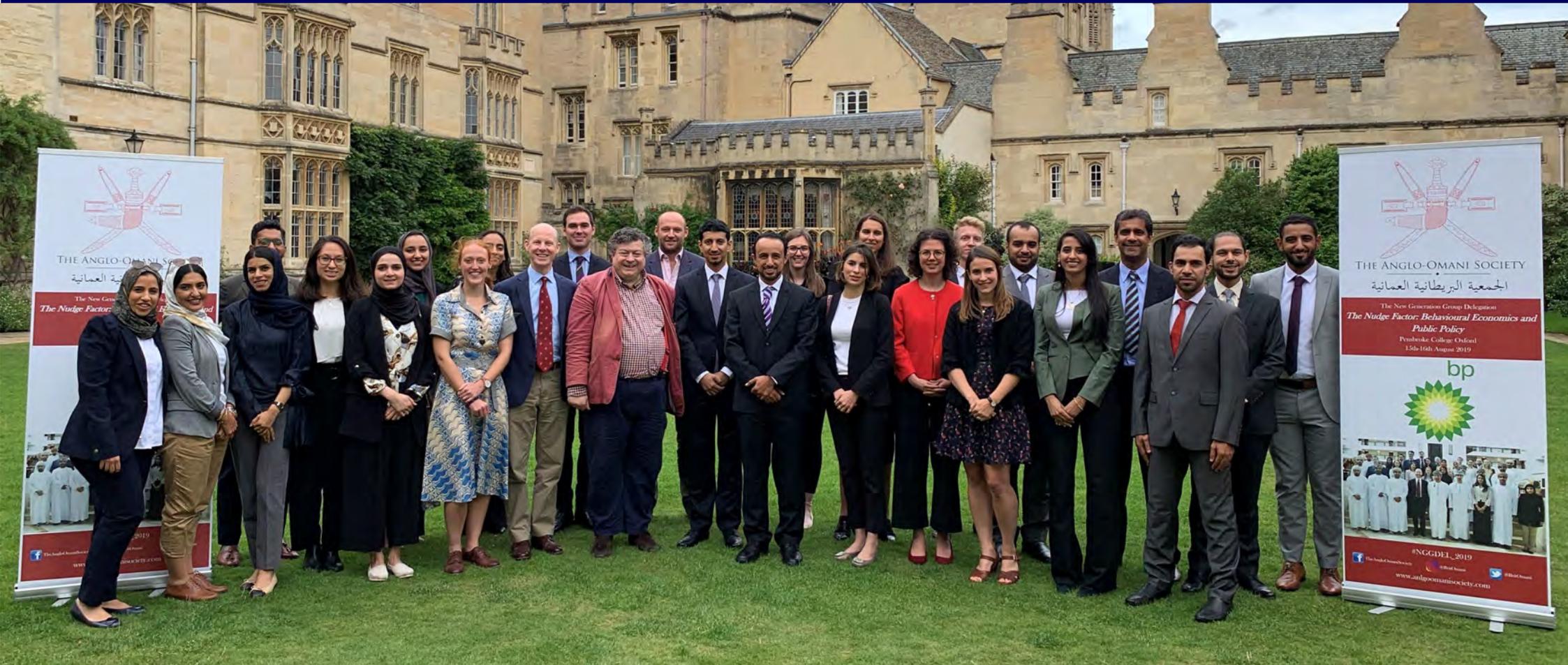


# The Anglo-Omani Society • New Generation Group Delegation

الجمعية البريطانية العمانية • وفد مجموعة الجيل الجديد

Pembroke College • University of Oxford • 2019









THE ANGLO-OMANI SOCIETY

الجمعية البريطانية العمانية

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In the blink of an Anglo-Omani eye, we arrived at our 7th AOS delegation and I think it is fair to say that this has been one of our most impressive ones to date. On 14 August, 25 erudite and energetic British and Omani delegates gathered in the idyllic setting of Oxford's Pembroke College. Over the following two days, we were navigated around our 2019 theme of Behavioural Science and its Impact on Public Policy by some of Britain's top academics, policy practitioners and private sector experts.

The group quickly engaged with interactive discussions around the theory of behavioural science, practical implementation tools and the ethical dilemmas of libertarian paternalism. We enjoyed break out sessions where we applied nudge theory to specific Omani challenges including littering, energy consumption, work ethic and management culture. And as always, the delegation finished with a wonderful dinner in the Great Hall where we were joined by senior members of the Government, Military, Whitehall and Private Sector.

As this is the last delegation that we will plan, it is worth taking a moment to reflect on why we began them in the first place. The Anglo-Omani friendship is truly special and whilst it spans many hundreds of years, it has especially flourished in the last five decades. Taking our lead from the close friendship shared between Her Majesty Queen Elizabeth and His Majesty Sultan Qaboos, we wanted to create opportunities for the younger generations of Britain and Oman to meet, exchange ideas and learn from each other. In short, carve out time in an increasingly demanding and busy world to come together.

As we pass on the banner to the new Oman and UK Heads of NGG, AlGhaith Al-Harthy and Lissie Simpson we'd like to sign off with one final thought. With each new generation, the NGG will continue to create deep foundations of mutual trust and friendship so that our two countries can cooperate and work together, side by side.

A handwritten signature in black ink, appearing to read 'O. Blake'.

Oliver Blake  
Chairman, NGG UK

A handwritten signature in black ink, appearing to be in Arabic script.

