

## **Executive Summary**

This proposal outlines our approach to developing job standards and qualifications for Hajj and Umrah service providers. Our organization, Impetus Strategy, aims to enhance the quality and efficiency of services provided during these critical events by establishing a comprehensive framework that addresses the unique needs and challenges of the sector. By leveraging our extensive experience in public sector transformation and social development, we will create a set of standards that not only comply with national regulations but also align with global best practices. Our methodology emphasizes stakeholder engagement, thorough analysis of existing practices, and the incorporation of innovative solutions to ensure that the standards are practical, measurable, and impactful. The project will be executed in a phased manner, allowing for iterative feedback and continuous improvement throughout the development process. We are committed to delivering a high-quality product that meets the expectations of all stakeholders involved, ensuring a positive experience for pilgrims and service providers alike.

## **Company Introduction**

Impetus Strategy is a consulting firm headquartered in Riyadh, Saudi Arabia, dedicated to driving positive change through impactful strategies across various sectors. Our mission emphasizes prioritizing impact beyond profitability, aligning with our vision to elevate and inspire change within communities. Founded with a commitment to excellence, our values include analytical thinking, diversity, collaboration, and purpose-driven action. We specialize in public sector transformation, social and economic development, and education, among other domains. Our diverse team consists of local and international experts who bring a wealth of knowledge and experience to every project. We have established strong partnerships with leading organizations such as PEMANDU Associates and Simon-Kucher to enhance our capabilities and deliver exceptional results. Our track record includes successful projects with the Royal Commission for Makkah City and the National Center for Non-Profit Sector, showcasing our ability to handle complex challenges effectively.

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

We understand that the primary objective of this RFP is to establish clear job standards and qualifications for Hajj and Umrah service providers. This initiative is crucial for ensuring that service providers can deliver high-quality experiences to pilgrims while adhering to safety and operational guidelines. Our approach will involve a thorough analysis of the current landscape, identifying gaps in existing qualifications and standards, and engaging with stakeholders to gather insights and expectations. By aligning our objectives with the goals of the Ministry of Finance and the Expenditure Efficiency & Projects Authority, we aim to contribute to the broader vision of enhancing service delivery in the Kingdom. Our methodology will focus on inclusivity, ensuring that the voices of all relevant stakeholders are heard and considered in the development process. The ultimate goal is to create a robust framework that not only meets regulatory requirements but also sets a benchmark for excellence in service delivery.

## **Technical Approach and Methodology**

Our technical approach to developing job standards and qualifications for Hajj and Umrah service providers will be structured around three key components: a framework overview, a phased methodology, and methodological pillars. The framework overview will outline the essential elements necessary for effective service delivery, including roles, responsibilities, and

operational processes. We will employ a phased methodology that allows for iterative development and continuous feedback, ensuring that the standards are relevant and practical. Each phase will include stakeholder engagement sessions, data collection, and analysis to inform the development of the standards. The methodological pillars will include best practices from both local and international contexts, ensuring that our approach is informed by global standards while remaining adaptable to local needs. This comprehensive methodology will enable us to create a set of standards that are not only compliant with regulations but also enhance the overall quality of service delivery during Hajj and Umrah.

## **Project Architecture**

The project architecture will consist of several key components designed to facilitate the seamless development and implementation of job standards and qualifications. These components will include a robust data collection system, stakeholder engagement platforms, and a comprehensive reporting framework. The data collection system will gather quantitative and qualitative data from service providers, pilgrims, and regulatory bodies to inform the development process. Stakeholder engagement platforms will facilitate discussions and feedback sessions, ensuring that all relevant voices are heard. The reporting framework will outline how the developed standards will be communicated to stakeholders, including training materials and implementation guides. This architecture will ensure that the project is well-organized, transparent, and responsive to the needs of all stakeholders involved in the Hajj and Umrah service delivery.

## **Relevant Experience and Case Evidence**

Impetus Strategy has a proven track record of successfully delivering projects that align with the objectives outlined in this RFP. Our experience includes conducting social and economic surveys for priority areas, where we gathered extensive data to inform policy decisions. For instance, our project with the Royal Commission for Makkah City involved understanding the realities of informal areas through comprehensive data collection, resulting in over 5 million data outputs and GIS mapping. Additionally, we developed functional standards for pilgrims' service workers in collaboration with the National Center for Non-Profit Sector, which had a project value of 9 million and lasted 24 months. These projects demonstrate our ability to handle complex challenges and deliver impactful results in the realm of public service and social development.

## **Project Team and Roles**

Our project team will consist of a diverse group of professionals with expertise in various fields relevant to the development of job standards and qualifications for Hajj and Umrah service providers. The team will include a project manager responsible for overall project coordination and stakeholder engagement, subject matter experts in Hajj and Umrah service delivery, data analysts for data collection and interpretation, and communication specialists to ensure effective dissemination of information. Each team member will play a critical role in ensuring the success of the project, with clearly defined responsibilities and deliverables. Regular team meetings will be held to monitor progress, address challenges, and ensure that all team members are aligned with project objectives. This collaborative approach will foster a strong team dynamic and enable us to leverage the diverse skills and experiences of our team members.

