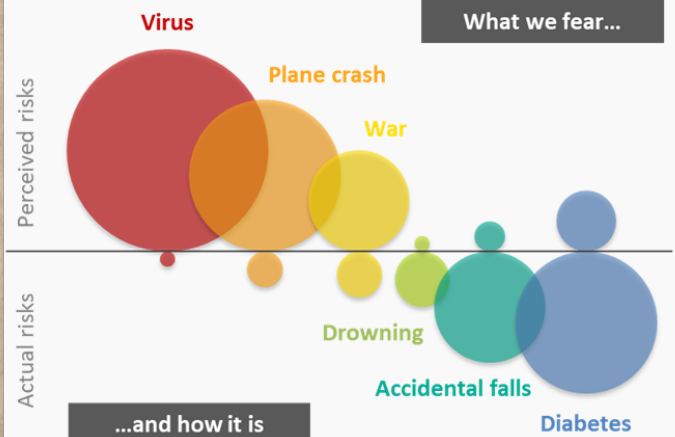
These and many other insights have proven to be systematic and replicable across a wide range of cultures, contexts and environments. Leveraging these forces for the sake

Energy-saving nudge



Targets an employee's environmental consciousness to remind him to switch off the lights when leaving the office

De-biasing boost



Targets consumers during times of crises with the aim to de-bias misperceptions and reduce panic buying

of more effective public policy is the core task of behavioral public policy.

Two very prominent applications of behavioral public policy are 'nudges' and 'boosts'. They are low-cost policy interventions that change small and sometimes very subtle details in the way how choices are described and presented to make certain behaviors more or less attractive to a person.

Nudges steer people by capitalizing on their biases and heuristics during the decision-making. Boosts, in contrast, empower people to better

understand their own biases before they make a decision.

Placing a little sticker next to a light switch in order to remind employees to switch off the lights before leaving the office is a → nudge that can remind people to protect the environment and therefore save substantial costs to the employer.

Informing consumers about their misperceptions of daily risks, on the other hand, is a → boost that may persuade people to abstain from panic buying in times of crises.

The beauty of nudges and boosts is that they change people's behavior in a predictable way without restricting their freedom of choice and without changing financial incentives. Undesired behaviors are neither banned nor fined; nudges and boosts only encourage certain behaviors among the target group.

The more people are exposed to effective nudges and boosts, the higher the overall impact and, hence, the returns-on-investment to the government.

Together with conventional approaches to incentivize and regulate choices, boosts and nudges equip policymakers with very powerful options to guide their people through changes and transformation.

Once the root causes of undesired behaviors are diagnosed, a variety

of options on how to change behavior are available (see figure below).

Facilitating informed decisions of consumers of mobile services, for instance, could be realized by providing more information on hidden costs of contracts (incentives), by informing people about their vulnerability towards illicit marketing practices of service providers (boosts), or by softly countering consumers' fears towards small service packages (nudges).

Because many mobile service contracts are inflated by unnecessary, yet expensive features and garnished with marketing tricks to maintain customer loyalty, all three options can help consumers to considerably lower their contracts' costs.

What are the root causes of undesired behavior?

		Preferences Mobilize utility-providing factors of decision-making	Knowledge Facilitate an informed and independent decision-making	Control Amplify factors that support better decision control	Procedures Build the right choice architecture
How to change behavior?	Incentives Support people's behaviors by providing rational reasons for behavioral change	APPLY CARROTS AND STICKS Apply choice-dependent rewards, bonuses, fines to incentivize desired behavior	LOWER INFORMATION COSTS Disclose information on lock-in situations or provide information on hidden costs	REGULATE CHOICE SETS Delete or add options from the choice sets of employees, consumers, or companies	REVISE RULES & PROCEDURES (Re-)design rules, procedures, or mechanisms to reduce the number of conflicting goals
	Boosts Boost people's competence as sophisticated, self-reflective decision-makers	BUILD DECISION COMPETENCE Build people's competence to cope with conflicting individual preferences	MOBILIZE DECISION RESILIENCE Inform people about their vulnerability towards biases and fallacies	OFFER SELF-NUDGING OPTIONS Design self-nudging options to overcome mental short-cuts or procrastination	DE-BIAS BY DESIGN Integrate mechanisms to inform about cognitive fallacies during daily routines
	Nudges Nudge people in a specific direction by utilizing their systematic biases and heuristics	LOAD SOCIAL UTILITY Amplify social norms by prompts, provide feedback or peer-group comparisons	RECTIFY JUDGEMENTAL ERRORS Rectify systematic errors of people in judging gains, losses or risks by using saliency	PROVIDE MENTAL WALKERS Set reminders or assist habit formation among people with lack of self-control	FRAME CHOICE SETS Change the default rules, the ordering of items or build-in choice-conducive elements

This example also shows how behavioral public policy differs from other manipulative practices: while marketing tools aim at increasing profits, behavioral public policy

seeks to protect consumers and, on a larger scale, the society from these practices for the sake of well-being and transformation in line with governments' objectives.



