

**United Nations Development Programme**



**Regional Bureau for Arab States  
Initiation Plan**

**Project Title:** Paving the Path to Successful Youth Entrepreneurship through Behavioural Insights

**Expected Regional Programme Outcome(s):**

Outcome 1: Accelerate the structural transformation of productive capacities in a sustainable and inclusive manner

Outcome 2: Strengthen institutions to promote inclusive participation, prevent conflict and build peaceful societies

**Expected RPD Output(s):**

1.6.1 Regional capacities and policies strengthened to advance women's empowerment

2.5.2 Policies, plans and partnerships for sustainable development draw upon UNDP's thought leadership, knowledge and evidence

**Initiation Plan Start/End Dates:** 1 September 2020 / 28 February 2022

**Implementing Partner:** UNDP

### Brief Description

Behavioural Insights (BI) combine behavioural economics, psychology and neuroscience to better understand and explain human behaviour and decision-making. Applying BI can support the design of more effective public policies, processes and services. It can improve organizational performance, and it can encourage, or “nudge,” citizens towards more positive social behaviours. BI has been used in various scenarios, for example to get more people to sign up for government services, to encourage university enrolment, and to motivate people to use less energy in their homes. The application of behavioural science in public policy and development work has been increasing and is transforming the way governments are operating and citizens are engaging.

This project will aim to better understand the behavioural enablers and barriers to a robust, vibrant and youth-inclusive and responsive environment that can empower young women and men to engage in entrepreneurship and become successful entrepreneurs. The initiative will guide 10 UNDP Country Offices in the Arab region through the process of developing behaviourally informed pilot interventions that can inform their youth, entrepreneurship, gender, or other programming. The project will place particular emphasis on gathering and presenting the results and lessons learned from the research and pilot interventions that are undertaken, which can help inform UNDP’s entrepreneurship work globally.

This initiative builds on previous UNDP explorations into the potential to apply behavioural insights to youth entrepreneurship. In 2018, preliminary research was undertaken among participants in UNDP-RBAS’ Youth Leadership Programme (YLP) to identify structural and behavioural barriers they experience on their path to successful entrepreneurship. Input from this research was subsequently used to structure hands-on interactions with young entrepreneurs to generate behaviourally informed solutions to these challenges.

**Programme Period:**

1 September 2020- 28 February 2022

**Atlas Project Number:** 00131157

**Atlas Output ID:** 00124275

**Gender Marker:** 2

**Total resources required**            **USD 175,000**

**Total allocated resources:**       **USD 175,000**

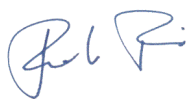
- Regular\*                                    USD 175,000
- Other:
  - Donor:                                    N/A

All funding comes from UNDP Country Offices and is pooled in one account.

Agreed by UNDP:

**Paola Pagliani**

Regional Programme Coordinator, RBAS



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## I. PURPOSE AND EXPECTED OUTPUT

All levels of the entrepreneurial ecosystem (young people, their families, communities, organizations, decision-makers and societies at large) are shaped by people's behaviour: the decisions they make and the actions they take. Behavioural Insights (BI) is a particularly relevant discipline that can help better diagnose what drives not only policy-makers to create a positive enabling environment but also institutions to offer relevant and accessible services for young entrepreneurs and young women and men themselves to follow through with their entrepreneurship intentions and run successful businesses (recognizing that none of these are homogeneous groups). There may be significant, often hidden, behavioural barriers at all of these levels (policy, institutional, community, family and individual) that this initiative will seek to address, for example, resistance to putting in place enabling regulatory and legal frameworks; lack of availability or accessibility of financial, business support services and other resources; or inability or unwillingness of young people to take advantage of the resources made available to them due to cultural or social (including family) pressures.

The Theory of Change underpinning this initiative is based on the premise that if behavioural barriers, and importantly the interplay between behavioural and structural barriers, are well identified and adequately addressed in youth entrepreneurship policies and programmes, these can be more effective in fostering entrepreneurship among young women and men, as a solution to youth employment challenges in various country contexts. The project will involve hands-on research that can begin to unpack some of these behavioural barriers.

The expected outputs from this plan are:

**Output 1:** Capacity of participating Country Offices enhanced on BI and its applications to youth entrepreneurship

**Output 2:** Youth entrepreneurship pilots implemented

**Output 3:** UNDP knowledge base enhanced on applying BI in youth entrepreneurship programming

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## II. MANAGEMENT ARRANGEMENTS

This initiative will be managed as a modified multi-country project in which the UNDP-RBAS Regional Hub in Amman will play the role of the "coordinating office" and will be responsible for the overall design of the initiative and its work-plan, including results and resources framework, consolidating and facilitating individual country office activities and results, procurement of the required consultancies, coordinating and quality assuring the work of the consultancies, organizing workshops and clinics, and disseminating the final report and project design tool. A programme analyst in the regional innovation team will be responsible for the everyday management of the project, under the supervision of the regional innovation team leader.