Ma'an Hamad Al Rawahi  
Chairman, NGG Oman



## 2019 New Generation Group Delegation: Oxford, 14th—18th August

### **The Nudge Factor: Behavioural Theory and Public Policy**

#### **Wednesday 14th August**

19:10 Arrival of Omani delegates in London

#### **Thursday 15th August**

08:45 Sheikh Ma'an & Ollie Blake: Introduction

09:00 Dr Elizabeth Castle: A conceptual introduction to behavioural science

11:00 Dr Elizabeth Castle: Behavioural science and public policy

14:00 Kerry Dryburgh: Starting a mindset shift in BP's upstream business

16:00 Rory Sutherland: Nudging the private sector: Lessons from industry

#### **Friday 16th August**

09:00 Andrew Goodman: Behavioural economics in the private sector

11:00 Dr Elizabeth Castle & Dr Umar Taj: Applying behavioural science to Omani challenges

14:00 Prof. Liam De Laney: Exploring the ethics of nudging a nation and citizen choice

16:00 Hugo Harper: Creating a nudge unit: Who, how, why and when?

17:30 Sheikh Ma'an Al Rawahi & Ollie Blake: Conclusions

19:00 Formal dinner

#### **Saturday 17th August**

12:00 Ashmolean Museum tour

13:00 Farewell lunch



**MA'AN AL-RAWAHI**

**Deputy General Manager,  
Bin Salim Enterprises**

Ma'an is currently working as the Deputy General Manager for Bin Salim Enterprises, a family-owned company and part of Al-Rawahi Holdings. The firm specialises in international agency work for construction & engineering solutions and includes a manufacturing facility for electrical items. Ma'an obtained an MSc in Operations Management from Glasgow Caledonian University. Ma'an previously worked at the Oman Refreshment Company 'PEPSI' where he was the Production & Supply Chain Manager.



**ABDULLAH SAID  
AL-AJMI**

**Senior Translator, Sultan Qaboos  
Higher Centre for Culture and  
Science**

Abdullah is a Senior Translator and Interpreter in the Sultan Qaboos Higher Centre for Culture and Science in the Diwan of Royal Court. He has eight years of experience in editing, translation, copywriting and localisation. He is a member of many committees in the Centre as he has participated in many local and international conferences; either as a keynote speaker or as a participant.



**ALIYA ALI AL-BALUSHI**

**Former Assistant General Manager,  
Bank Muscat**

Aliya has over 15 years of experience in financial services. She started her career with Bank Muscat and has assumed various roles and responsibilities in the bank. Her experience in recent years includes overseeing various functions such as Corporate Communications, CSR and Internal Audit with her last role as Assistant General Manager — Compliance in Bank Muscat up until 30th April 2019. Aliya is currently on sabbatical.



**HADIL AL-MOOSA**

**Lecturer in Business Ethics and  
Entrepreneurship, Higher College of  
Technology Oman**

Hadil works as a Lecturer in Business Ethics and Entrepreneurship at the Higher College of Technology in Oman. She has presented her work in different regional and international conferences such as England, Northern Ireland, Rome, Jordan, Kuwait and Oman. She has also published her work in academic books in London. She has worked as an HR lecturer and academic supervisor during her stay in the UK.



**NEJOOD AL-KHASIBI**

**First Secretary, Ministry of Foreign  
Affairs**

Nejoood works in the Office of the Secretary General of the Ministry of Foreign Affairs, Oman. She works with the Secretary General on diverse subjects ranging from political consultations to cultural and academic issues. Nejoood obtained an MA Hons in the History of Warfare from the War Studies Department at King's College London, and a BA Hons in International Politics and Sociology from City University London.



**LAMYA HARUB**

**Alternative Energy Strategy Expert,  
Oman Oil & Orpic Group**

Lamya is currently working on an Alternative Energy Strategy for Oman Oil & Orpic Group after completing an assignment as a Strategic Planning Expert by developing a framework to align the Ministry of Commerce & Industry's strategy with the objectives of Oman Vision 2040. Previously, Lamya was a diplomat (First Secretary) for ten years in the Ministry of Foreign Affairs working directly with the Secretary General on diplomatic, political and economic issues.



**LEYAN AL-MAAWALI**

**Legal Counsel, Oman Power and  
Water Procurement Company**

Leyan is currently a Legal Counsel at Oman Power and Water Procurement Company. Leyan qualified as a solicitor at Queensland Supreme Court, Australia. During her time at Trowers & Hamlins, she was involved in advising international and Oman-based clients in relation to corporate and commercial law issues, including joint ventures, acquisitions and restructuring, IPPs and IWPPs, commercial property and agency law.



**SALEH AL-RAWAHI**

**Desk Officer, Asian Department,  
Oman Ministry of Foreign Affairs**

Saleh is a Desk Officer for two countries (Indonesia and the Philippines) at the Asian Department of the Ministry of Foreign Affairs. He joined in 2008, and after five years he was posted to work at the Oman Embassy in Beijing, China. Previously, Saleh worked in his family-owned business, which specialises in gas turbines, the supply of generators, compressors, pumps and air aviation chemicals. He holds an MBA from Bedfordshire University.



**FAISAL AL-HINAI**

**Head of Service Investment  
Promotion Section, Ithraa**

Faisal works in the Investment Promotion Section of Ithraa, the Investment Promotion and Export Development Authority of Oman. In his role, he works to attract foreign investors to Oman. He also has a background in marketing through his work at Oman Polycon LLC. He holds a Masters in Business Administration and Project Management and a Bachelor of Commerce and Economics in Marketing.

# Omani Delegates



**HANEEN AL-LAWATI**

**Assistant Lead for Strategy and Communications, Oman Business Forum**

Haneen is currently the Assistant Lead for Strategy and Communications at the Oman Business Forum (which is a public-private collaboration platform under the umbrella of the Diwan of Royal Court). Prior to joining the Diwan, Haneen acted as the Vice President of co-working company, 'Al Rudha', which is the first co-working space in Oman. Haneen has a number of roles, such as acting as a member of the advisory board of the National Youth Program For Skills Development, as well as owning a podcast channel.



