

Updating the institutional strategy for the Authority of People with Disabilities

Strategy pack



Introduction



Strategy detailing

APD has been mandated to drive the KSA PwD agenda through a set of regulatory, legislative and enablement activities

APD mandate

Royal Court No. 19985

- 1 Develop **policies, strategies, programs, plans and tools** related to APD projects and PwD projects, and follow up on implementation in coordination with the relevant government entities
- 2 Define PwD related **roles** of government entities, seek approval, and follow up on roles
- 3 Improve **level of services** and requirements for PwD (education, treatment, rehabilitation, job opportunities, and accessibility)
- 4 Develop programs to incentivize the **private sector and the not-for-profit** sector to engage in **charitable work** for PwD
- 5 Promote **social inclusion** and enhance the **societal status** of PwD
- 6 Establish PwD related **standards** for services provided by government entities (e.g., public transportation, parking, service timings, etc.)
- 7 Propose **government support programs** for associations and civil institutions providing services to persons with disabilities
- 8 Suggest **programs** to support persons with disabilities in starting, sustaining, or expanding **professional or commercial businesses**
- 9 Identify and measure **indicators of service quality**
- 10 Conduct **research**, gather **statistics**, and support research initiatives in the field of disability
- 11 Represent the Kingdom in regional and international disability-related **events**, form **agreements** with **international authorities** to adopt best practices



Legislative activities



Enablement activities

To maximize impact, APD must adapt to the plurality of PwD stakeholders, build a robust value proposition and maintain strong internal levers

Requirements for APD to fulfill its mandate

External requirements

Internal requirements



Adapt to the KSA PwD ecosystem configuration

- ✓ Maintain a cross-sectorial mandate that **delineates APD/ministries roles**
- ✓ Formalize stakeholder's **interactions through governance considering structural transformations**
- ✓ Lead **collaboration across sectors** to maximize PwD outcomes
- ✓ Identify **cross-sectorial synergies and interdependencies** to drive alignment



Build a robust value proposition

- ✓ Develop a proactive approach to **policy making**
- ✓ Link **awareness** efforts to system needs and gaps identification
- ✓ Design **partnerships** that maximize synergies and cross-sectorial learnings
- ✓ Centralize **data** and leverage insights to inform decision-making
- ✓ Build mechanisms for **compliance assurance** and follow-up



Maintain strong internal levers

- ✓ Build an **organizational structure** that maps with the value proposition
- ✓ Develop **processes** that enable strategic planning and continuous improvement through feedback loops
- ✓ Hone adequate **capabilities** and formalize **expertise outsourcing mechanisms**



Introduction



Strategy detailing

The APD institutional strategy integrates several key components

Institutional strategy development framework

KSA context

Benchmarks

Focus of this session

Why?

New strategy rationale defined by our overarching aspiration and goals, in line with the national transformation objectives

What?

Our scope and the role we play across regulatory and non-regulatory domains to achieve our mandate

How?

Tangible and viable approach to deliver the strategic objectives through strategic initiatives and projects

How to deliver?

Our method, how to cascade the strategy to the organization and align our internal and external interactions accordingly

Vision

Mission

Values

Pillars

Strategic objectives and KPIs

Strategic initiatives

Projects

Influence mechanisms

Organization structure

Implementation roadmap

Each of the vision and mission are developed based on three critical components

Vision and mission definition

Vision statement building blocks



- Forward-thinking, energizing statement
- Clearly communicates the entity's commitment and vision
- Inspires and resonates with stakeholders
- Emphasizes a better future for society

Who we want to be?

Aspiration

Desired future state of PwD agency / ministry



Why

Rationale for desired future state



For/with Whom

Stakeholders and beneficiaries

Mission statement building blocks



- Defines actionable steps toward vision
- Specifies action areas and boundaries
- Clear, truthful, and memorable for stakeholders
- Reflects proactive behavior

What we will do to get there?

What

Core purpose of PwD agency / ministry



How

Approach to achieve core purpose



For Whom

Scope of desired areas of action

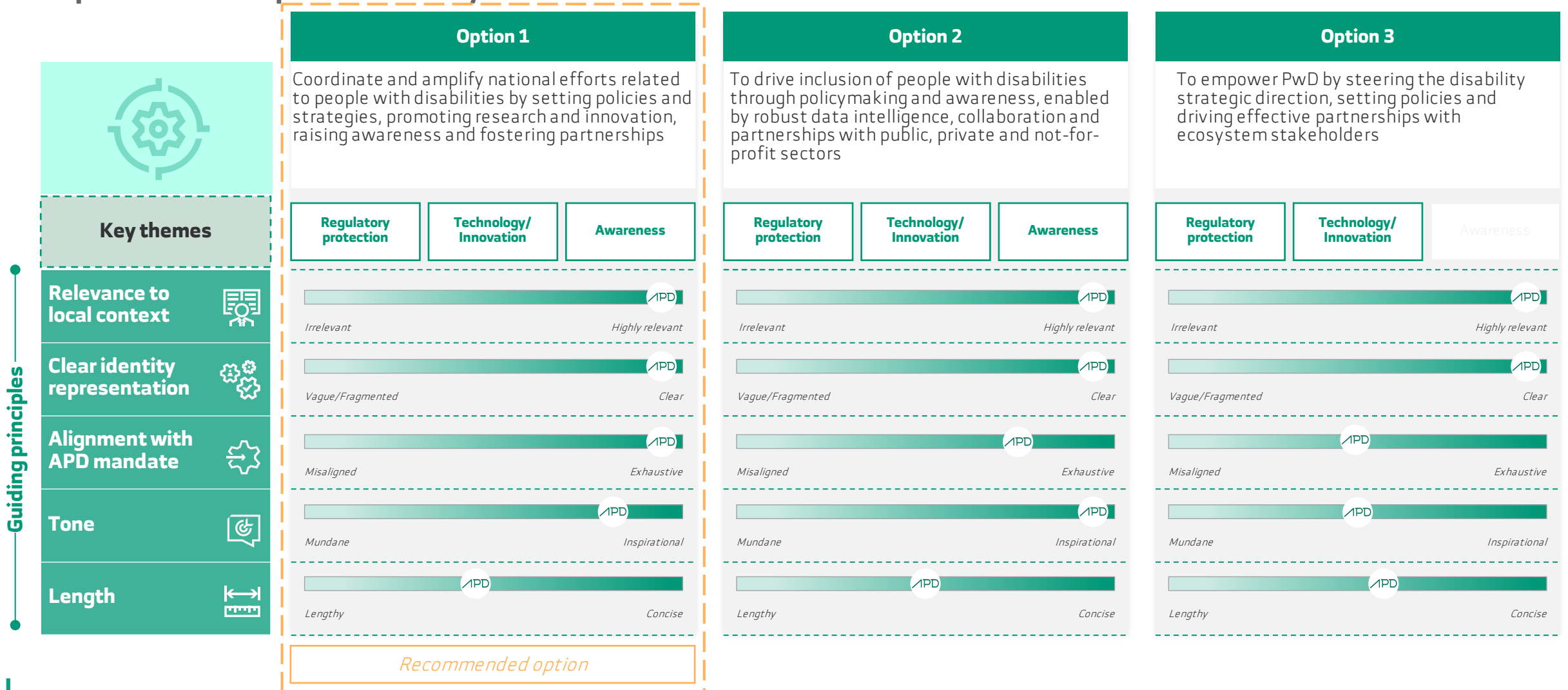
Vision statement options were evaluated against the identified key themes and guiding principles; option 2 is recommended for APD future vision

