

CORPORATE PORTFOLIO

MARCH 2017



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Overview

About GPA Unit

The Global Performance Audit Unit (GPA Unit) is the strategy and performance audit division of The KPI Institute. Its purpose is to provide integrated strategy and performance audit solutions through rigorous research, education and analysis.

Based on over 10 years of experience and a combination of academic and commissioned research in the field of performance management, we have developed a unique set of frameworks for auditing the maturity level of performance management systems.

The concept and services of the GPA Unit are available worldwide, as it is supported by a dedicated online platform and a global network of accredited partners.

About The KPI Institute

The KPI Institute is a leading research institute specialized in business performance, operating research programs in 12 practice domains, ranging from strategy and KPIs to employee performance, and from customer service to innovation performance.

The KPI Institute is considered today the global authority on Key Performance Indicators (KPIs) research and education. It developed the first KPI Management Framework and operates www.smartKPIs.com, the result of the research program dedicated to documenting and cataloguing how KPIs are used in practice, an online portal containing the largest collection of documented KPI examples.

THE KPI INSTITUTE AT A GLANCE

2004

Year of establishment

12+

Years spent on researching KPI best practices

250+

Research reports published to date

4

Offices around the globe:
Australia, Malaysia, Romania, United Arab Emirates

6

Continents on which we have delivered training courses

11

Global partner organisations

80+

Staff members

35

Countries where we delivered educational programs

5,000+

Professionals trained



Why choose the GPA Unit

The GPA Unit offers integrated solutions in five PRACTICE DOMAINS that cover the key areas of organizational strategy and performance management excellence through maturity assessments, training, certifications, toolkits licensing, awards and recognition.

Knowledge dissemination is facilitated through a user-friendly and interactive platform, www.GPAUnit.org, a comprehensive knowledge and resource center that helps you improve and grow your organizational strategy and performance management system.

Interaction with professionals and organizations interested in improving their strategy and performance management practices is supported by a global network of partners which allows us to localize the services delivery.

The main pillars of the GPA Unit's activity are:



RESEARCH



PUBLICATIONS



AUDIT /
CONSULTING



TRAINING /
LEARNING



CERTIFICATIONS



SOLUTIONS



BENCHMARKING



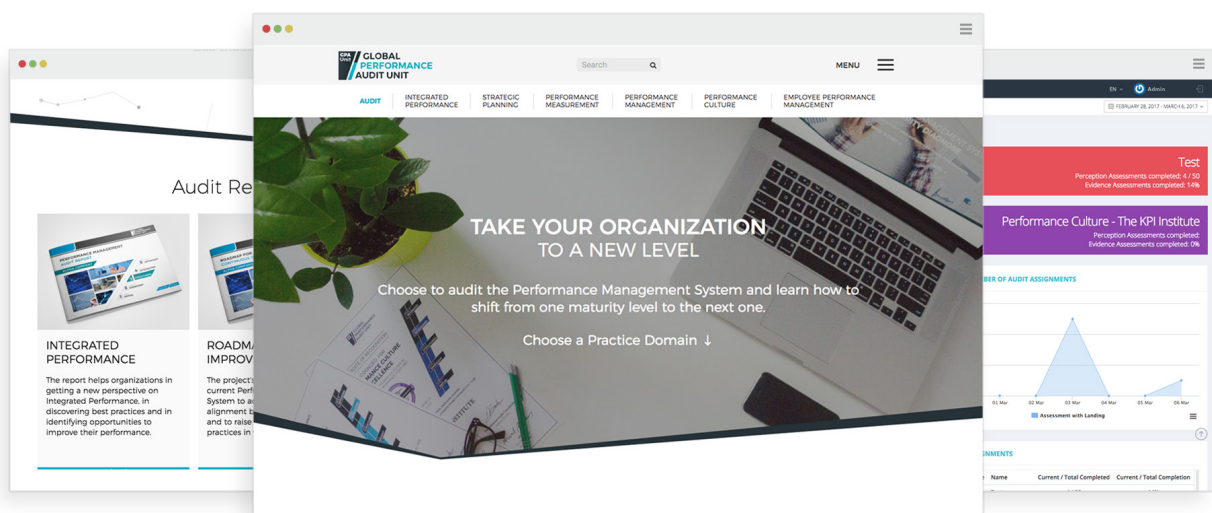
AWARDS



NETWORKING



EVENTS





Research

Through rigorous research over the last 10 years, we have developed an Integrated Performance Maturity Framework that stands at the core of GPA Unit's operations. It brings together a unique and diversified combination of performance maturity model frameworks that cover 5 key practice domains: Strategic Planning, Performance Measurement, Performance Management, Performance Culture and Employee Performance Management.



