Rural Development Strategy for Non-Profit Villages in KSA – Prepared by Impetus Strategy

Executive Summary

Impetus Strategy proposes a comprehensive, results-driven program to build and align the Rural Development Strategy for three selected non-profit development villages across the Kingdom, in line with the National Center for Non-Profit Sector's (NCNP) RFP and Saudi procurement regulations. Our twelve-month program is organized in two phases: Phase 1 (Study and Analysis, 20%) and Phase 2 (Design and Alignment, 80%). The approach integrates deep analytical diagnostics (needs and assets analysis, PESTEL, SWOT, Importance–Performance Matrix, NOISE), extensive stakeholder engagement, theory of change, and strategy execution design, culminating in a full set of strategic, operational, and governance deliverables that meet the RFP's scope, schedule, and acceptance criteria. We will design an overarching national framework for non-profit rural development and tailored strategies for each selected village, including strategic maps, objectives, KPIs, prioritized initiatives, detailed initiative and project charters, operating and financial models, governance, and a Social Innovation Lab with a secure digital collaboration and ideation platform. The program embeds robust quality assurance and risk management, with stage-gates tied to measurable acceptance criteria and service levels. It also ensures compliance with content localization, mandatory local content preferences, confidentiality, data protection, and intellectual property provisions outlined in the RFP. Our team structure strictly adheres to the required roles, counts, and qualifications, with dedicated three regional squads, a Saudi presence on the core team, and on-the-ground delivery in the Kingdom throughout the project. Drawing on our track record delivering complex public and non-profit sector transformations in KSA and internationally, we propose a transparent, milestone-based pricing and payment schedule aligned to the two-phase program and the twelve deliverable items, inclusive of taxes and duties. Our plan minimizes risk through progressive elaboration, continuous stakeholder alignment, bilingual documentation, and scenario-based planning. We will provide all statutory registrations and certifications at submission and maintain them valid through award and implementation. Success will be measured by adoption of the strategy, readiness to implement prioritized initiatives, operationalization of the Social Innovation Lab, and delivery of a sustainable governance and performance management regime that accelerates the sector's contribution to Vision 2030.

- Two-phase, twelve-month delivery with stage-gated acceptance

- Village-specific strategies plus a national non-profit rural framework

- Robust governance, KPIs, initiatives pipeline, and operating/financial models

- Social Innovation Lab with secure digital platform and collaboration tools

- Full compliance with RFP, Saudi procurement law, and local content

Key Outputs	Share of Effort	Focus	Phase
Stakeholder & governance analysis, benchmark report, design framework, initiatives register (draft)	20%	Diagnostics, stakeholder mapping, governance baseline, benchmarking, design framework	Phase 1 – Study & Analysis
Strategy documents, strategic maps, KPI dashboards, operating/financial models, lab design & platform, partnership and NPO options	80%	Strategy build, KPIs, initiatives and project design, operating/financial models, Social Innovation Lab	Phase 2 – Design & Alignment

Company Introduction

Impetus Strategy is a strategy and implementation advisory firm with a primary mission to prioritize social impact beyond profitability. We operate across the Kingdom with presence in Riyadh, Jeddah, and Makkah, and extended regional reach, enabling continuous on-the-ground engagement with public entities, non-profits, and private sector stakeholders. Our portfolio spans public sector transformation, third sector development, education and skills, culture and heritage, health and well-being, tourism and entertainment, sports, and socio-economic development—core domains directly relevant to rural community uplift and the non-profit ecosystem. Our capabilities encompass strategy and governance, ecosystem enablement, impact and sustainability, digital and data-enabled social development, stakeholder engagement and service delivery, and impact-oriented investment. We have delivered significant programs in the Kingdom aligned to Vision 2030 objectives, including large-scale social and economic surveys, needs diagnostics for rural villages and institutional capacity assessments, service standards and workforce capability programs, volunteer enablement packages, social investment strategies, strategy builds for non-profits, product development to bridge supply-demand gaps, opportunity mapping for non-profits in service ecosystems, and customer/visitor experience measurement frameworks. Our leadership and engagement managers bring deep advisory credentials across strategy design, program management, EPMO, ecosystem building, and measurement and evaluation. The team is experienced in bilingual delivery, Saudi regulatory contexts, and complex multi-stakeholder coordination. We bring proven tools and playbooks for theory of change, initiative portfolios, KPI systems, and operating models. We apply rigorous QA and performance tracking to ensure deliverables are adoption-ready and technically robust. We utilize evidence-based methods and benchmarks drawn from international development and social impact practice, coupled with local insight and co-design with communities, to ensure practical feasibility and sustainability. This blend of global methods with local execution is central to our DNA and differentiates our approach to non-profit rural development strategy and implementation readiness.

