

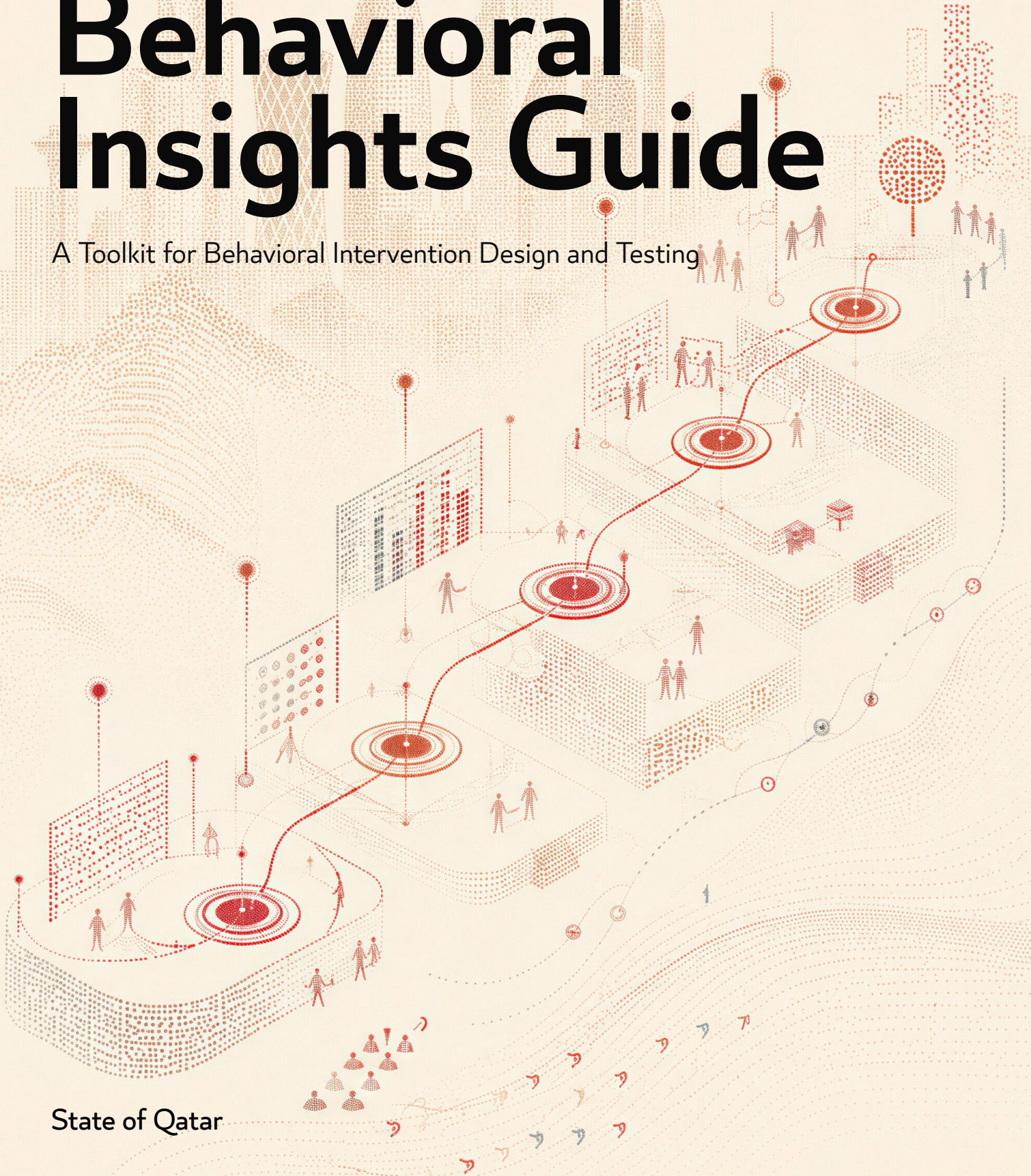


المجلس الوطني للتخطيط
National Planning Council
دولة قطر • State of Qatar

Behavioral Insights Guide

A Toolkit for Behavioral Intervention Design and Testing

State of Qatar



DOCUMENT SUMMARY

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Summary	The Behavioral Insights Guide, developed by the Behavioral Science and Nudge Lab at the Center for Future Foresight and National Visions, offers a comprehensive framework for guiding professionals and decision-makers across all sectors in designing policies grounded in a deep understanding of human behavior. These policies translate into smart and practical solutions that enhance the impact of national policies and contribute to achieving the goals of the Third National Development Strategy and the Qatar National Vision 2030.
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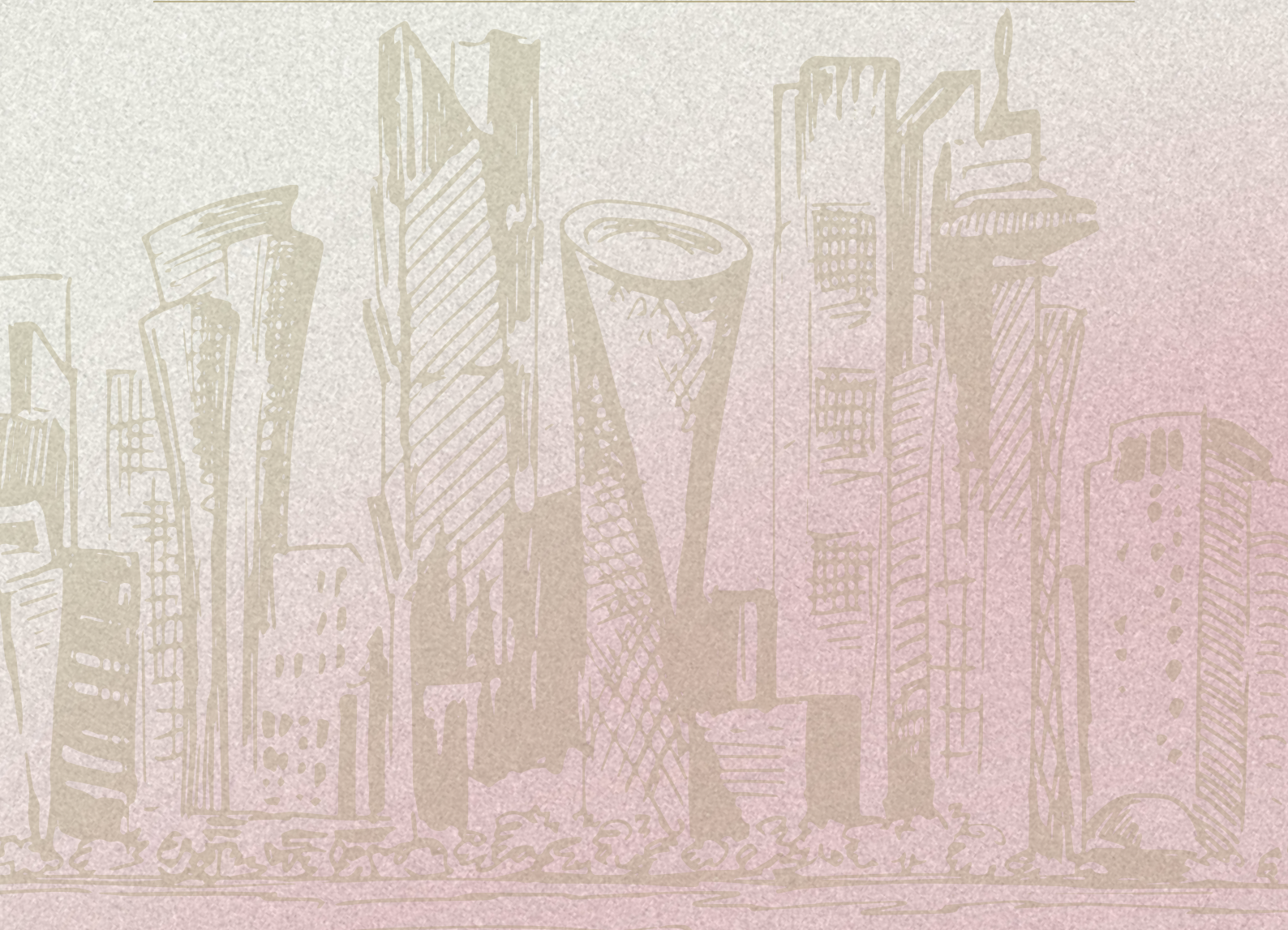


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FOREWORD

The State of Qatar continues to develop and enhance its public policies to improve quality of life, based on a development approach that places the human being at the core of its decision-making process. Within this framework, Qatar National Vision 2030 and the Third National Development Strategy aim to place the human being at the heart of every development plan, because true progress is only achieved when policies are designed with a deep understanding of human behaviour and motivations, and genuine care to satisfy daily needs.

Stemming from the National Planning Council's commitment to strengthening evidence-based policymaking methodologies, the "Behavioural Insights Guide", prepared by the Behavioural Science and Nudge Lab team at the Centre for Future Foresight and National Vision, was developed to serve primarily as a reference guide for decision-makers and policymakers in government entities in the State of Qatar. Through the National Planning Council's framework "STEPS", the guide provides a structured approach with a set of flexible tools that takes specialists from identifying and diagnosing challenges to designing solutions that are evidence-based rather than assumptions-based to achieve desired outcomes that can be scaled up with confidence.

The adoption of behavioural science in the State of Qatar has not merely been a response to the needs of the current phase; it represents a strategic direction grounded in a conviction of the importance of employing scientific evidence in designing public policies and enhancing their effectiveness. The State of Qatar is among the first countries in the region to establish a specialised unit for behavioural insights, which has helped build an institutional approach grounded in understanding human behaviour and analysing the factors that influence it.

The National Planning Council continues to strengthen this direction through the Behavioural Science and Nudge Lab, which serves as a national platform for capacity building, enhancing integration among government entities, and supporting the application of behavioural methodologies in designing public policies, programs, and initiatives. The Council proceeds from a firm belief that understanding human behaviour and catering to individual's needs are fundamental enablers of more effective and sustainable policymaking, contributing to improved quality of life and supporting the achievement of the targets of the Third National Development Strategy (2024–2030).

As we call on decision-makers and policymakers to treat this guide as a practical reference and a knowledge platform that evolves with every project, we affirm that designing effective interventions aligned with citizens' needs is a genuine contribution to achieving Qatar National Vision 2030, and that the path toward a better future always begins with a deeper understanding of the human being for whom we design.

Dr. Abdulaziz bin Nasser bin Mubarak Al Khalifa

Secretary General of the National Planning Council

SECTION 1: INTRODUCTION

SUB-SECTION 1.1: CONTEXT OF THE BEHAVIORAL INSIGHTS GUIDE

As part of the **National Planning Council's (NPC) Center for Future Foresight and National Visions (CFF)**, the **Scientific and Behavioral Nudging Lab** was established to optimize the impact of policies in Qatar aimed at achieving national economic, social, and educational outcomes through behavioral strategies and incentive models. The Lab aims to address emerging behavioral challenges by **designing, testing, evaluating and implementing behavioral solutions** through behavioral insights and interventions.

WHAT IS BEHAVIORAL SCIENCE?

Understanding behavioral science is essential to the Lab's mission. It is a multidisciplinary field that explores **how and why people make decisions** and take action in everyday life, given their environment and context (e.g., social and cultural context). Drawing from several fields such as psychology, economics, neuroscience, sociology and cognitive science to uncover patterns, especially when human decisions diverge from what's traditionally considered "the logical" choice. These insights enable the design of targeted evidence-based solutions that gently steer individuals and communities toward improved outcomes, without interfering with their agency to make decisions for themselves.

In Qatar, this understanding is especially vital. Rapid advancements (e.g., technological, economic, etc.)¹, shifting socio-cultural norms, and evolving institutions are reshaping human and organizational behavior at scale. Effective public policy now depends on embedding behavioral insights into its design. This Behavioral Insights (BI) Guide sets a national standard for applying behavioral science, offering a curated set of best practices tailored to Qatar's unique context and future ambitions.



¹ A targeted action or design change intended to shift a specific behavior in a desired direction without restricting individual choice

SUB-SECTION 1.2: PURPOSE OF THE GUIDE

This Guide offers practitioners guidance to put **citizens at the heart of policymaking**, ensuring that initiatives in all sectors, such as health, labor market, education, finance, etc. are informed by a deep understanding of human behavior.

By using the guidance and the templates accompanying the Guide, policy teams can systematically **apply behavioral insights** to design a variety of interventions¹ that promote positive behaviors, enhance public services, and contribute to Qatar's broader National Vision and Development Strategies across human, social, economic, and environmental dimensions.

SUB-SECTION 1.3: AUDIENCE OF THE BEHAVIORAL INSIGHTS GUIDE

This BI Guide is primarily designed for use by **decision makers and policy makers** within the Qatari government entities who can utilize it when diagnosing policy challenges and designing solutions. It can also be **used in conjunction with the Public Policy Guide**, especially during:

- A. Policy Analysis and Agenda Setting:** When diagnosing policy challenges and prioritizing areas for government intervention, the Guide helps unpack not only structural barriers (such as complex administrative procedures, limited service access points, or fragmented institutional coordination) but also the behavioral root causes behind these challenges. In the agenda-setting stage, this approach helps policymakers determine which challenges should rise to the policy agenda by assessing their behavioral significance, national relevance, and potential for meaningful impact. This dual perspective enables policymakers to identify obstacles to positive outcomes and design tailored solutions that go beyond traditional regulatory approaches.
- B. Policy Instrument Development and Appraisal:** In designing and testing policy instruments, policymakers can leverage the BI Guide for practical tools and frameworks that embed behavioral solutions into policy design—whether programmatic, incentive-based, or operational. The Guide also provides methodologies for piloting and evaluating these instruments, ensuring evidence-based decisions before adoption and scale-up.
- C. Monitoring and Evaluation:** The BI Guide offers guidance on implementing diverse impact evaluation methods to assess the effectiveness of behavioral interventions. These insights complement the broader evaluation tools in the Public Policy Guide, enabling policymakers to measure performance, refine strategies, and maximize policy impact.

SUB-SECTION 1.4: STRUCTURE OF THE BEHAVIORAL INSIGHTS GUIDE

The BI Guide adopts a structured approach to integrating behavioral insights in policymaking based on setting a behavioral policy agenda to identify priority policy areas to focus on, and then diving into the problem definition, solutions-brainstorming and testing, and policy scale-up process outlined in the “**STEPS Framework**” in detail.

