

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

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## **Executive Summary**

This proposal outlines Impetus Strategy's comprehensive approach to developing job standards and qualifications for service providers in the Hajj and Umrah sector. Recognizing the significance of these services in providing a seamless experience for millions of pilgrims, our proposal emphasizes the need for a structured framework that aligns with national development goals and enhances service quality. Our methodology integrates best practices from international standards while considering local contexts, ensuring that the outcomes are practical and implementable. Through our phased approach, we aim to achieve a robust framework that not only meets the immediate needs of the Hajj and Umrah service providers but also sets the foundation for continuous improvement and excellence in service delivery.

Comprehensive framework for job standards in Hajj and Umrah services.

Integration of local context with international best practices.

Structured, phased approach for effective implementation.

## **Company Introduction**

Impetus Strategy is a leading consultancy firm based in Riyadh, Saudi Arabia, dedicated to driving impactful change across various sectors, including public sector transformation and social development. Our mission is to prioritize impact beyond profitability, and our vision is to elevate and inspire positive change. With a multidisciplinary team that combines local expertise with international best practices, we have successfully completed over 120 projects, focusing on sustainable development aligned with national priorities. Our commitment to excellence and clarity, diversity and collaboration, and purpose and impact drives our approach to every project. We leverage our extensive network of partners and resources to deliver tailored solutions that meet the unique needs of our clients.

Established consultancy with a focus on social and economic development.

Strong local context understanding and deep sector expertise.

Partnerships with leading global consulting firms enhance our capabilities.

## **Understanding of the RFP and Objectives**

We understand that the primary objective of this RFP is to establish clear job standards and qualifications for service providers in the Hajj and Umrah sector. This initiative is crucial for

ensuring that service providers are equipped with the necessary skills and knowledge to deliver high-quality services to pilgrims. Our approach will involve a thorough analysis of the current landscape, including existing qualifications and standards, followed by the development of a comprehensive framework that addresses identified gaps. We aim to engage stakeholders across the sector to ensure that the developed standards are relevant, practical, and widely accepted. Our methodology will also include the establishment of performance metrics to evaluate the effectiveness of the implemented standards over time.

Establishing clear job standards for service providers in Hajj and Umrah.

Engagement with stakeholders to ensure relevance and practicality.

Development of performance metrics for ongoing evaluation.

## **Technical Approach and Methodology**

Our technical approach to developing job standards and qualifications involves a structured framework that integrates various methodologies to ensure comprehensive coverage and effectiveness. The framework will be built on three methodological pillars: stakeholder engagement, data-driven analysis, and iterative development. We will begin with stakeholder engagement, conducting workshops and interviews with key players in the Hajj and Umrah sector, including service providers, government agencies, and pilgrims, to gather insights and expectations. Following this, we will conduct a data-driven analysis of existing qualifications and performance outcomes to identify gaps. The iterative development phase will involve drafting standards, seeking feedback, and refining them based on stakeholder input. This cyclical process will ensure that the final standards are robust and aligned with industry needs.

Stakeholder engagement through workshops and interviews.

Data-driven analysis to identify gaps in existing qualifications.

Iterative development for refining job standards.

## **Framework Overview**

The framework for developing job standards will be structured into three key components: definition of roles, establishment of competencies, and performance indicators. Each component will be meticulously defined to ensure clarity and applicability across various service provider roles. The definition of roles will outline specific job descriptions for each service provider category, including responsibilities and required qualifications. The establishment of competencies will identify the skills and knowledge necessary for effective service delivery, while performance indicators will provide measurable outcomes to assess the effectiveness of the standards. This comprehensive framework will not only guide service providers in their operations but also serve as a benchmark for quality assurance in the Hajj and Umrah sector.

Definition of roles for various service provider categories.

Establishment of competencies for effective service delivery.

Performance indicators for assessing effectiveness.

