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# Request for Proposal: Behavioural Insights Capacity Building in Malaysia 2023

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Think.Test.Do  
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## Malaysia and Behavioural Insights (BI)

### Introduction

There are over 450 public policy entities across the world that have started to systematically apply BI in public policy. There are many more who have embarked on projects at least once. Within Southeast Asia only Singapore has systematically applied BI in public policy with many Ministries having their own BI capacities. Indonesia has conducted some BI experiments in Ministry of Finance also, but not set up a unit.

The reason that these units/initiatives exist or have been set up, is because BI is a new tool for policy makers – like cost-benefit analysis is a tool used in policy making, and therefore is a capability that governments and public bodies are building in order to deliver more effectively and efficiently on their mandates.

### The Importance of BI in Public Policy Making

Often governments are faced with regulations and policies that when implemented do not work. That is because when they are designed or implemented, they are done with an assumption of what drives people to behave the way that they do. Behavioural insights, through scientific understanding and experimentation, uses a more realistic understanding of people's behaviour in order to design and implement policies so that they have greater impact.

#### **The benefits of embedding BI into Public Policy for Malaysia are:**

- Policies that have better understanding of human behaviour and therefore potentially work better;
- Less waste of resources through ineffective policy implementation;
- Building trust with stakeholders through having policies that work and that have evidence base;
- Positioning Malaysia as one of the leaders in ASEAN in terms of best practice in public policy, like in good regulatory practice (GRP)

## Behavioural Insights in Malaysia

In Malaysia, many policies either do not work or could be more effective. In a region that is increasingly competitive it is critical to keep improving the way that Malaysia designs and implements policies. For instance, The Indian Economic Strategy, includes applying behavioural insights as one of the key pillars for economic strategy and development. Malaysia would be the first in ASEAN to make a similar explicit commitment and declaration to apply the latest best practice tools in government.

### The challenges in applying BI in Malaysia

MPC has tested capacities to date, and it is apparent that the BI in Public Policy skills is not readily available and obtaining them will take some investment and time. Building capacity is therefore a critical next step for Malaysia.

There are different capacities required in order to embed and mainstream BI in the Malaysia policy making system.

#### Top-Down Demand

The key leaders and decision-makers in public policy and regulatory institutions should be made aware and create the demand from their teams and officials to improve policy making and implementation through new tools. Having their awareness and buy-in is critical to ensure resources are allocated effectively inside their organisations that will support and deliver BI projects in the future.

#### Bottom-Up Awareness

In the Malaysia public policy eco-system, there is a need for peer-to-peer awareness, oversight and coordination inside Ministries, Agencies and Regulatory Bodies. Engaging Regulatory Coordinators or Policy Coordinators inside each ministry, agency and regulatory body is important to spread the awareness of BI and provide a network of supporters at the technical level inside public bodies.

#### Skills and Capacities to Deliver

In parallel to the awareness and buy-in of BI in public bodies, there is a need for BI capacities to exist that can meet the demand and conduct BI work. Policy officials with these skills will need to be nurtured and developed over a longer time-frame so that they can be part of a cohort across the Malaysia public service that can be deployed and create a community of BI practitioners.

## 1. BI Capacity Building Approach

Overarching objectives of Capacity Building:

- To develop strong foundation on competency and knowledge on BI among policy makers, regulators and public officials;
- To learn practical methods and tools that can be used to apply behavioural insights to develop more effective policies and services; and
- To promote BI concepts, initiatives and method to improve efficiency of public policy.

Target audience

There are three sets of stakeholders who should partake in the capacity building programmes:

- i. ***Leaders: Senior management or leadership***  
Jusa level officers, including Director Generals, who are in management and decision-making positions in Ministries, Agencies and Regulatory Bodies.
- ii. ***Talent: Regulatory and policy coordinators***  
RCs and policy coordinators in Ministries, Agencies and Regulatory Bodies are responsible for ensuring that new policies and regulations adhere to good regulatory and policy practice. They have an oversight role within their organisation working with policy teams across their organisation.
- iii. ***Practitioner: Policy experts applying behavioural projects***  
Policy officials who have graduated from university with a social science, mathematical or statistical course and who would either be responsible for or conducting public policy work in the near future.