Publications

The Publications pillar offers its readership a collection of resources consisting of research studies, white papers and audit sample reports. The collection is under continuous review and development with several publications to be added in the years to come.



Audit

Our GPA Unit Experts assist both public and private organizations in their endeavour of adopting a systemic approach to auditing and maturing strategic and performance management systems. We provide end-to-end assessment solutions starting with the review of the current state of organizational maturity regarding planning, measuring, reporting and managing performance, and continuing with customized interventions for developing roadmaps for continuous improvement, reflecting on the next steps to be taken and an implementation calendar.



Training / Learning

Our ambition is to provide professionals interested in growing their knowledge in the field of auditing the strategy and performance management systems and the relevant set of skills and competencies. Therefore, we have created an effective and engaging learning experience that combines live and online interactions.

Certifications

GPA Unit provides recognition for both the professionals and organizations we assist.



On the one hand, we recognize the expertise and competencies demonstrated by Professionals on two levels of certification: The Certified Performance Audit Professional and the Certified Performance Audit Practitioner. The Professional level is designed to expand your knowledge and having it is a testament to your understanding of the fundamentals in an area of expertise, while the Practitioner level is an advanced level of certification that shows your experience, level of applied knowledge and skills regarding the auditing of performance management architectures, also.

On the other hand, organizations that are audited using the GPA Unit Performance Maturity Model Framework will get the opportunity to receive a Certificate of Recognition, reflecting their maturity level in each of the 5 practice domains where they can be assessed, as well as their overall maturity level.



Solutions

Given the diversification of the areas of practice, the GPA Unit supports organizations by recommending the right combination of Maturity Model Frameworks to be implemented as part of their auditing process. GPA Unit also offers organizations the opportunity to decide if the services are to be delivered by external experts or in-house, by training their professionals to do the job, based on a licensing agreement that grants access to the GPA Unit's proprietary Maturity Model Frameworks.



Benchmarking

As knowledge and information is constantly renewed and built upon its previous iterations, our GPA Unit will always offer the most up-to-date benchmarking studies, reflecting the current level of strategy and and performance management systems maturity in different industries and areas of expertise. Professionals will have the opportunity to assess their organizational maturity both on a general level, against the thresholds within the 5 practice domains, but also on a granular level, against the different dimensions of the 5 practice domains of the Maturity Model Frameworks used. Overall the 5 Frameworks bring together 30 dimensions for a granular overview of strategy and performance management systems.

Awards



The GPA Unit Awards Program appreciates and supports professionals by increasing their personal brand and gaining awareness for their organization. Performance Excellence Awards, reflecting high levels of maturity for the best in the class organizations will be awarded in all 5 key practice domains: Strategic Planning, Performance Measurement, Performance Management, Performance Culture and Employee Performance Management. An Integrated Performance Excellence Award will honour the achievements of the most advanced organization, which has maximized the managing and maturing of its strategy and performance management architecture.



Network

GPA Unit is dedicated to making its knowledge and services accessible across the entire globe through a network of accredited partners. This will allow easy access to information and give us the opportunity to localize our content and knowledge dissemination efforts, so as to offer our clients the best possible experience, while keeping the quality assurance, awards and recognition process centralized at our headquarters.



Events

Our worldwide conferences, forums and executive meetings represent a great learning and sharing opportunity for individuals interested in best practices, new trends, developments and successful case studies that can improve both your understanding and the performance of your organization.

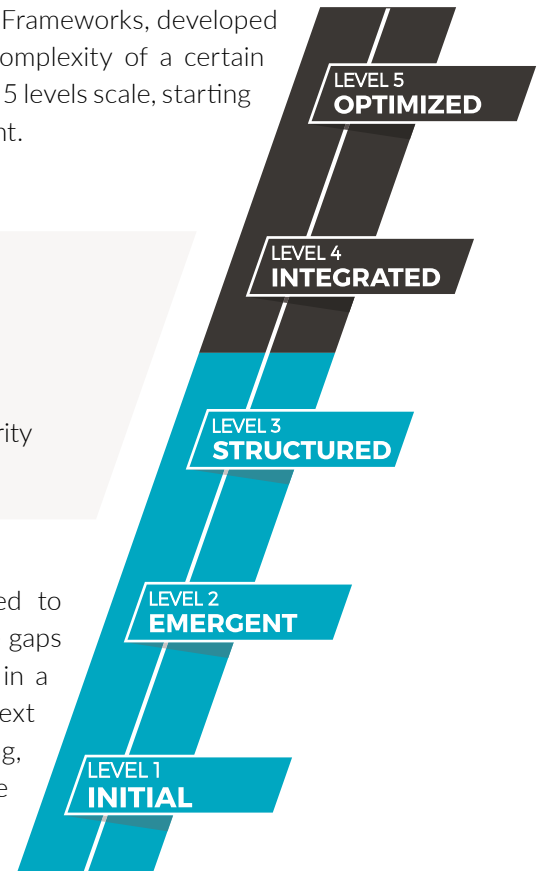
PERFORMANCE MATURITY MODEL FRAMEWORKS

At the core of GPA Unit services lies a set of 5 integrated Maturity Model Frameworks, developed over the last 10 years. Maturity models are tools used to assess the complexity of a certain organizational capability or system. Usually, the complexity is reflected on a 5 levels scale, starting from 1 as an initial level, up to 5, which represents the highest achievement.