- Presence in Riyadh, Jeddah, and Makkah with on-the-ground delivery

- Sectoral coverage aligned to rural and non-profit development

- End-to-end capabilities: strategy, governance, impact, digital, and delivery

- Proven bilingual execution within Saudi policy and regulatory contexts

- Strong QA and performance management discipline

Relevance to RFP	What We Do	Capability Area
National framework, village strategies, governance	Vision-to-execution design, operating models, EPMO	Strategy & Governance
KPI systems, dashboards, monitoring	Theory of change, KPIs, outcomes measurement	Impact & Sustainability
Social Innovation Lab digital platform	Analytics, portals, collaboration and ideation platforms	Digital & Data
Inclusive rural strategies and partnerships	Co-design, workshops, multi-sector coordination	Stakeholder Engagement
Non-profit financing and sustainability options	Impact investing models, pipeline readiness	Impact Investment

Understanding of the RFP and Objectives

The RFP seeks a consultant to build a comprehensive rural development strategy for three selected non-profit development villages under the umbrella of Vision 2030 and the National Center for Non-Profit Sector's mandate. The scope covers two phases over 12 months: (1) Study and Analysis (20%) to consolidate prior work (national survey of needs and opportunities, three-village needs analyses), analyze stakeholders, map governance, run benchmarking, and produce a design framework; and (2) Design and Alignment (80%) to produce a national strategic framework, village-specific theories of change, strategic maps, objectives, KPIs and dashboards, prioritized and fully specified initiatives with economic revival sub-projects, feasibility studies for key projects, operating and financial models, risk management and response plans, a Social Innovation Lab and its digital platform, options for establishing non-profit entities, and partnership frameworks across government, private, and third sector. The RFP mandates compliance with Saudi procurement law and its executive regulations, including the two-envelope process, Arabic as the primary language, SAR currency, offer validity for 90 days, a 1% bid bond and a 5% performance bond (with exemptions for certain categories), evaluation using a weighted score with a minimum technical threshold of 70%, adherence to local content preferences, and strict confidentiality and IP provisions vesting IP in the client. The deliverables are twelve formal documents spanning Phase 1 and Phase 2 outputs, with acceptance through defined milestones and stage-gates. The staffing model requires a specific multi-disciplinary team (portfolio manager, project managers and specialists, strategy expert, community development experts, strategic planning specialists, social innovation specialists, financial analyst/business developer) with defined minimum experience and certifications (e.g., PMP). Special conditions require Saudi staff, in-Kingdom presence for the entire duration, and at least three separate teams to focus on each region. We understand the need to mesh national-level alignment with deep local tailoring—balancing common frameworks with village-specific models. Critical objectives include actionable strategies with ready-to-implement initiatives, measurable development outcomes, cross-sector alignment, robust governance, financial viability, and a digital innovation environment to surface and scale community-driven solutions.

- Two-phase program: analysis (20%) and design/alignment (80%) over 12 months

- Village-specific theories of change, KPIs, initiatives, and operating/financial models

- Social Innovation Lab and interactive digital platform

- Compliance with two-envelope, Arabic deliverables, SAR, bonds, and 70% technical threshold

- Saudi presence, Saudi staff, and three distinct regional teams

Our Response	Requirement	RFP Area
Comprehensive technical proposal addressing all criteria	Weighted scoring; 70% minimum technical	Evaluation
Bilingual delivery; pricing in SAR; Arabic final documents	Arabic primary; SAR	Language & Currency
Detailed Gantt and milestones across 12 months	12 months (Gregorian calendar)	Program Length
Mapped deliverables with acceptance criteria and QA gates	12 formal documents	Deliverables
Fully compliant team composition with PMP-certified PMs	Specific roles, counts, and certifications	Team

Technical Approach and Methodology

Our methodology is a coherent, evidence-driven framework with three pillars: (1) Framework Overview—connecting national Vision 2030 goals to non-profit rural development through a clear strategy architecture (vision, theory of change, strategic map, objectives, KPIs, initiatives, governance, operating and financial models); (2) Phased Methodology—Phase 1 establishes a definitive analytical baseline using Assets Analysis, PESTEL, SWOT, NOISE, and Importance–Performance Matrix, plus stakeholder mapping and governance assessment; Phase 2 translates diagnostics into design, prioritization, feasibility, and implementation roadmaps; and (3) Methodological Pillars—co-design with communities, cross-sector alignment, progressive elaboration, and rigorous QA. Phase 1 will consolidate and validate prior studies (national survey, three-village needs), triangulate findings via targeted focus groups and site visits, and produce a governance baseline for each village and its Emirate context. Benchmarking (at least five best practices) will ground the national framework. A structured design framework will bridge the diagnostic to strategy build for each village. Phase 2 will construct village-specific theories of change; strategic maps (e.g., community well-being, livelihoods, infrastructure, culture/heritage, environment); SMART strategic objectives; KPIs with baselines, targets, and data custodians; prioritized initiatives (using value, feasibility, and impact-weighted scoring); economic revival sub-projects with business cases; feasibility studies; operating models (roles, processes, RACI); financial models (capex/opex, funding sources, sustainability); risk registers and response plans; and a Social Innovation Lab with a digital platform and process handbook (challenge intake, open innovation, solution sprints, pilot protocols, evaluation). We will run structured workshops with government, private, and non-profit actors to align roles and commitments (partnership framework and MoU

templates). Acceptance will be managed through stage-gates with documented criteria and change control for any scope refinements. Bilingual outputs, standard templates, and a secure document repository will assure quality and traceability. The methodology integrates content localization, local content preferences, and compliance with all RFP instructions and forms.

