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# Request for Proposal: Behavioural Insights Capacity Building in Malaysia 2023 - 2025

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Think.Test.Do  
19 February 2023

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## 1. 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 and has set up a number of behavioural units centrally and at the state level. Malaysia would be the first in ASEAN to make a similar explicit commitment and declaration to apply the latest best practice tools in public and regulatory policy.

## The challenges in applying BI in Malaysia

MPC has tested capacities to date, and it is apparent that BI skills for public policy 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.

## 2. 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.

### 3. 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: Practitioners

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. A first version (version 1.0) will also be developed for Module 1 and 2 to be delivered in year 1 as well.

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 the following:

1. Needs assessment;
2. Module programme;
3. Module PowerPoint slides;
4. 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 300 participants to complete this training between 2023 to 2025. There will be 125 in 2023, 100 in 2024 and 75 in 2025. Each year the training will be organised into two groups who 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 50 participants.

In the second year of training, the practitioners will be provided with support and guidance on their BI project. There will be support given to 5 BI projects as detailed in Stream 3.

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

There will be support services provided for up to 10 BI projects throughout the three years 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:

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 group 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.
5. In year 2 of the Practitioner cohort/batch, there will be a further 10 online sessions to provide support and guidance on BI projects being undertaken. For the cohort/batch A that will begin in 2023, they will receive 2 online-sessions for up to 3 hours each per BI project in 2024. For the cohort/batch B that will begin in 2024, they will receive their 2 online-sessions for up to 3 hours each per BI project in 2025.

In year three (2025), there will be continued work with the 5 BI projects that will have commenced in year 2 (2024) 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.

## Scheduled Programme of Activities – 2023 - 2025

Stream	Activity	2023	2024	2025	Total Outputs to be provided
<i>Stream 1: Developing BI Capacity Building Modules</i>	S1.1. Develop Module 1	V 1.0	Leader Module	Leader Module Finalisation	<b>1 x Leader Module</b>
	S1.2. Develop Module 2	V 1.0		Talent Module	<b>1 x Talent Module</b>
	S1.3. Develop Module 3	Practitioner Module		Practitioner Module Finalisation	<b>1 x Practitioner Module</b>
<i>Stream 2: BI Training of Modules</i>	S2.1. Leader Training	1 x 2 hour session	1 x 2 hour session	1 x 2 hour session	<b>6 hours executive training + independent reading</b>
	S2.2. Talent Training	3 x 1 day sessions (½ day each group x2)	3 x 1 day session (½ day each group x2)	3 x 1 day session (½ day each group x2)	<b>9 days training + independent reading</b>
	S2.3. Practitioner Training	6 x 1 day training 1 x self-assignments 2 guest speaker sessions	6 x 1 day training 1 x self assignments 2 guest speaker sessions	2 x 1 day consultation session	<b>12 x 1 day training 2 self assignments 4 guest speaker sessions</b>
<i>Stream 3: BI Advisory Services</i>	S3.1. Kick-Off Meeting	1 x Kick Off Meeting	1 x Kick Off Meeting		<b>2 x Kick Off Meetings</b>
	S3.2. Online Review Sessions	3 x Online Group Sessions	3 x Online Group Sessions		<b>6 x Online Sessions</b>
	S3.3. Physical 1-1 Review Sessions	10 x Physical Sessions	10 x Physical Sessions	10 x Physical Sessions	<b>30 x Physical Sessions</b>
	S3.4. Physical Group Sessions	4 x Physical Sessions	4 x Physical Sessions	4 x Physical Sessions 2 x Group Consultation	<b>12 x Physical Group Sessions 2 x 1 day consultation session</b>
	S3.5. Year 2 Advisory and Support to BI Projects		10 x 1-1 online Sessions	10 x 1-1 online Sessions	<b>20 x 1-1 online sessions</b>

## 4. Annual Behavioural Insights Services

### Monitoring and Reporting

The **Think.Test.Do** ethos builds in monitoring and reporting of the project management at regular intervals throughout the duration of the project, in a light touch way.

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

During the course of the project a preliminary report and interim report will be produced that will continue to track the progress and output deliverables of the project. At the end of the year these reports will be compiled and updated into a final report on the year's activities.

