

# Generated Proposal

## Draft

{

"title": "Rural Development Strategy for Selected Villages in the Kingdom of Saudi Arabia – Prepared by Impetus Strategy",

"sections": [

{

"heading": "Executive Summary",

"content": "Impetus Strategy is pleased to submit this comprehensive technical and development proposal to the National Center for the Development of the Non-Profit Sector (NCNP) for the Rural Development Strategy initiative. The project advances the Kingdom's Vision 2030 by enabling an integrated, non-profit-led model for rural revitalization that is responsive to local needs, leverages regional assets, and creates measurable social and economic outcomes. Our approach operationalizes all requirements in the RFP, including the two-phase scope (Study and Analysis; Design and Alignment), the prescribed workstreams (2.1 through 2.7), and the mandated deliverables, timeline, and governance obligations.\n\nOver 12 calendar months, we will deploy three regionally focused delivery squads within KSA, a central PMO anchored in Riyadh, and a structured engagement program with local stakeholders and strategic partners. Phase 1 produces a rigorous diagnostic anchored in prior NCNP work (community needs and institutional capacity assessments) and augments it with analytical frameworks (SWOT, PESTEL, Assets Analysis, Importance–Performance Matrix, NOISE) and governance mapping across each selected village. Phase 2 builds a national strategic framework and village-level strategies grounded in a theory of change, strategic objectives, enabling resources, risk and response plans, and a comprehensive portfolio of prioritized initiatives and economic revival projects, with detailed operating, financial, and partnering models. A standout feature is the establishment of a Social Innovation Lab with an integrated digital platform to accelerate co-creation, curation, and scaling of innovative solutions.\n\nOur track record includes more than 120 studies and 40M SAR in project value delivered, with deep sectoral delivery in social and economic development, strategy design, and program execution across KSA. We bring tested toolkits for strategy execution, KPI frameworks, and governance methods, and we prioritize impact beyond profitability. The proposal sets out a full technical method, project architecture, detailed work plan and milestones, robust QA and risk management, KPIs, compliance affirmations, deliverables, and a pricing approach aligned to the RFP's payment structure (20% Phase 1, 80% Phase 2). All prices will be in Saudi Riyals inclusive of applicable taxes and fees, and we will meet the bid validity and guarantee requirements specified by the RFP.",

"points": [],

"table": {

"headers": [],

"rows": []

}

},

{

"heading": "Company Introduction",

"content": "Impetus Strategy is a strategy and development advisory firm headquartered in Riyadh, KSA. Our mission—“we prioritize impact beyond profitability”—guides our advisory practice across public, private, and non-profit sectors. We bring proven capabilities in strategy, governance, and ecosystems; impact and sustainability; impact investing; social and economic development; digital and data; and stakeholder engagement and service delivery. Our delivery model combines a results-oriented approach with grounded methods: field surveys, needs assessments and baselining, ecosystem mapping and stakeholder analysis, co-design workshops, global benchmarking, and KPI frameworks that translate objectives into measurable outcomes.\n\nOur differentiators align squarely with the RFP: we combine an impact-first ethos with tested strategy execution toolkits, global and local partnerships to access leading practices, and a multi-office footprint across KSA and internationally to support sustained delivery. We have an extensive track record in large-scale surveys, rural needs assessments and institutional capacity evaluations, development of opportunity pipelines for the non-profit sector, visitors’/residents’ experience measurement and improvement, and end-to-end strategy and operating model design for public-interest institutions.\n\nImpetus Strategy’s experience includes: Social and Economic Surveys for Priority Regions (Phase 1 & Phase 2), Community Needs Assessment for Rural Villages and Institutional Capacity Evaluation, Development Opportunities for the Non-Profit Sector in the Guests of Allah ecosystem, and strategy development for non-profit organizations and centers of excellence. Our engagements typically culminate in executable roadmaps, robust governance frameworks, and performance dashboards. We are bilingual (Arabic/English) and comfortable operating across the Kingdom, with teams based within KSA for the full project duration, in line with the RFP’s special conditions.",

"points": [

"Key figures: +120 studies; +15 projects; +35 consultants and experts; +4 international partnerships; +6 offices inside and outside KSA; +40M SAR in project value",

"Domains: Strategy and governance; Impact and sustainability; Impact investing; Social and economic development; Digital and data; Stakeholder engagement and service delivery",

"Methods: Surveys and baselining; Ecosystem mapping; Co-design workshops; Benchmarking; KPI definition and monitoring"

],

"table": {

"headers": [],

"rows": []

