

Proposal Response: Development of Job Standards and Qualifications for Hajj and Umrah Service Providers

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1) Executive Summary

This proposal outlines our approach to developing job standards and qualifications for Hajj and Umrah service providers, aligning with the strategic objectives of the National Center for Non-Profit Sector. Impetus Strategy is committed to enhancing the quality of services provided to pilgrims by establishing clear, standardized qualifications and competencies for service workers. Our methodology incorporates comprehensive stakeholder engagement, rigorous data analysis, and best practices from international benchmarks. The project is designed to ensure that service providers meet the expectations of both pilgrims and regulatory standards, thereby enhancing the overall experience during the Hajj and Umrah seasons. The implementation timeline spans 12 months, with key milestones identified to track progress and ensure timely delivery of outputs. We believe that this project will significantly contribute to the improvement of service quality and operational efficiency in the sector.

2) Company Introduction

Impetus Strategy is a leading consulting firm based in Riyadh, Saudi Arabia, specializing in public sector transformation and social development. Founded with a mission to prioritize impact beyond profitability, we aim to elevate and inspire positive change across various sectors. Our team comprises a blend of local and international experts who bring extensive experience in strategy development, stakeholder engagement, and operational solutions. We have successfully delivered over 120 projects with a cumulative value exceeding 40 million SAR, focusing on sectors such as education, health, and economic development. Our strong partnerships with reputable organizations enable us to leverage global best practices while adapting solutions to the local context. We are committed to delivering high-quality services that meet the unique needs of our clients and contribute to the Kingdom's development goals.

3) Understanding of the RFP and Objectives

We understand that the primary objective of this RFP is to establish comprehensive job standards and qualifications for service providers in the Hajj and Umrah sector. This initiative is critical in ensuring that service workers are equipped with the necessary skills and competencies to meet the diverse needs of pilgrims. Our approach will involve a thorough assessment of current practices, stakeholder consultations, and the development of a framework that aligns with national standards and international best practices. By defining clear job roles and competencies, we aim to enhance service delivery, improve customer satisfaction, and ensure compliance with relevant regulations. This project aligns with the Kingdom's Vision 2030, which emphasizes the importance of quality service in enhancing the experience of pilgrims during Hajj and Umrah.

4) Technical Approach and Methodology

Our technical approach consists of a phased methodology that encompasses comprehensive analysis, stakeholder engagement, and iterative development of job standards. The project will be divided into three main phases: analysis, design, and implementation. In the analysis phase, we will conduct a detailed assessment of existing qualifications, identify gaps, and benchmark against international standards. The design phase will focus on developing a framework for job standards, including competencies, training requirements, and assessment criteria. Finally, the implementation phase will involve piloting the standards with selected service providers and refining them based on feedback. Throughout the project, we will utilize methodological pillars such as stakeholder engagement, data-driven decision-making, and continuous improvement to ensure the effectiveness and relevance of the standards developed.

Phase	Activities	Duration
Analysis	Assess existing qualifications, identify gaps	4 months
Design	Develop job standards framework	4 months
Implementation	Pilot standards, refine based on feedback	4 months

5) Project Architecture

The project architecture is designed to facilitate seamless integration of various components necessary for developing job standards and qualifications. It includes system components such as stakeholder engagement platforms, data collection tools, and assessment frameworks. Data flow will be managed through a centralized database that captures inputs from stakeholders, analysis results, and feedback from pilot implementations. Integration with existing systems will be prioritized to ensure consistency and ease of access to information. The technology stack will include data analytics tools, project management software, and communication platforms that support collaboration among team members and stakeholders. This architecture will enable efficient project execution and effective monitoring of progress against established milestones.

Component	Description	Purpose
Stakeholder Engagement Platform	Tool for collecting feedback	Enhance collaboration
Data Collection Tools	Gather data from service providers	Inform standards development
Assessment Framework	Criteria for evaluating competencies	Ensure quality and compliance

6) Relevant Experience and Case Evidence

Impetus Strategy has a proven track record in delivering projects relevant to the development of job standards and qualifications in various sectors. Notably, our project titled 'Community Needs Assessment for Rural Villages' involved comprehensive assessments to identify the needs and challenges faced by rural communities. This project resulted in actionable recommendations that were implemented to improve service delivery. Additionally, our work on 'Social and Economic Surveys for Priority Areas' provided critical insights that guided policy

decisions for the Royal Commission for Makkah City and Holy Sites. These experiences demonstrate our capability to conduct thorough analyses, engage stakeholders effectively, and develop practical solutions that align with client objectives.

7) Project Team and Roles

The project team will comprise a diverse group of professionals with expertise in strategy development, social innovation, and project management. Key roles include a Project Manager who will oversee project execution, a Lead Consultant responsible for technical aspects, and specialists in stakeholder engagement and data analysis. Each team member will bring their unique skills and experiences to ensure the project's success. The team will also include local experts who understand the cultural and operational context of the Hajj and Umrah sector. This blend of local and international expertise will enable us to develop standards that are not only effective but also culturally relevant and widely accepted by stakeholders.