- Diagnostics-to-design pipeline anchored in theory of change and KPI logic

- Benchmarking and co-design workshops across sectors and communities

- Prioritization using value-feasibility-impact scoring and economic revival projects

- Operating and financial models for sustainability and readiness to execute

- Stage-gated QA with bilingual documentation and secure repositories

Output	Tool/Technique	Method Element
Stakeholder analysis, governance framework	Stakeholder matrix, RACI mapping, governance baseline	Stakeholder & Governance
Village strategies with objectives and KPIs	Theory of change, strategic map design	Strategy Build
Ranked initiatives with charters and sub-projects	Weighted scoring model, portfolio optimization	Prioritization
Operating and financial models with sustainability	Cost modeling, funding options analysis	Financials
Social Innovation Lab design and digital platform	Open innovation sprints, challenge intake process	Innovation

Project Architecture

We will implement a consulting project architecture that integrates people, process, and technology to deliver strategy, governance, and innovation capabilities. The architecture comprises (1) System Components—governance and project management (EPMO-lite), content and document management, analytics and KPI dashboards, and the Social Innovation Lab's digital collaboration platform; (2) Data Flow & Integration—structured ingestion of prior studies and new field data, transformation into analytical models, consolidation into KPI dashboards, and publication to bilingual strategy documents; (3) Technology Stack—client-preferred secure cloud and collaboration tools, enterprise-grade analytics (e.g., Power BI or equivalent as approved by NCNP), and configurable no-code/low-code platform modules for the Social Innovation Lab. All tools will follow client's security standards, access controls, and hosting preferences. System Components: The EPMO-lite layer manages workplan, risk, issues, deliverables, and change control; the document repository maintains versioning, approvals, and bilingual templates; the analytics layer captures KPIs, baselines, targets, and source systems; the Lab platform enables challenge intake, ideation, expert reviews, sprint facilitation, and community feedback loops. Data Flow & Integration: (a) Inputs: prior

NCNP studies, field validation surveys, stakeholder interviews, secondary statistics; (b) Processing: ETL to unify datasets, indicator construction (definitions, calculations, sources, frequency), and geospatial overlays where available; (c) Outputs: dashboards by village and national roll-ups, strategy documents, initiative charters, feasibility studies, and governance artifacts. Technology Stack: The final stack will be co-confirmed with NCNP. We favor secure collaboration (e.g., SharePoint or equivalent), role-based access, multi-factor authentication, encryption at rest/in transit, and auditable trails. For the Lab platform, we will configure secure forms, workflows, community interfaces, and analytics modules; integration hooks can be scoped if NCNP nominates internal systems. Throughout, we will maintain a configuration management register, architecture decision records, and rollout plans, with user training and simple admin guides so NCNP teams can own the solution. Acceptance includes UAT for dashboards and the Lab platform, content sign-offs, and handover of source files, metadata, and admin credentials.

- EPMO-lite governance, secure repository, analytics dashboards, and Lab platform

- Data ingestion, ETL, indicator design, and bilingual publication

- Secure cloud, role-based access, MFA, encryption, audit logs

- Configuration management and architecture decision records

- UAT, training, and handover of admin credentials and documentation

Key Controls	Purpose	Layer
Stage-gates, change control, risk register	Plan, track, and control scope/time/quality/risks	Governance (EPMO-lite)
Access control, approvals, audit trail	Versioned bilingual documents and templates	Content Repository
Data dictionary, validation rules, UAT	Define, track, and visualize indicators	Analytics & KPIs
Role-based access, submission moderation	Challenge intake, ideation, sprints, evaluation	Innovation Lab Platform

Relevant Experience and Case Evidence

Impetus Strategy has delivered programs in Saudi Arabia that are directly relevant to this RFP's scope. Our work includes large-scale socio-economic surveys in priority regions (multi-million SAR engagements, multi-month durations), which built robust baselines and segmented diagnoses across demographic and thematic dimensions. We led studies of community needs for rural villages and institutional capacity assessments (12-month engagements), producing prioritized needs, stakeholder maps, and capacity-building paths. We developed functional standards and workforce enablement programs in service ecosystems, including volunteer enablement packages that structured benefits, processes, and service flows to enhance participation and outcomes. We crafted

social investment strategies, including operating models, governance, and pipeline formation, and we designed strategies for non-profit organizations with measurable objectives and sustainability pathways. We produced product development strategies to bridge supply-demand gaps (e.g., housing contexts) and opportunity-mapping for non-profits within service ecosystems, translating potential into concrete initiatives. We also designed and operated measurement frameworks for experience improvement (e.g., visitor and resident experiences within key locations), including dashboards, surveys, journey mapping, and service standards. Internationally, our team members have contributed to development programs with leading social impact and development entities, applying theory of change, KPI systems, and ecosystem partnership models. These cases share critical attributes: multi-stakeholder engagement, bilingual documentation, rigorous analytics, and a bias for implementation-ready outputs (charters, governance, handbooks). Lessons learned embedded into our current proposal include: early establishment of common data dictionaries to avoid ambiguity; triangulation of diagnostics with field validation; prioritization mechanisms that combine impact, feasibility, and community acceptance; and a clear governance plan assigning roles across public, private, and non-profit actors. Our Social Innovation Lab design builds on experience setting up structured innovation cycles—challenge definition, outreach, ideation, curation, rapid sprints, pilot testing, and evaluation—to deliver a continuous pipeline of solutions while ensuring quality and alignment to strategy. These delivered results demonstrate our capacity to translate diagnostics into practical strategies and to institutionalize performance management for sustained outcomes.

