

NOUR
ADVISORS

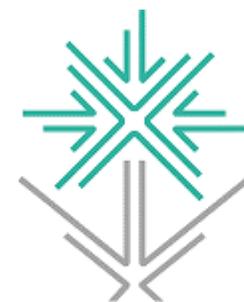
Strategy &
Technology
Management

Our Relationship with
the Saudi Vision 2030



SENSE
STRATEGY

أهداف
التنمية
المستدامة



وزارة الاقتصاد والتخطيط
MINISTRY OF ECONOMY & PLANNING

About Nour Advisors

**NOUR
ADVISORS**

**Strategy &
Technology
Management**

Mission

'Nour Advisors', is a Saudi owned firm providing high-quality research and consulting services. Founded in Saudi Arabia, and based in Jeddah, with the aim to deliver expert solutions in a range of strategic, functional and operational areas. We complement our assets with well-defined processes and respected Subject Matter Experts, who support us in expanding our scope of services, and extending our reach across a number of areas, to enable sustainable success, and ultimately converting decisions to actions.

Vision

Our Team of skilled and pragmatic consultants, are fully committed to our vision: *"Continually empower our clients and partners to utilize and profit from the greatest asset of this age – the ability to interpret and harness information"*.

Network

Our strength lies in the extensive network of professionals with competent and problem solving attitude to contribute positively while ensuring rapid mobility and agility.

About Sense Strategy



SENSE
STRATEGY

DON'T MISS THE FUTURE

Mission

‘Tracing its roots to 1999, when Sense Strategy first opened its doors on Grosvenor Street in Mayfair, London, UK, and now headquartered in Dubai, UAE, Sense Strategy is a management consulting boutique focusing on Strategy and Growth; Merger and Acquisition; and Transformation.

Vision

At Sense Strategy, we firmly believe that *“We are what we repeatedly do. Excellence then, is not an act, but a habit”* _ Aristotle.
Based on our clients’ vision, we design their path and help them realize the results.

Network

Sense Strategy’s portfolio includes successful delivery of more than 150 projects on five continents for well-known clients in the telecom, private equity/financial services, IT and government sectors.

Nour Advisors' Approach Towards SDGs

We believe that the early adopters of SDGs will be rewarded with better reputations, future-proof supply chains and stronger business growth.



DEFINE PRIORITIES

- What are the SDGs, and why do they matter to our business?
- Map our value chain to tailor our SDGs approach.

GET FEEDBACK

- Connect with our stakeholders;
- Use a materiality assessment to determine with SDGs matter most to us.

TURN PRIORITIES INTO GOALS

- Set time bound goals that reflect our priorities;
- Define our level of ambitions.

REPORTING

- Incorporate the SDGs into our non financial reporting using a new analysis from the UN Global Compact (UNGC) and the Global Reporting Initiative (GRI).

WHERE DO WE GO FROM HERE?

- Build on partnership, unify sector and engage employees to further our SDGs goals;
- Craft meaningful interventions to take us further.

Our Role in `Fulfilling the Saudi 2030 Vision

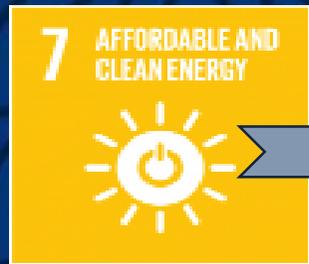
Nour Advisor's is fully aware that Saudi Arabia's G20 Presidency in 2020 will focus on: women's empowerment and youth; infrastructure; food security; energy; human capital; climate change; inclusive business; water; and SMEs.

- ❖ As a Signatory of the United Nations Global Compact, Nour Advisors envisage a world of universal respect for human rights and human dignity, the rule of law, justice, equality and non-discrimination; of respect for race, ethnicity and cultural diversity; and of equal opportunity permitting the full realization of human potential and contributing to shared prosperity. A world which invests in its children and in which every child grows up free from violence and exploitation. A world in which every woman and girl enjoys full gender equality and all legal, social and economic barriers to their empowerment have been removed. A just, equitable, tolerant, open and socially inclusive world in which the needs of the most vulnerable are met.
- ❖ Furthermore, we envisage a world in which every country enjoys sustained, inclusive and sustainable economic growth and decent work for all. A world in which consumption and production patterns and use of all-natural resources – from air to land, from rivers, lakes and aquifers to oceans and seas - are sustainable. One in which development and the application of technology are climate-sensitive, respect biodiversity and are resilient.