Duration

The capacity building is proposed to begin in 2023 and be completed by end of 2025.

## 2. 2023 – 2025 Behavioural Insights Services

### Twelfth Malaysia Plan (2021-2025)

In line with the objectives of the Twelfth Malaysia Plan 2021-2025 (Twelfth Plan), Behavioural Insights (BI) will be used to design and implement policies to guide the *rakyat* towards making better decisions. It is expected that the BI approach will be applied to steer mindset and behavioural changes, mainly through the provision of appropriate facilities, product labelling and reward systems as well as incorporation in faith practices. It is anticipated that this will assist in increasing environmental awareness and contribute to sustainable lifestyles.

In order to support this ambition in the Twelfth Plan there are three service streams being requested by the Malaysia Productivity Corporation (MPC).

#### **Stream 1: Developing BI modules for the three target audiences**

There are specific needs and requirements to the Malaysia public policy context that require the development of BI modules to suit the local environment. While off-the-shelf training programmes are available they are often not relevant to the realities of those involved in public policy within Malaysia.

There are three modules that will require development for the needs in Malaysia:

Module 1: Leaders

Module 2: Talent

Module 3: Practitioner

The BI policy modules will be developed according to a needs assessment that will guide the design of the content, which will include international best practice.

Module 3 will be developed in year 1 and delivered throughout the project.

Module 1 will be developed in year 2.

Module 2 will be delivered in year 3. In year 3 both Module 1 and 3 will also be revised and refreshed based on any learnings from their roll out in 2023 and 2024.

By the end of the project, up to date, tested and revised modules will be provided and delivered.

This will contain:

- Needs assessment report;
- Module programme;
- Module powerpoint slides;
- Module handbook for participants (including independent reading and assignments where applicable).

The module content will be behaviourally designed to include relevant and consumable content for each audience based on the needs assessment, and will therefore be salient and concise.

## **Stream 2: BI Training of Modules**

The delivery of the training modules will be conducted annually in cohorts of participants throughout the year. This will help to build communities of awareness, knowledge and expertise in BI within Malaysia among peers. **It is therefore important to select the participants carefully so that they can use the training provided to them.**

The first cohort (Leaders) are senior managers and leaders, who will be provided with knowledge that will assist them in becoming champions for BI in their institutions and across the public service. They are also in a position to support and create demand for BI projects in their areas of responsibility. The training will also help them in being aware and understanding about BI within their own decision-making context. Recognising that they are often very busy people, the module that will be designed for them will be of a training module of two hours each across the three years. They will also be provided with guidance on further reading materials that they can use in their own independent learning. There will be up to 15 participants to complete this training annually.

The second cohort (Talent) are officials in public institutions (Ministries, agencies and regulators) who require increased awareness of BI. This cohort is often responsible for policy coordination and includes Regulatory Coordinators across the civil service that MPC is already engaged with for Good Regulatory Practices (GRP). The training will provide them with the knowledge and understanding of the behavioural public policy and its relevance within their policy domain. This cohort will benefit from three training modules that are each for half a day, in one year. They will also be provided with guidance on further reading materials that they can use in their own independent learning. There will be up to 125 participants to complete this training annually for the first two years and 50 in the last year. In the first two years, there will be two groups of 60 & 65 that will attend the training for half a day each, three times in the year.

The third cohort (Practitioners) are policy experts or officials who are currently engaged in BI projects or who will be applying BI in future projects. This is a more comprehensive module that will include six training sessions for 1 day each through the year. It will also cover one assignment to be conducted either individually or in groups. There will also be two guest lectures for the cohort with international BI experts. This is a more immersive and inter-active training module and therefore it will have up to 25 participants annually.