<b>Report</b>	<b>Report name</b>	<b>Description</b>	<b>Schedule</b>
<i>R1</i>	Inception Report	At start of year's commencement to take stock of any developments or updates.	<b>Q1 (Q2 in 2023)</b>
<i>R2</i>	Preliminary Report	Based on training needs assessment and module development.	<b>Q2</b>
<i>R3</i>	Interim Report	Based on delivery of training to Leaders and Talent.	<b>Q3</b>
<i>R4</i>	Final Report	Based on delivery of training to Practitioners and BI Projects.	<b>Q4</b>

### 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. There are a few training providers for the Global South and developing countries. However, 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 very expensive 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.

<b><i>BI Training</i></b>					
		Duration per pax	2023 No. of Participants	2024 No. of Participants	2025 No. of Participants
<i>Module 1</i>	Leaders	1 x 2 hour session	15	15	15
	Talent	3 x ½ day sessions	125	100	75
<i>Module 3</i>	Practitioners	6 x 1 day training 1 x self- assignments 2 guest speaker sessions	25	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 structure of the support will be determined at the inception report of this project.

#### Year 1 of Practitioner Cohort

The support that will be provided to the practitioner cohort who will also be conducting the 5 BI projects. Each cohort of the 5 BI projects will have advisory services that will be structured with four key activities to be completed in their first year, which will be:

##### **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 year 1.

## **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 year 1.

This is in addition to the practitioners undertaking Module 3 of training in their first year.

## **5. 10 1-1 online sessions**

In the second year of the practitioner cohort's capacity building, each of the 5 BI projects will be further supported with two 1-1 online sessions in the year to review and provide guidance and feedback on the progress of their projects. This will be for up to 3 hours in each session and will be scheduled during the year according to the project needs.

## **6. 10 physical review sessions**

As in year 1, the physical reviews session will compliment the online review session but will be held in Kuala Lumpur, Malaysia. In 2025, there will be a total of 10 sessions for up to 2 hours each which will be distributed according to need for 25 practitioners and the BI projects underway who have already commenced training in either 2023 or 2024.

## **7. 4 physical group sessions**

In 2025, 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 2025 with up to 25 practitioners who commenced training in either 2023 or 2024.

## **8. 2 group consultation sessions**

In 2025, there will also be two group consultations that will collect the experiences of participants in the training. This will be conducted in person in Malaysia and the findings will be provided in the final report of the project.

## 5. Annual Scheduled Programme of Outputs

Stream	Activity	Q1	Q2	Q3	Q4
<i>Project Inception</i>	R1. Inception Report	Inception Report	✓		
<i>Module Development</i>	S1.3. Develop Module	M1, M2, M3	✓		
	R2. Preliminary Report	Preliminary Report		✓	
<i>Stream 2: BI Training of Modules</i>	S2.1. Leader	1 x 2 hour session		✓	
	S2.2. Talent	3 x 1 day sessions (½ day per group)		✓	✓
	R3. Interim Report	Interim Report			✓
	S2.3. Practitioner	6 x 1 day training 1 x self-assignments 2 guest speaker sessions		✓	✓
	S3.1. Kick-Off Meeting (2023 & 2024 only)	1 x Kick Off Meeting	✓		
<i>Stream 3: BI Advisory Services</i>	S3.2. Online Review Sessions (2023 & 2024 only)	3 x Online Sessions	✓	✓	✓
	S3.3. Physical Review Sessions (2023 & 2024 only)	10 x Physical Sessions		✓	✓
	S3.4. Physical Group Sessions (2023 & 2024 only)	4 x Physical Sessions		✓	✓
	S3.4 Physical Group Sessions (2025 only)	2 x Physical Sessions		✓	✓
	S3.5 Year 2 Online Review Sessions (2024 & 2025 only)	10 x Online Sessions	✓	✓	✓
<i>Final Report</i>	R4. Final Report	End of year Report			✓

\* This schedule is subject to change during the annual inception report

\*\* In 2023 the project inception and module development may be completed in Q2 (see Detailed plan of activities).

