

PEMANDU
ASSOCIATES

CIVIL SERVICE TRANSFORMATION - INDUCTION PROGRAMME

Building a High-Performing Civil Service

pemandu.org



TRANSFORMING GOVERNANCE: CIVIL SERVICE INDUCTION PROGRAMME

TABLE OF CONTENT

- 01 Foreword**
A message from Dato' Sri idris Jala, President and Chairman of PEMANDU Associates
- 02 Case for Change**
Why structured onboarding is critical to national delivery
- 03 About the Civil Service Transformation - Induction Programme**
Purpose, Vision, and Strategic Intent
- 04 Our Vision: A Civil Service Ready from Day One**
Shaping a future-ready public sector workforce
- 05 Inside the IP Journey**
Explore the structure, content, and experience of IP – who it's for, how it works, and the impact it's designed to create.
- 06 Success Stories**
Reflections and sharing from past participants
- 07 About Us**
An introduction to our history and a brief summary of 8-Step Methodology in delivering transformation across public and private sectors
- 08 Enrolment and Contact**
Connect with us to register



I love 'Big, Fast Results' (BFR)

That is my personal motto in life. It sums up my personal way of getting things done



In today's fast-evolving world, governments must respond to complex challenges while seizing new opportunities to deliver meaningful impact. As strategic advisors and experienced implementors, we at PEMANDU Associates are proud to stand alongside public institutions, helping them navigate uncertainty, drive reform, and deliver real outcomes.

Our mission has always been clear: **to deliver Big Fast Results** – with **urgency, discipline, and purpose**. But beyond the delivery of policy and socioeconomic outcomes, we take immense pride in the emergence of transformational leaders within the public institutions we support. These individuals are proof that true change is not only structural – it is human.

As we look to the future, one thing is clear: **the civil service must evolve**. The demands on public institutions are greater than ever, and success now hinges on adaptability, innovation, and the ability to lead with clarity and purpose. The civil service of tomorrow must be agile, inclusive, and committed to continuous learning – **ready to deliver from Day One**.

At PEMANDU Associates, we believe that **real transformation begins with people** – equipped, empowered, and aligned with national priorities. Together, let us build a public service that is not only prepared to respond to change, but bold enough to lead it.

IDRIS JALA

President and Chairman
PEMANDU Associates



The Case for Change



Why structured onboarding is critical to
national delivery

The Unfinished Bridge Story



Meet Nadia, a mid-level civil servant at the Ministry of Infrastructure. She joined government with purpose – to help deliver a **bold national agenda**: new roads, better connectivity, and thousands of jobs. The launch was inspiring – **glossy master plans, speeches, press coverage**, even animated videos showing the future.



Ever ready to act on the plan but Nadia found... nothing. **No roadmap. No cross-ministry coordination. No clarity on roles or timelines.** Weeks went by in meetings with different agencies – all interpreting the plan differently. Some had started work. Others were still waiting for direction. Nadia tried to push ahead, but the **system was slow, fragmented, and misaligned.**



Months later, only a fraction of the project had started. The rest was stalled – lost in procurement delays, approvals, and email chains.

Nadia's story is not unique. It's a familiar pattern in public sectors around the world – where **strong national plans are let down by weak execution systems, siloed agencies, and a lack of ownership on the ground.**

Like Nadia's experience,

Why do Government often struggle to turn plans into results?

Big national plans, minimal execution

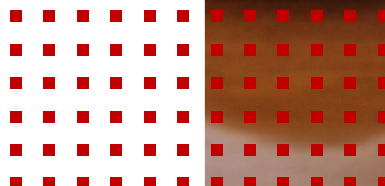
- *Grand strategies often stall due to weak follow-through and unclear ownership.*
- *Policies may be well-crafted, but without structured implementation frameworks, it will remain only on paper.*

Slow and fragmented delivery across agencies

- *Ministries work in silos, delaying cross-agency execution*
- *Bureaucratic bottlenecks turn quick wins into decade-long efforts*

Policies change, but execution stays the same

- *New governments, same inefficiencies—momentum is lost with leadership transitions*
- *Institutional knowledge isn't retained, leading to restart cycles and policy fatigue.*



When the civil service falters, transformation stalls.

Weak civil service execution capacity

Many civil servants enter government without structured onboarding – left to navigate their roles through trial and error. Without a common playbook, **ministries and agencies operate at different speeds and standards, resulting in fragmented execution.** This inconsistency undermines coordination across government and delays the timely delivery of national outcomes.