- Delivery of large-scale surveys and rural needs studies with governance mapping

- End-to-end strategies for non-profits with measurable KPIs and sustainability

- Experience enablement and service standardization programs

- Impact-oriented investment and initiative pipeline formation

- Experience measurement frameworks with dashboards and action loops

Outcome	Scope Highlights	Type of Engagement
Prioritized needs and institutional roadmap	Diagnostics, stakeholder maps, capacity assessment	Rural Needs & Capacity
Board-approved plan and implementation readiness	Vision, objectives, KPIs, initiatives, operating model	Non-Profit Strategy
Higher participation and better service quality	Policy, process, benefits, service flow design	Volunteer Enablement
Structured investment approach and pipeline	Governance, pipeline, sustainability model	Social Investment Strategy
Continuous improvement loop and KPIs	Surveys, dashboards, standards, actioning	Experience Measurement

Project Team and Roles

Our team meets and exceeds the RFP's specified roles, headcount, and qualifications. It is structured into: (1) Program Leadership: a Portfolio Manager (10+ years, MBA or equivalent, PMP) with Saudi delivery experience to oversee strategy coherence, quality, and stakeholder alignment; (2) Regional Squads (three squads, one per selected region): each led by a Project Manager (8+ years, PMP) and staffed with a Strategic Planning Specialist, Community Development Expert, Social Innovation Specialist, and field support; (3) Cross-Cutting Experts: Strategy Expert (10+ years), additional Strategic Planning Specialists (5+ years), Community Development Experts (10+ years), Social Innovation Specialists (5+ years), and a Financial Analyst/Business Developer (5+ years) to design operating and financial models and feasibility studies; and (4) PMO and QA: a Project Specialist (5+ years, PMP) to maintain the integrated plan, risk register, QA schedule, and documentation. Saudi national professionals will be embedded in the core and regional teams, and the entire team will be based in-Kingdom throughout the project, in alignment with the RFP's special conditions. All project managers hold or will be staffed with PMP credentials. Bilingual capabilities (Arabic and English) are ensured across leadership and key delivery roles. Responsibilities: the Portfolio Manager leads executive steering, issue escalation, and overall quality; Project Managers coordinate regional execution, stakeholder engagements, and deliverable production; Strategy and Planning Specialists develop theories of change, strategic maps, and KPIs; Community Development Experts lead co-design with local communities, inclusion strategies, and socio-cultural integration; Social Innovation Specialists design and operationalize the Lab, methods, and digital workflows; the Financial Analyst designs funding options, sustainability pathways, and initiative financials; and the Project Specialist runs the PMO rhythm, risk and change control, and repositories. We will maintain a staffing matrix showing role-to-deliverable mapping and utilization, ensuring surge capacity during critical milestones (e.g., strategy alignment workshops, feasibility analysis sprints).

- Three dedicated regional squads plus program leadership and cross-cutting experts

- Saudi staff embedded; full in-Kingdom presence across 12 months

- PMP-certified project managers; bilingual delivery capabilities

- Clear RACI and role-to-deliverable mapping

- Surge capacity planned for peak milestones

Key Responsibilities	Count	Minimum Experience/Qualification	Role
Program leadership, quality, stakeholder governance	1	MBA or equivalent; 10+ years; PMP; KSA experience	Portfolio Manager
Regional squad lead, plan execution, stakeholder coordination	3	8+ years; PMP; KSA experience	Project Manager

PMO cadence, risks, issues, QA, documentation	1	5+ years; PMP	Project Specialist
Strategy framework, theory of change, strategic maps	1	10+ years; relevant certifications	Strategy Expert
Community engagement, inclusion, local insights	3	10+ years; rural/community development	Community Dev. Expert
Objectives, KPIs, initiatives, prioritization	3	5+ years; Arabic/English	Strategic Planning Specialist
Lab design, process, digital platform workflows	3	5+ years; innovation/entrepreneurship	Social Innovation Specialist
Financial models, feasibility, sustainability	1	5+ years; finance/economics/management	Financial Analyst/Business Developer

Work Plan, Timeline, and Milestones

We will deliver the program over 12 months with stage-gated milestones aligned to the RFP's two phases and twelve deliverables. Phase 1 (Months 1–3) focuses on Study and Analysis (20%): mobilization and project charter; consolidation and review of prior studies; stakeholder mapping and governance baseline per village; benchmark study (≥5 best practices); diagnostic tool application (Assets, PESTEL, SWOT, NOISE, Importance–Performance Matrix); and initial initiatives register. The Phase 1 stage-gate includes acceptance of: (1) Linkage of prior activities to current objectives, (2) Stakeholder and governance analysis, (3) Register of relevant programs and initiatives, and (4) Design framework and initial initiatives register. Phase 2 (Months 4–12) focuses on Design and Alignment (80%): theory of change and strategic map per village; SMART objectives and KPI frameworks with baselines and targets; prioritized initiatives and economic revival sub-projects; feasibility studies; operating model design; financial modeling; risk management and response plan; Social Innovation Lab design and platform configuration; options for establishment of non-profit entities; and partnership framework and engagement plans. Milestones include: M4—strategic frameworks and maps; M6—KPI systems and dashboards (UAT-ready); M8—initiatives portfolio and feasibility drafts; M9—operating/financial models; M10—Innovation Lab live beta; M11—entity options and partnership framework; M12—final documentation, training, handover. Each milestone has acceptance criteria and documentation requirements (meeting minutes, approvals, QA checklists). We will run biweekly PMO meetings, monthly steering reviews, and quarterly executive checkpoints. Dependencies will be tracked with a critical path; risks and issues will be managed with mitigation owners and timelines. All deliverables will be bilingual, and a secure repository will maintain version control.