Behavioral trial interventions



LEARNING WHAT WORKS

In behavioral public policy, promising policy interventions are tested ahead of nationwide upscaling by conducting trials.




Just like the farmer tests the best fertilizers, the core idea behind these trials is to let different policy options compete for the highest impact. The results provide evidence-based insights for policymakers about what works best.

Most ↻ behavioral trial interventions are randomized controlled tri-

als. They allow decision-makers to benchmark the effectiveness of different policy options against behavior under normal conditions.

To determine the impact of a treatment, samples of the target group are randomly assigned to either a treated or a control group: a treated group receives a policy prototype; the control group does not receive any treatment.

Behavior in each group is then investigated in isolation. Because eve-

Where to measure?	How to measure?
Field 	Observation of actual behavior based on tracking, inspections, performance indicators, purchases, enrollment, choices, requests, transfers, etc.
Online 	Observation of actual behavior based on clicks, submissions, logs, protocols
Alternative 	Observation of alternative measures by help of surveys, opinion polls, laboratory methods

rything but the treatment is kept constant, any difference reflects the actual impact, i.e. the behavioral change induced by the treatment.

A very crucial step in every intervention is to determine how behavioral change should be measured. This requires policy designers to identify a →key measure which captures actual decision-making. Ideally, behavior is observed in the real-world environment in which the policy options would become effective.

Returning to the example of the farmer, he would fertilize his seeds

in separate zones on his field, thus exposing the seeds to the natural soil and weather conditions.

Testing the effectiveness of fertilizers in a green house, as an alternative, would create a rather artificial best-shot environment which would not allow drawing firm inferences about what works in the field.

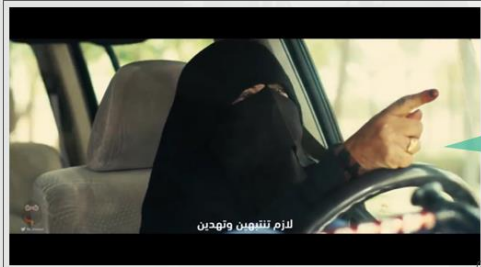
Similarly, interventions in public policy strive to test the effectiveness of policy options under real-world conditions by observing decision-making and behaviors in their respective →field or →online envi-

How to learn if an awareness campaign was effective?

Umsaud, our videos have millions of viewers and hundreds of thousands follow us on Twitter. Isn't this fantastic?



Yes, my dear. We have been very successful with our campaign...



...but you know what worries me?
I still don't know if our people drive more cautiously now.

ronments. When an intervention aims at altering intentions, perceptions or attitudes, however, changes cannot be easily observed. In these cases, ↻ alternative measures need to be employed to learn whether a policy option has worked or not.

The call to find the right key measure also points to a fundamental difference between behavioral and conventional public communication: conventional communication does not intend to measure change. For instance, the Saudi government has

invested in high-quality awareness campaigns in the recent years. Some of these campaigns, such as the famous ↻ «Umsaud», did not track behavioral change by help of a key measure. The impact of these communication efforts on behavior therefore remains rather ambiguous and anecdotal.

A behavioral intervention, in turn, would allow pinpointing how many accidents were prevented or how many lives were saved by the Umsaud campaign.