Areas of Focus where Nour Advisors and Sense Strategy can TEAM-UP with MEP



Nour Advisors has been striving to contribute towards the attainment of Vision 2030 of SDG 5: Gender Equality and SDG 10: Reduce Inequalities; and is a signatory of the United Nations Global Compact. Stemming from project's experiences, we have developed data collection approaches that promote beneficial outcomes for women and the marginalized, as part of the target population.



Nour Advisors offer a chance of cooperation for the utilities, energy companies, corporations, governments, and NGOs to help them thrive in the rapidly changing energy environment

Our assistance can range from supporting adaptation to renewable energy solutions and resource efficiency to strategic and operational excellence.



Nour Advisors' youth initiatives promote achieving higher levels of economic productivity through diversification; technological upgrading; and innovation development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises

Understanding and Attaining KSA's SGDs, Nour Advisors can make a difference...



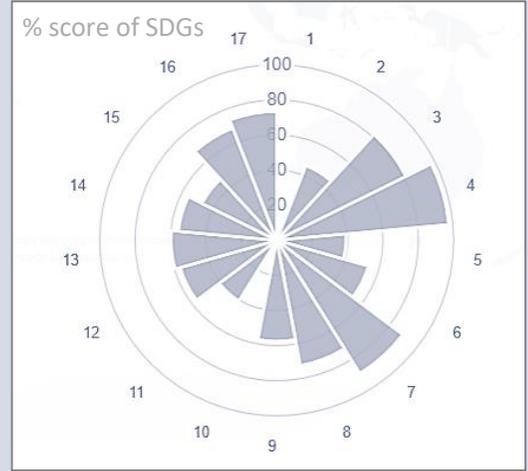
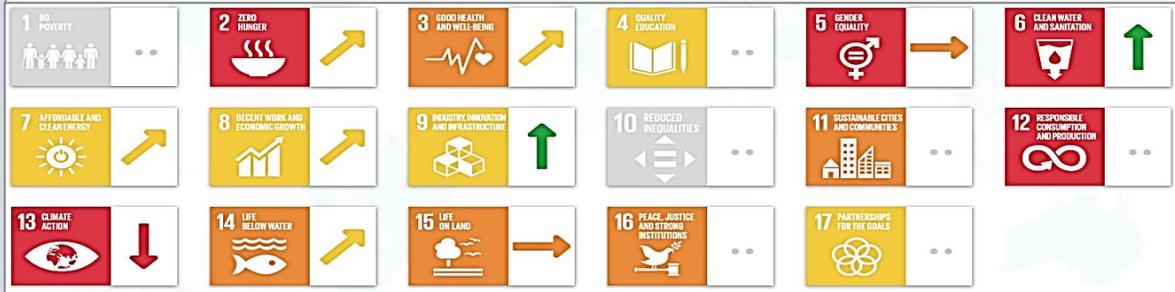
Nour Advisors' senior team, along with its partner (Sense Strategy), can focus on realigning the Kingdom's SGD KPIs (at both immediate and intermediate outputs/outcome levels) for MEP, and make them more realistic for the local context

KINGDOM OF SAUDI ARABIA – SDG Dashboard

KSA – SDGs' KPIs

SDG Global rank	Global index score	Regional avg. score
98 (of 162)	64.8 ↓ 1.7% than region average	65.9

KSA ranks 98 out of 162, with 1.7% less than region average. A key task of the Ministry of Economy and Planning (MEP) is to create alignment of the national context with the SDGs.



Nour Advisors

As we understand, MEP wants to promote SDGs amongst the private sector, and charitable societies; through development of methodologies and proposals designed to improve productivity and efficiency of the public and private sectors. Nour Advisors' empirical experience and organization's strategic objectives are perfectly aligned with the SGDs. We are confident that we could play an integral role in supporting MEP meeting SDGs 5,7, and 8.