- 12-month plan with clear stage-gates and acceptance criteria

- Phase 1 diagnostics and Phase 2 design and operationalization

- Biweekly PMO cadence and monthly steering reviews

- Bilingual deliverables and secure document control

- UAT and handover planned for dashboards and Lab platform

Milestone/Deliverable	Key Activities	Timeline (Month)
D1–D3 drafts	Mobilization, charter, prior studies review, stakeholder & governance baseline	M1–M2
D4 acceptance (Phase 1 Gate)	Diagnostics and benchmark completion; design framework	M3
D5–D6 drafts	Theory of change, strategic maps, objectives	M4–M5
D7 draft; KPI UAT	KPI frameworks, dashboards; initiative design and prioritization	M6–M7
D8–D9 acceptance	Feasibility and operating/financial models; risk plan	M8–M9
D10 beta acceptance	Social Innovation Lab design and platform beta	M10
D11–D12 acceptance	NPO establishment options; partnership framework	M11
Final sign-off	Training, final handover, project closure	M12

Quality Assurance and Risk Management

Quality assurance (QA) is embedded through a structured framework: (1) Stage-Gates—each milestone requires a QA checklist, document peer-review, and sign-off by the Portfolio Manager and NCNP representatives; (2) Standards—bilingual templates, data dictionaries, indicator definitions, and formatting rules; (3) Verification—triangulation of diagnostics with field validation; internal red team reviews for strategies and models; UAT for dashboards and the Lab platform; and (4) Traceability—version control, change logs, and decision records. Risk management is proactive and continuous: an initial risk workshop will seed the risk register across categories (strategic, operational, stakeholder, data, technology, legal/compliance). Mitigation strategies include early stakeholder mapping and engagement plans, bilingual facilitation to reduce misalignment, scenario-based planning for funding pathways, and phased implementation roadmaps. Specific risks and mitigations: (a) Stakeholder availability—schedule steering windows early; use asynchronous inputs and surveys; (b) Data gaps—apply proxy indicators and triangulation; document assumptions; (c) Scope creep—enforce change control with impact analysis; (d) Technology adoption for the Lab—run pilots, training, and light governance for challenge intake; (e) Sustainability—design operating/financial models with conservative assumptions and diversified funding sources. We will maintain a RAID (Risks, Assumptions, Issues, Dependencies) log, reviewed biweekly, with clear owners and due dates. Non-conformities will trigger corrective action plans with root-cause analysis and rework cycles. QA metrics include review cycle time, defect rates, on-time milestone

acceptance, and stakeholder satisfaction scores from workshop feedback. All QA and risk artifacts will be accessible in the secure repository. At close-out, we will run a lessons-learned session to inform future NCNP initiatives and provide a quality summary report including KPI attainment and residual risks.

- Stage-gated QA with bilingual templates and formal sign-off

- Proactive risk register with owners and due dates

- UAT for KPI dashboards and the Lab platform

- Change control and traceable decision records

- Lessons learned and quality summary at close-out

Owner	Mitigation	Impact	Risk
Project Manager	Advance scheduling; asynchronous inputs; escalation path	Delays, misalignment	Stakeholder unavailability
Strategy Expert	Proxy indicators; triangulation; documented assumptions	Weak baselines	Data incompleteness
Portfolio Manager	Change control with impact analysis and approvals	Overrun, dilution	Scope creep
Social Innovation Lead	Pilot sprints; training; light governance rules	Low platform use	Technology adoption
Financial Analyst	Diversified funding paths; phased rollout	Initiative delays	Funding uncertainty

KPIs and Service Levels

We define KPIs at three levels: (1) Delivery KPIs—governing schedule, quality, and stakeholder satisfaction; (2) Strategy KPIs—measuring readiness and robustness of the strategy artifacts; and (3) Outcome KPIs—tracking early indicators of development impact (where feasible within the project horizon). Delivery KPIs: on-time milestone acceptance (>95%), document quality (≤2 minor findings per major deliverable pre-acceptance), biweekly PMO cadence adherence (100%), and stakeholder satisfaction from workshop surveys (≥4.3/5). Strategy KPIs: completeness of strategy artifacts (100% of required elements per RFP), KPI dictionary coverage (≥95% of defined KPIs with baselines and targets), portfolio readiness (≥80% of initiatives with charters and prioritized), feasibility completeness (business cases and risk plans for top initiatives), operating and financial model completeness (approved by NCNP). Outcome KPIs (illustrative early signals): number of partnerships

formalized, number of Lab challenges launched, number of pilot concepts evaluated, and community participation in co-design sessions. Service Levels: response time to NCNP queries within 1 business day; draft deliverable turnaround within agreed plan; critical issue escalation within 24 hours; hotfix cycles for UAT defects within 3 business days. All KPIs will be tracked in dashboards and reviewed monthly with NCNP. Acceptance criteria for each deliverable will be enumerated (structure, depth, citations, bilingual consistency, stakeholder validation, QA sign-offs). We will maintain a living KPI dictionary with: definition, calculation, baseline, target, source, frequency, data owner, and visualization mockup. Where baseline data is unavailable, we will document methods to derive proxies and staged measurement plans. We will also include a sustainability KPI set (e.g., program funding ratio, volunteer retention, local supplier participation) aligned to local content and inclusion policies. Post-handover, the KPI system will be owned by NCNP with training provided for updates.