**MOATASIM AL-BALUSHI**

**Corporate Communications Manager, State General Reserve Fund (SGRF)**

Moatasim joined the SGRF in 2013 prior to which he was the Executive Communications Manager at the Oman Society for Petroleum Services. He began his career at SQU as the Head of the Audio & Video Department, Centre of Educational Technology. He holds a BSc Hons in Television Technology & Production from Birmingham City University and a High Diploma in Electronics from Muscat College of Technology. He has over 20 years of experience in communications, multimedia and broadcasting.



**GHALEB AL-HABSI**

**Ghazeer Development Team Lead, BP Oman**

In early 2019, Ghaleb was appointed as Ghazeer Development Team Lead responsible for bringing the second phase of Block 61 first gas to live stream in 2020/2021. Ghaleb is a Petroleum Engineer by background and graduated from Sultan Qaboos University in Oman in 2008. He joined Occidental Oil & Gas as a Petroleum Engineer after graduation. He joined BP in 2015 as a Reservoir Engineer and worked at Khazzan & Ghazeer oil fields.



**HALIMA AL-KINDI**

**Manager—Fund Management, Omran**

Halima is part of the Hospitality Group at Omran which oversees a diverse portfolio of hospitality assets across the Sultanate. She is involved in setting and implementing strategic goals aimed at enhancing the value of the portfolio in accordance with Omani regulations and world-class quality standards. She is instrumental in ensuring optimum achievement of value creation, profitability, business development and growth aligned with OMRAN's vision and business strategy.



**MOHAMED AL-ISSAEI**

**First Follow Up Administrator, Diwan of Royal Court**

Mohamed has been working in Muscat at the Diwan of the Royal Court since 2013. He completed his Bachelor's Degree from Gulf College in Muscat and subsequently completed his Masters in Business Administration from Edinburgh Napier University in 2012. He is involved in upholding diplomatic services and royal protocol within Oman.



**ALGHAITH AL-HARTHY**

**Criminology and Politics Graduate, Manchester Metropolitan University**

AlGhaith graduated in 2019 with a BSc in Criminology and Politics at Manchester Metropolitan University. AlGhaith has always been interested in youth voluntary work, and joined Manchester Omani Society in early 2015 and was elected President in early 2016. Then he took a further step to be the Head of Media in the Omani Students Advisory Council in the UK (OSAC), which prepared him to be elected as the youngest president of OSAC in 2017.



**OLIVER BLAKE**

**Director, Blake Evans & Co**

Oliver Blake is a founding Director of Blake Evans & Co and Chairman of the Anglo-Omani New Generation Group in the UK. Born in Muscat, Oliver was educated in Scotland and spent much of his youth growing up in the Middle East. He read Politics at Newcastle University and went on to commission from the Royal Military Academy Sandhurst into the Light Dragoons. On leaving the Army, he joined Charles Kendall and Partners where he was the Oman Director of Operations. In 2017, he graduated with a Master of Public Policy from Oxford University. Oliver is an advisor to several British CEOs and is a non-executive director of a UK drone delivery company.



**NICHOLAS DURRANS**

**Senior Consultant, PwC**

Nick has 20 years of public sector experience at both strategic and operational levels. His work has included the management and organisation of complex global programmes, sector-specific transformational change programmes as well as leading complex inter-agency and multinational operations overseas. Nick has a passion for leading complex and large scale transformations and has strong expertise in running Programme Offices.



**ELISABETH SIMPSON**

**Associate Director, Cynergy Bank**

Elisabeth is a Relationship Manager in the Private and Business Banking team at Cynergy Bank, where she looks after the financial affairs of high-net-worth clients. She graduated from the University of Edinburgh with a 1st class Masters Degree in Islamic Studies. Prior to her current position, Elisabeth was a Client Banking Manager in the Middle East team at Coutts & Co. Elisabeth heads up the New Generation Group UK and has been involved with The Anglo-Omani Society since 2014.



**ILONA QUAHE**

**Behavioural Insights Advisor, Department of Education**

Ilona advises the UK Department for Education on how to apply behavioural science to education policy in order to make it more effective. Her work includes analysing the behavioural drivers of policy problems, designing behavioural interventions and evaluating policy impact. She has advised on a broad range of policy topics including early years, technical education and children with special educational needs. Ilona is originally from Australia, and her professional background is as a Lawyer.



**ANDY CHALMERS**

**Coordinating Officer for Defence Engagement on the Arabian Peninsula, British Army**

Major Andrew Chalmers joined the 40<sup>th</sup> Regiment Royal Artillery serving on operations in Afghanistan in 2009 and 2012 before concentrating on Defence Engagement globally. Most recently he has specialised in the Arabian Peninsula with the 51<sup>st</sup> Infantry Brigade, due to his natural affinity for the region. He spent his late teenage years in Muscat, due to his father's employment, before commissioning from the Royal Military Academy Sandhurst in 2008.



**SARA AL-SIYABI**

**Planning Analyst, Planning and Commercial Operations Iraq, BP**

Sara is a Planning Analyst supporting the giant Rumaila oil field in Iraq. She graduated with a Bachelor's Degree in Accounting from Sultan Qaboos University. Previous roles include a Commercial Analyst where her main role was running economic and investment valuations and later became a Planning Analyst supporting the life of field budget for the Khazzan and Ghazeer Gas project for BP Oman. Sara is currently on a short term assignment working in the UK, supporting the Rumaila oil field through maintaining its life of field budget, whilst also completing a professional qualification (Chartered Institute for Management Accountants) CIMA.



**HARRIS MACLEOD**

**Deputy Director—Trade and Prosperity, Cabinet Office**

Harris leads a team that works with the government internationally to support the UK's allies in using strategic communications to achieve their objectives, particularly in terms of economic development. Prior to joining the UK Government, he was a senior consultant at a data-driven political communications firm where he worked on several major political campaigns in the United States. Harris holds an MA in Political Communications from Goldsmiths, University of London.



