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Executive Summary



The focus of this report is the high-level strategic direction for Ta'alum, this executive summary is broken out into four topics





Recap on the **strategic context** and showcase the high-level **mandate** and direction of Ta'alum depicted through a vision and mission statement



Present the strategic **themes** that shape the **five areas** of **focus** of the strategy, along with strategic objectives that are summarized in a cause-and-effect strategy map



Showcase the strategic initiatives, key performance indicators and targets through Ta'alum's **Balanced Scorecard**



Conclude with the **high-level service offering** of Ta'alum and the diligently crafted implementation roadmap that paves the way over the coming five years



Recap: Many documents have been reviewed, stakeholders engaged and working team sessions conducted to shape the outputs of this project



Non-exhaustive

Ministry & **Ecosystem Documents**

15+ documents

Analyze relevant documents related to Ta'alum, MHRSD and the ecosystem, such as:

- Strategies
- Social beneficiary studies
- Operating model inputs
- Royal decrees and legislation relevant to **NGOs**

Internal & External Stakeholder Interviews¹

10 interviews

Gather insights through interviews with representatives:

- His Excellency the Minister of HRSD
- Senior government officials within MHRSD
- Local NGOs in KSA
- Other govt. ecosystem stakeholders (e.g. TVTC)
- Universities in KSA

Beneficiary Interviews²

50 interviews

Gather insights across preenrollment, enrollment and employment journey:

- 50 individual phone calls requested with social beneficiaries - 17 of which were conducted
- Broken into different stages (e.g. currently enrolled, dropped out, did not enroll, etc.)

Ta'alum, MHRSD & **EY Working** Sessions

6 sessions

Leveraging on knowledge within the client team through various forms:

- Project sponsorship working sessions
- Steering committees
- One-on-one consultation sessions

EY Ripples, Research & Proprietary **Database**

6 NGOs

Extensive use of **EY Ripples** and experience to capitalize on leading practices in:

- Strategic direction of education focused NGOs
- Operating model and third sector funding lessons learned



Recap: The current state and gap analysis exercise has led to a set of strengths, weaknesses, opportunities and threats relevant for setting the strategic direction of Ta'alum (1/2)



Strengths

- **S1.** Ta'alum has direct access to key senior government officials and is chaired by His Excellency the Minister of HRSD
- **S2.** The **foundation** of Ta'alum has **already been set**, having formalized the establishment documentation and appointment of the CEO, and Board of Directors
- S3. Royal decree released in 2019 to directly support **beneficiaries** relevant to the target age group by creating tuition exemptions and encouraging availability of educational slots for beneficiaries
- **S4.** MHRSD is implementing **new criteria** that will ensure beneficiary eligibility is based on income as opposed to martial status
- **S5.** The educational landscape of KSA consists of 43 universities, (18 private and 25 public), 77 vocational colleges, 68 industrial colleges and 89 female campuses

Weaknesses

- **W1.** There are gaps in the service offering / support provided by stakeholders in the ecosystem to social security beneficiaries aged between 15 to 24
- W2. There is limited insight on social beneficiaries across the end-to-end preenrollment, enrollment and employment journey with data scattered, not available or of poor quality
- **W3.** There are **low levels** of **enrollment** amongst **SBs** in universities (52%), with only **27%** of the SBs scoring below 60 enrolling into Universities in 2019
- W4. In 2021, Qiyas test participation was at 68%, of which 70% of the SB participants scored below 70
- W5. No alignment between supply and demand especially as the Kingdom is moving towards localizing key industries where local talent is not sufficient
- **W6.** Limited understanding on the future skills and job market which hinders the alignment between education output and job market needs
- W7. Lack of mentorship and academic/career guidance across the educational journey which is a fundamental elements to students of underprivileged communities
- **W8.** No case management is implemented to SBs which leads to poor understanding of the success rates of funding / support provided by the ecosystem
- **W9.** Employers believe that educational outputs are not aligned to job market needs



Recap: The current state and gap analysis exercise has led to a set of strengths, weaknesses, opportunities and threats relevant for setting the strategic direction of Ta'alum (2/2)



Opportunities

- O1. Growing government attention on developing the target segment through existing and planned initiatives and programs
- **O2.** Focusing efforts where it matters most for the target segment e.g. contributing to increasing enrollment and graduation rates
- O3. Leveraging the experience of existing players in the pre-enrollment, enrollment and employment space by exploring partnerships to unify efforts
- **O4.** Lobby to the government to increase compulsory allocated slots by educational institutes for social security beneficiaries that meet minimum standards
- **O5.** Create opportunities for the SBs to better understand their ambitions and **prepare for entry into the job** market (e.g. work placement / internships)
- **O6.** Own the **social security student database** and bridge the gap between relevant entities (MoE, HRSD, TVTC) to oversee the development of beneficiary students and implement case by case management practices

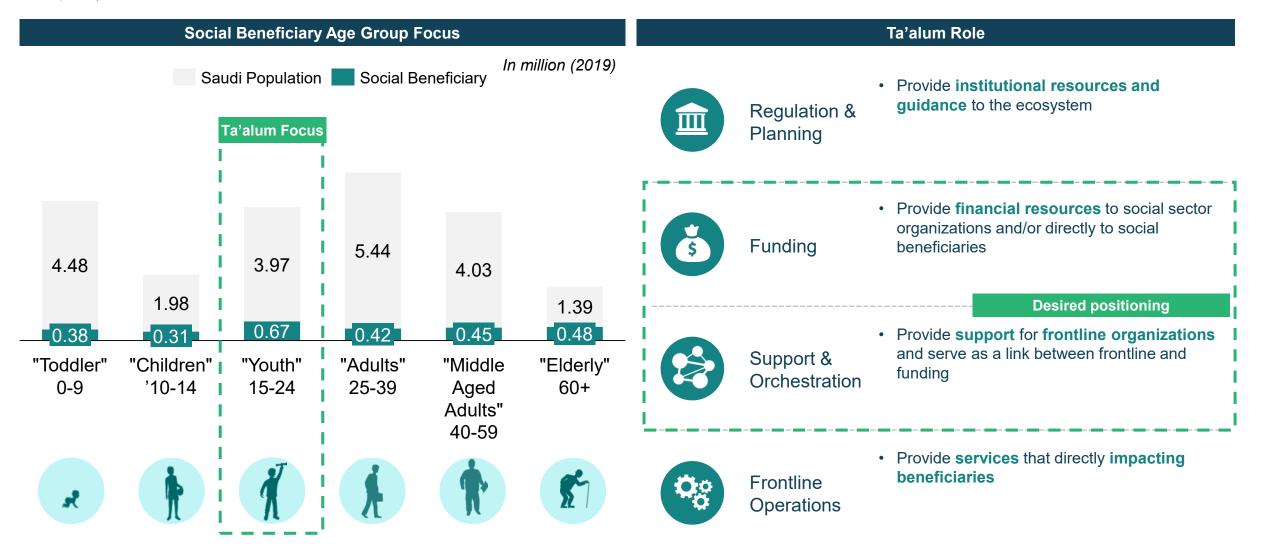
Threats

- T1. Continued increase in SBs from 0.87 mn in 2015 to 1.0 mn in 2020 and growing spend by the govt. from SAR 16.2bn to SAR 16.5 bn over the same period
- **T2. Social constrains** that might **hinder Ta'alum's efforts** (e.g. relocation and mobility for females, refusal of certain majors/jobs)
- **T3.** Beneficiaries commitment to education amidst need for income sources (student might drop when a low pay job opportunity arises)
- **T4.** SBs living in Al-Jouf, Hail and Jazan regions are performing the lowest in Qiyas test – if change is not brought this may continue to worsen
- **T5. Social turbulence** faced at an **early age** may continue to hinder **academic performance** of target pool of SBs (evident from poor Qiyas test results)
- T6. Poor attractiveness of the third sector (e.g. NGOs) to talent due to lower **remuneration packages** will continue to reduce people willing to run the sector
- T7. NGOs face difficulties in achieving financial sustainability, as the majority rely on donor and govt. support with limited attractiveness for private sector involvement



Ta'alum will focus its efforts on targeting SBs aged 15-24, and play a hybrid role performing funding & orchestration activities to steer efforts within the ecosystem towards impacting the SBs



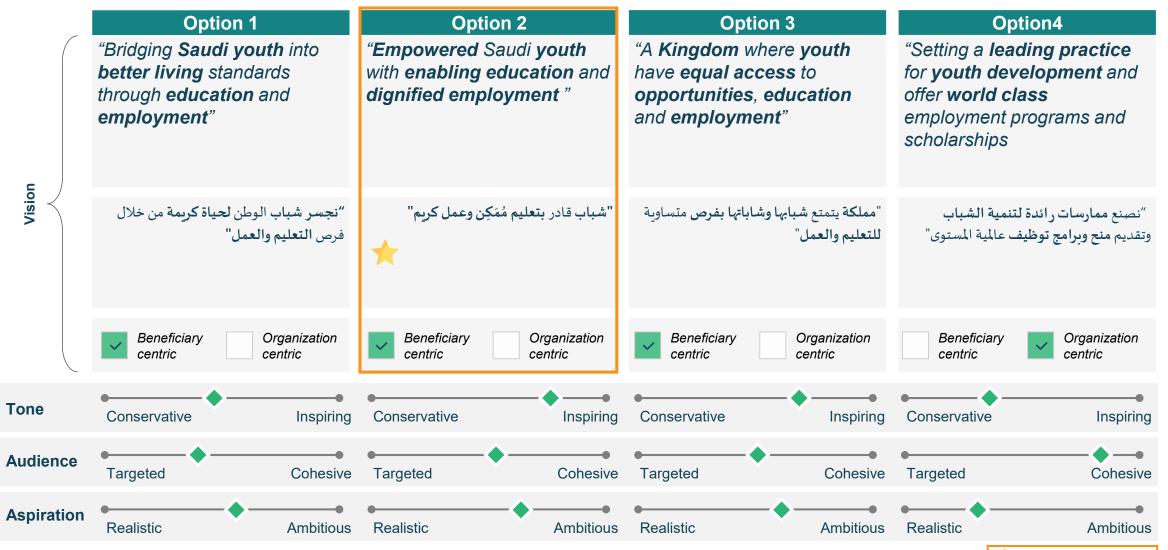


Source: EY analysis, General Authority for Statistics Kingdom of Saudi Arabia (GASTAT), MHRSD - social beneficiaries (SSBs) numbers are inclusive of primary and secondary - wherein secondary beneficiaries are classified as dependents/children of the primary beneficiary 2018 census population proportions have been applied to normalize the Saudi 2019 population by age group



Based on leading practices we have identified four vision options – our recommendation is a beneficiary centric vision that is ambitious and inspiring...





Source: EY analysis

Assessment Criteria



... four mission options have also been developed – we believe it is key that Ta'alum's mission is clear, informative and relevant currently



Option 1

"We are committed to improving access to opportunities among the social protection youth so they upskill their capabilities and build a **bright future** of their own"

Option 2

"We will help drive the youth development agenda in line with vision 2030 through scholarships, job matching and mentoring"

Option 3

"Joining national efforts with our partners in the ecosystem to ensure all (social protection) vouth have the education and employment they deserve"

Option 4

We help young people in the Kingdom develop their capabilities through curated career programs, scholarships and mentoring delivered with our partners."

Mission

ملتزمون بتحسين وصول أبناء الضمانين من الشباب للفرص وتمكينهم من تنمية قدراتهم ليصنعوا مستقبلًا مشرق لهم

سنساهم في تحقيق اجندة تنمية الشباب تماشيًا مع رؤبة المملكة 2030 من خلال المنح الدراسية وفرص العمل والارشاد "نعمل مع شركائنا في المنظومة لنضمن حصول جميع شباب وشابات الضمان الاجتماعي على فرص التعلم والعمل التي يستحقونها"

"نسعى لمساعدة شباب الوطن على تنمية قدراتهم من خلال البرامج المهنية والارشادية والمنح الدراسية التي نقدمها بالتعاون مع الشركاء والداعمين"









Strategic theme







The findings of the strategic context have resulted in five strategic themes that serve as areas of focus for the coming five years of Ta'alum (1/2)



Description

- Ta'alum aims to **help eligible social beneficiary youth** in the Kingdom of Saudi Arabia access quality education by enrolling them into the right higher education and vocational institutions in line with their ambition and market needs.
- Ta'alum will enable eligible social beneficiary youth to successfully complete their tertiary education (universities and vocational colleges) by offering them the support system they need.

 Ta'alum will empower eligible social beneficiary youth enter the job market and kick off a career that is full of opportunities, satisfactory and will result in long-term **financial independence** with no further reliance on Governmental financial aid.



Strategic theme



Partnership Network

قاعدة من الشراكات



The findings of the strategic context have resulted in five strategic themes that serve as areas of focus for the coming five years of Ta'alum (2/2)



Description

Ta'alum needs to unify efforts and will **orchestrate a world class network of** partners that rallies around a common purpose and support achieving our agenda in helping, enabling and empowering youth social beneficiaries in the Kingdom of Saudi Arabia gain access to quality education, find dignified jobs and become financially independent.

Ta'alum cannot support the youth social beneficiaries in the Kingdom unless it creates an enabling foundation and truly aims to become sustainable in the manner the organization is run. It is key that we position ourselves in the right manner, attract and retain talents that can lead our organization, take decisions based on quality data and ensure our funds are used in a sustainable manner both internally and for our beneficiaries.



Ta'alum's strategic direction over the coming five years has been translated into a set of strategic objectives organized with cause-and-effect – display on the strategy map below





Source: EY analysis



Ta'alum's strategic direction over the coming five years has been translated into a set of strategic objectives organized with cause-and-effect – display on the strategy map below



Vision

Where do we want to be?



"Empowered Saudi youth with enabling education and dignified employment"

Value

What do we wish to accomplish?



PRE-ENROLLMENT

Enrolled Saudi beneficiaries aged 15-24 in education

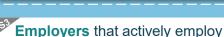
ENROLLMENT

Engaged educational institutes

that empower Saudi beneficiaries

Promote work exp. opportunities

Graduated Saudi beneficiaries aged 15-24



Financially independent Saudi

EMPLOYMENT

beneficiaries aged 15-24

Stakeholders

What is the experience we want our stakeholders to live?



- Highly motivated and happy Saudi beneficiaries that feel supported
- Provide application support to gain entry to educational institutes
- for Saudi beneficiaries
- Provide **support** across **student** journey

- Saudi beneficiaries
- Evaluate the fit between employers and Saudi beneficiaries
- Provide quidance across preemployment & employment stages

Internal Processes

What are the various activities and processes we should excel at?



Identify and reach out to target segment of Saudi beneficiaries

Enablers

What is the foundation required to achieve our strategy?



PARTNERSHIP NETWORK

Build partnerships, activate and orchestrate the network

Connect with contributors. donors and philanthropists

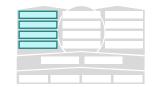
SUSTAINABLE ORGANIZATION

Launch Ta'alum in the Kingdom of Saudi Arabia Attract & retain talented people to lead Ta'alum

Build robust knowledge & data management practice

Manage funds to empower Ta'alum & Saudi beneficiari

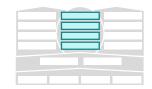






| Pers. | S. | Strategic | KPI | Base- | | | Targets | | | Ctratagia Initiativa | | |
|--------------------|--------------|--|---|-------|---|--------------|------------------------------|---|--------|---|--|--|
| reis. | Theme | Objective | KPI | line | Y1 | Y2 | Y3 | Y4 | Y5 | Strategic Initiative | | |
| Value | | V1. Enrolled Saudi beneficiaries aged 15-24 in education | V1.K1. # of Ta'alum participants enrolled in educational institutions | n/a | Targets to be refined based on output of initiative P1.I1 and P1.I2 | | out of | Please note that the value and stakeholders perspective are results of the implementation of the strategy and therefore do no have any initiatives assigned | | | | |
| Stakeholders | .MENT | S1. Highly motivated and happy Saudi beneficiaries that feel supported | S1.K1. % average satisfaction rate of Ta'alum participants | n/a | Tar | | set after ye ine is estal | l ear 1 when plished | the | | | |
| Internal Processes | E-ENROLLMENT | P2. Provide application support to gain entry to | P2.K1. % of Ta'alum participants accepted by their preferred university/vocational college | n/a | Tar | | set after ye ine is estal | ear 1 when blished | the | P2.I1. Create and launch the Ta'alum education pre-enrollment support program | | |
| | PRE-E | educational institutes | P2.K2. % of Ta'alum participants that have received application support from us | n/a | n/a | 100% | 100% | 100% | 100% | 6 | | |
| | | P1. Identify and reach out to target segment of | P1.K1. % of accepted Ta'alum participants out of targeted social beneficiaries | n/a | Targ | gets to be i | refined bas | ed on outp | out of | P1.I1. Design and launch Ta'alum beneficiary eligibility & application program P1.I2. Conduct a social beneficiary | | |
| | | Saudi beneficiaries | P1.K2. # of registrations / applications on Ta'alum portal | n/a | Targets to be refined based on output of initiative P1.I1 and P1.I2 | | | d P1.I2 | | analysis program | | |
| | | | | | | | I | I | ı | | | |

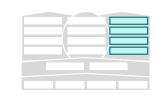


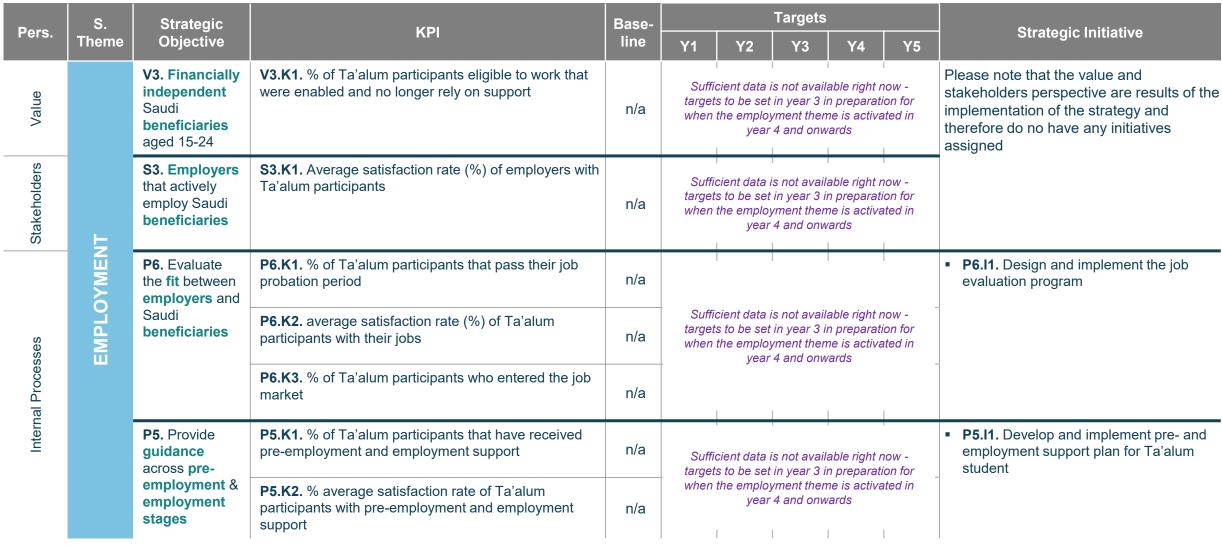




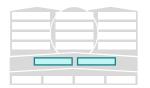
| Dame | S. | Strategic | VDI. | Base- | | Targets | | | Otrocks wis Indials | |
|--------------------|-------------|---|---|-------|--|---------|------------------------------|------|---------------------|--|
| Pers. | Theme | Objective | KPI | line | Y1 | Y2 | Y3 | Y4 | Y5 | Strategic Initiative |
| ne | | V2. Graduated Saudi | V2.K1. % graduation rate amongst Ta'alum participants | n/a | n/a | n/a | n/a | 60% | 70% | Please note that the value and stakeholders perspective are results of the |
| Value | | beneficiaries aged 15-24 | V2.K2. % of Ta'alum participants that have obtained vocational degrees | n/a | Targe | | et in line wit and P3.I1: | | P1.I1, | implementation of the strategy and therefore do no have any initiatives assigned |
| Stakeholders | F | S2. Engaged educational institutes that empower Saudi beneficiaries | S2.K1. % average satisfaction rate of educational institutes with Ta'alum participants | n/a | | | ment starts the baselir | | | assigned |
| | N E L | P4. Promote work experience | P4.K1. % of Ta'alum participants that have completed internships / work placements at a satisfactory rate as part of their studies | n/a | n/a | n/a | 100% | 100% | 100% | P4.I1. Create network of work experience opportunities |
| ses | ENRO | opportunities for Saudi beneficiaries | P4.K2. % of organizations enrolled into work experience program for Ta'alum participants | n/a | Targets to be set in line with initiative P4.I1. create network of work experience | | | | | |
| Process | ш | | P4.K3. % of organizations that offer end-to-end internships and job placements | n/a | | | es – starting | | | |
| Internal Processes | | P3. Provide support across | P3.K1. % of implemented counselling/mentoring sessions as per plan | n/a | n/a | 100% | 100% | 100% | 100% | P3.I1. Design and launch the Ta'alum students in education support program |
| | | student journey | P3.K2. % satisfaction of Ta'alum participants with support provided throughout enrollment stage | n/a | | | ment starts the baselir | | | |
| | | | P3.K3. Average # of Ta'alum participants by dedicated coach / mentor | n/a | Support to be quantified in targets during implementation of initiative P3.I1. | | | | | |







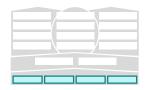






| Davis | S. | Strategic | VDI. | Base- | | Targets | | Targets | | Otrodo ni o Initiativo |
|----------|-------------|--|---|-------|------|-------------|-----------------------------|-------------|-------|--|
| Pers. | Theme | Objective | KPI | line | Y1 | Y2 | Y3 | Y4 | Y5 | Strategic Initiative |
| Enablers | | E5. Build partnerships, activate and orchestrate the network | E5.K1. % of strategic partnerships activated (agreement signed & operationalized) as per plan | n/a | 100% | 100% | 100% | 100% | 100% | E5.I1. Define the Ta'alum supporting partnerships strategy |
| | IP NETWORK | | E5.K2. Average satisfaction rate (%) of partners with supported provided/interactions with Ta'alum | n/a | Targ | | set after ye ne is estab | | the | |
| | PARTNERSHIP | E6. Connect with contributors, donors and philanthropist s | E6.K1. % of donors returning to provide support to Ta'alum year on year | n/a | | | in line witl ram impler | | | E6.I1. Create and implement stakeholder connection program |
| | | | E6.K2. % growth of donors network | n/a | | ection prog | in line witl ram impler | mented in y | ear 4 | |







| Dovo | S. | Strategic | KPI | Base- | | Targets | | | Charle air Initiation | | |
|----------|--------------|--|---|-------|---|---|-----------------------------|------------|-----------------------|--|--|
| Pers. | Theme | Objective | KPI | | Y1 | Y2 | Y3 | Y4 | Y5 | Strategic Initiative | |
| | | E1. Launch Ta'alum in the | E1.K1. # of social media followers across all channels | n/a | Targets to be set in line with a marketing plan that will outline the annual spend, organic and | | | | | E1.I1. Detail the operating model of Ta'alum | |
| | | Kingdom of Saudi Arabia | E1.K2. # of impressions | n/a | - triat wii | | c growth by | | inic and | E1.I2. Design and implement the Ta'alum brand and comms. plan | |
| | | | E1.K3. Social media engagement rate | n/a | n/a | 1% | 2% | 3% | 4% | ra alum brand and comms. plan | |
| | NOI | E2. Attract & retain talented | E2.K1. Employee engagement score | n/a | Targ | | set after ye ne is estab | | the | • E2.I1. Develop and implement the Ta'alum talent acquisition and retention | |
| | ZAT | people to lead Ta'alum E3. Build robust knowledge & | E2.K2. Employee turnover rate | n/a | 15.5% | 15.5% | 15.5% | 15.5% | 15.5% | plan | |
| | ORGANIZATION | | E2.K3 . Average time taken in days from recruitment to signing contract | n/a | 60 Days | 60 Days | 60 Days | 60 Days | 60 Days | | |
| Enablers | _ | | E3.K1. % implementation of knowledge and data management plan and Ta'alum platform | n/a | 100% | n/a | n/a | n/a | n/a | E3.I1. Define Ta'alum knowledge and data management plan E3.I2. Create Ta'alum digital platform | |
| | SUSTAINABLE | data management practice | E3.K2. Average data quality, availability and integrity score | n/a | | | after the kr plan has bo | | | (application & participant platform, website) | |
| | JST/ | E4. Manage funds to | E4.K1. Average organizational cost per beneficiary | n/a | Targets to be set in line with the detailed financial model to be created by Ta'alum | | | | | E4.I1. Detail the Ta'alum financial sustainability plan | |
| | S | empower Ta'alum & | E4.K2. % of non-governmental revenue to operational costs | n/a | Targets to be set in line with the detailing funding plan starting in Y3 | | | | ailing | Sustainability plan | |
| | | Saudi beneficiaries | E4.K3. % of programs expenses to total expenses | n/a | | rgets to be set after detailed initiative sizing is done (e.g. including CAPEX, OPEX) | | | | | |
| | | | E4.K4. % financial sustainability costs to financial sustainability returns | n/a | 50% | 40% | 30% | 20% | 10% | | |

Beneficiaries



Over the coming years, Ta'alum will gradually need to expand its beneficiary base, while activating supporting service offering, capabilities and ecosystem partnerships...