- Three-tier KPIs: delivery, strategy robustness, and early outcomes

- Clear service levels for responsiveness and issue resolution

- KPI dictionary with definitions, sources, and visualization mockups

- Monthly KPI reviews with NCNP and corrective actions if needed

- Acceptance criteria embedded in QA gates

Owner	Frequency	Target	KPI
Portfolio Manager	Monthly	≥95%	Milestone on-time acceptance
Project Manager	Per workshop	≥4.3/5	Stakeholder satisfaction (workshops)
Strategy Expert	Quarterly	≥95%	KPI dictionary completeness
Planning Specialist	Quarterly	≥80%	Initiatives with full charters
Social Innovation Lead	Per UAT cycle	≤3 business days	UAT defect turnaround (critical)

Data Privacy, Security, and IP

We will comply with Saudi data protection and confidentiality requirements as specified by the RFP and applicable laws. All project data, documents, and analytics will be handled under a strict confidentiality regime: need-to-know access, role-based permissions, and secure storage within client-approved environments. Data exchanges will use encrypted channels; documents will be watermarked for classification levels (e.g., Confidential – NCNP). We will maintain access logs and permission reviews, and perform data minimization—only collecting what is necessary for the scope. For the Social Innovation Lab platform, we will implement authenticated access, multi-factor

authentication where available, secure form submissions, and moderation workflows for publicly submitted content. No personal data will be published without explicit consent and compliance with applicable policies. Backups and disaster recovery procedures will follow the client's hosting standards. All subcontractors (if any) will sign confidentiality agreements and operate under the same controls. Intellectual Property: As per RFP clause, all IP for the winning proposal deliverables shall vest in the client; the NCNP may use and dispose of the content to serve the public interest. We will assign any rights in our customized deliverables to NCNP upon acceptance and payment, while retaining rights to our pre-existing methodologies and templates, which may be licensed to NCNP for internal use without additional cost. We will deliver open, editable source files for documents, models, data dictionaries, and dashboard configurations. For any third-party tools proposed (e.g., analytics software), licensing will follow client policy; where possible, we will leverage client-owned platforms to avoid IP or licensing issues. A data retention and destruction plan will be agreed at close-out, including the secure return or deletion of all client data from our systems after formal acceptance. Security incidents will be reported to NCNP within 24 hours with investigation, remediation, and lessons learned documented.

- Role-based access, encryption in transit, and secure repositories

- Lab platform with authenticated access and moderation workflows

- Ownership of customized deliverables assigned to NCNP

- Editable source files and documentation handed over

- Retention and secure destruction plan at project close-out

Outcome	Practice	Control Area
Least-privilege access and accountability	Role-based permissions, periodic reviews	Access Control
Confidentiality and integrity of data	Encrypted channels, secure storage	Data Protection
Timely remediation and prevention	24-hour notification, root-cause analysis	Incident Response
Clear ownership and usage rights	Assignment of deliverable IP to client	IP Management
Client autonomy post-close-out	Editable sources and admin credentials	Handover

Compliance with RFP Requirements

Our proposal fully aligns with the RFP's general and special conditions. We will submit a two-envelope bid (technical and financial) via the designated platform, with a bid validity of 90 days and a 1% bid bond. The financial proposal will be in SAR, inclusive of taxes and duties. We will provide all

statutory documents at submission and maintain validity through award: Commercial Registration, Zakat/Tax certificates, GOSI registration, Chamber of Commerce membership (if applicable), classification/certifications as relevant, and SME status if applicable. Team composition and qualifications strictly meet the RFP's staffing table, with PMP-certified project managers, a portfolio manager with 10+ years' experience, strategic and community experts, social innovation specialists, and a financial analyst. We commit to in-Kingdom presence throughout and will field at least three separate teams, each with a dedicated project manager for the regions. Arabic is the primary language for deliverables; we will produce bilingual outputs. We will observe confidentiality and non-disclosure rules; IP for deliverables will be assigned to NCNP. We will comply with local content preference rules, giving price preference in procurement scenarios consistent with RFP guidance, and will prioritize national products and vendors for any in-scope purchases. We accept penalties and liquidated damages as per RFP (e.g., up to 20% aggregate cap), and we will manage schedule and quality to avoid any penalty triggers. We will submit staged payment requests per the agreed milestone schedule, and we accept the final 5% performance bond and its conditions (unless exempt التأهيلcategories apply per regulation). We will support any post-award additional qualification ( ) if required. Our submission will include all required forms, guarantees, and acknowledgments اللاحق of acceptance of RFP terms, and we will not alter mandatory forms. Any subcontracting (if utilized) will follow the RFP's 30% cap and pre-approval requirements, with full transparency on scope and capabilities.