**ALEX BROWNE**

**Oman Desk Officer, Foreign and Commonwealth Office**

Alex transitioned to Central Government, working first as a Policy Advisor covering environmental planning policy, before moving to the Foreign Office to work as a Desk Officer for Oman. Having studied Classics at Durham University, Alex began her career on a graduate scheme in local Government, before doing a Masters in Public Policy at Kings College London. She is currently trying to read a book a week and just cycled 56 miles for Parkinson's UK!



**SARAH JACKSON**

**Middle East, Afghanistan and Pakistan Policy Adviser, Department for International Trade (DIT)**

Sarah joined the DIT in February 2019 as a Policy Advisor in the Middle East team within the Global Strategy Directorate. Sarah covers the six Gulf Cooperation Council (GCC) countries while shaping DIT's future policy and strategy for the region and working with departments across Whitehall to drive forward DIT's objectives. She also works with colleagues within DIT to support increased trade and investment with the region to deliver mutual prosperity. In 2016, Sarah joined the Parliamentary and Correspondence team, continuing within the Cabinet Office as Private Secretary to the Minister for the Constitution.



**AMANDEEP SANGHA**

**Middle East Trade Policy Adviser, Department for International Trade (DIT)**

Amandeep joined the Civil Service in 2017 with the Government Equalities Office and continued her career with the Department for Education before joining the Department for International Trade earlier this year. Her role within the department focuses on creating a positive business environment in Oman, through addressing market access barriers that UK companies face when trying to invest in Oman. She also works to actively shape the Government-to-Government dialogue between Oman and the UK and to understand what future Oman-UK trade relations look like. Amandeep completed her Undergraduate Degree in Middle Eastern Studies from SOAS in 2016 and a Postgraduate Degree in International Relations of the Middle East from the University of Durham in 2017.



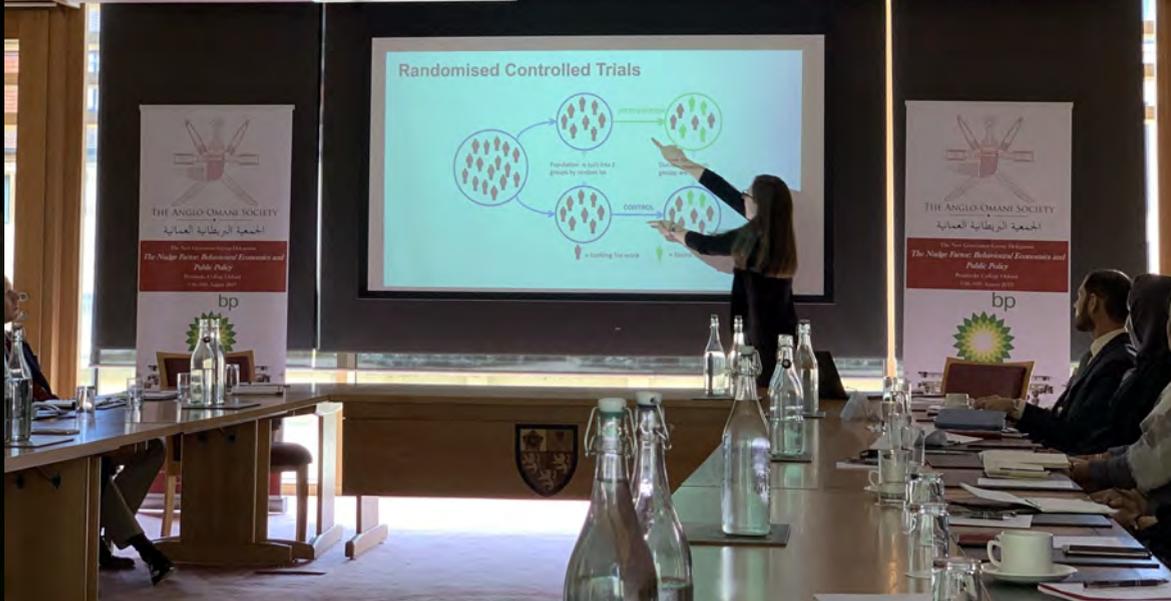
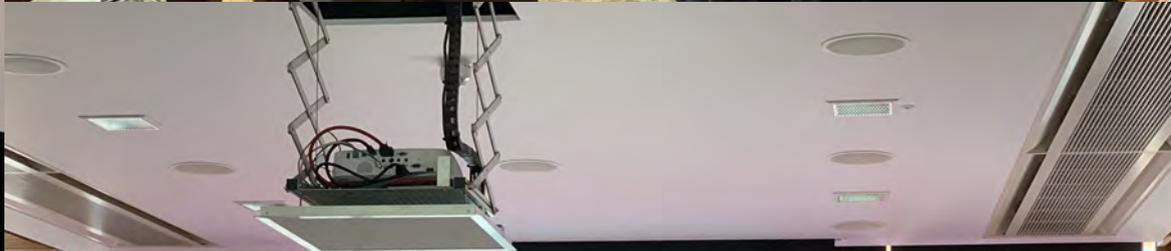
**RACHEL HANDLEY**

**Public Health Registrar, Health Education West Midlands**

Rachel is currently a Public health Registrar in Wolverhampton, having previously worked for the NHS in the South West of England. Rachel holds an MBChB in Medicine and Surgery from the University of Bristol and a Master's degree in Public Health from the University of Birmingham. She is passionate about health, equality and mental wellbeing for whole populations and has deep roots in the Middle East having spent her formative years in Jordan and Yemen.

# UK Delegates







## ***DR ELIZABETH CASTLE***

**Behavioural Research Analyst, Public Health England**

Liz is a Behavioural Insights Research Analyst for Public Health England where she is leading on several programmes, including projects supporting organisations to implement and evaluate behaviourally informed interventions to reduce obesity by increasing selection of healthy foods. She is currently making final amendments to her thesis for a PhD in Economics from Durham University where, working with the Local Authority, her research has focused on factors associated with weight status, weight loss and attrition.