### **Stream 3: BI Advisory Services**

There will be support services provided for up to 5 BI projects per year with advice and guidance given to the policy teams conducting the BI projects. This is incorporated into the training programme for the Practitioners. The advisory services will be structured in the following way for the first two years:

1. Kick-off meeting to provide an orientation of the advisory services support that will be provided and that will assist in understanding the support services throughout the year.
2. There will be 3 online sessions that will be for up to 3 hours each that will provide advice and guidance on the BI projects throughout the year. This online session will discuss progress and share lessons among the 5 BI project teams.
3. There will be 10 physical review sessions in Malaysia that will be for up to 2 hours each. These are envisaged to be two sessions with each BI project team individually for half a day at a time during the year.
4. There will be 4 physical review sessions in Malaysia that will be for up to 3 hours each, and will be held with two or more BI project teams. These sessions will help share knowledge, experience and build a community of practice of policy officials applying BI in Malaysia. This will also provide an opportunity for peer-to-peer learning and experience.

In year three, there will be continued work with the 10 BI projects that will have commenced and for future projects with the Practitioners who have already participated in the programme of activities in this project. This will include:

1. 10 physical review sessions in Malaysia that will be for up to 2 hours each. These are envisaged to be two sessions with each BI project team for half a day during the year.
2. 4 physical review sessions in Malaysia that will be for up to 3 hours each, and will be held with two or more BI project teams. These sessions will help share knowledge, experience and build a community of practice of policy officials applying BI in Malaysia.
3. Two 1 day consultations with all the Practitioners to discuss findings, obtain key lessons and help develop a plan for Malaysia in the 13th Malaysia Plan based upon experience. These will be physical in person meetings that will be complimented with meetings with other key stakeholders.

This advisory service may be altered based on discussions with MPC and the BI project teams during the year based on the requirements of the BI projects.

### 3. 2023 Behavioural Insights Services

#### Inception Report

The project will begin with an inception meeting online with MPC to ensure that at the time of project commencement any changes in circumstances are reflected and finalised in the programme of activities and deliverables. A report will be produced based on this meeting.

#### Stream 1: Developing BI Capacity Building Modules

##### Capacity building module content

The content for the BI capacity building modules is developed using a BI lens and is specific to each of the intended participants. The BI modules are also designed for the Malaysian context as much of the off-the-shelf training available is often applicable to WEIRD countries (Western Educated, Industrialised, Rich and Democratic) or those in the Global North. Or then there are provisions made for Global South and developing countries. Malaysia requires a mixture and experience in both which is the unique offering from **Think.Test.Do.**

##### *Module 1: Leaders*

This module is intended to provide the essential knowledge and understanding for senior officials (Jusa level and above) in Ministries, Agencies and Regulatory Bodies about BI and its importance to those in their position and level of responsibility. This will include cutting edge work conducted by the team at **Think.Test.Do** inside organisations and for corporate management in the public sector.

The purpose of the capacity building for senior management and leadership is:

- I. Increase leadership awareness of BI (Beginner)
- II. Introduce BI and its benefit to public governance (Intermediate)
- III. Provide understanding on improving decision-making using BI (Advanced)

##### *Module 2: Talent*

This module is for policy officials in Ministries, Agencies and Regulatory Bodies and provides an immersive training programme for those who are involved in regulatory and policy making as well as coordination and management. It will provide participants with lectures, activities and discussions over the course of the training in large groups of up to 125 participants.

The purpose of the capacity building for RCs and PCs is:

- Increase awareness of BI (Beginner)
- Introduce BI and its application to public policy (Intermediate)
- Provide understanding and training on how to provide oversight and coordination with a BI lens (Advanced)

### Module 3: Practitioners

The purpose of the capacity building for policy experts is to provide guidance and practice so that they can become behavioural practitioners and potentially run behavioural projects in the future. To become a behavioural scientist requires intensive training on a full-time academic programme which is not possible for many policy officials. Also, the cost of a full-time programme without any advisory services is at least above MYR 20,000 per participant. This bespoke module will require a high level of commitment among participants from policy experts in Ministries, Agencies and Regulatory Bodies (not from the private sector).

