

## TERMS OF REFERENCE

### Behavioural Insights Specialist

|                              |  |
|------------------------------|--|
| <b>Project Title:</b>        | Activated2030 @ #Hub: A Youth Enterprising Lab |
| <b>Type of Position:</b>     | Behavioural Insights Specialist                |
| <b>Type of Contract:</b>     | Individual Contract - International            |
| <b>Duty Location:</b>        | Home Based Assignment                          |
| <b>Language Required:</b>    | English  |
| <b>Expected Start Date:</b>  | 19 August 2019                                 |
| <b>Duration of contract:</b> | Approximately 14 working days over 6 months    |

#### A. Background

Mongolia has a young population with nearly one in three classified as youth, that is between 15 and 34 years. A significant challenge facing many of these young people is income generation. With the recent economic crises resulting in the fourth largest bailout package in (IMF) history (based on GDP), youth unemployment is nearly 21% (15-24 years, 2016), poverty increased by 37% within two years (2016), and the school-to-work transition for urban Mongolians is up to 2.9 years. Within and outside Mongolia, entrepreneurship is being pursued by many as a means of addressing such challenges and advancing the achievement of the Sustainable Development Goals (SDGs). Whilst there is a vibrant innovation and entrepreneurship ecosystem in Mongolia, many of the projects and activities use international models often with minimal contextualization and results can be slow to have significant impact.

Since mid-2017, UNDP Mongolia has been undertaking activities to understand the entrepreneurial mindset of young Mongolians. The baseline study used the "General Enterprising Tendencies" (GET2) test, to measure the enterprising tendencies of young people in Mongolia. The five enterprising tendencies measured by the GET2 test are: "*need for achievement*", "*need for autonomy*", "*creative tendency*", "*drive and determination*" and "*calculated risk-taking*". Obtaining a representative sample from youth across the country, several important characteristics were identified. The average overall score of the enterprising tendencies was low to medium. The "need for autonomy" was the lowest scoring factor and "creative tendency" was the highest. Nine out of ten participants are optimistic about their future earning potential. However, nearly one in three agree that within their peers, new ideas are seldom implemented. To complement the digital test, a series of focus groups were held in Ulaanbaatar, where the experience of young Mongolians who identify as an entrepreneur were explored and mapped. This provided essential insights into the barriers facing many young people striving to pursue entrepreneurship in Mongolia.

This work has highlighted the need to support the development of enterprising tendencies and skills in Mongolian youth. Approaching youth income generation through an enterprising lens as opposed to a purely entrepreneurial one, offers an opportunity to address several SDGs and challenges facing young people simultaneously. Improving the enterprising tendencies, skills, behaviours and activities of young Mongolians, can increase income generation choices. Whilst supporting those who pursue self-employment, it also enables those who become employees to be more successful in getting things done

and overcoming challenges. Similarly, the five enterprising tendencies are essential in active citizens who can meet their own needs and create sustainable, resilient communities.

During the same period, the Science, Industrial Development and Innovation Agency of Capital City (Ulaanbaatar), established and opened an Innovation Hub, branded #Hub. The objective of the hub is to “Develop new ideas and innovation-based start-up businesses and build an innovation eco-system in Ulaanbaatar”, which it has identified as “a complex area for youth development”. It plans to do this through four pillars:

1. #hub co-working
2. #hub labs
3. #hub incubator
4. #hub events

In delivering on these four pillars, the #Hub team plans to create and deliver workshops, toolkits and activities designed to improve the understanding, capacity and skills of young people in relation to innovation and entrepreneurship. These activities are aiming to increase the number and success of enterprising activities initiated by young people, as well as diversifying the profile of young people engaging with such activities.

This provides a unique opportunity for Ulaanbaatar City and UNDP in Mongolia to come together in partnership to position #Hub as a Youth Enterprising Lab. By combining innovation and experimentation with well-established tools and methods, this partnership offers an opportunity to drive a transformation in the way entrepreneurship is used in addressing development challenges.