}

},

{

"heading": "Understanding of the RFP and Objectives",

"content": "NCNP requires a partner to build rural development strategies for three selected regions, as a continuation of prior national work in defining development village concepts, conducting a national scan of needs and opportunities, and performing detailed community needs diagnostics. The RFP prescribes a two-phase scope: Phase 1 (Study and Analysis) connects previous diagnostics and institutional capacity assessments to the present objectives and applies structured analytical tools; Phase 2 (Design and Alignment) develops a national strategic framework for rural non-profit development and bespoke strategies for each target village, including theory of change, strategic maps, KPIs, initiatives, operating models, financial models, and options to establish local non-profit entities and partnerships. The project must include the design and standing-up of a Social Innovation Lab with a digital platform, enabling open innovation and stakeholder co-creation.\n\nThe RFP mandates: 12-month duration; Arabic as the primary language; KSA Riyal currency; bid validity of 90 days; compliance with the Government Tenders and Procurement Law and executive regulations; content localization; confidentiality; IP rights vested in the Government; and strict adherence to submission structures (technical and financial), guarantees (initial 1% and final 5%), evaluation criteria (weighted technical and financial with a minimum 70% technical pass), staffing profiles, and safety and quality requirements. The technical evaluation emphasizes methodology (framework, plan, schedule), relevance and breadth of experience, team qualifications (with PMP where required), and knowledge transfer.\n\nOur interpretation of success includes: delivering actionable strategies tailored to local assets and constraints; ensuring inclusion via multi-

stakeholder engagement; translating strategies into executable initiatives and revival projects with feasibility and risk responses; operationalizing governance and performance management; and establishing a functioning innovation lab and digital platform. We will ensure complete compliance with all RFP clauses and special conditions, including deploying three separate teams focused on each region and maintaining a Saudi presence for the duration."

"points": [],

"table": {

"headers": [

"RFP Requirement",

"Impetus Strategy Response"

],

"rows": [

[

"12-month duration",

"Full work plan over 12 calendar months with stage gates and monthly deliverables"

],

[

"Two-phase scope",

"Phase 1: diagnostics and linkage to prior work; Phase 2: strategy, initiatives, operating and financial models, innovation lab"

],

[

"Innovation Lab with digital platform",

"Design, build, and activate a collaborative digital platform for solution co-creation and portfolio curation"

],

[

"Three region-focused teams",

"Dedicated squads for each selected region, coordinated by a central PMO"

],

[

"Arabic language",

"All core deliverables in Arabic; bilingual facilitation as needed"

],

[

"KSA Riyal and 90-day validity",

"All pricing in SAR; 90-day bid validity confirmed"

],

[

"Guarantees and compliance",

"Commitment to 1% bid bond and 5% performance bond; adherence to all legal and procedural clauses"

]

]

}

},

{

"heading": "Technical Approach and Methodology",

"content": "Our methodology is designed to address every RFP requirement, ensure community-centric co-creation, and produce implementable strategies. It is organized into three interlinked layers: a framework overview that translates objectives into a coherent logic model; a phased methodology that maps directly to the RFP (Phase 1 Study and Analysis; Phase 2 Design and Alignment); and methodological pillars that ensure rigor in data, engagement, governance, and execution.\n\nFramework Overview: We anchor each village strategy in a theory-of-change construct that clarifies how inputs (assets, capabilities, partnerships, funding) and activities (programs, services, infrastructure support) lead to outputs (service coverage, participation), intermediate outcomes (employment, inclusion, quality of life), and sustained impact (rural resilience, economic diversification, contribution to non-profit sector targets). This framework incorporates risk-response planning, enabling resources (human capital, technology, partnerships), and governance to ensure adaptability.\n\nPhased Methodology: Phase 1—Study and Analysis: We will link prior NCNP outputs (national conceptual definition, national scan, three-region community needs assessments, and institutional capacity review) to current objectives using structured analytics: SWOT to define strengths and vulnerabilities at village level; PESTEL to frame external drivers; Assets Analysis to surface local resource endowments; Importance–Performance Matrix to prioritize service improvements; and NOISE for solution ideation categories. We will conduct stakeholder mapping (internal/external) and governance documentation for the relevant Emirate structures and adjacent authorities, validate findings through focus sessions with community representatives, and benchmark at least five best practices in rural development strategy design. Outputs include linkage documentation, stakeholder/governance analysis, related programs inventory, and a design framework tying rural development to non-profit sector GDP contribution.\n\nPhase 2—Design and Alignment: Track 2.1 develops a Kingdom-level framework for non-profit rural development aligned with local entities. Track 2.2 builds village theories of change, strategic maps, SMART objectives, enablers, KPIs with baselines/targets, risks and response plans, and governance for strategy updates and monitoring. Track 2.3 designs and prioritizes initiatives per strategic pillar, details workplans and resources, and derives economic revival sub-projects with feasibility studies. Track 2.4 constructs the business model, operating model, and financial model per village. Track 2.5 establishes the Social Innovation Lab with a digital platform, partner linkages, and

outreach. Track 2.6 specifies options to found non-profit entities, with organizational and funding choices and local champions identification. Track 2.7 defines partnership options and roles across government, private, and non-profit.

Methodological Pillars: 1) Evidence: integrate prior NCNP data with targeted validations; 2) Engagement: co-design sessions with multi-stakeholders; 3) Benchmarking: structured international comparisons; 4) Execution Focus: readiness assessments, resourcing, and phasing; 5) Performance: KPI framework and dashboards; 6) Knowledge Transfer: continuous documentation, capacity building, and archiving per RFP. This approach results in credible strategies, executable portfolios, and a sustained innovation engine."