8) Work Plan, Timeline, and Milestones

The work plan outlines the key activities, timeline, and milestones for the project. The project is structured into three phases: analysis, design, and implementation, each spanning four months. Key milestones include the completion of the needs assessment report, the development of the job standards framework, and the piloting of the standards with selected service providers. Regular progress reviews will be conducted to ensure adherence to the timeline and to address any challenges that may arise. The timeline is designed to allow for flexibility while maintaining a clear focus on achieving project objectives within the 12-month period.

Milestone	Description	Due Date
Needs Assessment Report	Completion of analysis phase	Month 4
Job Standards Framework	Development of standards	Month 8
Pilot Implementation	Testing standards with providers	Month 12

9) Quality Assurance and Risk Management

Quality assurance will be integrated into every phase of the project to ensure that deliverables meet the highest standards. A Quality Assurance Plan will be developed, outlining procedures for monitoring quality throughout the project lifecycle. This will include regular reviews of project outputs, stakeholder feedback mechanisms, and adherence to established standards. Risk management will involve identifying potential risks, assessing their impact, and developing mitigation strategies. A Risk Management Plan will be created to guide the team in proactively addressing challenges that may arise during project execution. By implementing robust quality assurance and risk management practices, we aim to deliver a successful project that meets client expectations.

10) KPIs and Service Levels

Key Performance Indicators (KPIs) will be established to measure the success of the project and the effectiveness of the job standards developed. KPIs will include metrics such as the percentage of service providers meeting the new standards, stakeholder satisfaction ratings, and the number of training sessions conducted for service workers. Service levels will be defined to ensure that deliverables are completed on time and to the required quality. Regular reporting on KPIs will be conducted to track progress and make necessary adjustments to the project plan. This focus on performance measurement will enable us to demonstrate the impact of the standards on service delivery in the Hajj and Umrah sector.

KPI	Description	Target
Service Provider Compliance	Percentage meeting new standards	90%
Stakeholder Satisfaction	Ratings from service providers	80%
Training Sessions Conducted	Number of sessions for workers	20

11) Data Privacy, Security, and IP

Data privacy and security are paramount in this project, especially given the sensitive nature of the information being collected from service providers and stakeholders. We will implement strict data protection measures in compliance with relevant regulations. This includes secure data storage, access controls, and protocols for data sharing. Intellectual Property (IP) rights for the job standards developed will be clearly defined, ensuring that the National Center for Non-Profit Sector retains ownership of all outputs. We will also establish guidelines for the use of any proprietary tools or methodologies employed during the project to protect our intellectual assets while ensuring compliance with client requirements.

12) Compliance with RFP Requirements

We are fully committed to complying with all requirements outlined in the RFP. Our proposal addresses each requirement systematically, demonstrating our understanding of the objectives and expectations of the National Center for Non-Profit Sector. We have ensured that our methodology aligns with the specifications provided, and our team possesses the necessary qualifications and experience to execute the project effectively. Additionally, we are prepared to provide any required documentation and evidence of our capabilities to support our proposal. Our approach emphasizes transparency and accountability, ensuring that we meet all contractual obligations throughout the project lifecycle.

13) Deliverables Summary

The project will yield several key deliverables that will serve as the foundation for the development of job standards and qualifications for Hajj and Umrah service providers. These deliverables include a comprehensive needs assessment report, a framework for job standards, training materials for service workers, and a final report summarizing the project outcomes and recommendations. Each deliverable will be carefully crafted to ensure clarity, relevance, and applicability. We will also provide a roadmap for implementing the standards within the service provider community, facilitating a smooth transition to the new qualifications framework. Regular updates will be shared with stakeholders to keep them informed of progress and gather feedback on deliverables.

14) Assumptions

This proposal is based on several key assumptions that will guide the project execution. We assume that all stakeholders will be available for consultations and feedback throughout the project. Additionally, we assume that the necessary data and resources will be accessible to our team to conduct thorough assessments and analyses. We also assume that there will be a collaborative environment among service providers, stakeholders, and the National Center for Non-Profit Sector, facilitating the successful implementation of the job standards. Finally, we assume that the project timeline of 12 months will be adhered to, allowing for timely delivery of all outputs.

15) Pricing Approach (Summary)

Our pricing approach is designed to provide transparency and value for the services rendered. The total project cost will be outlined in detail, including a breakdown of costs associated with each phase of the project. This will include personnel costs, data collection expenses, stakeholder engagement activities, and any technology-related costs. We are committed to delivering high-quality services within the budget constraints set forth in the RFP while ensuring that our pricing reflects the value of the expertise and resources we bring to the project. We will also outline payment terms and conditions to ensure clarity and mutual understanding.

16) Why Impetus

Impetus Strategy stands out as the ideal partner for this project due to our extensive experience in developing job standards and qualifications across various sectors. Our proven track record of successful project delivery, combined with our local expertise and strong partnerships with global consulting entities, positions us uniquely to meet the objectives of the National Center for Non-Profit Sector. We are committed to fostering positive change and enhancing service delivery in the Hajj and Umrah sector. Our team is dedicated to ensuring that the project outcomes align with the needs of stakeholders and contribute to the overall improvement of the pilgrimage experience. By choosing Impetus, you are selecting a partner that prioritizes impact and excellence in every aspect of our work.