Proposed vision options and analysis

		Option 1	Option 2	Option 3
		<p>An authority ensuring the path towards an inclusive society that seamlessly integrates PwD rights across sectors</p>		
Key themes		<p>Independence</p> <p>Rights</p>	<p>Independence</p> <p>Rights</p>	<p>Independence</p> <p>Rights</p>
		<p>Empowerment</p> <p>Participation / inclusion</p>	<p>Empowerment</p> <p>Participation / inclusion</p>	<p>Empowerment</p> <p>Participation / inclusion</p>
Guiding principles	Relevance to local context	<p>Irrelevant</p> <p>Highly relevant</p>	<p>Irrelevant</p> <p>Highly relevant</p>	<p>Irrelevant</p> <p>Highly relevant</p>
	Clear identity representation	<p>Vague/Fragmented</p> <p>Clear</p>	<p>Vague/Fragmented</p> <p>Clear</p>	<p>Vague/Fragmented</p> <p>Clear</p>
	Alignment with APD mandate	<p>Misaligned</p> <p>Exhaustive</p>	<p>Misaligned</p> <p>Exhaustive</p>	<p>Misaligned</p> <p>Exhaustive</p>
	Tone	<p>Mundane</p> <p>Inspirational</p>	<p>Mundane</p> <p>Inspirational</p>	<p>Mundane</p> <p>Inspirational</p>
	Length	<p>Lengthy</p> <p>Concise</p>	<p>Lengthy</p> <p>Concise</p>	<p>Lengthy</p> <p>Concise</p>
		<p><i>Recommended option</i></p>		

Mission statement options were evaluated against the identified key themes and guiding principles; option 1 is recommended for APD future mission

Proposed mission options and analysis



Source: APD team strategy workshop

Values selection is important in defining the foundational principles that guide APD actions, decisions and culture

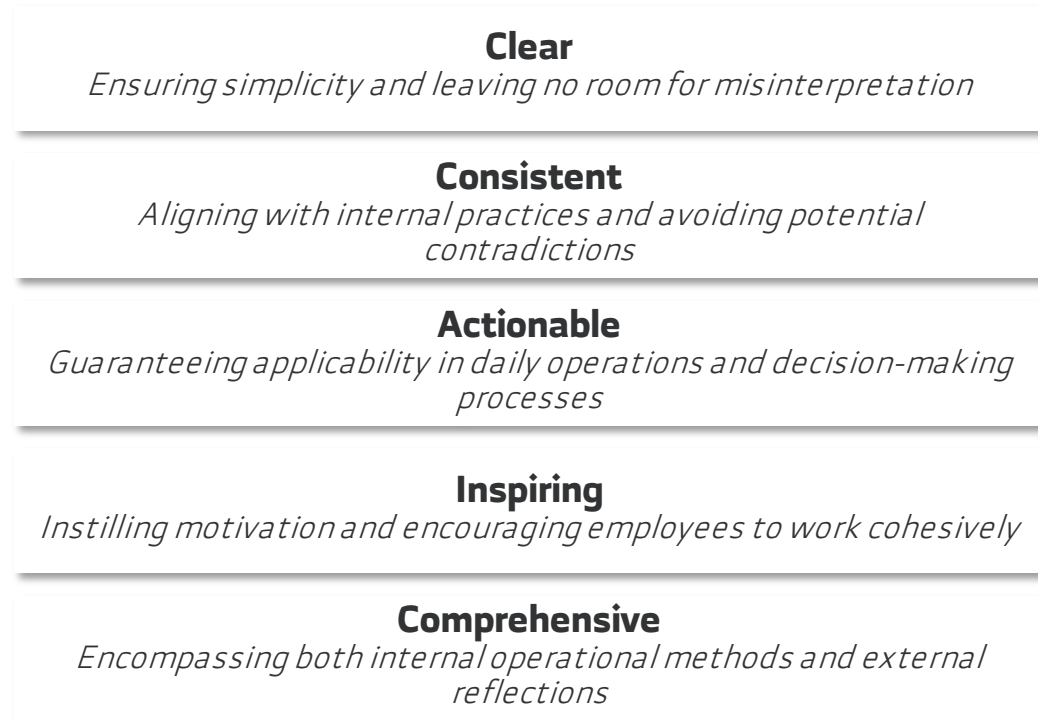
Best practices in values selection

Values



Values are **fundamental beliefs** or **guiding principles** that shape an organization's behavior, decisions and actions

Characteristics

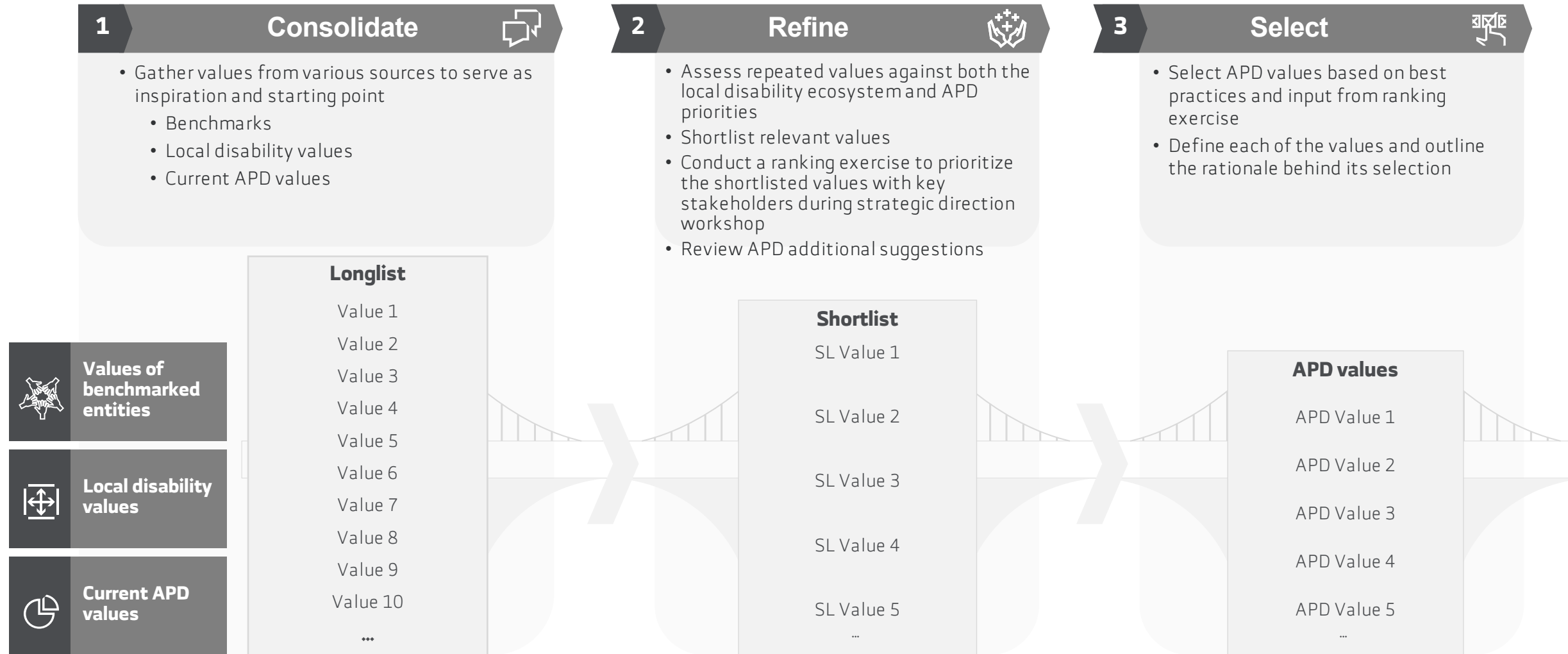


Significance

- ✓ Serve as **moral compass** for decision making and daily operations
- ✓ Shape internal **culture** and **interactions**
- ✓ Contribute to organization's **identity** and **reflect** its culture externally
- ✓ Support the **attraction** of **talent** aligned with the organization's values
- ✓ Ensure **alignment** between values and actions fostering **cohesion**

