

# Rural Development Strategy for Selected Saudi Villages – Prepared by Impetus Strategy

## Executive Summary

Impetus Strategy proposes a comprehensive, impact-driven program to build rural development strategies for three selected regions in the Kingdom of Saudi Arabia. Our approach aligns with Vision 2030 and the National Transformation Program, translating community needs and regional assets into actionable strategies, prioritized initiatives, and sustainable operating and business models. The project is structured over 12 months in two phases: Phase 1 (Analysis, 20%) integrates prior surveys and performs deep diagnostics using PESTEL, SWOT, Assets Analysis, NOISE, and Importance–Performance Matrix; Phase 2 (Design and Alignment, 80%) delivers a national framework for rural non-profit villages, village-level theories of change, strategy maps, KPIs, governance, prioritized initiatives, an innovation lab, and partnership blueprints. We will deliver 12 formal documents, adhere to the RFP’s governance, confidentiality, and IP terms, and mobilize three dedicated regional teams. Our methodology combines analytical rigor with participatory engagement, ensuring local relevance, inclusivity, and measurable impact.

- Two-phase program: Analysis (20%), Design and Alignment (80%) over 12 months
- Evidence-based diagnostics integrated with participatory engagement
- Complete set of 12 deliverables aligned with RFP scope
- Three dedicated implementation teams, one per selected region
- Bilingual delivery and full compliance with RFP governance, IP, and confidentiality

Key Outputs	Focus	Duration	Phase
Stakeholder & governance analysis; design framework draft	Diagnostics & Synthesis	Months 1–3	Phase 1
Village strategies, KPIs, initiatives, innovation lab, partnerships	Strategy & Operating Models	Months 4–12	Phase 2

## Company Introduction

Impetus Strategy is a Riyadh-based advisory firm whose mission is to prioritize impact beyond profitability. We bring values of Diversity, Collaboration, and Sustainability to social development, the digital economy, strategic governance, and impact investment. Our services include stakeholder

engagement, impact assessment, and strategic consulting—delivered through analytical thinking and participatory approaches. We differentiate through a holistic development approach, innovative solutions, and strong international partnerships with organizations such as IDR Australia, PEMANDU Associates, Simon-Kucher, and Arthur D. Little. Our leadership team has executed more than 120 projects and supported social interventions exceeding 40M in value, applying custom analytics platforms and professional project management tools in Arabic and English. We operate under ISO 9001-aligned quality practices with regular audits and continuous improvement, and maintain strict confidentiality supported by local regulatory compliance. Our track record in community needs assessment, rural diagnostics, and strategy formulation positions us as a reliable partner for this assignment.

- Mission: We prioritize impact beyond profitability

- Domains: Social development, digital economy, strategic governance, impact investment

- Services: Stakeholder engagement, impact assessment, strategic consulting

- Standards: ISO 9001-aligned quality system; local regulatory compliance

- Languages: Arabic and English; HQ: Riyadh, Saudi Arabia

Evidence	Differentiator
Multi-domain strategies integrating social, economic, and governance levers	Holistic development approach
Analytics-enabled diagnostics and open innovation lab designs	Innovative solutions
IDR Australia, PEMANDU Associates, Simon-Kucher, Arthur D. Little	International partnerships

## Understanding of the RFP and Objectives

The project’s objective is to build an integrated rural development strategy for three selected regions, based on prior national surveys, deep analytics, and community engagement. The scope includes: creating a national framework for rural non-profit villages, designing village-level theories of change and strategy maps, defining strategic objectives and KPIs, prioritizing initiatives and recovery tracks, and developing operating and business models tailored to local contexts. The project further establishes a social innovation lab, defines options for founding non-profit entities, and proposes partnership frameworks across public, private, and non-profit sectors. The RFP mandates equal treatment, transparency, conflict-of-interest avoidance, confidentiality, and localized content preferences, alongside explicit deliverables and a 12-month implementation horizon. Our response fully aligns with these provisions and will produce bilingual documentation, periodic progress reports, and structured governance. We will ensure seamless stakeholder inclusion and evidence-based recommendations that directly address local needs and capabilities.