As the primary implementing partner, UNDP in Mongolia is seeking a Behavioural Insights Specialist to contribute and implement behavioural insights methodologies to the design of the Activation Centre as part of the Activated2030: A Youth Enterprising Lab project. The objectives, scope of work and deliverables as set out below have been jointly prepared and agreed between the project co-leads, UNDP in Mongolia and the Science, Industrial Development and Innovation Agency of the Capital City.

## **B. Objectives and scope of work**

The Behavioural Insights Specialist will be responsible for leading the behavioural insight component of the Activation Centre. The ‘Activation Centre’ is expected to be a space within the Ulaanbaatar Innovation Hub (#Hub) where all youth are welcomed to explore topics related to enterprising activities. This may include information on innovation and entrepreneurship in general, training, activities and events, employment services, and volunteering opportunities. It is expected the space, services provided, and delivery mechanisms be designed by Mongolian youth through the application of ‘Design Thinking’.

The Behavioural Insights Specialist will lead the incorporation of Behavioural Insights methodologies in the design, development and operations of the Activation Centre. The Behavioural Insights Specialist will also work alongside a national Youth Innovation Specialist and international Enterprise Education Specialist for the above design, development and delivery of the Activation Centre.

Whilst a national Monitoring Specialist will be contracted to manage the monitoring of activities, collection of data and preparation of reports. The Behavioural Insights Specialist is also expected to make significant contributions to the monitoring of the Activation Centre by building specific monitoring

mechanisms to ensure relevant data on the results of the behavioural insights component is collected and measured at each stage of the design and implementation of the Activation Centre.

#### C. Duties and responsibilities

- Lead the behavioural insights component of the design, development and operations of the Activation Centre.
- Lead the design of the behavioural insights component, data collection and co-ordinate the implementation along with national Monitoring Specialist and Youth Innovation Specialist to ensure relevant and adequate data is collected and analysed at each stage of the Activation Centre
- Prepare project reporting in co-operation with the national Monitoring Specialist.
- Contribute to the preparation of project communications including public and stakeholder communications and activities.
- Perform other functions as may be assigned by the UNDP CO project focal point consistent with qualifications and experience.

#### D. Expected deliverables

| Deliverables  | Instalment (%)           | Target due dates | Review & approvals |
|---|--------------------------|------------------|--------------------|
| <p><b>1. Workplan and Development of Monitoring tools</b></p> <p>This should include but may not be limited to:</p> <ul style="list-style-type: none"> <li>- Submit a detailed workplan for the 'Activation Centre'. The plan should include methodologies, tools to be used, timelines and milestones.</li> <li>- Develop tools and mechanisms to enable qualitative and quantitative data on the input of behavioral insights component to be gathered immediately prior to, during and on the completion at each stage of at each stage of the Activation Centre.</li> <li>- Review monitoring plan of Monitoring Specialist and provide comments to ensure appropriate data is collected.</li> </ul> <p>Note: Data and information on the effectiveness and impact of the design and implementation process, together with actual activities is required.</p> | 10% of professional fees | 26 August 2019   | UNDP CO            |