She has previously worked as a Behavioural Insights Research Fellow at the Cabinet Office and Department of Health where she gained experience of the application of behavioural science to a variety of social issues including reducing medication adherence, reducing fraudulent subletting and reducing burglary.

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## ***RORY SUTHERLAND***

**Vice Chairman, Ogilvy**

Rory is the Vice Chairman of Ogilvy in the UK, an attractively vague job title which has allowed him to co-found a behavioural science practice within the agency. He works with a consulting practice of psychology graduates who look for 'unseen opportunities' in consumer behaviour - these are the very small contextual changes which can have enormous effects on the decisions people make - for instance tripling the sales rate of a call centre by adding just a few sentences to the script. Put another way, lots of agencies will talk about "bought, owned and earned" media: Rory also looks for "invented media" and "discovered media": seeking out those unexpected (and inexpensive) contextual tweaks that transform the way that people think and act.

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## ***PROFESSOR LIAM DELANEY***

**Professor of Economics, University College Dublin**

Liam is Professor of Economics at UCD and Visiting Professor of Economics at Stirling University. A former Fulbright and Marie Skłodowska Curie Fellow, he was Deputy Director of the UCD Geary Institute from 2008 to 2011, and Deputy Dean of Stirling Management School from 2011 to 2016. He has worked at the intersection of economics and psychology throughout his career and has published widely in both economics and psychology journals, including the Economic Journal, Journal of European Economics Association, Health Psychology, Psychological Science and Journal of Applied Psychology. He is currently developing a new centre for behavioural science and public policy at UCD Geary Institute.



## **HUGO HARPER**

### **Head of Health, Behavioural Insights Team**

Hugo leads the Behavioural Insights Team's work on Health in the UK. He has been with the team for the last 6 years running projects with the Department of Health and Social Care, NHS England, Public Health England and the Cabinet Office. He has worked on applying behavioural insights to a large range of implementation and policy issues but has a particular interest in obesity. He has spent time in both Singapore and Australia developing the adoption of a more behavioural approach to policy implementation, including several projects for the Singaporean Prime Minister's Office.

Hugo holds an MSc, with distinction, in Behavioural and Economic Sciences from the University of Warwick, as well as a BA in Psychology and Physiology from Oxford University. Before joining the team, Hugo worked for Q5 Consultants.

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## **UMAR TAJ**

### **Behavioural Sciences Research Fellow, Warwick Business School**

Umar is a Research Fellow in Behavioural Science at Warwick Business School and an Executive Teaching Fellow in Behavioural Decision Science at London School of Economics and Political Science. His interest lies in helping public and private institutions apply the latest insights from behavioural science to improve decision-making.

His current projects span the domains of HR, tech, health, finance, security, politics and education. Umar is the founder of Nudgeathon™ — a crowd-sourcing platform in which diverse teams of stakeholders come together to find behavioural solutions to social problems. He is also the founder of Behaviour Insight™ — a tech-based behaviour change solution that systematically identifies barriers to behaviour change and guides the user to develop successful interventions. He delivers regular training and facilitation workshops and has provided his service to over 50 global institutions.

He holds a PhD in Behavioural Science from Warwick Business School and an MSc in Decision Science from London School of Economics and Political Science.



## **KERRY DRYBURGH**

### **Group Chief Talent Officer and Head of Upstream HR, BP**

Kerry is a board-level HR Director with experience in driving change and improving people effectiveness in large global organisations. Her current position is BP's Group Chief Talent Officer and Head of Upstream HR. Prior to BP, Kerry held senior HR roles in technology/industry: at Honeywell International Inc, the American Fortune 100 engineering and aerospace conglomerate, as Human Resources Director for the European Security and Data Collection arm; and at BT plc, the FTSE 100 communications company, where she was based out of Italy, Asia and the UK.

Kerry has deep international experience of operational and strategic people matters, transformation, large complex organisations and employee relations. She holds an MBA from Henley Business School, UK and a Post Graduate Diploma in Personnel Management from the University of Suffolk, UK.

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## **ANDREW GOODMAN**

### **Partner, McKinsey & Company**

Andrew Goodman is a partner in McKinsey's London office. He has also previously been based in the firm's Washington, DC, and Middle East offices. Andrew serves companies, government and private equity firms on a range of strategy, finance, and organisational topics. He supports clients in sectors that are being disrupted in designing and delivering strategic transformations.

His work has included supporting a national ministry of finance in developing and piloting a new approach to map and assess the efficiency of public spending, a national ministry of economy in developing a government revenue diversification and sovereign debt issuance strategy, and a national ministry of defence in delivering significant efficiency improvements. Previously, he was the Chief of Staff for the McKinsey Centre for Government, McKinsey's global think/do tank for research, collaboration, and innovation in government performance.

Behavioural science the topic of discussion at Anglo-Omani society  
 The agenda of the two-day forum included a number of lectures and discussion ...

**Muscat:** Omani youth met with their British counterparts to discuss best practice in behavioural sciences and how it could help bring about positive changes in people, at the 7th annual meeting of the Anglo-Omani society.

A statement from the society said, “The 7th Annual Meeting of the Anglo-Omani society was recently concluded in Oxford University, with participation from 26 promising youth from Oman and the UK. This year’s meeting came under the slogan ‘The Nudge Factor: Behavioural Theory and Public Policies’ and was attended by a myriad of officials from both public and private sectors in Oman and the UK.”

The agenda of the two-day forum, sponsored by BP Oman, included a number of lectures and discussion sessions on different themes of behavioural sciences and their applications in stimulating positive behaviours in society and institutions alike. Prominent academics and experts presented a series of lectures that touched on aspects and mechanisms of change management by applying behavioural science, as well as international best practice and ethics in this area.