APD values definition is guided by a three-step approach that leverages various sources of input and refinement

Values selection approach



The proposed values mirror APD internal ethos and desired external representation, in alignment with the national direction for disability

Synthesis and selection of values

3 Select 	Description	Rationale
<div data-bbox="369 439 598 525" style="border: 1px solid green; padding: 5px; text-align: center;">Equity</div>	<div data-bbox="828 428 1472 535" style="border: 1px solid lightgray; padding: 10px;">Ensuring fair and impartial access to resources, opportunities, and services for all</div>	<ul style="list-style-type: none"> • Aligned with UNCRPD language • Acknowledges diverse needs of employees and the need to address them • Clear and easy to understand
<div data-bbox="369 642 598 728" style="border: 1px solid green; padding: 5px; text-align: center;">Inclusion</div>	<div data-bbox="828 628 1472 735" style="border: 1px solid lightgray; padding: 10px;">Fostering an environment where everyone is provided with equal opportunities to contribute and thrive</div>	<ul style="list-style-type: none"> • Reflects commitment to a diverse and accepting culture • Actionable in daily practice • Consistent with existing ways of working
<div data-bbox="369 813 598 899" style="border: 1px solid green; padding: 5px; text-align: center;">Collaboration</div>	<div data-bbox="828 799 1472 906" style="border: 1px solid lightgray; padding: 10px;">Encouraging active engagement of individuals and various stakeholders in all aspects of life</div>	<ul style="list-style-type: none"> • Encourages PwD involvement both internally and externally • Promotes internal interdepartmental and external cross sectorial collaboration • Consistent with existing ways of working
<div data-bbox="369 985 598 1071" style="border: 1px solid green; padding: 5px; text-align: center;">Excellence</div>	<div data-bbox="828 971 1472 1078" style="border: 1px solid lightgray; padding: 10px;">Striving for high-quality work and approach in day-to-day work caliber</div>	<ul style="list-style-type: none"> • Drives organizational excellence and inspires daily operational methods • Comprehensively addresses internal operational aspects not covered by other values
<div data-bbox="369 1156 598 1242" style="border: 1px solid green; padding: 5px; text-align: center;">Commitment</div>	<div data-bbox="828 1142 1472 1249" style="border: 1px solid lightgray; padding: 10px;">Ensuring high dedication and steadfast adherence to the strategic direction</div>	<ul style="list-style-type: none"> • Encourages employees to remain resilient and focused on APD strategic direction for PwD • Specifies and sets the tone for dedication to PwD

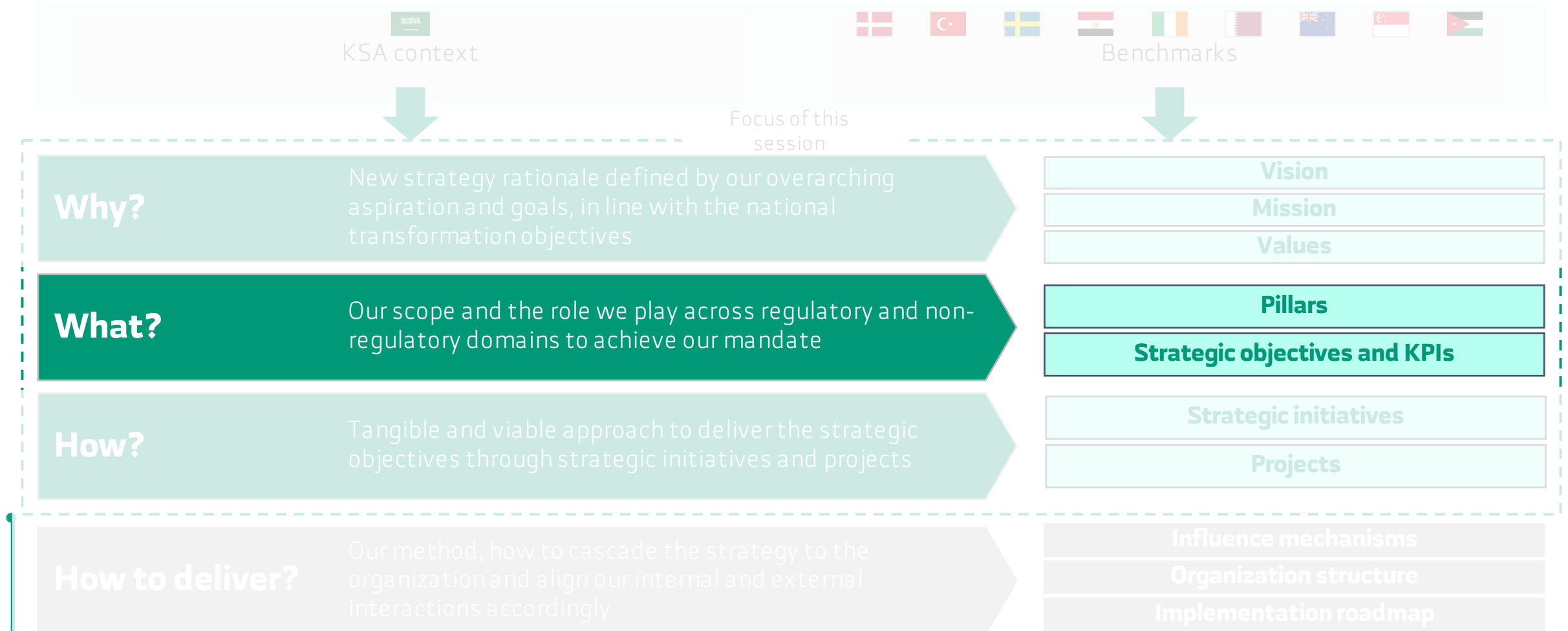
The agreed upon vision, mission and values will set the direction for the detailed strategy development

Recap of APD vision, mission and values



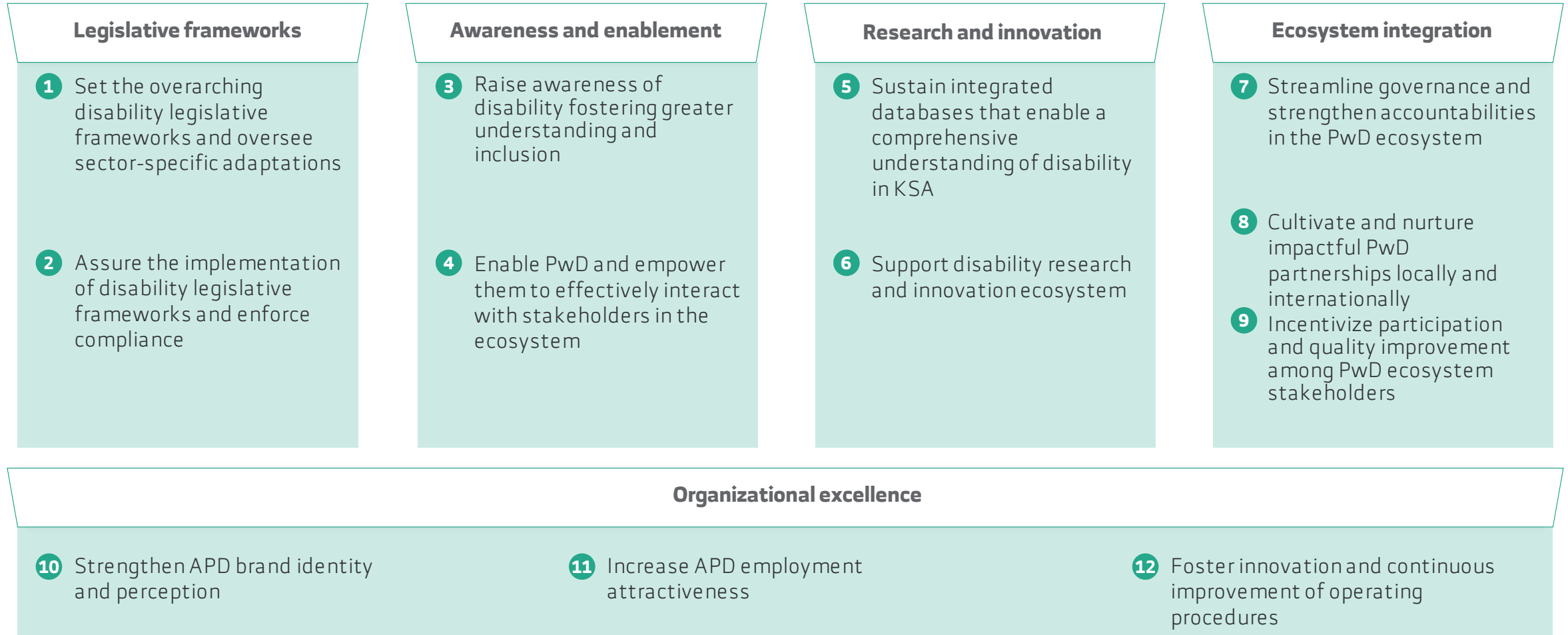
The APD institutional strategy integrates several key components