|   |                          |                  |         |
|---|--------------------------|------------------|---------|
| <p><b>2.Design and Development of the 'Activation Centre'</b> - This should include but may not be limited to:</p> <ul style="list-style-type: none"> <li>- Work with the national Youth Innovation Specialist to incorporate behavioral insights into the design and delivery of the 'Activation Centre'.</li> <li>- Provide expert guidance and support in the inclusion of Behavioural Insights methodologies in the design and development of the 'Activation Centre' that meets the young Mongolians' needs and expectations.</li> <li>- Review ideas generated, and prototypes developed, and work with the Mongolia based team in refining by incorporating behavioral insights component to 'nudge' young Mongolians to engage with enterprising activities.</li> </ul>   | 35% of professional fees | 2 September 2019 | UNDP CO |
| <p><b>3.Monitoring and Progress report of the 'Activation Centre'</b> - This should include but may not be limited to:</p> <ul style="list-style-type: none"> <li>- Support the Monitoring Specialist in the collection and collation of the results on behavioral insights of the 'Activation Centre'</li> <li>- Monitor the progress in the operation of the 'Activation Centre' at each stage and work with the Mongolia based team in refining the behavioural insights component in the operations of the 'Activation Centre'.</li> <li>- Work with the Monitoring Specialist and Youth Innovation Specialist in the progress reporting of the Activation Centre according to the deadline below. the report should include but may not be limited to: <ul style="list-style-type: none"> <li>o Executive Summary</li> </ul> </li> </ul> | 30% of professional fees | 21 October 2019  | UNDP CO |

|  |                          |                  |         |
|--|--------------------------|------------------|---------|
| <ul style="list-style-type: none"> <li>○ Background and context</li> <li>○ Activity overview</li> <li>○ Design and implementation process</li> <li>○ Methodology</li> <li>○ Results</li> <li>○ Discussion</li> <li>○ Lessons learned and recommendations</li> <li>○ Conclusion</li> </ul> <p>Reporting schedule:</p> <p>By 21 October: Activation Centre-development and initial results</p> <p>Note: Content is to be presented in a format accessible to a wide range of audiences. It must include graphics and images. It must be fully edited and ready for publication at UNDP standards for reports in English</p>  |                          |                  |         |
| <p><b>4. Final Report</b> - This should include but may not be limited to:</p> <ul style="list-style-type: none"> <li>- Work with the Monitoring Specialist and Youth Innovation Specialist in the preparation of the report according to the schedule below. The report should include but may not be limited to: <ul style="list-style-type: none"> <li>○ Executive Summary</li> <li>○ Background and context</li> <li>○ Activity overview</li> <li>○ Design and implementation process</li> <li>○ Methodology</li> <li>○ Results</li> <li>○ Discussion</li> <li>○ Lessons learned and recommendations</li> <li>○ Conclusion</li> </ul> </li> </ul> <p>Reporting schedule:</p> <p>by 16 December: Activation Centre - end of year report</p> | 25% of professional fees | 30 December 2019 | UNDP CO |

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| Note: Content is to be presented in a format accessible to a wide range of audiences. It must include graphics and images. It must be fully edited and ready for publication at UNDP standards for reports in English. |  |  |  |
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The following instalment schedule will apply:

| Instalment Number | Deliverable Number | % of Contract Value   | Target Due Date   |
|-------------------|--------------------|---|-------------------|
| 1                 | 1                  | 10 % of professional fees, upon acceptable performance of deliverables as per ToR and accepted by UNDP. | 2 September 2019  |
| 2                 | 2                  | 35% of professional fees, upon acceptable performance of deliverables as per ToR and accepted by UNDP.  | 23 September 2019 |
| 3                 | 3                  | 30% of professional fees after final acceptance of reports by UNDP.                                     | 11 November 2019  |
| 4                 | 4                  | 25 % of professional fees after final acceptance of reports by UNDP.                                    | 14 January 2019   |

#### **E. Institutional arrangement**

The Behavioural Insights Specialist will work in close collaboration with the UNDP CO, the project team and event hosts. She/he should ensure a timely identification of potential risks and signal any delays in deliverables. The contract will be effective immediately upon signature by UNDP.

UNDP CO will have the following responsibilities: (i) Provide relevant documents; (ii) Discuss and agree on the assignment; and (iii) Monitor and evaluate the progress of the assignment. The contract and payments will be performance-based and regularly assessed by the UNDP CO focal point.

The present ToR may be subject to modification, without changing the overall objective and the scope of work, on mutual consultations. UNDP will hold the copyright of the assignment deliverables.

UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.