CASE STUDY: BOOSTING TRAFFIC SAFETY

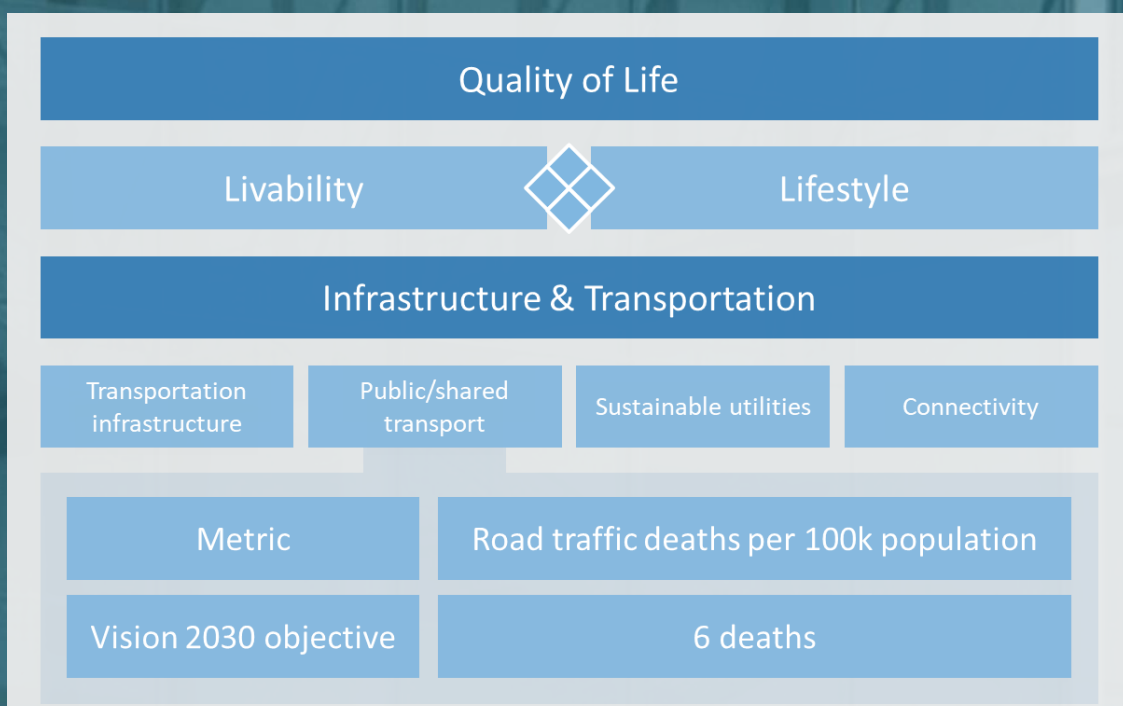
Saudi Arabia's roads belong to the deadliest ones worldwide. The Vision's objective is to reduce the rate of 28 deaths per 100,000 people to 6 deaths per 100,000 by 2030, an envisaged annual reduction of 1.6 deaths. How could behavioral interventions contribute to achieving this objective and increasing traffic safety in the Kingdom?⁵

Because one of the most common reasons for traffic accidents is speeding, one possible approach is

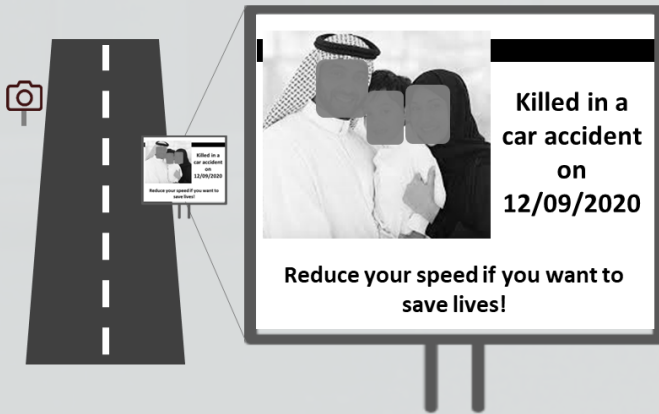
to reduce the average speed of cars by introducing behaviorally-informed warning signs.

Warning signs are increasingly used by traffic authorities to boost safety on highways and remind drivers to slow down without imposing any fines for speed limit violations.

A behavioral intervention could test the most effective approach to successfully change behaviors of high-risk car drivers on Saudi highways.



Treatment fear



Aims at stimulating a driver's fear by highlighting the severe personal consequences.

Treatment loss aversion



Aims at amplifying a driver's loss aversion by stressing the potential fines and the chance of detection.

Let us assume that there are two signs that should compete during the trial intervention. One sign seeks to induce \rightarrow fear among drivers by vividly highlighting the severe personal consequences of an accident and prompting a driver to slow down.

The second sign stresses the potential fines of speeding and thus aims at amplifying a car driver's \rightarrow loss aversion.