- Comprehensive coverage: strategy frameworks, KPIs, initiatives, operating and business models
- Social innovation lab design and activation roadmap
- Partnerships blueprint and governance structures
- Strict adherence to equal treatment, transparency, and confidentiality
- Bilingual documentation with periodic reporting and structured governance

Response Element	Objective
Theory of Change; Strategy maps; KPI catalogs with baselines/targets	Village strategies & KPIs
Operating model; Business model; Governance; Risk & compliance	Sustainable implementation
Partnership framework; Innovation lab; Capability transfer plan	Ecosystem enablement

## Technical Approach and Methodology - Framework Overview

Our framework integrates structured diagnostics, participatory co-design, and implementation readiness. We synthesize prior surveys with fresh analytics using PESTEL for macro factors, SWOT for strengths and constraints, Assets Analysis for local capabilities, NOISE for prioritizing improvements, and Importance–Performance Matrix for service gaps. A Theory of Change (ToC) links inputs, activities, outputs, outcomes, and impact for each village, informing strategy maps aligned to Vision 2030. We embed governance, funding pathways, risk registers, and readiness criteria throughout. Local content preferences are incorporated through supplier mapping and procurement guidance. Stakeholder inputs are collected through facilitated workshops, focus groups, and digital surveys, ensuring inclusivity. The framework standardizes deliverables while allowing village-specific customization. A unified data model underpins evidence-based decisions, and a balanced scorecard translates objectives into measurable indicators. This framework ensures scalability across regions while protecting local identity and community ownership.

- Diagnostic rigor: PESTEL, SWOT, Assets, NOISE, Importance–Performance Matrix
- Strategy logic: Theory of Change and Balanced Scorecard
- Governance and funding embedded early
- Local content integrated into supplier and initiative planning

- Participatory co-design with inclusive stakeholder engagement

Key Tools	Purpose	Layer
PESTEL, SWOT, Assets Analysis	Establish evidence base	Diagnostics
ToC, Strategy Map, Scorecards	Define objectives & KPIs	Strategy
Governance, Risk, Funding, PMO	Ensure execution	Delivery

## Technical Approach and Methodology - Phased Methodology

Phase 1 (Months 1–3): Consolidate prior national surveys and village-level reports; perform stakeholder mapping, governance mapping, and institutional interplay analysis; execute diagnostics using PESTEL, SWOT, Assets, NOISE, and Importance–Performance Matrix; conduct validation workshops with local communities; and draft the design framework and initial initiative portfolio.

Phase 2 (Months 4–12): Build national framework for rural non-profit villages; develop village-level ToC, strategy maps, objectives, and KPIs with baselines and targets; prioritize initiatives with detailed charters, budgets, timelines, and risk profiles; design operating and business models; establish the social innovation lab concept and digital platform; define non-profit entity options; and prepare partnership frameworks with clear roles. Each month includes a quality gate, progress reporting, and issue/risk review. Knowledge transfer runs continuously via co-working, playbooks, and toolkits to ensure sustainability post-project.

- Phase 1: Evidence consolidation, diagnostics, and early portfolio shaping

- Phase 2: Strategy design, prioritization, operating & business models

- Monthly quality gates and progress reviews

- Continuous knowledge transfer through playbooks and on-the-job training

- Community validation at key milestones to ensure local relevance

Primary Outputs	Workstreams	Phase
Design framework; Initial initiatives list	Diagnostics; Stakeholders; Governance	Phase 1
Village strategies; Operating & business models; Lab design	Strategy; KPIs; Initiatives; Lab; Partnerships	Phase 2

## Technical Approach and Methodology - Methodological Pillars

Our approach rests on five pillars: Participation, Evidence, Localization, Sustainability, and Impact. Participation ensures inclusive representation of local communities, NGOs, private firms, and government. Evidence guarantees that all recommendations derive from credible data and structured analysis, triangulated between surveys, administrative datasets, and field validation. Localization tailors strategies to cultural, economic, and geographic specificities, respecting local governance and resource constraints. Sustainability ensures operating and business models include realistic funding mixes, capability development, and risk management. Impact emphasizes clear logic models, measurable KPIs, and learning loops. Each pillar translates into practical actions: targeted outreach plans, data quality checks, local content sourcing preferences, fiscal modeling scenarios, and results dashboards. This coherent methodology ensures strategies that are owned locally, implementable institutionally, and yield measurable improvements in livelihoods and services.