**F. Duration of work:** Approximately 14 working days over 6 months

**G. Qualifications of the successful applicant**

**Education:**

- University degree in behavioural science, psychology, sociology or a related field, or highly relevant work experience.
- Postgraduate degree in relevant field is an asset.

**Experience:**

- At least 3 years of demonstrated experience leading behavioural insight projects;
- Prior involvement in public or private sector interventions or projects aiming to test, observe and analyse behaviours under changing conditions;
- Knowledge of, or experience analysing the behavioural traits of the youth is an asset;
- Demonstrated experience using research results to inform project design and implementation;
- Demonstrated experience of communicating research results using various methods and to diverse audiences;
- Demonstrated experience of working on multidisciplinary and multicultural projects;

**Competencies:**

- Excellent written and verbal English language skills are essential;
- Highly organized person, sets priorities, produces quality outputs, meets deadlines and manages time efficiently;
- Ability to present complex issues in simple and clear manner;
- Ability to think out-of-the-box and works toward creative solutions by analysing problems carefully;
- Projects a positive image and is ready to take on a wide range of tasks;
- Shares knowledge and is willing to provide support to others who request advice or help;
- Works well in a team to advance the priorities of this project and UNDP as a whole;
- Displays cultural, gender, religion, race, nationality, age sensitivity and adaptability, and is committed to UNDP gender equality strategy; and
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassments.

**H. Recommended Presentation of Offer**

The following documents should be included:


- a) **Letter of Confirmation of Interest:** to conduct the assignment;
- b) **Personal CV or P11**, indicating all experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- c) **Brief description** of why the individual considers him/herself as the most suitable for the assignment, and a proposed work plan and methodology on how they will approach and complete the assignment.
- d) **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs in USD.

#### I. Criteria for Selection of the Best Offer

Selection criteria uses a Combined Scoring method – where the qualifications will be weighted to a maximum of 70% and combined with the price offer which will be weighted to a max of 30%.

Prepared by:  G. Pagmasuren, Project Associate

 G. Namuun, Project Associate

Approved by:  Enkh-Ariunaa Oidovdanzan, SDG Advisor  
UNDP, Mongolia



### Annex 1: Individual scoring sheet

| Criteria  | Weight    | Max. Point |
|---|-----------|------------|
| <b>Technical criteria 1: Education</b>  |           | <b>30</b>  |
| University degree in behavioural science, psychology, sociology or a related field, or highly relevant work experience                    |           | 20         |
| Post-graduate degree (MSc or PhD) in relevant field is an asset.  |           | 10         |
| <b>Technical criteria 2: Professional experience</b>  |           | <b>70</b>  |
| At least 3 years of demonstrated experience leading behavioural insight projects  |           | 20         |
| Prior involvement in public or private interventions or projects aiming to test, observe and analyse behaviours under changing conditions |           | 10         |
| Knowledge of, or experience analysing the behavioural traits of the youth is an asset   |           | 10         |
| Demonstrated experience using research results to inform project design and implementation  |           | 10         |
| Demonstrated experience of communicating research results using various methods and to diverse audiences                                  |           | 10         |
| Demonstrated experience of working on multidisciplinary and multicultural projects  |           | 10         |
| <b>Technical Score</b>  | <b>70</b> | <b>100</b> |

| <b>Weight for Technical Criteria</b> |  |
|--------------------------------------|--|
| Weak: below 70%                      | The individual consultant/contractor has demonstrated a WEAK capacity for the analysed competence          |
| Satisfactory: 70-75%                 | The individual consultant/contractor has demonstrated a SATISFACTORY capacity for the analysed competence  |
| Good: 76-85%                         | The individual consultant/contractor has demonstrated a GOOD capacity for the analysed competence          |
| Very Good: 86-95%                    | The individual consultant/contractor has demonstrated a VERY GOOD capacity for the analysed competence     |
| Outstanding: 96-100%                 | The individual consultant/contractor has demonstrated an OUTSTANDING capacity for the analysed competence. |