Regardless of the area assessed, a maturity model is characterized by:

- > A limited number of maturity levels, which are sequentially ordered;
- > Clear criteria which defines each level;
- > Progression from one level to another becoming more difficult as maturity increases.

The GPA Unit Performance Maturity Model Frameworks are designed to identify gaps between maturity levels and provide guidance on how these gaps can be closed. They can be regarded as tools that implement changes in a structured and effective manner that would shift the organization to the next maturity level. The 5 key practice domains covered are: Strategic Planning, Performance Measurement, Performance Management, Performance Culture and Employee Performance Management.



KEY BENEFITS OF AUDITING THE MATURITY OF STRATEGY AND PERFORMANCE MANAGEMENT SYSTEMS



Ensure you have the right tools, processes and people in the right place



Identify the weaknesses of your current performance management framework and learn how to shift from one maturity level to the next one



Maximize the added value generated by your performance management system, by elevating current practices to best practices



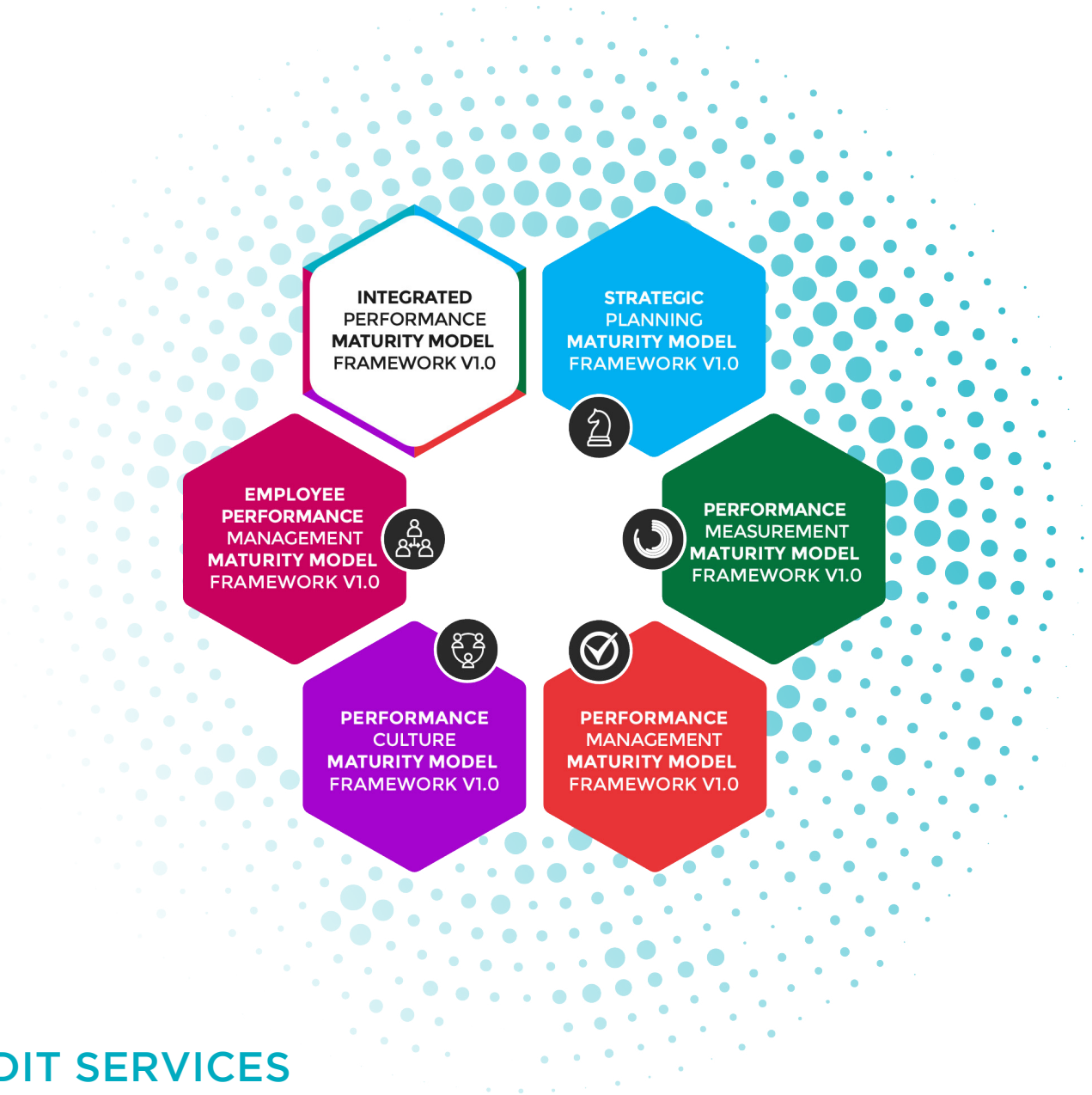
Support progress in implementing initiatives by using the Roadmap for Improvement during monthly Performance Review Meetings