- Participation: Inclusive and structured stakeholder engagement
- Evidence: Triangulated data and rigorous validation
- Localization: Culture- and context-aware strategy tailoring
- Sustainability: Capabilities, funding, and risk management baked-in
- Impact: ToC, KPIs, and continuous learning loops

Indicator	Practice	Pillar
Diversity of represented groups	Stakeholder outreach plan	Participation
Data quality score $\geq 95\%$	Triangulation & audits	Evidence
Outcome achievement vs. targets	ToC and scorecards	Impact

## Project Architecture - System Components

While this is a strategy assignment, we propose enabling systems to ensure data integrity, collaboration, and visibility. Components include: (1) A field data collection stack (mobile/offline surveys, GPS-enabled, media capture) to support diagnostics and baseline updates; (2) A secure data repository and analytics workspace for cleaning, transformation, and modeling; (3) A geospatial layer to map assets, services, and initiative locations; (4) A stakeholder relationship tracker to coordinate engagements and commitments; (5) A knowledge repository and document management system for all deliverables and artifacts; and (6) An innovation lab digital hub to crowdsource challenges, ideate solutions, and track pilots. Each component is modular, deployable on client-approved infrastructure, and adheres to local data residency and access control protocols. This architecture creates a durable backbone for sustained decision support beyond the project term.

- Modular architecture enabling data, collaboration, and innovation

- Secure repository with role-based access and audit trails
- Geospatial visualization of assets and service gaps
- Stakeholder tracker to coordinate engagement and follow-through
- Innovation hub to ideate, evaluate, and track pilot solutions

Example Outputs	Purpose	Component
Surveys, photos, GPS tracks	Collect and validate data	Field data stack
Clean datasets, models, dashboards	Transform and analyze	Analytics workspace
Problem statements, pilots, lessons	Curate and pilot ideas	Innovation hub

## Project Architecture - Data Flow & Integration

Data flows from field tools and existing repositories into a secure repository, where ETL routines standardize and validate records. Clean data feeds the analytics workspace for descriptive, diagnostic, and scenario analyses. Geospatial layers (e.g., service coverage, travel times) integrate with community assets to reveal disparities and inform prioritization. Stakeholder engagements log commitments and outcomes into a tracker, enabling traceability from dialogue to action. Dashboards consolidate KPIs, milestones, and initiative status for PMO oversight. Integration is API-first where available, with scheduled batch ingestion for legacy systems. Data quality controls enforce schema checks, referential integrity, and anomaly detection. Access is governed by role-based policies, with audit logs for compliance. This pipeline sustains a single source of truth for decision-making, ensuring that strategy design remains anchored in accurate, current data across the project lifecycle.

- ETL pipeline enforces schema, validation, and auditability
- API-first integrations with fallbacks to secure batch processes
- Geospatial fusion for coverage and accessibility analysis
- Stakeholder tracker connects dialogue to delivery
- Dashboards provide a unified PMO view of progress and KPIs

Control	Process	Stage
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Schema & duplicate checks	API/batch collection	Ingestion
Referential integrity tests	Standardization & joins	Transformation
Anomaly detection & peer review	Modeling & dashboards	Analytics