- Build program pilot structure (eligibility criteria, # of seats, required assessments, screening process)
- Identify existing partnerships and policies for implementation
- Unify data management efforts in ecosystem
- Kick-off program pilot for preenrollment
- Receive and process applications
- Start funding beneficiaries as part of the pre-enrollment pilot program

- Gather lessons learned from pilot program, assess impact and capture success stories
- Refine pre-enrollment program based on lessons learned and expand program capacity and **services** to accommodate for gaps (e.g. mentoring & coaching etc)
- Design services related to enrollment phase (scope, delivery, etc.)
- Launch pre-enrollment sprint 1 and fund new batch of beneficiaries
- Launch enrollment program sprint 1

- Apply learnings from previous phase, assess impact and identify gaps
- Explore expansion and refinement of pre-enrollment and enrollment offerings
- Expand the capacity of pre-enrollment and enrollment programs and implement refinement for Sprint 2
- Launch sprint 2 of pre-enrollment and enrollment programs and fund a new batch of beneficiaries
- Continue activating partnerships and advocating for policy implementation

- Apply learnings from previous phase, assess impact and identify gaps
- **Build employment** program structure and prepare for employment support
- Continue funding new set of beneficiaries as part of pre-enrollment and enrollment programs
- Launch employment program pilot and accept home-grown and new applicants
- Continue monitoring social impact and capture success stories

April 2024

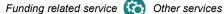
April 2025 and beyond

April 2022

April 2023









... with the first year's focus on funding related services, while moving towards other services spread across pre-enrollment, enrollment and employment in line with the NGO's transformation



| Services | Details (non-exhaustive) | Pre-enrollment | Enrollment | Employment | | |
|--------------|--|---------------------------------|---------------------------------|----------------------------|--|--|
| | A1. Schooling & Tuition Fees | | | | | |
| • | A2. Housing | Our mont to be | Owner and to be | | | |
| \$ | A3. Transportation | Support to be offered at year 1 | Support to be offered at year 2 | | | |
| | A4. Food & Nutrition | | | | | |
| A. Funding | A5. Supplies (Books, Clothing, Devices, Other) | | | | | |
| | B1. Virtual Learning | Suppo | rt to be | | | |
| B. Learning | B2. In Person Learning | determined o | Support to be explored and | | | |
| | C1. Academic Guidance | | | | | |
| | C2. Social Counselling | | rt to be during year 2 | determined after year 3 | | |
| C. Mentoring | C3. Career Mentoring | | | | | |
| | D1. Workshops and Seminars | | | T | | |
| | D2. Delivery Of Training Courses | | rt to be during year 2 | | | |
| D. Training | D3. Internships Job Shadowing | dotorminou | | | | |
| | E1. Education Application Support | Support to be explored and | | | | |
| 3/11 | E2. Job Application Support | | | | | |
| E. Matching | E3. Opportunity Matching | determined | after year 3 | | | |

Source: EY analysis – the portfolio of services will need to be refined as part of the three design stage support initiatives for pre-enrollment, enrolment and employment (including the mode of delivery, e.g. in-house vs. partnerships, etc.)

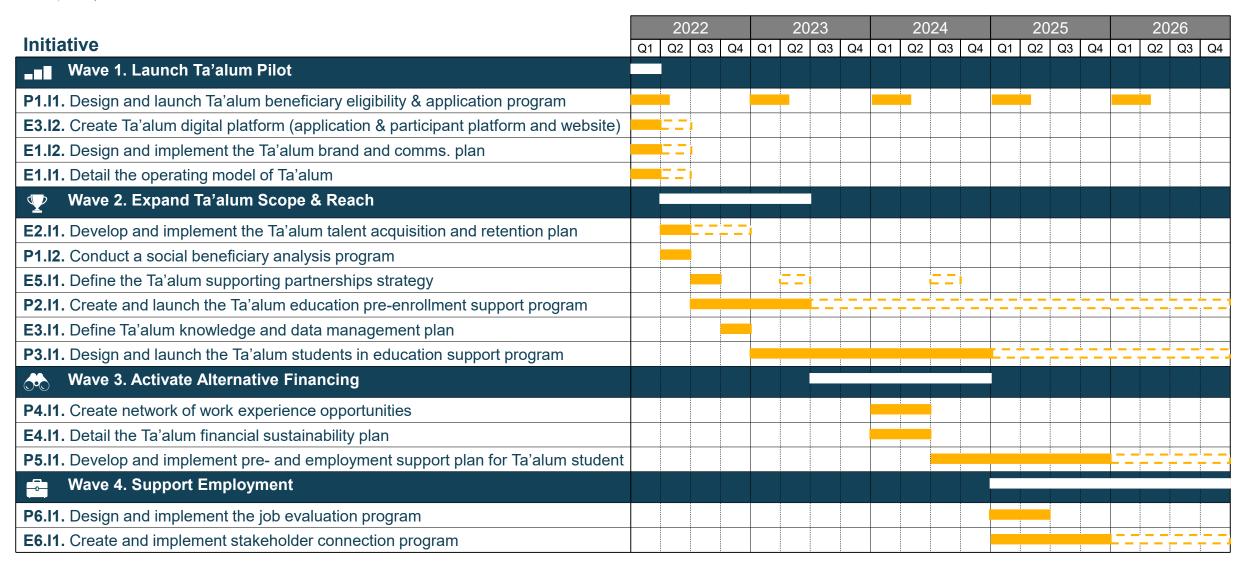


The initiative prioritization exercise has resulted in a point of view on the initiatives that are key for Ta'alum in the near future...

| V | High | ■ P3.I1. Design and launch the Ta'alum students in education support program | P2.I1. Create and launch the Ta'alum education pre- enrollment support program Foundational Initiatives P2.I1. Create and launch the Ta'alum education pre- enrollment support program | Quick Win Initiatives P1.I1. Design and launch Ta'alum beneficiary eligibility & application program E3.I2. Create Ta'alum digital platform (application & participant platform, website) | | | | | |
|----------------------|------------------------------|--|---|---|--|--|--|--|--|
| Strategic Impact 🦟 🤫 | Medium | P4.I1. Create network of work experience opportunities P6.I1. Design and implement the job evaluation program E6.I1. Create and implement stakeholder connection program | E5.I1. Define the Ta'alum supporting partnerships strategy E4.I1. Detail the Ta'alum financial sustainability plan P1.I2. Conduct a social beneficiary analysis program | ■ E1.l2. Design and implement the Ta'alum brand and comms. plan | | | | | |
| Stra | Гом | De-prioritized Initiatives P5.I1. Develop and implement pre- and employment support plan for Ta'alum student | E3.I1. Define Ta'alum knowledge and data management plan E2.I1. Develop and implement the Ta'alum talent acquisition and retention plan | ■ E1.I1. Detail the operating model of Ta'alum | | | | | |
| | | Low | Medium | High | | | | | |
| | Ease of Implementation 🕎 🕎 🕎 | | | | | | | | |



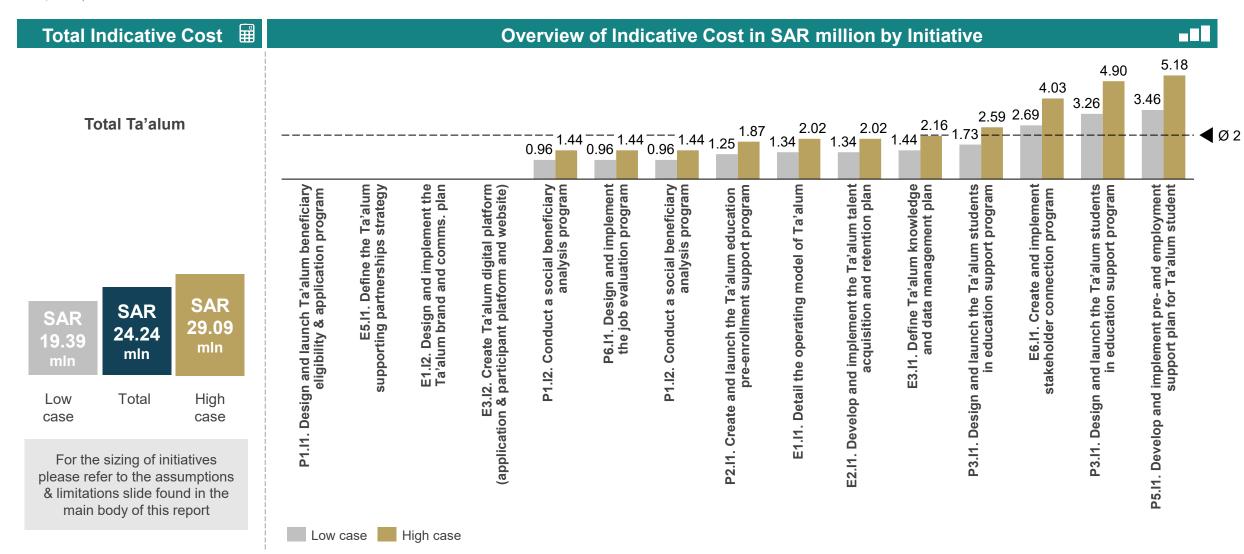
... and accordingly Ta'alum's strategic initiatives were grouped into four implementation waves spread over a five year roadmap





The fifteen initiatives require a budget between SAR 19.39 mln to SAR 29.09 mln over a period of five-years





Introduction & Approach



his project aims to set the foundation for the Social Security NGO "Ta'alum"...

Ta'alum NGO **Project Objectives**





Understand existing efforts and ambitions within the internal and external landscape to minimize overlaps





Set the **strategic direction** and financial model to translate the ambition of the NGO for the coming 5 years

Focus of this presentation





Design the high-level operating model to prepare for accelerated implementation



with this document covering "Deliverable D2. Strategic Direction Report"



Understand the Current Situation Set the High-Level Strategic Direction

Define the High-Level \$ 5-Year Financial Model Define the High-Level **Operating Model**

1 week

week

- **Mobilize** the team
- **Detail** the scope of work, timelines and phasing
- Conduct project kick-off

Key Activities

3 weeks

- Conduct high level current state assessment and derive lessons learned from benchmark insights
- Understand the gaps and define recommendations
- Design the partnership selection framework

 Translate the strategic direction into a vision

3 weeks

- Develop strategic objectives, **KPIs** and initiatives
- Perform initiative prioritization and outline the critical path on a roadmap
- Define service offerings and target segments with estimate beneficiaries numbers for 3-5 years

Develop the high-level 5-year financial model that will highlight the total funding requirements and estimated total savings

(based on high-level elements)

3 weeks

- Define savings required to maintain financial suitability and ensure continuity of operations
- Design the organizational structure for the new organization up to N-1
- Define the governance model and levels up to N-1 (including the general assembly - the board of directors – the governance councils – the NGOs secretariat) **R&Rs** and authority matrix

- D0. Kick-Off Present-
- D1. Current State Assessment. Gaps & Recommendations Report
- D2. Strategic Direction Report
 - Focus of this presentation

- D3. High-level Financial Model
- D4. Operating Model Report

Deliverables ation



The engagement has been funded through EY Ripples – EY's Landmark Global Corporate Social Responsibility program, wherein we create impact in the social development domain across the globe!

Selection of examples of EY Ripples projects implemented from across the globe



KEY FOCUS AREAS



Support **next** generation workforce

Supporting young and undeserved people to develop the mindsets and skills they'll need to find and sustain meaningful work



Working with impact entrepreneurs Helping scale small and growing businesses that are driving progress toward the **UN** suitable Development goals

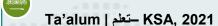


Accelerating environmental sustainability

Driving adoption of behaviors, technologies and business models that protect and regenerate the environment while unlocking economic opportunity



Today



Establishment of an NGO to help social security population gain access to opportunities through education and other means





A platform that links donors with individuals in need for housing

+500

+25.000

Million Saudi riyals

Beneficiaries

Total funds raised through Jood Al Eskan platform to

Accessed funds to own houses

date

Source: www.joodeskan.sa



Many documents have been reviewed, stakeholders engaged and working team sessions conducted to shape the outputs of this project

Non-exhaustive

Ministry & **Ecosystem Documents**

15+ documents

Analyze relevant documents related to Ta'alum, MHRSD and the ecosystem, such as:

- Strategies
- Social beneficiary studies
- Operating model inputs
- Royal decrees and legislation relevant to **NGOs**

Internal & External Stakeholder Interviews¹

10 interviews

Gather insights through interviews with representatives:

- His Excellency the Minister of HRSD
- Senior government officials within MHRSD
- Local NGOs in KSA
- Other govt. ecosystem stakeholders (e.g. TVTC)
- Universities in KSA

Beneficiary Interviews²

50 interviews

Gather insights across preenrollment, enrollment and employment journey:

- 50 individual phone calls requested with social beneficiaries - 17 of which were conducted
- Broken into different stages (e.g. currently enrolled, dropped out, did not enroll, etc.)

Ta'alum, MHRSD & **EY Working** Sessions

6 sessions

Leveraging on knowledge within the client team through various forms:

- Project sponsorship working sessions
- Steering committees
- One-on-one consultation sessions

EY Ripples, Research & Proprietary **Database**

6 NGOs

Extensive use of **EY Ripples** and experience to capitalize on leading practices in:

- Strategic direction of education focused NGOs
- Operating model and third sector funding lessons learned

Source: EY analysis, 1) please refer to the appendix for a detailed list of interviewees and their status, i.e. ones that we were not able to meet, 2) unfortunately facilitation of social beneficiary interviews with EY team was not possible due to various client constraints



The Balanced Scorecard Methodology has been applied to describe the strategic direction of Ta'alum throughout this document

| Co | omponent | Intent | Example | | |
|----------|-------------------------------------|--|--|--|--|
| | Objective | What is our ambition and critical to our success? | "Deepen understanding of customer needs" | | |
| | Key Performance Indicator (KPIs) | How will we measure our success? | % availability of relevant customer data per segment | | |
| O | Targets | What level of performance and/or change do we seek? | Year 1 – 90% Year 2 – 95% Year 3 – 100% | | |
| | Initiative | What are the key actions / initiatives required to achieve the change? | Develop new customer needs-based segmentation | | |

Strategic Direction





Sections:

Strategic Direction

3a. Vision & Mission

- 3b. Strategy Map & Strategic Objectives
- 3c. Key Performance Indicators
- 3d. Strategic Initiatives
- 3e. The Balanced Scorecard



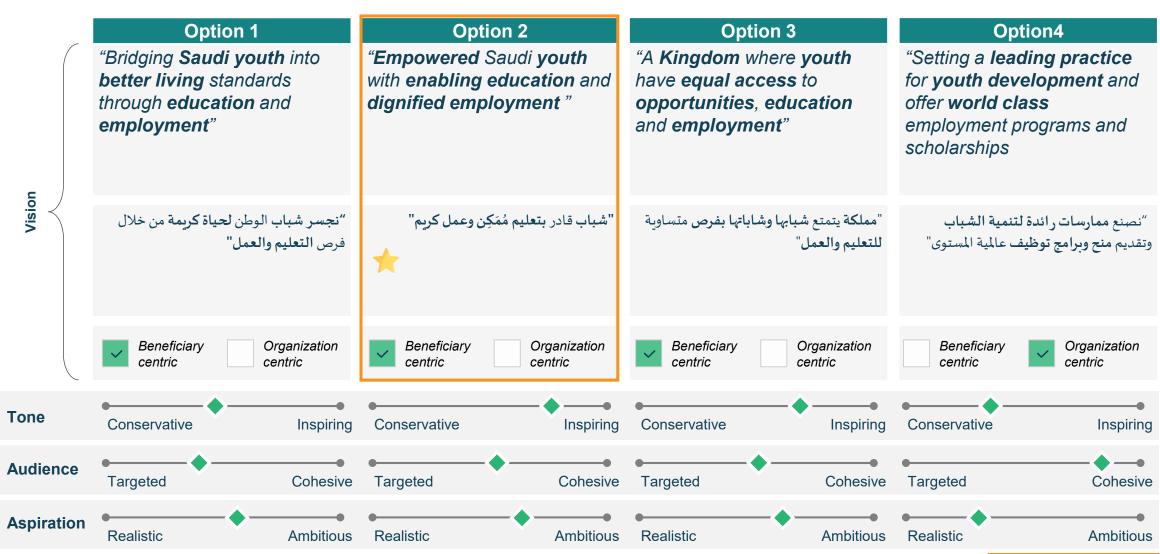
As part of our benchmark exercise we examined vision statements of six leading NGOs. We observed that they tend to be focused on the beneficiary rather than where the NGO sees itself in future...

| | | NGO Vision Statements | Vision Focus |
|-----------|--|--|----------------------------------|
| USA | UNCF A mind is a terrible thing to waste* | A nation where all Americans have equal access to a college education that prepares them for rich intellectual lives, competitive and fulfilling careers, engaged citizenship and service to our nation. | Beneficiary Organization centric |
| Australia | Father Chris Rileus youth off the streets* | All young people have the support and opportunities they need to be defined by their potential, not their circumstances . | Beneficiary Organization centric |
| UK | shaw trust | 66 A future where good, meaningful, rewarding, purposeful and dignified employment is accessible to all in society irrespective of life circumstances. | Beneficiary Organization centric |
| India | THE POPULATION OF THE POPULATI | 66 Develop human resources by giving scholarships to brilliant but needy students in India entering colleges, regardless of religion, gender, caste or creed. | Beneficiary Organization centric |
| Jordan | مؤسسة ولي العهد Crown Prince Foundation | Capable youth for aspiring Jordan. | Beneficiary Organization centric |
| KSA | Alnahda | For women to be effective partners in the development of Saudi society. | Beneficiary Organization centric |

Source: EY analysis, publicly available information



and have therefore shaped 3 options that are centered around the beneficiary and 1 option focused on the organization in line with feedback received during the previous workshop



Source: EY analysis

ssessment Criteria



We also examined the mission of the same NGOs to understand leading practices that could help shape Ta'alum's mission...

| | | | NGO Mission Statements | |
|------------|--|----|--|----------|
| USA | UNCF A mind is a terrible thing to waste* | 66 | To build a robust and nationally-recognized pipeline of under-represented students. | " |
| Australia | Father Chris Rileys Youth off the streets* | 66 | To support and empower young people in need to build a positive future. |) |
| UK | shaw trust | 66 | To focus our experience, skills, advocacy and passion to deliver the highest quality services for the people we support and to improve opportunities and access to work now and for the long term. | " |
| <u> </u> | | 66 | Help people achieve success regardless of religion, gender, caste, geographic origin by giving hope to those who may have none | " |
| Jordan | عولي العهد Crown Prince Foundation | 66 | CPF aims to drive growth with a "youth" centric lens, resulting in a young nation with responsible, engaged, productive and thriving youth. | " |
| 194 | Alnahda | 66 | To ensure a social environment that values women's participation and preserves their dignity while building their capabilities to reach leadership positions. | |

Source: EY analysis, publicly available information

KSA



resulting in the following 4 mission options for Ta'alum

Option 1

Option 2

Option 3

Option 4

"We are committed to improving access to opportunities among the social protection youth so they upskill their capabilities and build a **bright future** of their own"

"We will help drive the youth development agenda in line with vision 2030 through scholarships, job matching and mentoring"

"Joining national efforts with our partners in the ecosystem to ensure all (social protection) vouth have the education and employment they deserve"

We help young people in the Kingdom develop their capabilities through curated career programs, scholarships and mentoring delivered with our partners."