"points": [

"Core analytics: SWOT, PESTEL, Assets Analysis, Importance–Performance Matrix, NOISE",

"Stakeholder methods: mapping, engagement plan, targeted workshops, validation sessions",

"Benchmarking: minimum five rural strategy practices; at least three countries studied for Track 2.1",

"Governance: strategy update methodology, monitoring model, stakeholder roles",

"Innovation Lab: open innovation 2.0 approach, curated solution repository, partner integration"

],

"table": {

"headers": [],

"rows": []

}

},

{

"heading": "Project Architecture",

"content": "Although the assignment is primarily strategic consulting, the RFP requires a digital component for the Social Innovation Lab and a robust integration of data, stakeholder inputs, and performance tracking. Our project architecture therefore comprises inter-operating components that together enable secure data handling, collaborative design, portfolio management, and performance monitoring.\n\nSystem Components: 1) Project Data Repository—centralized and access-controlled storage for prior NCNP data, new analyses, baselines, and benchmarks; 2) Stakeholder Engagement Workspace—structured collaboration spaces to plan workshops, capture insights, and track responses; 3) Strategy Design Workbench—templates for theory of change, strategic maps, initiative cards, feasibility models; 4) Portfolio and PMO Console—deliverable tracking, milestone status, risk logs, decisions, and approvals; 5) KPI Dashboard—curated indicators for each village with baseline, target, and actuals; 6) Social Innovation Lab Platform—interactive web portal to publish challenges, crowdsource solutions, facilitate co-development, and host a curated solutions database; 7) Knowledge Archive—version-controlled repository to meet RFP’s documentation, automation, archiving, and handover requirements.\n\nData Flow & Integration: Inputs (NCNP’s prior outputs; regional datasets; stakeholder feedback; benchmarking) flow into the Project Data Repository. Analytical outputs feed the Strategy Design Workbench; curated initiative portfolios go into the Portfolio Console; selected indicators populate the KPI Dashboard. The Innovation Lab Platform interfaces with the Repository (for challenge briefs and solution data) and with PMO Console (to escalate promising pilots to formal initiatives). All components are orchestrated by the PMO to ensure consistent metadata, access permissions, and audit trails.\n\nTechnology Stack: We will employ secure, enterprise-grade collaboration and analytics tools that allow bilingual (Arabic/English) content, role-based access, encrypted storage, and full exportability for client handover. The specific stack will be configured in consultation with NCNP’s IT and security guidelines to ensure compliance with national data handling practices. No external data will leave KSA-hosted environments without written approval. The final solution will be fully documented with admin and user guides, and all IP and data will be transferred to NCNP in accordance with the RFP’s IP clauses.",

"points": [],

"table": {

"headers": [

"Component",

"Purpose",

"Key Outputs"

],

"rows": [



[

"Project Data Repository",

"Secure storage for all project data and evidence",

"Curated datasets, analyses, baselines, benchmarks"

],

[

"Stakeholder Engagement Workspace",

"Plan and capture engagements and feedback",

"Stakeholder maps, workshop notes, decisions"

],

[

"Strategy Design Workbench",

"Author strategies using standard templates",

"Theory of change, strategic maps, initiative cards"

],

[

"Portfolio & PMO Console",

"Track deliverables, milestones, risks",

"Stage-gate reports, risk registers, approvals"

],

[

"KPI Dashboard",

"Monitor performance per village",

"KPIs with baseline, targets, and actuals"

],

[

"Innovation Lab Platform",

"Open innovation and solution curation",

"Challenges, proposals, co-design artifacts, solution library"

],

[

"Knowledge Archive",

"Version control and final handover",

"Comprehensive documentation and archives"

]

]

}

},

{

"heading": "Relevant Experience and Case Evidence",

"content": "Impetus Strategy's portfolio demonstrates our capability to deliver similar initiatives at scale, integrate data-led diagnostics with strategy, and translate plans into executable programs:\n\nCommunity Needs Assessment for Rural Villages and Institutional Capacity Evaluation (12 months; +7M SAR): We delivered a comprehensive rural needs assessment, assessed institutional capacity, and recommended targeted interventions—directly aligned with the present project's Phase 1 linkage and diagnostic tasks.\n\nSocial and Economic Surveys for Priority Regions—Phase 1 and Phase 2 (6 and 12 months; +5M and +10M SAR): We conducted large-scale surveys and socio-economic diagnostics in priority areas. The evidence-based methods and field-tested instruments inform our approach to validation and baselining in this engagement.\n\nDevelopment Opportunities for the Non-Profit Sector in the Guests of Allah service ecosystem (4 months; +1M SAR): We identified over 100 development ideas and prioritized scalable opportunities across a complex ecosystem. This experience informs our initiative portfolio design and partnership models for rural strategies.\n\nMeasuring and Improving Visitor and Resident Experience in Makkah and the Holy Sites (with JLL) (3 months; +0.5M SAR) and related framework agreement (36 months): These engagements demonstrate our ability to design metrics, measure experiences, and drive improvements—skills we will apply in KPI design and monitoring for rural strategies.\n\nStrategy and Operating Model Designs (multiple projects including Hadiyah Association and a Center of Excellence): We designed full strategies, operating models, governance, and financial frameworks, directly mirroring Phase 2 requirements for business models, operating models, financial models, and governance.\n\nAcross these projects we used structured stakeholder engagement, benchmarking, and KPI frameworks. We will bring the same rigor, adapted to the rural non-profit development context, ensuring each village strategy is both locally tailored and aligned with national ambitions."