The society added: “This year’s theme was chosen by the society in alignment with the goals of Oman Vision 2040, which aims to build an empowered civil society that participates actively in sustainable development. Through these forums, the society seeks to strengthen the friendly and cooperative relations between the Sultanate and the UK, to create a platform for the exchange of knowledge and cultural aspects, and to exchange experiences with decision makers in leading



BP Oman sponsored the Anglo-Omani Delegation for the two days gathering at Pembroke College, Oxford. Kerry Dryburgh, Head of HR Upstream shared her views on starting a mindset shift in BP's Upstream Business @BritOmani



## Oman

Science

### Behavioural science the topic of discussion at Anglo-Omani society

September 10, 2019 | 6:34 PM by Times News Service



### محلّيات

الجمعية العمانية البريطانية تختتم ملتقاها السنوي السابع

الثلاثاء، ١٠ أغسطس، ٢٠١٩ | 08:28



NGG Oman

لتن - الشبيبة

اختتم مؤخرا بجامعة أكسفورد البريطانية الملتقى السنوي للجمعية العمانية البريطانية - مجموعة الجيل الجديد - بمشاركة 26 من الشباب الواعين من السلطنة وبريطانيا، وقد اختتمت الجمعية هذا العام "التحفيز السلوكي والسياسات العامة" عنوانا لملتقاها الذي حظي بحضور عدد من المسؤولين في السلطنة وبريطانيا من القطاعين الحكومي والخاص.

تضمن جدول أعمال الملتقى، الذي استمر على مدى يومين برعاية شركة بي بي عمان BP Oman، عددا من المحاضرات والجلسات النقاشية تناولت محاور مختلفة عن العلوم السلوكية وتطبيقها في تحفيز بعض السلوكيات الإيجابية في المجتمع والمؤسسات على حد سواء، حيث قام بتقديم هذه المحاضرات مجموعة من المتحدثين الأكاديميين والخبراء في المؤسسات المختلفة، الحكومية والخاصة في المملكة المتحدة. وقد تطرقت الجلسات إلى أوجه وآليات إدارة التغيير عبر التركيز على التحفيز السلوكي والتوجيه الإيجابي للشرك الإنساني، كما تطرقت إلى أفضل الممارسات الدولية في هذا المجال والجوانب الأخلاقية لها، وقد اختارت الجمعية هذا العنوان لنواتجها مع أهداف رؤية عمان 2040 التي تهدف إلى بناء مجتمع مبدع ومشارك بفاعلية في التنمية المستدامة.

وتسعى الجمعية من خلال هذه المنتقيات إلى تعزيز علاقات الصداقة والتعاون بين أبناء السلطنة وبريطانيا، وإيجاد منصة لتبادل الجوانب المعرفية والثقافية، وتبادل الخبرات مع صناعات القرار في المؤسسات الرائدة في المجالات المختلفة.

حقوق النشر والتوزيع محفوظة لجريدة الشبيبة والنقل عنها دون الإشارة إليها كمصدر يعد مخالفة قانونية

## تحت عنوان «التحفيز السلوكي والسياسات العامة»

### الجمعية العمانية - البريطانية تختتم ملتقاها السنوي السابع في بريطانيا

نبذة عن الجمعية

تم إنشاء الجمعية العمانية - البريطانية تحت الرعاية السامية من لدن حضرة صاحب الجلالة السلطان قابوس بن سعيد المعظم - حفظه الله ورعاه - في يناير عام ١٩٧٦ بهدف تعزيز العلاقات الثنائية بين السلطنة والمملكة المتحدة، وكذلك تعزيز الروابط التاريخية المشتركة بين البلدين، وتم تأسيس مجموعة الجيل الجديد للعمل ضمن الجمعية وذلك للإبقاء على الصداقة الخاصة وتعزيزها في جيل الشباب، حيث إن المجموعة قد بدأت عملها رسميا في عام ٢٠١١م، حيث يرأسه من الجانب العماني الشيخ معن بن حمد الرواحي كما يرأسه من الجانب البريطاني أوليفر بلاك، وسعيا إلى تحقيق أهداف الجمعية تقوم المجموعة كجزء من أنشطتها بإقامة ندوات ولقاءات دورية على مدار السنة.



صورة جماعية للمشاركين في الملتقى

اختتمت بجامعة أكسفورد البريطانية الملتقى السنوي السابع للجمعية العمانية - البريطانية - مجموعة الجيل الجديد - بمشاركة ٢٦ من الشباب الواعين من السلطنة وبريطانيا، وقد اختتمت الجمعية هذا العام "التحفيز السلوكي والسياسات العامة، عنوانا لملتقاها الذي حظي بحضور عدد من المسؤولين من السلطنة وبريطانيا من القطاعين الحكومي والخاص، وتضمن جدول أعمال الملتقى، الذي استمر على مدى يومين برعاية شركة بي بي عمان BP Oman، عددا من المحاضرات والجلسات النقاشية تناولت محاور مختلفة عن العلوم السلوكية وتطبيقها في تحفيز بعض السلوكيات الإيجابية في المجتمع والمؤسسات على حد سواء، حيث قام بتقديم هذه المحاضرات مجموعة من المتحدثين الأكاديميين والخبراء في المؤسسات الحكومية والخاصة في المملكة المتحدة.

وقد تطرقت الجلسات إلى أوجه والبيات إدارة التغيير عبر التركيز على التحفيز السلوكي والتوجيه الإيجابي للسلوك الإنساني، كما تطرقت إلى أفضل الممارسات الدولية في هذا المجال وتسمى الجمعية من خلال هذه المنتقيات إلى تعزيز علاقات الصداقة والتعاون بين أبناء السلطنة وبريطانيا، وإيجاد منصة لتبادل الجوانب المعرفية والثقافية، وتبادل الخبرات مع صناعات القرار في المؤسسات الرائدة في المجالات المختلفة.