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

The work plan for this project will be structured into distinct phases, each with specific timelines and milestones. The initial phase will focus on stakeholder engagement and data collection, which is expected to take approximately two months. Following this, the analysis

phase will take an additional month, during which we will synthesize the data and develop preliminary standards. The final phase will involve stakeholder review and refinement of the standards, anticipated to last another two months. Key milestones will include the completion of data collection, the submission of preliminary standards for review, and the final approval of the standards. A detailed Gantt chart will be provided to illustrate the timeline and milestones, ensuring transparency and accountability throughout the project.

Phase	Duration	Milestone
Stakeholder Engagement and Data Collection	2 months	Completion of Data Collection
Analysis Phase	1 month	Submission of Preliminary Standards
Review and Refinement	2 months	Final Approval of Standards

**Quality Assurance and Risk Management**

Quality assurance will be integrated into every phase of the project to ensure that the developed standards meet the highest quality benchmarks. Our approach will include regular quality checks, stakeholder feedback sessions, and adherence to established best practices in project management. We will also implement a risk management framework to identify, assess, and mitigate potential risks throughout the project lifecycle. This framework will involve regular risk assessments, contingency planning, and proactive communication with stakeholders to address any emerging issues. By prioritizing quality assurance and risk management, we aim to deliver a robust set of standards that effectively meets the needs of Hajj and Umrah service providers while minimizing potential disruptions.

**KPIs and Service Levels**

To measure the success of this project, we will establish key performance indicators (KPIs) that align with our objectives and the expectations of stakeholders. These KPIs will include metrics such as the percentage of service providers compliant with the new standards, stakeholder satisfaction ratings, and the number of training sessions conducted for service providers. Additionally, we will set service level agreements (SLAs) to ensure timely delivery of project milestones and responsiveness to stakeholder feedback. Regular reporting on these KPIs will be conducted to ensure transparency and accountability, allowing for adjustments to be made as necessary to achieve project goals.

**Data Privacy, Security, and IP**

In accordance with best practices and regulatory requirements, we will implement strict data privacy and security measures throughout the project. This will include ensuring that all data collected from stakeholders is handled in compliance with applicable laws and regulations, as well as implementing secure data storage and processing protocols. Intellectual property (IP) generated during the project will be clearly defined, with agreements in place to protect the rights of all stakeholders involved. We will also provide training to team members on data privacy and security best practices to ensure that all project activities adhere to the highest standards of confidentiality and integrity.

**Compliance with RFP Requirements**

We are committed to ensuring full compliance with all requirements outlined in the RFP. This includes adhering to timelines, deliverables, and quality standards as specified by the Expenditure Efficiency & Projects Authority. Our proposal has been developed to align closely

with the objectives outlined in the RFP, and we will maintain open communication with the authority throughout the project to ensure that all expectations are met. Additionally, we will conduct regular reviews of our progress against the RFP requirements to identify any areas for improvement and ensure that we remain on track to deliver a successful project.

## **Deliverables Summary**

The deliverables for this project will include a comprehensive set of job standards and qualifications for Hajj and Umrah service providers, along with supporting documentation and training materials. Key deliverables will include the following: a detailed report outlining the developed standards, training manuals for service providers, stakeholder engagement reports, and a final project report summarizing the entire process and outcomes. Each deliverable will be developed with thorough attention to detail and will be subjected to quality assurance checks to ensure that they meet the established standards. We will also provide ongoing support to stakeholders during the implementation phase to ensure a smooth transition to the new standards.

## **Assumptions**

This proposal is based on several key assumptions that will guide the execution of the project. We assume that all relevant stakeholders will be willing to engage in the process and provide the necessary data and feedback. Additionally, we assume that the project timeline and milestones outlined in this proposal will be adhered to, allowing for timely completion of each phase. We also assume that any regulatory requirements will remain stable throughout the project duration, enabling us to develop standards that are compliant with current regulations. Lastly, we assume that sufficient resources will be allocated to the project to ensure its success.

## **Pricing Approach (Summary)**

Our pricing approach for this project will be structured to ensure transparency and fairness while reflecting the value of the services provided. We will offer a fixed-price model based on the scope of work outlined in this proposal, with clear breakdowns of costs associated with each phase of the project. This will include costs for stakeholder engagement, data collection, analysis, and the development of standards and training materials. We will also include provisions for any additional expenses that may arise during the project, ensuring that all stakeholders are aware of potential costs upfront. Our goal is to provide a pricing structure that is competitive while ensuring the highest quality of service delivery.

## **Why Impetus Strategy**

Impetus Strategy stands out as the ideal partner for this project due to our deep sector expertise and proven track record in developing impactful strategies for public service and social development. Our commitment to excellence and our focus on stakeholder engagement ensure that the standards we develop will be relevant, practical, and aligned with the needs of service providers and pilgrims alike. We bring a multidisciplinary team of experts who are well-versed in the intricacies of Hajj and Umrah service delivery, allowing us to approach this project with a comprehensive understanding of the challenges and opportunities present. Furthermore, our strong local and international partnerships enhance our capabilities, enabling us to incorporate best practices and innovative solutions into our work. By choosing Impetus Strategy, you are selecting a partner dedicated to delivering high-quality results that contribute to the overall success of Hajj and Umrah service providers.