Figure 1.1: Behavioral Policy Agenda and STEPS Application to Priority Challenge

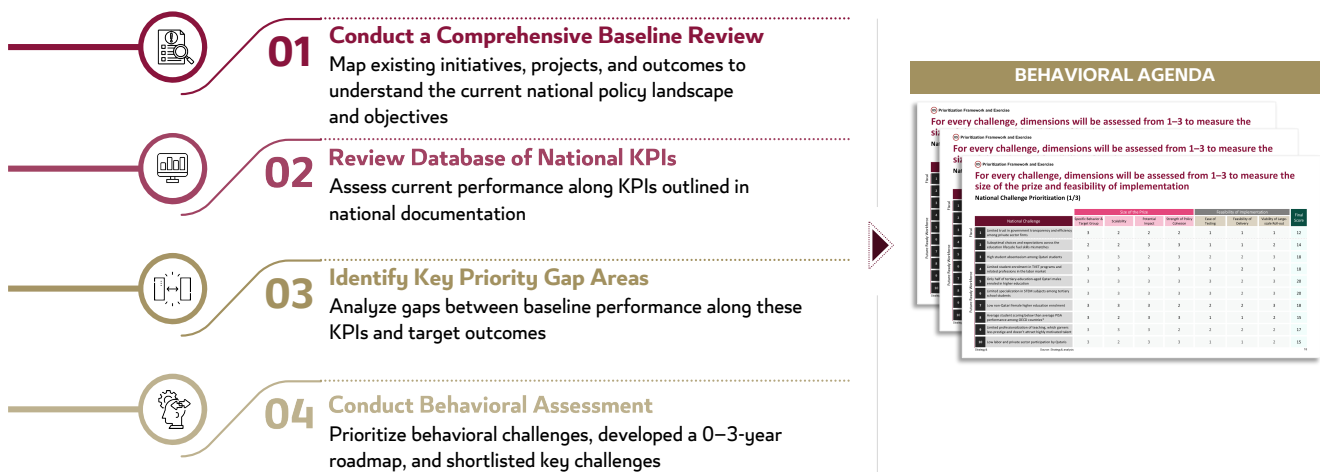


SECTION 2: SETTING A BEHAVIORAL POLICY AGENDA

SUB-SECTION 2.1: IDENTIFYING BEHAVIORAL CHALLENGES

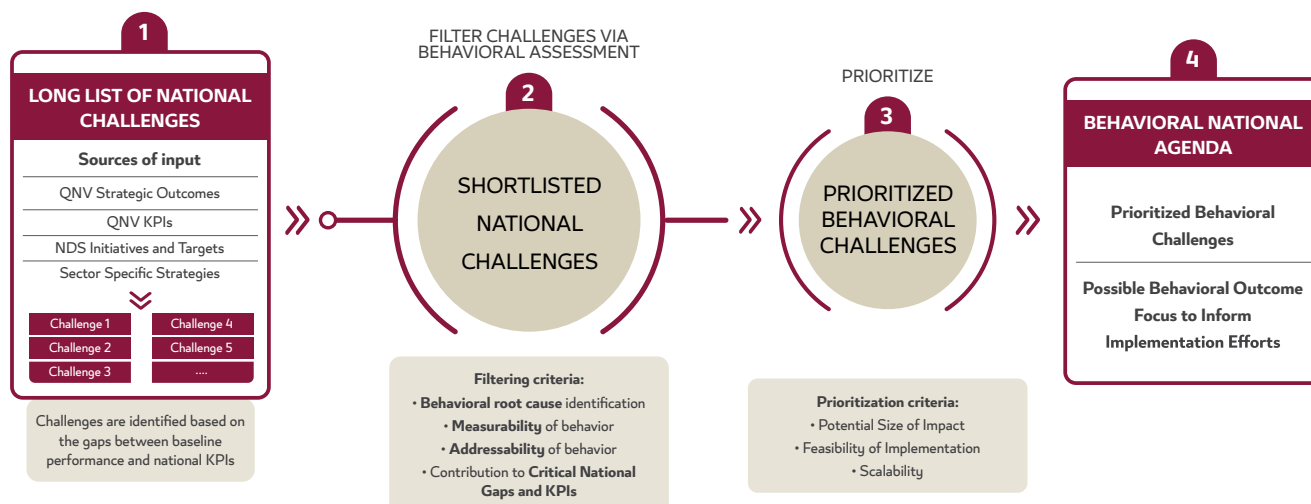
Government entities aiming to apply behavioral insights effectively should adopt a **structured, policy-aligned approach** that integrates behavioral science into its strategic and operational work over time. This begins with developing a **behavioral policy agenda**: a systematic method for identifying national challenges with behavioral root causes in addition to the structural root causes by focusing on the human factors that drive outcomes. Behavioral root causes refer to individual or group actions, habits, or perceptions that contribute to the issue, while structural root causes stem from systemic factors such as infrastructure, institutions, economic constraints, etc. that may shape or limit behavior. Figure 2.1 provides an overview of the approach.

Figure 2.1: Behavioral Policy Agenda Approach



As shown in Figure 2.2 below, the agenda-setting process starts by conducting a comprehensive baseline review of the country's performance across key indicators and assessing the extent to which different sectors and the national economy are lagging behind target key performance indicators (KPIs) set in the National Development Strategies and Ministerial Strategies.



Figure 2.2: Behavioral Policy Agenda-Setting Process


The challenges should then go through a filtering exercise via behavioral assessment which involves: behavioral root cause identification, measurability of behavior, addressability of behavior, and contribution to critical national gaps and KPIs – leading to shortlisted national challenges. Figure 2.3 highlights the behavioral filtering assessment.

Figure 2.3: Filtering Method for Behavioral Assessment

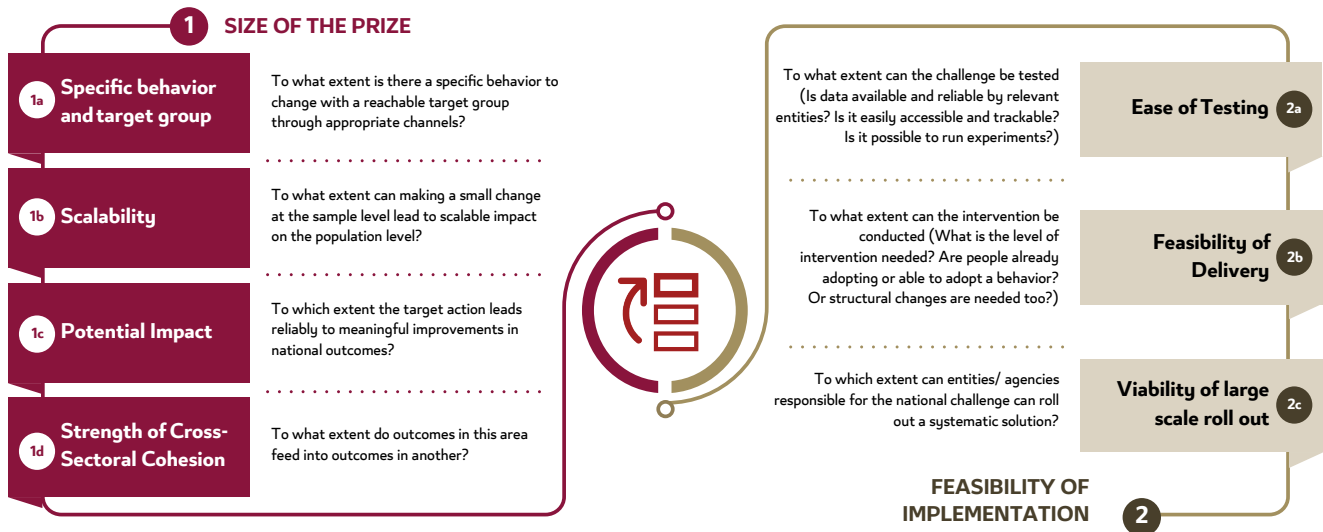
BEHAVIORAL ASSESSMENT



Please refer to the Annex for *Template 1: Behavioral Assessment Filtering Template*

Next, shortlisted challenges are further prioritized based on the potential size of impact and feasibility of implementation and scalability. The prioritization criteria are illustrated in Figure 2.4. This prioritization exercise results in a behavioral agenda with prioritized behavioral challenges, where possible behavioral outcomes of focus can be identified to inform or complement on-going or emerging policy reforms, along with potential roadmaps.

Figure 2.4: Prioritization Criteria



Please refer to the Annex for *Template 2: Prioritization Criteria*

By following this structured approach, government entities can successfully identify which challenges can be addressed through behavioral solutions.

Importantly, the behavioral policy agenda serves as a critical input into the Scientific and Behavioral Nudging Lab's STEPS framework, which is detailed in this Guide. Once a policy area or challenge has been prioritized through the agenda, STEPS provides a structured pathway to design, test, and scale behavioral interventions. This ensures that behavioral insights are not applied in isolation but are embedded within a broader strategic context—making structural reform and national progress *more achievable, efficient, and sustainable*.

For example, in Qatar, a range of challenges could be prioritized based on an assessment of the national challenges, including a broader evaluation of behavioral gaps across individuals, communities and institutions that contribute to lagging performance against national goals. Such challenges in Qatar may include:

- High volumes of food waste per capita/waste management
- Only half of tertiary-education-aged Qatari males enrolled in higher education
- High prevalence of childhood obesity in Qatar
- Scope to increase volunteering rate among Qatari youth and PWDs
- Low uptake of private-sector job opportunities by Qataris

SUB-SECTION 2.2: STAGE SUMMARY AND CHECKLIST

Key Takeaways

- A Behavioral Policy Agenda helps governments systematically identify and prioritize national challenges with behavioral root causes, thus complementing the on-going structural reform taking place
- The process involves reviewing baseline data and key performance indicators to identify challenges, and gaps, and filtering the challenges based on behavioral filtering assessment
- The sources of input into the Behavioral Policy Agenda can include data on the performance of existing reform efforts or other diagnostic assessments that aim to continuously monitor and evaluate emerging trends in sectoral indicators, public sentiment, and unanticipated outcomes (the Public Policy Guide includes a list of triggers that could inspire analysis of policy challenges)
- Filtered challenges are further prioritized based on the potential size of impact, and feasibility of implementation and scalability
- The challenges finally prioritized in the behavioral policy agenda feed directly into the STEPS framework for designing, testing, and scaling interventions



BEHAVIORAL POLICY AGENDA – CHECKLIST

Baseline review and issue identification

- Conduct a comprehensive baseline review of national performance across key indicators (KPIs)
- Identify challenge areas based on assessments of country performance along national and sectoral KPIs
- Identify challenge areas triggered by other types of assessments, including public sentiment analysis, on-going public surveys, opinion polls, behavioral trends, etc.
- Assess behavioral gaps that contribute to lagging structural reform being implemented by the government entity

Behavioral filtering assessment

- *Complete the Behavioral Assessment Filtering Template for each challenge, including behavioral root cause, measurable behavior, addressable behavior and contribution to critical national gaps and KPIs – leading to a list of shortlisted challenges*

Prioritization

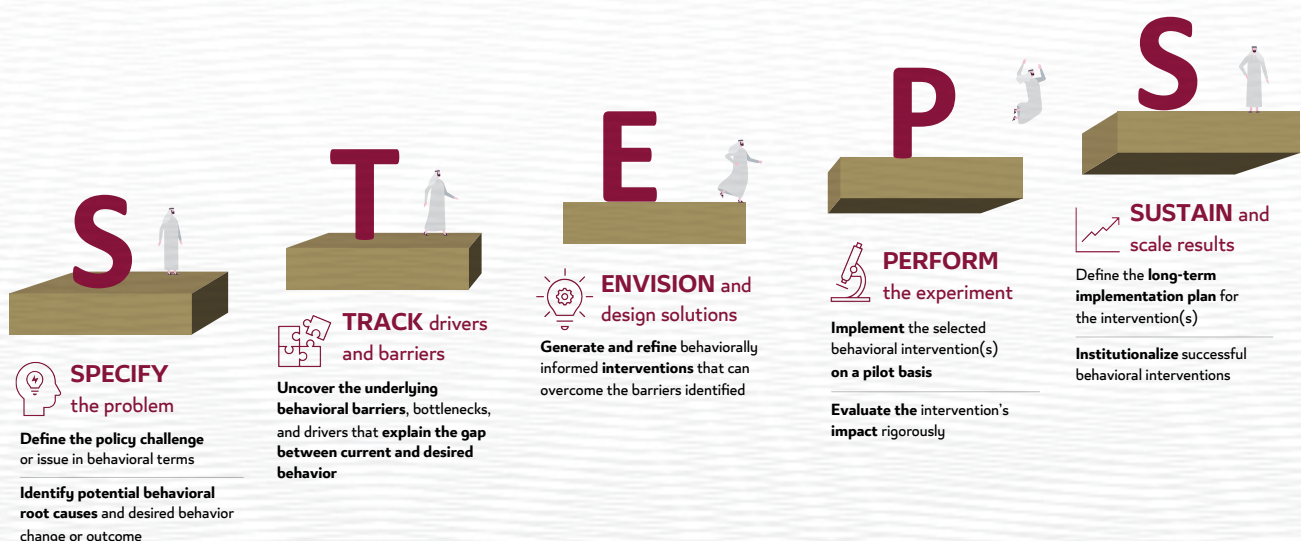
- *Use the Prioritization Criteria to further prioritize the shortlisted challenges based on size of the prize and feasibility*
- Identify a roadmap and any potential behavioral outcomes of focus for the prioritized challenges

SECTION 3: STEPS FRAMEWORK – AN INTRODUCTION

SUB-SECTION 3.1: WHAT IS STEPS?

Once behavioral challenges are identified, practitioners can follow Scientific and Behavioral Nudging Lab's **STEPS framework**, which is structured around five phases: **specifying the problem, tracking drivers and barriers, envisioning and designing solutions, performing the experiment, and sustaining and scaling results**. This framework provides a step-by-step methodology to **identify specific policy challenges, diagnose behavioral barriers, design and apply interventions, conduct experimentation, and scale and sustain successful solutions** (illustrated in Figure 3.1). The approach aligns with NPC's Scientific and Behavioral Nudging Lab's emphasis on evidence-based, human-centered policies to advance national development goals. The following sections of this guide will delve into the details of each of the stages under STEPS.

Figure 3.1: STEPS Framework



SECTION 4: STEPS - SPECIFY THE PROBLEM

SUB-SECTION 4.1: INTRODUCTION

Before designing any behavioral intervention, policymakers must **define the problem** with precision. **Many government programs fail not because the solution is flawed, but because the problem was never clearly specified.**

This first stage ensures that your work is anchored in a well-defined behavioral gap, grounded in the lived experience of those in Qatar, and expressed in a specified measurable target behavior.

“What is the problem, why is it important, and who is affected by it?”

SUB-SECTION 4.2: DRAFTING A PROBLEM STATEMENT

Key Activities:

Effective behavioral interventions begin with a **clear and structured problem statement** that combines three elements:

- The **policy outcome** you want to achieve
- The **behavioral gap** preventing individuals from achieving desired outcomes
- **Why it matters** for society or government priorities

It is crucial during this stage that you adopt a human-centered approach. Behavioral science is not just about what the problem is; it is about why the problem is happening from a human perspective. **Too often, policies are designed from an environmental, infrastructural, or institutional viewpoint rather than the lived experience of the people whose behaviors interact with these institutions, infrastructures, and environments.** Therefore, it is important to engage with subject-matter experts, civil servants and service providers that directly engage with citizens and residents, and community stakeholders to gather preliminary insights. Holding exploratory workshops or interviews to learn how the problem currently manifests in people’s lives and who is affected is beneficial as well. As part of this exploratory phase, it is also useful to review common trends and initial impressions by consulting available data sources such as global and national indicators, administrative dashboards, and social media sentiment analysis to identify emerging patterns related to the desired behavior.

A. Problem analysis using a human-centered approach

Taking a human-centered approach when drafting a problem statement also consists of asking a few critical questions:

- **Why is this happening?** Are people forgetting, procrastinating, misunderstanding, distrusting, or facing friction in the process? (e.g., many small to medium sized enterprises (SMEs) fail to renew their commercial registrations on time. Further exploration may reveal that it is not unwillingness, it is just that the process is confusing and time-consuming, and reminders are sent too late)
- **Who is affected?** Break down the population into relevant segments (e.g., Industry, age groups, nationalities, income levels, geographic regions)

Table 4.1: Problem Statement Example

Policy Outcome	The Ministry of Public Health wants to increase completion rates for multidose vaccination schedules
Behavioral Gap	Many patients receive the first dose but fail to return for subsequent doses
Why it Matters	Incomplete vaccination reduces herd immunity, weakens disease prevention, and undermines national 'public health goals'.

Map desired behaviors and current behaviors

Clearly identify *the specific behavior* you wish to encourage or discourage. What are people currently doing versus what ideal behavior looks like?). This is illustrated in Figure 4.1.

Figure 4.1: Example of current vs. Desired Behaviour**Problem Statement**

Low uptake of e-government services among middle-aged adults in Qatar



B. Identifying primary and secondary stakeholders

Once the problem is defined, it is important to clearly distinguish between **primary** and **secondary** stakeholders involved in the behavioral challenge.

Primary stakeholders are the individuals or groups who **directly perform the target behavior** or are **directly affected** by it.

- **Examples:**
 - Parents deciding whether to enroll their children in kindergarten
 - Young drivers whose speeding behavior is being addressed
 - Older and middle aged adults using (or not using) e-government services
 - Qatari jobseekers deciding between public and private sector jobs

Secondary stakeholders are entities or actors who **influence, shape, or enable the environment** around the target behavior but do not perform it themselves.

- **Examples:**
 - Government entities that design or regulate services
 - Frontline staff who deliver the processes the public interacts with
 - Schools, community organizations, or NGOs
 - Social media influencers shaping public perceptions
 - Family and friends who influence decisions

Understanding both groups ensures that interventions target the right population and engage the appropriate partners for buyin, implementation, scaleup, and longterm sustainability.

Please refer to the Annex for *Template 3: Stakeholder Mapping Grid*.