## Project Architecture - Technology Stack

We recommend a secure, KSA-hosted deployment using widely adopted, supportable technologies. Data collection may leverage ODK-compatible tools for mobile/offline surveys. Data storage can be implemented on PostgreSQL/PostGIS for relational and geospatial needs. ETL and workflow orchestration can be handled by Apache Airflow, with Python (pandas, geopandas, scikit-learn as needed) for data processing. Analytics dashboards can be delivered using Apache Superset or Metabase, with optional export to client-standard BI tools. Geospatial analysis can utilize QGIS for desktop and PostGIS for server-side queries. Containerization (Docker) and version control (Git) provide repeatable, auditable deployments. The innovation hub can be built as a modular web application (Node.js/Express or Python/FastAPI backend; React frontend), using role-based access and integration with the repository via REST APIs. All components will follow the client's security guidelines, IAM policies, and data residency requirements.

- ODK-compatible mobile data collection and validation
- PostgreSQL/PostGIS for secure relational and geospatial storage
- Apache Airflow for ETL orchestration; Python for analytics
- Superset/Metabase for dashboards; QGIS/PostGIS for geo-analytics
- Modular innovation hub (API-first) with role-based access control

Purpose	Suggested Tools	Layer
Offline/online surveys & validation	ODK-compatible stack	Data capture
Secure storage & geospatial queries	PostgreSQL/PostGIS	Data platform
Scheduled ETL and pipelines	Apache Airflow	Orchestration
Modeling & dashboards	Python, Superset/Metabase	Analytics
Innovation hub & stakeholder portal	React + FastAPI/Express	App

## Relevant Experience and Case Evidence

We bring a strong track record in evidence-based social development programs. Our “Social and Economic Surveys for Priority Areas (Phase I)” enhanced data quality and informed decision-making

across target geographies by standardizing instruments and executing high-fidelity fieldwork. Our “Community Needs Assessment in Rural Villages” strengthened institutional capacities and improved public service delivery by aligning interventions with community-stated priorities and governance realities. Collectively, our portfolio exceeds 120 projects and 40M in social interventions. We leverage international collaboration with IDR Australia, PEMANDU Associates, Simon-Kucher, and Arthur D. Little to benchmark practices and ensure methodological robustness. These experiences shape our approach to diagnostics, stakeholder engagement, and strategy design—ensuring rural strategies that are practical, inclusive, and measurable. We will apply lessons learned to accelerate data readiness, enrich stakeholder participation, and deliver implementation-ready strategies.

- Over 120 projects delivered across social development contexts

- 40M+ in supported social interventions

- Demonstrated gains in data quality and decision-making

- Institutional capacity building and service delivery improvements

- International collaboration for benchmarking and methodologies

Outcomes/KPIs	Focus	Project
Enhanced data quality; informed policy decisions	Social/economic baselining	Priority Area Surveys (Phase I)
Improved service delivery; stakeholder satisfaction	Community needs & capacities	Rural Needs Assessment

## Project Team and Roles

We will mobilize three dedicated regional teams under centralized program governance. The core team aligns with RFP requirements: a Portfolio Director; three Project Managers (PMP-certified) to lead each region; a Project Specialist for PMO support; a Strategy Expert; three Community Development Experts with rural/non-profit backgrounds; three Strategic Planning Specialists; three Social Innovation Specialists to support the lab and open-innovation workflows; and a Financial Analyst/Business Developer for modeling and feasibility. The team is bilingual (Arabic/English), KSA-based, and will include Saudi cadre. A central PMO ensures standards, risk management, reporting, and quality assurance across all streams. The governance model includes weekly workstream reviews, monthly steering committees, and quarterly stage gates. Knowledge transfer will be continuous through embedded co-delivery, playbooks, and briefings with the client’s PMO.