"points": [],

"table": {

"headers": [

"Project",

"Scope Alignment",

"Selected Outcomes"

],

"rows": [

[

"Rural Needs & Capacity Assessment",

"Phase 1 linkage/diagnostic",

"Targeted interventions; 12-month delivery"

],

[

"Socio-economic Surveys (Phases 1–2)",

"Evidence & baseline methods",

"+15M SAR across phases; policy-relevant analytics"

],

[

"Non-Profit Opportunities in Guests of Allah Ecosystem",

"Initiative portfolio design",

">100 opportunity ideas; prioritization criteria"

],

[

"Experience Measurement (Makkah & Holy Sites)",

"KPI design and monitoring",

"Measurement cycles; quality recommendations"

],

[

"Strategy for Hadiyah and a Center of Excellence",

"Strategy, operating and financial models",

"Executable roadmaps; governance frameworks"

]

]

}

},

{

"heading": "Project Team and Roles",

"content": "We will field a team that meets or exceeds the RFP's staffing specifications and special conditions. Three dedicated regional squads will focus on each selected area, coordinated by a central PMO in KSA. All team members will be present within the Kingdom during the project, with Arabic as the primary working language and English support as needed. We will assign PMP-certified resources to roles that require it per the RFP and provide copies of certifications at contract kick-off.\n\nLeadership and Governance: A Portfolio Director will serve as overall engagement lead, ensuring strategic coherence, quality, and alignment with NCNP. The EPMO Manager will run the central PMO, maintain the integrated work plan, stage-gate approvals, risk management, and reporting cadence.\n\nRegional Delivery Squads: Each squad will be led by a Project Manager (PMP), supported by a Strategic Planner, Community Development/Non-Profit Expert, Social Innovation

Specialist, and additional analysts as needed. These squads will deliver local diagnostics, stakeholder engagements, strategy co-design sessions, initiative detailing, feasibility studies for revival projects, and on-the-ground activation of the Social Innovation Lab.

Specialized Expertise: A Strategy Expert will own the development of theory of change, strategic maps, governance frameworks, and national alignment. A Financial Analyst/Business Developer will construct financial models, sustainability analyses, and investment logic for initiatives and entities. The Innovation Lab Lead will deliver the digital platform, co-creation workflows, and partner integrations.

Knowledge Transfer: We will embed a structured knowledge transfer plan—co-authoring deliverables with NCNP counterparts, documenting methodologies and templates, and archiving assets. This approach ensures continuity after project closeout and aligns with RFP knowledge transfer and archiving requirements.",

"points": [

"Three regional squads + central PMO (KSA-based throughout)",

"PMP-certified managers for required roles; bilingual capability",

"Domain experts covering strategy, community development, social innovation, and financial modeling",

"Structured knowledge transfer, documentation, and archiving"

],

"table": {

"headers": [

"RFP Role",

"Minimum Requirements",

"Impetus Assignment Approach"

],

"rows": [

[

"Portfolio Manager",

"MBA or similar; 10 yrs; PMP; KSA experience",

"Overall delivery lead; quality gate and stakeholder management; PMP certificate to be provided"

],

[

"Project Managers (x3)",

"BA; 8 yrs; PMP; KSA execution experience",

"Lead regional squads; schedules, risks, and stakeholder sessions; PMP certificates to be provided"

],

[

"Project Specialist",

"BA; 5 yrs; PMP",

"PMO support; documentation and coordination; PMP certificate to be provided"

],

[

"Strategy Expert",

"PhD/Master's; 10 yrs; Arabic/English",

"Theory of change; strategic maps; governance design"

],

[

"Community Dev./Non-Profit Experts (x3)",

"Master's; 10 yrs; Arabic/English",

"Local diagnostics; initiative co-design; institutional options"

],

[

"Strategic Planning Specialists (x3)",

"BA; 5 yrs; Arabic/English",

"Analyses; prioritization; initiative cards; schedules"

],

[

"Social Innovation Specialists (x3)",

"Master's; 5 yrs",

"Innovation Lab design; platform workflows; outreach"

],

[



"Financial Analyst/Business Developer",

"Master's; 5 yrs",

"Financial and sustainability models; investment logic"

]

]