Educate stakeholders to be oriented towards continuous learning and improving



Justify investments in process improvement



AUDIT SERVICES

The audit is the complete assessment of the maturity level of your performance management capability. It is an in-depth analysis of the processes, tools and techniques used by organizations in their respective practice domain. The Maturity Model Frameworks consist of 6 dimensions that cover all key processes related to performance management.

MATURITY MODELS



Integrated Performance



Strategic Planning



Performance Measurement



Performance Management



Performance Culture



Employee Performance Management



STRATEGIC PLANNING



Today's complex, dynamic, less predictable market calls for a different kind of strategy and business planning. Our tailored solutions focus on your company's unique identity and position in the market, assessing its current state and shaping the desired long-term evolution. We go beyond traditional business planning to foster innovation and deliver a sustainable competitive advantage.



Strategy Envisioning

Refers to corporate identity elements like vision, mission and values. Looks into how they relate to the entity's purpose and provide a sense of direction towards the desired state of evolution. Evaluates whether they were formulated in a simple, but comprehensive language and whether they are embedded in the employees' behaviours.



Strategy Formulation

Contains statements revealing how the strategic planning process takes place, which stakeholders are engaged and what instruments are used to perform the external environmental scan and define the current state of the entity.



Strategy Focus

Provides an overview of the practices used to convert strategy into simple actionable objectives, to assign KPIs to track objectives achievements and to connect plans (strategic objectives) and actions (initiatives).



Strategy Articulation

Indicates whether the strategy is aligned and integrated across all levels and functions of the entity. Looks at the tools and instruments used in the implementation process.



Strategy Review

Presents the ability of the entity to adapt to changes and keep an updated strategy, through a thorough review process that involves all stakeholders.



Strategy Governance & Communication

Reflects the efficiency of the strategy communication process, the level of awareness, transparency and understanding in regard to the roles and responsibilities for cascading and aligning the strategy across the organization.



PERFORMANCE MEASUREMENT



We help organizations to improve their current Performance Measurement System and develop a state-of-the-art Performance Measurement Architecture that not only facilitates the contributions of each organizational area, but also transparently delivers added value for the business.



KPI Selection

Assesses the processes, tools and techniques employed by the entity to select KPIs. Statements refer to the usage, the standardization of tools and practices, but also to the relevancy and alignment of KPIs to the strategy.



KPI Documentation

Aims to identify whether KPIs are documented and how this process takes place in terms of the tools used, people involved and information being kept up to date.



Target Setting

Assesses the extent to which target setting relies on data and manages to create a stimulating environment to reach and exceed targets.



Data Gathering

Refers to the data collection process in terms of data sources, data timeliness and accuracy. It also looks into the usage of software solutions to enable data gathering, modelling and reporting.



Data Visualization

Provides an evaluation on the entity's approach in terms of the visual design of data. Instruments assessed from the perspective of data visualization good practices are scorecards, dashboards and performance reports.



KPI Governance

Assesses the internal accountability levels over performance measurement processes such as KPI Selection, KPI Documentation, Target Setting and Data Gathering. It refers to the overall process of owning and distributing responsibility for performance measurement.



PERFORMANCE MANAGEMENT



Performance management can be implemented at all organizational levels. Start by mapping the individual and departmental processes, then focus on the interconnection between several departments and in the end reach a holistic processual perspective over the entire organization. We offer a collection of serviced aimed at ensuring you obtain superior results.



Data Analysis

Assesses at what level data analysis is being employed in the entity, identifying if special techniques or software are used.



Reporting

Focuses on the efficiency of the reporting process, whether it is supported by a software solution or not, and if reports are ready on time & well-structured.



Decision Making

Evaluates how performance review meetings are approached from the preparation stage to the follow-up actions. It provides insight on the discussion focus and the decision making process as an essential characteristic of such meetings.