Mission

ملتزمون بتحسين وصول أبناء الضمانين من الشباب للفرص وتمكينهم من تنمية قدراتهم ليصنعوا مستقبلًا مشرق لهم

سنساهم في تحقيق اجندة تنمية الشباب تماشيًا مع رؤبة المملكة 2030 من خلال المنح الدراسية وفرص العمل والارشاد "نعمل مع شركائنا في المنظومة لنضمن حصول جميع شباب وشابات الضمان الاجتماعي على فرص التعلم والعمل التي يستحقونها"

"نسعى لمساعدة شباب الوطن على تنمية قدراتهم من خلال البرامج المهنية والارشادية والمنح الدراسية التي نقدمها بالتعاون مع الشركاء والداعمين"



Message Informative **Ambiguous** Informative Ambiguous Informative **Ambiguous** Informative **Ambiguous Outlook Future Looking** Current Current **Future Looking** Current **Future Looking** Current **Future Looking** Mandate Clarity Unclear Unclear Unclear Clear Unclear Clear Clear Clear







Sections:

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Ta'alum aims to help eligible social beneficiary youth in the Kingdom of Saudi Arabia access quality education by enrolling them into the right higher education and vocational institutions in line with their ambition and market needs.

Ta'alum supports beneficiaries between 15 – 24 years old across the pre-enrollment stage which covers high school graduates eligible to tertiary education as per the educational system in the Kingdom. We design & deliver programs and services tailored to tackling the challenges faced during pre-enrollment, including but not limited to funding, mentoring and application support.

Eligible social beneficiaries are between the age of 15 – 24 and currently receiving aid from MHRSD's social pension schemes (either directly or indirectly) while also meeting pre-enrollment criteria defined by Ta'alum.



Strategic Objectives



Enrolled Saudi beneficiaries aged 15-24 in education



Highly motivated and happy Saudi **beneficiaries** that feel supported



Provide application support to gain entry to educational institutes



Identify and **reach out** to target segment of Saudi beneficiaries







Ta'alum will enable eligible social beneficiary youth to successfully complete their tertiary education (universities and vocational colleges) by offering them the support system they need.

Ta'alum supports beneficiaries between 15 – 24 years old across the **enrollment stage** which covers students currently enrolled in tertiary education. We design & deliver programs and services tailored to the challenges faced by these beneficiaries throughout the enrollment stage including, but not limited to funding academic and career mentoring.

Eligible social beneficiaries are young people in the Kingdom between the age of 15 – 24 currently receiving aid through MHRSD's social pension schemes (either directly or indirectly) and meet the enrollment criteria defined by Ta'alum.



Strategic Objectives



Graduated Saudi beneficiaries aged 15-24



Engaged educational institutes that empower Saudi beneficiaries



Promote work experience opportunities for Saudi beneficiaries



Provide **support** across **student**







Ta'alum will empower the eligible social beneficiary youth enter the job market and kick off a career that is full of opportunities, satisfactory and will result in long-term financial independence with no further reliance on Governmental financial aid.

Ta'alum supports beneficiaries between 15 – 24 years old across the **employment stage** which covers fresh graduates find dignified jobs and internships that will pave the way to prosperous career. We design & deliver programs and services tailored to the challenges faced throughout the stage including but not limited to funding, career mentoring and job matching.

Eligible social beneficiaries are young people in the Kingdom between the age of 15 – 24 currently receiving aid through MHRSD's social pension schemes (either directly or indirectly) and meet the employment criteria defined by Ta'alum.



Strategic Objectives



Financially independent Saudi beneficiaries aged 15-24



Employers that actively employ Saudi beneficiaries



Evaluate the **fit** between employers and Saudi beneficiaries



Provide guidance across preemployment & employment stages







Ta'alum needs to unify efforts and will orchestrate a world class network of partners that rallies around a common purpose and support achieving our agenda in helping, enabling and empowering youth social beneficiaries in the Kingdom of Saudi Arabia gain access to quality education, find dignified jobs and become financially independent.

Our network of partners will consist of many different players that are necessary to achieve our ambition, e.g.:

- Donors, philanthropists and organizations within the non-profit space
- Government entities and private sectors organizations
- Local, regional and international players

Partnerships will be **diligently sought** on a local, regional and international level and activated to support the beneficiaries across the pre-enrollment, enrollment and employment stages.



Strategic Objectives



Build partnerships, activate and orchestrate the network



Connect with contributors, donors and philanthropists







Ta'alum cannot support the youth social beneficiaries in the Kingdom unless it creates an enabling foundation and truly aims to **become sustainable** in the manner the organization is run. It is key that we position ourselves in the right manner, attract and retain talents that can lead our organization, take decisions based on quality data and ensure our funds are used in a sustainable manner both internally and for our beneficiaries.



Strategic Objectives



Launch Ta'alum in the Kingdom of Saudi Arabia



Attract & retain talented people to lead Ta'alum



Build robust knowledge & data management practice



Manage funds to empower Ta'alum & Saudi beneficiaries



Ta'alum's strategic direction over the coming five years has been translated into a set of strategic objectives organized with cause-and-effect – display on the strategy map below





Ta'alum's strategic direction over the coming five years has been translated into a set of strategic objectives organized with cause-and-effect - display on the strategy map below

Vision

Where do we want to be?



"Empowered Saudi youth with enabling education and dignified employment"

Value

What do we wish to accomplish?



Stakeholders

What is the experience we want our stakeholders to live?



Internal Processes

What are the various activities and processes we should excel at?



PRE-ENROLLMENT

Enrolled Saudi beneficiaries aged 15-24 in education

- Highly motivated and happy Saudi beneficiaries that feel supported
- Provide application support to gain entry to educational institutes
- Identify and reach out to target segment of Saudi beneficiaries

ENROLLMENT

- **Graduated Saudi beneficiaries** aged 15-24
- **Engaged educational institutes** that empower Saudi beneficiaries
- Promote work exp. opportunities for Saudi beneficiaries
- Provide **support** across **student** journey

EMPLOYMENT

- Financially independent Saudi beneficiaries aged 15-24
- **Employers** that actively employ Saudi beneficiaries
- Evaluate the fit between employers and Saudi beneficiaries
- Provide quidance across preemployment & employment stages

Enablers

What is the foundation required to achieve our strategy?



PARTNERSHIP NETWORK

Build partnerships, activate and orchestrate the network

Connect with contributors. donors and philanthropists

SUSTAINABLE ORGANIZATION

Launch Ta'alum in the Kingdom of Saudi Arabia Attract & retain talented people to lead Ta'alum

Build robust knowledge & data management practice

Manage funds to empower Ta'alum & Saudi beneficiari





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Strategic Objective

Key Performance Indicators

- **Enrolled** Saudi beneficiaries aged 15-24 in education
- **V1.K1.** # of Ta'alum participants enrolled in educational institutions

- Highly **motivated** and happy Saudi beneficiaries that feel supported
- **S1.K1.** Average satisfaction rate (%) of Ta'alum participants

- - Provide application support to gain entry to educational institutes

- P2.K1. % of Ta'alum participants accepted by their preferred university/vocational college
- **P2.K2.** % of Ta'alum participants that have received application support from us

- **Identify** and **reach out** to target segment of Saudi beneficiaries
- P1.K1. % of accepted Ta'alum participants out of targeted social beneficiaries
- **P1.K2.** # of registrations / applications on Ta'alum portal





| ℰ Stra | tegic Objective | Key Performance Indicators | | | | | | | |
|-----------------------------|---|--|--|--|--|--|--|--|--|
| V2. ≈ | Graduated Saudi beneficiaries aged 15-24 | V2.K1. % graduation rate amongst Ta'alum participants V2.K2. % of Ta'alum participants that have obtained vocational degrees | | | | | | | |
| S2. ⊗ [★] ★ | Engaged educational institutes that empower Saudi beneficiaries | ■ S2.K1. Average satisfaction rate (%) of educational institutes with Ta'alum participants | | | | | | | |
| P4. | Promote work experience opportunities for Saudi beneficiaries | P4.K1. % of Ta'alum participants that have completed internships / work placements at a satisfactory rate as part of their studies P4.K2. % of planned organizations enrolled into work experience program for Ta'alum participants P4.K3. % of organizations that offer end-to-end internships and job placements | | | | | | | |
| P3. | Provide support across student journey | P3.K1. % of implemented counselling/mentoring sessions as per plan P3.K2. Average satisfaction rate (%) of Ta'alum participants with support provided throughout enrollment stage | | | | | | | |

P3.K3. Average # of Ta'alum participants by dedicated coach / mentor





Strategic Objective

Key Performance Indicators



Financially independent Saudi **beneficiaries** aged 15-24

V3.K1. % of Ta'alum participants eligible to work that were enabled and no longer rely on support



Employers that actively employ Saudi beneficiaries **S3.K1.** Average satisfaction rate (%) of employers with Ta'alum participants



Evaluate the **fit** between employers and Saudi beneficiaries

- P6.K1. % of Ta'alum participants that pass their job probation period
- **P6.K2.** average satisfaction rate (%) of Ta'alum participants with their jobs
- P6.K3. % of Ta'alum participants who entered the job market

Provide **guidance** across pre-employment & employment stages

- **P5.K1.** % of Ta'alum participants that have received pre-employment and employment support
- P5.K2. % average satisfaction rate of Ta'alum participants with pre-employment and employment support





Strategic Objective

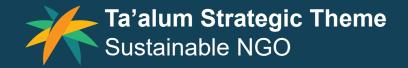
Key Performance Indicators

- Build partnerships, activate and orchestrate the **network**
- **E5.K1.** % of strategic partnerships activated (agreement signed & operationalized) as per plan
- **E5.K2.** Average satisfaction rate (%) of partners with supported provided/interactions with Ta'alum



- Connect with contributors, E6. donors and philanthropists
- **E6.K1**. % of donors returning to provide support to Ta'alum year on year
- **E6.K2.** % Growth of donors network







| Strategic Objective |
|---------------------|
|---------------------|

Key Performance Indicators



Launch Ta'alum in the Kingdom of Saudi Arabia

- E1.K1. # of social media followers across all channels
- E1.K2. # of impressions
- **E1.K3**. Social media engagement rate

Attract & retain talented people to lead Ta'alum

- E2.K1. Employee engagement score
- **E2.K2.** Employee turnover rate
- **E2.K3.** Average time taken in days from recruitment to signing contract

E3.

Build robust knowledge & data management practice

- **E3.K1.** % implementation of knowledge and data management plan and Ta'alum platform
- E3.K2. Average data quality, availability and integrity score



Manage funds to empower Ta'alum & Saudi beneficiaries

- **E4.K1.** Average organizational cost per beneficiary
- **E4.K2.** % of non-governmental revenue to operational costs
- **E4.K3.** % of programs expenses to total expenses
- **E4.K4.** % financial sustainability costs to financial sustainability returns





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Three initiatives have been outlined as critical for the success. of the strategic theme





Initiative Name

Initiative Duration



Enrolled Saudi beneficiaries aged 15-24 in education

The value and stakeholders perspective are results of the implementation of the strategy and therefore have no initiatives N/A

Highly motivated and happy Saudi beneficiaries that feel supported

The value and stakeholders perspective are results of the implementation of the strategy and therefore have no initiatives N/A

Provide application support to gain entry to educational institutes

P2.I1. Create and launch the Ta'alum education preenrollment support program

12 months

3.5 months

Identify and **reach out** to target segment of Saudi beneficiaries

P1.I1. Design and launch Ta'alum beneficiary eligibility & application program

3 months

P1.I2. Conduct a social beneficiary analysis program



Two initiatives have been outlined as critical for the success of the strategic theme





Strategic Objective

Initiative Name

Initiative Duration

V2.

Graduated Saudi beneficiaries aged 15-24

The value and stakeholders perspective are results of the implementation of the strategy and therefore have no initiatives N/A



Engaged educational institutes that empower Saudi beneficiaries

The value and stakeholders perspective are results of the implementation of the strategy and therefore have no initiatives N/A



Promote work experience opportunities for Saudi beneficiaries

P4.I1. Create network of work experience opportunities

6 months

Provide **support** across student journey

P3.I1. Design and launch the Ta'alum students in education support program

18 months



Two initiatives have been outlined as critical for the success of the strategic theme





Strategic Objective



Initiative Duration



Financially independent Saudi **beneficiaries** aged 15-24

The value and stakeholders perspective are results of the implementation of the strategy and therefore have no initiatives N/A

Employers that actively employ Saudi beneficiaries

The value and stakeholders perspective are results of the implementation of the strategy and therefore have no initiatives N/A



Evaluate the **fit** between employers and Saudi beneficiaries

P6.I1. Design and implement the job evaluation program

12 months



Provide **guidance** across pre-employment & employment stages

P5.I1. Develop and implement pre- and employment support plan for Ta'alum student

12 months



Two initiatives have been outlined as critical for the success of the strategic theme





Initiative Name

Initiative Duration

Build partnerships, E5. activate and orchestrate the network

E5.I1. Define the Ta'alum supporting partnerships strategy

3 months



Connect with contributors, E6. donors and philanthropists



E6.I1. Create and implement stakeholder connection program

12 months



Six initiatives have been outlined as critical for the success of the strategic theme











Launch Ta'alum in the Kingdom of Saudi Arabia

- **E1.I1.** Detail the operating model of Ta'alum
- **E1.12.** Design and implement the Ta'alum brand and comms. plan
- 3 months
- 3 months

Attract & retain talented people to lead Ta'alum

E2.I1. Develop and implement the Ta'alum talent acquisition and retention plan

12 months

E3.

Build robust knowledge & data management practice



E3.12. Create Ta'alum digital platform (application & participant platform, website)

3 months

3 months

Manage funds to empower Ta'alum & Saudi beneficiaries **E4.I1.** Detail the Ta'alum financial sustainability plan

6 months



Theme 1. Preenrollment



Initiatives

Theme 2. **Enrollment**



Initiatives

Theme 3. **Employment**



Initiatives

Theme 4. **Partnership Network**



Initiatives

Theme 5. Sustainable NGO



6 Initiatives

In total, 15 bespoke strategic initiatives will drive execution of the strategy of Ta'alum over the coming years

Overview of initiatives by strategic theme

- P1.I1. Design and launch Ta'alum beneficiary eligibility & application program
- P1.I2. Conduct a social beneficiary analysis program
- P2.I1. Create and launch the Ta'alum education preenrollment support program
- **P3.I1.** Design and launch the Ta'alum students in education support program
- **P4.I1.** Create network of work experience opportunities

- **P5.11.** Develop and implement pre- and employment support plan for Ta'alum student
- **P6.I1.** Design and implement the job evaluation program

- **E5.11.** Define the Ta'alum supporting partnerships strategy
- **E6.I1.** Create and implement stakeholder connection program

- **E1.I1.** Detail the operating model of Ta'alum
- E1.12. Design and implement the Ta'alum brand and comms. plan
- E2.I1. Develop and implement the Ta'alum talent acquisition and retention plan
- E3.I1. Define Ta'alum knowledge and data management plan
- E3.12. Create Ta'alum digital platform (application & participant platform, website)
- **E4.I1.** Detail the Ta'alum financial sustainability plan





Sections:

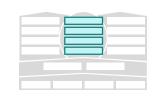
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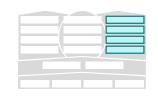
| Down | S. | Strategic | VDI | Base- Targets | | | | | Stratagia Initiativa | | |
|--------------------|--|--|---|---------------|--|------|---|----------------|----------------------|---|--|
| Pers. | Theme | Objective | KPI | line | Y1 | Y2 | Y3 | Y4 | Y5 | Strategic Initiative | |
| Value | | V1. Enrolled Saudi beneficiaries aged 15-24 in education | V1.K1. # of Ta'alum participants enrolled in educational institutions | n/a | Targets to be refined based on output of initiative P1.I1 and P1.I2 | | | | | Please note that the value and stakeholders perspective are results of the implementation of the strategy and therefore do no have any initiatives assigned | |
| Stakeholders | S1. Highly motivated and happy Saudi beneficiaries that feel supported | | S1.K1. % average satisfaction rate of Ta'alum participants | n/a | Targets to be set after year 1 when the baseline is established | | | | the | | |
| | NROLL | beneficiaries that feel supported P2. Provide application support to gain entry to educational institutes | P2.K1. % of Ta'alum participants accepted by their preferred university/vocational college | n/a | n/a Targets to be set after year 1 when the baseline is established | | | | the | P2.I1. Create and launch the Ta'alum education pre-enrollment support program | |
| rocesses | PRE-E | | P2.K2. % of Ta'alum participants that have received application support from us | n/a | n/a | 100% | 100% | 100% 100% 100% | | | |
| Internal Processes | | P1. Identify and reach out to target segment of | P1.K1. % of accepted Ta'alum participants out of targeted social beneficiaries | n/a | beneficiary eligi program | | P1.I1. Design and launch Ta'alum beneficiary eligibility & application program P1.I2. Conduct a social beneficiary | | | | |
| | | Saudi beneficiaries | P1.K2. # of registrations / applications on Ta'alum portal | n/a | initiative P1.I1 and P1.I2 | | | | ı | analysis program | |





| | S. | Strategic | Base- Targets | | | | 200 | | | |
|--------------------|------------------|---|---|------|--|--------------------|--|------|--|--|
| Pers. | Theme | Objective | KPI | line | Y1 | Y2 | Y3 | Y4 | Y5 | Strategic Initiative |
| ne | | V2. Graduated Saudi | V2.K1. % graduation rate amongst Ta'alum participants | n/a | n/a | n/a | n/a | 60% | 70% | Please note that the value and stakeholders perspective are results of the |
| Value | | beneficiaries aged 15-24 | V2.K2. % of Ta'alum participants that have obtained vocational degrees | n/a | Targe | ets to be se | et in line wit and P3.I1. | | P1.I1, | implementation of the strategy and therefore do no have any initiatives assigned |
| Stakeholders | F | S2. Engaged educational institutes that empower Saudi beneficiaries | S2.K1. % average satisfaction rate of educational institutes with Ta'alum participants | n/a | Support for enrollment starts in year 2 - targets to be set when the baseline is established | | | | | assigned |
| | N W W L | P4. Promote work experience | P4.K1. % of Ta'alum participants that have completed internships / work placements at a satisfactory rate as part of their studies | n/a | n/a | n/a | 100% | 100% | 100% | P4.I1. Create network of work experience opportunities |
| ses | ENRO | opportunities for Saudi beneficiaries | P4.K2 . % of organizations enrolled into work experience program for Ta'alum participants | n/a | Targets to be set in line with initiative P4.I1. create network of work experience | | | | | |
| Internal Processes | ш | | P4.K3. % of organizations that offer end-to-end internships and job placements | n/a | | | es – starting | | | |
| ıternal l | | P3. Provide support across | P3.K1. % of implemented counselling/mentoring sessions as per plan | n/a | n/a | n/a 100% 100% 100% | | 100% | P3.I1. Design and launch the Ta'alum students in education support program | |
| _ | | student journey | P3.K2. % satisfaction of Ta'alum participants with support provided throughout enrollment stage | n/a | | | pport for enrollment starts in year 2 - targets be set when the baseline is established | | | |
| | | | P3.K3. Average # of Ta'alum participants by dedicated coach / mentor | n/a | Support to be quantified in targets during implementation of initiative P3.I1. | | | | | |





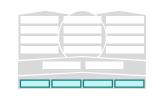
| S. | | Strategic | KPI | | Base- Targets | | | | Churcha ui a luidindin a | | |
|--------------------|------------|---|--|-----|--|--|-----------|---|--|---|--|
| Pers. | Theme | Objective | NFI . | | Y1 | Y2 | Y3 | Y4 | Y5 | Strategic Initiative | |
| Value | | V3. Financially independent Saudi beneficiaries aged 15-24 | V3.K1. % of Ta'alum participants eligible to work that were enabled and no longer rely on support | n/a | Sufficient data is not available right now - targets to be set in year 3 in preparation for when the employment theme is activated in year 4 and onwards | | | | | Please note that the value and stakeholders perspective are results of the implementation of the strategy and therefore do no have any initiatives assigned | |
| Stakeholders | Ļ | S3. Employers that actively employ Saudi beneficiaries | S3.K1 . Average satisfaction rate (%) of employers with Ta'alum participants | n/a | target | s to be set the emplo | in year 3 | lable right i in preparat me is activa vards | ion for | | |
| | EMPLOYMENT | P6. Evaluate the fit between employers and Saudi beneficiaries | P6.K1. % of Ta'alum participants that pass their job probation period | n/a | | Sufficient data is not available right now - targets to be set in year 3 in preparation for when the employment theme is activated in year 4 and onwards | | I | P6.I1. Design and implement the job evaluation program | | |
| SSeS | EMPL | | P6.K2. average satisfaction rate (%) of Ta'alum participants with their jobs | n/a | target | | | ion for | | | |
| Internal Processes | | | P6.K3. % of Ta'alum participants who entered the job market | n/a | | I | I | I | ı | | |
| Intern | | P5. Provide guidance across pre- | P5.K1. % of Ta'alum participants that have received pre-employment and employment support | n/a | Sufficient data is not available right now - targets to be set in year 3 in preparation for | | | | | P5.I1. Develop and implement pre- and employment support plan for Ta'alum student | |
| | | employment & employment stages | P5.K2. % average satisfaction rate of Ta'alum participants with pre-employment and employment support | n/a | when the employment theme is activated in year 4 and onwards | | ated in | | | | |





| Davia | S. | Strategic | VDI. | Base- | | Targets Y1 Y2 Y3 Y4 Y5 | | | Churcha mia lucitiationa | |
|----------|-------------|--|--|-------|------|-----------------------------|-----------------------------|-------------|--------------------------|--|
| Pers. | Theme | Objective | KPI | line | Y1 | | | Y5 | Strategic Initiative | |
| | | E5. Build partnerships, activate and orchestrate the network | E5.K1. % of strategic partnerships activated (agreement signed & operationalized) as per plan | n/a | 100% | 100% | 100% | 100% | 100% | E5.I1. Define the Ta'alum supporting partnerships strategy |
| Enablers | P NETWORK | | E5.K2 . Average satisfaction rate (%) of partners with supported provided/interactions with Ta'alum | n/a | Targ | gets to be s baselii | set after ye ne is estab | | the | |
| Ena | PARTNERSHIP | E6. Connect with contributors, donors and philanthropist s | E6.K1. % of donors returning to provide support to Ta'alum year on year | n/a | | s to be set ection progi | | | | E6.I1. Create and implement stakeholder connection program |
| | | | E6.K2. % growth of donors network | n/a | | s to be set | ram impler | mented in y | vear 4 | |



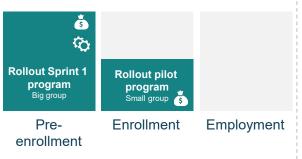


| Dove | S. | Strategic | KPI | Base- Targets | | | | | Charle air Initiative | | |
|----------|--------------|----------------------------------|---|---------------|---|---|-------------------------------|------------|--|--|--|
| Pers. | Theme | Objective | RFI | | Y1 | Y2 | Y3 | Y4 | Y5 | Strategic Initiative | |
| | | E1. Launch Ta'alum in the | E1.K1. # of social media followers across all channels | n/a | Targets to be set in line with a marketing plan that will outline the annual spend, organic and | | | | E1.I1. Detail the operating model of Ta'alum | | |
| | | Kingdom of Saudi Arabia | E1.K2. # of impressions | n/a | | | | | E1.I2. Design and implement the Ta'alum brand and comms. plan | | |
| | | | E1.K3. Social media engagement rate | n/a | n/a | 1% | 2% | 3% | 4% | ra alum brand and comms. plan | |
| | NOI | E2. Attract & retain talented | E2.K1. Employee engagement score | n/a | Targ | | set after ye ne is estab | | the | • E2.I1. Develop and implement the Ta'alum talent acquisition and retention | |
| | IZAT | people to lead Ta'alum | E2.K2. Employee turnover rate | n/a | 15.5% | 15.5% | 15.5% | 15.5% | 15.5% | plan | |
| (A) | ORGANIZATION | | E2.K3 . Average time taken in days from recruitment to signing contract | n/a | 60 Days | 60 Days | 60 Days | 60 Days | 60 Days | | |
| Enablers | _ | E3. Build robust knowledge & | E3.K1. % implementation of knowledge and data management plan and Ta'alum platform | n/a | 100% | n/a | n/a | n/a | n/a | E3.I1. Define Ta'alum knowledge and data management plan E3.I2. Create Ta'alum digital platform | |
| | SUSTAINABLE | data management practice | E3.K2. Average data quality, availability and integrity score | n/a | | Targets to be set after the knowledge and data management plan has been completed | | | | (application & participant platform, website) | |
| | JST/ | E4. Manage funds to | E4.K1. Average organizational cost per beneficiary | n/a | _ | | set in line w I to be crea | | | E4.I1. Detail the Ta'alum financial sustainability plan | |
| | S | empower Ta'alum & | E4.K2. % of non-governmental revenue to operational costs Target | | | et in line w plan starti | | ailing | | | |
| | | Saudi beneficiaries | E4.K3 . % of programs expenses to total expenses | n/a | Targets to be set after detailed initiative sizing is done (e.g. including CAPEX, OPEX) | | | | | | |
| | | | E4.K4 . % financial sustainability costs to financial sustainability returns | n/a | 50% | 40% | 30% 20% 10% | | 10% | | |

Service Offering

Over the coming years, Ta'alum will gradually need to expand its beneficiary base, while activating supporting service offering, capabilities and ecosystem partnerships...