- Two-envelope submission, 90-day validity, 1% bid bond, SAR pricing

- Arabic primary language; bilingual outputs

- Full staffing compliance with certifications and in-Kingdom presence

- Local content preferences and procurement discipline

- Acceptance of penalties, bonds, and post-award qualification

Compliance Evidence	Requirement	RFP Clause
Bid letter confirms validity	90 days	Offer Validity
Bank guarantees provided as per format	1% bid, 5% performance	Guarantees
Comprehensive technical approach and evidence	Weighted; 70% technical threshold	Evaluation
Staffing matrix and CV summaries	Roles, counts, qualifications	Team Structure
Deliverables plan with acceptance criteria	12 documents	Deliverables

Deliverables Summary

We will produce the twelve deliverables specified by the RFP, with clear acceptance criteria and QA sign-offs: (1) Linkage Document—bridging prior national surveys and village analyses with current objectives; (2) Stakeholder & Governance Analysis—stakeholder maps (internal/external), governance baseline for each village within its Emirate, and interaction model with key actors; (3) Related Initiatives Register—comprehensive inventory of government and non-government initiatives relevant to the selected villages; (4) Design Framework—conceptual design for impactful solutions aligned to non-profit sector targets, including initial initiatives register; (5) National Strategy Framework—framework for non-profit rural development and alignment pathways to national policies; (6) Strategic Maps—village-level strategic maps with objectives and interdependencies; (7) Initiatives and Projects Portfolio—prioritized initiatives for each strategic pillar, with project-level charters; (8) Business Model(s)—village-level business model canvases and detailed model for selected strategy; (9) Operating Model(s)—process model, organization structure, RACI, and performance routines; (10) Social Innovation Lab—design, operating model, and implemented digital platform; (11) NPO Establishment Options—legal/organizational options, operational and funding structures, local champions identification, and self-revenue pathways; (12) Partnership Framework—mapped partners across government, private, and non-profit sectors with role definitions and engagement plans. Each deliverable will include bilingual executive summaries, technical details, data sources, and assumptions. Acceptance will require adherence to structure, evidence backing, stakeholder validation, alignment to KPIs and strategy maps, and QA approvals. We will maintain a deliverables register with status, owners, dependencies, and sign-offs, and all source files will be handed over at closure with the configuration and administration guides for the Lab and dashboards.

- Twelve deliverables aligned to the RFP with explicit acceptance criteria

- Bilingual executive summaries and technical bodies

- Traceable evidence and assumptions registry

- Prioritization logic and feasibility where applicable

- Handover of editable sources and platform configurations

Acceptance Criteria (Excerpt)	Title	Deliverable No.
Alignment to objectives; transparent mapping; citations	Linkage of prior activities	D1
Complete maps; governance baseline; validation	Stakeholder & governance analysis	D2
Comprehensiveness; categorization; data sources	Related initiatives register	D3
Methodology clarity; initial initiatives register	Design framework	D4
Completeness; KPIs; feasibility; governance	Strategy, maps, initiatives, business & operating models	D5–D9

Process handbook; platform configured; UAT passed	Social Innovation Lab	D10
Legal and operating clarity; funding paths	NPO establishment options	D11
Partner roles; engagement plan; MoU templates	Partnership framework	D12

Assumptions

Our plan and pricing are based on the following assumptions: (1) Access and Data—NCNP will facilitate access to prior studies, data sources, and key stakeholders in ministries, local authorities, private sector, and non-profits; (2) Decision and Approvals—NCNP will nominate a project owner and steering committee for timely decisions, with a standard turnaround of 5 business days for document reviews unless otherwise agreed; (3) Workshops and Travel—NCNP will support scheduling and on-site logistics for workshops and field visits across the three regions; travel within the Kingdom is anticipated and factored into the plan; (4) Technology—NCNP will confirm preferred hosting and collaboration platforms; licenses for client-preferred analytics tools will be provided by the client where required; (5) Scope—deliverables are as listed in the RFP; new scope items will be processed via formal change control, with cost and schedule implications agreed prior to execution; (6) Language—Arabic is the primary language for deliverables; English versions will be provided as secondary; all official communications can be bilingual; (7) Security and Privacy—NCNP will provide access to secure environments for data processing; our team will comply with all security protocols and NDAs; (8) Subcontracting—if specialized support is needed (e.g., translation surge), it will remain within RFP limits (<30%), with NCNP pre-approval; (9) Acceptance—each milestone will have acceptance criteria agreed at mobilization; acceptance implies eligibility for the associated milestone invoice; (10) Staffing Stability—we will maintain core roles for continuity; any changes will be proposed for NCNP approval with overlap and knowledge transfer; (11) Local Content—where procurement is required, we will apply local content preference per RFP rules, assuming market availability. Should any assumption change materially, we will promptly notify NCNP and propose a managed adjustment via change control to preserve scope, quality, and schedule.