SDGs' Performance indicators in Saudi Arabia Relevant to Nour Advisors

SDG 5 – Gender Equality



INDICATORS	RATING	TREND
➤ Demand for family planning satisfied by modern methods	➤ Major Challenges	➤ Stagnating
➤ Female to male mean years of schooling, population age 25+	➤ Challenges Remain	➤ Stagnating
➤ Female to male labor force participation rate	➤ Major Challenges	➤ Stagnating

Nour Advisors Supporting Gender Equality (SDG-5)

High on Agenda is Nour's ability empower women

▶ Women are not just potential beneficiaries of efforts to achieve the ambitious Sustainable Development Goals (SDGs) by 2030. They are also active participants in achieving them. The 2030 Agenda cannot be realized without the participation of women, particularly those working in the private sector. Indeed, if women had the same lifetime earnings as men, global wealth could increase by \$160 trillion—an average of \$23,620 per person—in 141 countries studied by the World Bank. Fortunately, female entrepreneurship is on the rise globally. Women-owned businesses are making tremendous strides in sectors as diverse as health, digital technology, agriculture, transportation, and clean energy.

▶ To promote Sustainable Development Goals (SDGs), Nour Advisors has been striving to contribute towards the attainment of Vision 2030 of SDG 10: Reduce Inequalities and SDG 5: Gender Equality; and is a signatory of the United Nations Global Compact. Stemming from project's experiences, we have developed data collection approaches that promote beneficial outcomes for women and the marginalized, as part of the target population. We believe that the research process itself is an empowering experience for those at a social disadvantage, as they contribute towards raising women's consciousness and sense of self-esteem, subsequently leading to empowerment. Furthermore, the data collected can shed light on the difficulties encountered by these vulnerable groups and help our clients identify areas that can be tackled to bring about a positive change.





Nour Advisors' Gender Related Engagement for USAID



About the Program

An interagency initiative spearheaded by USAID/Pakistan's Office of Transition Initiatives, PERSI aimed to integrate security, political and assistance efforts in selected geographical regions of Pakistan.

Pakistan Expanded Regional Stabilization Initiative (PERSI)

Objective

The aim of this 3-year initiative was to promote security and stability, counter violent extremism, and help build the foundation for long-term economic, political and social development.

Services Provided

Nour Advisors' in this assignment carried out gender analysis with respect to education, livelihood, political rights, health, decision making and access to services within Pakistan.

The report captured the key findings, thorough meso- and micro-level gender analysis focused on access, knowledge, beliefs, perception, practices and participation, legal rights and status of women



SDGs' Performance indicators in Saudi Arabia Relevant to Nour Advisors



SDG 7 – Affordable and Clean Energy

INDICATORS	RATING	TRENDS
➤ Access to electricity (% population)	➤ SDGS achieved	➤ On Track
➤ Access to clean fuels & technology for cooking (% population)	➤ SDGS achieved	➤ On Track
➤ CO2 emissions from fuel combustion / electricity output (MtCO2/TWh)	➤ SDGS achieved	➤ Moderately Improving

7 AFFORDABLE AND CLEAN ENERGY



REDUCE NEGATIVE IMPACT:

Source 100 percent clean power for data centers.

CREATE SOCIAL VALUE:

Support the development of clean power sources through grantmaking, partnerships and collaboration with the technology and energy sectors.

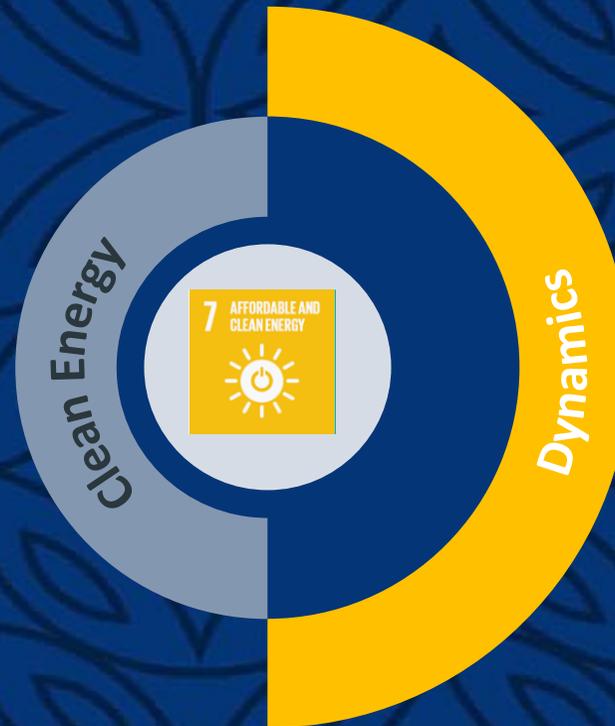
LOGISTICS AND DISTRIBUTION



Nour Advisors Supporting Clean Energy (SDG-7)