Launch Ta'alum Rollout pilot Initiate planning program for enrollment Small group Enrollment² **Employment** Preenrollment1



Build success stories



assess impact and identify gaps

Seek private funding

Rollout Sprint 2

program

Big group

Initiate planning

for employment

program

\$

Rollout Sprint 2

program

Big group

Apply learnings from previous phase,

Support employment

Ta'alum

Enrollment

Program

Big group

Enrollment

Rollout pilot

program

Employment

Small group

\$

Ta'alum

Pre-enrollment

Program

Big group

Pre-

enrollment

- Explore expansion and refinement of pre-enrollment and enrollment offerings
- Expand the capacity of pre-enrollment and enrollment programs and implement refinement for Sprint 2
- Launch sprint 2 of pre-enrollment and enrollment programs and fund a new batch of beneficiaries
- Continue activating partnerships and advocating for policy implementation

- assess impact and identify gaps
- **Build employment** program structure and prepare for employment support
- Continue funding new set of beneficiaries as part of pre-enrollment and enrollment programs
- Launch employment program pilot and accept home-grown and new applicants
- Continue monitoring social impact and capture success stories

- Build program pilot structure (eligibility criteria, # of seats, required assessments, screening process)
- Identify existing partnerships and policies for implementation
- **Unify data management** efforts in ecosystem
- Kick-off program pilot for preenrollment

into vocational colleges or universities

- Receive and process applications
- Start funding beneficiaries as part of the pre-enrollment pilot program

- Gather lessons learned from pilot program, assess impact and capture success stories
- Refine pre-enrollment program based on lessons learned and expand program capacity and **services** to accommodate for gaps (e.g. mentoring & coaching etc)
- Design services related to enrollment phase (scope, delivery, etc.)
- Launch pre-enrollment sprint 1 and fund new batch of beneficiaries
- Launch enrollment program sprint 1

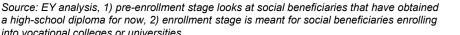
April 2024

April 2025 and beyond

April 2022

April 2023

Funding related service (5) Other services





Beneficiaries



... with the first year's focus on funding related services, while moving towards other services spread across pre-enrollment, enrollment and employment in line with the NGO's transformation

| Services | Details (non-exhaustive) | Pre-enrollment | Enrollment | Employment | | | |
|--------------|--|---------------------------------|--|--------------|--|--|--|
| | A1. Schooling & Tuition Fees | | | | | | |
| • | A2. Housing | | | | | | |
| \$ | A3. Transportation | Support to be offered at year 1 | Support to be offered at year 2 | | | | |
| | A4. Food & Nutrition | onorou ut your r | | | | | |
| A. Funding | A5. Supplies (Books, Clothing, Devices, Other) | | | | | | |
| | B1. Virtual Learning | Suppo | ert to be | | | | |
| B. Learning | B2. In Person Learning | determined | _ Support to be _ | | | | |
| | C1. Academic Guidance | | | explored and | | | |
| | C2. Social Counselling | | upport to be determined ned during year 2 year 3 | | | | |
| C. Mentoring | C3. Career Mentoring | dotominod | during your 2 | , sur | | | |
| | D1. Workshops and Seminars | | | | | | |
| | D2. Delivery Of Training Courses | | ort to be during year 2 | | | | |
| D. Training | D3. Internships Job Shadowing | ueteriiiileu (| during year z | | | | |
| 1 0 | E1. Education Application Support | Support to be | offered at year 2 | | | | |
| 3/11/ | E2. Job Application Support | Support to be | e explored and | | | | |
| E. Matching | E3. Opportunity Matching | determined | after year 3 | | | | |

Source: EY analysis – the portfolio of services will need to be refined as part of the respective 3 design support initiatives for pre-enrollment, enrolment and employment (including the mode of delivery, whether in-house or vs. partnerships, etc.)

Implementation Roadmap

Ta'alum's strategic initiatives will be prioritized based on their strategic impact and ease of implementation...







A1. Strategic importance

How critical is the initiative in safeguarding realization of Ta'alum's strategic direction



A2. Reach

How widespread is the reach of the initiative and does it directly impact the target social beneficiaries





Ease of **Implementation**



B1. Resource & capability requirement

How significant are the resource & capability requirements for the successful implementation of the initiative



B2. Stakeholder complexity

How complex is the stakeholder landscape to implement the initiative



and will be categorized into four dimensions

Prioritization Matrix

| Critical | Critical | Quick-wins | | |
|----------------|--------------|--------------|--|--|
| Transitional | Transitional | Quick-wins | | |
| De-prioritized | Transitional | Transitional | | |



Ease of implementation



Source: EY analysis

Initiative Dimensions

Quick-win initiatives

Initiatives that are relatively straightforward to implement and are key for Ta'alum

Foundational initiatives

Initiatives that are complex to achieve, but are critical for future success of Ta'alum

Transitional initiatives

Impactful initiatives that should be rolled out to prepare for maturing of Ta'alum

De-prioritized initiatives

Initiatives that are not high priority and could be rolled out later in the process

Beneficiaries

Key Activities

Cover the coming years, Ta'alum will gradually need to expand its beneficiary base, while activating supporting service offering, capabilities and ecosystem partnerships

Launch Ta'alum Rollout pilot Initiate planning program for enrollment Small group Enrollment² **Employment** Preenrollment1



Build success stories



Rollout Sprint 2

program

Big group

Pre-



Seek private funding

Rollout Sprint 2

program

Big group

Enrollment

Initiate planning

for employment

program

Employment

- Explore expansion and refinement of pre-enrollment and enrollment offerings
- Expand the capacity of pre-enrollment and enrollment programs and implement refinement for Sprint 2
- Launch sprint 2 of pre-enrollment and enrollment programs and fund a new batch of beneficiaries
- Continue activating partnerships and advocating for policy implementation

Support employment



\$ Ta'alum Ta'alum **Enrollment** Pre-enrollment Rollout pilot **Program Program** program

Preenrollment

Big group

Enrollment

Big group

Employment

Small group

- Build program pilot structure (eligibility criteria, # of seats, required assessments, screening process)
- Identify existing partnerships and policies for implementation
- **Unify data management** efforts in ecosystem
- Kick-off program pilot for preenrollment
- Receive and process applications
- Start funding beneficiaries as part of the pre-enrollment pilot program

- Gather lessons learned from pilot program, assess impact and capture success stories
- Refine pre-enrollment program based on lessons learned and expand program capacity and **services** to accommodate for gaps (e.g. mentoring & coaching etc)
- Design services related to enrollment phase (scope, delivery, etc.)
- Launch pre-enrollment sprint 1 and fund new batch of beneficiaries
- Launch enrollment program sprint 1

- Apply learnings from previous phase, assess impact and identify gaps
- **Build employment** program structure and prepare for employment support
- Continue funding new set of beneficiaries as part of pre-enrollment and enrollment programs
- Launch employment program pilot and accept home-grown and new applicants
- Continue monitoring social impact and capture success stories

April 2022

April 2023

April 2024

April 2025 and beyond

Funding related service (5) Other services



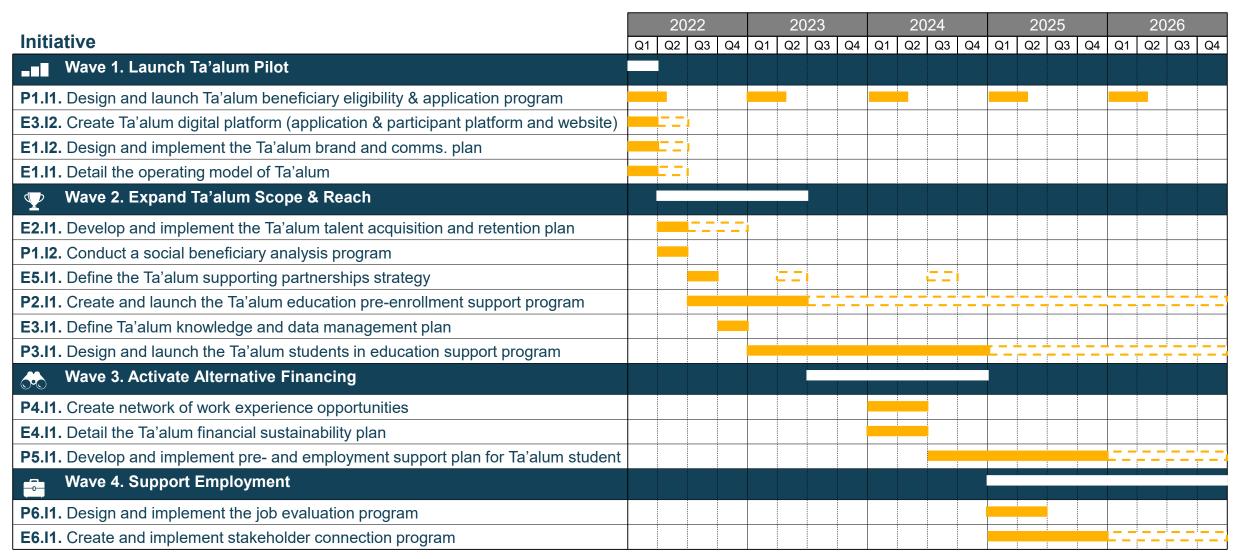


The initiative prioritization exercise has resulted in a point of view on the initiatives that are key for Ta'alum in the near future...

| | High | | and launch the Ta'alum studoport program | dents in | P2.I1. Create and launch the Ta'alum education pre- enrollment support program | Quick Win Initiatives P1.I1. Design and launch Ta'alum beneficiary eligibility & application program E3.I2. Create Ta'alum digital platform (application & participant platform, website) | | | | |
|--------------------|------------------------------|-----------------|---|----------------|---|---|--|--|--|--|
| Strategic Impact 🦟 | Medium | ■ P6.I1. Design | network of work experience and implement the job evaluand implement stakeholder | uation program | E5.I1. Define the Ta'alum supporting partnerships strategy E4.I1. Detail the Ta'alum financial sustainability plan P1.I2. Conduct a social beneficiary analysis program | E1.I2. Design and implement the Ta'alum brand and comms. plan Output Design and implement the Ta'alum brand and comms. | | | | |
| Stra | топ | ■ P5.I1. Develo | De-prioritized Initiatives op and implement pre- and elegant for Ta'alum student | mployment | E3.I1. Define Ta'alum knowledge and data management plan E2.I1. Develop and implement the Ta'alum talent acquisition and retention plan | ■ E1.I1. Detail the operating model of Ta'alum | | | | |
| | | | Low | | Medium | High | | | | |
| | Ease of Implementation 🔻 🐺 🐺 | | | | | | | | | |

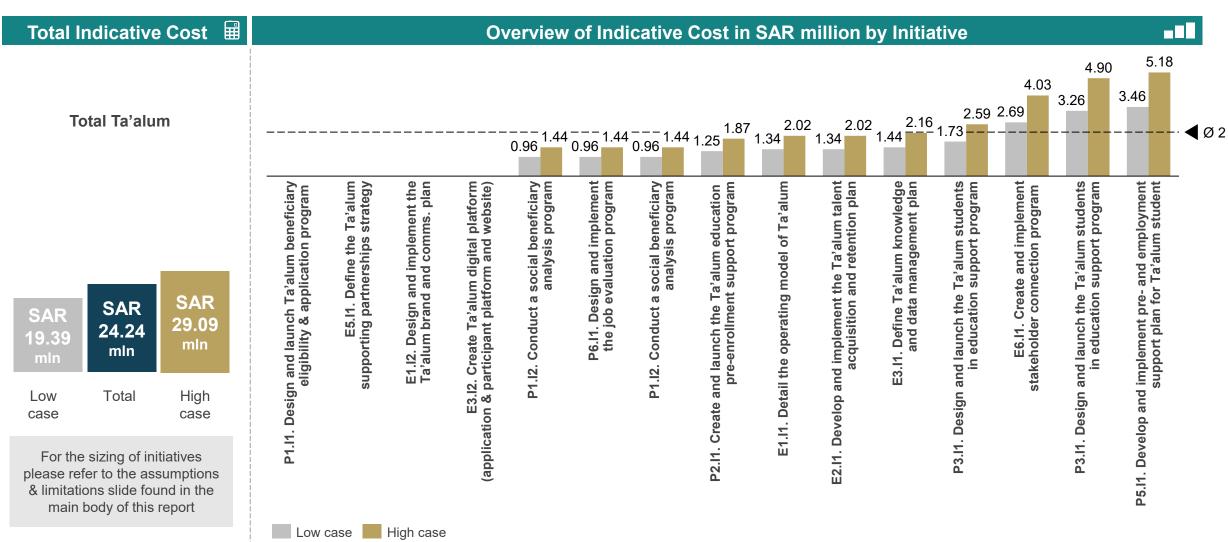


... and accordingly Ta'alum's strategic initiatives were grouped into four implementation waves spread over a five year roadmap





The fifteen initiatives require a budget between SAR 19.39 mln to SAR 29.09 mln over a period of fiveyears





set of assumptions & limitations have guided the initiative detailing & budgeting exercise

- All costs estimations in the initiatives have been identified in SAR
- The indicative cost estimates do not include operational costs required to run or operate "initiatives", such cost estimates are heavily contingent on the design of the initiative in question and cannot be estimated in advance of their design, moreover no CAPEX has been defined
- The costs only accounts for external support from strategy consulting firms only
- The majority of initiatives identified have an element that would require operational running by Ta'alum or other stakeholders, however as mentioned above this is not part of the estimation
- The **price range** in form of a **low case** and **high case** and have been provided to factor in different consultant pricing, approaches to scope, and allocation of resources to deliver these initiatives, while complexity gauges initiative time, effort and difficulty
 - The low case cost estimates represent an indication of the minimum fee which each initiative can be designed/implemented at an acceptable level of quality & speed and is reflected at a -20% cost from the average
 - The **high case cost estimate** represent a reasonable **ceiling for the design and implementation** of each initiative and is reflected at a +20% cost from the average
- Costs do not account for inflation rates that might occur throughout the 5 year prediction period

Appendix





Sections:

Appendix

6a. Strategic Objective Cards

- 6b. Strategic KPI Cards
- 6c. Strategic Initiative Cards



V1. Enrolled Saudi beneficiaries aged 15-24 in education



Objective Description



Enrollment rate among beneficiaries is low, Qiyas test performance is limited. while there is no dedicated support provided to assist beneficiaries in applying to educational institutions.

We are focused on increasing enrollment rate among beneficiaries in the Kingdom aged between 15-24

Through the various programs offered by Ta'alum and the ecosystem it will orchestrate to impact the target segment in the most effective manner.

Objective Owner



To be determined

Strategic Theme





Preenrollment



Enrollment



Employment



Partnership Network



Sustainable **NGO**

Key Performance Indicator



Strategic Initiative



V1.K1. # of Ta'alum participants enrolled in educational institutions

> Please note that the value and stakeholders perspective are results of the implementation of the strategy and therefore do no have any initiatives assigned

Source: EY analysis

What



S1. Highly motivated and happy Saudi beneficiaries that feel supported



Objective Description



The **Ministry's support** to beneficiaries has been mostly "financial" which although impactful, does not necessarily address all concerns.

We are focused on **embodying** that our beneficiaries are at the heart of all decisions taken by Ta'alum. Beneficiaries should be motivated and feel supported across all stages.

Achieved through active and constant engagement with our beneficiaries to understand their needs and challenges

Objective Owner



To be determined

Strategic Theme





Preenrollment



Enrollment



Employment



Partnership Network



Sustainable **NGO**

Key Performance Indicator



Strategic Initiative



\$1.K1. Average satisfaction rate (%) of Ta'alum beneficiaries

> Please note that the value and stakeholders perspective are results of the implementation of the strategy and therefore do no have any initiatives assigned

Source: EY analysis

What



What

Strategic Objective Card:

P2. Provide application support to gain entry to educational institutes



Objective Description



Low levels of enrollment and social stigmas (e.g. limited value perceived by vocational degrees or education) might hinder the uptake of education in the Kingdom for this segment.

We are focused on creating a supportive environment for beneficiaries that will help them select the right educational institutes.

Through a diligently planned and selected service offerings that are shaped and delivered to ensure alignment between ambition and market needs.

Objective Owner



To be determined

Strategic Theme

Pre-

enrollment





Employment



Partnership Network



Sustainable **NGO**

Key Performance Indicator



Strategic Initiative



P2.K1. % of Ta'alum participants accepted by their preferred university/vocational college

Enrollment

P2.K2. % of Ta'alum participants that have received application support from us

P2.I1. Create and launch the Ta'alum education pre-enrollment support program



P1. Identify and reach out to target segment of Saudi beneficiaries



Objective Description



There is a group of beneficiaries that needs our help to break out of the inheritance of social reliance. We need to ensure we select those that need it and are most receptive to our support.

We are focused on **helping**beneficiaries that **we believe will benefit most** from our support.

Through a targeted application, selection and acceptance program that is built on the foundations of truly understanding our segment.

Objective Owner



To be determined

Strategic Theme

Pre-

enrollment





مهم

NGO

Employment

Partnership Network

Sustainable NGO

Key Performance Indicator



Strategic Initiative



 P1.K1. % of accepted Ta'alum participants out of targeted social beneficiaries

Enrollment

- P1.K2. # of registrations / applications on Ta'alum portal
- **P1.I1.** Design and launch Ta'alum beneficiary eligibility & application program
- P1.I2. Conduct a social beneficiary analysis program







Theme Description

Ta'alum will enable eligible social beneficiary youth to successfully complete their tertiary education (universities and vocational colleges) by offering them the support system they need.

Ta'alum supports beneficiaries between 15 – 24 years old across the **enrollment stage** which covers students currently enrolled in tertiary education. We design & deliver programs and services tailored to the challenges faced by these beneficiaries throughout the enrollment stage including, but not limited to funding academic and career mentoring.

Eligible social beneficiaries are young people in the Kingdom between the age of 15 – 24 currently receiving aid through MHRSD's social pension schemes (either directly or indirectly) and meet the enrollment criteria defined by Ta'alum.



Strategic Objectives



Graduated Saudi beneficiaries aged 15-24



Engaged educational institutes that empower Saudi beneficiaries



Promote work experience opportunities for Saudi beneficiaries



Provide **support** across **student**



What

Strategic Objective Card:

V2. Graduated Saudi beneficiaries aged 15-24



Objective Description



The **Kingdom** faces **low** levels of enrollment among beneficiaries, while **Qiyas** test results are **poor** – making it difficult for beneficiaries to gain entry into strong educational institutes.

For the long-term **success** of the Kingdom, it is **key** that beneficiaries receive quality education.

Through the various programs offered by Ta'alum and the ecosystem it will orchestrate to impact the target segment in the most effective manner.

Objective Owner



To be determined

Strategic Theme





Preenrollment



Enrollment



Employment



Partnership Network



Sustainable **NGO**

Key Performance Indicator



Strategic Initiative



- V2.K1. % graduation rate amongst Ta'alum participants
- V2.K2. % of Ta'alum participants that have obtained vocational degrees

Please note that the value and stakeholders perspective are results of the implementation of the strategy and therefore do no have any initiatives assigned



S2. Engaged educational institutes that empower Saudi beneficiaries



Objective Description



Beneficiaries in the Kingdom are perceived to require more individual support, while **uptake** of beneficiaries is not enforced by the Govt. in the educational landscape of KSA.

We are focused on **ensuring** our target segment is intentionally groomed to meet educational institute demands and become exemplary students.

Through a **stakeholder** engagement approach with the private sector throughout the program to ensure market needs are addressed at early stages.

Objective Owner



To be determined

Strategic Theme





Preenrollment



Enrollment



Employment



Partnership Network



Sustainable **NGO**

Key Performance Indicator



Strategic Initiative



S2.K1. Average satisfaction rate (%) of educational institutes with Ta'alum participants

Please note that the value and stakeholders perspective are results of the implementation of the strategy and therefore do no have any initiatives assigned



P4. Promote work experience opportunities for Saudi beneficiaries



Objective Description



Youth in the Kingdom are less likely to immerse themselves into the professional world until after graduation – this results in not understanding the environment and being slower at adapting.