C. Clearly define the target behavior

The final step in specifying the problem is to clearly define the **behavior that needs to change**. Broad objectives such as “increase compliance” or “improve participation” are insufficient. Behavioral science **requires precision about who must do what, where, when, and how often**.

For example, rather than simply stating “increase demand for nurseries and kindergarten”, a more actionable behavioral definition would be “promote positive attitudes towards Early Childhood Development (ECD) enrolment among parents of children aged 2-5 years old and increase nursery/kindergarten registration rates”. This level of specificity enables targeted interventions and precise measurement of results.



To ensure clarity, articulate the behavior in measurable terms that can be observed and tracked over time. It is not enough to know that awareness has increased: the ultimate test is whether the intended behavior occurs. Establish measurable success criteria early.

Depending on the policy challenge, there may be several behaviors and related outcomes to target—sometimes in sequential order.

Example from Scientific and Behavioral Nudging Lab at CFF in NPC: Low rate of volunteering among youth is a problem that could be attributed to low awareness about existing opportunities, low interest in such opportunities, limited intention to actively search and participate in such opportunities and low likelihood of engaging in such opportunities repeatedly or routinely throughout the year. Such a challenge poses multiple behavioral targets, starting from awareness to actual participation and retention in volunteering activities. Each of these behaviors needs to be articulated in ways that are measurable, whether through observation or survey data collection.

To help with identifying these different target behaviors, team members could develop hypotheses about which milestones could be problematic (i.e. inhibiting the behavioral outcome), and which decisions affect the population of interest in relation to the behavioral outcome of interest.

By the end of this stage, you should have a concise, evidence-based problem statement directly linked to a policy goal, a deep understanding of the behavioral gap from a human perspective, and a precisely defined target behavior with clear success metrics. An illustrative example of this is given below:

Table 4.2: Problem Diagnosis Table for Road Safety in Qatar

Policy Question	<i>How can we reduce speeding behavior among young Qatari drivers in the city to improve road safety?</i>
NDS Policy Challenge	According to the Ministry of Interior in Qatar, negligence and recklessness was the leading cause of 49.7% of road accidents caused by speeding ²
Stakeholders impacted	• Primary: • Motorists (especially young drivers) • Traffic police • Secondary: • Driving schools • Community leaders
Hypothesized Root Causes	• Behavioral • Overconfidence bias: drivers over-estimate their driving skills compared to peers • Drivers underestimate risk involved with speeding behaviors • Drivers may speed due to time pressures or personal impatience • Drivers may feel social pressure to seek thrill • Drivers distracted by phones or passengers • Structural • Low enforcement • Inadequate speed limit signage • Insufficient driver education
Target Behavior	Safer driving speeds exhibited on roads
Outcome of Interest	Decrease in number of road accidents related to speeding
Problem Statement	Due to speeding and reckless driving among new license holders, the death rate per 100,000 people is 8% and the injuries rate is 20%, lagging behind the annual 2030 target rate of less than 5% and 13% respectively ³

Thus, in the Specify the Problem stage of STEPS, you move **from a broad policy objective to a clearly defined target behavior**. This process involves narrowing your focus by asking key questions:

² Qatar News Agency (2024) - Ministry of Interior Statement

³ NDS Dashboard, NPC, 2022

- **What** is the challenge and **why** does it matter?
- **Who** is most affected?
- **What** are the root causes?
- **Which** behavior can be directly influenced?
- **Who** are the relevant stakeholders?

These questions constitute the formula for articulating a strong problem statement. By answering these questions, policy teams can translate high-level goals into actionable behavioral targets, forming a clear and focused problem statement that guides the design of effective interventions.

A good problem statement makes sure to include the scale of the problem, who is affected by it or who is perpetuating it, what behavior is causing it and why it needs to be resolved, or to which national priorities does it contribute. For example, a problem statement such as “speeding and reckless driving lead to road accidents” does not sufficiently define what challenges need to be addressed, among whom, and at what scale. It also does not reveal the stakes of the issues—namely, why road accidents are harmful and why they need to be reduced. Having a well-specified problem statement at this stage is essential, because it forms the foundation for an accurate and credible Theory of Change* later on, one that clearly links the identified behavioral barriers to the mechanisms through which the intervention is expected to create impact.

Another way to frame the problem statement could be to focus on the death and injuries rates caused by road accidents in Qatar. However, this is an incomplete problem statement. It does not include who is causing road accidents and why. Figure 4.2 includes a precisely defined problem statement that answers the main questions about who, what, why, and which behavior is problematic.

Figure 4.2: Problem Funnel

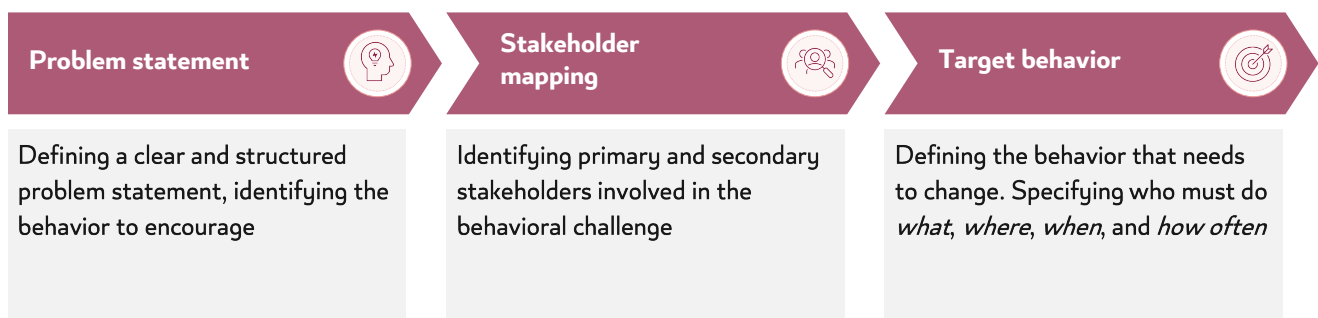


Please refer to the Annex for **Template 4: Problem Funnel Template**.

SUB-SECTION 4.3: STAGE SUMMARY AND CHECKLIST

Key Takeaways

- Clearly defining the problem is essential — many interventions fail because the problem was not well specified
- A well-formulated problem statement describes what the problem is, who is impacted, at what scale, and by which magnitude
- Use a human-centered approach: understand the lived experience of those affected, not just the institutional or policy perspective
- It is important to identify the specific behavior to change, who is affected, and why it matters for national priorities, along with measurable success criteria
- A measurable behavior must be one that can be quantified and/or observed, as well as attributed to individuals, communities or organizations engaging in it



SPECIFY THE PROBLEM – CHECKLIST

Problem analysis using a human-centered approach

- ☐ Define the behavioral challenge and desired outcome
- ☐ Map current vs. desired behaviors

Identifying primary and secondary stakeholders

- ☐ Identify all relevant stakeholders (primary and secondary)
- ☐ *Complete the Stakeholder Mapping Grid*

Clearly define the target behavior

- ☐ Ensure the target behavior is measurable and observable
- ☐ Draft a clear, human-centered problem statement
- ☐ *Use the Problem Statement Formula*
- ☐ *Use the Problem Funnel Template*

SECTION 5: STEPS – TRACK DRIVERS AND BARRIERS

SUB-SECTION 5.1: INTRODUCTION

Once the problem has been clearly defined and the behavioral gap identified, the next step is to **understand why the behavior is or is not happening—beyond initial hypotheses or secondary research**. This is known as a diagnostic. By the end of this stage, practitioners should have evidence-based insights into which factors are preventing the desired change – for example, whether it is a lack of capability or knowledge, environmental obstacles, social influences, or certain mindsets. These insights will inform the design of interventions in the next phase.

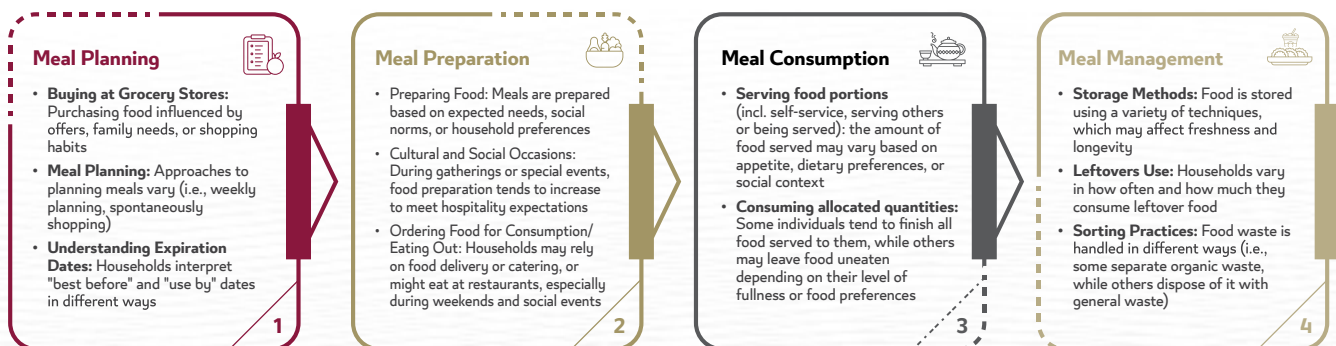
“What is really driving the behavior, and what’s stopping people from change?”

SUB-SECTION 5.2: MAPPING THE BEHAVIORAL JOURNEY

Before diagnosing causes, start by mapping the end-to-end journey people go through when deciding whether or not to perform the target behavior. Use a **behavioral process map** to break the behavior into steps or touchpoints across certain stages.

Please refer to Figure 5.1 for an illustrative behavioral process map to diagnose the large amounts of household food waste in Qatar created by the Scientific and Behavioral Nudging Lab prior to a diagnostic survey. At each step, identify where things could go wrong or where frictions occur – these are potential bottlenecks or barriers.

Figure 5.1: Behavioral Process Map on Household Food Waste in Qatar



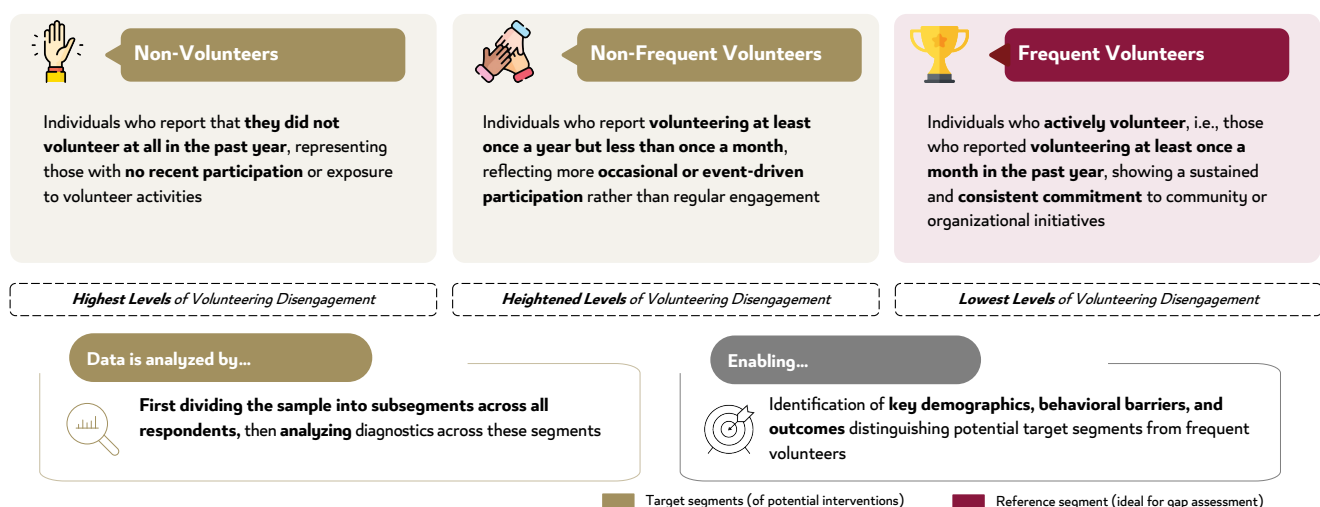
Please refer to the Annex for **Template 5: Behavioral Journey Mapping Template**

This stepwise mapping ensures no part of the experience is overlooked in the diagnostic study unpacking the drivers of behavior.

Additionally, as part of the behavioral mapping process, it is often useful to incorporate **behavioral segmentation** to better understand the different subgroups within your target population. Segmentation involves grouping individuals based on more than just demographics, such as shared behavioral patterns, attitudes, or levels of engagement. This allows policymakers to tailor interventions more effectively to the needs and motivations of each group.

Example from Scientific and Behavioral Nudging Lab at CFF in NPC: In the Lab's diagnostic on volunteering among youth in Qatar, segments were created using volunteering frequency as a key differentiator. This approach helped analyze how highly engaged volunteers differ from the moderately engaged and disengaged individuals across behavioral factors, enabling the design of more targeted and relevant behavioral strategies to shift individuals from the problematic segment (i.e. disengaged and moderately engaged) to the ideal segment (i.e. the highly engaged volunteers). Figure 5.2 illustrates how segmentation was applied to enrich behavioral analysis and intervention design by the Scientific and Behavioral Nudging Lab in relation to volunteering.

Figure 5.2: Population segmentation for Volunteering in Qatar



SUB-SECTION 5.3: DIAGNOSE BARRIERS AND DRIVERS

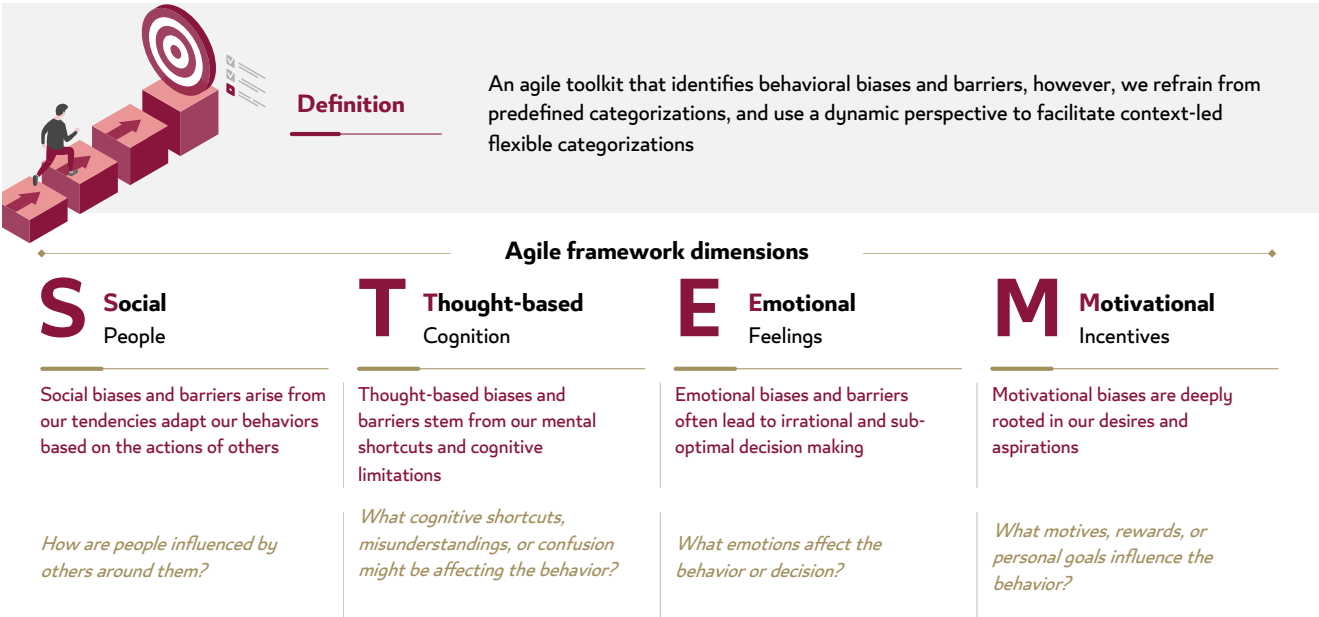
Once the journey is mapped, analyze **what influences behavior at each stage**.