Initiative Management

Refers to the project management capability of the audited entity, on the framework used to implement initiatives. Assesses the delivery of projects on time, within budget and in accordance with the established quality standards.



Learning & Improvement

Illustrates the ability of the performance management system to adapt to changes based on regular reviews of the organizational strategy. It analyzes the process of recording, reviewing and implementing improvement ideas.



Performance System Governance

Identifies how the performance management system is coordinated, indicates accountability and governance. It assesses the clarity of each role, for every internal stakeholder.



PERFORMANCE CULTURE



Reaching beyond your regular organizational limits and mastering performance-related tools is essential for improving individual performance. That's why the importance and benefits of measuring and managing performance within organizations are broadly recognized and supported.



Integrated Performance Capability

Reflects how well the performance management architecture is cascaded and integrated across the organization. Assesses the clarity regarding the role of each stakeholder, accountability and governance.



Communication & Leadership Support

Indicates the efficiency of the communication process, the transparency of the entity towards internal stakeholders and the level of support of senior management for the development of performance management capabilities.



Creativity & Education

The impact of effective communication is reflected in the employees' awareness regarding the latest strategic decisions and their engagement towards achieving the desired performance results. Clarity and motivation generally lead to proactivity, creativity and generate more ideas for performance improvement.



Education & Knowledge

Assesses the entity's commitment to the continuous professional development of its employees. Refers to how the entity can grow by developing its human capital, using modern technology and building a performance culture.



Benefits & Recognition

Evaluates the entity's approach towards measuring and rewarding employee performance. Refers to the established performance levels and the compensation & benefits schemes.



Happiness & Well Being

Focuses on the working environment in terms of providing a positive attitude and mindset, while nurturing feelings of happiness and well-being towards performance improvement.



EMPLOYEE PERFORMANCE MANAGEMENT



We offer customized consulting, implementation, and training services that can help you better manage and develop your most valuable resource – your people. The service comprises of a set of key actions designed to align the employees' contribution to departmental and organizational strategic directions.



Employee Performance Planning

Indicates the best practices in terms of establishing performance standards for employees and clarifying expectations at the beginning of the appraisal cycle.



Employee Performance Measurement

Focuses on the process of collecting performance data and the infrastructure used to support performance measurement and reporting.



Employee Performance Review

Addresses the performance evaluation process and best practices that should ensure meaningful evaluations, effective feedback, on-time and objective assessments.



Employee Performance Improvement

Refers to a set of key elements composing the post-evaluation period, the actions taken and the resources allocated to support employee professional development.



Employee Performance Recognition

Analyzes the main features of a sustainable and motivating reward system. Whether it is about financial or non-financial rewards, acknowledging performance is important for raising employees' engagement.



Employee Performance Governance

Highlights which are the responsibilities assigned for reviewing and supporting employee performance improvement. Focuses on clarifying the roles of all parties involved in the appraisal cycle and documenting all the tools and processes used.

ASSESSMENT PROCESS

THE PERFORMANCE MANAGEMENT SYSTEMS MATURITY AUDIT CONSISTS OF THREE MAIN STAGES:



1. EVIDENCE-BASED ANALYSIS

- ✓ **Based on the submission and review of relevant internal documents**
- ✓ **Performed by a Certified Performance Audit Practitioner validated by the GPA Unit**
- ✓ **Reflected through 25+ statements** that capture the main characteristics of the assessed process (e.g. Strategic Planning, Performance Measurement, etc)
- ✓ **Scored based on 90+ assessment criteria** that mirror the maturity level of the assessed capability within the organization



2. PERCEPTION-BASED ANALYSIS

- ✓ **Based on a survey methodology that reflects the opinion of employees on performance related practices**
- ✓ **The survey is sent to selected key stakeholders from the organization and the answers are analyzed and interpreted by a Certified Performance Audit Practitioner validated by the GPA Unit**
- ✓ **Reflected through 25+ best practices** formulated as clear statements, mainly capturing the perception of internal stakeholders on the results, impact, value added and contribution of the capability to the overall performance
- ✓ **Scored on a scale from 1 to 5**, where 1 reflects initial competencies and 5 optimized practices



3. INTERVIEW-BASED ANALYSIS

- ✓ **The interviews are held with selected key stakeholders from the organization**
- ✓ **Conducted by a Certified Performance Audit Practitioner validated by the GPA Unit**
- ✓ **Designed to ensure consistency in results** and to gain a better understanding of the audit findings
- ✓ **Based on an interview guide** reflecting both the evidence and perception based analysis results

ASSESSMENT PROCESS

ESTIMATED PROCESS TIMELINE:

Performance System Audit Process	Week							
	1	2	3	4	5	6	7	8
Project Initiation - Kick off meetings	●							
Performance Maturity Model survey deployment		●	●					
Survey results analysis				●				
Documentation assessment		●	●					
Schedule and conduct interviews				●	●			
Consolidate all findings and interpret data						●	●	
Report writing						●	●	
Audit Outputs Presentation								●
Issue of the Maturity Level Certificate of Recognition by the GPA Unit								●

DISCLAIMER: The timeline can shorten or extend based on the number of Performance Maturity Model Frameworks deployed and the level of support provided by the client organization.