Misalignment between civil service and national vision

Governments often set bold national agendas, but civil servants on the ground **struggle to see how their work connects to the bigger picture.** Policies may be launched with urgency, yet **execution remains fragmented** – with ministries, agencies, and local authorities frequently misaligned and working in silos. This disconnect **undermines coordination, slows delivery, and diminishes the impact of national priorities.**

No clear accountability for delivery

Strategies are often approved, launched, and widely publicised – yet the mechanisms **to ensure their successful execution are frequently absent.** Without clear lines of ownership and accountability, many initiatives lose momentum after the initial push. In the **absence of structured tracking, milestone enforcement, and timely intervention, progress stalls** and intended outcomes remain unrealised.

Resistance to digital and data-driven Governance

Government decision-making remains **heavily manual and process-driven**, reliant on outdated systems that **lack real-time tracking, feedback loops, and agility.** Compounded by limited digital literacy across the civil service, many are not equipped with the skills or technology needed to automate workflows, adopt modern delivery methods, or scale innovation – leaving governments **constrained by systems that no longer meet the demands of today.**

About the Civil Service Transformation - Induction Programme



Purpose, vision, and strategic intent of your
civil service.

Civil Service Induction Programme:

Turning Induction into Action – Building a **Government That Delivers.**

WHY IP?:

A capable civil service is the backbone of national transformation.

Yet too often, new civil servants enter government without structured onboarding – left to learn through trial and error, slowing execution from the very start.

HOW CAN IP HELP?:

The Civil Service National Induction Programme (IP) is designed to:

- **equip civil servants with the mindset, clarity, and capability to hit the ground running**
- **align with national priorities and ready to deliver meaningful outcomes from day one.**

Differentiating IP from In-Service Orientation

Unlike in-service training, which enhances job-specific skills, IP **builds foundational public service knowledge**—ensuring civil servants understand **governance, national priorities, and their role** in driving transformation.

National Induction Prog. Lays the **Foundation**

Builds **foundational** public service **knowledge**

Aligns civil servants to **national goals** and delivery **expectations**

Enables execution through **governance and accountability**



KNOWLEDGE



PEOPLE



PROCESS

In-Service Training **Builds on It**

Refines job-specific skills for those already in service

Helps civil servants **adapt to evolving responsibilities**

Keeps public sector **competencies updated** over time

Our Vision: A Civil Service Ready from Day One



Shaping a future-ready public sector
workforce.

Turning induction into impact: Our role in equipping civil servants from Day One



BRANDING AND ADVOCACY

● Localised branding and communications to enhance visibility and stakeholder engagement.

EXECUTION- FOCUSED LEARNING

● Purpose-built training content that empowers public servants to translate national priorities into measurable outcomes.

PROGRAMME MANAGEMENT

● Full-spectrum programme oversight – from planning to execution – to drive consistency, accountability, and results.

IMPACT ASSESSMENT

● Ongoing impact reviews to ensure programmes stay effective, adaptive, sustainable, and aligned with national outcomes.

ALUMNI ENGAGEMENT

● Establishment of a learning community to foster continuous leadership development locally and globally.

Inside the IP journey



Explore the structure, content, and experience of IP – who it's for, how it works, and the impact it's designed to create.

Built for the Real World: Building civil service readiness in just 5 days

The Civil Service Induction Programme (IP) combines **experiential learning with real-world case studies, interactive simulations, and collaborative group work.**

Through **structured coaching**, participants strengthen critical skills – from problem-solving and decision-making to cross-sector collaboration – all to better align their work with national priorities.



Module 1

Foundations of Governance & Nation-Building

- Principles of public administration and governance
- Understanding national symbols and institutional roles



Module 2

Government Structure and Public Administration

- Roles, collaboration and coordination across ministries, agencies, and civil servants
- Legal frameworks, public sector ethics, and decision-making



Module 3

Policy Execution & National Transformation

- Strategic and financial planning
- Policy implementation and performance management
- Cross-sector collaboration
- Application of global best practices



Module 4

Digital Transformation for Governance

- Communication and information (data and records) management
- Process optimisation and operational efficiency
- Driving digital transformation



Module 5

Code of Conduct, Work Culture and Environment

- Professional ethics and workplace conduct
- Occupational safety & well-being
- Equity, equality & inclusiveness



Module 6

Towards a Networked Government

- Inter-agency coordination
- Citizen-focused service delivery
- Smart work planning and self-management

The IP Journey: Selecting the best of civil servants to bring real reforms



Step 01 : The IP Selection process

Targeted identification of high-potential individuals to champion change and lead delivery across government and industry.