Established behavioral science frameworks can be used to systematically identify both:

- **Structural barriers and enablers** such as accessibility, time, cost, service availability, policy incentives, or institutional coordination
- **Behavioral barriers and drivers** such as habits, cognitive biases, social norms, identity, perceived risk, or emotional responses. These frameworks can be utilised to guide the design of instruments to be used in data collection. One such framework you can use to analyze your data is the **STEM framework**⁴ which explores Social, Thought-Based, Emotional, and Motivational Factors. Using STEM, you ensure that you identify the dominant behavioral barriers in your specific situation. It encourages “considering biases and solutions in ways that are fit for purpose” rather than a one-size-fits-all approach. Figure 5.3 explains the STEM Framework in more detail:

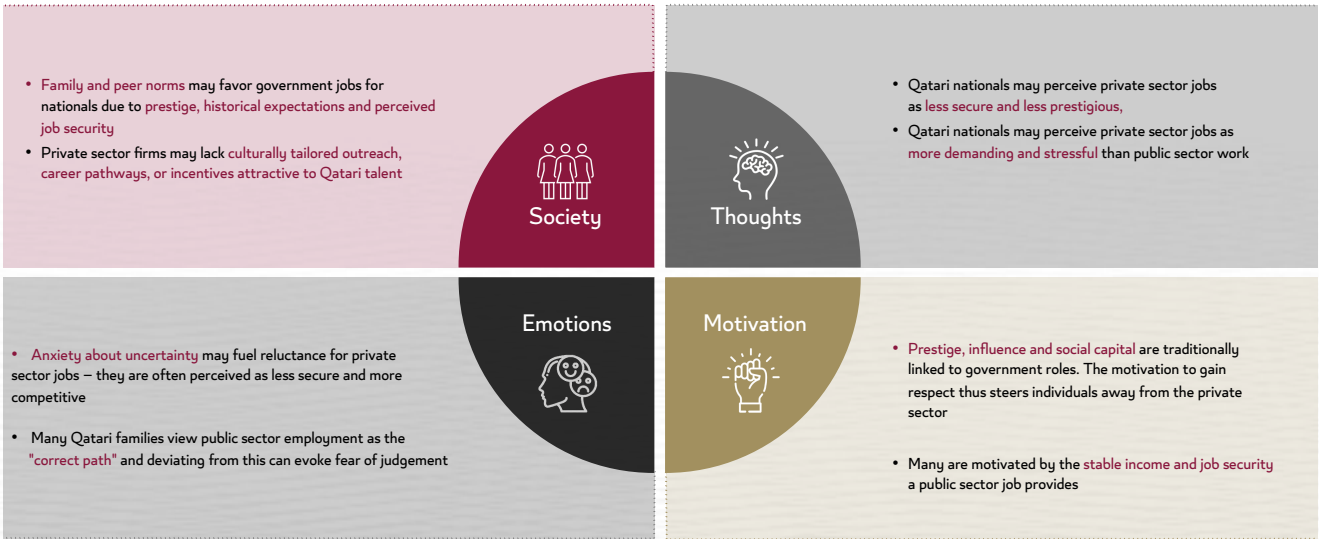
⁴ Strategy& STEM Framework (2024)

Figure 5.3: STEM Framework



An example of a problem statement (low private sector participation by Qataris) is visualized using the STEM framework below in Figure 5.4.

Figure 5.4: Low Qatari Private Sector Participation – STEM Framework



Please refer to the Annex for **Template 6: STEM Framework Template**

Another diagnostic tool that can be used to shape data collection instruments to identify behavioral drivers and barriers is the ROAD framework⁵. The ROAD framework is a way to structure your primary interviews or surveys to identify individual or group-level behavioral barriers across four sections of the action journey: **Resources, Opportunity, Awareness, and Desire**. A description of these four sections is provided below in Figure 5.5:

⁵ Strategy& ROAD Framework (2024)

ROAD TO ACTION DIAGNOSTIC QUESTIONS

Figure 5.5: Dimensions of the ROAD Framework



Please refer to the Annex for [Template 7: ROAD Framework Template](#).

When conducting primary research to identify drivers and barriers, one can make use of **quantitative methods** (e.g., administrative data analysis, surveys) as well as **qualitative methods** (i.e., interviews, focus groups) to gather evidence about the hypothesized influences on behavior at each stage of the journey. Data can reveal patterns (e.g., which segments of the population are most prone to the behavior), and qualitative insights reveal perceptions and motivations. Triangulating the findings from multiple sources of data collection strengthens the diagnosis and helps distinguish real causes from assumed ones. Importantly, remain open to discovering **new barriers** in this process – the true reasons might differ from initial guesses. Table 5.1 provides examples of quantitative and qualitative methods of data collection.

Table 5.1: Examples of Quantitative and Qualitative Methods of Data Collection

Quantitative Methods	Qualitative Methods
Surveys/Questionnaires (Close-ended questions, rating scales, etc.)	Interviews (open-ended or semi-structured interviews)
Vignette experiment	Focus groups
Discrete choice experiment	Video/audio analysis

Selecting the appropriate data collection method depends on what you need to learn and how you plan to use the insights:

Use quantitative methods when you need measurable data to compare, track, or test behavior at scale.

- **Example Scenario:** The Ministry of Public Health (MoPH) wants to understand why attendance at health checkups is low, despite widespread availability
- **Method:** Administrative data analysis is used to track clinic attendance patterns across Qatar. Surveys are distributed to a random or convenient sample of eligible individuals to measure awareness, perceived importance, and recall of invitations.
- **Use:** To identify where drop-offs occur in the behavioral journey—e.g., whether people are unaware of the checkups, forget to attend, or don't perceive them as valuable.
- **Why use it:** Quantitative data helps pinpoint which behavioral barriers are most prevalent and measurable—such as low recall of invitations or low perceived urgency—so interventions can be targeted effectively.

Use qualitative methods when you want to extract themes and generate hypotheses to inform quantitative study design or when you want to expound on a particular finding from the quantitative survey and complement the statistical analysis with an explanatory description.

- **Scenario:** *A government wants to understand the behavioral barriers behind low attendance at free health checkups.*
- **Method:** *Conduct in-depth interviews and focus groups with individuals who received invitations but did not attend. Discussions explore perceptions, emotional responses, and decision-making processes.*
- **Use:** *To extract recurring themes—such as confusion about eligibility, fear of medical procedures, or lack of urgency—that help generate hypotheses for a follow-up quantitative survey. These insights can also clarify and expand on patterns observed in earlier survey data, adding depth to statistical findings.*
- **Why use it:** *Qualitative methods uncover the “why” behind behavior, providing rich context that informs the design of targeted interventions and strengthens the relevance of quantitative analysis.*

SUB-SECTION 5.4: IDENTIFYING INTERVENTION AREAS

Now that the results are in from the diagnostic, the team has to decide what to do with it within its workplan to address the policy challenge! The team should use the insights from the behavioral diagnostic and secondary research to decide where government action will be most **impactful** and **feasible**. Not all barriers are equally important; some are deeply entrenched or expensive to address, while others can be shifted quickly with well-designed interventions.

Example from Scientific and Behavioral Nudging Lab at CFF in NPC: For instance, a behavioral diagnostic on food waste revealed that the largest sources of waste in Qatar stem from everyday family cooking and social gatherings. This suggests that policies targeting these behaviors, rather than those focused on dining out or shopping, may yield greater impact.

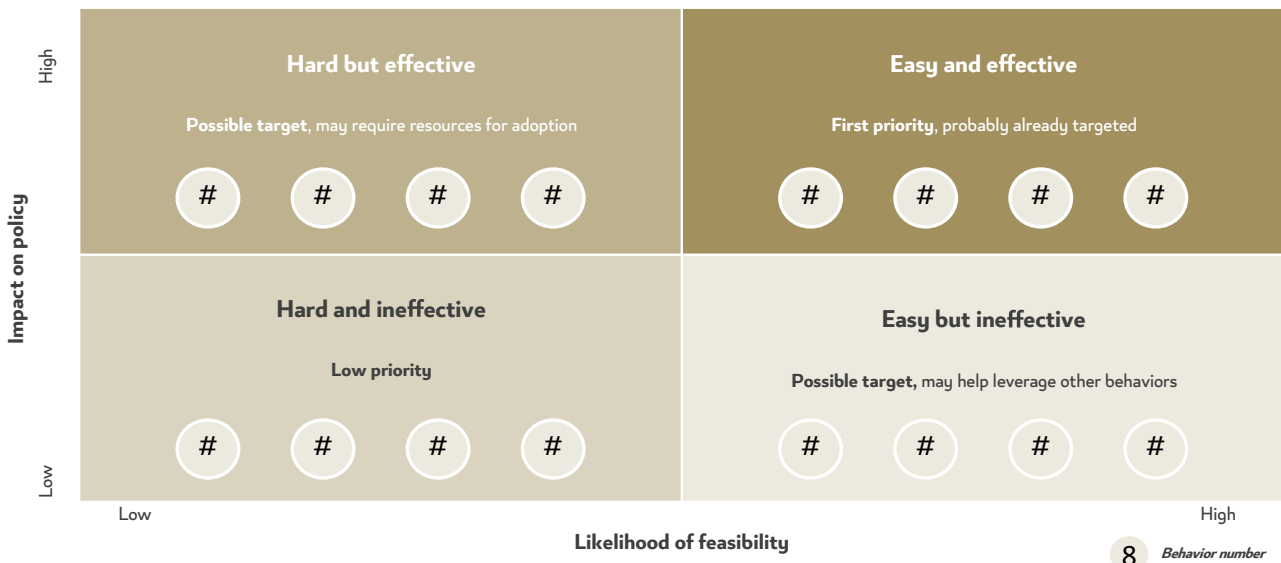
The diagnostic also revealed the prevalence of inconsistencies between actual food waste generated and self-reported sustainable values, as well as salience of social norms around serving generous amounts of food to guests. Both these behavioral factors strongly predicted high volumes of food waste from cooking and hosting social gatherings. The behavioral solutions should develop strategies to address these behavioral drivers to encourage changes in meal planning, preparation and consumption patterns.

Identification involves two main questions:

- **Impact:** If addressed, how much closer will this bring us to the desired behavioral outcome?
- **Feasibility:** Can the government realistically act on this barrier within existing resources, policy tools, and institutional constraints?

A simple prioritization matrix, which ranks barriers by high/low impact and high/low feasibility, can be useful in guiding decision making, as seen in Figure 5.6.

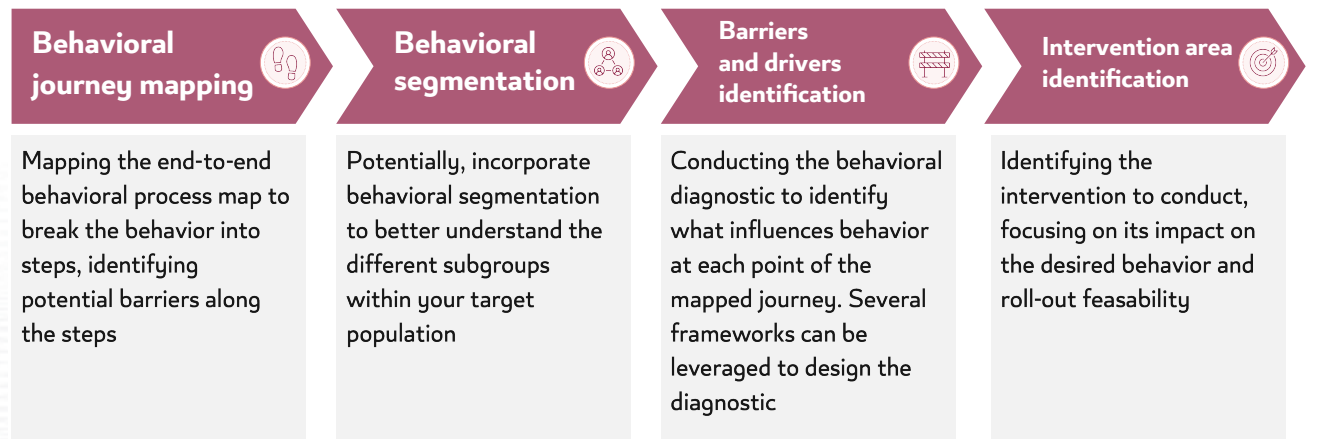
Figure 5.6: Impact × Feasibility Matrix



Please refer to the Annex for *Template 8: Impact x Feasibility Matrix Template*.

In addition to assessing impact and feasibility, it's important to check whether the intervention area aligns with **existing or past government programs**. This will help build on proven efforts and increase the likelihood of institutional support. When interventions complement ongoing initiatives, they can be integrated more smoothly and deliver greater cumulative impact.

SUB-SECTION 5.5: STAGE SUMMARY AND CHECKLIST



Key Takeaways

- Map the behavioral journey to identify where and why people do or do not perform the target behavior
- Segment target audience by behavioral patterns to uncover the underlying differences between the ideal segment (behavior) and the problematic segment.
- Combine quantitative and, where possible, qualitative research to get a full picture of what influences behavior
- Use frameworks like Strategy&'s STEM (Social, Thought-based, Emotional, Motivational) and ROAD (Resources, Opportunity, Awareness, Desire) to diagnose barriers and drivers
- This can be used to tailor solutions to the specific barriers identified, rather than applying generic fixes

TRACK DRIVERS AND BARRIERS – CHECKLIST

Behavioral journey mapping

- ☐ Map the behavioral journey and segment population
- ☐ *Apply the Behavioral Journey Mapping Template*

Diagnosis of barriers and drivers

- ☐ Use STEM Framework Template to identify Social, Thought-Based, Emotional, and Motivational biases along the journey
- ☐ Leverage ROAD Framework Template to identify drivers and barriers by Resources, Opportunities, Awareness, and Desire
- ☐ Collect primary quantitative or qualitative evidence where possible (STEM and ROAD can be utilised to build instruments)

Prioritization

- ☐ Use diagnostic findings to identify areas of intervention
- ☐ Apply the Prioritization Matrix Template to prioritize intervention areas by impact and feasibility

SECTION 6: STEPS – ENVISION AND DESIGN SOLUTIONS

SUB-SECTION 6.1: INTRODUCTION

Once you understand why the behavioral gap exists, the next step is to design **how to close it**. This stage focuses on translating your behavioral diagnosis into targeted, evidence-based behavioral interventions or solutions. The key is not to jump straight to a solution, but to **generate, test, and refine options** that directly address the real behavioral barriers and drivers you identified in the earlier stages. The objective is to be innovative but practical: generate lots of ideas, then ground them in feasibility and relevance to Qatar’s context and specific policy goals.

By the end of this phase, you should have a well-defined and prioritized intervention to test, which directly targets the key

behavioral insights found earlier.

“What solutions could potentially address the problem?”

SUB-SECTION 6.2: INCORPORATE LESSONS LEARNED

Once behavioral barriers and drivers have been identified, it is time to start thinking about approaches to intervention design that can address these barriers. At this stage, **secondary research** can be conducted, which involves collecting and analyzing behavioral research that already exists. Synthesize insights from existing research, pilot projects, and global best practices. Look for:

- **Local lessons** – What has worked (or failed) in previous Qatari programs?

For example, *the B4 Development Program experienced success during the FIFA World Cup Qatar 2022 preparing behavioral messages to fans urging them to use public transport to visit the stadium and engage in environmentally sustainable behaviors, such as sticker reminders to reduce the amount of waste fans left behind after the match.*⁶



- **International lessons** – Examine behavioral interventions from countries with similar cultural or institutional contexts and assess how they could be localized. For instance, countries in the region like Saudi Arabia, United Arab Emirates, Oman or other countries within the same national income group such as United Kingdom, Singapore, United States of America, etc.
- *For example, the UK Cabinet Office Behavioral Insights Team in partnership with other governmental agencies, ran a large randomized control trial study to test the effect of different messages on the government website on organ donor registrations. The most effective message, “If you needed an organ transplant, would you have one? If so, please help others”, would lead to approximately 96,000 extra registrations per year compared to the control if scaled up⁷.*
- **Cross-sector examples** – Sometimes, lessons from unrelated areas (e.g., vaccination campaigns or digital government adoption) reveal transferable behavioral principles.

Summarize key takeaways and assess how they can inform intervention design in your context. As ideas are generated, compare them against known best practices and past experiences (locally or globally). Table 6.1 provides examples of tested interventions.