Institutional strategy development framework



To activate its vision and mission, APD will center its strategy around five pillars and twelve strategic objectives

APD strategic pillars and objectives



The mapping reveals that most of APD objectives directly contribute to the evaluated elements, with few exceptions that do so indirectly



		Institutional	Local		Global		
		APD mandate	Vision 2030 ¹	NSFPWD	New PwD law	UNCPRD	SDGs
Legislative frameworks	Set the overarching disability policies and regulations and oversee sector-specific adaptations	1 ★		★	★		
	Assure the implementation of disability legislative frameworks and enforce compliance	2 ★			★		
Awareness and enablement	Raise awareness of disability fostering greater understanding and inclusion	3 ★					
	Enable PwD and empower them to effectively interact with stakeholders in the ecosystem	4 ★		★			
Research and innovation	Sustain integrated databases that enable a comprehensive understanding of disability in KSA	5 ★		★	★		
	Support disability research and innovation ecosystem	6 ★					
Ecosystem integration	Streamline governance and strengthen accountabilities in the PwD ecosystem	7 ★		★			
	Cultivate and nurture impactful PwD partnerships locally and internationally	8 ★			★		
	Incentivize participation and quality improvement among PwD ecosystem stakeholders	9 ★			★		

Pillar
Objective number
 Significant contribution
★ Specific mention of APD
 Indirect contribution

Notes: 1. Imperatives include changes such as the new strategy and law
Source: Kearney

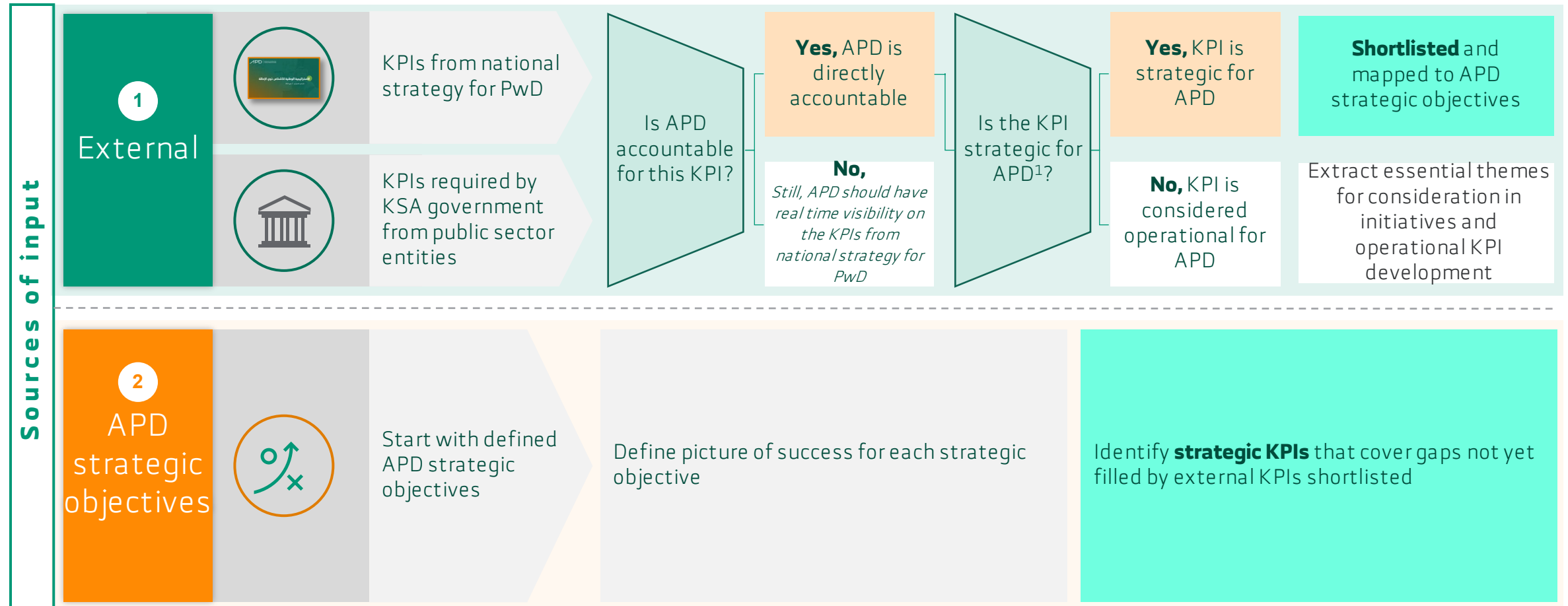
Strategic KPIs are precisely designed to sustain a long-term, broad perspective in line with strategic objectives and to steer decision-making

KPIs types and differentiation criteria

	Description	Selection criteria
Strategic KPIs	KPIs measuring the progress achieved on the intended strategic outcomes of the strategic objectives, thus measuring the progress made on achieving overall outcomes of the strategy	<ul style="list-style-type: none">Give a long-term view and perspective on PwD ecosystem progress and evolutionHas a broad scope that is aligned with the defined APD strategic objectivesGuide decision-making at leadership level and has substantial impact on APD strategic direction
Operational KPIs	KPIs measuring the progress in implementing specific initiatives or programs aligned with the organization's strategy	

To define APD strategic KPIs, external sources are studies and supplemented by APD strategic objectives to ensure comprehensiveness

Inputs filtration method



Notes: 1. Meets the following criteria: give a long-term view and perspective on ecosystem progress and evolution, has a broad scope that is aligned with the defined APD strategic objectives, guide decision-making at leadership level and has substantial impact on APD strategic direction
 Source: National strategy for PwD, Government entities websites, Kearney