}

},

{

"heading": "Work Plan, Timeline, and Milestones",

"content": "The implementation horizon is 12 calendar months from contract signature. We adopt a stage-gated plan with clear acceptance points and alignment sessions with NCNP at the end of each stage. The plan adheres to the RFP's Phase 1 (20% value) and Phase 2 (80% value) construct and mandates parallel activation of the Social Innovation Lab during Phase 2.\n\nMonths 1–2: Mobilization and Linkage: Mobilize PMO and regional squads; review prior NCNP outputs; establish data repository; confirm stakeholder lists; perform high-level linkage analysis; finalize detailed project charter, risk register, and stakeholder engagement plan; obtain NCNP sign-off.\n\nMonths 3–4: Diagnostics and Governance Mapping: Execute village-level SWOT, PESTEL, Assets Analysis; Importance–Performance analysis; stakeholder mapping; map governance of relevant Emirates and interactions; compile inventory of related government and non-government programs; conduct validation workshops.\n\nMonth 5: Benchmarking and Design Framework: Complete at least five-practice benchmarking; develop the high-level design framework linking rural development to non-profit sector GDP contribution; synthesize Phase 1 outputs; hold Phase 1 acceptance session.\n\nMonths 6–8: National Framework and Village Strategy Design: Track 2.1: develop the KSA rural non-profit framework; Track 2.2: for each village, build theory of change, strategic maps, objectives, enablers, KPIs (with baselines and targets), and risk-response plans; define governance for strategy updates and monitoring.\n\nMonths 9–10: Initiatives Portfolio, Feasibilities, and Operating/Financial Models: Track 2.3: design initiatives per strategic pillar; prioritize; prepare initiative workplans; derive revival project concepts and perform feasibility studies; Track 2.4: define business models, operating models, and financial models per village.\n\nMonths 11–12: Innovation Lab, Partnerships, and Finalization: Track 2.5: stand-up Social Innovation Lab and digital platform; activation and outreach; Track 2.6: options to establish non-profit entities; Track 2.7: partnership options with roles and responsibilities; finalize all deliverables, perform knowledge transfer, and complete closeout."

"points": [],

"table": {

"headers": [

"Month",

"Milestone",

"Key Outputs"

],

"rows": [

[

"1–2",

"Mobilization & Linkage",

"Charter; detailed plan; risk log; stakeholder plan; data repository; linkage blueprint"

],

[

"3–4",

"Diagnostics & Governance",

"SWOT/PESTEL/Assets; Importance–Performance; stakeholder maps; governance mapping; program inventory"

],

[

"5",

"Benchmarking & Phase 1 Acceptance",

"5-practice benchmark; design framework; Phase 1 package sign-off"

],

[

"6–8",

"National Framework & Village Strategy Design",

"Track 2.1 and 2.2 outputs; theories of change; strategic maps; KPIs; risk and governance models"

],

[

"9–10",

"Initiatives & Models",

"Track 2.3 initiatives and feasibilities; Track 2.4 business/operating/financial models"

],

[

"11–12",

"Innovation Lab & Finalization",

"Track 2.5 Lab and platform; Track 2.6 entity options; Track 2.7 partnerships; handover and closeout"

]

]

}

},

{

"heading": "Quality Assurance and Risk Management",

"content": "Our QA approach is designed to ensure every deliverable meets or exceeds RFP specifications and NCNP expectations. It is built on structured stage gates, documented templates, peer reviews, and acceptance criteria aligned with the deliverables list. The PMO enforces a quality checklist per deliverable, ensuring completeness, methodological integrity, traceability to data and stakeholder input, and bilingual clarity where applicable. We will provide a Quality Management Plan at mobilization detailing review cadences, responsibilities, and escalation paths.\n\nRisk Management is embedded in both project execution and strategy design. The PMO maintains a live risk register with probability–impact scoring, owners, mitigation, and contingency actions. Execution risks include data availability, stakeholder scheduling conflicts, and potential delays in approvals. We will mitigate these through early data access requests, pre-booked engagement windows, and weekly cadence meetings. Strategy risks include over-ambition relative to local capacity, financing gaps, and regulatory dependencies. We address these via realistic phasing, enabling resource identification, financing logic in the financial models, and explicit regulatory mapping with decision paths.\n\nWe will comply with the RFP’s clauses on confidentiality, ethics, and conflicts of interest. All staff will adhere to professional conduct and NCNP’s code requirements. Documentation, automation, archiving, and handover are treated as quality-critical deliverables. Before each acceptance, we will convene review workshops with NCNP to validate alignment, confirm assumptions, and agree action items. Post-acceptance, we will freeze versions and archive per RFP.\n\nFinally, the Social Innovation Lab includes quality gates for solution intake (eligibility criteria), evaluation (scoring), and adoption (pilot design guardrails), ensuring only high-potential, feasible solutions enter the portfolio pipeline.",

"points": [

"Quality Management Plan and deliverable checklists",

"Peer reviews and version control; bilingual clarity",

"Live risk register with owners and mitigation",

"Formal acceptance workshops at each stage gate",

"Innovation Lab intake and evaluation guardrails"

],

"table": {

"headers": [

"Risk",

"Likelihood/Impact",

"Mitigation",

"Contingency"

],

"rows": [

[

"Data access delays",

"Medium/High",

"Early data requests; parallel discovery",

"Use proxies; adjust schedule buffers"

],

[

"Stakeholder availability",

"Medium/Medium",

"Engagement calendar; multiple session slots",

"Asynchronous inputs; extended window"

],

[

"Scope creep",

"Medium/Medium",

"Change control; documented assumptions",

"Re-baseline with NCNP approval"

],

[

"Regulatory dependencies",

"Low/High",

"Map approvals; early engagement",

"Alternate phasing; interim pilots"