The body of evidence emerging from the Behavioral Science discipline has been growing rapidly over the last 2 decades. Resources like the OECD, World Bank's eMBED, or the UK Behavioral Insights Team's libraries, as well as Academic Journals can provide behavioral case studies similar to the challenge in question. Teams should rely on global evidence to generate options for behavioral solutions locally—making sure to contextualize and test before roll-out. The Public Policy Guide includes a detailed chapter on benchmarking solutions and appraising options for implementation.

⁶Final Sustainability Report, FIFA (2022)

⁷Cabinet Office & Department of Health (2013)

Table 6.1: Examples of Tested Interventions

Target Behavior	Beneficiary	Intervention Type	Description	Results
7000 steps per day	Employees from the University of Pennsylvania Health System in the US aged 18 or greater with an iPhone or Android smartphone.	Social Norms Messaging	Using information about what others are doing to influence behavior, tapping into human tendency to conform	Participants that received step-count feedback from a larger group increased their own daily movement ⁸
Increased frequency of diabetes screening	Qatari males visiting Sheikh Abdulrahman Bin Mohamed Al Abdulrahman Al Thani Mosque	Nudging	Using signs or cues to prompt healthy choices at decision points	A medical center in Qatar successfully increased the uptake of diabetes screening by offering to test people attending a mosque for daily prayers during Ramadan ⁹
Increased voter turnout	Registered voters in the Pennsylvania area in the US	Implementation Intentions (Planning)	Helping people plan the when, where, and how of a certain behavior	Registered voters who were asked to state when and how they would vote were significantly more likely to follow through ¹⁰
Increased sunscreen use	High school students in the rural U.S. Midwest and members of FFA (Future Farmers of America)	Loss framing	Emphasizing what people will lose if they don't act (vs what they gain)	Warnings about skin cancer increased uptake of sunscreen more than alternative gain framing messages ("I feel protected") ¹¹
Increased employee pension enrollment	U.S. Employees in a Fortune 500 company in the health care and insurance industry	Default Enrollment	Making the desired behavior the default option	Automatically enrolling employees into pension plans (with opt-outs) increased enrollment from ~40% to over ~90% ¹²

Please refer to the Annex for *Template 9: Benchmarking Template*

When choosing case studies to guide your behavioral experiment, prioritize examples that are **peer-reviewed, credible, and relevant to your situation**. A good case study should explain what was done, what changed, and how success was measured. Prioritize studies that were tested in real-world settings and reviewed by experts—this helps ensure the results are trustworthy. Ask yourself: Was the study done with people similar to my target audience? Can I apply the same approach in my context?

Benchmarking helps refine ideas – you might find, for example, that sending two reminders instead of one significantly improves outcomes, or that combining a social norm message with a simplified process yields better results than either alone. Ensure the emerging intervention ideas are consistent with any legal, ethical, or cultural constraints in Qatar (e.g., certain incentives or messages might need tailoring to local values).

⁸Patel et al. (2016)

⁹Keating (2018)

¹⁰Nickerson & Rogers (2010)

¹¹Hwang et al. (2022)

¹²Madrian & Shea (2001)

SUB-SECTION 6.3: DEFINE OBJECTIVES AND TARGET AUDIENCE

Before designing any solution, you must establish a clear objective and define the specific population your intervention will target. Vague goals lead to vague solutions, so start by answering two fundamental questions:

- **What behavior do we want to change?** (Be precise and measurable)
- **Who exactly are we trying to influence?** (Be specific about demographics, context, and behavioral profile)

SUB-SECTION 6.4: GENERATE AND ASSESS SOLUTIONS

When addressing complex behavioral challenges, it is helpful to think in terms of a spectrum of solutions. These can range from structural interventions, such as regulations and infrastructure improvements, to behavioral approaches that influence individual choices through design, communication, and incentives.

Figure 6.1 illustrates this spectrum in the context of Qatari food waste explored by the Scientific and Behavioral Nudging Lab, showing how different entry points can be applied across target groups to support more sustainable practices.

Figure 6.1: Spectrum of Solutions to Address Food Waste

TARGET GROUP	ENTRY POINTS	Structural Solution	Behavioral Solution
Consumer	• Program Design: Creating tools that support users and meet their needs • Awareness: Knowing the issue or solution • Retention & Sustainability: Supporting long-term behaviors	Sanctions E.g. Waste that is not properly sorted will not be collected by municipal services or fines	Interactive Game Using gamification to change behaviors Social and Behavior Change Communication (SBCC) Leveraging communication to shift norms
Retail / Hospitality	• Operational Practices: Improve inventory management • Redistribution Channels: Strengthen systems for donating or repurposing surplus food	Tech Adoption E.g. Utilizing predictive tools to reduce spoilage	Certification & public signaling E.g. Giving public recognition to supermarkets/ restaurants/ hotels with strong waste-reduction practices
Waste Management Providers	• Infrastructure & Logistics: Expand separate food waste collection and composting capacity • Policies & Incentives: Incentivize positive behaviors	Regulation E.g. Launching policies for hospitality on FW limits and donations; laws around sorting waste and recycling of FW	Human-Centered Design E.g. Use color, icons, and prompts to improve sorting accuracy

When designing a behavioral solution, convene a **diverse team** (policy experts, behavioral scientists, government entities, even members of the target audience) to brainstorm potential interventions. Encourage creativity – at this stage, quantity and diversity of ideas matter. Use the diagnosed barriers as direct prompts: for each key barrier, ask “How might we solve this?”.

For example, if forgetfulness is a barrier, ideas might include reminder systems. If low motivation is a barrier, perhaps gamification or incentives could be effective. Brainstorming techniques like **brainwriting**, **mind mapping**, or **worst idea exercises** can spark innovative solutions; details can be found in Figure 6.2 below.

Figure 6.2: Examples of Brainstorming Activities

BRAINSTORMING TECHNIQUES	
Brain Writing	Participants silently write down ideas individually. After a set time, these ideas are shared with the group, allowing others to build on them
Mind Mapping	A visual method where you start with a central idea and draw branches to related ideas, then sub-branches for more details
Worst Idea Exercise	Participants deliberately come up with the most impractical or “bad” ideas. These ideas are then analyzed or reversed to discover creative and workable solutions
Scamper	Asks questions based on seven actions: S ubstitute, C ombine, A dapt, M odify, P ut to another use, E liminate, and R everse. The idea is to encourage participants to look at a problem for different angles
Role Storming	Participants adopt different personas (e.g., competitor, customer, famous innovator, etc.) and generate ideas from that perspective

This brainstorming exercise can be guided by behavioral frameworks to ensure ideas are rooted in evidence-based principles. For example, Cabinet Office commissioned the Institute for Government to write a report called **MINDSPACE**¹³, which acts as a checklist of influences on human behavior to be used when making policy. This involves nine key, non-coercive influences on behavior, organized under the acronym MINDSPACE. The framework serves as a practical checklist for policymakers, helping them design interventions that align with how people naturally think and make decisions.

Table 6.2: MINDSPACE Checklist

Element	Description
Messenger	<i>We are influenced by who delivers the information</i>
Incentives	<i>Our responses to incentives are shaped by mental shortcuts, especially loss aversion</i>
Norms	<i>We tend to be influenced by what others around us are doing</i>
Defaults	<i>We often stick with pre-set options unless prompted to change, “go with the flow”</i>
Salience	<i>We pay attention to what is novel, relevant, or personally meaningful</i>
Priming	<i>Our behavior can be subtly influenced by subconscious cues</i>
Affect	<i>Emotional associations strongly guide our choices and actions</i>
Commitments	<i>We strive to act consistently with our public promises and reciprocate favors</i>
Ego	<i>We make choices that reinforce a positive self-image</i>

Additionally, the **POWER framework**¹⁴ is a design framework that identifies key behavioral levers such as Power of Time, Power of People, Power of Emotions, and Power of Cognition, that influence individual decisions and behavioral outcomes. Each “Power” represents a lever we can pull in crafting behavioral solutions. Figure 6.3 provides details and an illustrative example of the POWER Framework for usage by technical teams working on intervention design.

Figure 6.3: Application of POWER Framework

Behavioral approach		Behavioral facilitator or tool	
 Power of Time	Take advantage of time preferences and implement time-based strategies such as delayed gratification and enforced deliberation periods to promote more reflective choices	 Implementation Intentions	Having people plan where and when they act can harness the positive effects of time. Qatar government services could schedule messages at peak decision times, like after the work-day
 Power of People	Tap into the human desire for social identity and group belonging to encourage better choices that benefit them individually and the society at large	 Leverage Networks	Qatari government services could leverage influential messengers – perhaps local sports heroes or imams promoting safe driving
 Power of Emotions	Catalyze peoples' emotions to frame information and decisions in a way that elicits specific emotional responses to guide individuals toward desired choices	 Emotional Storytelling	To encourage organ donation sign-ups, a Qatari campaign might use emotional storytelling to create empathy and a sense of moral elevation that compels people to register
 Power of Cognition	Adapt your approaches based on peoples' cognitive processes and induce specific mindsets to encourage proactive thinking, retain relevant information, or act responsibly	 Simplifying Information & Processes	A Qatari government form might be redesigned to have fewer fields and clearer instructions or use visuals and translated content for non-Arabic speakers

Please refer to the Annex for **Template 10: POWER Template**

¹³ Dolan et al. (2010)

¹⁴ Strategy& POWER Framework (2023)

It is important to keep in mind the ethical implications of the interventions designed for behavioral change. A core debate in the Behavioral Science discipline is the balance between safeguarding individual autonomy and government influences on individual decisions. A key principle here is ensuring that interventions are not overly paternalistic in dictating behaviors; rather, they offer the environment, information, and perspectives to influence mindsets and actions as individuals see fit.

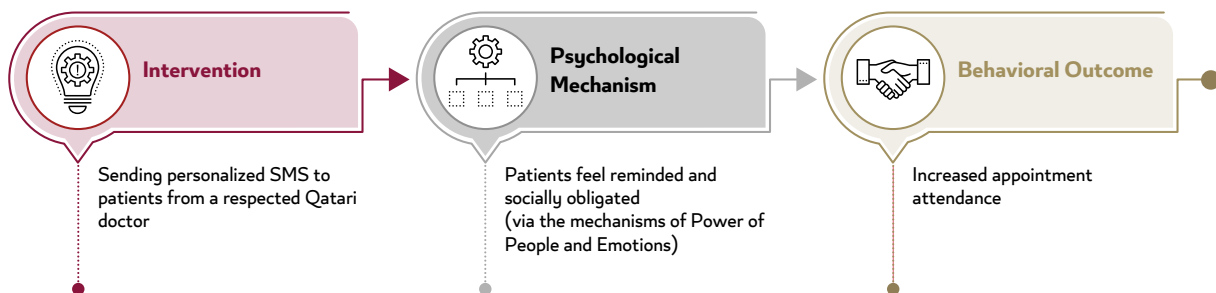
SUB-SECTION 6.5: SELECT INTERVENTIONS

Now that ideas have been generated, it is time to narrow them down. Start by writing down the details of all your ideas:

- The mechanism(s)** (e.g. how it addresses the behavioral barrier),
- The delivery channel** (e.g SMS, in-person, via an app, etc.),
- The timing** (e.g. one-off; repeated; fixed term; sequential, etc.), and
- Any materials needed** (e.g. curricula, technology, print materials, audio/visuals, etc.)

It can help to sketch a **theory of change** for each idea – an example is illustrated in Figure 6.4. **Ensure each chosen idea clearly ties to insights from the ‘Track Drivers and Barriers’ phase; this traceability makes it more likely the solution addresses root causes rather than symptoms.**

Figure 6.4: Theory of Change Example for Increasing Health Check-Up Attendance



There are five guiding principles you can use to narrow down the brainstormed list to a few top candidate interventions, which are detailed in Figure 6.5 below. It is also recommended to assess the different intervention option based on the policy appraisal criteria in the Public Policy Guide.

Figure 6.5: Guiding Principles to Select Intervention Design



Please refer to the Annex for **Template 11: Guiding Principles**

SUB-SECTION 6.6: DESIGN RESEARCH/TESTING APPROACH

Once you have a finalized list of interventions, you need to set some **research guidelines**. This means setting up a simple, structured plan for how you will test the intervention before rolling it out on a large scale. Think of this stage as building a “test drive” for your solution: it ensures you are investing resources wisely, helps you learn what works, and builds evidence for scaling successful solutions. Below is a list of actions to follow when establishing research parameters:

- **Define your research question:** A research question identifies the specific behavior or outcome you want to influence and the population you’re targeting. It should be focused, actionable, and guide the design of your intervention. For example, “Can personalized SMS reminders from trusted Qatari doctors increase appointment attendance among patients in Qatar’s public health system?”
- **Define your hypotheses:** A hypothesis is a clear, testable statement about what you believe will happen when you introduce the intervention. It connects the intervention (what you’re doing) with the expected behavior change (what you want to happen). It is crucial that you are specific and measurable about your goals when writing a hypothesis. You can use the following format:

“If we do [intervention], then [target audience] will be more likely to [desired behavior] by [X% or amount] within [time period]”

An example of a potential research hypothesis could look like:

“If we send personalized text messages that highlight how many peers are applying for private sector jobs, then Qatari university graduates will be 20% more likely to submit at least one private sector job application within three months of graduation”

- **Consider ethics and equity:** All behavioral interventions must be ethical, transparent, and culturally appropriate. This ensures public trust and protects participants. Factors to consider for ethical practice are:
 - **Informed Participation:** Participants should understand and accept that they are part of a program or pilot where possible
 - **Transparency:** Be clear about what data is being collected and why
 - **Avoid manipulation:** Interventions should empower and guide people to make better decisions, not deceive or pressure them
 - **Equity:** Ensure interventions do not unintentionally disadvantage specific groups (e.g., based on gender, income, region, etc.)



Behavioral interventions should respect the dignity and autonomy of all participants:

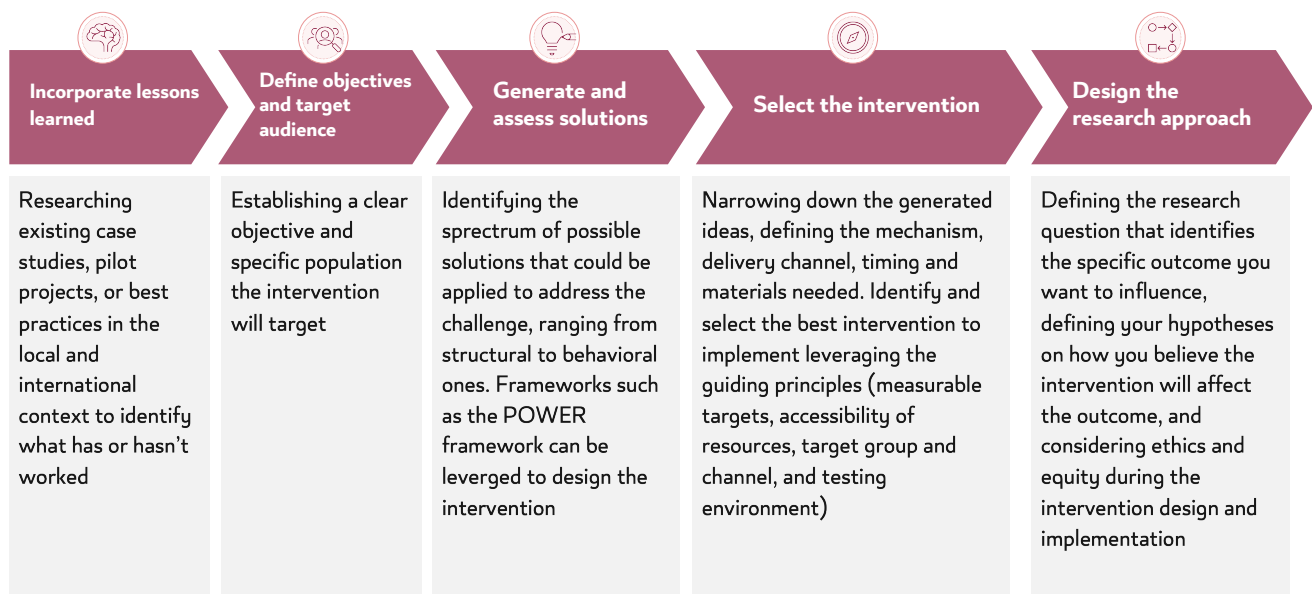
- Avoid framing that shames, blames, or stigmatizes individuals.
- Ensure participants feel empowered to make informed choices, not manipulated.
- Use language and visuals that are inclusive, respectful, and culturally sensitive

Ethical design isn’t just about avoiding harm; it’s about actively promoting fairness, trust, and respect. It’s also about safeguarding individual agency and autonomy in their decisions.