## **Phased Methodology**

Our methodology will be executed in three distinct phases: Phase 1 - Assessment and Analysis, Phase 2 - Development of Standards, and Phase 3 - Implementation and Evaluation. In Phase 1, we

will conduct a comprehensive assessment of the current qualifications and standards in the Hajj and Umrah sector, engaging stakeholders to gather insights. This phase will culminate in a report detailing our findings and recommendations. Phase 2 will focus on the development of job standards and qualifications based on the insights gained, including drafting, stakeholder feedback, and finalization of the standards. In Phase 3, we will implement the standards, providing training and resources to service providers, followed by an evaluation phase to assess the impact of the new standards on service delivery.

Phase 1: Comprehensive assessment of current qualifications.

Phase 2: Development of job standards based on stakeholder insights.

Phase 3: Implementation and evaluation of standards.

## **Methodological Pillars**

The methodological pillars that will underpin our approach include stakeholder engagement, data analysis, and iterative feedback loops. Stakeholder engagement will be crucial in ensuring that the developed standards reflect the needs and expectations of those directly involved in the Hajj and Umrah services. Data analysis will provide a factual basis for identifying gaps and areas for improvement, allowing us to create standards that are not only comprehensive but also realistic. Finally, the iterative feedback loop will ensure that the standards are continuously refined based on real-world experiences and stakeholder feedback, creating a living document that evolves with the sector. This approach guarantees that the standards remain relevant and effective in enhancing service delivery.

Stakeholder engagement for needs assessment.

Data analysis for identifying gaps.

Iterative feedback loops for continuous improvement.

## **Project Architecture**

The project architecture will consist of several key components designed to facilitate the effective development and implementation of job standards. These components include system components, data flow and integration, and the technology stack. The system components will encompass the various roles and responsibilities of stakeholders involved in the project, ensuring clarity in operations. Data flow and integration will focus on how information is gathered, processed, and utilized throughout the project, ensuring that all stakeholders have access to relevant data. Finally, the technology stack will outline the tools and platforms that will be used to support data collection, analysis, and dissemination of the job standards.

Clear definition of system components and stakeholder roles.

Effective data flow and integration processes.

Appropriate technology stack for supporting project activities.

## **System Components**

The system components of our project architecture will include the roles of various stakeholders, data management processes, and communication channels. Each stakeholder, from service providers to regulatory bodies, will have defined responsibilities that contribute to the overall success of the project. Data management processes will ensure that information is collected

systematically, analyzed for insights, and shared with relevant parties in a timely manner. Communication channels will facilitate collaboration among stakeholders, enabling them to share feedback and updates throughout the project lifecycle. This structured approach will enhance transparency and accountability, ultimately leading to better service delivery in the Hajj and Umrah sector.

Defined roles for stakeholders to enhance accountability.

Systematic data management processes for effective analysis.

Communication channels for stakeholder collaboration.

## **Data Flow & Integration**

The data flow and integration component will focus on how data is collected, processed, and utilized throughout the project. We will establish a centralized data repository that will serve as the primary source of information for all stakeholders. Data will be collected through various means, including surveys, interviews, and existing reports, ensuring a comprehensive understanding of the current landscape. Once collected, data will be analyzed to identify trends, gaps, and opportunities for improvement. Integration with existing systems will ensure that stakeholders can access relevant information without duplication of efforts, fostering a collaborative environment that enhances the overall effectiveness of the project.

Centralized data repository for streamlined access.

Diverse data collection methods for comprehensive insights.

Integration with existing systems to avoid duplication.

## **Technology Stack**

The technology stack for this project will include various tools and platforms that support data collection, analysis, and dissemination of job standards. We will utilize data analytics software to process and analyze collected data, providing insights that will inform the development of job standards. Collaboration tools will facilitate communication among stakeholders, ensuring that feedback is collected and addressed promptly. Additionally, we will leverage digital platforms for training and resources, allowing service providers to access materials and guidelines easily. This technology stack will enhance the efficiency and effectiveness of the project, enabling us to achieve our objectives within the established timeline.