## 5.1 Detailed Plan of activities for 2023

Stream	Activity	2023										
		March	April	May	June	July	August	September	October	November	December	
R1	Inception Report		1 <sup>st</sup> week	✓								
S1.0	Training Needs Report		1 <sup>st</sup> week	✓								
S1.1	Module 1 (M1) (v1.0)		4 <sup>th</sup> week	✓								
S1.2	Module 1 (M2) (v1.0)		4 <sup>th</sup> week	✓								
S1.3	Module 3 (M3)		4 <sup>th</sup> week	✓								
R2	Preliminary Report			1 <sup>st</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		2 <sup>nd</sup> week	✓			
R3	Interim Report							2 <sup>nd</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			3 <sup>rd</sup> week			1 <sup>st</sup> week	✓				
S3.4	Physical Group Session (4)			3 <sup>rd</sup> week			1 <sup>st</sup> week	✓				
R4	Final Report										2 <sup>nd</sup> week	

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## 5.2 Detailed Plan of activities for 2024

Stream	Activity	2024											
		January	February	March	April	May	June	July	August	September	October	November	December
R1	Inception Report		1 <sup>st</sup> week	✓									
S1.0	Training Needs Report		1 <sup>st</sup> week	✓									
S1.1	Module 1 (M1)		4 <sup>th</sup> week	✓									
R2	Preliminary Report			1 <sup>st</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	✓				
R3	Interim Report							2 <sup>nd</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 (4)				1 <sup>st</sup> week				1 <sup>st</sup> week	✓			
S3.5	Year 2 Online Review Session			4 <sup>th</sup> week								4 <sup>th</sup> week	
R4	Final Report												2 <sup>nd</sup> week

## 5.3 Detailed Plan of activities for 2025

Stream	Activity	2025											
		February	March	April	May	June	July	August	September	October	November	December	
R1	Inception Report	1 <sup>st</sup> week	✓										
S1.0	Training Needs Report	1 <sup>st</sup> week	✓										
S1.1	Module 1 (M1) v.Final	4 <sup>th</sup> week	✓										
S1.2	Module 2 (M2)	4 <sup>th</sup> week	✓										
S1.3	Module 3 (M3) v.Final	4 <sup>th</sup> week	✓										
R2	Preliminary Report		1 <sup>st</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	✓					
R3	Interim Report						2 <sup>nd</sup> week						
S2.3	M3 Training					2 <sup>nd</sup> week				2 <sup>nd</sup> week	1 <sup>st</sup> week		
S3.3	Physical Review Session			1 <sup>st</sup> week				1 <sup>st</sup> week	✓				
S3.4	Physical Group Session (6)			1 <sup>st</sup> /2 <sup>nd</sup> week				1 <sup>st</sup> /2 <sup>nd</sup> week			✓		
S3.5	Year 2 Online Review Session				2 <sup>nd</sup> week					3 <sup>rd</sup> week	✓		
R4	Final Report											1 <sup>st</sup> week	

## 6. 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, Microsoft Teams or other appropriate software 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 for all expenses. It is envisaged that the physical session will be conducted in two missions to Malaysia annually for efficiency. **The cost of travel and accommodation of Think.Test.Do is included in this proposal.**

Tentative Mission Schedule for 2023 & 2024			
Activity	Trip 1 - May	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 for 2025			
Activity	Trip 1 - May	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	3 x Physical Group Session	3 x Physical Group Session	6 x Physical Group Session

The exact details of the missions will be determined at inception annually in consultation with MPC.

### 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

## 7. Certification

Upon completion of the training, the participants will receive a certificate 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**, which is a global leader and training provider in behavioural public policy.

The certificates will give recognition of completion and attendance of the training undertaken and will be signed by Mr. Faisal Naru, Founder and Director of **Think.Test.Do** who is a acknowledged as a leader in the field of behavioural insights in public policy internationally.

Mr. Faisal Naru was the inaugural Executive Director of the Policy Innovation Centre at the Nigerian Economic Summit Group with Rockefeller Philanthropy Advisors, where he set up Africa's first national level "behavioural unit". Prior to setting up the PIC, Mr. Faisal Naru founded the work at the OECD on Behavioural Insights including the landmark publication "Behavioural Insights in Public Policy" as well as being responsible for a number of OECD publications, guidelines and the *Behavioural Map*. At the OECD Mr. Faisal Naru also set up an internal behavioural capacity in the Executive Director's Office that applied behavioural science into management and organisational change.