SUB-SECTION 6.7: STAGE SUMMARY AND CHECKLIST

Key Takeaways

- Don't jump to solutions — generate, test, and refine options based on evidence and local context
- Draw on lessons from local and international case studies, but adapt them to Qatar's needs
- Use brainstorming techniques and frameworks to design interventions that address the real behavioral barriers previously identified
- Select an intervention using clear guiding principles and ethical considerations, and develop a research approach



ENVISION AND DESIGN SOLUTIONS – CHECKLIST

Review lessons learned

- ☐ Review best practices through case studies, completing the *Benchmarking Template*

Define the goal

- ☐ Clearly articulate the objective of the intervention

Generate and assess solutions

- ☐ Brainstorm a range of possible solutions, across the spectrum of solutions, and utilizing brainstorming activities
- ☐ Leverage the *POWER Template* to ideate specific behavioral interventions

Intervention selection

- ☐ Develop a theory of change
- ☐ Select an intervention to test by using the *Guiding Principles*
- ☐ Use the *Ethical Design Checklist*

Design Research/Testing Approach

- ☐ Define your research question
- ☐ Define clear, testable hypotheses
- ☐ Consider and document any ethical requirements

SECTION 7: STEPS – PERFORM THE EXPERIMENT

SUB-SECTION 7.1: INTRODUCTION

The **Perform** phase involves putting the chosen behavioral intervention(s) into action on a pilot basis and **rigorously evaluating their impact**. This is where theory meets practice – the ideas from the Envision and Design stage are rolled out in the real world as controlled trials or initial implementations. The objective is twofold: **implementation** of the intervention in a structured way, and **assessment** of its effectiveness in changing behavior to a desired one.

“Does the solution have a measurable positive impact?”

SUB-SECTION 7.2: DEVELOP RESEARCH AND IMPLEMENTATION PROTOCOLS

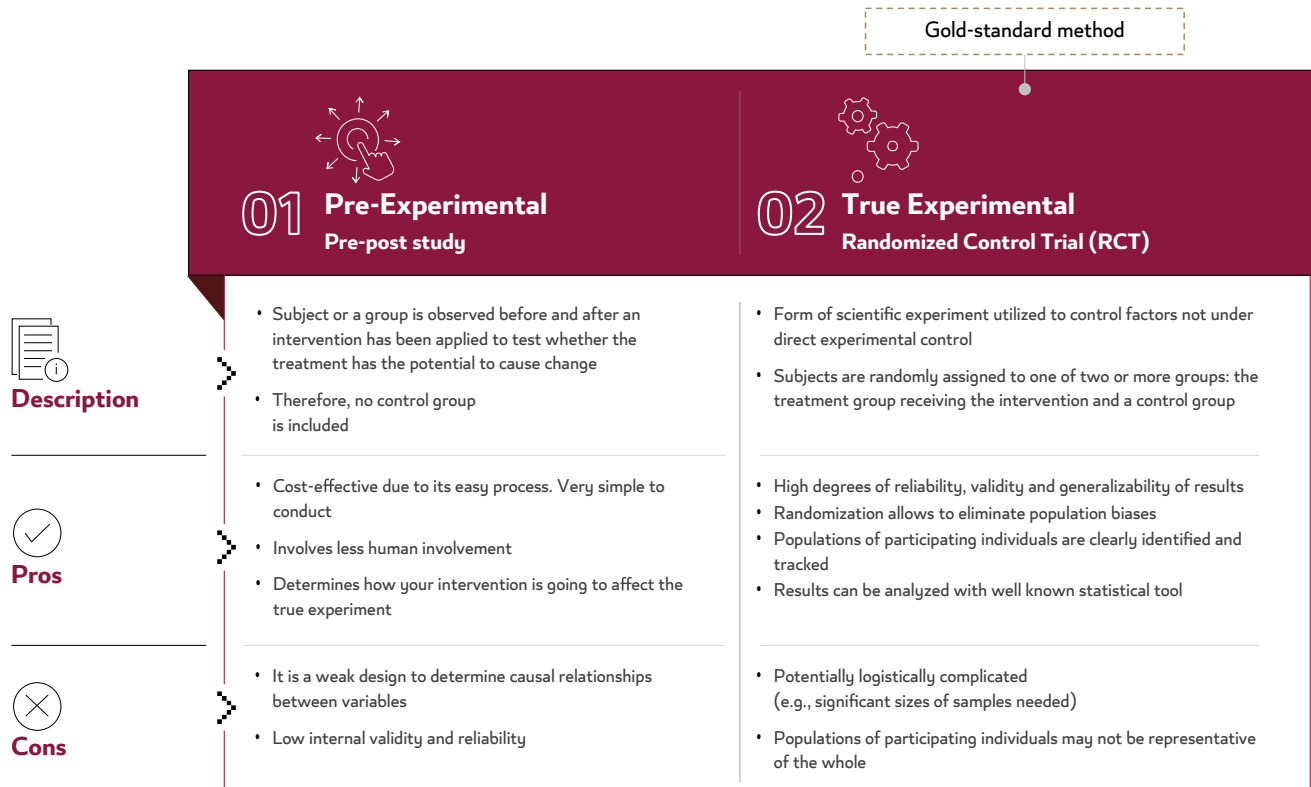
To begin the experimentation phase, practitioners must design a **clear and structured research protocol**. This includes using the previously defined behavioral hypothesis, as well as selecting the experimental method (e.g., randomized controlled trial, pre-post, etc.), and preparing all experimental materials such as scripts, prompts, and survey tools.

Selecting the right empirical method is crucial:

Randomized controlled trials (RCTs) offer strong causal inference, while **pre-post designs** may be more feasible in field settings (detailed further in Figure 7.1). A pre-post design measures outcomes before and after the intervention within the same group, making it easier to implement because it does not require randomization. However, NPC’s Scientific and Behavioral Nudging Lab encourages methods like RCTs to test interventions where feasible, as they provide high-quality evidence by comparing outcomes between a treatment group (which receives the intervention) and a control group (which does not receive the intervention).

Efficacy and effectiveness trials are both forms of RCTs but they serve distinct purposes. Efficacy trials test whether an intervention works under ideal, controlled conditions, while effectiveness trials assess its impact in real-world settings. Both are beneficial for understanding the potential and practical value of interventions. This phase also emphasizes practical project management: training staff, engaging partners, and troubleshooting issues during implementation.

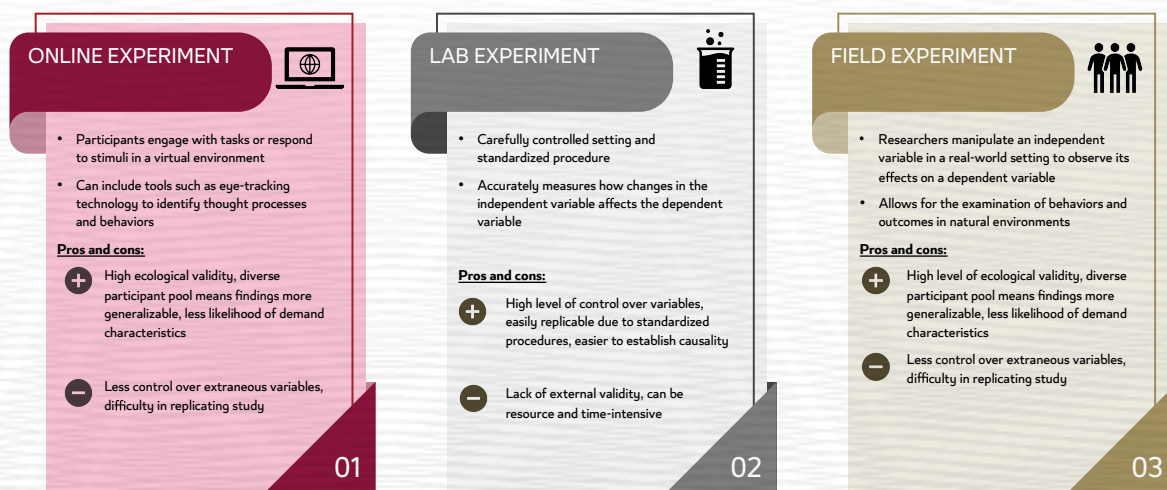
Figure 7.1: Types of Experimental Methods



Behavioral experiments can be conducted through different modes, each offering distinct advantages depending on the policy context and research goals (illustrated in Figure 7.2).

- Online experiments** are efficient and cost-effective, allowing for rapid testing across large and diverse populations, although they offer limited control over participants' environments.
- Lab experiments** are conducted in controlled settings, either in formal labs or structured environments within the field, such as schools or clinics. This mode allows for greater control over variables while maintaining contextual relevance.
- Full field experiments** are embedded directly into existing systems or services, such as government communications or service delivery platforms. These are particularly valuable for testing interventions at scale in naturalistic conditions, though they often involve more complex coordination and less control over external variables. The choice of mode should align with the desired balance between internal validity, external validity, and operational feasibility.

Figure 7.2: Modes of Experimentation



This phase also emphasizes practical project management: training staff, engaging partners, and troubleshooting issues during implementation.

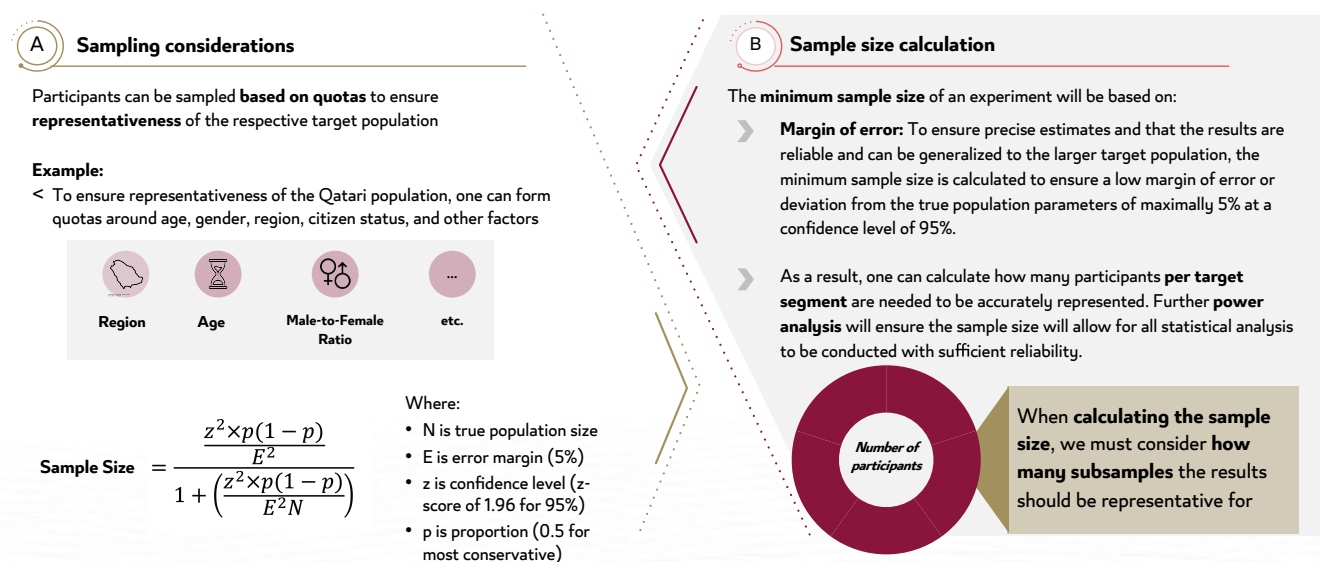


Keep it short: Long online surveys lead to drop-offs. Aim for under 10-15 minutes to maximize completion.

Tailor your wording: For in-person enumerator-led surveys, write clear prompts and include instructions for the enumerators, such as when to read response options aloud or clarify questions. For online self-administered surveys, use simple, direct language that doesn't require explanation.

Moreover, accurately estimating the required number of participants (sample size) is a critical step in designing a robust behavioral experiment. It ensures that the study is adequately powered to detect meaningful effects, thereby reducing the risk of drawing incorrect conclusions due to insufficient data. Figure 7.3 provides a visual overview of this process, along with a practical example to guide implementation. Sample size calculations help determine the minimum number of participants needed to produce reliable and policy-relevant findings.

Figure 7.3: Sampling Considerations and Sample Size Calculations



Please refer to the Annex for **Template 12: Experiment Overview Template**

SUB-SECTION 7.3: PILOT AND REFINE THE EXPERIMENT

Before full-scale implementation, the intervention should be **piloted with a small segment** of the target population. This allows for real-world testing of feasibility, clarity, and user experience. Feedback from participants and implementers should be collected systematically (e.g., through surveys, interviews, or observation) and used to refine the intervention where necessary. Often, pilots have revealed that even minor adjustments, such as message timing or language tone, can significantly improve engagement. This iterative process ensures that the final intervention is both effective and contextually relevant.

SUB-SECTION 7.4: EXECUTE AND MONITOR THE EXPERIMENT

Once refined, the intervention is rolled out in a **controlled experimental setting**. Practitioners must closely monitor implementation fidelity, participant engagement, and operational challenges. Monitoring tools such as field reports, which document daily implementation activities, note any deviations from the protocol, record participant interactions, and capture operational issues, help ensure that the experiment stays on track. For example, real-time tracking of response rates allows teams to troubleshoot issues and maintain momentum. Clear documentation of procedures and deviations is essential for accurate evaluation later.

SUB-SECTION 7.5: ANALYZE AND INTERPRET RESULTS

After implementation, outcome data must be **rigorously analyzed** to assess the intervention's effectiveness. This involves comparing treatment and control groups using predefined metrics, such as behavior change rates, cost-effectiveness, etc. The type of analysis you choose depends on your evaluation goals and the nature of your data.

Types of Analysis

- **Comparative Analysis:** This is essential for assessing impact. Compare outcomes between groups to determine whether the intervention caused a meaningful difference.
 - *Illustrative Example: A statistically significant increase in sustainable behaviors of Qatari nationals who received a reminder SMS versus those who did not.*
- **Subgroup Analysis:** This helps identify which segments of the population respond differently to an intervention. It's useful for refining targeting strategies and ensuring equity in outcomes.
 - *Illustrative Example: Analysis shows that younger patients and those with chronic conditions are more responsive to SMS reminders, suggesting tailored messaging may improve overall effectiveness.*
- **Predictive Analysis:** Use this to forecast future behavior or identify which factors most strongly influence outcomes. This is especially useful for scaling or targeting future interventions.
 - *Illustrative Example: Regression analysis shows that age and prior engagement are strong predictors of response to the intervention.*

The results should be interpreted in light of the original behavioral hypothesis and contextual factors of the behavioral challenge. Statistical analysis should isolate the effect of the intervention.