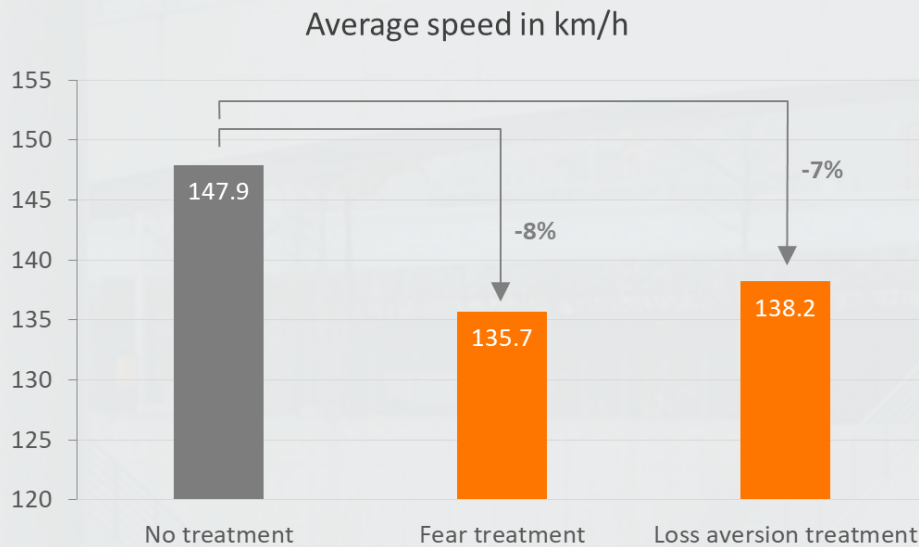
A third group of drivers would not be exposed to any warning signs. They would serve as control group

to observe driving behavior as is, i.e. under normal conditions.

To test the signs' effectiveness, highway sections with comparable traffic volume, average speed and accident rates would be selected to serve as natural field environments. Sections are randomly assigned to the 'fear treatment', the 'loss aversion' treatment, or the control group.

Car speed data is collected by covert mobile cameras at different points before and after the warning signs. Once the trial intervention is com-

Trial intervention results



pleted, driving behavior under each condition can be analyzed.

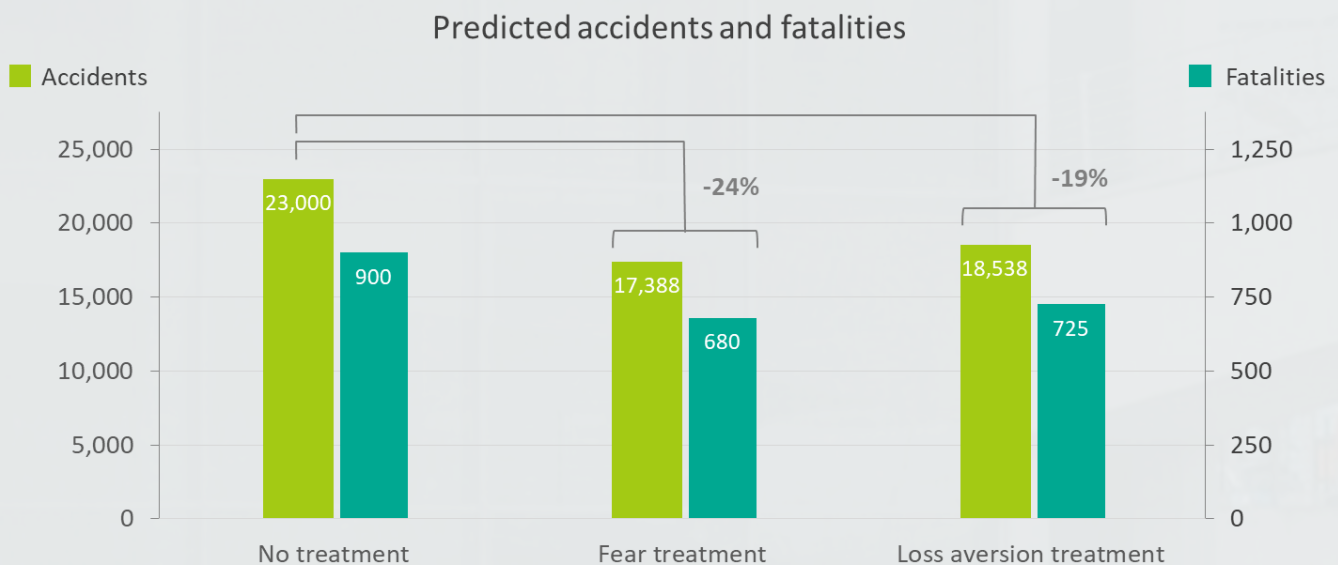
Assume that the average speed observed without any warning signs is 148 km/h. In the ‘fear treatment’, the average speed is 136 km/h, a reduction of 8 percent compared to control condition without any sign. The average speed of drivers exposed to the ‘loss aversion’ sign is 138 km/h, 7 percent less than in the control group.⁶

How do these values translate into prevented car crashes and lives saved? Several studies suggest that

a 1 km/h decrease in speed would lead to a 2 percent reduction in highway accidents.⁷ If we further assume that the Kingdom’s 25 most lethal highway sections account for around 10 percent of the road deaths and 5 percent of the annual accidents, we can determine the preventive potential of a large-scale implementation of each of the treatments.