Step 1.1: Identify institutions

Ministries and agencies grouped based on national priorities. Private sector leaders identified for collaboration.

Step 1.2: Shortlist candidates

Institutions nominate individuals with leadership potential; selection based on role relevance and capability. Invitation and nomination letters sent to selected candidates.



Step 02 : Pre- and post assessment

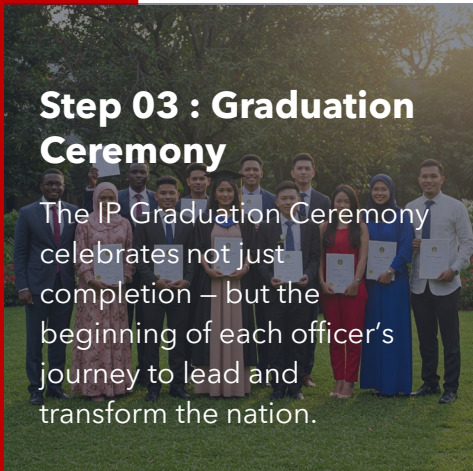
Beyond learning, impact matters. IP assesses participants not only on what they know, but on how ready they are to apply it through assessments.

Step 2.1: Pre assessments

Check on English proficiency from comprehension, oral, and written perspective, gathering personal information, and professional background.

Step 2.2: Post assessments

Obtain feedback from participants, gather and share key learnings to all, and identifying improvement points for future IP.



Step 03 : Graduation Ceremony

The IP Graduation Ceremony celebrates not just completion – but the beginning of each officer's journey to lead and transform the nation.

Step 3.1: The Graduation Ceremony

Recognition of achievement, keynote address, reflections from peers and leaders, and celebration of public service milestones

Step 3.2: Support in Logistics and event

PEMANDU will work together with the client in venue and session planning, award and certification coordination, networking, and post-event engagement.

Powering reform with Core Leadership essentials

B

Being (*Personal*) - 25%

Self-mastery, self-awareness, and inner transformation as a foundation.

Personal leadership:

Clarifying purpose, values, and personal mission through systems thinking and reflective visioning.

Transformational leadership:

Playing the Game of the Impossible through KPI-driven action, adaptive leadership, winning coalitions, and focus on what we can and cannot control.

D

Doing (*Actions*) - 50%

Interpersonal influence, stakeholder management, and strategy implementation

Strategising

Set direction early, prioritise solutions, and plan with execution in mind

Operationalising leadership

Lead effectively through high-impact dialogue, stakeholder management, conflict resolution, and the ability to build trust, navigate polarities, and inspire teams.

R

Results (*Impact*) - 25%

Solve problems and shape strategies for lasting and sustainable transformation.

Stakeholder and policy alignment

Align with stakeholder and regional priorities, bridge policy design with execution, and track impact to ensure results.

Vision and long-term strategy

Explore future governance trends and align personal purpose with long-term national transformation goals.



Alumni Leadership Network



A flagship post-IP initiative, the Alumni Leadership Network offers graduates a dynamic platform for continued growth, collaboration, and real-world application of leadership skills. It :

- provides a **structured space for lifelong learning**
- **connects alumni across countries** to exchange ideas, drive innovation, and **tackle shared public service challenges.**

This vibrant community of changemakers extends the impact of IP far beyond the classroom – reinforcing its value in shaping the future of governance.



What's in it for you:



Leadership Webinars

Quarterly insights from global experts on governance, innovation and diplomacy.



Alumni as Speakers

Showcase your voice in future cohorts and public platforms.



Thematic Roundtables

Small-group sessions tackling shared challenges in public service.



Digital Platform

One-stop hub for events, resources, and peer collaboration.



Recognition and Badging

Earn digital credentials by staying engaged post-programme.

Success Stories



Reflections and sharing from past participants.

Our Partnership with NTU-SBF Centre for African Studies



Bridging Insights, Policy, and Action for Africa's Growth

The NTU-SBF Centre for African Studies (CAS) is a leading think tank dedicated to understanding business, governance, and economic transformation in Africa.

Founded in 2014 as a collaboration between Nanyang Technological University (NTU) – ranked 15th globally and the Singapore Business Federation (SBF), CAS is a practice-driven hub specialising in African market intelligence, strategic research, and capacity building.



Impact Across **10+** African Countries

From Nigeria to South Africa, CAS delivers data-driven insights and policy solutions, shaping Africa's economic trajectory.