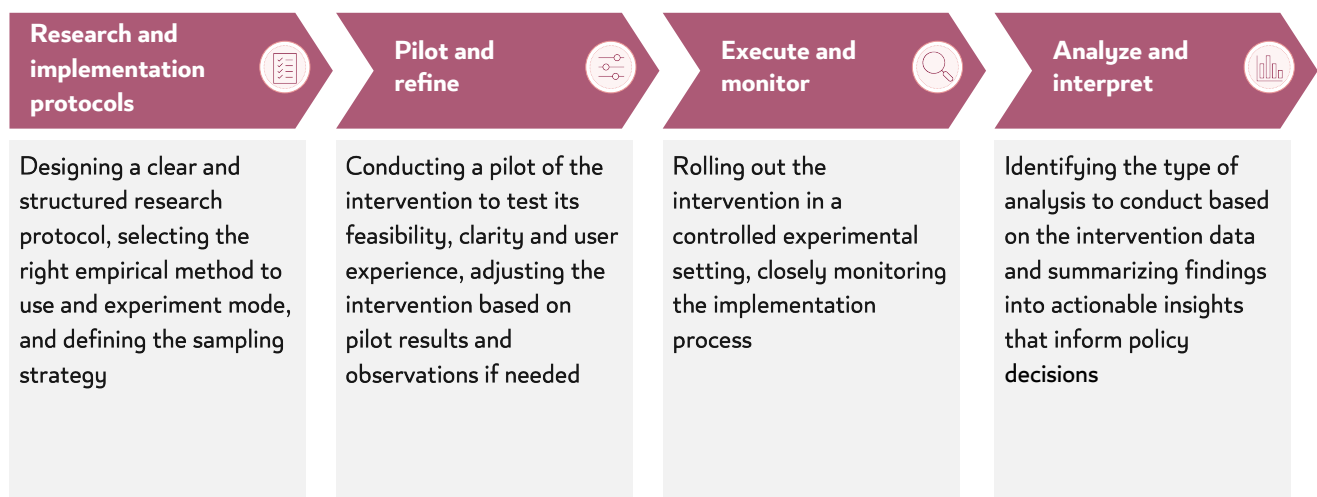
For example, if doing an A/B test on a form letter (old vs. new nudge letter), compare response rates between the two versions and use appropriate statistical tests to confirm if differences are significant. In larger trials, you might use regression analysis controlling for other factors. The aim is to answer: "Did the behavioral intervention produce a measurable improvement?" and "How large was the effect?". For instance, "Speeding above 100 km/h dropped by 20% on urban Doha roads with feedback signs compared to those without" or "Clinic appointment attendance improved from 59% to 81% after the new reminders, whereas no change was seen in the control clinics." A rigorous evaluation lends credibility to these results.

Findings should be synthesized into actionable insights that inform policy decisions and guide future scale-up efforts. Importantly, lessons learned should be documented and shared across Qatari government entities to build institutional knowledge and foster continuous improvement.

SUB-SECTION 7.6: STAGE SUMMARY AND CHECKLIST

Key Takeaways

- Pilot interventions in a controlled way before scaling up, using robust research protocols
- Choose the right experimental method (RCT, pre-post, etc.) and ensure ethical standards are met
- Monitor implementation closely and collect feedback to refine the intervention
- Analyze results rigorously to determine what works, for whom, and why
- Document lessons learned to inform future projects and policy decisions



PERFORM THE EXPERIMENT – CHECKLIST

Develop research and implementation protocols

- ☐ Select the experimental method (e.g., RCT, pre-post)
- ☐ Choose the mode of experimentation (e.g., online, lab, field)
- ☐ Prepare all materials (scripts, prompts, surveys, etc.)
- ☐ Conduct sampling calculations and set inclusion/exclusion criteria
- ☐ *Fill the Experiment Overview Template*

Pilot and refine

- ☐ Pilot the intervention with a small segment of the target population, collecting feedback
- ☐ Refine the intervention based on piloting

Execute and monitor experiment

- ☐ Implement the intervention in the selected setting
- ☐ Monitor implementation fidelity and participant engagement

Analyze and interpret results

- ☐ Analyze outcome data (e.g., comparative, subgroup, predictive analysis)
- ☐ Interpret findings in light of the original hypothesis and context
- ☐ Synthesize actionable insights for policy and scale-up

SECTION 8: STEPS – SUSTAIN AND SCALE RESULTS

SUB-SECTION 8.1: INTRODUCTION

The final phase of the STEPS framework focuses on ensuring that successful behavioral interventions are not only **implemented but also embedded** into long-term policy and operational systems. This phase supports Qatar’s vision for evidence-based governance by promoting institutional learning, continuous improvement, and strategic scale-up.

“How can successful interventions be applied and scaled up?”

SUB-SECTION 8.2: INCORPORATE LESSONS LEARNED AND REFINE THE INTERVENTION

After experimentation, teams should conduct **structured debriefs** to capture what worked, what didn’t, and why. This includes analyzing implementation challenges, stakeholder feedback, and behavioral outcomes. By the end of this step, you should have an “optimized” version of the intervention ready for full rollout. Document these refinements so that everyone understands the updated approach.

SUB-SECTION 8.3: DEVELOP A SCALE-UP STRATEGY

Scaling requires a **clear roadmap** that outlines how the intervention will be expanded across geographies, populations, or delivery channels. This includes identifying enabling conditions, resource needs, and potential risks.

For example, an intervention on youth volunteering in Qatar might initially be tested online with a small cohort — however, if the online experimentation proves successful then broader deployment through partnerships with youth organizations may be explored. If the intervention requires inter-agency coordination, now is the time to establish governance structures or working groups for it. Essentially, treat the scale-up like a project of its own – with timelines, owners, and risk management. These risks may include unintended backfire effects (where the intervention produces the opposite of the intended behavior), faded-out impact over time as the novelty wears off, operational failures, or equity concerns. To manage these risks, teams should conduct small pilots before scaling, monitor behavioral responses continuously, document deviations, and be prepared to adapt or withdraw elements of the intervention if adverse effects appear.

SUB-SECTION 8.4: INSTITUTIONALIZE THE INTERVENTION

Work to **embed the intervention into standard operating procedures or policy frameworks** so that it is not a one-time initiative but an ongoing program. This could mean updating official guidelines, integrating new forms or digital tools permanently into government systems, or even codifying changes in regulations if needed.

For instance, if an online A/B test in Qatar revealed that parents were significantly more likely to choose healthier snacks when the healthy option was set as the default in an online simulation task, this insight could be scaled up by making the healthy default a standard feature in all school lunch forms nationwide.

SUB-SECTION 8.5: MONITOR CONTINUOUSLY

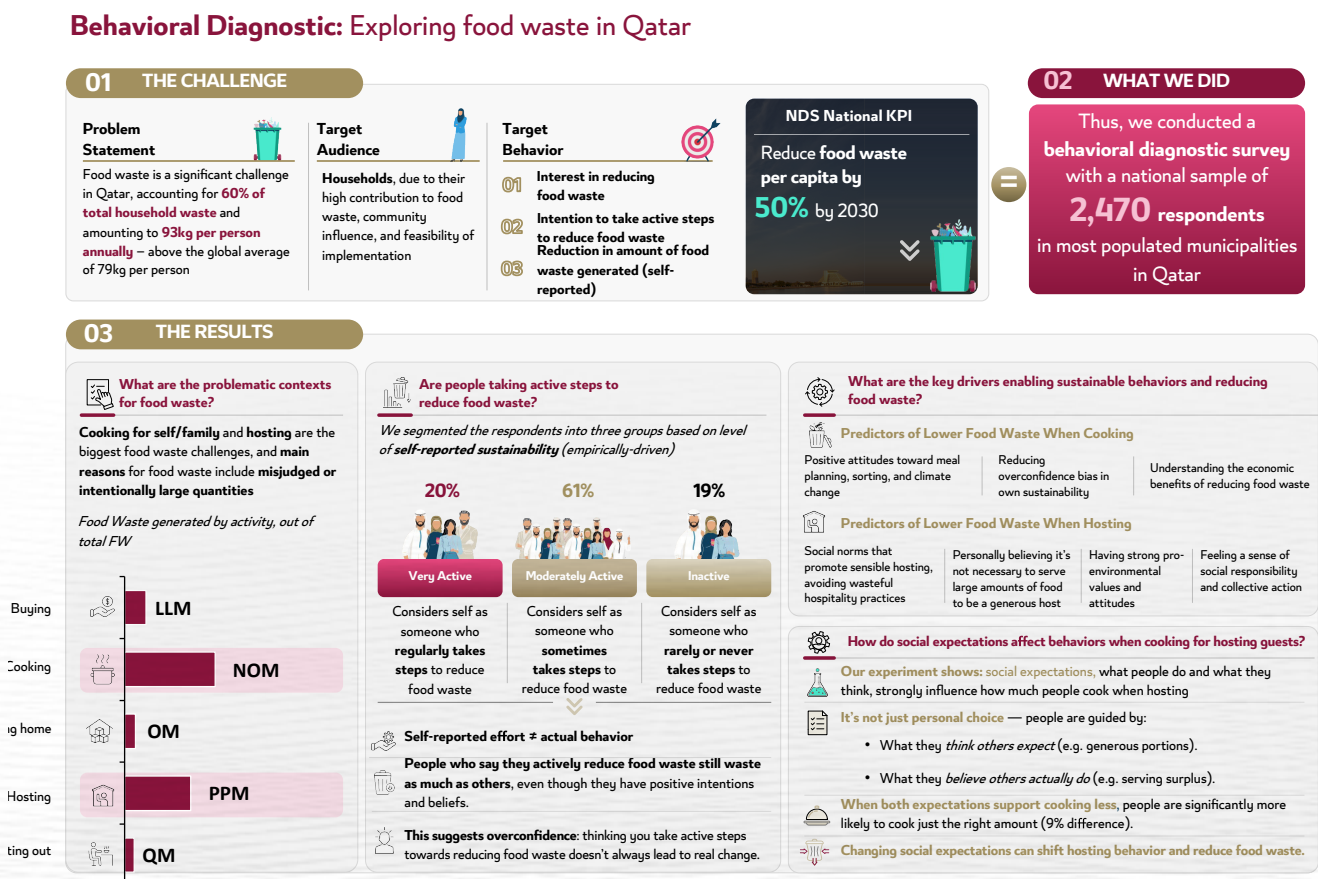
Even after scaling up, the work is not over. Establish a system for **ongoing monitoring** of the intervention's performance and periodic evaluation. Ongoing monitoring ensures that scaled interventions remain effective and responsive to changing contexts. This could include setting up dashboards, feedback loops, and periodic reviews. Keep an eye on whether the behavioral outcomes are being maintained or if people adapt in unintended ways.

SUB-SECTION 8.6: DISSEMINATE LEARNINGS

As the crucial final step, document the journey and **share successes and insights** within the entity, across Qatar's government and externally. Create case studies or presentations so that others can learn from the behavioral project.

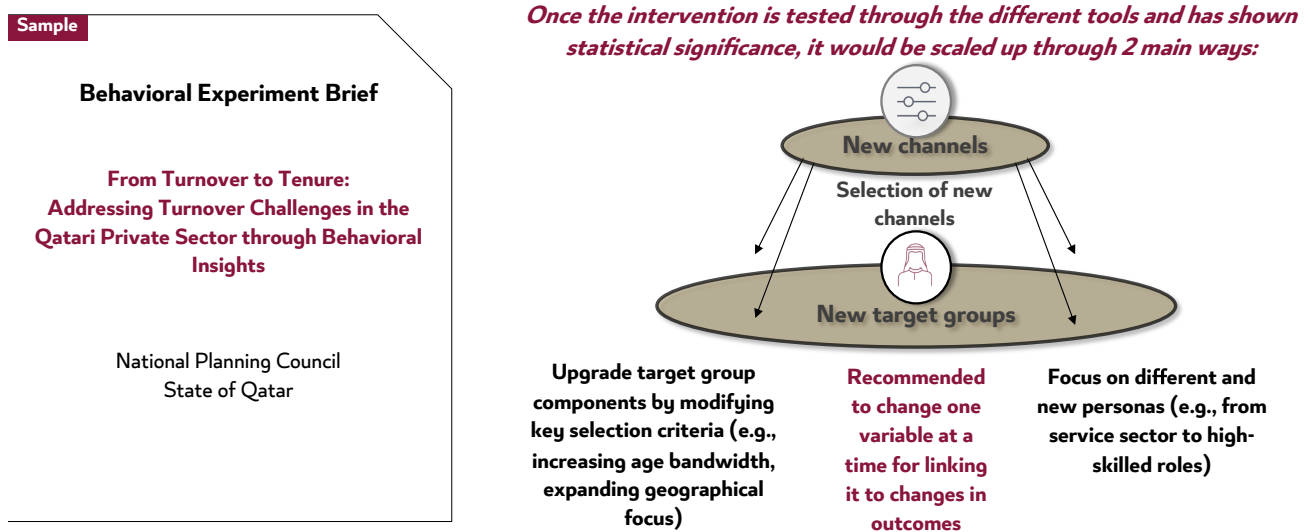
Example from the Scientific and Behavioral Nudging Lab at CFF in NPC: For instance, the lab developed an infographic to communicate key insights from their behavioral diagnostic on food waste in Qatar. These visual materials, shown in Figure 8.1, helped distill complex findings into accessible formats for stakeholders and decision-makers.

Figure 8.1: NPC's Scientific and Behavioral Nudging Lab's Infographic on Food Waste Diagnostic



Additionally, a **brief** can be written and shared by the entity summarizing the challenge addressed, the context in which the experiment was conducted, the design of the experiment, the results achieved, the implications of those results, and policy recommendations. This format helps communicate key insights and actionable steps to stakeholders concisely, illustrated in Figure 8.2.

Figure 8.2: Behavioral Experiment Brief



Please refer to the Annex for *Template 13: Experiment Brief Template* and *Template 14: Scale-Up Plan Template*

Recognize the contributors and continue to build capacity: the more people see a sustained, successful example of behavioral intervention, the more it becomes part of the government's standard toolbox. Sharing insights across teams fosters a culture of learning and replication.

SUB-SECTION 8.7: EXPANSION OF BEHAVIORAL INSIGHTS ACROSS ENTITIES IN QATAR

Government entities can **collaborate with NPC** to successfully adopt the BI Guide and apply behavioral techniques in their operations through a collaborative process to design, test and apply behaviorally informed interventions. To build BI capacity across Qatar, NPC can lead a range of initiatives among government entities, including:

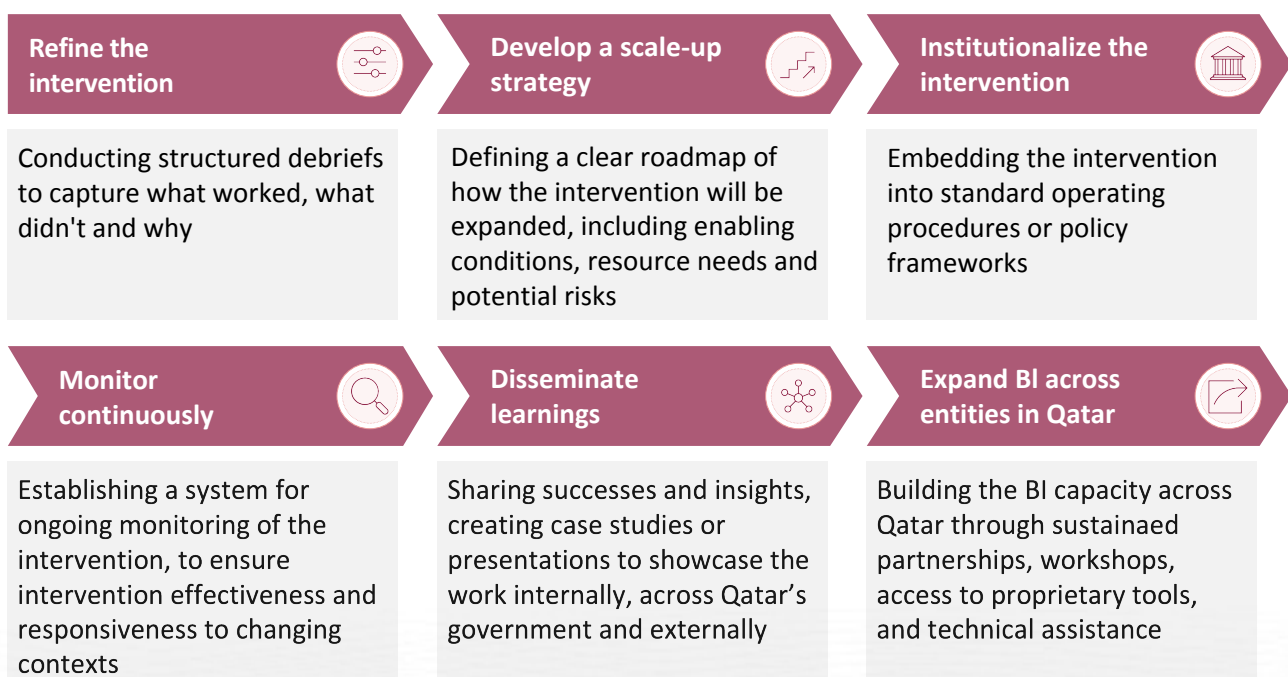
- Organize series of regular hands-on workshops engaging best-in-class BI experts and government entities to provide practical experience in applying BI techniques and tools through use of real-world and Qatar-specific examples and case studies
- Provide access to its proprietary tools such as the Talent Cloud, which is a live repository of experts with different functional and sectoral expertise, as well as the tools and templates in this Guide.
- Support in facilitating strategic partnerships with universities, research institutions, international organizations, etc. to collaborate on application of BI, or identifying in-house BI capabilities required for their in-house teams
- Provide ongoing technical assistance to government entities in effective application of tools and templates beyond the initial workshops

Through this sustained partnership with NPC, government entities can steadily build BI capacity and integrate behavioral insights techniques to enhance the success of their interventions, policies and operations and create lasting positive impact.