Accidents and fatalities would decrease by 24 percent if warning signs inducing ‘fear’ would be installed across all deadly highway sections (see figure below). In abso-

Preventive potential



In absolute terms, this would translate into 5,612 less accidents and around 220 prevented road deaths. As for the 'loss aversion' signs, accidents and fatalities would decrease by 19 percent or 4,462 prevented accidents and 175 lives saved as compared to 'no treatment'.⁸

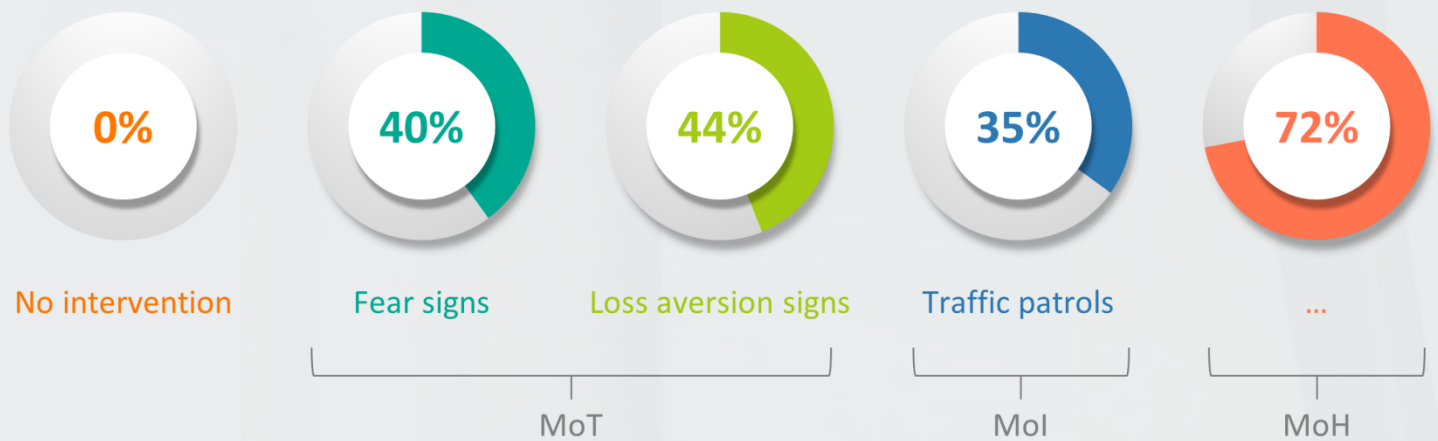
Does this mean policymakers should opt for the fear signs? Not necessarily. To provide a solid answer to this question, we also need to take the costs of the warning signs into account.

Let us assume that a 'fear' sign costs SAR 28,000 and a 'loss aversion' sign costs SAR 20,000 per unit, and that a total budget of SAR 500,000 is available.

We can then determine the social return-on-investment of each warning sign and learn which sign would contribute most efficiently to achieve the Vision's objective.

At these costs, the 'loss aversion' warning signs would be more efficient than the 'fear' signs. They would achieve 44 percent of the required annual reduction in fatality

Vision objective on road deaths – annual achievement rates



rates. The ‘fear’ signs, in contrast, would reach 40 percent only. The reason is that the costs differences would only allow for a limited number of ‘fear’ signs to be installed.

Information on costs is therefore vital for governments to determine social return-on-investment ratios on a like-for-like basis - particularly when financial and human resources are limited.

⁵ More case studies, e.g., on change and risk management, are available online on www.behavia.de/projects/.

⁶ Econometric tests would reveal whether the observed differences are systematic, i.e. occurred as a result of the treatments or are artifacts of chance.

⁷ World Health Organization (2004), “Road safety – Speed. Facts”.

⁸ Anecdotal evidence on similar interventions suggests that accidents decrease by around 3% to 30%.