],

[

"Innovation platform adoption",

"Medium/Medium",

"Outreach plan; partner linking",

"Phased onboarding; incentives"

]

]

}

},

{

"heading": "KPIs and Service Levels",

"content": "We commit to specific performance indicators and service levels across delivery, engagement, and outcomes design. Delivery KPIs include milestone adherence, deliverable acceptance on first submission, and defect rates (content gaps, rework). Engagement KPIs cover stakeholder coverage ratios, workshop effectiveness, and responsiveness timelines. Outcome design KPIs ensure that each village strategy includes a fully populated KPI suite with baselines and targets, and that the Innovation Lab is operational with a populated solution repository.\n\nDelivery Service Levels: Milestone Achievement  $\geq 95\%$  on-time against baseline plan; Acceptance Rework  $\leq 10\%$  (measured as proportion of deliverable content requiring revision); Response Time  $\leq 2$  business days for NCNP queries during project execution. Engagement Service Levels: Stakeholder Participation  $\geq 85\%$  of prioritized stakeholders engaged; Workshop Efficacy with  $\geq 90\%$  of sessions producing documented, actionable inputs. Design Service Levels: For each village—100% of required frameworks completed (theory of change, strategic map, objectives, enablers, risk/response, governance); 100% of required KPIs defined with baselines and targets;  $\geq 80\%$  of prioritized initiatives with detailed workplans.\n\nInnovation Lab KPIs: Platform Go-Live by Month 11; at least 3 challenge rounds conducted during Months 11–12; minimum 15 viable solutions curated across villages; at least 3 solutions transitioned to pilot planning. Knowledge Transfer KPIs: 100% of templates and methods documented; 100% of final deliverables archived; training sessions delivered to NCNP

teams per schedule with  $\geq 90\%$  satisfaction scores.\n\nAll KPIs will be tracked on the PMO Console and KPI Dashboard, with monthly reporting to NCNP. Where progression deviates from baseline, we will implement corrective actions and update the plan with NCNP's approval.",

"points": [],

"table": {

"headers": [

"KPI",

"Target",

"Measurement Method"

],

"rows": [

[

"On-time milestones",

" $\geq 95\%$ ",

"Baseline plan vs. actual"

],

[

"Deliverable acceptance rework",

" $\leq 10\%$ ",



"Change logs; review feedback"

],

[

"Stakeholder engagement coverage",

"≥85%",

"Attendance records; engagement tracker"

],

[

"Village KPI completeness",

"100%",

"KPI catalog with baselines and targets"

],

[

"Innovation Lab solution curation",

"≥15 viable solutions",

"Platform repository reports"

],

[

"Knowledge transfer documentation",

"100% complete",

"Document checklist and archive audit"

]

]

}

},

{

"heading": "Data Privacy, Security, and IP",

"content": "We will fully comply with the RFP's confidentiality, data privacy, and IP requirements. All data, documents, and information shared by NCNP or collected under this project will be treated as confidential, used only for project purposes, and not disclosed to any third party without written authorization. Access to project systems will be role-based and restricted to authorized personnel. We will use secure, enterprise-grade collaboration tools with encrypted storage. No data will be transferred outside KSA-hosted environments without NCNP's prior written approval.\n\nThe Social Innovation Lab platform will be designed with user-role permissions, secure authentication, audit trails, and content moderation workflows. All content published on the platform will be curated in accordance with NCNP policies, and sensitive material will be restricted or anonymized as appropriate. We will provide standard operating procedures for data handling, user management, and incident response. Backups will be conducted regularly, and version histories maintained to support traceability.\n\nConsistent with the RFP's IP clause, all intellectual property rights to the winning proposal's content and all project deliverables will vest in the Government (NCNP). We will assign to NCNP all copyrights and related rights for strategies, frameworks, analyses, templates, datasets, and the Innovation Lab platform configurations developed under this project. At project closure, Impetus Strategy will provide a complete handover package: data repository, documentation, platform configurations, user manuals, and administrative access credentials, ensuring NCNP's ability to operate independently thereafter.\n\nAll team members will sign confidentiality undertakings aligned with the RFP's ethics and conduct provisions. Any subcontractors (if used within RFP limits) will be bound by identical confidentiality and security obligations and are subject to prior NCNP approval.",

"points": [

"Role-based access and encryption on collaboration platforms",

"Confidentiality undertakings for all staff and any approved subcontractors",

"Innovation Lab with secure authentication, audit trails, and moderation",

"Complete IP assignment to NCNP; full handover package at closeout"

],

"table": {

"headers": [],

"rows": []