The participating Country Offices (COs) will be responsible for committing and transferring the budget share required for participation in the project, managing the pilot activities in their respective countries, participating in the workshops and clinics that will be organized by the Regional Hub in Amman, and directly covering expenses related to running the pilot interventions.

The financial resources identified and committed for each CO will be transferred to the multi-country project through which activities related to this initiative will be managed and executed. An internal fund code will be used for this purpose to allow the COs to record these transfers as expenses so that they are duplicated at the regional level.

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## III. MONITORING

The project will be monitored against the indicators and targets defined in the workplan, on two levels: on the one hand, by the regional innovation team in the implementation of the project's

activities and in support of the expected outputs; and on the other hand by the Country Offices participating in the project and receiving regional support.

The regional innovation team in Amman will maintain regular contact with Country Offices, through the workshops and remote support calls planned throughout the project, to ensure that the support provided is in line with their needs and that COs, as well as the contractor, are able to deliver the activities and outputs they are responsible for at country and regional level. A satisfaction survey will also be carried out for this purpose. The contractor will be required to submit a final report in addition to the knowledge products emanating from the project.

## IV. WORK PLAN

**Participating Country Offices:** Djibouti, Iraq, Jordan, Lebanon, Libya, Morocco, Somalia, Sudan, Syria, Tunisia

**Period:** 18 months (1 September 2020 / 28 February 2022)

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME							RESPONSIBLE PARTY	PLANNED BUDGET		
		Q3 2020 Sep	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021 Dec	Q1 2022		Funding Source	Budget Description	Amount (USD)
<b>Output 1</b> <b>Capacity of participating Country Offices enhanced on BI and its applications to</b>	1.1 Conduct desk research on BI for youth entrepreneurship through hiring a contractor	X	X	X					UNDP	UNDP COs	Consultant	10,000

<p><b>youth entrepreneurship</b></p> <p><i>Baseline data:</i> 1.1 0</p> <p><i>Indicator:</i> 1.1 Number of Country Offices capacitated to identify target behaviours map user journeys, barriers and bottlenecks; and design behavioural solutions.</p> <p><i>Target:</i> 1.1 10 Country Offices</p>	<p>1.2 Produce a learning tool and assist COs through the various phases of their intervention design through</p> <ul style="list-style-type: none"> <li>• One-on-one and group support calls</li> <li>• BI Clinic #1 preparation and delivery</li> <li>• Satisfaction survey</li> </ul>			X	X				UNDP	UNDP COs	Consultants	35,000
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<p><b>Output 2 Youth entrepreneurship pilots implemented</b></p> <p><i>Baseline data:</i> 2.1 0</p> <p><i>Indicator:</i> 2.1 Number of pilots launched aiming to support youth entrepreneurship, including young women's economic empowerment</p> <p><i>Target:</i> 2.1 At least half of the participating Country Offices (5/10) launch pilots, incorporating a gender lens</p>	<p>2.1 Conduct support calls with participating Country Offices and quality assurance of exercises and documents linked to each Country Office's BI pilot</p> <ul style="list-style-type: none"> <li>COs implement pilots in coordination with national stakeholders</li> <li>COs collect information on the effectiveness of the pilots, including sex-disaggregated data if relevant</li> </ul>			X	X	X	X		UNDP	UNDP COs	Consultants	20,000
<p><b>Output 3 UNDP knowledge base enhanced on applying BI in youth entrepreneurship programming</b></p> <p><i>Baseline data:</i> 3.1 0</p>	<p>3. 1 Prepare and deliver BI Clinic #2 to collect policy recommendations from pilot experiences, including gender-specific recommendations</p>					X	X		UNDP	UNDP COs	Consultant	20,000
	<p>3. 2 Hold follow-up calls with each CO to validate content of the knowledge products</p>					X	X		UNDP	UNDP COs	Consultant	10,000

<i>Indicator:</i> 3.1 Number of knowledge products on applying BI in youth entrepreneurship programming	3.3 Finalize learning tool, informed by CO experiences with pilot interventions					X	X	X	UNDP	UNDP COs	Consultant	10,000
<i>Target:</i> 3.1 Two knowledge products on applying BI in youth entrepreneurship programming	3.4 Prepare a final report on the overall initiative, outlining learnings from research and pilot interventions and recommendations setting the stage for future projects and scaling. <ul style="list-style-type: none"> <li>Continue to monitor the progress of pilot interventions if scaled.</li> </ul>					X	X	X	UNDP	UNDP COs	Consultant	30,000
	3.5 Design, printing, and dissemination of knowledge products (learning tool and final report)						X	X	UNDP	UNDP COs	Contractual services	15,000
<b>Common and Shared Services</b>											25,000	
<b>TOTAL</b>											175,000	
Commitment per Country Office											17,500*	



\*Country Offices will be expected to separately budget for the expenses linked to running their pilot interventions (typically USD 3,000 - 10,000 depending on the nature of the intervention). These funds will not be transferred to the regional programme.