Data analytics software for processing and analysis.

Collaboration tools for stakeholder communication.

Digital platforms for training and resource dissemination.

## **Relevant Experience and Case Evidence**

Impetus Strategy has a proven track record of successfully executing projects that align with the objectives of this RFP. For instance, our recent project with the National Center for Non-Profit Sector involved a comprehensive community needs assessment for rural villages, where we identified key improvement areas and best practices in rural development. This project not only provided valuable insights but also resulted in a significant estimated value of 7 million SAR across six targeted villages. Additionally, our work with the Royal Commission for Makkah City and Holy Sites on social and economic surveys for priority areas showcases our ability to gather and analyze

large datasets, producing over 5 million data outputs. These experiences demonstrate our capability to deliver high-quality, impactful results in complex environments.

Successful completion of community needs assessment for rural villages.

Execution of social and economic surveys for priority areas.

Proven ability to gather and analyze large datasets.

## **Project Team and Roles**

Our project team will consist of a blend of local and international experts with extensive experience in strategy development, social and rural development, governance, and social innovation. The team will be led by a Project Manager with over 10 years of experience in managing high-budget projects, supported by specialists in project management, community development, and data analysis. Each team member will have clearly defined roles and responsibilities, ensuring accountability and effective collaboration throughout the project. We will also engage local stakeholders to provide insights and feedback, further enhancing the relevance and applicability of the developed standards.

Multidisciplinary team with local and international expertise.

Clear roles and responsibilities for accountability.

Engagement of local stakeholders for enhanced relevance.

## **Work Plan, Timeline, and Milestones**

Our work plan will be structured around the three phases outlined earlier, with specific milestones and timelines for each phase. Phase 1 will take approximately three months, culminating in a comprehensive assessment report. Phase 2 will follow, lasting four months, during which we will develop and finalize the job standards based on stakeholder feedback. Phase 3 will involve the implementation and evaluation of the standards, expected to take five months. Throughout each phase, we will conduct regular check-ins and reviews to ensure that we are on track to meet our objectives and timelines. Key milestones will include the completion of the assessment report, finalization of job standards, and successful implementation of the standards.

Three-phase work plan with specific timelines.

Regular check-ins and reviews for progress tracking.

Key milestones for assessment report and standards finalization.

## **Quality Assurance and Risk Management**

Quality assurance will be integral to our project execution, ensuring that all deliverables meet the highest standards. We will implement a comprehensive QA framework that includes regular reviews, stakeholder feedback sessions, and performance evaluations. Risk management will also be a key focus, with a dedicated team responsible for identifying potential risks and developing mitigation strategies. We will conduct a risk assessment at the outset of the project, followed by ongoing monitoring throughout the project lifecycle. This proactive approach will enable us to address any issues that arise promptly and maintain the integrity of the project.

Comprehensive QA framework for high-quality deliverables.

Dedicated risk management team for proactive issue resolution.

Ongoing monitoring of risks throughout the project lifecycle.

## **KPIs and Service Levels**

To measure the success of the project, we will establish key performance indicators (KPIs) that align with our objectives. These KPIs will include metrics such as the number of stakeholders engaged, the quality of feedback received, and the successful implementation of job standards. Additionally, we will track service levels related to the timeliness of deliverables and stakeholder satisfaction. Regular reporting on these KPIs will ensure transparency and allow us to make data-driven decisions to enhance project outcomes. By focusing on measurable results, we will ensure that the project delivers tangible benefits to service providers and pilgrims alike.

Establishment of KPIs aligned with project objectives.

Metrics for stakeholder engagement and feedback quality.

Regular reporting for transparency and data-driven decisions.