As a result, a total of 19 strategic KPIs were selected

Strategic KPI mapping to strategic objectives

Legislative frameworks	Set the overarching disability legislative frameworks and oversee sector-specific adaptations	<ul style="list-style-type: none"> • % relevant policies and regulations with specific mention of PwD
	Assure the implementation of disability legislative frameworks and enforce compliance	<ul style="list-style-type: none"> • % split of escalated complaints by sector and by region
Awareness and enablement	Raise awareness of disability fostering greater understanding and inclusion	<ul style="list-style-type: none"> • % change in public sentiment towards disability • % PwD and caretakers aware of available services and how to reach them • % PwD and caretakers aware of PwD rights and how to defend them
	Enable PwD and empower them to effectively interact with stakeholders in the ecosystem	<ul style="list-style-type: none"> • % eligible PwD actively supported by trained case manager(s) assigned by relevant sectors • % employment of PwD who are able to work
Research and innovation	Sustain integrated databases that enable a comprehensive understanding of disability in KSA	<ul style="list-style-type: none"> • % exhaustiveness of data fields in national registry • % PwD accounted for in national registry
	Support disability research and innovation ecosystem	<ul style="list-style-type: none"> • # continuous improvement projects led by APD identified through data intelligence • % research and reports translated into suggested recommendations
Ecosystem integration	Streamline governance and strengthen accountabilities in the PwD ecosystem	<ul style="list-style-type: none"> • # public PwD services duplicated across sectors • % NSFPWD strategic KPIs compliant to defined targets
	Cultivate and nurture impactful PwD partnerships locally and internationally	<ul style="list-style-type: none"> • % partnerships target attainment
	Incentivize participation and quality improvement among PwD ecosystem stakeholders	<ul style="list-style-type: none"> • # formalized PwD investment incentives • # entities capitalizing on PwD non-financial quality incentives structures
Organizational excellence	Strengthen APD brand identity and perception	<ul style="list-style-type: none"> • % PwD ecosystem stakeholders with a clear understanding of APD role
	Increase APD employment attractiveness	<ul style="list-style-type: none"> • % turnover of APD employees
	Foster innovation and continuous improvement of operating procedures	<ul style="list-style-type: none"> • % government requirement KPIs at or above target¹

1. 1. Covers all excellence KPIs assigned by Adaa, DGA, etc. covering digitization, operational excellence,, etc.
Source: National strategy for people with disabilities, Kearney

In the short-term, APD must adopt a gradual monitoring approach to fully cover proposed strategic KPIs

Each pillar is now covered either with a KPI already tracked or with a KPI that has data available

APD strategic KPIs

Short-term monitoring recommendations

% relevant policies and regulations with specific mention of PwD	Internal	# policies revised to include specific, explicit mention of PwD
% split of escalated complaints by sector and by region	External	# complaints received to APD as per relevant violations
% change in public sentiment towards disability	External	Public sentiment towards disability
% PwD and caretakers aware of PwD rights and how to defend them	External	% survey respondents aware of PwD rights and how to defend them
% PwD and caretakers aware of available services and how to reach them	External	% survey respondents aware of available services and how to reach them
% eligible PwD actively supported by trained case manager(s) assigned by relevant sectors	External	# eligible PwD for case management
% employment of PwD who are able to work	Internal	
% exhaustiveness of data fields in national registry	Internal	
% PwD accounted for in national registry	Internal	
# continuous improvement projects led by APD identified through data intelligence	Internal	
% research and reports translated into suggested recommendations	Internal	# PwD research initiatives completed
# public PwD services duplicated across sectors	External	# sectors with full list of services identified
% NSFPWD strategic KPIs compliant to defined targets	Internal	# NSFPWD with a defined target, #NSFPWD KPIs activated for monitoring
% partnerships target attainment	Internal	
• # formalized PwD investment incentives	External	# incentives structured identified with developed business case
• # entities capitalizing on PwD non-financial quality incentives structures	External	# quality enablement programs development
% PwD ecosystem stakeholders with a clear understanding of APD role	External	% survey respondents with clear understanding of APD role
% turnover of APD employees	Internal	
% government requirement KPIs at or above target	Internal	

Internal	KPI not tracked, data not currently at reach: APD to define data governance and start collecting data to build a baseline
External	KPI not tracked, data available: APD to formalize data collection/analysis mechanisms and compute as per KPI formula
	KPI already tracked

Achieve an inclusive and egalitarian society for people with disabilities

 **Mission** Coordinate and amplify national efforts related to people with disabilities by setting policies and strategies, promoting research and innovation, raising awareness and fostering partnerships

 **Values**

Equity

Inclusion

Collaboration

Excellence

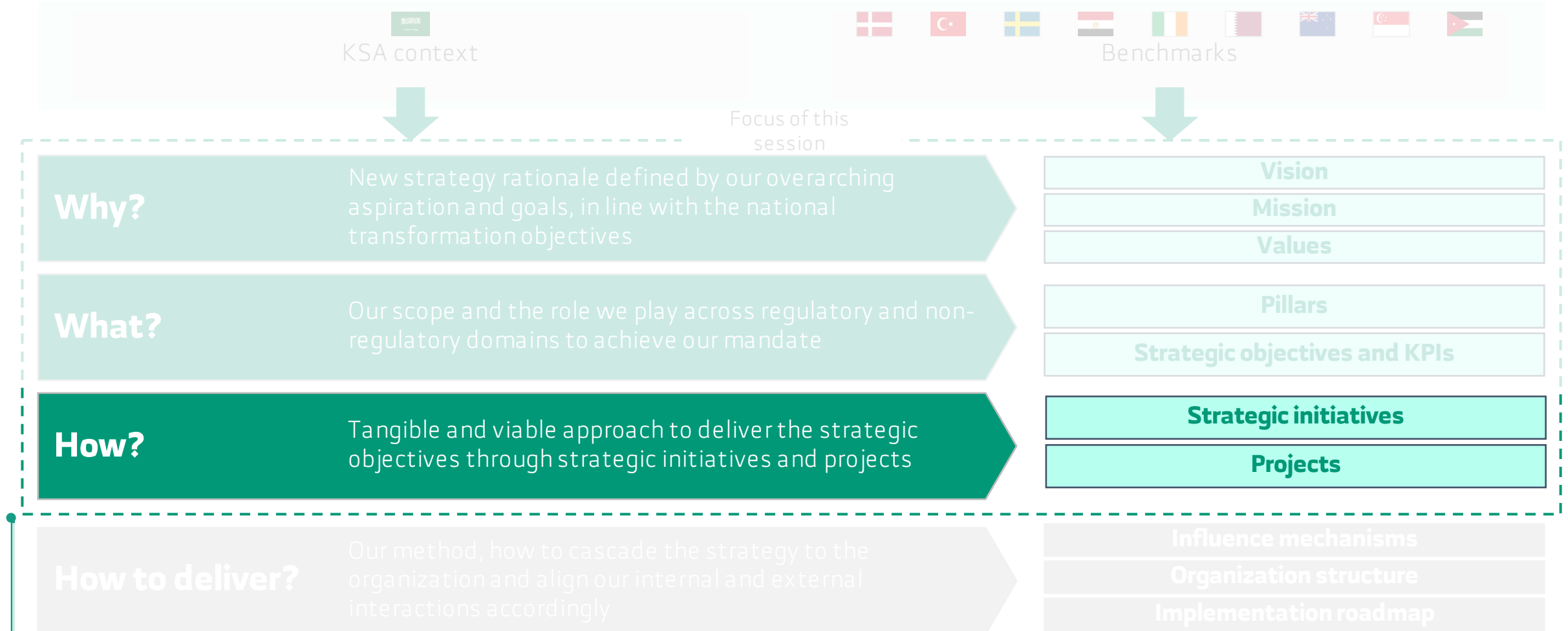
Commitment

Pillars	Objectives	Strategic KPIs
 Legislative frameworks	Set the overarching disability legislative frameworks and oversee sector-specific adaptations	– % relevant policies and regulations with specific mention of PwD
	Assure the implementation of disability legislative frameworks and enforce compliance	– % split of escalated complaints by sector and by region
 Awareness & enablement	Raise awareness of disability fostering greater understanding and inclusion	– % change in public sentiment towards disability – % PwD and caretakers aware of PwD rights and how to defend them – % PwD and caretakers aware of available services and how to reach them
	Enable PwD and empower them to effectively interact with stakeholders in the ecosystem	– % eligible PwD actively supported by trained case manager(s) assigned by relevant sectors – % employment of PwD who are able to work
 Research and innovation	Sustain integrated databases that enable a comprehensive understanding of disability in KSA	– % exhaustiveness of data fields in national registry – % PwD accounted for in national registry
	Support disability research and innovation ecosystem	– # continuous improvement projects led by APD identified through data intelligence – % research and reports translated into suggested recommendations
 Ecosystem integration	Streamline governance and strengthen accountabilities in the PwD ecosystem	– # public PwD services duplicated across sectors – % NSFPWD strategic KPIs compliant to defined targets
	Cultivate and nurture impactful PwD partnerships locally and internationally	– % partnerships target attainment
	Incentivize participation and quality improvement among PwD ecosystem stakeholders	– # formalized PwD investment incentives – # entities capitalizing on PwD non-financial quality incentives structures
 Organizational excellence	Strengthen APD brand identity and perception	– % PwD ecosystem stakeholders with a clear understanding of APD role
	Increase APD employment attractiveness	– % turnover of APD employees
	Foster innovation and continuous improvement of operating procedures	– % government requirement KPIs at or above target