- Three region-focused teams under a centralized PMO

- RFP-aligned roles and credentials, including PMP-certified managers



- Bilingual and KSA-based delivery with Saudi cadre
- Weekly reviews, monthly steering, quarterly stage gates
- Continuous knowledge transfer and co-delivery

Key Responsibilities	Qty	Role
Executive oversight, stakeholder alignment, quality gates	1	Portfolio Director
Regional delivery leadership, scheduling, risk control	3	Project Managers (PMP)
Local diagnostics, engagement, initiative design	3	Community Dev. Experts
Innovation lab design and pilot curation	3	Social Innovation Specialists
Business/operating models and feasibility	1	Financial Analyst/BD

## Work Plan, Timeline, and Milestones

The contract runs for 12 months from signing. Phase 1 (Months 1–3) focuses on diagnostics: mobilization, data consolidation, stakeholder/governance analysis, field validation, and framework drafting. A Phase 1 Consolidated Diagnostic Report is delivered by Month 3. Phase 2 (Months 4–12) designs the strategy: theories of change, strategy maps, objectives and KPIs, prioritized initiatives, operating and business models, innovation lab design, non-profit entity options, and partnership frameworks. Interim deliverables per stream are submitted monthly, with a comprehensive Strategy Pack by Month 9, and the Innovation Lab and Partnerships Pack by Month 10. Final acceptance includes the full set of 12 documents and training materials by Month 12. A detailed Gantt will detail dependencies, review cycles, and steering committee touchpoints.

- Phase 1 (M1–M3): Diagnostics and framework draft
- Phase 2 (M4–M12): Strategy, KPIs, initiatives, operating and business models
- Monthly deliverables and steering reviews
- Strategy Pack by Month 9; Lab & Partnerships by Month 10
- Final acceptance and training by Month 12

Key Outputs	Milestone	Month
Data consolidation; stakeholder map; governance map	Mobilization & Diagnostics	M1–M2
Consolidated diagnostic & framework draft	Phase 1 Report	M3
ToC, strategy maps, KPIs, initiatives, models	Design & Alignment	M4–M9
Lab design; partnerships framework	Innovation & Partnerships	M10
12 documents; training; handover	Final Acceptance	M12

## Quality Assurance and Risk Management

Our ISO 9001-aligned quality system sets stage gates, checklists, and peer reviews for each deliverable. A dedicated QA lead oversees adherence to templates, analytical rigor, stakeholder validation, and editorial standards. Risk management operates at portfolio and workstream levels with a living risk register. Key risks include data gaps, stakeholder scheduling conflicts, and governance delays. Mitigations: structured data cleaning and gap-filling protocols; early and rolling engagement calendars; clear RACI and escalation paths; and contingency buffers in the Gantt. Each monthly review includes a quality and risk update, with corrective actions tracked to closure. We will conduct internal audits at phase boundaries and perform readiness checks before each major submission. Final QC includes completeness checks against RFP deliverable lists and conformance to confidentiality, IP, and local content requirements.

- Stage-gated QA with peer review and template compliance

- Monthly risk reviews and tracked mitigation actions

- Internal audits at phase boundaries

- Data quality protocols and validation workshops

- Final QC against RFP deliverable list and compliance clauses

Indicator	Mitigation	Risk
Missingness rate < 5%	Triangulation & targeted field checks	Data gaps
Session adherence ≥ 90%	Rolling engagement calendar	Scheduling conflicts
Milestone on-time rate ≥ 95%	Escalation & contingency buffers	Governance delays

## KPIs and Service Levels

We define KPIs spanning delivery, participation, and impact-readiness. Delivery KPIs: on-time milestone completion ( $\geq 95\%$ ), deliverable acceptance on first submission ( $\geq 90\%$ ), and defects found post-QA ( $< 5\%$  major). Participation KPIs: stakeholder diversity index (representation across sectors and groups), workshop satisfaction ( $\geq 4.5/5$ ), and documented commitments. Impact-readiness KPIs: share of initiatives with baselines/targets (100%), availability of implementation charters ( $\geq 95\%$ ), and risk mitigation coverage ( $\geq 90\%$ ). Service levels cover response times (queries answered within 2 business days), workshop facilitation quality, and escalation adherence. Monthly dashboards will visualize KPI trends, with remedial actions agreed in steering committees. Post-project, we furnish a performance summary capturing outcomes against targets and recommendations to sustain governance, dashboards, and continuous improvement processes.