Mr. Naru is also Visiting Fellow on the Faculty of University of Cambridge, Judge Business School's El Erian Institute of Behavioural Economics and Policy and has spoken at leading behavioural science events and programmes including at Harvard University, London School of Economics, INSEAD, University of Rome, Science Po University in Paris, Copenhagen University, and Warwick University. He serves on a number of International Committees including the Behavioural Science and Public Policy advisory board and advises a number of governments and public bodies.

## 8. Project Quotation

	2023	2024	2025	Total (MYR)
<b>Stream 1</b>				
Develop Module 1	X	✓	X	
Finalise Module 1	X	X	✓	
Develop Module 2	X	X	✓	
Develop Module 3	✓	X	X	
Finalise Module 3	X	X	✓	
<b>Stream 1 Total (MYR)</b>	132k	110k	306k	<b>548k</b>
<b>Stream 2 &amp; 3</b>				
Leaders	15	15	15	45 Participants
Unit Cost for Training (MYR)	2.5k	2.5k	2.5k	2.5k
Total (Leaders) (MYR)	37.5k	37.5k	37.5k	112.5k
Talent	125	100	75	300 Participants
Unit Cost for Training (MYR)	4.2k	4.2k	4.2k	4.2k
Total (Talent) (MYR)	525k	420k	315k	1,260k
Practitioners	25	25	25	50 participants
Y1 & Y3 Unit Cost for Training (MYR)	25k	25k	15k	25k (Y1&2) 15k (Y3)
Y2 Cost of Advisory and Support (MYR)	X	110k	110k	
Total (Practitioners) (MYR)	625k	735k	485k	1,845k
<b>Stream 2 &amp; 3 Total (MYR)</b>	1,187.5k	1,192.5k	837.5k	<b>3,217.5k</b>
<b>Total Budget</b>	<b>1,319.5k</b>	<b>1,302.5k</b>	<b>1,143.5k</b>	<b>3,765.5k</b>

**NB** – Taxes across borders for virtual/online training and activities is an evolving issue. Any tax liability in Malaysia is not included as it is understood that there will not be any tax liability based on consultation with MoF and MPC.

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 in Malaysia.

## 9. 2023 - 2025 – Phases and Invoicing

<b>Phase</b>	<b>Phase 1</b>	<b>Phase 2</b>	<b>Phase 3</b>	<b>Phase 4</b>
<b>2023</b>	R1 Inception Report <i>(includes year plan finalisation, necessary amendments and finalisation of any proposal and concepts)</i>	S1.0 Needs Assessment S1.3 Develop M3 S1.1 Develop M1 v1.0 S1.2 Develop M2 v.1.0 R2 Preliminary Report	S2.1 M1 Training S2.2 M2 Training R3 Interim Report	S2.3 M3 Training S3.1 Kick-Off Meeting S3.2 Online Review S3.3 Physical Review S3.4 Physical Group Review R4 Final Report
Invoice	10%	30%	40%	20%
MYR	131,950	395,850	527,800	263,900
<b>2024</b>	R1 Inception Report <i>(includes year plan finalisation, necessary amendments and finalisation of any proposal and concepts)</i>	S1.0 Needs Assessment S1.3 Develop M1 R2 Preliminary Report	S2.1 M1 Training S2.2 M2 Training R3 Interim Report	S2.3 M3 Training S3.1 Kick-Off Meeting S3.2 Online Review S3.3 Physical Review S3.4 Physical Group Review R4 Final Report
Invoice	10%	25%	40%	25%
MYR	130,250	325,625	521,000	325,625
<b>2025</b>	R1 Inception Report <i>(includes year plan finalisation, necessary amendments and finalisation of any proposal and concepts)</i>	S1.0 Needs Assessment S1.1 Develop M1 v.Final S1.2 Develop M2 S1.3 Develop M3 v.Final R2 Preliminary Report	S2.1 M1 Training S2.2 M2 Training R3 Interim Report	S2.3 M3 Training S3.3 Physical Review S3.4 Physical Group Review S3.5 Y2 Online Review Sessions R4 Final Report
Invoice	10%	30%	40%	20%
MYR	114,350	343,050	457,400	228,700

## 10. 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 in-person. A *behavioural insights* approach has been used in designing this bespoke capacity building programme to maximise value for money and learning of course participants.

If there are any suggestions, comments or adaptations to this proposal then further conversations with MPC are welcome to be scheduled. These changes may incur additional costs for the provision of services out of scope of this project.

**Signed:**



Faisal Naru, Director

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**END**