OUTPUTS

The performance management systems maturity auditing generates two reports and visual representations through Dashboards and Infographics:

- ✓ Performance Audit Report and Executive Dashboard
- ✓ Roadmap for Improvement Report and Infographic

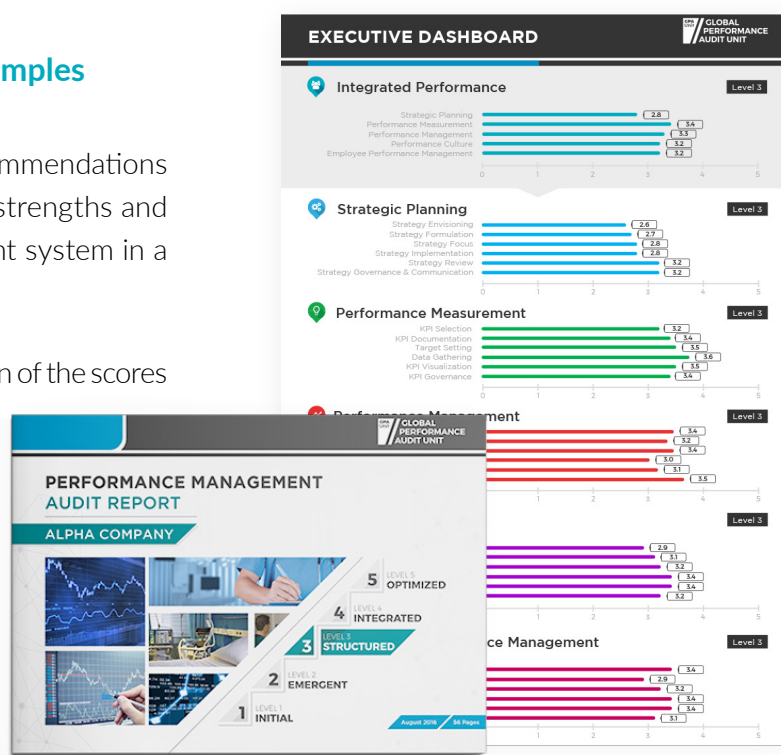
The reports are comprehensive and easy to read, they contain valuable insights and improvement recommendations that support the development of performance management systems. The dashboard and infographic tools are designed to help organizations track progress from one audit to the next one.



Audit report and executive dashboard samples

The audit report contains findings and recommendations on the assessed capabilities. It highlights the strengths and weaknesses of your performance management system in a comprehensive manner.

The executive dashboard is a visual representation of the scores obtained for each audited capability. It is a tool that can be distributed to top management and used for comparison with future audits in terms of results.



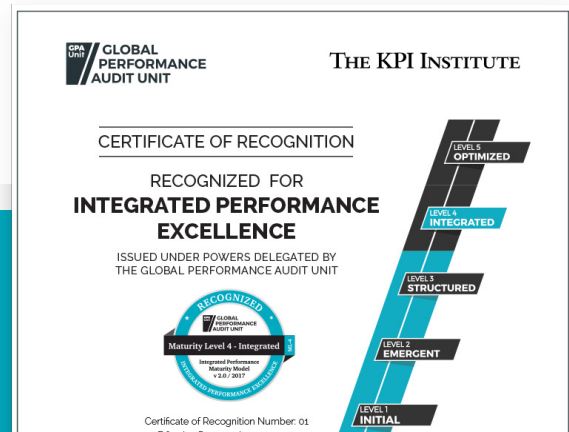
Roadmap for improvement report and infographic samples

The Roadmap for Improvement Report contains clear improvement recommendations made to support the development of your performance management system. Recommendations are made for all the assessed capabilities.

The Roadmap for Improvement Infographic is a tool designed to help organizations track the progress of their initiatives during Performance Review Meetings. It supports the implementation of the recommendations made for performance improvement.

OFFICIAL RECOGNITION

Audited organizations receive a Certificate of Recognition for the recorded maturity level of their Performance Management System, the most valuable being the one for Integrated Performance Excellence.



The GPA Unit offers certificates of recognition for all the assessed capabilities: Strategic Planning, Performance Measurement, Performance Management, Performance Culture and Employee Performance Management.