Key Contributions

- Nigeria's Economic Renaissance Roadmap Unveiled (2023)
- Morocco Leads Africa's Regenerative Agriculture Revolution (2025)

PEMANDU's partnership with NTU-SBF CAS brings global expertise with regional impact to IP.

Connects Asian and African leaders to drive impactful partnerships

Networking Platform

Equips civil servants with practical tools for policy execution and ethical governance

Capacity Building

Sharpens IP with cutting-edge insights on Africa's governance and economic transformation

Thought Leadership

MALAYSIA

National Transformation Programme

Government Transformation

2009

PEMANDU was tasked to lead Malaysia's National Transformation Programme (NTP) to prevent the country from falling into the middle-income trap. Structured under the Economic and Government Transformation Programmes (ETP & GTP), the NTP aimed to **attract USD444 billion in FDI, raise GNI per capita to USD15,000, and create 3.3 million jobs.**

Approach, outcomes and impact	
Economic Transformation Programme (ETP) <ul style="list-style-type: none">12 National Key Economic Areas (NKEAs)6 Strategic Reform Initiatives (SRIs)	Govt. Transformation Programme (GTP) <ul style="list-style-type: none">7 National Key Results Areas (NKRAs)
<ul style="list-style-type: none">2.2x growth in private investment (CAGR)2.26 million jobs createdFiscal deficit reduced to 3.1% (from 6.7%)2.9 million people lifted from poverty6.6 million rural lives improved with basic infrastructure7.28 million low-income households assisted	

Economic Empowerment Unit - KPI Workshop

Public Sector Transformation

2017

The Bumiputera Economic Empowerment Unit (UEPB), under the Bumiputera Agenda Steering Unit KPI Workshop gathered **200+ leaders from 20 ministries and 18 agencies** to align 2018 KPIs with 11th Malaysia Plan, ahead of the KPI Challenge Session.

Approach, outcomes and impact	
WHAT they learned	Focused on 5 key targets:: <ul style="list-style-type: none">RM5K avg. salary60% in skilled jobs11% equity growth/year75% home ownership45 champion firms
Key Outcomes	<ul style="list-style-type: none">Applied stretch targets to strengthen ambitionRemoved low-impact KPIsShifted focus to outcome-based KPIs for meaningful results

National Transport Company Transformation Management Office (TMO) Support

Public Transport Transformation

2023-2024

To address strategic misalignment, Prasarana engaged PEMANDU to support its TMO by enhancing project management, building internal capacity, and developing business plans and dashboards to drive group-wide transformation.

Approach, outcomes and impact		
Phase 1: Identified gaps and improvement areas	Phase 2: Refined and aligned actionable plans	Phase 3: Projected delivery boost of 10-20%
<ul style="list-style-type: none">Assessed TMO's project management frameworkReviewed business plans, KPIs, and implementation gaps	<ul style="list-style-type: none">Facilitated workshops to address gaps in plansStronger alignment across key departments	<ul style="list-style-type: none">Provided on-ground support to departmentsOperationalised dashboards and tools for tracking 100+ initiatives



About Us



Where we started

We are your agents of transformation

PEMANDU Associates is a Malaysian-based private consultancy firm focused on public sector transformation, business turnaround and communications. We work closely with the highest level of government and top executives to help deliver their national and business objectives in a sustainable and inclusive manner.

Our work is anchored by the proven Big Fast Results (BFR) 8-Step Methodology© and 6 Secrets of Transformation.

First-hand experience as a Government Delivery Unit

The Performance Management and Delivery Unit (PEMANDU) was established in 2009 under the Prime Minister's Department to steer Malaysia's National Transformation Programme and realise its vision in becoming a High-Income Nation.

In 2017 PEMANDU handed its transformation mandate back to the Government of Malaysia, subsequently evolving into a private consultancy firm, now known as PEMANDU Associates where we continue to deliver transformation work across other countries and organisations.



Who we are

Our Vision

A new-frontier Consultancy on transformation and business turnaround. In other words, as a consulting firm, PEMANDU Associates strives to be at the global frontier or cutting edge in transformation and business turnaround.

Our Mission

To help clients transform themselves to achieve big, fast results. When we work with clients, we collaborate and equip them with the capabilities and tools which are used to develop and implement transformational initiatives to inevitably achieve Big Fast Results.