We are focused on **promoting** our **target segment** to leverage work **experience opportunities** throughout their **education journey**.

Through **matching** work **opportunities** based on a compelling **portfolio** of opportunities **consisting** of **private** and **public** companies.

Objective Owner



To be determined

Strategic Theme





Preenrollment



Enrollment



Employment



Partnership Network



Sustainable NGO

Key Performance Indicator



Strategic Initiative



- P4.K1. % of Ta'alum participants that have completed internships / work placements at a satisfactory rate as part of their studies
- P4.K2. % of planned organizations enrolled into work experience program for Ta'alum participants
- P4.K3. % of organizations that offer endto-end internships and job placements

P4.I1. Create network of work experience opportunities



P3. Provide support across student journey



Objective Description



Enrollment rate among beneficiaries is low and there is limited support provided in the Kingdom to beneficiaries across the educational journey for those that are enrolled.

We are focused on **providing** key **support** across the **student journey** for our target segment to ensure they are able to enjoy quality education that will set them up for success.

Through a diligently planned and selected services that are shaped and delivered in alignment with market needs.

Objective Owner



To be determined

Strategic Theme





Preenrollment



Enrollment



Employment



Partnership Network



Sustainable **NGO**

Key Performance Indicator



Strategic Initiative



- P3.K1. % of implemented counselling/mentoring sessions as per plan
- **P3.K2.** Average satisfaction rate (%) of Ta'alum participants with support provided throughout enrollment stage
- **P3.K3.** Average # of Ta'alum participants by dedicated coach / mentor

P3.I1. Design and launch the Ta'alum students in education support program







Theme Description

Ta'alum will empower the eligible social beneficiary youth enter the job market and kick off a career that is full of opportunities, satisfactory and will result in long-term financial independence with no further reliance on Governmental financial aid.

Ta'alum supports beneficiaries between 15 – 24 years old across the **employment stage** which covers fresh graduates find dignified jobs and internships that will pave the way to prosperous career. We design & deliver programs and services tailored to the challenges faced throughout the stage including but not limited to funding, career mentoring and job matching.

Eligible social beneficiaries are young people in the Kingdom between the age of 15 – 24 currently receiving aid through MHRSD's social pension schemes (either directly or indirectly) and meet the employment criteria defined by Ta'alum.

Strategic Objectives



Financially independent Saudi beneficiaries aged 15-24



Employers that actively employ Saudi beneficiaries



Evaluate the **fit** between employers and Saudi beneficiaries



Provide guidance across preemployment & employment stages



V3. Financially independent Saudi beneficiaries aged 15-24



Objective Description



Social beneficiaries are less likely to find **high paying jobs** due to social and academic challenges. It is crucial to help them break the inherited social reliance cycle and achieve financial independence.

For the **long-term success** of the Kingdom it is key that the number of beneficiaries declines.

Through the various programs offered by Ta'alum and the ecosystem it will orchestrate to impact the target segment in the most effective manner.

Objective Owner



To be determined

Strategic Theme





Preenrollment



Enrollment



Employment



Partnership Network



Sustainable **NGO**

Key Performance Indicator



Strategic Initiative



V3.K1. % of Ta'alum participants eligible to work that were enabled and no longer rely on support

Please note that the value and stakeholders perspective are results of the implementation of the strategy and therefore do no have any initiatives assigned



S3. Employers that actively employ Saudi beneficiaries



Objective Description



There is a **strong belief** among employers that the educational system is **not aligned** to **market** needs.

We are focused on **ensuring** our target segment is intentionally groomed in line with market needs and are very attractive to employ.

Through a **stakeholder engagement** approach with the **private sector** throughout the program to ensure market needs are addressed at early stages.

Objective Owner



To be determined

Strategic Theme













Preenrollment **Enrollment**

Employment

Partnership Network

Sustainable **NGO**

Key Performance Indicator



Strategic Initiative



S3.K1. Average satisfaction rate (%) of employers with Ta'alum participants

> Please note that the value and stakeholders perspective are results of the implementation of the strategy and therefore do no have any initiatives assigned



P6. Evaluate the fit between employers and Saudi beneficiaries



Objective Description



Beneficiaries are more likely to accept jobs that will result in an immediate stable source of income - however they **do not** necessarily consider long-term viability and social fit.

We are focused on **ensuring** our beneficiaries are happy with the jobs that they have been able to secure and employers are satisfied.

Through a **job evaluation program** that helps beneficiaries understand what to look for in jobs and how to shape their career.

Objective Owner



To be determined

Strategic Theme





Preenrollment



Enrollment



Employment



Partnership Network



Sustainable **NGO**

Key Performance Indicator



Strategic Initiative



- **P6.K1.** % of Ta'alum participants that pass their job probation period
- **P6.K2.** Average satisfaction rate (%) of Ta'alum participants with their jobs
- P6.K3. % of Ta'alum participants who entered the job market

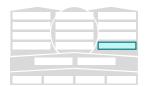
P6.I1. Design the job evaluation program

Source: EY analysis

What



P5. Provide guidance across pre-employment & employment stages



Objective Description



The target segment faces issues in securing viable employment opportunities and materializing this into dignified jobs.

We are focused on **providing key** guidance **across pre-employment & employment stages** to our target segment that will **safeguard** their **success in employment**.

Through a diligently planned and selected service offering that is shaped and delivered in alignment with market needs.

Objective Owner



To be determined

Strategic Theme





Preenrollment



Enrollment



Employment



Partnership Network



Sustainable NGO

Key Performance Indicator



Strategic Initiative



- P5.K1. % of Ta'alum participants that have received pre-employment and employment support
- **P5.K2.** % average satisfaction rate of Ta'alum participants with pre-employment and employment support

P5.I1. Develop and implement pre- and employment support plan for Ta'alum student







Theme Description

Ta'alum needs to unify efforts and will orchestrate a world class network of partners that rallies around a common purpose and support achieving our agenda in helping, enabling and empowering youth social beneficiaries in the Kingdom of Saudi Arabia gain access to quality education, find dignified jobs and become financially independent.

Our network of partners will consist of many different players that are necessary to achieve our ambition, e.g.:

- Donors, philanthropists and organizations within the non-profit space
- Government entities and private sectors organizations
- Local, regional and international players

Partnerships will be **diligently sought** on a local, regional and international level and activated to support the beneficiaries across the pre-enrollment, enrollment and employment stages.



Strategic Objectives



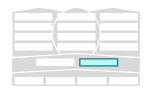
Build partnerships, activate and orchestrate the network



Connect with contributors, donors and philanthropists



E6. Connect with contributors, donors and philanthropists



Objective Description



Many not-for-profit organizations in the world face financial sustainability issues and rely on governmental support or have limited diversity in their income, Ta'alum will face this hurdle.

We are focused on **finding** alternative What financing solutions for Ta'alum to solidify its long-term independence.

Through **connecting** and **building** long-term relationships with contributors, donors and philanthropists all across the globe that matter.

Objective Owner



To be determined

Strategic Theme





Preenrollment



Enrollment



Employment



Partnership Network



Sustainable **NGO**

Key Performance Indicator







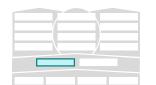


- **E6.K1.** % of donors returning to provide support to Ta'alum year on year
- **E6.K2.** % growth of donors network

E6.I1. Create and implement stakeholder connection program



E5. Build partnerships, activate and orchestrate the network



Objective Description



There are several existing capabilities and efforts in the ecosystem of the Kingdom, however no one has **unified efforts** and truly orchestrates end-to-end delivery to our target segment

We are focused on identifying and activating a network of strategic partnerships that will bring value to our **beneficiaries** and together deliver on our promise.

Achieved through a refined partnership strategy and approach that will allow us to bring the right capabilities for the right support.

Objective Owner



To be determined

Strategic Theme











Employment

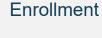


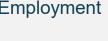
Partnership Network



Sustainable **NGO**

Preenrollment









E5.K1. % of strategic partnerships activated (agreement signed & operationalized) as per plan

Key Performance Indicator

E5.K2. Average satisfaction rate (%) of partners with supported provided/interactions with Ta'alum

E5.I1. Define the Ta'alum supporting partnerships strategy







Theme Description

Ta'alum cannot support the youth social beneficiaries in the Kingdom unless it creates an enabling foundation and truly aims to **become sustainable** in the manner the organization is run. It is key that we position ourselves in the right manner, attract and retain talents that can lead our organization, take decisions based on quality data and ensure our funds are used in a sustainable manner both internally and for our beneficiaries.



Strategic Objectives



Launch Ta'alum in the Kingdom of Saudi Arabia



Attract & retain talented people to lead Ta'alum



Build robust knowledge & data management practice



Manage funds to empower Ta'alum & Saudi beneficiaries



E4. Manage funds to empower Ta'alum & Saudi beneficiaries



Objective Description



Financial resources are scarce for not-for-profit organizations, and therefore it is key to be efficient and effective with the funds provided.

We are focused on embedding sustainable financial practices within our way of working to support beneficiaries in the best manner.

Through a **clear funding approach** that aims to diversify income and ensure the organization is agile while beneficiaries are the focus of spend

Objective Owner



To be determined

Strategic Theme





Preenrollment



Enrollment



Employment



Partnership Network



Sustainable **NGO**

Key Performance Indicator



Strategic Initiative



- **E4.K1.** Average organizational cost per beneficiary
- **E4.K2.** % of non-governmental revenue to operational costs
- **E4.K3.** % of programs expenses to total expenses
- **E4.K4.** % financial sustainability costs to financial sustainability returns

E4.I1. Detail the Ta'alum financial sustainability plan

Source: EY analysis

What



E3. Build robust knowledge & data management practice



Objective Description



Data on the target segment of youth beneficiaries in the Kingdom aged between 15-24 is highly scattered across the ecosystem, unavailable or in **poor quality.**

We are focused on creating an endto-end view to generate key insights and truly drive decisionmaking that brings evidence based impact to the target segment.

Through **setting out** a clear knowledge and data management *plan* and implementing a top-notch online platform with key data available for all.

Objective Owner



To be determined

Strategic Theme





Preenrollment



Enrollment



Employment



Partnership Network



Sustainable **NGO**

Key Performance Indicator





- **E3.K1.** % implementation of knowledge and data management plan and Ta'alum platform
- **E3.K2.** Average data quality, availability and integrity score

Strategic Initiative



- management plan **E3.12.** Create Ta'alum digital platform
- (application & participant platform, website)



E2. Attract & retain talented people to lead Ta'alum



Objective Description



Finding and retaining top talents is difficult for not-for-profit organizations, but they are extremely critical for the success of our organization.

We are **focused** on creating an attractive environment for talented people in the Kingdom of Saudi Arabia.

Through a clear approach on recruitment and putting our efforts into what matters most.

Objective Owner



To be determined

Strategic Theme













Partnership Network



Sustainable NGO

Preenrollment







Strategic Initiative



- **E2.K1.** Employee engagement score
- **E2.K2.** Employee turnover rate

Key Performance Indicator

E2.K3. Average time taken in days from recruitment to signing contract

E2.I1. Develop and implement the Ta'alum talent acquisition and retention plan



E1. Launch Ta'alum in the Kingdom of Saudi Arabia



Objective Description



There is a lack of NGOs in Saudi Arabia that focus on beneficiaries aged between 15-24 years in the Kingdom. Ta'alum wishes to bridge the gap and launch as a high impact NGO in the Kingdom of Saudi Arabia.

We are **focused** on providing support through various services, **raise awareness** and **share success stories** to the general public to increase participation.

Through a highly effective way of working and to the point brand management and communication.

Objective Owner



To be determined

Strategic Theme







Preenrollment



Enrollment



Employment



Partnership Network

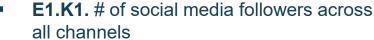


Sustainable NGO

Key Performance Indicator







- **E1.K2.** # of impressions
- E1.K3. Social media engagement rate

Strategic Initiative



- **E1.I1.** Detail the operating model of Ta'alum
- E1.I2. Design and implement the Ta'alum brand and comms. plan

Source: EY analysis

What





Sections:

Appendix

6a. Strategic Objective Cards

6b. Strategic KPI Cards

6c. Strategic Initiative Cards





★ Strategic Objective

Key Performance Indicators

- **V1.** Enrolled Saudi beneficiaries aged 15-24 in education
- V1.K1. # of Ta'alum participants enrolled in educational institutions

- Highly motivated and happy Saudi beneficiaries that feel supported
- **S1.K1.** Average satisfaction rate (%) of Ta'alum participants

P2. Provide application support to gain entry to educational institutes

- P2.K1. % of Ta'alum participants accepted by their preferred university/vocational college
- P2.K2. % of Ta'alum participants that have received application support from us

- P1. Identify and reach out to target segment of Saudi beneficiaries
- P1.K1. % of accepted Ta'alum participants out of targeted social beneficiaries
- P1.K2. # of registrations / applications on Ta'alum portal





| Strategic Objective | P | KPI Name | KPI Description | |
|--|----------|--|--|---|
| Enrolled Saudi beneficiaries aged 15-24 in education | | # of Ta'alum participants enrolled in educational institutions | Tracks the number of Ta'alum participants whom have been successfully enrolled in educational institutes (universities and vocational colleges). This KPI will allow us to understand whether we are successfully helping Ta'alum participants enroll into institutes | е |
| KPI Owner | * | Source of Data | | |
| To be determined | | Report | | |

| Polarity <u>•</u> •• | Category <u></u> | Periodic Measurement 🕓 | Measurement Unit |
|----------------------|------------------|------------------------|------------------|
| Ascending | Strategic | Semi-annually # | |
| | | | |

| Calculation Method | | | Ta | ırgets | | ් |
|--|----------|------------|--------------|-------------------------|------------------|-----------|
| Total number of Ta'alum participants enrolled in educational institutions for the respective | Baseline | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| period | n/a | Targets to | be refined b | pased on outpu P1.I2 | ut of initiative | P1.I1 and |





| KPI Name | KPI Description |
|---|---|
| Average satisfaction rate (%) of Ta'alum participants | Tracks the satisfaction rate of Ta'alum participants with the pre- enrollment support provided through the Ta'alum program. This KPI is key in understanding the pain points and opportunity areas that can |
| | be leveraged to drive improvements . |
| Source of Data | |
| Survey | |
| | |
| | Average satisfaction rate (%) of Ta'alum participants Source of Data |

| Polarity <u>•</u> •• | Category <u></u> | Periodic Measurement 🕓 | Measurement Unit |
|----------------------|------------------|------------------------|------------------|
| Ascending | Strategic | Quarterly | % |
| | | | |

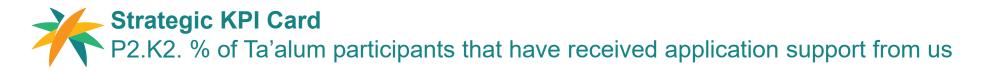
| Calculation Method | | | ල් | | | |
|--|----------|--------|-----------------|--------------------------------|---------------|--------|
| (Satisfaction score of surveyed Ta'alum participants for respective period / total number of | Baseline | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| | n/a | Targe | ets to be set a | after year 1 wl established | hen the basel | ine is |

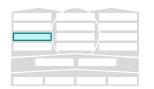


| Strategic Objective 🚀 | KPI Name | KPI Description |
|---|---|--|
| Provide application support to gain entry to educational institutes | % of Ta'alum participants accepted by their preferred university/vocational college | Tracks the portion of Ta'alum participants who were accepted into the preferred universities/vocational colleges. This KPI will enable us to understand whether Ta'alum participants are making realistic choices |
| | | (e.g. not trying to get into educational institutes that are beyond their reach), and whether we are adequately guiding them in the decision- |
| KPI Owner | Source of Data | making process. |
| To be determined | Survey | |

| Polarity 🔐 | Category <u></u> | Periodic Measurement 🕓 | Measurement Unit |
|------------|------------------|------------------------|------------------|
| Ascending | Strategic | Semi-annually | % |
| | | | |

| Calculation Method | | Targets Voar 4 | | | | ø |
|--|----------|----------------|---------------|--------------------------------|--------------|---------|
| (Total number of Ta'alum participants accepted by their preferred university/vocational | Baseline | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| college during the period / Total number of Ta'alum participants that applied during the period)*100 | n/a | Targe | ets to be set | after year 1 wl established | hen the base | line is |





| Strategic Objective | KPI Name | KPI Description |
|---|--|--|
| Provide application support to gain entry to educational institutes | % of Ta'alum participants that have received application support from us | Tracks the number of Ta'alum participants who received support by the Ta'alum program during their educational institute application process . This KPI provides insights on how to improve the process , how receptive the participants are to our support and whether our |
| KPI Owner | Source of Data | support is fit for purpose. |
| To be determined | Survey | |

| Polarity 🔐 | Category | Periodic Measurement 🕓 | Measurement Unit | |
|------------|-----------|------------------------|------------------|--|
| Ascending | Strategic | tegic Semi-annually % | | |
| | | | | |

| Calculation Method | | Targets Baseline Year 1 Year 2 Year 3 Year 4 | | | | ල් |
|--|----------|---|--------|--------|--------|-----------|
| (Number of Ta'alum participants that have received application support during the period / | Baseline | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| Total number of Ta'alum participants in pre-enrollment stage) *100 | n/a | n/a | 100% | 100% | 100% | 100% |





| Strategic Objective 🚀 | KPI Name | KPI Description | | | | | |
|---|---|---|--|--|--|--|--|
| Identify and reach out to target segment of Saudi beneficiaries | % of accepted Ta'alum participants out of targeted social beneficiaries | Tracks the number of targeted social beneficiaries who have applie the program and been accepted to join the Ta'alum program as a participant. This KPI is key in understanding whether the target | | | | | |
| | | segments (e.g. from region x, etc.) we wish to support through Ta'alum are receptive and willing to participate in the program. | | | | | |
| KPI Owner | Source of Data | are receptive and willing to participate in the program. | | | | | |
| To be determined | Report | | | | | | |
| | | | | | | | |

| Polarity 🔐 | Category | Periodic Measurement 🕓 | Measurement Unit |
|------------|-----------|------------------------|------------------|
| Ascending | Strategic | Semi-annually | % |
| | | | |

| Calculation Method | | Targets | | | | ර |
|---|----------|------------|--------------|------------------------|------------------|-----------|
| (Number of accepted Ta'alum participants by sub-group in the respective period / Total number of Ta'alum applications by sub-group)*100 | Baseline | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| | n/a | Targets to | be refined b | ased on outpu P1.I2 | ut of initiative | P1.I1 and |





| Strategic Objective | P | KPI Name | KPI Description |
|---|----------|---|--|
| Identify and reach out to target segment of Saudi beneficiaries | | # of registrations / applications on Ta'alum portal | Tracks the number of people who are applying for the Ta'alum program on the portal . This KPI gives us a general understanding of the interest in the Ta'alum program, if the registrations / applications are significantly higher than the planned pool for support the program could |
| KPI Owner | * | Source of Data | consider increasing the number participants it wishes to accept. |
| To be determined | | Report | |

| Polarity <u>•</u> •• | Category | Periodic Measurement 🕓 | Measurement Unit |
|----------------------|-----------|------------------------|------------------|
| Ascending | Strategic | Annually | # |
| | | | |

| Calculation Method | | Targets | | | | ් |
|--|----------|------------|--------------|-------------------------|------------------|-----------|
| The total number of registrations / applications on the Ta'alum portal for the respective period | Baseline | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| | n/a | Targets to | be refined b | pased on outpu P1.I2 | ut of initiative | P1.I1 and |

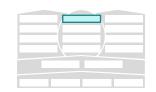


| ∦ Stra | tegic Objective | Key Performance Indicators | | | | | |
|-----------------|---|--|--|--|--|--|--|
| V2. ≈ | Graduated Saudi beneficiaries aged 15-24 | V2.K1. % graduation rate amongst Ta'alum participants V2.K2. % of Ta'alum participants that have obtained vocational degrees | | | | | |
| S2. ♦ | Engaged educational institutes that empower Saudi beneficiaries | ■ S2.K1. Average satisfaction rate (%) of educational institutes with Ta'alum participants | | | | | |
| P4. | Promote work experience opportunities for Saudi beneficiaries | P4.K1. % of Ta'alum participants that have completed internships / work placements at a satisfactory rate as part of their studies P4.K2. % of planned organizations enrolled into work experience program for Ta'alum participants P4.K3. % of organizations that offer end-to-end internships and job placements | | | | | |
| P3. | Provide support across student journey | P3.K1. % of implemented counselling/mentoring sessions as per plan P3.K2. Average satisfaction rate (%) of Ta'alum participants with support provided throughout enrollment stage | | | | | |

P3.K3. Average # of Ta'alum participants by dedicated coach / mentor

Source: EY analysis, for KPI cards kindly refer to the appendix





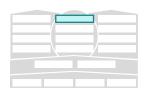
| Strategic Objective | KPI Name | KPI Description | | | |
|---|--|--|--|--|--|
| Graduated Saudi beneficiaries aged 15 24 | % graduation rate amongst Ta'alum participants | Tracks the number of Ta'alum participants that were in their graduation year that successfully graduated from the educational institutes (universities/vocational colleges). This KPI provides insight on how successful our support has been in empowering participants to | | | |
| KPI Owner | Source of Data | successfully graduate by meeting the minimum standards or a | | | |
| To be determined | Report | | | | |

| Polarity 🔐 | Category <u></u> | Periodic Measurement 🕔 | Measurement Unit |
|------------|------------------|------------------------|------------------|
| Ascending | Strategic | Semi-annually | % |
| | | | |

| Calculation Method | Targets | | | ් | | |
|---|---------------------|--------|--------|--|--------|--------|
| (The number of Ta'alum participants that have graduated in the respective period / The total number of graduation year Ta'alum participants in the respective period)*100 | Baselin e | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| | n/a Enrollment d | | | n/a nmendation to not ta system until year 3 | | |