Nour has been the trusted advisor of IFC and WB to help develop strategies for clean energy

- ▶ Renewable energy, as a critical target of SDG 7, is making significant stride in increasing efficiency and growing consumption shares. Energy production, distribution, and consumption is a complex topic that links governments, corporations, citizens, and non-profit organization together
- ▶ However, it is challenged by new technologies, concerns for climate change, as well as geopolitical challenges for the extraction and distribution of energy sources



- ▶ Nour Advisors offer a chance of cooperation for the utilities, energy companies, corporations, governments, and NGOs to help them thrive in the rapidly changing energy environment
- ▶ Our assistance can range from supporting adaptation to renewable energy solutions and resource efficiency to strategic and operational excellence.



Nour Advisors' Clean Energy Related Engagement for GIZ



About the Program

The feasibility study was part of the German Development Cooperation (GIZ) efforts to promote renewable energy technology and energy efficiency in Pakistan under Renewable Energy and Energy Efficiency Project (REEE). To implement the project measures, REEE was working together with the German Solar Association (BSW), the Solar Quality Foundation (SQF), the Renewable and Alternative Energy Association of Pakistan (REAP) and the World Wind Energy Association (WWEA).

Development of GIS maps of Hydro-power sites in Gilgit-Baltistan

Objective

Nour Advisors was contracted by GIZ to identify, prioritize and rank the most suitable Micro/Mini Hydro MHP/HP sites in Gilgit-Baltistan Regions; via carrying out data collection and all the relevant information for ranking the hydropower sites and development of GIS based hydropower maps.

Services Provided

Nour Advisors captured GPS coordinates of potential and existing hydropower sites, under construction projects, nearby settlements, local grid layout etc. For the development of GIS maps; and topographic study, Nour Advisors' researchers collected information for 200+ operational, under implementation and raw sites.



Nour Advisors' Clean Energy and Environment Related Engagements for IFC



Objectives

1. Field Survey of Selected Industrial Estates and Zones of Pakistan. The initiative looked to assess the potential of distributed generation through the deployment of renewable energy technologies in 800+ Industrial Estates/Zones of Southwest Asia.
2. IFC Textile Program in Southwest Asia, envisaged using a holistic approach to achieve resource efficiency within the sector, by addressing the nexus between energy, water and chemical, to ultimately enhance the productivity of this sector.

1. **Feasibility Study of Renewable Energy Adaption and Distributed Generation Potential in 800 Major Industrial Estates/Zones (Phase I & II).**
2. **Market Segmentation on Textile Sector in Pakistan, Research Study.**

Services Provided for Renewable Energy Assignment

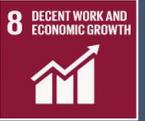
Experts from Nour Advisors collaborated with IFC to conduct a feasibility study to promote investment for alternate/clean energy solutions amongst private sector. Nour Advisors surveyed 800+ industrial zones in Southwest Asia and captured relevant data to deduce the feasibility of switching to renewable energy sources in these industries. The data and its findings, helped IFC in planning next phase of the initiative, i.e. to focus on the supply side (alternate energy providers).

Services Provided for Market Segmentation Study

Nour Advisors was trusted by IFC to provide them with a holistic view of how to achieve resource efficiency within the textile sector, via addressing the nexus between energy, water and chemical; with an ultimate goal to enhance the productivity of this sector. For this Nour Advisors surveyed 120+ textile industries across Southwest Asia.



SDGs' Performance indicators in KSA Relevant to Nour Advisors



SDG 8 – Decent Work and Economic Growth

INDICATORS	RATING	TRENDS
➤ Adjusted Growth (%)	➤ Significant Challenge	➤ N/A
➤ Prevalence of Modern Slavery (victims per 1,000 population)	➤ N/A	➤ N/A
➤ Adults (15 years +) with an account at a bank or other financial institution with a mobile-money-service provider (%)	➤ Challenges Remain	➤ N/A
➤ Fatal work-related accidents embodied in imports (deaths per 100,000)	➤ Challenges Remain	➤ N/A

8 DECENT WORK AND ECONOMIC GROWTH



REDUCE NEGATIVE IMPACT:
Conduct an equal pay assessment to ensure equity among male and female employees and a fair balance between executive and worker pay. This also touches on SDG 5 (Gender Equality).