الجمعية العمانية البريطانية تنظم ملتقى بجامعة أكسفورد حول التحفيز الإيجابي في المجتمع

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## The Nudge Factor: Behavioural Sciences and Public Policy

The Anglo-Omani Society - New Generation Group Delegation  
Pembroke College, University of Oxford, United Kingdom  
15-17 August 2019

### Introduction

The Anglo-Omani Society's New Generation Group (NGG) inaugurated an exchange programme in 2013 as a means of building bridges between high-flyers in both countries' public and private sectors. Delegates are drawn from a wide spectrum of Omani and British organisations to meet annually with Senior Advisors, Ministers, CEOs and Academics. The programme alternates between Britain and Oman. The aim is to explore ways of enhancing Anglo-Omani co-operative relations, to share knowledge and best practice and to encourage open debate with the intent of proposing solutions to problems faced by both countries.

In line with the Oman Vision 2040 Conference in January 2019, which emphasised the importance of ascertaining methodologies and mechanisms for managing change and providing positive guidance for human behaviour, 'The Nudge Factor: Behavioural Science and Public Policy' was chosen for the 2019 NGG Delegation theme. Following an exchange with some of Britain's top political and corporate advisors, the NGG delegates reached several conclusions that they hope will be of interest and value to those in the Government of the Sultanate of Oman.

### Context

Most public policy initiatives implemented by policymakers aim to change or shape our behaviour in different ways. One way of doing this is through legislation and regulation in order to influence citizens' actions in a certain way. However, legislation and regulation are not always the most effective or appropriate ways to influence the public. Therefore, governments globally are looking to complement this with a number of other "soft" mechanisms to encourage behavioural change, which, due to being non-coercive, have proven more effective.

In this regard, and given that the Sultanate of Oman is currently facing some economic and social challenges (from the drop of oil prices to issues of mental health and diabetes), the country is in an ideal position to apply these effective behavioural techniques (such as "nudging") to tackle its challenges by "influencing choice without limiting the choice of its citizens".

The key takeaways from the two-day workshop included the following:

**1. Individuals do not always make rational choices**

Many actions followed by people are not necessarily rational choices as they are not always aware of what is influencing them. The human mind does not always identify the reason behind a decision.

**2. “Nudging” used correctly reaps advantages for the public and private sectors**

It has become self-evident that recognising a broader range of motivations for behavioural change has allowed policymakers and private companies to more effectively influence the behaviour of the public and consumers

**3. Dark nudges do exist**

As much as there is a huge benefit of “nudging policies” there is a fine line between good nudges and “dark” ones, which then opens the discussion to the ethics of such a tool, and this must be further studied before implementation.

**4. Ethics is critical**

Behavioural science used without regard for ethical considerations risks being labelled purely as ‘manipulation’ and prompting a backlash.

**5. The MINDSPACE model**

This simple mnemonic – MINDSPACE - which comes from dual process theory and our inherent biases in thinking, can be used as a quick checklist.

**6. Behavioural science and Implementing ‘Choice Architecture’**

Consideration should be given to the role and scope of the government in applying ‘choice architecture’ and its use should be transparent from the outset.

**7. David Rock’s SCARF model**

The SCARF model identifies five key factors (Status, Certainty, Autonomy, Relatedness and Fairness) that influence human behaviour, which have traditionally been overlooked by economists’

**8. Behavioural science in government versus the private sector**

In government, behavioural science is embedded within the strategy, research or communications functions. In the private sector, it is placed within digital or data science, and is typically applied to digital services to make the experience more streamlined.

**9. If you want to nudge people to do something, make it easy.**

Nudging should make it easier and more convenient for people to make the ‘right’ decision, whilst not restricting their ability to choose other options.

**10. Use nudges based on trial, evidence and research.**

It is essential to have a systematic approach to nudging and to use tested frameworks to understand the issue and how to resolve it. Accordingly, pay enough attention to the piloting and trial for nudging policies before expanding on a wider scale. In this regard, Oman would benefit from a wider range of accurate and accessible data in order to be able to effectively ‘nudge’.