How we do it

Using our proprietary Big Fast Results (BFR) Methodology:

- **6 Secrets of Transformational Leadership**
- **8 Step BFR Methodology**

In a nutshell, PEMANDU Associates believes that an organisation can only transform to achieve big fast results when:

- **the leadership** of the organisation act in a transformational way (hence, the six secrets); and
- **the people** in the organisation embrace a new way of working (hence, the 8 Steps BFR Methodology)

Where we have worked with clients to achieve **Big Fast Results™**

We have worked with 30 countries (and counting), including;

For the Governments of Malaysia, Oman, Saudi Arabia, Tanzania, Rwanda, Ethiopia, Russia, Sri Lanka, India, Pakistan, Saint Lucia, Nigeria, Lesotho, Somalia and more

For corporate clients in various sectors including airline, airport, universities, railway, plantations, electronic payments, furniture, engineering maintenance, port, gloves, telecommunications, and more



Our goal is a simple one...

To help organisations transform and achieve

Big Fast Results™

Why Big Fast Results™?

Because it's what matters most

- It's what separates Dreamers from Doers.

We have developed proprietary methodologies that inspire and support clients to achieve "impossible" targets.

Our BFR methodology addresses 8 common challenges faced by public and private sector organisations.

- 1 Unclear direction or lack of focus
- 2 Lack of commitment amongst leadership
- 3 High level plans that does not translate into clear implementable actions
- 4 Rigid or bureaucratic implementation processes
- 5 Silo mentality and work approach within teams
- 6 Unheard or unobtained public or employee demands, input, or feedback
- 7 Poor accountability by leadership, decision makers, & implementing teams
- 8 Lack of transparency and trust



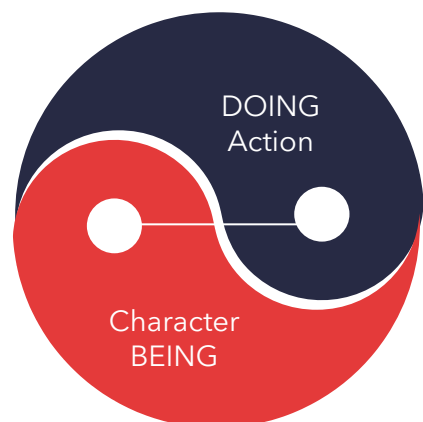


Our approach to transformation is effective in driving **real** change

Whether you're leading a big or a small team through transformational change, achieving the desired outcomes are **never** easy. But we will share with you a secret - The 'yin' and 'yang' of transformation lies in the 'doing' and 'being'.

It's when an individual or a group demonstrates the actions (doing) of change which is fueled and enabled by embodying the characters (being) of effective leadership, that transformation takes effect and becomes inevitable.

8 Step BFR Methodology©



6 Secrets of Transformation©

Our 8-steps BFR Methodology© guides us to effectively turn strategies into action



DOING

This methodology is a radical and structured approach designed to help overcome the 8 common challenges faced by governments and organisations, allowing full transparency and accountability during your transformation journey.

These established and renowned institutions have documented our methodology and its effectiveness in driving performance



THE
WORLD
BANK



Harvard
Business
School



PRINCETON
UNIVERSITY

Our 6 Secrets of Transformation© empower us to actively challenge conventional norms

BEING

Our 6 Secrets of Transformation© will drive your organisation towards sustainable success through its leaders. It ensures that they embrace leadership qualities and mindsets that will enable them to not only implement operational transformation in your organisation but also unlock their full potential as an effective leader.

- 1 Game of the Impossible
- 2 True North
- 3 Discipline of Action
- 4 Situational Leadership
- 5 Winning Coalitions
- 6 Divine Intervention

Our methodology and approach is tailored for the world. The common language? **"Results"**

PEMANDU Associates continues to expand its international footprint to deliver Big Fast Results. The firm combines deep experience in public policy and corporate strategy across various sectors with a strong focus on delivery and implementation.



ASIA

Bhutan
India
Malaysia
Nepal
Pakistan
Sri Lanka
Vietnam

OCEANIA

New Zealand
Papua New Guinea

MIDDLE EAST

Jordan
Oman
Saudi Arabia

EUROPE

Russia

CARRIBEAN

St Lucia
Turks & Caicos Islands
Trinidad & Tobago

AFRICA

Botswana
Djibouti
Ethiopia
Lesotho
Namibia
Nigeria
Rwanda
Senegal
Somalia
South Africa
Tanzania
Uganda
Zambia

PEMANDU Associates has supported clients across various sectors and fields through its Big Fast Results™ methodology



Retail



Biotechnology



Cost of Living



Education



Telecommunication



Low Income Households



Transport & Logistics



Finance & Economic Enablers



Urban Development



Governance & Regulations



Healthcare



Water



Energy



Manufacturing



Mining



Agricultural & Plantation



Rural Development



Safety & Enforcement



SME Development



Electrical & Electronic



Tourism



Trade



Environment



Fisheries



Human Capital Development

Stronger Together to Deliver Results

PEMANDU Associates is proud to join forces with Cordence Worldwide, amplifying our impact on a global scale. This partnership enhances our ability to deliver tailored, effective solutions across diverse industries by leveraging the collective expertise of Cordence's global network.