## **Data Privacy, Security, and IP**

Data privacy and security will be paramount throughout the project. We will implement robust data protection measures to safeguard sensitive information collected from stakeholders. This will include secure data storage, restricted access to authorized personnel, and compliance with relevant data protection regulations. Intellectual property (IP) related to the developed job standards will remain with the project, ensuring that the knowledge and insights gained are utilized for the benefit of the Hajj and Umrah sector. We will also establish clear guidelines for the use and dissemination of project outputs to maintain the integrity and confidentiality of the information.

Robust data protection measures for sensitive information.

Compliance with relevant data protection regulations.

Clear guidelines for use and dissemination of project outputs.

## **Compliance with RFP Requirements**

Our proposal fully complies with the requirements outlined in the RFP. We have addressed all specified objectives, methodologies, and deliverables, ensuring that our approach aligns with the expectations of the Expenditure Efficiency & Projects Authority. Our commitment to transparency, stakeholder engagement, and quality assurance further reinforces our compliance with the RFP. We have also included detailed timelines, performance metrics, and risk management strategies to demonstrate our readiness to execute the project effectively. By adhering to the RFP guidelines, we aim to provide a comprehensive solution that meets the needs of the Hajj and Umrah service providers.

Full compliance with RFP requirements and objectives.

Commitment to transparency and stakeholder engagement.

Detailed timelines and performance metrics included.

## **Deliverables Summary**

The key deliverables for this project will include a comprehensive assessment report, finalized job standards and qualifications, training materials for service providers, and a monitoring and evaluation framework. Each deliverable will be developed in collaboration with stakeholders to

ensure relevance and applicability. We will also provide regular progress reports and updates to keep all parties informed throughout the project. The final deliverables will serve as essential resources for service providers, enabling them to enhance their operations and deliver high-quality services to pilgrims. This structured approach to deliverables will ensure that we achieve our project objectives effectively.

Comprehensive assessment report as the first deliverable.

Finalized job standards and qualifications for service providers.

Training materials and evaluation framework included.

## **Assumptions**

Our proposal is based on several key assumptions that will guide the project execution. We assume that all stakeholders will be willing to engage in the process and provide necessary feedback. Additionally, we assume that relevant data will be accessible and reliable for analysis. We also anticipate that the project timeline will remain consistent, barring any unforeseen circumstances. These assumptions are critical for ensuring smooth project execution and achieving the desired outcomes. If any of these assumptions prove to be incorrect, we will adapt our approach accordingly to mitigate any potential impacts on the project.

Stakeholder willingness to engage and provide feedback.

Accessibility and reliability of relevant data for analysis.

Consistency of project timeline barring unforeseen circumstances.

## **Pricing Approach (Summary)**

Our pricing approach for this project is designed to provide value while ensuring the successful execution of all phases. We will adopt a competitive pricing model that reflects the scope of work, resources required, and the expertise of our team. The pricing will be structured around the three phases of the project, with clear breakdowns for each phase's deliverables. We will also include provisions for potential adjustments based on stakeholder feedback and project needs. This transparent pricing approach will ensure that all parties are aligned on expectations and deliverables, fostering a collaborative environment throughout the project.

Competitive pricing model reflecting project scope and resources.

Clear breakdown of pricing by project phases.

Provisions for adjustments based on stakeholder feedback.

## **Why Impetus**

Choosing Impetus Strategy as your consulting partner ensures that you benefit from our deep sector expertise and proven track record in delivering impactful results. Our multidisciplinary team is well-versed in the complexities of the Hajj and Umrah sector, and our approach is tailored to meet the unique needs of service providers. We prioritize stakeholder engagement and data-driven analysis, ensuring that our solutions are not only practical but also sustainable. Our commitment to quality and continuous improvement aligns with the objectives of the Expenditure Efficiency & Projects Authority, making us the ideal partner for this initiative. By leveraging our extensive experience and strong local context understanding, we are confident in our ability to deliver a robust framework that enhances service delivery in the Hajj and Umrah sector.

Deep sector expertise and proven track record.

Tailored approach to meet unique service provider needs.

Commitment to quality and continuous improvement.