- On-time delivery  $\geq 95\%$  and first-pass acceptance  $\geq 90\%$
- Stakeholder satisfaction  $\geq 4.5/5$  and strong diversity index
- 100% initiatives with baselines/targets and charters
- Risk coverage  $\geq 90\%$  across prioritized initiatives
- 2-business-day response SLA for project queries

Target	Metric	KPI Category
$\geq 95\%$	On-time milestones	Delivery
$\geq 4.5/5$	Workshop satisfaction	Participation
100%	Initiatives with baselines/targets	Impact-readiness

## Data Privacy, Security, and IP

We adhere to local regulations for data privacy and security, implementing least-privilege access, encryption in transit and at rest (where supported by the client environment), audit logging, and secure credential management. Data will be hosted within the Kingdom on client-approved infrastructure. Personally identifiable information will be minimized, collected with consent, and processed under explicit purposes. Confidentiality agreements will be in place with all personnel and any approved subcontractors. We will follow secure development and deployment practices for the innovation hub and data pipelines, with regular vulnerability reviews. Intellectual Property for all deliverables, tools developed for the project, and data products will vest with the client per the RFP. We will return or destroy copies upon request and at project closeout, providing a data disposition certificate and inventory.

- KSA data residency and client-approved hosting

- Least-privilege access and audit trails
- Consent-based PII handling and purpose limitation
- Confidentiality agreements with all team members
- Client ownership of IP and formal data disposition

Outcome	Practice	Control Area
Least-privilege enforcement	Role-based IAM	Access
Confidentiality and integrity	Encryption & masking	Data
Client owns all project outputs	Assignment to client	IP

## Compliance with RFP Requirements

Our proposal complies with all RFP instructions, including eligibility, transparency, equal treatment, confidentiality, local content preferences, subcontracting thresholds, and deliverable formats. We will submit Arabic-language deliverables with English translations as needed. We acknowledge the 12-month performance period, the requirement for three region-dedicated teams, and the two-phase structure with 20%/80% weighting. We will provide the initial bid security and, upon award, the final performance guarantee per the RFP. We commit to the evaluation criteria by supplying a robust methodology, schedule, relevant experience, team qualifications (including PMP credentials), and knowledge transfer. Our pricing will be in SAR and inclusive of all applicable taxes and fees unless otherwise specified by the client. We accept the RFP's IP, confidentiality, and conflict-of-interest provisions and will cooperate with audits and oversight.

- Full adherence to RFP formats, timelines, and governance
- Arabic deliverables with English support
- Initial and final guarantees per RFP
- Local content preferences integrated in sourcing and planning
- Conflict-of-interest, confidentiality, and audit cooperation

Reference	Our Commitment	RFP Requirement
Work Plan section	Phased plan with milestones	12-month term

Technical Approach; Team	Comprehensive methodology & team	Evaluation criteria
Deliverables Summary	12 documents provided	Deliverables

## Deliverables Summary

We will submit the full set of 12 documents specified: (1) Linkage report connecting prior community needs and institutional capacity studies to current project aims; (2) Stakeholder analysis and governance framework for the relevant emirates and key actors; (3) Compendium of government and related initiatives pertinent to selected villages; (4) Design framework for impactful solutions aligned to non-profit sector targets; (5) National framework for rural non-profit villages; (6) Strategy maps for selected villages; (7) Strategic initiatives and projects for each strategy map with detailed charters; (8) Business model(s) for selected villages; (9) Operating model(s) for selected villages; (10) Social innovation lab design and implementation report; (11) Options for establishing non-profit entities; and (12) Partnership framework report. All deliverables include executive summaries, detailed annexes, and data appendices as applicable.