Collaboration is in Our DNA, Global Reach, Local Expertise

Our shared values and commitment to collaboration drive us to achieve exceptional results. By working closely with Cordence's member firms, we blend local insights with global perspectives, ensuring that our clients benefit from best-in-class strategies and implementation.

Through our alliance with Cordence Worldwide, PEMANDU Associates gains access to an extensive network of professionals and resources. This partnership allows us to offer a unique combination of deep local knowledge and global best practices, delivering innovative solutions that address complex challenges.



Tailored Solutions for Every Challenge

Our partnership empowers us to deliver tailored solutions for both public and private sector transformation. This collaboration equips us to address challenges from strategy to execution, by leveraging global reach and expertise.

Our Beliefs: Vision, authenticity, bravery, collaboration, inclusivity, entrepreneurship.

Our Behaviors: We are responsive, agile, hardworking, honest, and challenge where necessary.

Our 10 **consultancy firms** across the Americas, Asia Pacific, and Europe provide a global perspective and exceptional thinking, backed by **18 years of collaboration.**

Cordence Worldwide Global Presence

Americas:

USA: Atlanta, Austin, Basking Ridge, Bellevue, Charlotte, Chicago, Denver, Houston, Los Angeles, Nashville, New York, Orlando, Philadelphia, Portland, Seattle, St. Louis, Tallahassee, Washington DC

Canada: Vancouver

Brazil: Rio de Janeiro, São Paulo, Brasília, Belo Horizonte

Asia Pacific:

Australia: Melbourne, Sydney, Brisbane

India: Delhi, Chennai, Mumbai, Bangalore

Japan: Tokyo

Singapore: Singapore

South Korea: Seoul

Malaysia: Kuala Lumpur

EMEA:

Austria: Vienna

Denmark: Copenhagen

France: Lille, Lyon, Marseille, Nantes, Paris, Toulouse

Germany: Berlin, Düsseldorf, Frankfurt, Hamburg, Munich, Stuttgart

Hungary: Budapest

Italy: Milan, Rome

Netherlands: Amersfoort, The Hague

Romania: Bucharest, Cluj

Switzerland: Lausanne, Zurich

UK: London, Manchester

South Africa: Johannesburg

Saudi Arabia: Riyadh

United Arab Emirates: Abu Dhabi, Dubai

Tanzania: Dar es Salaam

Our Global Alliance Footprint

10

Partner Firms

60+

Offices in 21 Countries

5,000+

Consultants



Member Firm Contact Information

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Awards and recognition



Bloomberg



Bloomberg Philanthropies NESTA...

- Our methodology recognized by World Bank, Harvard University, and Princeton University
- Bloomberg Philanthropy and Nesta ranked PEMANDU amongst the top 20 most innovative government agencies
- Bloomberg Markets ranked Idris Jala amongst the top 10 most influential policy makers in the world
- Since 2014, Idris Jala has been lecturing at the Harvard Ministerial Leadership Programme on an annual basis



- 2020, PEMANDU Associates was awarded the top Global Chairmans award from World IT and Services Alliance (WITSA) for the Global
- COVID-19 Index (GCI). The GCI, (developed and managed by PEMANDU Associates) is the **only** global index on COVID-19 that is recognised by the World Health Organisation (WHO)



PEMANDU Associates

2021 Award Winner

Consultancy Company
of the Year | Malaysia

- 2021, PEMANDU Associates was awarded Consultancy Company of the Year (Malaysia) by Corporate Livewire for three years in a row
- 2024, The 10th consultancy firm of Cordence Worldwide



“

If you want to transform yourself and your organisation to achieve big, fast results, you have to relentlessly pursue the game of the impossible.

I believe that by taking the road of realistic targets, people consign themselves to mediocrity.

Consequently, they will never achieve their full potential and they do not achieve big, fast results. This is so in business, government and competitive sport

”

IDRIS JALA
President and Chairman

Enrolment and Contact

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