CREATE SOCIAL VALUE:
Commit to pay a living wage in all locations and for all positions.

COMPANY OPERATIONS

Nour Advisors Supporting Youth Employment (SDG-8)

8 - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

- ▶ Nour Advisors' youth initiatives promote achieving higher levels of economic productivity through diversification; technological upgrading; and innovation development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises
- ▶ Through adequate education or training Nour Advisors, by 2020 wants to substantially reduce the proportion of youth not employed.



- ▶ Improve progressively, through 2030, resource efficiency in consumption and production and endeavor to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programs on sustainable consumption and production, with developed countries taking the lead
- ▶ By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.



Nour Advisors' Youth Employment Engagement for USAID's Overseas Employment Opportunities of Skilled Human Resources



Services Provided

- Identified countries for overseas employment opportunities;
- Analyzed the target sectors in identified countries for potential job categories;
- Identified and analyzed roles of relevant stakeholders like the governments;
- Identified and analyzed private sector partner organizations that could contribute towards skill enhancement and overseas placement for men and women;
- Analyzed the Philippines model of overseas employment office and building a business case for setting up such a model in South Asia.

Exploring Overseas Employment Opportunities for Highly Skilled Human Resources

Objective

USAID funded a study under its Jobs Project, to assess the overseas employment market for skilled labor. Part of this assignment included designing of research methodology; explore and extrapolate the data; evaluate and benchmark the information; identify the gaps; and define an implementation strategy. At strategic level, the aim was to design future interventions based on the findings of this study. On the tactical level, its main objective was to identify a high-level overseas placement program.

Solution

Nour Advisors created a roadmap to be used in the development of an effective overseas placement program for highly skilled Human Resources which would ensure maximum participation of women.

Nour Advisors also shared an implementation plan that could identify opportunities, evaluate the gaps within the system and identify a clear way forward strategy for all stakeholders.

Senior Team | Nour Advisors

- Over 25 years of experience
- Notable projects include marketing campaign for Quickpay and NBC and organizational restructuring for Saudi Marble Company
- In depth experience in branch optimization, corporate rebranding, and change management



Rizwan Shoukat
Chief Operating Officer

- Over 15 years of professional experience in private and international development sector
- Notable clients include STC, Intigral, Etisalat, GIZ, KPMG, DFID, USAID, Chemonics, American Institutes of Research, Readhowyouwant, MSI, BHC and ICT



Asher Osman Khan
Director of Strategy & Research

- Over 20 years of experience with significant strategy, planning, and development, predominantly in TMT sector
- Clients include Huawei and Telenor Group



Ziyad Kassem Nour
Founder/President

- Over 30 years of professional experience across 20 countries
- Notable clients include STC, Intigral, Etisalat Afghanistan, USAID, DFID, World Bank, Fauji Foundation, and directly with Pakistani heads of state



Adeel Iqbal
Director Operations

- Over 18 years of experience in business consulting and program management
- Critical projects include Integrated Defense Systems for a C3&A group, deployment of SPAWAR capabilities, and clients such as FEMA, and VEOLIA Group



Hassan Zaheer
Director of TMT

Meet Sense Strategy's Senior Team



Erik Almqvist

CEO and Founder

- Telecom expert with 30+ years of experience
- Previous Head of Global Business Segment and EVP & President of Eurasia, President International Carrier, SVP Head of Mobility Sweden, Head of Baltic region at TeliaSonera
- Chairman Fidesmo and Zynapp, board member HiQ



Tõnu Grünberg

Senior Advisor

- Expert on world class government-owned, profit and non-profit organizations, with an emphasis on branding, pricing, funding, revenue generation and sales transformation
- Previous President and CEO Mercuri International Group



Emrullah Koyunlu

Manager

- Founder of Sense Strategy
- 27 years of consulting experience, projects performed in 40+ countries on five continents
- MSc (Finance and Economics), The Stockholm School of Economics
- Ex Partner/MD Arthur D Little, goetzpartners and Analysys Mason



Erik Hallberg
Senior Advisor

- Telecom expert with 20+ years of experience
- Previous CEO of Ucell Uzbekistan, CTO and VP of Telia Company Eurasia, VP of Telia Company Nordic Mobility



Dr Håkan Hederstierna
Senior Advisor

- B.S. in Industrial Engineering
- Ex McKinsey
- Over 5 years of management consulting experience
- Significant project experience in government and TMT

Thanks for your time