}

},

{

"heading": "Compliance with RFP Requirements",

"content": "We affirm compliance with all RFP instructions, conditions, and procedures, including the legal and administrative requirements for participation, documentation, guarantees, and submission. We will provide all required legal registrations and certificates (e.g., commercial registration or applicable licenses, zakat/tax certificates, GOSI registration, chamber of commerce membership, Saudization compliance, and any other documents requested) valid at bid opening or within the remedy periods specified by the RFP. We acknowledge the 90-day bid validity, submission on the designated electronic platform, and segregation of technical and financial offers. We will comply with the 1% initial guarantee and, upon award, the 5% performance guarantee within the specified timelines, and acknowledge the penalties and liquidated damages provisions (including delay penalties and the overall cap as cited by the RFP).\n\nWe confirm our adherence to: Arabic as the official language for deliverables, Saudi Riyal pricing inclusive of all taxes and fees, confidentiality, non-disclosure, equal treatment and transparency, conflict of interest avoidance, and the IP assignment to NCNP for project outputs. We will observe the local content preference policies and any mandatory lists applicable to the scope. We understand the right of the procuring entity to negotiate, cancel, or extend as per the RFP and applicable regulations.\n\nStaffing Compliance: We will assign resources meeting or exceeding all minimum qualifications and will provide proof (including PMP certificates for relevant roles) at contract kickoff. We will maintain a KSA-based

presence throughout and deploy three separate teams for each selected region in accordance with the special conditions. We also undertake to submit all deliverables in the formats prescribed by the RFP and respect the coordination requirements, version control, and record-keeping obligations.",

"points": [],

"table": {

"headers": [

"RFP Clause",

"Compliance Statement"

],

"rows": [

[

"Language and Currency",

"All deliverables in Arabic; pricing in SAR"

],

[

"Bid Validity and Guarantees",

"90-day validity; 1% bid bond; 5% performance bond post-award"

],

[

"Legal and Regulatory",

"Adherence to Government Tenders and Procurement Law and executive regulations"

],

[

"Confidentiality and IP",

"Full confidentiality; IP assignment to NCNP"

],

[

"Local Content",

"Apply preference and mandatory lists where applicable"

],

[

"Staffing",

"KSA presence; three teams; PMP-certified roles as required"

],

[

"Deliverables and Format",

"All prescribed documents submitted; version control and archiving"

]

]

}

},

{

"heading": "Deliverables Summary",

"content": "We will deliver all documents specified by the RFP, with bilingual executive summaries where beneficial for broader stakeholder communication. Each deliverable will be presented for NCNP review and acceptance at defined stage gates, with tracked changes and final clean versions archived.\n\nPhase 1 (Study and Analysis) – 20%: 1) Linkage Document connecting prior NCNP work (conceptual definitions, national scan, village diagnostics, capacity assessments) to current objectives using the specified analytical tools; 2) Stakeholder Analysis and Governance Framework documenting Emirate governance and stakeholder interactions for each village; 3) Inventory of related programs and projects; 4) Design Framework specifying how the non-profit sector contributes to national GDP through rural strategies, including a register of proposed solution areas.\n\nPhase 2 (Design and Alignment) – 80%: 5) KSA Rural Non-Profit Strategy Framework; 6) Village-level Strategic Maps; 7) Strategic Initiatives Portfolio and detailed initiative cards (per village); 8) Business Model(s) per village; 9) Operating Model(s) per village; 10) Social Innovation Lab design and activation report, including the digital platform; 11) Options for Establishing Non-Profit Entities; 12) Partnerships Framework and engagement plans.\n\nAdditionally, we will provide the Project Charter, Work Breakdown Structure, Integrated Schedule, Risk Register, Stakeholder Engagement Plan, Quality Management Plan, KPI Dashboard configurations, and the comprehensive knowledge archive with all templates, datasets, and user/admin documentation for the Innovation Lab platform.",

"points": [],

"table": {

"headers": [

"Deliverable No.",

"RFP Title",

"Acceptance Milestone"

],

"rows": [

[

"1",

"Linkage of prior work to current objectives",

"End of Month 2–5 synthesis (Phase 1 package)"

],

[

"2",

"Stakeholder and Governance Analysis",

"End of Month 4"

],

[

"3",

"Related Programs Inventory",

"End of Month 4"

],

[

"4",

"Design Framework (non-profit GDP contribution logic)",

"End of Month 5 (Phase 1 acceptance)"

],

[

"5",

"National Framework for Rural Non-Profit Strategy",

"End of Month 7"

],

[

"6",

"Village Strategic Maps",

"End of Month 8"

],

[

"7",

"Strategic Initiatives and Project Cards",



"End of Month 10"

],

[

"8-9",

"Business and Operating Models (per village)",

"End of Month 10"

],

[

"10",

"Social Innovation Lab & Digital Platform",

"Go-live by Month 11"

],

[

"11",

"Options for Establishing Non-Profit Entities",

"End of Month 11"

],

[

"12",

"Partnerships Framework",

"End of Month 12"

]

]

}

},

{

"heading": "Assumptions",

"content": "The following assumptions underlie our scope, timeline, and pricing approach: 1) NCNP will provide timely access to prior project outputs, relevant data sources, and key stakeholders for each selected village; 2) Stakeholders will be available for workshops and interviews within the scheduled windows, with reasonable flexibility for rescheduling; 3) NCNP will facilitate introductions to relevant Emirate and local authorities and endorse the engagement plan to improve participation; 4) The RFP's deliverable list and acceptance criteria are definitive; material scope additions will be handled through change control; 5) The Social Innovation Lab's digital platform will be implemented within NCNP-approved infrastructure and security standards with NCNP-provided or approved hosting; 6) Any mandatory local content product lists applicable to digital or service procurement will be applied as instructed by NCNP; 7) All legal and regulatory permits needed for workshops and data collection within the regions will be facilitated with NCNP support; 8) The bid validity, guarantees, and contractual requirements will be processed through the designated platform and within RFP timelines; 9) NCNP will nominate a counterpart PMO for coordination and acceptance; 10) Payment milestones align to Phase 1 (20%) and Phase 2 (80%) acceptance, as per the RFP, with invoicing upon formal acceptance.\n\nThese assumptions are designed to minimize delivery risk while preserving the integrity of the schedule. Any deviation will be promptly communicated to NCNP, with proposed mitigations and, where necessary, re-baselining for approval."