Source: EY analysis, Educationdata.org USA, UNCF USA - offering a six-year graduation program to 10k students annually and has been able to achieve 70% graduation rates, which is 9% higher than the national average for all students at fouryear colleges





| Strategic Objective | KPI Name | KPI Description |
|--|---|---|
| Graduated Saudi beneficiaries aged 15- 24 | % of Ta'alum participants that have obtained vocational degrees | Tracks the number of Ta'alum participants that opted for vocational colleges and have successfully graduated . This KPI provides insight on the success rate of Ta'alum participants in completing their vocational college degrees |
| KPI Owner | Source of Data | |
| To be determined | Report | |

| Polarity <u>•</u> | Category <u></u> | Periodic Measurement 🕓 | Measurement Unit |
|-------------------|------------------|------------------------|------------------|
| Ascending | Strategic | Semi-annually | % |
| | | | |

| Calculation Method | | Targets | | | | ් |
|--|--------------|---------|----------------|-------------------|----------------|----------|
| (The number of Ta'alum participants that have graduated from vocational colleges in the respective period / The total number of vocational college graduation year Ta'alum | Baselin e | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| participants in the respective period)*100 | n/a | Targets | to be set in l | line with initiat | ive P1.I1, and | d P3.I1. |



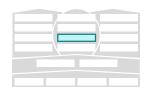
| | KPI Description | • | KPI Name | 20 | Strategic Objective |
|--------------------------------|---|---------|---|----|---|
| is KPI is key in | Tracks the satisfaction rate of educational institutes (universities a vocational colleges) with Ta'alum participants. This KPI is key in understanding the pain points and opportunity areas that can be a second to drive improvements. | | Average satisfaction rate (%) of educational institutes with Ta'alum participants | | Satisfied educational institutes the empower Saudi beneficiaries |
| | leveraged to drive improvements. | | | | |
| | | \succ | Source of Data | | KPI Owner |
| | | | Survey | | To be determined |
| | | | | | |
| į | vocational colleges) with Ta'alum participants. Thi | | institutes with Ta'alum participants Source of Data | | empower Saudi beneficiaries KPI Owner |

| Polarity <u>•</u> •• | Category <u></u> | Periodic Measurement 🕓 | Measurement Unit |
|----------------------|------------------|------------------------|------------------|
| Ascending | Strategic | Annually | % |
| | | | |

| Calculation Method | Targets | | | | ල් | |
|---|--------------|---------|--------|------------------------------------|-----------|-----------|
| (Satisfaction score of surveyed educational institutes for respective period / total number of educational institutes surveyed for respective period)*100 | Baselin e | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| | n/a | Support | | nt starts in yea baseline is es | | to be set |

Strategic KPI Card

P4.K1. % of Ta'alum participants that have completed internships / work placements at a satisfactory rate as part of their studies



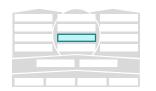
KPI Definition

| Strategic Objective | KPI Name | KPI Description |
|---|---|--|
| Promote work experience opportunities for Saudi beneficiaries | % of Ta'alum participants that have completed internships / work placements at a satisfactory rate as part of their studies | Tracks the number of Ta'alum participants who've successfully completed internships/work placements with results that were up to satisfactory standards/expectations (evaluated through both the educational institute, Ta'alum and the employer). This KPI is critical in |
| KPI Owner | Source of Data | understanding whether Ta'alum participants are meeting requirements and showcase readiness to enter the job market . |
| To be determined | Report | |

| Polarity 🔐 | Category <u></u> | Periodic Measurement 🕓 | Measurement Unit |
|------------|------------------|------------------------|------------------|
| Ascending | Strategic | Semi-annually | % |
| | | | |

| Calculation Method | Targets | | © | | | |
|--|--------------|--------|----------|--------|--------|--------|
| (Total number of Ta'alum participants whom completed internships / work placements at a satisfactory rate during the respective period / Total number of Ta'alum participants whom | Baselin e | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| completed internships / work placements)*100 | n/a | n/a | n/a | 100% | 100% | 100% |

Strategic KPI Card P4.K2. % of planned organizations enrolled into work experience program for Ta'alum participants



KPI Definition

| Strategic Objective | KPI Name | KPI Description |
|---|---|---|
| Promote work experience opportunities for Saudi beneficiaries | % of planned organizations enrolled into work experience program for Ta'alum participants | Tracks the number of organizations that are part of the Ta'alum work experience program and will allocate dedicated slots to Ta'alum participants. This KPI gives us insight on the pool of organizations that are willing to provide work experience for Ta'alum participants . |
| KPI Owner | Source of Data | |
| To be determined | Report | |
| | | |

| Polarity 🔐 | Category <u></u> | Periodic Measurement 🕓 | Measurement Unit |
|------------|------------------|------------------------|------------------|
| Ascending | Strategic | Semi-annually | % |
| | | | |

| Calculation Method | | Targets | | | ල් | |
|---|--------------|---------|--------|--|-----------|--------|
| (Number of planned organizations that enrolled into the work experience program for the respective period / Total number of organizations that were planned for the work experience | Baselin e | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| program for the respective period)*100 | n/a | • | | e with initiative opportunities - | | |





| Strategic Objective | KPI Name | KPI Description |
|---|---|---|
| Promote work experience opportunities for Saudi beneficiaries | % of organizations that offer end-to-end internships and job placements | Tracks the number of organizations that are able to offer end-to-end internships down to job placement offers to Ta'alum participants . This KPI will allow us to understand whether we are able to build long-term partnerships with key companies and support participants line up |
| KPI Owner | Source of Data | offers prior to graduation. |
| To be determined | Report | |
| | | |

| Polarity 🔐 | Category <u></u> | Periodic Measurement 🕓 | Measurement Unit | | |
|------------|------------------|------------------------|------------------|--|--|
| Ascending | Strategic | Semi-annually | % | | |
| | | | | | |

| Calculation Method | | Targets | | | | ් | |
|---|--------------|---------|--------|--|--------|---------------|--|
| (Number of organizations that offer end-to-end internships and job placements during the respective period / Total number of Ta'alum work experience program organizations)*100 | Baselin e | Year 1 | Year 2 | Year 3 | Year 4 | Year 4 Year 5 | |
| respective period / Total Hamber of Ta alam work experience program organizations) Too | n/a | _ | | e with initiative opportunities - | | | |





| Strategic Objective | KPI Name | KPI Description |
|--|---|--|
| Provide support across student journey | % of implemented counselling/mentoring sessions as per plan | Tracks the number of counselling/mentoring sessions for Ta'alum participants . This KPI is important to gauge whether the planned counselling/mentoring support is happening during enrollment for relevant Ta'alum participants. |
| KPI Owner | Source of Data | relevant la alam participanto. |
| KPI Owner | Source of Data | |
| To be determined | Report | |
| | · | |
| | | |

| Polarity <u>•</u> | Category <u></u> | Periodic Measurement 🕓 | Measurement Unit |
|-------------------|------------------|------------------------|------------------|
| Ascending | Strategic | Semi-annually | % |
| | | | |

| Calculation Method | | | Та | rgets | | ර |
|---|--------------|--------|--------|--------|--------|----------|
| (Total number of implemented counselling/mentoring sessions by enrollment Ta'alum participant for the respective period / Total number of planned counselling/mentoring | Baselin e | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| sessions by enrollment Ta'alum participant for the respective period)*100 | n/a | n/a | 100% | 100% | 100% | 100% |

Strategic KPI Card



P3.K2. Average satisfaction rate (%) of Ta'alum participants with support provided throughout enrollment stage

KPI Definition

| Strategic Objective | KPI Name | KPI Description |
|---|----------------|---|
| Average satisfaction rate (%) of Ta'alum participants with support provided throughout enrollment stage | | Tracks the satisfaction rate of Ta'alum participants with the support received throughout their enrollment stage . This KPI is key in understanding the pain points and opportunity areas that can be leveraged to drive improvements . |
| KPI Owner | Source of Data | |
| To be determined | Survey | |
| | | |

| Polarity <u>•</u> | Category <u></u> | Periodic Measurement 🕓 | Measurement Unit |
|-------------------|------------------|------------------------|------------------|
| Ascending | Strategic | Semi-annually | % |
| | | | |

| Calculation Method | Targets | | | | ් | |
|---|--------------|---------|--------|--|----------|-----------|
| (Satisfaction score of surveyed Ta'alum participants on enrollment stage support for respective period / total number of Ta'alum participants surveyed part of enrollment stage for | Baselin e | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| respective period)*100 | n/a | Support | | nt starts in yea baseline is es | • | to be set |





| Strategic Objective 🚀 | KPI Name | KPI Description |
|--|---|---|
| Provide support across student journey | Average # of Ta'alum participants by dedicated coach / mentor | Tracks how many Ta'alum participants are assigned to a respective coach / mentor during the enrollment stage. This KPI will allow us to better understand the workload of coaches and mentors, while also |
| | | determining whether participants are receiving enough individual attention. |
| KPI Owner 🕍 | Source of Data | attention. |
| To be determined | Report | |
| | | |

| Polarity 🔐 | Category <u></u> | Periodic Measurement 🕓 | Measurement Unit |
|------------|------------------|------------------------|------------------|
| Ascending | Strategic | Annually | # |
| | | | |

| Calculation Method | | Targets | | | | ් |
|---|--------------|------------|--------|--------------------------------------|--------|-------------|
| (Total number of enrollment stage Ta'alum participants for the respective period / Total number of dedicated coaches & mentors for the enrollment stage within the respective | Baselin e | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| period)*100 | n/a | Support to | | ed in targets du initiative P3.I1 | | entation of |





Strategic Objective

Key Performance Indicators



Financially independent Saudi beneficiaries aged 15-24 ■ **V3.K1.** % of Ta'alum participants eligible to work that were enabled and no longer rely on support



Employers that actively employ Saudi **beneficiaries**

■ **S3.K1.** Average satisfaction rate (%) of employers with Ta'alum participants



Evaluate the **fit** between **employers** and Saudi **beneficiaries**

- P6.K1. % of Ta'alum participants that pass their job probation period
- P6.K2. average satisfaction rate (%) of Ta'alum participants with their jobs
- P6.K3. % of Ta'alum participants who entered the job market

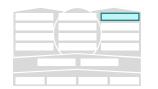
P5.

Provide **guidance** across **pre-employment** & **employment stages**

- P5.K1. % of Ta'alum participants that have received pre-employment and employment support
- **P5.K2.** % average satisfaction rate of Ta'alum participants with pre-employment and employment support

Strategic KPI Card



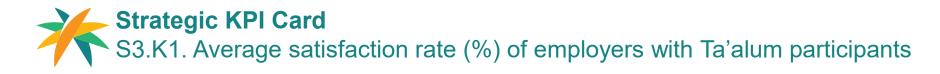


KPI Definition

| Strategic Objective 🖋 | KPI Name | KPI Description |
|--|--|---|
| Financially independent Saudi beneficiaries aged 15-24 | % of Ta'alum participants eligible to work that were enabled and no longer rely on support | Tracks the number of former Ta'alum participants who are eligible to work , enabled by the program and no longer rely on our support . This KPI provides insight in whether all the support received is resulting in |
| | | tangible outcomes and elevating former Ta'alum participants to becoming financially independent. |
| KPI Owner | Source of Data | becoming mancially independent. |
| To be determined | Survey | |
| | | |

| Polarity 🔐 | Category | Periodic Measurement 🕓 | Measurement Unit |
|------------|-----------|------------------------|------------------|
| Ascending | Strategic | Annually | % |
| | | | |

| Calculation Method | Targets | | | | ් | |
|---|--------------|--|--------|--------|----------|--------|
| (The number of former Ta'alum participants that no longer rely on support during the respective period / Total number of former Ta'alum participants that are eligible to work)*100 | Baselin e | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| | n/a | Sufficient data is not available, targets to be set in year preparation for when the employment theme is activated and onwards | | | | |





| Strategic Objective | KPI Name | KPI Description |
|--|--|--|
| Employers that actively employ Saudi beneficiaries | Average satisfaction rate (%) of employers with Ta'alum participants | Tracks the satisfaction rate of employers with current and former Ta'alum participants. This KPI is key in understanding the pain points and opportunity areas that can be leveraged to drive improvements . |
| KPI Owner | Source of Data | |
| To be determined | Report | |
| | | |

| Polarity <u>•</u> | Category <u></u> | Periodic Measurement 🕓 | Measurement Unit |
|-------------------|------------------|------------------------|------------------|
| Ascending | Strategic | Semi-annually | % |
| | | | |

| Calculation Method | | Targets | | | | ල් |
|---|--------------|--|--------|--------|--------|-----------|
| (Satisfaction score of surveyed Ta'alum participants for respective period / total number of Ta'alum participants surveyed for respective period)*100 | Baselin e | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| | n/a | Sufficient data is not available, targets to be set in y preparation for when the employment theme is activate and onwards | | | | |



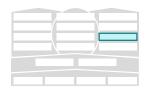


| Strategic Objective 🚀 | KPI Name | KPI Description | |
|--|--|---|----|
| Evaluate the fit between employers and Saudi beneficiaries | % of Ta'alum participants that pass their job probation period | Tracks the number of Ta'alum participants that have successfully passed the probation periods of the job that they have entered. The KPI is key in gaining an understanding of whether employers are | is |
| | | happy with the performance of Ta'alum participants and will trigger further investigation if results are poor . | |
| KPI Owner | Source of Data | Turtion investigation in results are poor. | |
| To be determined | Report | | |
| | | | |

| Polarity 🔐 | Category | Periodic Measurement 🕓 | Measurement Unit |
|------------|-----------|------------------------|------------------|
| Ascending | Strategic | Semi-annually | % |
| | | | |

| Calculation Method | | Targets | | | | ල් |
|--|--------------|---------|--------|------------------------------------|--------|-----------|
| (Number of Ta'alum participants that are in a job and pass their probation period in the respective period / Total number of Ta'alum participants that are in jobs in the respective | Baselin e | Year 1 | Year 2 | Year 3 available, target | Year 4 | Year 5 |
| period)*100 | n/a | | | employment the and onwards | • | |



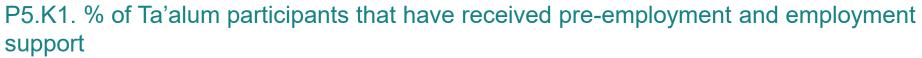


| Strategic Objective 🚀 | KPI Name | KPI Description |
|--|---|--|
| Evaluate the fit between employers and Saudi beneficiaries | Average satisfaction rate (%) of Ta'alum participants with their jobs | Tracks the satisfaction of Ta'alum participants (current and former) with their jobs . This KPI is key in understanding whether the participants are happy with the jobs they were able to secure and if there are any improvements that could be further facilitated by Ta'alum . |
| KPI Owner | Source of Data | |
| To be determined | Survey | |

| Polarity <u>•</u> | Category <u></u> | Periodic Measurement 🕓 | Measurement Unit |
|-------------------|------------------|------------------------|------------------|
| Ascending | Strategic | Annually % | |
| | | | |

| Calculation Method | | Targets | | | | ල් |
|---|--------------|--|--------|--------|--------|-----------|
| (Satisfaction score of surveyed Ta'alum participants for respective period / total number of Ta'alum participants surveyed for respective period)*100 | Baselin e | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| | n/a | Sufficient data is not available, targets to be set in y preparation for when the employment theme is activate and onwards | | | | |

Strategic KPI Card





KPI Definition

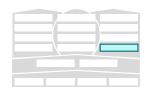
| Strategic Objective | KPI Name | KPI Description |
|--|--|--|
| Provide guidance across pre- employment & employment stages | % of Ta'alum participants that have received pre- employment and employment support | Tracks the number of Ta'alum participants who received pre-employment and employment support This KPI is key in determining whether we are delivering on our promise to provide support across these stages to current and former Ta'alum participants . |
| KDI O | | these stages to current and former to diam participants. |
| KPI Owner | Source of Data | |
| To be determined | Survey | |
| | · | |
| | | |

| Polarity 🔐 | Category | Periodic Measurement 🕓 | Measurement Unit | | |
|------------|-----------|------------------------|------------------|--|--|
| Ascending | Strategic | Semi-annually | % | | |
| | | | | | |

| Calculation Method | | Targets | | | | ල් |
|---|--------------|--|--|-------------------------------|--|-----------|
| (The number of Ta'alum participants that have received pre-employment and employment support during the respective period / Total number of Ta'alum participant eligible for pre- | Baselin e | Year 1 Year 2 Year 3 Year 4 Sufficient data is not available, targets to be set in year | | | | Year 5 |
| employment and employment support)*100 | n/a | | | employment the and onwards | | |

Strategic KPI Card





KPI Definition

| Strategic Objective | KPI Name | KPI Description |
|--|--|---|
| Provide guidance across pre- employment & employment stages | % average satisfaction rate of Ta'alum participants with pre-employment and employment support | Tracks the satisfaction of Ta'alum participants (current and former) with the pre-employment and employment support provided through the program . This KPI is key in understanding the pain points and opportunity areas that can be leveraged to drive improvements . |
| KPI Owner | Source of Data | |
| To be determined | Survey | |

| Polarity 🔐 | Category | Periodic Measurement 🕓 | Measurement Unit |
|------------|-----------|------------------------|------------------|
| Ascending | Strategic | Annually | % |
| | | | |

| Calculation Method | Targets | | | ් | | |
|--|--------------|--------|--------|--|---------------------------------------|--------|
| (Satisfaction score of surveyed Ta'alum participants in the pre-employment and employment stage for respective period / total number of Ta'alum participants in the pre-employment and | Baselin e | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| employment stage surveyed for respective period)*100 | n/a | | | available, target employment the and onwards | · · · · · · · · · · · · · · · · · · · | |







Key Performance Indicators

- E5. Build partnerships, activate and orchestrate the network
- **E5.K1.** % of strategic partnerships activated (agreement signed & operationalized) as per plan
- **E5.K2.** Average satisfaction rate (%) of partners with supported provided/interactions with Ta'alum



- **E6.** Connect with contributors, donors and philanthropists
- **E6.K1**. % of donors returning to provide support to Ta'alum year on year
- **E6.K2**. % Growth of donors network



Strategic KPI Card



E5.K1. % of strategic partnerships activated (agreement signed & operationalized) as per plan

KPI Definition

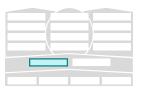
| Strategic Objective | KPI Name | KPI Description |
|--|--|---|
| Build partnerships, activate and orchestrate the network | % of strategic partnerships activated (agreement signed & operationalized) as per plan | Tracks the number of the strategic partnerships that were activated (agreement signed and operationalized) versus the ones that were planned . This KPI is key to ensure that we are continuing to find , activate and operationalize partnerships in line with the support we |
| KPI Owner | Source of Data | desired to give current and former Ta'alum participants. |
| To be determined | Report | |
| | | |

| Polarity <u>•</u> •• | Category <u></u> | Periodic Measurement 🕓 | Measurement Unit |
|----------------------|------------------|------------------------|------------------|
| Ascending | Strategic | Quarterly % | |
| | | | |

| Calculation Method | Targets | | | | Ø | |
|--|--------------|--------|--------|--------|----------|--------|
| (Number of strategic partnerships activated in the respective period (agreement signed & operationalized / Number of strategic partnerships planned for activation in the respective | Baselin e | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| period)*100 | n/a | 100% | 100% | 100% | 100% | 100% |

Strategic KPI Card

E5.K2. Average satisfaction rate (%) of partners with supported provided/interactions with Ta'alum



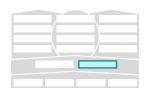
KPI Definition

| Strategic Objective | KPI Name | KPI Description |
|--|---|--|
| Build partnerships, activate and orchestrate the network | Average satisfaction rate (%) of partners with supported provided/interactions with Ta'alum | Tracks the satisfaction rate of Ta'alum partners with the support provided and interactions by Ta'alum. This KPI is key in understanding the pain points and opportunity areas that can be leveraged to drive improvements . |
| KPI Owner | Source of Data | |
| To be determined | Survey | |

| Polarity <u>•</u> •• | Category <u></u> | Periodic Measurement 🕓 | Measurement Unit | | |
|----------------------|------------------|------------------------|------------------|--|--|
| Ascending | Strategic | Annually | % | | |
| | | | | | |

| Calculation Method | Targets | | | ් | | |
|---|--------------|--------|-----------------|------------------------------------|---------------|--------|
| (Satisfaction score of surveyed partners for the respective period / total number of partners surveyed for the respective period)*100 | Baselin e | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| | n/a | Targe | ets to be set a | after year 1 wl established | hen the basel | ine is |





| Strategic Objective | KPI Name | KPI Description |
|---|---|--|
| Connect with contributors, donors and philanthropists | % of donors returning to provide support to Ta'alum year on year | Tracks the volume of returning donors who provide financial support to the NGO to fund programs and sponsor Ta'alum participants. Donors include but are not limited to individuals, philanthropists, business people, corporates and enterprises whom provide restricted |
| KPI Owner | Source of Data | or unrestricted funds . This KPI is key in understanding how Ta'alum is able to maintain a |
| To be determined | Report | robust network of donors and supporters and the levels of satisfaction among them. |

| Polarity 🔐 | Category <u></u> | Periodic Measurement 🕓 | Measurement Unit |
|------------|------------------|------------------------|------------------|
| Ascending | Strategic | Annually | % |
| | | | |

| Calculation Method | | | Та | rgets | | ø |
|---|--------------|------------|--------|------------------------------------|--------|-----------|
| (Number of donors that have funded Ta'alum in consecutive years based on this respective period / the total number of Ta'alum donors)*100 | Baselin e | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| | | Targets to | | ne with a the s implemented | | onnection |





| Strategic Objective | KPI Name | KPI Description |
|---|----------------------------|---|
| Connect with contributors, donors and philanthropists | % growth of donors network | Tracks the growth rate of Ta'alum's donors network over the year on a quarterly basis to monitor the impact and efficiency of the NGO efforts to connect with contributors , donors and philanthropists . This KPI is critical to ensure we are continuing to find alternative funding |
| KPI Owner | Source of Data | sources and move away from government reliance for funding. |
| To be determined | Report | |

| Polarity <u>•</u> •• | Category | Periodic Measurement 🕓 | Measurement Unit |
|----------------------|-----------|------------------------|------------------|
| Ascending | Strategic | Annually | % |
| | | | |

| Calculation Method | | | Та | rgets | | ø |
|---|--------------|------------|--------|------------------------------------|--------|-----------|
| (Number of donors current year – number of donors last year) / number of donors last year*100 | Baselin e | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| | n/a | Targets to | | ne with a the s implemented | | onnection |





| ℰ Strat | egic Objective |
|----------------|--|
| E1. | Launch Ta'alum in the Kingdom of Saudi Arabia |

Key Performance Indicators

- E1.K1. # of social media followers across all channels
- E1.K2. # of impressions
- **E1.K3**. Social media engagement rate



Attract & retain talented people to lead Ta'alum

- **E2.K1**. Employee engagement score
- **E2.K2.** Employee turnover rate
- **E2.K3.** Average time taken in days from recruitment to signing contract