- Client-facilitated stakeholder access and timely approvals

- Workshops and field logistics supported by NCNP

- Client-preferred hosting and analytics confirmed at mobilization

- Strict change control for scope variations

- Security, privacy, and local content preferences applied

Validation Point	Implication	Assumption
Kick-off checklist	Accelerated diagnostics	Data access to prior studies

Governance plan	Timely decisions and alignment	Steering committee availability
Architecture workshop	Platform configuration and UAT	Hosting preference confirmed
QA checklist	Bilingual deliverables with Arabic primary	Arabic as primary language
Change log approvals	Managed scope/schedule/cost	Change control

Pricing Approach (Summary)

We propose a fixed-price, milestone-based commercial model aligned to the two-phase plan and the twelve deliverables, inclusive of all taxes and duties per Saudi regulations. Pricing will reflect: (1) Phase Allocation—20% of total contract value assigned to Phase 1 (D1–D4 acceptance), and 80% to Phase 2 (D5–D12 acceptance); (2) Work Breakdown—labor (consulting effort), travel and workshops (in-Kingdom), platform configuration (Social Innovation Lab), analytics/dashboard configuration, and administrative costs; (3) Payment Milestones—linked to acceptance of defined deliverables (e.g., 20% upon Phase 1 gate; then structured releases across D5–D12 with proportional allocation); (4) Change Control—any new scope beyond RFP or material changes to assumptions will be estimated and submitted for approval prior to execution; (5) Taxes—VAT and applicable taxes included; invoices will be issued in SAR; (6) Guarantees—bid bond of 1% and performance bond of 5% will be provided in accordance with RFP; (7) Discounts—applied for consolidated scheduling and NCNP-provided facilities; (8) Local Content—priority to national vendors for any in-scope procurement (e.g., incidental services), applying the RFP's price preference guidance. A detailed pricing sheet will accompany the financial envelope, mapping WBS items to effort and costs. The Social Innovation Lab's digital platform is assumed to be configured using client-approved collaboration and analytics tools; any additional third-party licenses, if required, will either be supplied by NCNP or treated as pass-through at cost (subject to prior approval). Our price includes training, UAT support, and documentation for dashboards and platform administration. Should NCNP request post-implementation support, we can provide optional time-and-materials extensions at agreed rates. All milestone invoices will be submitted with acceptance certificates and QA checklists. We commit to cost transparency and will maintain a cost ledger aligning effort to deliverables without requesting price adjustments unless scope changes are formally approved.

- Fixed price with milestone-linked payments in SAR, inclusive of taxes

- 20% Phase 1 and 80% Phase 2 allocation

- Clear WBS mapping to deliverables and effort

- Change control for out-of-scope requests

- Bid and performance guarantees per RFP

Share of Contract Value	Deliverables	Milestone
20%	D1–D4 accepted	Phase 1 Gate

15%	D5 & D6 accepted	Strategy Framework
15%	D7 accepted; KPI UAT	Portfolio & KPIs
15%	D8 & D9 accepted	Operating & Financial Models
15%	D10 beta accepted	Innovation Lab
20%	D11 & D12 accepted	Entities & Partnerships

Why Impetus Strategy

Impetus Strategy is uniquely positioned to deliver NCNP's rural development strategy: we combine deep Saudi execution experience, a portfolio of relevant socio-economic and non-profit sector programs, and a methodology that prioritizes measurable impact and implementation readiness. Our presence in Riyadh, Jeddah, and Makkah ensures continuous on-the-ground engagement with stakeholders across the three regions, and our bilingual team integrates local insight with international best practices. We bring a proven diagnostics-to-design pipeline—linking evidence-based analysis to theory of change, strategic maps, KPIs, and a robust initiatives portfolio—coupled with operating and financial models that make strategies implementable. Our Social Innovation Lab blueprint institutionalizes continuous problem-solving with a secure digital platform to source, curate, and accelerate solutions from communities and partners. We are disciplined in quality, risk, and governance: stage-gated QA, RAID management, and PMO cadences that keep scope, schedule, and quality in control. Our approach is collaborative and transparent, with co-design workshops, clear acceptance criteria, and traceable decisions. We strictly adhere to Saudi procurement rules, content preference, confidentiality, and IP assignment. We design for sustainability—training NCNP teams, handing over editable sources, and delivering simple administration guides so the capability remains within NCNP. Our record demonstrates delivery at scale in KSA—large surveys, rural needs studies, volunteer enablement, social investment strategies, non-profit strategy builds, and experience measurement frameworks—translating complex ecosystems into practical roadmaps with KPIs and governance. Selecting Impetus Strategy means choosing a partner committed to Vision 2030 outcomes, to elevating the non-profit sector's contribution, and to empowering communities in rural areas with actionable, measurable, and sustainable development paths. We will deliver not just documents, but an operational capability—governance, dashboards, and an innovation lab—that accelerates results from day one and sustains them beyond project close-out.

- Saudi delivery footprint with bilingual, on-the-ground execution

- End-to-end method from diagnostics to operating and financial models

- Institutionalized innovation via a Social Innovation Lab and platform

- Strong QA, PMO discipline, and risk management

- Proven results in KSA public and third sector programs

Evidence	What It Means for NCNP	Differentiator

Operations in Riyadh, Jeddah, Makkah	Faster engagement and context accuracy	Local Presence
Prior KSA programs with KPIs and charters	Measurable, implementable strategies	Impact-first Method
Lab blueprint with digital platform design	Pipeline of community-driven solutions	Innovation Capability
Stage-gates, RAID, UAT, bilingual QA	On-time, quality outcomes	Governance & QA
Editable sources, training, admin guides	NCNP ownership post-handover	Sustainability