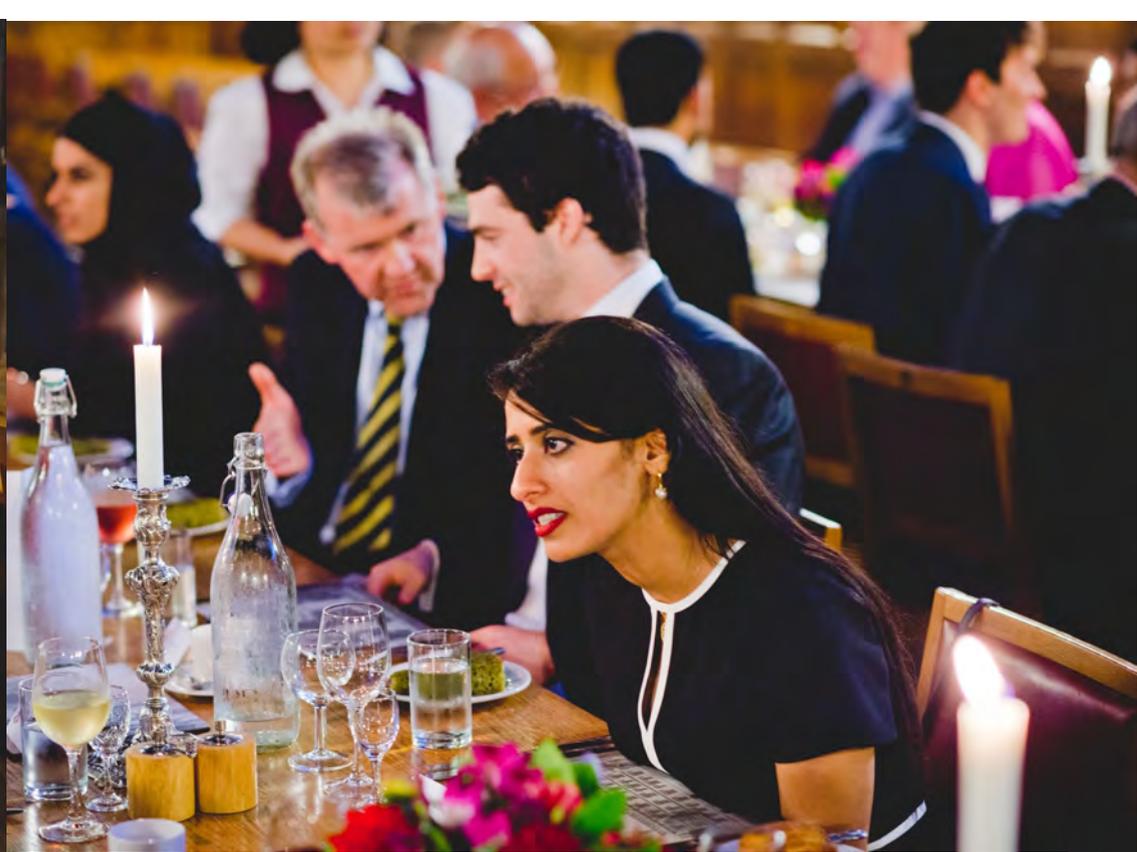
## Policy Recommendations

Behavioural science is a useful additional tool for achieving policy goals, particularly where directly regulating behaviour would be too heavy-handed. One needs to be mindful that not all of the frameworks discussed can be applied in a given situation. Therefore, how we use our behavioural insights must be carefully tailored to ensure that the issues we are addressing are areas where there is already consensus from the public about it being a good thing, that there will be an important and measurable benefit, and where we are able to meet the ethical standards.

The NGG delegates have thus identified a non-exhaustive list of areas/topics that the Sultanate can consider for nudging. These are as follows:



Work-related	Health	Governance	Social Issues	Energy/Environment related
Productivity	Drug Abuse	Transparency	Child Abuse	Waste & Recycling
Servitude Leadership	Healthy Lifestyle	Communication	Smoking	Energy Conservation
Lead by Example	Genetic Diseases	Financial Management	Sexual Harassment	Energy Efficiency
Work Ethics & Etiquettes	Diabetes & Obesity	Conflict of Interest	Bullying	Climate Change
Culture of Saving	Mental Health	Public Engagement	Ethical Dealing	Littering



*The NGG Delegation is an important platform that acts as a cultural catalyst for Oman, Britain, the youth and the wise*

*Leyan Al Maawali, Legal Counsel,  
Oman Power and Water  
Procurement*

The Sultanate of Oman is developing a Behavioural Insight Unit within the Supreme Council and Planning. With this in mind, the delegates offer the following recommendations:

1. Use the APPLES framework as a prompt for things to consider: Administrative support, Political support, People, Location, Experimentation, Scholarship (as discussed by Hugo Harper);
  2. Gather expertise from behavioural scientists embedded within the UK government, as establishing and operating an internal unit is quite different from working in an external/private consultancy (as discussed by Elizabeth Castle);
  3. Aim to build an ethical framework into any behavioural science tool from the start (e.g. the FORGOOD framework discussed by Liam Delaney);
  4. Align areas addressed by the 'nudge unit' to Oman's 2040 vision and factor in cultural considerations;
  5. Ensure that there is buy-in from the various stakeholders in order to address pertinent issues;
  6. Form a practical and collaborative relationship with different ministries /entities and clearly communicate, mandate and recommend nudging techniques that effectively help achieve their goals;
  7. Have a clear understanding of the choice/ issue that needs to be changed first in order to determine whether nudging is the right solution.
8. Grant full accountability and authority to the 'nudge unit' in executing behavioural change techniques;
  9. Alongside the "nudge unit", establish a research centre that focuses on psychology, sociology and anthropology;
  10. Review the success of 'nudges' at various stages over a reasonable period of time, without always expecting immediate results';
  11. Test 'nudges' prior to implementation to ensure that they do prompt the desired behaviour and continue to measure the outcomes of implemented 'nudges' in a transparent manner;
  12. Flip the nudging policy to target government executives in order to influence government to adopt certain behavioural insights to influence. This could be achieved if an independent unit governed by the private sector is established;
  13. Once the Behavioural Insight Unit is operational, expand to support Oman's private businesses where their objectives serve a 'public benefit' and fit with Oman's 2040 Vision.

## Conclusion

Reflecting on the above, it is essential to acknowledge that Oman's context is distinct from that of the UK. Oman's challenges are quite different (e.g. encouraging more people to work in the private sector), or if they are similar on the surface, they exist in quite a different social context. This means that although it is valuable to draw on the UK's expertise in behavioural science, Omanis should own and adapt this knowledge to develop their own distinct approaches that work within their country.

*This year's theme, "The Nudge Factor" highlighted the significance of integrated disciplines such as psychology and economics to reach optimal policy implementation*  
*Moatasim Al Balushi, Corporate Communications Manager (SGRF)*



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# With Thanks

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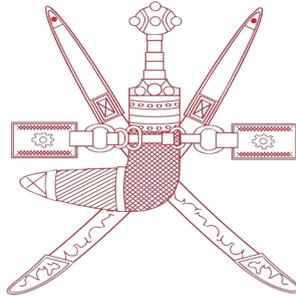
“ We are hugely grateful for all of BP’s support and sponsorship towards our annual delegations, they are true Anglo—Omani partners

Ma’an Al Rawahi,  
NGG Chairman Oman”

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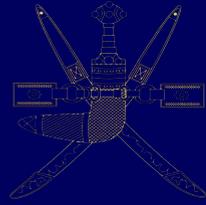
Design and layout: Callum Printsmith, Zahra Beg & Dina Macki  
Photographs: Dina Macki, Ollie Blake, Christopher Jelf  
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