Build robust knowledge & data management practice

- E3.K1. % implementation of knowledge and data management plan and Ta'alum platform
- E3.K2. Average data quality, availability and integrity score



Manage funds to empower Ta'alum & Saudi beneficiaries

- **E4.K1.** Average organizational cost per beneficiary **E4.K2.** % of non-governmental revenue to operational costs
 - **E4.K3.** % of programs expenses to total expenses
 - **E4.K4.** % financial sustainability costs to financial sustainability returns



Source: EY analysis, for KPI cards kindly refer to the appendix





| Strategic Objective | KPI Name | KPI Description |
|--|---|--|
| Launch Ta'alum in the Kingdom of Saudi Arabia | # of social media followers across all channels | Tracks the pool of followers Ta'alum has on social media platforms , included are LinkedIn, Instagram, Twitter and Facebook. This KPI provides insight on the following base and whether people are aware about the Ta'alum NGO and its efforts . |
| KPI Owner | Source of Data | |
| To be determined | Statistics | |
| | | |

| Polarity 🔐 | Category <u></u> | Periodic Measurement 🕓 | Measurement Unit |
|------------|------------------|------------------------|------------------|
| Ascending | Strategic | Quarterly | # |
| | | | |

| Calculation Method | | | Ta | rgets | | ් |
|--|--------------|---|--------|--------|--------|----------|
| Number of followers on LinkedIn for the respective period + Number of followers on Instagram for the respective period + Number of followers on Twitter for the respective | Baselin e | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| period + Number of followers on Facebook for the respective period | n/a | Targets to be set in line with a marketing plar outline the annual spend, organic and inorganic channel | | • • | | |





| Strategic Objective | KPI Name | KPI Description |
|--|------------------|--|
| Launch Ta'alum in the Kingdom of Saudi Arabia | # of impressions | Tracks the number of times a piece of social media content is seen across Ta'alum channels. Impressions help measure the number of people who have seen a post, even if they didn't click comment or otherwise engage with that post. (e.g. the same person can equate to |
| KPI Owner | Source of Data | multiple impressions). This KPI is key in understanding how many people see Ta'alum content across all channels and that could |
| To be determined | Statistics | potentially trigger action. |

| Polarity <u>•</u> | Category <u></u> | Periodic Measurement 🕓 | Measurement Unit |
|-------------------|------------------|------------------------|------------------|
| Ascending | Strategic | Quarterly | # |
| | | | |

| Calculation Method | | | Та | rgets | | ල් |
|---|--------------|--------|--------|-------------------------------------|--------|-----------|
| Technical calculation method – this will be automatically provided by the social media channels through professional accounts. Sum up the impressions of all channels | Baselin e | Year 1 | Year 2 | Year 3 <i>line with a ma</i> | Year 4 | Year 5 |
| | n/a | | | nd, organic ar channel | • • | |





| Strategic Objective | KPI Name | 6 | KPI Description |
|--|------------------------------|---------|---|
| Launch Ta'alum in the Kingdom of Saudi Arabia | Social media engagement rate | | Tracks the amount of interaction social content earns relative to reach or other audience figures. This includes likes, comments and shares. This KPI helps understand whether Ta'alum content is meaningful and is triggering engagement with the target audience. |
| KPI Owner | Source of Data | \succ | |
| To be determined | Report | | |
| | | | |

| Polarity <u>•</u> | Category <u></u> | Periodic Measurement 🕓 | Measurement Unit |
|-------------------|------------------|------------------------|------------------|
| Ascending | Strategic | Quarterly | % |
| | | | |

| Calculation Method | Targets | | | | ් | |
|---|--------------|--------|--------|--------|----------|--------|
| (Likes + comments + shares) / Total followers during the respective period *100 | Baselin e | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| | n/a | n/a | 1% | 2% | 3% | 4% |

Source: EY analysis, HootSuite benchmark for engagement rate states targets between 1-5% as high performance





| Strategic Objective | 4 | KPI Name | 9 | KPI Description |
|--|----------|---------------------------|--|-----------------|
| Attract & retain talented people to lead Ta'alum Employee | | Employee engagement score | Tracks the level of employee engagement to determine the ex employees feel passionate and committed towards Ta'alum. I helps in ensuring a positive working environment for Ta'alum employees. | |
| KPI Owner | * | Source of Data | < | |
| To be determined | | Survey | | |

| Polarity 🔐 | Category <u></u> | Periodic Measurement 🕓 | Measurement Unit |
|------------|------------------|------------------------|------------------|
| Ascending | Strategic | Semi-annually | # |
| | | | |

| Calculation Method | | | Та | rgets | | ් |
|---|--------------|---|--------|--------|--------|----------|
| On a 5-point scale the average engagement score | Baselin e | | Year 2 | Year 3 | Year 4 | Year 5 |
| | n/a | Targets to be set after year 1 when the basel established | | ine is | | |





| Strategic Objective | KPI Name | KPI Description |
|--|------------------------|--|
| Attract & retain talented people to lead Ta'alum | Employee turnover rate | Tracks the number of employees who leave an organization during a specified time period. This KPI helps in indicating whether we need make changes in our organization to improve the attractiveness of our working environment , remuneration, packages, benefits, etc. |
| KPI Owner | Source of Data | |
| To be determined | Report | |

| Polarity <u>•</u> •• | Category <u></u> | Periodic Measurement 🕓 | Measurement Unit |
|----------------------|------------------|------------------------|------------------|
| Neutral | Strategic | Annually | % |
| | | | |

| Calculation Method | | | Та | rgets | | ් |
|--|--------------|--------|--------|--------|--------|----------|
| (The number of employees who leave the organization within a period of time / Total number of employees within the organization within a period of time)*100 | Baselin e | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| | n/a | 15,5% | 15,5% | 15,5% | 15,5% | 15,5% |

Source: EY analysis, Nonprofit HR, - 423 organizations surveyed in 2021 19% is the average employee turnover rate for not for profit organizations, while other organizations typically sit around 12% according to the Society of Human Resources Management (SHRM)



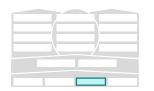


| Strategic Objective | KPI Name | KPI Description |
|--|---|---|
| Attract & retain talented people to lead Ta'alum | Average time taken in days from recruitment to signing contract | Tracks the number of days it takes from the moment a potential hire is approached and offered a position to the point in time when they accept the role. This KPI is a measure of how efficiently the organizations recruitment and hiring process is functioning . |
| KPI Owner | Source of Data | |
| To be determined | Statistics | |

| Polarity <u>•</u> •• | Category <u></u> | Periodic Measurement 🕓 | Measurement Unit |
|----------------------|------------------|------------------------|------------------|
| Descending | Strategic | Quarterly | Days |
| | | | |

| Calculation Method | Targets | | | ් | | |
|---|--------------|------------|------------|------------|------------|------------|
| (Sum of time taken from recruitment to signing contract for each person during the respective period / number of positions hired for) | Baselin e | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| | n/a | 60 Days | 60 Days | 60 Days | 60 Days | 60 Days |

Source: EY analysis, Society of Human Resource Management (SHRM) reports an average time to fill of 42 days - however it is significantly more difficult for NGOs to hire talent



| Strategic Objective 🚀 | KPI Name | KPI Description |
|---|---|--|
| Build robust knowledge & data management practice | % implementation of knowledge and data management plan and Ta'alum platform | Tracks the implementation of the knowledge and data management plan initiative. This KPI is key to ensure that knowledge and data management becomes more professionalized as the organization |
| | | matures and the intended initiative is implemented within the planned time period. |
| KPI Owner 🕍 | Source of Data | time period. |
| To be determined | Report | |
| | | |

| Polarity <u>•</u> •• | Category <u></u> | Periodic Measurement 🕓 | Measurement Unit |
|----------------------|------------------|------------------------|------------------|
| Ascending | Strategic | Quarterly | % |
| | | | |

| Calculation Method | | | Та | rgets | | Ø |
|--|--------------|--------|--------|--------|--------|----------|
| (Percentage implementation progress of knowledge and data management plan for the respective period / Planned percentage implementation progress of knowledge and data | Baselin e | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| management plan for the respective period)*100 | n/a | 100% | n/a | n/a | n/a | n/a |





| Strategic Objective | KPI Name | KPI Description | | | | |
|---|--|--|--|--|--|--|
| Build robust knowledge & data management practice | Average data quality, availability and integrity score | Tracks the quality, availability and integrity of the data that Ta'alu uses to operate its business. This KPI is key in pushing Ta'alum an ecosystem to the next level by focusing on improving the quality, availability and integrity of data while actively implementing data | | | | |
| * | | driven decision making. | | | | |
| KPI Owner | Source of Data | | | | | |
| To be determined | Survey | | | | | |

| Polarity 🔐 | Category <u></u> | Periodic Measurement 🕓 | Measurement Unit |
|------------|------------------|------------------------|------------------|
| Ascending | Strategic | Quarterly | Score |
| | | | |

| Calculation Method | | Targets | | | ් | |
|--|--------------|---------|---|--------|----------|--------|
| Score on a scale from 1 to 5 for data quality + score on a scale from 1 to 5 for data availability and score on a scale from 1 to 5 for data integrity / three | Baselin e | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| | n/a | n/a | Targets to be set after the knowledge and management plan has been complete | | | |





| Strategic Objective 🚀 | KPI Name | KPI Description |
|---|---|---|
| Manage funds to empower Ta'alum & Saudi beneficiaries | Average organizational cost per Ta'alum participant | Tracks the efficiency and impact of spending through defining the average cost spent per Ta'alum participant. The cost per Ta'alum incudes all expenses associated to staff, time and hours along with |
| | | program delivery that serve the participant . This KPI is key in understanding the cost per participant, and how efficient we are at |
| KPI Owner | Source of Data | servicing Ta'alum. |
| To be determined | Report | |
| | | |

| Polarity 🔐 | Category <u></u> | Periodic Measurement 🕓 | Measurement Unit |
|------------|------------------|------------------------|------------------|
| Descending | Strategic | Annually | SAR |
| | | | |

| Calculation Method | | | Та | rgets | | ් |
|---|--------------|---|--------|------------|--------|----------|
| All SAR costs incurred per Ta'alum participant for a respective period / Total number of Ta'alum participants for a respective period | Baselin e | | Year 2 | Year 3 | Year 4 | Year 5 |
| | n/a | Targets to be set in line with the detailed financial n be created by Ta'alum | | I model to | | |





| Strategic Objective | KPI Name | KPI Description | | | | |
|---|--|---|--|--|--|--|
| Manage funds to empower Ta'alum & Saudi beneficiaries | Non-governmental income to total annual income | Tracks the income diversity of Ta'alum as a sign of healthy financia performance through defining income generated though nongovernmental sources to total annual returns of the NGO. Nongovernmental income sources include all revenue and returns | | | | |
| KPI Owner | Source of Data | generated through donors, endowments and investments . This KPI is key in making sure we are improving Ta'alum's alternative funding | | | | |
| To be determined | Financial Statements | sources. | | | | |

| Polarity 🔐 | Category <u></u> | Periodic Measurement 🕓 | Measurement Unit |
|------------|------------------|------------------------|------------------|
| Ascending | Strategic | Annually | % |
| | | | |

| Calculation Method | | | Та | rgets | | ø ් |
|---|--------------|---------|--------|-----------------------------------|--------|---------|
| (Total SAR income generated from non-governmental sources for a respective period / total annual income in SAR for a respective period)*100 | Baselin e | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| | n/a | Targets | | line with the c starting in Y3 | • | ng plan |





| Strategic Objective | KPI Name | KPI Description |
|---|---|---|
| Manage funds to empower Ta'alum & Saudi beneficiaries | Ta'alum programs expenses to total NGO expenses | Tracks the percentage expenses spent on pre-enrollment , enrollment and employment programs and activities (including administrative expenses) to the total expenses of the NGO. Expenses on Ta'alum programs and services shall not be less than 80% of total expenses . |
| KPI Owner | Source of Data | |
| To be determined | Financial Statements | |

| Polarity <u>•</u> •• | Category | Periodic Measurement 🕓 | Measurement Unit |
|----------------------|-----------|------------------------|------------------|
| Ascending | Strategic | Annually | % |
| | | | |

| Calculation Method | | | Та | rgets | | ් |
|---|--------------|------------|--------|----------------------------------|--------|------------|
| (Financial costs of programs + costs of associated admin activities in SAR for the respective period / Total Ta'alum expenses in SAR for the respective period)*100 | Baselin e | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| | n/a | Targets to | | detailed initia ling CAPEX, (| _ | done (e.g. |

Source: EY analysis, كليل معيار السلامة المالية HRSD





| Strategic Objective | KPI Name | KPI Description |
|---|--|--|
| Manage funds to empower Ta'alum & Saudi beneficiaries | Financial sustainability costs to financial sustainability returns | Tracks the efficiency and feasibility of the financial sustainability efforts and projects through defining the expenses spent on financial sustainability efforts and projects compared to the returns generated |
| | | from these efforts. |
| KPI Owner | Source of Data | e de antido de la projecto antido del gonordantigo de de antido de la constante de la constant |
| To be determined | Financial Statements | the NGO such as investments, endowment and various means of monetized assets . |
| | | |

| Polarity 🔐 | Category <u></u> | Periodic Measurement (| Measurement Unit |
|------------|------------------|------------------------|------------------|
| Descending | Strategic | Annually | % |
| | | | |

| Calculation Method | | Targets | | | | | | | |
|---|-----|---------|--------|--------|--------|--------|--|--|--|
| (Financial sustainability costs in SAR for a respective period / Financial sustainability returns in SAR for a respective period)*100 | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | | | |
| | n/a | 50% | 40% | 30% | 20% | 10% | | | |

Source: EY analysis, كليل معيار السلامة المالية HRSD





Sections:

- Appendix
 - 6a. Strategic Objective Cards
 - 6b. Strategic KPI Cards
 - **6c. Strategic Initiative Cards**



Three initiatives have been outlined as critical for the success. of the strategic theme





Initiative Name

Initiative Duration



Enrolled Saudi beneficiaries aged 15-24 in education

The value and stakeholders perspective are results of the implementation of the strategy and therefore have no initiatives N/A

Highly motivated and happy Saudi beneficiaries that feel supported

The value and stakeholders perspective are results of the implementation of the strategy and therefore have no initiatives N/A

Provide application support to gain entry to educational institutes

- **P2.I1.** Create and launch the Ta'alum education preenrollment support program
- 12 months

- **Identify** and **reach out** to target segment of Saudi beneficiaries
- P1.I1. Design and launch Ta'alum beneficiary eligibility & application program
 - **P1.I2.** Conduct a social beneficiary analysis program
- 3 months

6 months

Source: EY analysis, for initiative cards kindly refer to the appendix

P1.I1. Design and launch Ta'alum beneficiary eligibility & application program



Initiative

P1.I1 Design and launch Ta'alum beneficiary eligibility & application program

Owner:

To be determined

Duration: 6 months

Budget: TBC

Description

The initiative is focused on developing the Ta'alum beneficiary eligibility & application program. This will be key in setting the dimensions on participant eligibility requirements to join our program.

Another key component is to identify how many social beneficiaries Ta'alum wishes to support as part of its first year pilot and program. Lastly, the application screening, selection and acceptance process will need to be defined to ensure a fair, transparent and strong process that will make sure we are able to accept participants that we believe will benefit most from our program and support.

The initiative will also result in implementing the application program, assessing and monitoring the progress and satisfaction of students with the services provided with the program and collecting lessons to improve the program over the years.

Timeline

(1)

| | | Year 1 | | | Year 2 | | | | Year 3 | | | Year 4 | | | | Year 5 | | | | |
|--|---|--------|----|---|--------|----|----|---|--------|----|----------|--------|---|----|----|--------|---|----|----|---|
| Activity | ٥ | 02 | ဗွ | 8 | ۶ | 07 | 63 | 8 | ۶ | 07 | 8 | 8 | ٥ | 07 | 83 | 8 | ٥ | 07 | 83 | 8 |
| Design the Ta'alum beneficiary eligibility criteria | | | | | | | | | | | | | | | | | | | | |
| Identify the number of social beneficiaries to be supported as part of the program | | | | | | | | | | | | | | | | | | | | |
| launch Ta'alum beneficiary eligibility & application program | | | | | | | | | | | | | | | | | | | | |

Strategic Objective

P1. Identify and reach out to target segment of Saudi beneficiaries

Outcome

(i)



- Ta'alum social beneficiary eligibility criteria
- Number of Ta'alum seats
- Ta'alum applicant screening, selection and acceptance process defined
- Launching of pilot program

Risk



- R1. Ta'alum and extended partnership network not ready to support beneficiaries as per launch date in 2022
- R2. Overestimating the popularity of the program

Source: EY analysis

Consulting support is only accounted for during design phase. Initiative duration might be extend



Owner:

P1.I2. Conduct a social beneficiary analysis program

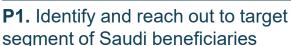
Description

This initiative aims at establishing a well rounded understanding of the target beneficiaries, the challenges they face socially and academically, understand the drivers and barriers within the environment they live in.

Conducting a social beneficiary analysis will help design programs that are truly tailored to the beneficiaries unique needs and are more aligned with their aspirations. It will also help Ta'alum carry their voice to the policymakers and advocate for reforms and improvements that will improve their access to education and employment opportunities.

The program will include collecting and analyzing data from various government data sets, conducting interviews, focus groups and field visits.

Strategic Objective



Outcome

(1)



- Social beneficiary analysis plan and framework
- Social beneficiary analysis report including recommendations

Timeline



To be determined







| | | Ye | ar 1 | | | Yea | ar 2 | | | Yea | ar 3 | | | Yea | ar 4 | | | Yea | ar 5 | |
|--|---|----|------|---|---|-----|------|---|---|-----|------|---|---|-----|------|---|---|-----|------|---|
| Activity | ۵ | 8 | g | 8 | ۵ | 8 | g | 8 | ۶ | 05 | g | 8 | ۵ | 8 | g | 8 | ā | 02 | g | 8 |
| Develop the beneficiary analysis scope, framework, methodology and plan | | | | | | | | | | | | | | | | | | | | |
| Conduct social beneficiary analysis as planned (data analysis, focus groups etc) | | | | | | | | | | | | | | | | | | | | |
| Gather findings and draft results and recommendations | | | | | | | | | | | | | | | | | | | | |
| Share report with internal stakeholders | | | | | | | | | | | | | | | | | | | | |

Risk



- R1. Difficulty to access the needed data concerning the target beneficiaries
- R2. Data privacy of beneficiaries and unwillingness of them to participate in our research programs

P2.I1. Create and launch the Ta'alum education pre-enrollment support program



Initiative

P2.I1 Create and launch the Ta'alum education pre-enrollment support program

Owner:

To be determined

Duration: 12 months

Budget: TBC

Source: EY analysis

Description

The initiative is focused on defining the support we wish to provide to Ta'alum participants during the pre-enrollment stage. These efforts will be key in defining the desired service offering. For each of the services it is key that Ta'alum identifies the number of Ta'alum participants that are to be recipients over the coming years.

This includes identifying the mode of delivery of each service in line with the capabilities & strategic fit of services to Ta'alum and ultimately implement and deliver the education pre-enrollment support program for students. The delivery satisfaction of students will be closely monitored to identify and incorporate lessons learned.

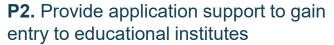
Ta'alum sees pre-enrollment support as a key pillar of support for its participants and wants to ensure the best services and support is provided to its participants, as this sets the foundation for moving towards enrollment and ultimately employment.

Timeline

| | | Ye | ar 1 | | | Yea | ar 2 | | | Yea | ar 3 | | | Yea | ar 4 | | | Yea | ar 5 | |
|---|---|----|------|--------|---|-----|------|--------|---|-----|------|--------|---|-----|------|--------|---|-----|------------|---|
| Activity | ۵ | 92 | Q3 | Q 4 | 2 | 92 | 03 | Q 4 | 2 | 92 | 03 | Q 4 | 8 | 92 | 83 | Q 4 | 2 | Ø2 | Q 3 | Ω |
| Identify the desired service offering & delivery model for each service | | | | | | | | | | | | | | | | | | | | |
| Size the number of Ta'alum participants | | | | | | | | | | | | | | | | | | | | |
| Scan the ecosystem and market for relevant capabilities | | | | | | | | | | | | | | | | | | | | |
| Launch services for relevant Ta'alum participants and Monitor delivery and satisfaction of Ta'alum participants | | | | | | | | | | | | | | | | | | | | |

Consulting support is only accounted for during design phase. Initiative duration might be extend

Strategic Objective



Outcome

(1)



- Desired service offering for Ta'alum participants in year 2 in the preenrollment stage
- Number of Ta'alum participants for each service over the coming years
- Required capabilities to execute and the proposed delivery model
- Implementation & activation plan

Risk



- R1. Limited understanding of our target social beneficiaries segment may hinder effectiveness
- R2. Partners in ecosystem not willing to support prior to seeing success of the program



Two initiatives have been outlined as critical for the success of the strategic theme





Strategic Objective

Initiative Name

(Initiative Duration



Graduated Saudi **beneficiaries** aged 15-24

The value and stakeholders perspective are results of the implementation of the strategy and therefore have no initiatives

N/A



S2.

Engaged educational institutes that empower Saudi beneficiaries

The value and stakeholders perspective are results of the implementation of the strategy and therefore have no initiatives

N/A



Promote **work** experience **opportunities** for Saudi beneficiaries

P4.I1. Create network of work experience opportunities

6 months

P3.

Provide **support** across **student journey**

 P3.I1. Design and launch the Ta'alum students in education support program ■ 18 months

Source: EY analysis, for initiative cards kindly refer to the appendix

P3.I1. Design and launch the Ta'alum students in education support program



Initiative

P3.I1 Design and launch the Ta'alum students in education support program

Owner:

To be determined

Duration: 18 months

Budget: TBC

Source: EY analysis

Description

The initiative is focused on defining the support we wish to provide to Ta'alum participants during the enrollment stage. These efforts will be key in defining the desired service offering. For each of the services it is key that Ta'alum identifies the number of Ta'alum participants that are to be recipients over the coming years.

The enrollment support program ensures activation and delivery of the (new) services to Ta'alum participants of the respective stage. The delivery to participants and satisfaction of them will be closely monitored in order to identify lessons learned and incorporate these across the Ta'alum programs.

Ta'alum sees enrollment support as a key pillar of support for its participants and wants to ensure the best services and support is provided to its participants.