#### Step 1: Training needs assessment

The modules will be developed firstly based on a training needs assessment that will include the following activities and outputs:

1. Online survey to be completed by sample group of participants for each of the three modules;
2. Online follow up interviews with sample group of participants and relevant stakeholders for each of the three modules who completed the online survey;
3. Training needs report based on training needs assessment (PowerPoint format).

The modules will be developed based on the evidence-base from the behaviourally structured survey and interviews – which uses in the BI approach in designing the modules in this project. This will ensure that the modules are relevant and of interest to the participants, as well as being at the right level of complexity and understanding. **Think.Test.Do** practices a BI approach in its own work with project partners.

#### Step 2: Module Development

Once the training needs assessment has been completed the development of the specific modules will be completed. The modules will be a combination of awareness raising and capacity building to ensure that even those participants who may be aware of BI are fully grounded in the methodologies and experience of the internationally recognised expertise of **Think.Test.Do**.

Module Content			
Level	Beginner	Intermediate	Advanced
Module 1: Leaders (2024)	Introduction to BI	BI and Public Policy	BI and policy decision-making
Module 2: Talent (2025)	Introduction to BI	BI and Public Policy	BI and policy oversight and coordination
Module 3: Practitioners (2023)	Introduction to BI	BI and Public Policy I	BI and Public Policy II

## Stream 2: BI Training of Modules

### Capacity Building Programme

#### *Module 1: Leaders*

Senior management and leaders will each be provided with 1 training session over a 12-month period. Given their schedules, the sessions will last for 2 hours but will help to obtain their buy in and create greater awareness for the need of BI in their organisations. They will also be provided an optional reading list as well.

#### *Module 2: Talent*

RCs and PCs will each have to complete 3 half day training sessions over the course of 12 months. In between each training session there will be reading material for them to cover either before or after the training. The sessions will be spaced out throughout the year.

#### *Module 3: Practitioners*

Policy officials with the potential to become behavioural practitioners will need to complete 6 full day trainings over the course of 12 months. In addition they will be required to undertake 1 self-assignment to be conducted over a period of 6 months each. There will also be 2 guest speaker sessions as well on policy-relevant topics for policy officials.

It will be important to have a selection process for those attending this course to ensure they are motivated to attend of the sessions and complete tasks assigned to benefit fully from the training. They also need have certain skills and competencies and the ability to apply any learnings in public policy as well. **There will be an assessment of participants before they join the first training session.** They will be continuously assessed throughout the course.

#### *2023 BI Training*

		Duration per pax	No. of Participants
<i>Module 1</i>	Leaders	1 x 2 hour session	30
<i>Module 2</i>	Talent	3 x ½ day sessions	125
<i>Module 3</i>	Practitioners	6 x 1 day training 1 x self-assignments 2 guest speaker sessions	25

## Stream 3: BI Advisory Services

The BI advisory services are to support up to 5 BI projects in teams from Ministries, Agencies and Regulatory Bodies in Malaysia. The BI projects are on areas of work to be underway or currently underway in Malaysia. The exact details of the support will be determined at the inception report of this project. The support will be structured with four key activities to be completed.

### **1. Kick-off meeting**

At the beginning of the provision of services and as part of the inception of the project, a kick-off meeting will be held with prospective and potential BI project teams in Malaysia. The meeting will orientate the teams towards the programme that will be provided, it will set the expectations of the teams, and it will analyse the potential projects being submitted to benefit from the advisory services.

This is an important part of the project and selection of the BI projects as not all may be applicable to a behavioural approach or intervention. This is critical for managing expectations from the outset for all parties.

### **2. 3 online review session**

The purpose of the online review sessions is to provide regular time with each of the 5 BI projects to be able to discuss and review their progress and help troubleshoot issues that they may be facing.

It is envisaged that each BI project team will join three sessions each for up to 3 hours during 2023. The content of the session will be agreed prior to the session. The session will give the opportunity for the BI project team to present the progress in their project to date and raise issues for discussion with other project teams.