Source: APD team

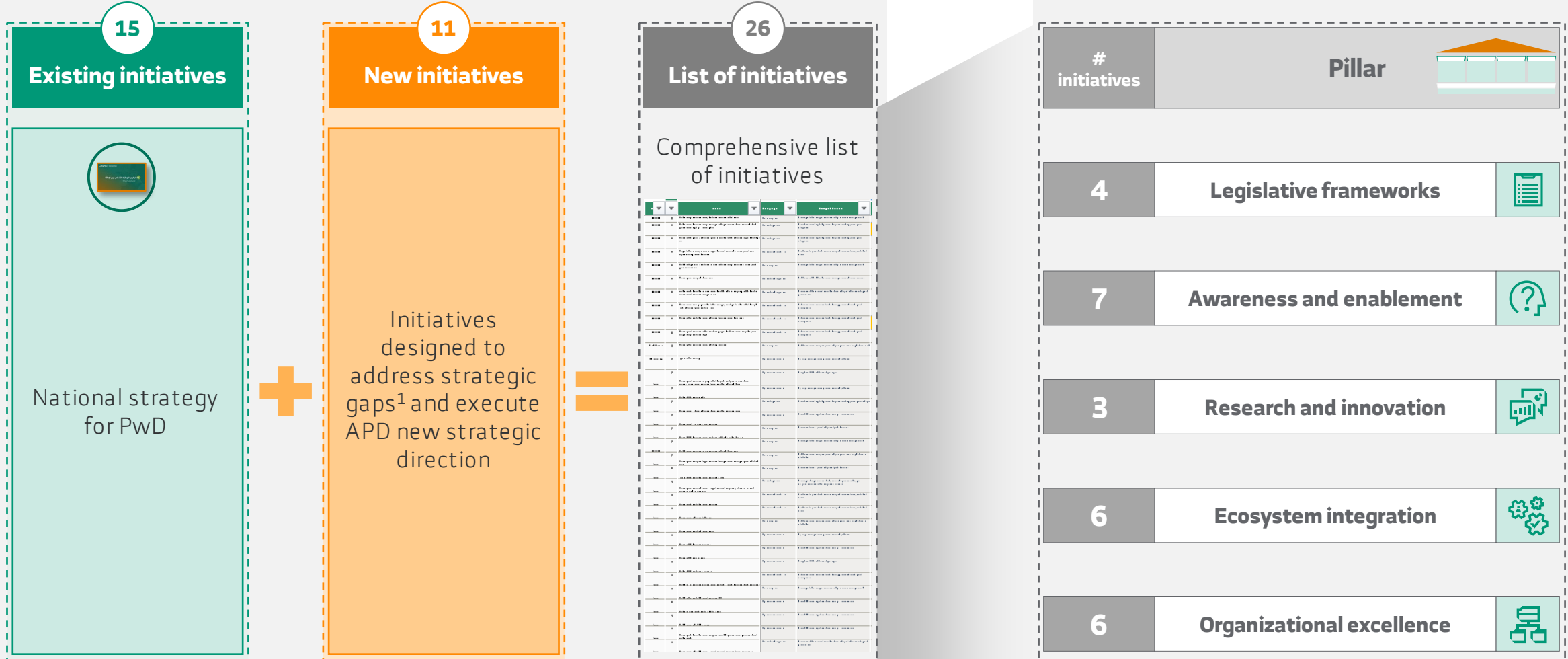
The APD institutional strategy integrates several key components

Institutional strategy development framework



To ensure comprehensiveness, APD-assigned initiatives from NSFPWD are  considered in addition to new initiatives derived from APD strategic direction

Approach to initiatives list development



Notes: 1. Other APD initiatives (planned and ongoing) were revised
Source: Kearney

Overview of initiatives per pillar and objective (1/3)

Legislative frameworks

1 Set the overarching disability legislative frameworks and oversee sector-specific adaptations

- 1a. Create a comprehensive regulatory framework for PwD based on recently passed PwD Rights law
- 1b. Update and revise relevant regulatory frameworks to effectively include people with disabilities
- 1c. Assess and update universal access of municipal facilities and transportation accessibility standards and develop compliance mechanisms

2 Assure the implementation of disability legislative frameworks and enforce compliance

- 2a. Develop and activate escalation and enforcement mechanisms

NSFPWD

New

Source: Kearney

Awareness and enablement

3 Raise societal awareness of disability fostering greater understanding and inclusion

- 3a1. Build awareness content across relevant topics
- 3a2. Develop and distribute guidelines for PwD inclusion in media content
- 3b. Drive targeted awareness efforts led by relevant entities to inform PwD about their rights and available services
- 3c. Establish representation in government entities to facilitate and champion PwD inclusion within their organizations

4 Enable PwD and empower them to effectively interact with stakeholders in the ecosystem

- 4a. Develop PwD journeys and case management framework
- 4b. Develop non-profit framework for job listing/consulting services to PwD
- 4c. Develop and conduct workshops to raise awareness of employers on PwD inclusion

Overview of initiatives per pillar and objective (2/3)


Research and innovation 

5 Sustain integrated databases that enable a comprehensive understanding of disability in KSA

- **5a. Develop national registry for PwD across sectors**

6 Support disability research and innovation ecosystem

- **6a. Introduce a PwD satisfaction and feedback system to drive continuous improvement**
- **6b. Identify disability research priorities and activate data intelligence agenda**

Ecosystem integration 

7 Streamline governance and strengthen accountabilities in the PwD ecosystem

- **7a. Establish governance of NSFPWD implementation**
- **7b. Enhance governance of existing PwD services across entities of PwD ecosystem**

8 Cultivate and nurture impactful PwD partnerships locally and internationally

- **8a. Implement APD local and international partnership model**

9 Incentivize participation and quality improvement among PwD ecosystem stakeholders

- **9a. Identify disability investment opportunities and develop incentivization mechanisms**
- **9b. Supplement and diversify PwD funding through endowments**
- **9c. Establish incentives to promote quality and continuous improvement across sectors**

NSFPWD New

Overview of initiatives per pillar and objective (3/3)

Organizational excellence



10 Strengthen APD brand identity and perception

- 10a. Develop and activate APD communications and branding strategy

11 Increase APD employment attractiveness

- 11a. Develop career paths and performance tiers linked to reward system of APD employees
- 11b. Develop competencies-based training plans and model for expertise outsourcing

12 Foster innovation and continuous improvement of operating procedures

- 12a. Activate revised APD operating model and standard operating procedures
- 12b. Develop and activate APD digital transformation strategy
- 12c. Activate APD cybersecurity strategy

NSFPWD

New

Prioritization approach was based on scoring of ease of implementation and level of impact

Prioritization approach

Influence on other PwD initiatives
(NSFPwD and APD institutional strategy) **20%**

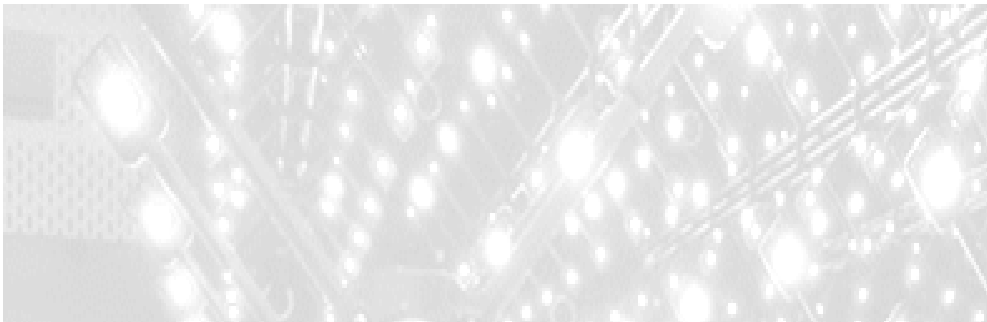
How critical is this initiative in paving the way for the success of subsequent efforts?