THERE ARE 5 LEVELS OF MATURITY RECOGNITION ACROSS ALL FRAMEWORKS FOR AUDITED ORGANIZATIONS



Aspirational for Performance Excellence corresponding to the: **Maturity Level 1** entitled **Initial**.



Dedicated to Performance Excellence corresponding to the: **Maturity Level 2** entitled **Emergent**.



Acknowledged for Performance Excellence corresponding to the: **Maturity Level 3** entitled **Structured**.



Recognized for Performance Excellence corresponding to the: **Maturity Level 4** entitled **Integrated**



Honored for Performance Excellence corresponding to the: **Maturity Level 5** entitled **Optimized**

CASE STUDIES

WE HELP OUR CLIENTS NAVIGATE COMPLEX BUSINESS ISSUES AND ACHIEVE HIGH PERFORMANCE

Company: Nordea IT Group

Industry: Financial

Country: Sweden



For Nordea IT Group from Stockholm, Sweden, we conducted a Performance Measurement Audit designed to assess the maturity level of the organization in terms of the company's approach towards performance measurement.

Company: Financial Audit Department

Industry: Financial

Country: United Arab Emirates (UAE)



The Financial Audit Department in Dubai, UAE has decided to include the Performance Management System Audit in its audit framework as a new element. The audit methodology chosen by FAD for Performance Management Systems is provided by The Global Performance Audit Unit operated by The KPI Institute.

Company: MEFIC Capital

Industry: Financial

Country: Saudi Arabia



For MEFIC Capital from Riyadh, Saudi Arabia we conducted an Integrated Performance Audit to provide an overview on the maturity level of MEFIC in terms of managing performance and to support them in becoming a best practice example in the financial industry.

Company: King Saud University Medical City (KSUMC)

Industry: Healthcare

Country: Saudi Arabia



For King Saud University Medical City (KSUMC) we conducted an Integrated Performance Audit to provide an overview on the maturity level of KSUMC in terms of managing performance and to deliver outputs designed to support performance improvement. The organization received a Roadmap for Improvement Report to support the performance management capability development and a Roadmap for Improvement Infographic designed to track the progress of initiatives during Performance Review Meetings.

TRAINING AND CERTIFICATION

In order to support and help professionals attain a solid background in deploying performance management systems maturity audits, the GPA Unit offers an extensive educational program. The Certified Performance Audit Professional and Practitioner training courses generate value by offering first class in depth business insights, from key concepts and methodologies, to real-life processes, tools and techniques.

This educational program, which embeds as a critical component the direct application of gained knowledge in practice, presents a structured methodology that evaluates the maturity of performance management architectures for 5 capabilities: strategic planning, performance measurement, performance management, performance culture and employee performance management. It involves

the use of a proprietary Integrated Performance Maturity Model Framework, which will map out maturity gaps and identify the next actions that will generate improvement.

The learning experience starts with building the fundamental knowledge through a 3 days training course – Certified Performance Audit Professional. Afterwards, the trainee has to conduct a pilot audit on all 5 frameworks of the Integrated Performance Maturity Model, in order to prove his/her skills as a Certified Performance Audit Practitioner. The audited organization will receive a complete audit report, endorsed by the GPA Unit & The KPI Institute and a Certificate of Recognitions, reflecting the maturity level of its performance management system for each of the 5 frameworks, as well as the overall level, as part of this educational program.



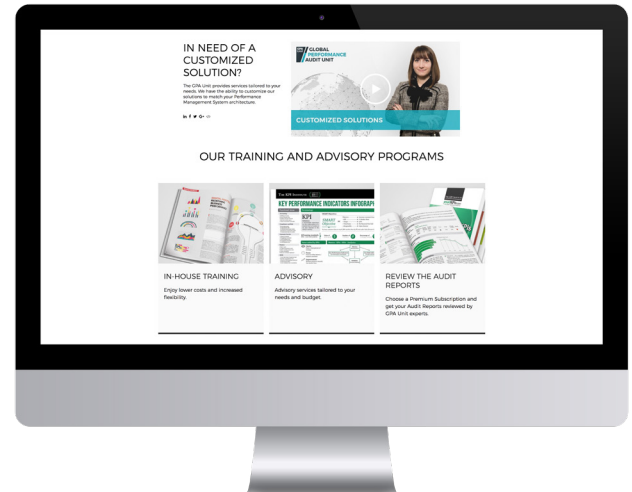
To fit all learning needs we offer more ways to access the GPA Unit training program.