### **3. 10 physical review session**

The physical reviews session will compliment the online review session but will be held in Kuala Lumpur, Malaysia. The content of the session will be agreed with the BI project team prior to the session and will allow for a physical progress update of the project and advisory services to be provided on a needs basis. It is envisaged that each BI team will have two individual physical sessions for up to 2 hours each in 2023.

### **4. 4 physical group session**

In addition to the sessions for each BI project team, there will also be collective physical sessions to be held in Kuala Lumpur, Malaysia. These sessions are for two or more of the BI project teams to conduct peer-to-peer learning and will help share knowledge, experience and build a community of practice of policy officials applying BI in Malaysia. It is envisaged that there will be two times for each BI project team to be involved in these group sessions in 2023.

## Scheduled Programme – 2023

Stream	Activity	2023	Q1	Q2	Q3	Q4
<i>Project Inception</i>	I1. Inception Report	Inception Report	✓			
<i>Stream 2: BI Training of Modules</i>	S1.3. Develop Module 3	Practitioner Module	✓			
	S2.1. Leader	1 x 2 hour session		✓		
	S2.2. Talent	3 x 1 day sessions (½ day per group)		✓	✓	
	S2.3. Practitioner	6 x 1 day training 1 x self-assignments 2 guest speaker sessions		✓	✓	✓
<i>Stream 3: BI Advisory Services</i>	S3.1. Kick-Off Meeting	1 x Kick Off Meeting	✓			
	S3.2. Online Review Sessions	3 x Online Sessions	✓	✓	✓	✓
	S3.3. Physical Review Sessions	10 x Physical Sessions			✓	✓
	S3.4. Physical Group Sessions	4 x Physical Sessions			✓	✓
<i>Final Report</i>	F1. Final Report	End of Project Report				✓

## Detailed Plan of activities

Stream	Activity	2023											
		February	March	April	May	June	July	August	September	October	November	December	
I1	Inception Report	1 <sup>st</sup> week	✓										
S1.0	Training Needs Report for M3	1 <sup>st</sup> week	✓										
S1.3	Module 3 (M3)	4 <sup>th</sup> week	✓										
S2.1	M1 Training		1 <sup>st</sup> week	✓									
S2.2	M2 Training		1 <sup>st</sup> week		1 <sup>st</sup> week		1 <sup>st</sup> week	✓					
S2.3	M3 Training		1 <sup>st</sup> week		1 <sup>st</sup> week		1 <sup>st</sup> week		2 <sup>nd</sup> week		2 <sup>nd</sup> week	1 <sup>st</sup> week	
S3.1	Kick-Off Meeting	1 <sup>st</sup> week	✓										
S3.2	Online Review Session		2 <sup>nd</sup> week				2 <sup>nd</sup> week			2 <sup>nd</sup> week	✓		
S3.3	Physical Review Session			1 <sup>st</sup> week				1 <sup>st</sup> week	✓				
S3.4	Physical Group Session			1 <sup>st</sup> week				1 <sup>st</sup> week	✓				
F.1	Final Report											4 <sup>th</sup> week	

## 2023 Budget

<b>2023</b>	
<b>Stream 1</b>	
Inception Report	
Needs Assessment	
Develop Module 3	
<b>Stream 1 Total (MYR)</b>	<b>200k</b>
<b>Stream 2 &amp;3</b>	
Leaders	15
Unit Cost for Training (MYR)	2.5k
Total (MYR)	37.5k
Talent	125
Unit Cost for Training (MYR)	4.2k
Total (MYR)	525k
Practitioners	25
Unit Cost for Training (MYR)	25k
Total (MYR)	625k
<b>Stream 2 Total (MYR)</b>	<b>1,187.5k</b>
<b>20% Discount (based on 3 years project)</b>	<b>(237.5k)</b>
Pre-tax total	<b>1,082k</b>
UK VAT tax (20%)	<b>216.4k</b>
<b>Total Budget</b>	<b>1,298.4k</b>

NB – Taxes across borders for virtual/online training and activities is an evolving issue. The tax calculation above may change upon commencement of the project and based upon consultation with the relevant tax authorities in Malaysia and the UK. The anticipated UK taxes are included. Any tax liability in Malaysia is not included.