Impact on APD strategic KPIs **30%**

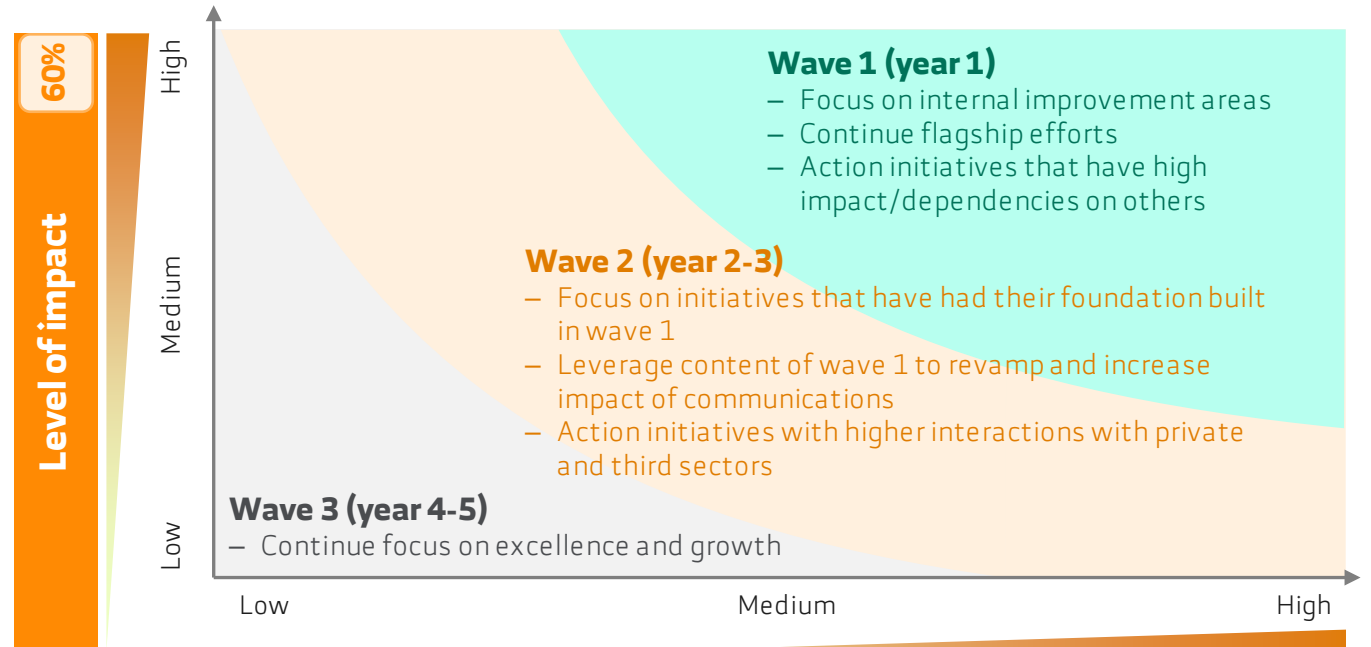
To what extent does the initiative contribute to the direct achievement of strategic KPIs?

Impact outreach to ecosystem stakeholders
(PwD, government, private and non-profit sectors) **10%**

What is the breadth of coverage of the initiative when it comes to ecosystem stakeholders?



Source: Kearney



Ease of implementation **40%**

Time horizon **10%**

What is the anticipated duration required for implementation?

Resource requirements **20%**

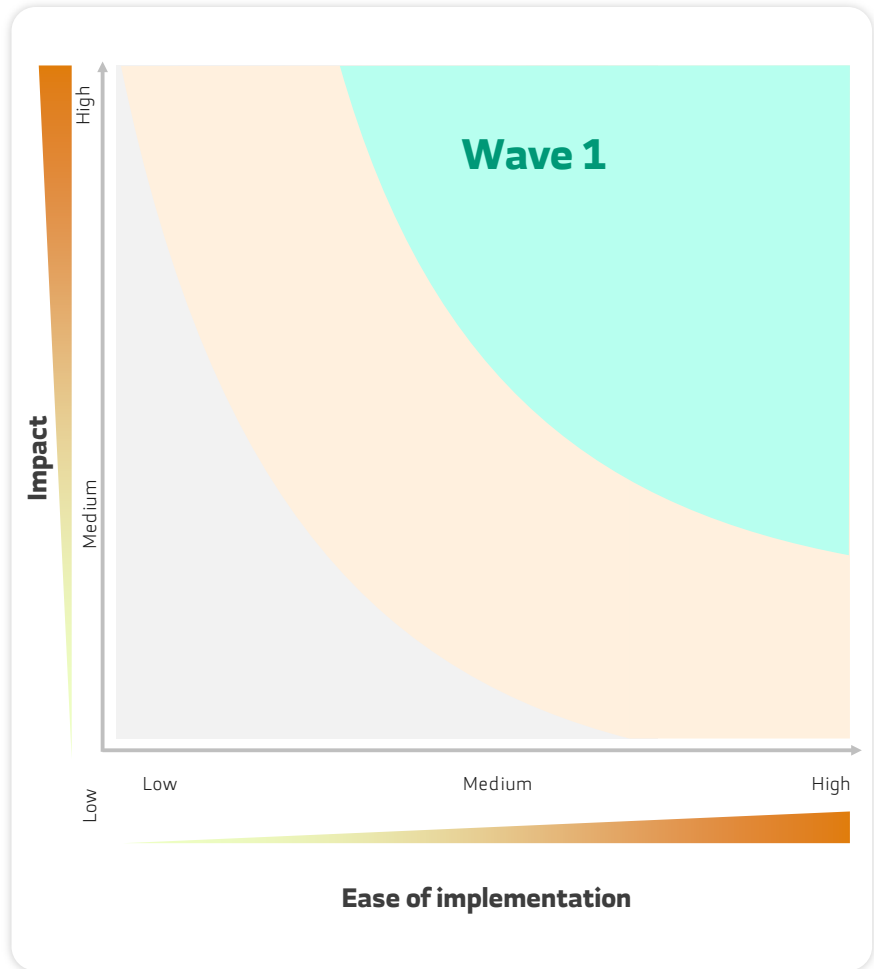
What is the anticipated cost of the initiative?

Alignment with current capabilities **10%**

How well do the initiative's requirements align with the existing internal capabilities?