SUB-SECTION 8.8: STAGE SUMMARY AND CHECKLIST

Key Takeaways

- Successful interventions should be embedded into policy and operational systems for long-term impact
- Develop a clear scale-up strategy, including resource needs and risk management
- Institutionalize interventions by updating guidelines, processes, or regulations as needed
- Set up ongoing monitoring and evaluation to ensure continued effectiveness
- Share learnings and build capacity across government entities to foster a culture of behavioral insights



SUSTAIN AND SCALE RESULTS – CHECKLIST

Incorporate lessons learned

- ☐ Conduct structured debriefs to capture what worked, what didn't, and why (including implementation challenges, stakeholder feedback, and behavioral outcomes)

Scale-up strategy

- ☐ Complete the *Scale-Up Plan Template*, identifying how the intervention can be expanded

Institutionalize

- ☐ Embed the intervention into policy and/or operations
- ☐ Monitor performance continuously

Dissemination

- ☐ Disseminate learnings and build capacity
- ☐ Complete the *Experimental Brief Template* to provide a high-level overview

SECTION 9: CONCLUSION

This Behavioral Insights Guide provides a **structured yet adaptable pathway for integrating behavioral insights into public policy in Qatar**. Through the National Planning Council's **STEPS framework**, practitioners can progress from identifying challenges to designing, testing, and scaling solutions that reflect real human behavior rather than assumptions. Each phase builds a strong evidence base, ensuring that interventions are both effective and relevant to Qatar's unique context.

Aligned with Qatar's emphasis on human development and modernizing governance, the Guide reinforces that **people are at the center of policy success**. Whether the focus is on improving public health, enhancing road safety, increasing economic participation, protecting the environment, or more, behavioral science offers tools to make policies more impactful, cost-efficient, and aligned with how people actually behave.

The **Scientific and Behavioral Nudging Lab within the Center for Future Foresight and National Visions at the National Planning Council** plays a central role in promoting these practices across the public sector. It builds capacity, encourages collaboration, and supports the long-term application of successful behavioral strategies. Policymakers are encouraged to view this Guide as a living resource that evolves with each project, allowing insights to accumulate and inform future initiatives.

Ultimately, this Guide is more than a manual. It is a **catalyst** for better positive behavior change and better governance. By applying behavioral science thoughtfully and systematically, Qatar's government teams can design behaviorally informed interventions that resonate with citizens and contribute meaningfully to the country's strategic vision.

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SECTION 10: ANNEX

Glossary

Term	Definition
Barriers	Obstacles (behavioral or structural) that prevent or discourage individuals from performing the desired behavior by adding friction, reducing motivation, limiting capability, or creating confusion or effort.
Behavioral Gap	The difference between desired behavior and actual behavior that contributes to a policy challenge.
Behavioral Insights / Science	Behavioral insights, or science, aims to understand people's behaviors, preferences, opinions, and identify effective ways of promoting positive outcomes by addressing drivers of human decision-making. This includes techniques such as nudges, sludges, choice architecture, and design-thinking.
Behavioral Journey Mapping	A step-by-step mapping of how individuals experience a process, revealing key decision points and friction areas.
Drivers	Factors that enable or motivate individuals to perform the desired behavior.
Intervention	Any action, tool, communication, or environmental change designed to influence behavior.
Nudge	A subtle adjustment to the choice environment that influences behavior without forbidding options.
POWER Framework	A behavioral design framework focusing on Power of Time, Power of People, Power of Emotions, and Power of Cognition.
Pre-Post Design	A method comparing behavior before and after an intervention within the same group.
Randomized Controlled Trial (RCT)	A method where participants are randomly assigned to intervention or control groups to reliably measure impact with causal impact.
ROAD Framework	A diagnostic tool examining Resources, Opportunity, Awareness, and Desire as drivers or barriers.
Scale-Up	The expansion of a successful intervention across wider populations or systems.
Segmentation	Grouping individuals based on behavioral patterns, motivations, or engagement levels, rather than demographics alone.
Social Norms	Perceptions of what others do or expect, which shape individual behavior.
STEM Framework	A diagnostic framework that examines Social, Thought-based, Emotional, and Motivational factors influencing behavior.
STEPS Framework	NPC's five-phase Behavioral Insights methodology: Specify the problem, Track drivers and barriers, Envision and design solutions, Perform the experiment, Sustain and scale results..
Target Behavior	The specific, measurable behavior that is the focus of a behavioral intervention.
Theory of Change (TOC)	A framework that outlines how an intervention's activities lead to outputs, outcomes, and longterm societal impact by clarifying causal pathways.

Templates

Template 1: Behavioral Filtering Assessment Template for Challenges

Behavioral Journey Steps	Guiding Questions	Scoring
1. Behavioral Root Cause	a. To what extent is the challenge centered around human decisions, attitudes, or beliefs? b. To what extent are the decisions or perceptions related to this challenge within the control of an individual or group of individuals or organizations?	Scale of 1 to 10, where 1 represents “Not at all” and 10 represents “Extremely” <i>If score > 7 → provide evidence or explanation</i>
2. Measurable behavior	a. To what extent is the behavior directly or indirectly measurable? b. To what extent can we easily set numerical targets for these behaviors?	Scale of 1 to 10, where 1 represents “Not at all” and 10 represents “Extremely” <i>If score > 7 → provide evidence or explanation</i>
3. Addressable Behavior	a. To what extent is the challenge potentially addressed by a behavioral intervention? b. To what extent will a behavioral intervention bring about immediate change to the decisions or perceptions of this challenge?	Scale of 1 to 10, where 1 represents “Not at all” and 10 represents “Extremely” <i>If score > 7 → provide evidence or explanation</i>
4. Contribution to critical national gaps and KPIs	a. How critical is the gap between baseline and national KPI?	Scale of 1 to 10, where 1 represents “Not at all” and 10 represents “Extremely” <i>If score > 7 → provide evidence or explanation</i>

Template 2: Prioritization Criteria for Challenges

1. Size of the Prize

a. Specific Behavior and target group: To what extent is there a specific behavior to change with a reachable target group through appropriate channels?

b. Scalability: To what extent can making a small change at the sample level lead to scalable impact on the population level?

c. Potential Impact: To what extent does the target action lead reliably to meaningful improvements in national outcomes?

d. Strength of cross-sectoral cohesion: To what extent do outcomes in this area feed into outcomes in another?

Scale of 1 to 10, where 1 represents “Not at all” and 10 represents “Extremely”

If score > 7 → provide evidence or explanation

2. Feasibility of Implementation

a. Ease of testing: To what extent can the challenge be tested (Is data available and reliable by relevant entities? Is it possible to run experiments?)

b. Feasibility of delivery: To what extent can this intervention be conducted (What is the level of intervention needed? Are people already adopting or able to adopt a behavior? Or are structural changes needed too?)

c. Viability of large scale roll out: To which extent can entities/agencies responsible for the national challenge roll out a systematic solution?

Scale of 1 to 10, where 1 represents “Not at all” and 10 represents “Extremely”

If score > 7 → provide evidence or explanation

Template 3: Stakeholder Mapping Grid

Name of Stakeholder	Type of Stakeholder	Responsibility/Role	Level of Influence	Level of Interest
Fill in name of stakeholder (e.g., local govt., funding agency, NGO, technical /top specialist, local leader, researcher, etc.)	Fill in type of stakeholder (individual, community, or organization)	Define responsibility or role for each stakeholder (e.g., decision authority, consulted, accountable, etc.)	Describe level of influence to change / affect diagnostic (Rating from 1-5, with 5 being high influence)	Fill in the stakeholder's desire to know, learn, or participate in the project (Rating from 1-5, with 5 being high interest)

Template 4: Problem Funnel Template

Guiding Questions	
What is the challenge and why is it important?	<i>Please fill details on the challenge (provide any backing evidence) and specify its importance</i>
Who are the most targeted group?	<i>Please mention the target stakeholder group</i>
What are the root causes of the challenges?	<i>Please fill both structural and behavioral root causes</i>
What behavior can be targeted directly?	<i>Please fill the target behavior</i>
Who are the stakeholders involved?	<i>Please detail both the primary and secondary stakeholders</i>

Problem Funnel	
Policy Objective	<i>What is the overarching policy gap that needs to be addressed?</i>
Target Behavior	<i>What behavior do you want people to exhibit in order to address this gap?</i>
Problem Statement	<i>Clearly articulate the policy gap and why it is important?</i>

Note: For a visual template of the Problem Funnel, please follow the template in the Template Library.

Template 5: Behavioral Journey Mapping Template**Journey Name** | *Fill name of the journey***Persona Name** | *Fill the name of the persona*

Stage	Behavior
Stage I	- Behavior 1: Describe the first behavior of the selected persona - Behavior XX: Describe the following behavior
Stage II	Behavior XX: Describe the following behavior
Stage III	Behavior XX: Describe the following behavior
Stage IV	Behavior XX: Describe the following behavior
Stage V	Behavior XX: Describe the following behavior

Note: For a visual template of a behavioral journey, please follow the template in the Template Library.

Template 6: STEM Framework Template

STEM Framework	
Social	<i>Include biases and barriers that arise from our tendencies to adapt our behaviors based on the actions of others</i>
Thought-based	<i>Include thought-based biases and barriers that stem from our cognitive limitations</i>
Emotional	<i>Include emotional biases and barriers that often lead to irrational and sub-optimal decision making</i>
Motivational	<i>Include motivational biases that are deeply rooted in our desires and aspirations</i>

Template 7: ROAD Framework Template

Capability	
Resources	• Factual ability: Do people have the necessary resources to generally be able to engage in the behavior such as money, time, skills, physical ability, cognitive capacity • Experienced ability: Do people also feel they have required resources?
Opportunity	• Number: How often do people have the chance to engage in the behavior? • Channels: Through which channels do people have access? • Social Environment: How do social interactions and community networks provide opportunities for people to engage in the behavior? • Ease: How easy do people have access to the behavior? • Recognition: Do people recognize the opportunity to engage?
Intention	
Awareness	• Knowledge: Are people familiar with the target behavior and the related cause/issue and potential impact? • Understanding: Do people understand the behavior's objectives/ benefits/ application?
Desire	• Habit/relevance: How often do people engage in behavior related to the target behavior? • Attitude: Do people view the target behavior and its implications favorably? • Preferences: Are people's preferences aligned with the target behavior? • Liking/Need/Want: Do people like to engage in the behavior?

Template 8: Impact x Feasibility Matrix Template

Topic ##: Fill Name of Topic

Impact on policy	High	Hard but effective - Possible target, may require resources for adoption - Please fill in list of barriers	Easy and effective - First priority, probably already targeted - Please fill in list of barriers
	Low	Hard and ineffective - Low priority - Please fill in list of barriers	Easy but ineffective Possible target, may help leverage other behaviors
		Low	High
	Likelihood of feasibility		

Template 9: Benchmarking Template

Case Study ##	
Current Situation	Explain the status quo, including the challenge being faced/ the situation or behavior that needs to change
Intervention Overview	Provide a concise summary of the intervention design: what was implemented, who led it, and how it sought to influence behavior
Treatment Groups	Specify the target population, segmentation of participants, and any control or comparison groups used, as well as sample size
Intervention Type	Categorize the intervention (e.g., awareness campaign, financial incentive, behavioral nudge, digital tool)
Intervention Outcome	Summarize results and impact, including measurable changes in behavior or outcomes, as well as secondary effects (positive or negative)

Template 10: POWER Template

POWER Framework	
Power of Time Making use of people's time preferences (e.g., present bias, hyperbolic discounting), timing (e.g., intervening when people are most receptive), or other temporal aspects (e.g., creating urgency)	<u>Behavioral Facilitator #:</u> Explanation
Power of People Making use of people's tendency to conform with social norms and act collectively, as well as social image concerns and social preferences (e.g., altruism, inequity aversion)	<u>Behavioral Facilitator #:</u> Explanation
Power of Emotions Making use of people's emotional nature and tendency to act on emotions by relating to feelings, induce moods, or exploit emotional states (e.g., anger, fear, happiness, etc.)	<u>Behavioral Facilitator #:</u> Explanation
Power of Cognition Making use of people's general cognitive tendencies and limitations such as relying on heuristics and mental frames when making decisions (e.g., mindset induction)	<u>Behavioral Facilitator #:</u> Explanation

Note: For a visual template of the POWER framework, please follow the template in the Template Library.

Template 11: Guiding Principles

#	Guiding Principle	Explanation
1	Measurable Targets <i>Ability to set quantitative and measurable targets, specific and measurable outcome</i>	• Provide explanation
2	Availability of Resources <i>Availability of resources to run the intervention (i.e., cost, time to run, impact, capacities, partnership with relevant stakeholders)</i>	• Provide explanation
3	Objective Testing Environment <i>Ability to create an objective testing environment (i.e., eliminating the effect of confounding factors and measure real behavior rather than hypothetical or self-reported ones)</i>	• Provide explanation
4	Target Group Accessibility <i>Ability to find and reach target groups directly, ability to randomize and get ethical clearance (if needed)</i>	• Provide explanation
5	Channel Accessibility <i>Availability of existing channels to leverage (e.g., digital recruitment platforms, portals, organizations)</i>	• Provide explanation

Template 12: Experiment Overview Template

Objective	
Intended Outcome	<i>Clearly state the behavioral outcome you aim to influence</i>
Problem Definition	<i>Define the problem driving the intervention</i>
Population	
Target group	<i>Describe the specific group the intervention is designed for. Include relevant demographics, behaviors, or contexts.</i> <i>Specify the sample size and sample power calculation</i>
Intervention Design	
Strategy	<i>Outline the behavioral strategy or technique used</i>
Design	<i>Specify what participants will experience or receive</i>
Empirical Approach	
Experimental design	<i>Describe the experimental method (RCT, pre/post)</i>
Hypotheses	<i>Define your hypotheses for how the intervention will impact</i>
Estimation model	<i>Specify the estimation model to estimate the impact</i>
Delivery Method	
Implementation	<i>Detail how the intervention will be implemented</i>
Logistics	<i>Identify who will deliver it and any required tools or systems</i>

Template 13: Experimental Brief Template

Experiment Summary	
Objective	<i>What behavior were you trying to influence?</i>
Target Group	<i>Who was involved?</i>
Intervention	<i>What was tested and how was it delivered?</i>
Timeline	<i>When did the experiment run?</i>
Key Findings	
What happened?	<i>Describe the main outcome of the intervention in simple language (e.g., “sending reminder emails increased attendance of Qatari employees by 22%”)</i>
Why does it matter?	<i>Explain the significance in one or two sentences (e.g., “This shows that simple nudges can meaningfully improve engagement”)</i>
Policy Implications	
Future Impact	Scalability: <i>Can this be expanded across other groups or settings?</i> Feasibility: <i>What resources or systems are needed to implement widely?</i> Impact Potential: <i>What long-term change could this drive?</i>

Template 14: Scale-up Plan Template

Scaling Report	
New Channel Selection	<i>State what new channels the interventions will be tested on (e.g., social media, community-based programs, etc.)</i>
Rationale	<i>Mention why new channels were selected, and provide rationale for selection (e.g., social media campaigns have wider reach)</i>
New Target Group	<i>List the new target group and characteristics (e.g., age, gender, ethnicity, geographical area, population, etc.)</i>
Rationale	<i>Mention why the new target groups were modified (e.g., more diverse group of participants improves generalizability)</i>
New Metrics	<i>Highlight the new metrics that will have to be tracked to monitor scale-up success</i>



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