Timeline

| | | Yea | ar 1 | | | Yea | ar 2 | | | Yea | ar 3 | | | Yea | ar 4 | | | Yea | ar 5 | |
|---|---|-----|------|--------|---|-----|------|--------|---|-----|------|---|---|-----|------|---|---|-----|---------|---|
| Activity | ۵ | Ø2 | 83 | Q 4 | 5 | Ø2 | 83 | Q 4 | 2 | Ø2 | Q3 | Q | ğ | Q2 | 83 | Q | 2 | Ø2 | , 03 | Q |
| Identify the desired service offering & delivery model for each service | | | | | | | | | | | | | | | | | | | | |
| Size the number of Ta'alum participants | | | | | | | | | | | | | | | | | | | | |
| Scan the ecosystem and market for relevant capabilities | | | | | | | | | | | | | | | | | | | | |
| Launch services for relevant Ta'alum participants and Monitor delivery and satisfaction of Ta'alum participants | | | | | | | | | | | | | | | | | | | | |

Consulting support is only accounted for during design phase. Initiative duration might be extend

Strategic Objective

P3. Provide support across student journey

Outcome

(1)

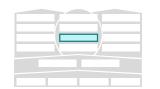


- Desired service offering for Ta'alum participants in year 2 in the enrollment stage
- Number of Ta'alum participants for each service over the coming years
- Required capabilities to execute and the proposed delivery model
- Implementation & activation plan

Risk



- R1. Limited understanding of our target social beneficiaries segment may hinder effectiveness
- R2. Partners in ecosystem not willing to support prior to seeing success of the program



P4.I1 Create network of work experience opportunities

Owner:

To be determined

Duration: 6 months

Budget: TBC

This initiative aims at establishing a base of employment opportunities for Ta'alum eligible beneficiaries to help them gain work experience while in education and complement their learning experience by developing the skillsets and competencies required in the job market by employers.

Work experiences such as: training, internships, summer job, part-time & full-time jobs and freelancing opportunities shall be delivered with Ta'alum partners from the private sectors and NGOs and shall be promoted to beneficiaries through direct opportunities matching or through a job posting portal dedicated for Ta'alum beneficiaries.

Description

Strategic Objective 1

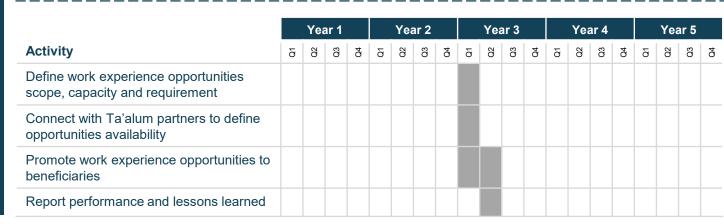


Outcome



- Work experience opportunities implementation plan
- Work experience opportunities portal
- Work experience opportunities promotion plan

Timeline



Risk



- R1. Limited interest by organizations to offer work experience opportunities
- R2. Poor commitment by Ta'alum participants during these opportunities



Two initiatives have been outlined as critical for the success of the strategic theme





Strategic Objective







Financially independent Saudi beneficiaries aged 15-24 The value and stakeholders perspective are results of the implementation of the strategy and therefore have no initiatives

N/A



Employers that actively **employ**Saudi **beneficiaries**

The value and stakeholders perspective are results of the implementation of the strategy and therefore have no initiatives

N/A



Evaluate the **fit** between **employers** and Saudi **beneficiaries**

P6.I1. Design and implement the job evaluation program

12 months



Provide **guidance** across **pre-employment** & **employment stages**

P5.I1. Develop and implement pre- and employment support plan for Ta'alum student

12 months

Source: EY analysis, for initiative cards kindly refer to the appendix

P5.I1. Develop and implement pre- and employment support plan for Ta'alum student



Initiative

P5.I1 Develop and implement pre- and employment support plan for Ta'alum student

Owner:

To be determined

Duration: 12 months

Budget: TBC

Source: EY analysis

Description

The initiative is focused on defining the support we wish to provide to Ta'alum participants during the pre- and employment stage. These efforts will be key in defining the desired service offering. For each of the services it is key that Ta'alum identifies the number of Ta'alum participants that are to be recipients.

This includes identifying the mode of delivery of each service in line with the capabilities & strategic fit of services to Ta'alum and ultimately implement and deliver pre- and employment support plan for students. The delivery satisfaction of students will be closely monitored to identify and incorporate lessons learned.

Ta'alum sees pre- and employment support as a key pillar of support for its participants and wants to ensure the best services and support is provided to its participants.

Timeline

(1)

| | | Yea | ar 1 | | | Yea | ar 2 | | | Yea | ır 3 | | | Yea | ar 4 | | | Yea | ar 5 | |
|---|---|-----|------|---|---|-----|------|---|---|-----|---------|---|---|-----|------------|---|---|-----|------|----------|
| Activity | 8 | Q2 | Q3 | Q | 2 | Q2 | Q3 | 9 | 2 | Q2 | , 03 | Q | 5 | Ø2 | D 3 | Q | 2 | Q2 | Q3 | Q |
| Identify the desired service offering & delivery model for each service | | | | | | | | | | | | | | | | | | | | |
| Size the number of Ta'alum participants | | | | | | | | | | | | | | | | | | | | |
| Scan the ecosystem and market for relevant capabilities | | | | | | | | | | | | | | | | | | | | |
| and implement pre- and employment support plan | | | | | | | | | | | | | | | | | | | | |

Strategic Objective

P5. Provide guidance across preemployment & employment stages

Outcome

(1)



- Desired service offering for Ta'alum participants in year 4 in the employment stage
- Number of Ta'alum participants for each service over the coming years
- Required capabilities to execute and the proposed delivery model
- Implementation & activation plan

Risk



- R1. Limited understanding of our target social beneficiaries segment may hinder effectiveness
- R2. Partners in ecosystem not willing to support prior to seeing success of the program

Consulting support is only accounted for during design phase. Initiative duration might be extend



P6.I1 Design and implement the job evaluation program

Owner:

To be determined



Budget: TBC

Source: EY analysis



Description

The job evaluation program is key to create a mechanism that will allow Ta'alum to understand whether current and former Ta'alum participants are happy with their jobs, while also giving a voice to employers to understand their degree of satisfaction.

It is key that Ta'alum identifies how exactly it wishes to assess the fit, satisfaction and performance. Outputs of these efforts will be key in further shaping the efforts and programs offered through the NGO. The mechanism could consist of several components, e.g. surveys, field visits, phone calls, etc.

The initiative will also result in implementing the job evaluation program, assessing and monitoring the progress and satisfaction of students with the services provided with the program and collecting lessons to improve the program over the years.

Timeline

| | | Yea | ar 1 | | | Yea | ar 2 | | | Yea | ar 3 | | | Yea | ar 4 | | | Yea | ar 5 | |
|---|----------|-----|------|--------|---|-----|------|--------|---|-----|--------|---|---|-----|------|--------|---|-----|------|---|
| Activity | <u>8</u> | Ø2 | 89 | Q 4 | 2 | Ø2 | 89 | Q 4 | 5 | Ø2 | g 3 | Q | ğ | 07 | 83 | Q 4 | 2 | Ø2 | 89 | Q |
| Create job evaluation mechanism (e.g. surveys, job expectations, performance levels, etc.) | | | | | | | | | | | | | | | | | | | | |
| Design end-to-end processes to run the evaluation once the Ta'alum program has reached this stage | | | | | | | | | | | | | | | | | | | | |
| Implement the job evaluation program as per plan and with partners | | | | | | | | | | | | | | | | | | | | |

Strategic Objective



Outcome



- Ta'alum current and former participant satisfaction evaluation mechanism
- Employers satisfaction evaluation mechanism
- Key insights with improvements for the program

Risk



- R1. Limited interest of Ta'alum current and former participants to be truthful
- R2. Employers are not willing to participate due to lack of time

Consulting support is only accounted for during design phase. Initiative duration might be extend



Two initiatives have been outlined as critical for the success of the strategic theme





Initiative Name

(S) Initiative Duration

E5. Build partnerships, activate and orchestrate the network

E5.I1. Define the Ta'alum supporting partnerships strategy

3 months

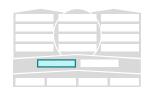


E6. Connect with contributors, donors and philanthropists



• **E6.I1.** Create and implement stakeholder connection program

12 months



E5.I1 Define the Ta'alum supporting partnerships strategy

Owner:

To be determined

Duration: 3 months

Budget: TBC

Description

This initiative aims at developing the partnership strategy for Ta'alum, defining and partners segments to support Ta'alum design, deliver and operate programs across the pre-enrollment, enrollment and employment journey.

Designing the partnership strategy will require identifying the segment, the desired role and support for each and engagement plan to ensure the realization of Ta'alum's strategic objectives. Partners can be sought by many different entities, e.g. donors, corporates, enterprises, government entities and volunteers.

This is an activity that will need to constantly be re-aligned with the desired service offering of Ta'alum, as over the five years there are many touchpoints to determine the expansion of services for pre-enrollment, enrollment and employment stages.

Strategic Objective

E5. Build partnerships, activate and orchestrate the network

Outcome

1



- Partners classifications and segments
- Partnership strategy and engagement plan

Timeline

(1)

| | | Yea | ar 1 | | | Yea | ar 2 | | | Yea | ar 3 | | | Yea | ar 4 | | | Yea | ar 5 | |
|---|---|-----|------|----------|---|-----|------|---|---|-----|------|---|---|-----|------|----------|---|-----|------|---|
| Activity | δ | 8 | 8 | Q | ٥ | 07 | 83 | 8 | ٥ | 07 | 83 | 8 | ā | 07 | 83 | Q | ٥ | 07 | 83 | 8 |
| Define the partnership scope, objectives and segments | | | | | | | | | | | | | | | | | | | | |
| Identify partners across segment Develop partnerships kits and incentives | | | | | | | | | | | | | | | | | | | | |
| Design and implement partners engagement plans | | | | | | | | | | | | | | | | | | | | |

Risk



- R1. Certain capabilities we seek may not be easily available in the Kingdom of Saudi Arabia
- R2. Partnership function of Ta'alum may not be activated yet to steer implementation after

E6.I1. Create and implement stakeholder connection program



Initiative

E6.I1 Create and implement stakeholder connection program

Owner:

To be determined

Duration:

12 months

Budget: TBC



Description

This initiative aims at creating and implementing the stakeholder connection program for Ta'alum to facilitate connection with contributors, donors and philanthropists from the public and private sector along with other not-for-profit organizations

The stakeholder connection program can be seen as a "key account management" mechanism, wherein it is important the strategy per group and even key account/person is defined to ensure we are able to increase the alternative financing solutions that support Ta'alum.

1

Strategic Objective



Outcome



- Clear view on the key accounts / individuals to target to increase alternative financing of Ta'alum over the coming years
- Stakeholder connection program execution plan

Timeline

| | | Va | ar 1 | | | Voi | ar 2 | | | Voi | ar 3 | | | Va | ar 4 | | | Vo | ar 5 | |
|--|---|----|------|---|---|-----|------|---|---|-----|------|---|---|-----|------|---|---|-----|------|---|
| | | re | ar i | | | rea | ar Z | | | rea | ar o | | | rea | ar 4 | | | rea | ar ə | |
| Activity | δ | 8 | g | 8 | δ | 8 | g | 8 | δ | 8 | 8 | 8 | δ | 8 | g | 8 | δ | 8 | 8 | 8 |
| Define purpose and scope of partners connection programs | | | | | | | | | | | | | | | | | | | | |
| Define logistics, program content and sponsors | | | | | | | | | | | | | | | | | | | | |
| Launch stakeholder connection program | | | | | | | | | | | | | | | | | | | | |
| Measure and report impact and lessons learned | | | | | | | | | | | | | | | | | | | | |

Risk



- R1. May not be able to secure the initial connections for the first point of contact of key players
- R2. Lack of support among target partners and sponsors



Six initiatives have been outlined as critical for the success of the strategic theme





initiative Name





Launch Ta'alum in the Kingdom of Saudi Arabia

- E1.I1. Detail the operating model of Ta'alum
- E1.I2. Design and implement the Ta'alum brand and comms. plan
- 3 months
- 6 months

E2.

Attract & retain talented people to lead Ta'alum

E2.I1. Develop and implement the Ta'alum talent acquisition and retention plan

12 months

E3.

Build **robust knowledge** & **data management** practice



E3.12. Create Ta'alum digital platform (application & participant platform, website)

3 months

3 months

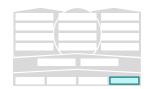
E4.

Manage funds to empower Ta'alum & Saudi beneficiaries

E4.I1. Detail the Ta'alum financial sustainability plan

6 months

Source: EY analysis, for initiative cards kindly refer to the appendix



Owner:

Duration:

6 months

Budget:

TBC

E4.I1 Detail the Ta'alum financial sustainability plan

To be determined

Description

This initiative aims at planning in detail the funding and financial sustainability plan for Ta'alum over the coming years, it is key for the NGO to reduce its reliance on governmental funding and to find alternative financing solutions that will empower Ta'alum in the long run.

As part of the initiative a detailed exercise will be done to identify all the relevant funding sources and a long-list and short-list of potential parties that will be interested in participating in Ta'alum will be defined.

Lastly in accordance to these funding sources, an engagement plan for each will be defined including the potential of an investment brief, or other material that can be used to pitch to these groups.

Timeline

(1)

| | | Ye | ar 1 | | | Ye | ar 2 | | | Yea | ar 3 | | | Yea | ar 4 | | | Yea | ar 5 | |
|---|---|----|------|---|---|----|------|---|---|-----|------|---|---|-----|------|---|---|-----|------|---|
| Activity | δ | 02 | 83 | 8 | δ | 02 | 83 | 8 | ō | 05 | 83 | 8 | ō | 05 | 83 | 8 | ō | 05 | 8 | 8 |
| Identify alternative financing solutions | | | | | | | | | | | | | | | | | | | | |
| Prepare the detailed funding plan | | | | | | | | | | | | | | | | | | | | |
| Create short and long-list of potentially interested parties | | | | | | | | | | | | | | | | | | | | |
| Develop engagement plan for each stream (e.g. investment brief and other materials) | | | | | | | | | | | | | | | | | | | | |

Strategic Objective



Outcome



- Ta'alum detailed financial sustainability plan with each alternative funding source detailed
- Long-list and short-list of parties potentially interested
- Engagement plan for each stream incl. additional items such as an investment brief or other materials

Risk



- R1. Limited attractiveness by the private sector to invest in Ta'alum
- R2. Continued overreliance on governmental funding

E3.I2. Create Ta'alum digital platform (application & participant platform, website)



Initiative

E3.I2 Create
Ta'alum digital
platform
(application &
participant
platform, website)

Owner:

To be determined

Duration:

3 months

Budget: TBC

Description

The initiative aims at developing Ta'alum digital platforms and channels that can be accessed by all stakeholders segments including beneficiaries, volunteers, partners and donors.

Digital channels include but are not limited to Ta'alum's website where all relevant information and media can be published, beneficiaries portal where they can access, review & submit applications and communicate with the NGO, along with partners portals for donors, NGO contributors and volunteers.

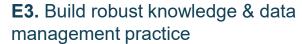
The initiative includes defining the technical requirements for the digital channels and the data integration needed to achieve a seamless, centralized customer journey for all Ta'alum stakeholders.

Note that Tamkeen has already defined the requirements for Ta'alum free of charge

Timeline

Year 2 Year 4 Year 1 Year 3 Year 5 2 8 8 2 **Activity** 2 8 8 2 22 Define the technical requirements and scope for Ta'alum digital platforms Issue the RFP, assess and award the vendor Oversee the development of the digital platforms as per the agreed timeline Launch and promote the platform

Strategic Objective



Outcome

(1)



 Ta'alum digital platforms including but not limited to website and beneficiary platform in Arabic and English where users can access information, eligibility criteria, submit & review applications, access registered profile etc.

Risk



- R1. Requirements may not be clear
- R2. Proposed timelines are too ambitious and not aligned with vendors



E3.I1 Define
Ta'alum
knowledge and
data management
plan

Description

The initiative aims at developing a detailed knowledge and data management plan for Ta'alum to enable the NGO to own the beneficiary database and be able to understand the current target population and read/forecast trends that would influence the programs and services of Ta'alum.

As part of the plan we seek to develop the framework, processes, data management models, and roles & responsibilities for implementation as per government and leading practices.

Strategic Objective



Outcome

(1)



 Ta'alum detailed knowledge and data management plan and implementation roadmap

Owner:

To be determined

Timeline

Duration: 3 months







| | | Ye | ar 1 | | | Yea | ar 2 | | | Yea | ar 3 | | | Yea | ar 4 | | | Yea | ar 5 | |
|--|---|----|------|---|---|-----|------|---|---|-----|------|---|---|-----|------|---|---|-----|------|---|
| Activity | ۵ | 8 | g | 8 | ۶ | 02 | g | 8 | ğ | 07 | g | 8 | g | 8 | g | 8 | ā | 07 | g | 8 |
| Define the data management purpose, framework and requirements | | | | | | | | | | | | | | | | | | | | |
| Develop the needed processes and templates | | | | | | | | | | | | | | | | | | | | |
| Develop the implementation roadmap for knowledge and data management | | | | | | | | | | | | | | | | | | | | |

Risk



- R1. Requirements are not properly defined
- R2. Unwillingness of ecosystem to share data

E2.I1. Develop and implement the Ta'alum talent acquisition and retention plan



Initiative

E2.I1 Develop and implement the Ta'alum talent acquisition and retention plan

Owner: To be determined

Duration:

12 months

Budget: TBC

Source: EY analysis

Description

This initiative focuses on developing and implementing the Ta'alum talent acquisition and retention plan based on the outcomes of the operating model.

As part of the recruitment plan it is key that all positions of Ta'alum's organizational structure are prioritized based on their degree of importance. Moreover, the prerequisite is to have the job descriptions and rewards & recognition models of each position ready prior to this initiative.

The sourcing method for each position will also need to be identified in the recruitment plan – as certain senior positions require a far more rigorous process compared to more junior positions in the organization.

Strategic Objective

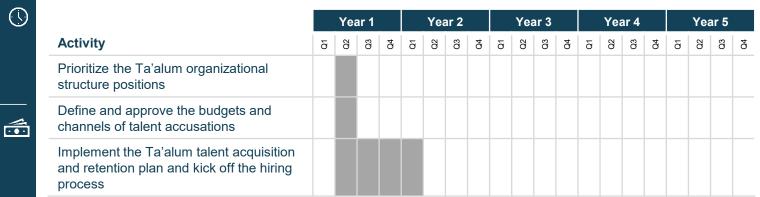
E2. Attract & retain talented people to lead Ta'alum

Outcome



- Talent acquisition and retention plan for Ta'alum covering all the positions of the organiation
- Implementation of the recruitment plan and kickoff of the hiring process

Timeline



Risk



- R1. Risks related to unavailability of resources and talents
- **R2.** Competition from the private sector in attracting talents

Consulting support is only accounted for during design phase. Initiative duration might be extend

E1.I2. Design and implement the Ta'alum brand and comms. plan



Initiative

E1.I2 Design and implement the Ta'alum brand and comms. plan

Owner:

To be determined

Duration: 6 months

Budget: TBC



(1)

Description

This initiative focuses on preparing for Ta'alum launch in the Kingdom through developing the Ta'alum brand and to design the brand communication plan ahead of the official launch.

The brand and communications plan will need to truly depict Ta'alum's tone of voice and how it wishes to represent the social beneficiaries in the Kingdom. As part of the brand and communication plan it is key that the following elements are covered: brand positioning, objective and purpose, context and content, target audience, messages & channels and mitigation plan for potential communication challenges.

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Strategic Objective



Outcome



- Ta'alum brand guidelines including visuals elements, logo, and templates
- Ta'alum communication and launch plan

Timeline

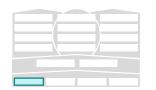
comms plan

| | | Yea | ar 1 | | | Yea | ar 2 | | | Yea | ar 3 | | | Yea | ar 4 | | | Yea | ar 5 | |
|---|---|-----|------|---|---|-----|------|---|---|-----|------|---|---|-----|------|---|---|-----|------|---|
| Activity | ٥ | 07 | 83 | 8 | ٥ | 07 | 83 | 8 | ۵ | 07 | 83 | 8 | ۵ | 07 | 83 | 8 | ٥ | 07 | 83 | 8 |
| Define the branding and comms scope | | | | | | | | | | | | | | | | | | | | |
| Release the RFP for both branding and communication and award vendors | | | | | | | | | | | | | | | | | | | | |
| Oversee the development of the branding and communication as per plan | | | | | | | | | | | | | | | | | | | | |
| Launch Ta'alum brand and implement | | | | | | | | | | | | | | | | | | | | |

Risk



- R1. Inability to find the right vendors to define the plan due to lack of time
- R2. Vendors may not adequately understand Ta'alum due to the recency nor the target segment to define a compelling brand



E1.I1 Detail the operating model of Ta'alum

Owner:

To be determined

Duration: 3 months

Budget: TBC

Description

The proposed operating model of Ta'alum remains at a high-level today and requires more detailing.

Firstly, the organizational structure is at N-1 level and requires more detail with a breakdown of the departments, positions, reward & recognition by position, the job descriptions and a respective manpower plan to quantify the employees required.

Secondly, key that the processes are defined for all departments within the proposed organization, including the various interactions between departments.

Lastly, the enabling foundation of assets & technologies for Ta'alum needs to be defined.

Timeline

(1)

| | | Yea | ar 1 | | | Yea | ar 2 | | | Yea | ar 3 | | | Yea | ar 4 | | | Yea | ar 5 | |
|---|---|-----|------|---|---|-----|------|---|---|-----|------|---|---|-----|------|---|---|-----|------|---|
| Activity | ۶ | 05 | ဗ | 8 | ۵ | 8 | g | 8 | ۵ | 05 | 83 | 8 | g | 8 | 83 | 8 | ۶ | 05 | 83 | 8 |
| Define the scope of detailing the operating model and issue the RFP | | | | | | | | | | | | | | | | | | | | |
| Assess proposals and award vendor | | | | | | | | | | | | | | | | | | | | |
| Oversee the progress and development of the operating model as per the plan | | | | | | | | | | | | | | | | | | | | |
| Approve and signoff the operating model for Ta'alum | | | | | | | | | | | | | | | | | | | | |

Strategic Objective



Outcome

(1)



- Detailed organizational structure
- Job descriptions, rewards & recognition by position
- Manpower plan
- Functional processes and assets & technological requirements

Risk



- R1. Limited funds available for the best detailed operating model – may need to make compromises
- R2. Misalignment among stakeholders on the detailed role of Ta'alum and its enabling requirements



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