A NEW GOVERNANCE PARADIGM

What if the farmer is not only interested in finding the best fertilizer, but also the ideal machinery, soil and the most effective seeds? He would probably conduct several trials to find the best fit yielding the highest value-for-money.

The same logic can be applied in public policy. Imagine that every major program would need to pass a ‘proof of concept’-gateway. This gateway would require each ministry to run trial interventions before launching a program.

For example, the Ministry of Transport (MoT), the Ministry of Interior (Moi) and the Ministry of Health (MoH) would all seek to contribute to the Vision’s specific objective of reducing road fatalities.

While the two warning signs would be tested by the MoT, the →Moi would run a trial intervention on traffic patrols reaching, for instance, 35 percent of the required annual reduction (see figure above). The →MoH, on the other hand, would test another intervention yielding a rate of 72 percent.

Just like the farmer who tests how to achieve the highest value-for-money, government decision-makers would be informed about which policy intervention works best given the whole scope of available policy programs and intervention methods. Rather than learning ‘which warning sign works best’ they would be informed about ‘which policy works best’ to prevent road deaths.

Behavioral change principles

- Sustainability: policy interventions should be designed to repeatedly trigger behavioral change and avoid saturation effects.
- Coherence: policy interventions should be geared to mobilize similar behaviors instead of setting contradictory incentives.
- Segmentation: segments of the society often respond very differently to policies. Interventions should be tailored to these response patterns.

Applied to case study

- Warning signs might need to be updated on a regular basis to reinforce safer driving behaviors.
- Gasoline subsidies may encourage people to take their cars more often which would contradict objectives in public safety.
- Fear warning signs might only change behaviors of parents. Loss aversion signs might be the better choice for male, unmarried drivers below the age of 25.

Such an impact-driven governance system would yield a series of advantages to the government.

First, different public authorities would start competing for the highest impact to achieve the Vision's objectives. As their contributions become comparable, each authority would have an incentive to test new and innovative policies that effectively and sustainably induce behavioral change.

Senior officials or councils could pick and choose the most suitable policy options for large-scale roll-out at

given budgetary constraints, HR capacities or any other side conditions.

Second, the system would reveal underutilized synergies between authorities and increase policy coherence. Cooperation and coordination between authorities aiming at similar change - although being located in completely different government resorts and sectors - would be facilitated.

Third, the effect would trickle down to support impact-oriented solution and design contests within authori-

ties. Public servants and young talents with in-depth knowledge about behavioral barriers and root causes could easily contribute by submitting their ideas to the leadership (→segmentation, see figure above).

Fourth, upfront trials would inform decision support and performance

measurement units on what to expect in terms of future performance.

Rather than measuring performance ex-post, progress could be tracked against expected impact and deviations would become visible at an early stage.



BEHAVIORAL INSIGHTS FOR VISION 2030

There is plenty of opportunity for public and private entities to utilize behavioral insights in order to boost their programs' effectiveness, improve service uptake, customer experience and contribute to achieving the Vision 2030.

We have compiled an overview of 21 policy areas that seem to be highly suitable for behavioral interventions, particularly for nudges and boosts (see table below).

As the list contains a high-level outlook only, it shall demonstrate the general potential for behavioral public policy in light of Vision 2030.

Most interventions and policy options have been already tested in similar contexts and may hence provide a first source of inspiration for Saudi decision-makers on how to initiate behavioral change.



Vision 2030 objectives and application areas

Foster Islamic values	Implement behavioral interventions to increase <ul style="list-style-type: none">tolerancesharing norms and generositydisciplinetrust, particularly among children and adolescents
Serve more Umrah visitors better	Develop nudges and boosts that encourage visitors to <ul style="list-style-type: none">contribute to public goods, e.g., less litteringcomply more often with rules and regulationsunderstand and respect the needs of othersfollow signs and instructions more strictly during mass panics
Strengthen the national identity	Understand and amplify behavioral drivers to promote <ul style="list-style-type: none">values related to national character buildingoptimism and self-determinationsolidarity and cooperativeness