- Complete set of 12 deliverables as per RFP
- Executive summaries plus technical annexes for each
- Bilingual submission and version-controlled updates
- Data appendices and toolkits for implementation
- Handover package with training materials

Format	Deliverable	#
Report + Annexes	Linkage Report (prior studies to current scope)	1
Report + Platform Spec	Social Innovation Lab Design & Implementation	10
Report + MoU Templates	Partnership Framework	12

## Assumptions

We assume timely access to prior studies, datasets, and stakeholders; availability of client representatives for workshops and steering reviews; and the ability to deploy recommended toolsets on client-approved, KSA-hosted infrastructure. We assume reasonable turnaround (5–10 working days) for document reviews and consolidated feedback. Fieldwork access and permits, where applicable, will be facilitated by the client. Any travel outside major urban centers will be coordinated in advance. Changes in scope or the number of villages may affect timelines and pricing

and will be managed through formal change control. All payments are made in SAR. Any third-party licenses (if preferred over open-source equivalents) will be procured by the client or reimbursed at cost with prior approval. We assume the client will provide branding guidelines and communications protocols for external engagements.

- Timely access to data, stakeholders, and approvals
- Client-facilitated permits and local coordination when needed
- KSA-hosted, client-approved deployment for all tools
- Review cycles of 5–10 working days
- Scope changes managed via formal change control

Implication	Assumption	Area
Accelerated diagnostics	Access to prior surveys and admin data	Data
On-time co-design and validation	Availability for workshops	Stakeholders
Security and compliance alignment	Use of client-approved hosting	IT

## Pricing Approach (Summary)

We propose a firm fixed-price, milestone-based commercial model denominated in SAR. Pricing covers professional services, tools configuration, workshops, and knowledge transfer. Unless otherwise directed, taxes and statutory fees are included as applicable. The payment schedule aligns to value delivery: 20% upon acceptance of Phase 1 consolidated diagnostics; 40% on acceptance of the Strategy Pack (frameworks, ToC, strategy maps, KPIs); 20% on acceptance of business and operating models with prioritized initiatives; 10% on acceptance of the innovation lab design and partnership framework; and 10% on final acceptance and handover. Any client-requested third-party licenses (if preferred over open-source) will be passed through at cost with prior approval. Travel beyond major urban centers will be pre-approved and invoiced at cost. Detailed pricing will be provided in the financial submission per RFP templates.

- Firm fixed-price in SAR with milestone-based payments
- Inclusive of workshops, tool configuration, and training
- Pass-through of approved third-party licenses at cost

- Pre-approved out-of-city travel at cost

- Final detailed pricing per RFP financial forms

Acceptance Basis	Payment %	Milestone
Signed acceptance	20%	Phase 1 Diagnostics Accepted
Signed acceptance	40%	Strategy Pack Accepted
Signed acceptance	20%	Models & Initiatives Accepted
Signed acceptance	10%	Lab & Partnerships Accepted
Final completion certificate	10%	Final Handover

## Why Impetus Strategy

Impetus Strategy combines local presence and bilingual delivery with global-grade methods to deliver rural strategies that work. Our mission—impact beyond profitability—aligns with the public interest and the non-profit sector’s mandate. We bring deep capabilities in social development, strategic governance, and impact investment, and a service suite spanning stakeholder engagement, impact assessment, and strategic consulting. Our differentiators include a holistic development approach, innovation embedded in design (e.g., social innovation lab), and strong partnerships with IDR Australia, PEMANDU Associates, Simon-Kucher, and Arthur D. Little for benchmarking and methodological depth. With over 120 delivered projects and 40M+ in social interventions, we have the experience to guide complex, multi-stakeholder programs. Our ISO 9001-aligned quality system, robust data and security practices, and technology-enabled delivery ensure rigor, transparency, and sustainability—translating vision into tangible outcomes for rural communities.

- Mission-driven: impact beyond profitability

- Proven: 120+ projects and 40M+ in social interventions

- Innovative: social innovation lab and analytics-enabled design

- Connected: strong international partnerships for benchmarking

- Trusted: ISO 9001-aligned quality and KSA-compliant delivery

Client Benefit	Strength
Integrated, implementable strategies	Holistic approach
Culturally attuned engagement and delivery	Bilingual local presence
Faster insights and measurable outcomes	Tech-enabled methods