The initiatives of wave 1 span across all five pillars and eight of their respective objectives

Wave 1 initiatives



Source: Kearney

	Initiatives	Pillar	Obj
Wave 1	1a. Create a comprehensive regulatory framework for PwD based on recently passed PwD Rights law		1
	2a. Develop and activate escalation and enforcement mechanisms		2
	5a. Develop national registry for PwD across sectors		5
	6b. Identify disability research priorities and activate data intelligence agenda		6
	7a. Establish governance of NSFPWD implementation		7
	7b. Enhance governance of existing PwD services across entities of PwD ecosystem		7
	8a. Implement APD local and international partnership model		8
	10a. Develop and activate APD communications and branding strategy		10
	11a. Develop career paths and performance tiers linked to reward system of APD employees		11
	12a. Activate revised APD operating model and standard operating procedures		12

Policy & regulation

Awareness & enablement

Research and innovation

Ecosystem integration

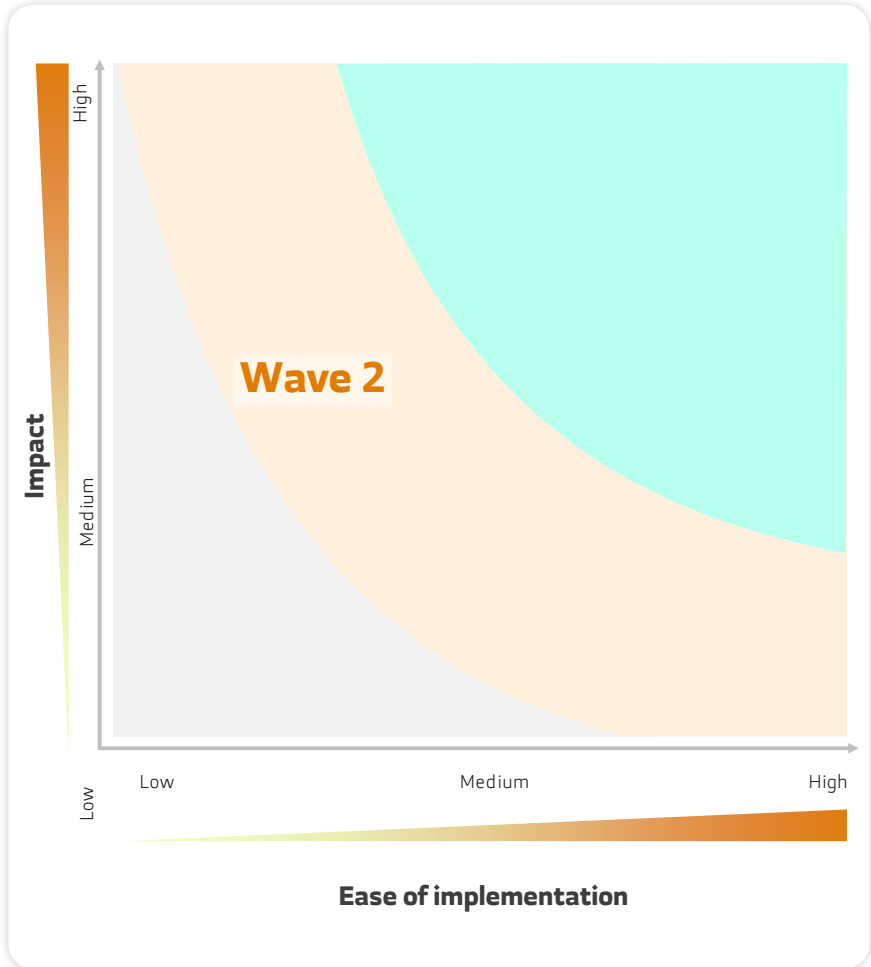
Organizational excellence

Objective number

NSFPWD New

By wave 2, all objectives will be covered with strategic initiatives

Wave 2 initiatives



Source: Kearney

	Initiatives	Pillar	Obj
Wave 2	1b. Update and revise relevant policies, strategies and regulatory frameworks to effectively include persons with disabilities		1
	1c. Assess and update universal access of municipal facilities and transportation accessibility standards and develop compliance assurance mechanisms		1
	3a1. Build awareness content across relevant topics		3
	3a2. Develop and distribute guidelines for PwD inclusion in media content		3
	3b. Create targeted awareness and outreach campaigns for PwD by relevant entities regarding new, existing and updated services and rights		3
	4a. Develop PwD journeys and case management framework		4
	4b. Develop non-profit framework for job listing/consulting services to PwD		4
	9a. Identify disability investment opportunities and develop incentivization mechanisms		9
	9c. Establish incentives to promote quality and continuous improvement across sectors		9
	11b. Develop competencies-based training plans and model for expertise outsourcing		11
	12b. Develop and activate APD digital transformation strategy		12
	12c. Activate APD cybersecurity strategy		12

Policy & regulation

Awareness & enablement

Research and innovation

Ecosystem integration

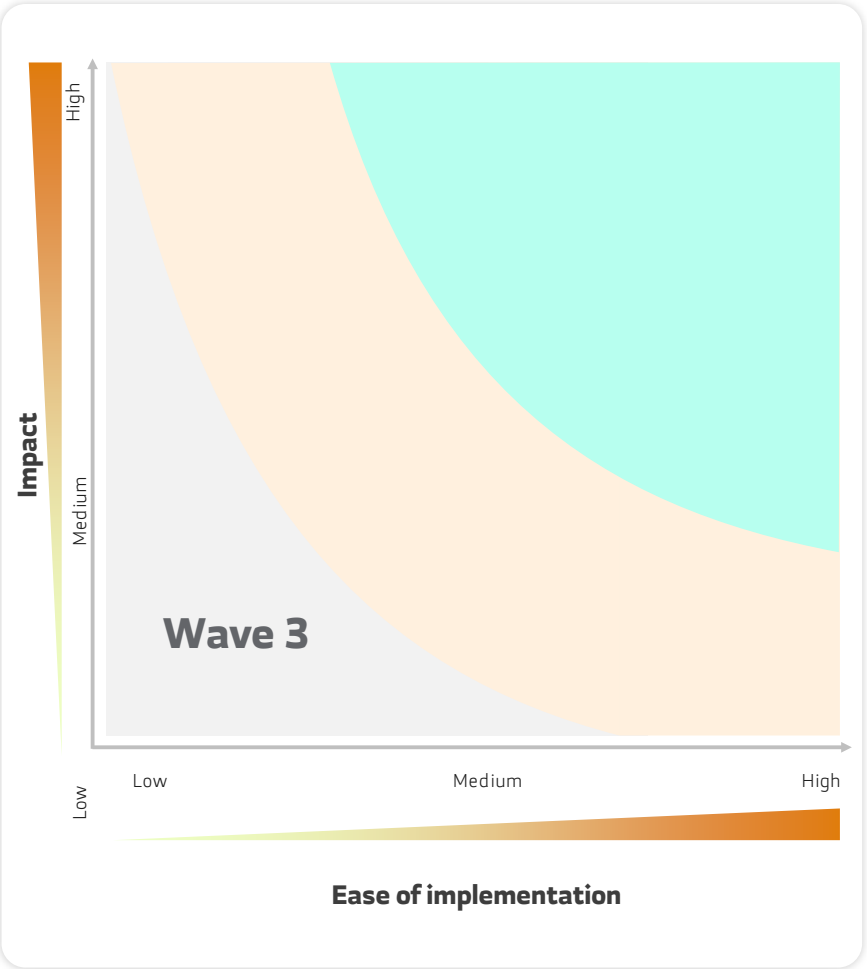
Organizational excellence

Objective number

NSFPWD New

The initiatives of wave 3 continue the focus on the non-regulatory pillars and their respective objectives

Wave 3 initiatives



	Initiatives	Pillar	Obj
Wave 3	3c. Establish representation in government entities to facilitate and champion PwD inclusion within their organizations		3
	4c. Develop and conduct workshops to raise awareness of employers on PwD inclusion		4
	6a. Introduce a dedicated PwD satisfaction and feedback system to serve people with disabilities at the sectoral level to drive continuous improvement		6
	9b. Supplement and diversify PwD funding through endowments		9

Policy & regulation

Awareness & enablement

Research and innovation

Ecosystem integration

Organizational excellence

Objective number

NSFPWD **New**

Source: Kearney

APD

هيئة رعاية الأشخاص ذوي الإعاقة
Authority of People with Disability