<p>Improve healthcare service</p>	<p>Build upon on-going efforts in the sector to</p> <ul style="list-style-type: none"> ▪ reduce patient no-shows ▪ decrease waste in medical supplies ▪ lower medical errors ▪ increase vaccination rates, blood and organ donations
<p>Promote a healthy lifestyle</p>	<p>Expand the Ministry's of Health interventions to</p> <ul style="list-style-type: none"> ▪ improve hand washing routines ▪ revise cigarette warning labels to be effective but less upsetting ▪ further improve calorie labels ▪ introduce smart lunch lanes ▪ scale health and weight-loss contests like «Walk30»
<p>Improve livability in Saudi cities</p>	<p>Conduct behavioral interventions to encourage</p> <ul style="list-style-type: none"> ▪ participation in community building efforts ▪ the use of government's online programs ▪ car drivers to comply with speed limits ▪ young people to abstain from drug abuse ▪ uptake of safety and preventive measures in households
<p>Ensure environmental sustainability</p>	<p>Design nudges and boosts to promote</p> <ul style="list-style-type: none"> ▪ energy and water saving behaviors in offices and households ▪ less littering in public spaces ▪ a stronger global/environmental consciousness
<p>Promote culture and entertainment</p>	<p>Conduct behavioral mappings and interventions to</p> <ul style="list-style-type: none"> ▪ stimulate a creative and business-oriented mindset among artists ▪ recruit the right talents to develop the market ▪ attract more customers to cultural products and services
<p>Create an empowering environment for Saudis</p>	<p>Apply behavioral insights to</p> <ul style="list-style-type: none"> ▪ improve consumer protection and consumer behavior ▪ de-bias parents and children from 'fixed skills' mindsets ▪ create a more inclusive environment towards people with special needs ▪ enhance labor participation by developing behaviorally-enhanced unemployment and welfare benefits
<p>Grow contribution of the Private Sector to the economy</p>	<p>Implement behavioral interventions to</p> <ul style="list-style-type: none"> ▪ lower the barriers of doing business ▪ improve integrity and compliance ▪ facilitate a smoothed privatization, transformation and change of selected government entities and services ▪ enhance existing promotion activities to attract more foreign direct investment
<p>Maximize value captured from the energy sector</p>	<p>Utilize behavioral insights to</p> <ul style="list-style-type: none"> ▪ further grow national demand for renewable energy ▪ mobilize innovation and competitiveness of energy providers
<p>Develop Human Capital in line with labor market needs</p>	<p>Develop nudges and boosts to</p> <ul style="list-style-type: none"> ▪ improve high-school students' educational choices ▪ lower absenteeism at schools or workplaces ▪ overcome the matching problem of HRDF upskilling programs ▪ mobilize job seekers' willingness to apply more often ▪ increase job compliance in the public and private sector ▪ stimulate a more productive work mentality

Ensure equal access to job opportunities	<p>Built upon existing efforts of the Ministry of Human Resources and Social Development by implementing behavioral mappings and interventions to</p> <ul style="list-style-type: none"> ▪ understand the root causes of gender stereotyping ▪ de-bias gender misperceptions at the workplace ▪ built hiring and HR processes that support equal job opportunities ▪ (re-)design processes to increase the share of women in leadership positions
Enable job creation through SMEs and Micro-enterprises	<p>Build upon existing efforts in the sector to</p> <ul style="list-style-type: none"> ▪ test the effectiveness of current job creation programs ▪ reduce behavioral barriers to job creation ▪ promote the push factors of entrepreneurship ▪ increase access of SMEs to public procurement
Balance public budget	<p>Conduct behavioral interventions to mobilize</p> <ul style="list-style-type: none"> ▪ tax compliance and tax honesty ▪ integrity in the public and private sector ▪ awareness for cost-effectiveness and value-for-money approaches
Improve performance of government apparatus	<p>Implement interventions to</p> <ul style="list-style-type: none"> ▪ increase change tolerance towards organizational transformation programs ▪ strengthen job commitment and loyalty in (semi-)governmental entities ▪ promote stronger customer orientation among selected segments of the public workforce ▪ accelerate the integration of e-solutions and new business processes ▪ understand the root causes of foreign perceptions and identify new ways of communication
Engage effectively with citizens	<p>Develop nudges and boosts to</p> <ul style="list-style-type: none"> ▪ motivate more people to participate in public crowd-knowledge apps ▪ increase engagement levels on the community level ▪ improve levels of perceived transparency and fairness ▪ strengthen responsiveness and support to government decisions and communication
Protect vital resources of the nation	<p>Run behavioral interventions among households and businesses to</p> <ul style="list-style-type: none"> ▪ consume less energy and water ▪ reduce food waste and waste of resources in general ▪ mobilize the use of public transport
Enable citizen responsibility	<p>Apply behavioral insights to</p> <ul style="list-style-type: none"> ▪ enhance savings and retirement plans ▪ stimulate better insurance uptake ▪ promote active citizenship ▪ recruit more volunteers
Enable social contribution of businesses	<p>Assist businesses in conducting behavioral interventions to</p> <ul style="list-style-type: none"> ▪ improve access for vulnerable people ▪ lower the barriers to digital services ▪ support the provision of public goods
Enable larger impact of non-profit sector	<p>Empower non-profit organizations to</p> <ul style="list-style-type: none"> ▪ conduct trial interventions to learn what works ▪ design nudges and boosts for social purposes ▪ increase donations and contributions