"points": [],

"table": {

"headers": [],

"rows": []

}

},

{

"heading": "Pricing Approach (Summary)",

"content": "We propose a fixed-price, deliverables-based commercial model denominated in Saudi Riyals (SAR), inclusive of all taxes, duties, and fees, and compliant with the RFP's financial requirements. The total contract value will be apportioned across the two phases: Phase 1 (20%) and Phase 2 (80%), payable upon formal acceptance of each phase's deliverables. The financial offer will be submitted separately as required, including a detailed breakdown by workstream, resource category, and non-labor costs. No additional charges will be sought beyond the agreed price unless scope changes are formally approved per change control.\n\nCost Structure: Costs will be organized into: 1) Labor Costs—Portfolio Director, PMO, Project Managers, Strategy Expert, Community Development Experts, Strategic Planners, Social Innovation Specialists, Financial Analyst/Business Developer, and analysts; 2) Platform and Tools—configuration and deployment of the Innovation Lab digital platform and collaboration environment; 3) Fieldwork and Engagement—workshops, travel within KSA, facilitation materials; 4) Contingency—modest contingency for risk responses within the approved scope. All costs will follow the local content preference framework where applicable.\n\nCommercial Terms: 90-day bid validity; 1% initial bid guarantee; 5% performance guarantee post-award. Invoices will be issued upon acceptance of phase deliverables, with payment terms per NCNP's standard provisions. Liquidated damages, if applicable, will follow the RFP provisions, capped as specified. In the event of scope changes, we will provide a transparent impact assessment (cost, schedule) and seek prior written approval through the designated platform.",

"points": [

"Fixed price in SAR; inclusive of taxes and fees",

"Phase-based payments: 20% (Phase 1) and 80% (Phase 2) upon acceptance",

"Cost components: labor, platform/tools, fieldwork/engagement, contingency",

"Bid and performance guarantees per RFP"

],

```
"table": {  
  
  "headers": [  
  
    "Phase/Workstream",  
  
    "Pricing Basis",  
  
    "Payment Trigger"  
  
  ],  
  
  "rows": [  
  
    [  
  
      "Phase 1 – Study & Analysis (20%)",  
  
      "Fixed price for Deliverables 1–4",  
  
      "Formal Phase 1 acceptance"  
  
    ],  
  
    [  
  
      "Phase 2 – Tracks 2.1–2.7 (80%)",  
  
      "Fixed price for Deliverables 5–12",  
  
      "Formal Phase 2 acceptance and final handover"  
  
    ]  
  
  ]  
}
```

}

},

{

"heading": "Why Impetus Strategy",

"content": "Impetus Strategy offers an impact-first, execution-ready approach tailored to NCNP's mandate. We combine deep sectoral experience in social and economic development with proven tools that translate strategy into action, and we operate with a fully KSA-based presence to ensure continuous engagement. Our track record spans large-scale diagnostics, rural needs assessments, opportunity development for the non-profit sector, and end-to-end strategy and operating model design. We have delivered more than 120 studies with a cumulative project value exceeding 40M SAR, reflecting our ability to execute complex, multi-stakeholder programs.\n\nDifferentiators: 1) Impact Beyond Profitability—our mission aligns with NCNP's public-interest objectives; 2) Tested Execution Toolkits—templates for theory of change, strategic maps, initiative cards, feasibility modeling, and KPI frameworks ensure delivery consistency and quality; 3) Social Innovation Capability—the RFP's Lab and digital platform requirements map directly to our innovation facilitation methods, enabling open innovation and rapid solution curation; 4) Global and Local Reach—access to leading practices through our network of partners and KSA operational presence; 5) Measurable Results—monitoring frameworks and dashboards embedded from day one, ensuring transparency and accountability.\n\nWe will deliver three parallel region-focused squads, a central PMO, and a comprehensive knowledge transfer plan. Our proposal responds to every RFP requirement with specific methods, measurable KPIs, and a robust risk and quality framework. We are committed to making rural non-profit development in the selected regions a flagship for sustained community impact, economic vitality, and alignment with Vision 2030.",

"points": [

"Impact-first ethos aligned with Vision 2030",

"Proven rural and socio-economic diagnostics and strategy experience",

"Execution-ready toolkits and KPI frameworks",

"KSA-based delivery with three region-focused squads",

"Operational Social Innovation Lab and platform capability"

```
],
```

```
"table": {
```

```
"headers": [],
```

```
"rows": []
```

```
}
```

```
}
```

```
]
```

```
}
```