The fees in this proposal are for intellectual and consulting services. They also include the cost of travel and accommodation for the Think.Test.Do team during Missions to Malaysia. All other costs are to be borne by MPC such as travel in Malaysia and for physical sessions.

## 2023 Budget – Phases and Invoicing

Phase	Activities completed	Scheduled Invoice Date	Invoice Amount (MYR)	Invoice Amount Plus UK Tax (MYR)
<b>1</b>	I.1 Inception Report S1.0 Needs Assessment S3.1 Kick-Off Meeting	1 <sup>st</sup> week February	100,000	<b>120,000</b>
<b>2</b>	S1.3 Develop M3	4 <sup>th</sup> week February	120,000	<b>144,000</b>
<b>3</b>	S2.1 M1 Training #1 S2.2 M2 Training #1 S2.3 M3 Training #1 S3.2 Online Review #1	2 <sup>nd</sup> week March	200,000	<b>240,000</b>
<b>4</b>	S3.3 Physical Review #1 S3.4 Physical Group Review #1	2 <sup>nd</sup> week April	100,000	<b>120,000</b>
<b>5</b>	S2.2 M2 Training #2 S2.3 M3 Training #2	2 <sup>nd</sup> week May	200,000	<b>240,000</b>
<b>6</b>	S2.2 M2 Training #3 S2.3 M3 Training #3 S3.2 Online Review #2	2 <sup>nd</sup> week July	200,000	<b>240,000</b>
<b>7</b>	S3.3 Physical Review #2 S3.4 Physical Group Review #2	2 <sup>nd</sup> week August	100,000	<b>120,000</b>
<b>8</b>	S2.3 M3 Training #4 S3.2 Online Review #3	2 <sup>nd</sup> week October	29,167	<b>35,000</b>
<b>9</b>	S2.3 M3 Training #5 S2.3 M3 Training #6 F1 Final Report	3 <sup>rd</sup> week December	32,834	<b>39.401</b>
			<b>Total</b>	<b>1,298,400</b>

## Delivery of Services

Commencement of the project will begin with an inception meeting and report with MPC to confirm any changes or adaptions to the project. At the end of the year a final report will be provided to MPC on the years activities.

Activities that are online will be conducted virtually over Zoom or Microsoft Teams registered from the United Kingdom. All training will be conducted in English.

Activities that are physical will be conducted in Kuala Lumpur, Malaysia at a venue organised and paid for by MPC. It is envisaged that the physical session will be conducted in two missions to Malaysia for efficiency. **The cost of travel and accommodation of Think.Test.Do is included in this proposal.**

Activity	Trip 1 - April	Trip 2 - August	Total Sessions
S3.3. Physical Review Sessions	2.5 days x Physical Session	2.5 days x Physical Session	5 days x Physical Session
S3.4. Physical Group Sessions	2 x Physical Group Session	2 x Physical Group Session	4 x Physical Group Session

## Tentative Mission Schedule

Day	Tentative Programme
#0	Arrival in Kuala Lumpur Malaysia
#1	AM – BI Project 1 Review Session
	PM – BI Project 2 Review Session
#2	AM – BI Project 3 Review Session
	PM – BI Project 4 Review Session
#3	AM – BI Project 5 Review Session
	MPC/Stakeholder Meetings
#4	AM – Group 1 Review Session
	PM – Group 2 Review Session
#5	Stakeholder Meetings
	MPC Meeting

Upon completion of the training, the participants will receive a certificate of attendance provided they have attended a minimum of 90% of the training and completed all of the assignments set up to a satisfactory level from Think.Test.Do.

#### Final proposal comments

This proposal has been developed based upon international experience and feasibility of participants to partake and benefit from the training in Malaysia virtually and with physical support in an efficient way. A *behavioural insights* approach has been used in designing this bespoke capacity building programme to maximise value for money and learning of course participants.

A substantial discount has also been applied with the understanding that this is a long term engagement over 3 years.

If there are any suggestions, comments or adaptations to this proposal then further conversations with MPC are welcome to be scheduled.

END.

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