CONCLUDING REMARKS

The objective of this white paper was to illustrate the beauty, power and relevance of behavioral public policy for Saudi Vision 2030.

This new avenue in policy design addresses problems from a ↻human-centered perspective and equips decision-makers with ↻evidence on what works best to initiate behavioral change on a large scale.

Behavioral public policy provides ample opportunities to support ongoing government efforts to achieve the Vision's objectives. Applications

range from education, public safety, health, labor activation, communication, over privatization and finance to societal values and national character building.

Besides serving as an introduction and general guide to behavioral public policy, this white paper has hopefully provided inspiration and encouragement for interested readers to join the growing community of Saudi practitioners and academics and give behavioral insights a real try in the field.



Human-centered

Behavioral interventions are tailored to address the root causes behind undesired behaviors and mobilize the right triggers to initiate behavioral change at large.

Evidence-based

Trial interventions let the most promising policy options compete for the highest impact. The outcomes serve as a proof-of-concept, demonstrating the return-on-investment.

Cost-effective

Stakeholders are informed about what works best before investing substantial budgets into upscaling. The implementation of behavioral trials requires only relatively modest input of resources.

Comparable

Behavioral interventions allow governments to compare impact or preventive potential of policies on a like-for-like basis across a wide range of programs and mandates.

Actionable

The Saudi Vision 2030 bears huge potential for behavioral interventions. Most interventions could serve as blueprints to inform policy designers and evaluators in other areas of national interest.

ACKNOWLEDGEMENTS

The authors are indebted to Fahad Luwe Alghalib Alsharif, PhD, Senior Research Fellow at King Faisal Center for Research and Islamic Studies, Khalid Alawwad, PhD, CEO of Darmasarat for Research and Development, Mozah Al-Otaibi, Director ES Consulting, Nawaf Albali, Public Health Physician at Ministry of Health Saudi Arabia, and Azem Rajeh Alshareif, Independent Researcher and HR expert, for their valuable comments and formidable suggestions to improve earlier versions of this white paper.

We are also grateful to various Saudi officials, experts, and scholars who pointed us to a series of examples and on-going efforts in achieving Vision 2030.

BEHAVIA'S ONLINE CASE STUDIES

- **Change Management**
Case study on behavioral change management to assist organizational transformation
<https://behavia.de/projects/change-management/>
- **Public Health**
Case study on a national health campaign to promote a more active lifestyle
<https://behavia.de/projects/public-health/>
- **Risk Prevention**
Case study on behavioral risk management to mobilize effective precaution
<https://behavia.de/projects/risk-prevention/>
- **Traffic Safety**
Case study on traffic safety and speed prevention to reduce road deaths and injuries
<https://behavia.de/projects/traffic-safety/>

CONTACT INFORMATION

BEHAVIA – Behavioral Public Policy and Economics GmbH (LLC.)
Phone: +49 (0)30 9599 3523
E-mail: info@behavia.de
Website: www.behavia.de
Twitter: [@BehaviaBerlin](https://twitter.com/BehaviaBerlin)

DISCLAIMER OF LIABILITY

Unless otherwise stated, all information contained in this article (the “Publication”) shall not be reproduced, in whole or in part, without the specific written permission of BEHAVIA – Behavioral Public Policy and Economic GmbH (BEHAVIA). BEHAVIA makes its best effort to ensure that the content in the Publication is accurate and up to date at all times. The data contained in the Publication serves illustrative purposes only. BEHAVIA makes no warranty, representation or undertaking whether expressed or implied, nor does it assume any legal liability, whether direct or indirect, or responsibility for the accuracy, completeness, or usefulness of any information that contain in the Publication. It is not the intention of the Publication to be used or deemed as recommendation, option or advice for any action(s) that may take place in future. Photos are provided by Patricia Escriche @Studiopatori, Matt Popovich and Ole Witt on Unsplash. Copyrights belong to the authors