- ✓ Scheduled open courses in cities around the world
- ✓ Online, self-paced courses with 24/7 access
- ✓ In-house, private classroom courses for organizations



CONDUCT AUDITS INTERNALLY

Organizations have the option to subscribe to the GPA Unit's services to get the tools and knowledge required to run the assessments internally. They can also submit the performance audit reports for review and receive official recognition from the GPA Unit.



CHOOSE THE BEST SUBSCRIPTION PLAN FOR YOUR NEEDS

	EXPLORER	STANDARD	PREMIUM	PREMIUM PLUS
INVESTMENT	\$ 490	\$ 1,900	\$ 3,900	\$ 5,900
AUDIT				
Self Assessment - Preview	Yes	Yes	Yes	Yes
Availability Period	3 months	6 months	12 months	12 months
Maturity Model Frameworks	1	5	5	5
Frameworks Utilization	One Iteration	One Iteration	Two Iterations	Two Iterations
Survey Participants	Unlimited	Unlimited	Unlimited	Unlimited
Results Access	Full Access	Full Access	Full Access	Full Access
Online Assessment Platform	Yes	Yes	Yes	Yes
SUPPORT				
Online Training & Certification	-	-	C-PA	C-PAPP
GPA Unit Audit Review	-	-	-	✓
Certificate of Recognition	-	-	-	✓
GPA Unit Expert Support	-	-	-	✓
Account Manager	-	-	✓	✓
eLearning Platform (Webinars)	-	✓	✓	✓

AWARDS

Every year, the Global Performance Audit Unit nominates the best in class organizations who complete the performance audit for the Performance Excellence Awards, offered in partnership with The KPI Institute. The GPA Unit appreciates and supports performance excellence for organizations worldwide.

An awards ceremony is organized every year towards the year's end. The 2017 edition will be organized as part of the Performance Improvement & KPIs Conference held in Dubai.



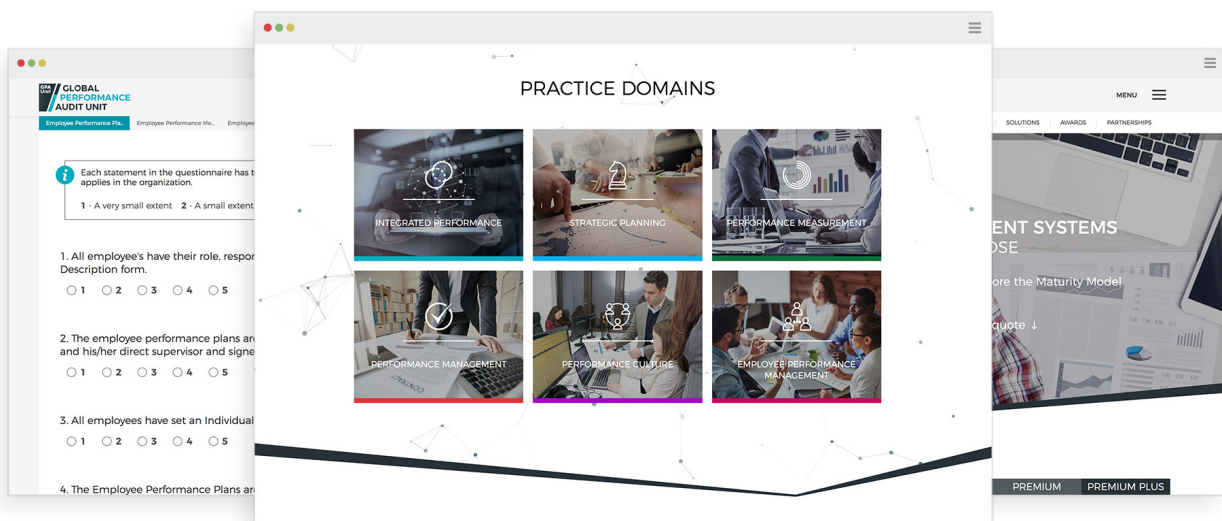
GPAUnit.org

GPAUnit.org is the dedicated online platform for performance management systems maturity auditing. User-friendly and interactive, GPAUnit.org is the go-to place for making the most out of initiatives that seek to improve and mature the organizational performance management system.

The online platform was designed for a superior user experience, with integrated features in the five practice domains that cover key areas of an organizational performance management capability:



- ✓ **SELF-ASSESSMENT SURVEYS** that help you gain a clear perspective on performance maturity assessments
- ✓ **PERFORMANCE AUDIT SERVICES** provided by GPA Unit experts to maximize the added value generated by performance management systems
- ✓ **TRAINING & CERTIFICATIONS** that will teach you how to audit the maturity levels of performance management systems and be recognized as a Certified Performance Audit Professional & Practitioner
- ✓ **CERTIFICATES OF RECOGNITION** are granted for the audited organizations, reflecting the achieved maturity level of their performance management system





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