

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

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1) Executive Summary

This proposal outlines Impetus Strategy's approach to developing job standards and qualifications for Hajj and Umrah service providers. Our mission is to enhance the quality and efficiency of services offered to pilgrims, aligning with the Kingdom's Vision 2030 objectives of improving the experience of Hajj and Umrah. We will leverage our extensive experience in social development and stakeholder engagement to create comprehensive standards that are inclusive, culturally sensitive, and operationally feasible. Our methodology incorporates rigorous analysis, stakeholder consultation, and best practices from around the world to ensure that our recommendations are actionable and impactful. The project will unfold over 12 months, with clear milestones and performance indicators to measure success. We are committed to delivering high-quality outputs that will enhance the service delivery framework for Hajj and Umrah providers, ultimately contributing to a more fulfilling experience for pilgrims.

2) Company Introduction

Impetus Strategy is a consulting firm based in Riyadh, Saudi Arabia, with a mission to prioritize impact beyond profitability. Our vision is to elevate and inspire positive change across various sectors, including public, private, and non-profit. We specialize in consulting, program design, impact measurement, and stakeholder engagement, with a strong focus on social development. Our team comprises local and international experts who bring a wealth of knowledge and experience in strategy development and social innovation. We have successfully completed numerous projects, including the 'Community Needs Assessment for Rural Villages', demonstrating our capability to address complex challenges effectively. Our commitment to excellence, integrity, and collaboration underpins all our efforts, ensuring that we deliver tailored solutions that meet the unique needs of our clients.

3) Understanding of the RFP and Objectives

We understand that the RFP seeks to establish job standards and qualifications for Hajj and Umrah service providers to enhance the overall experience for pilgrims. The objectives include identifying key competencies required for service delivery, ensuring compliance with regulatory standards, and fostering a culture of excellence within service organizations. Our approach will involve comprehensive stakeholder engagement, including consultations with service providers, pilgrims, and regulatory bodies, to gather insights that inform the development of these standards. We recognize the importance of aligning these standards with national strategies and international best practices, ensuring they are relevant and practical for implementation. By focusing on the unique cultural and operational context of Hajj and Umrah, we aim to create a framework that not only meets regulatory requirements but also enhances the quality of service provided to pilgrims.

4) Technical Approach and Methodology

Our technical approach is structured into a phased methodology that allows for thorough analysis, design, and implementation of job standards and qualifications. The first phase involves a comprehensive needs assessment, utilizing qualitative and quantitative research methods to gather data from stakeholders. This will be followed by the design phase, where we will develop the standards based on the assessment findings, ensuring they are culturally appropriate and operationally feasible. The final phase will focus on implementation, including training and support for service providers to adopt the new standards. Our methodological pillars include stakeholder engagement, data-driven decision-making, and continuous feedback loops to refine the standards as necessary. Each phase will be monitored with specific performance indicators to ensure we meet our objectives and deliver high-quality outcomes.

Phase	Activities	Duration (Months)	Key Deliverables
Phase 1: Needs Assessment	Stakeholder consultations, Data collection	3	Needs Assessment Report
Phase 2: Design	Develop job standards, Review with stakeholders	4	Draft Standards Document
Phase 3: Implementation	Training sessions, Feedback collection	5	Final Standards and Training Reports

5) Project Architecture

The project architecture is designed to ensure seamless integration of the developed standards into existing frameworks used by Hajj and Umrah service providers. It consists of three main components: the standards framework, the training and support system, and the monitoring and evaluation mechanism. The standards framework will detail the competencies and qualifications required for various roles within service organizations. The training and support system will provide resources and training modules to facilitate the adoption of the standards. Finally, the monitoring and evaluation mechanism will track the implementation of the standards and assess their impact on service quality. This architecture is aligned with best practices in the industry and is designed to be adaptable to future changes in regulations or service delivery models.

Component	Description	Purpose
Standards Framework	Detailed competencies and qualifications	Guide service providers in hiring and training
Training System	Resources and training modules	Facilitate adoption of standards
Evaluation Mechanism	Monitoring and assessment tools	Track implementation and impact

6) Relevant Experience and Case Evidence

Impetus Strategy has a proven track record in developing frameworks for social development and service delivery. One notable project was the 'Community Needs Assessment for Rural Villages', where we successfully identified the needs and challenges faced by rural communities. This project involved extensive data collection and stakeholder engagement,

resulting in actionable insights that informed the development of tailored solutions. Additionally, our collaboration with the Royal Commission for Makkah City on the 'Social and Economic Surveys of Priority Areas' further demonstrates our capability to handle complex projects. We collected over 5 million data points and provided GIS outputs that guided strategic planning in Makkah. These experiences equip us with the necessary skills and knowledge to effectively develop job standards for Hajj and Umrah service providers.

7) Project Team and Roles

The project team will consist of a diverse group of experts with extensive experience in strategy development, social innovation, and governance. The team will be led by a Project Manager with over 10 years of experience in managing large-scale consulting projects. Supporting the Project Manager will be a team of specialists, including a Strategy Expert, a Community Development Specialist, and a Training Coordinator. Each team member will bring unique skills and perspectives, ensuring a comprehensive approach to the project. Regular team meetings will be held to monitor progress, address challenges, and ensure alignment with project objectives. The project team will also engage with external stakeholders, including service providers and regulatory bodies, to gather insights and feedback throughout the project.

8) Work Plan, Timeline, and Milestones

The work plan outlines the key activities, timelines, and milestones for the project. The project will be executed over a 12-month period, with specific milestones set for each phase. The first milestone will be the completion of the needs assessment, followed by the development of the draft standards document. The final milestone will be the implementation of the standards and training for service providers. Regular progress reports will be submitted to stakeholders to ensure transparency and accountability. The timeline will be closely monitored, and adjustments will be made as necessary to stay on track. Key performance indicators will be established to measure progress and success at each milestone.

Milestone	Description	Completion Date
Needs Assessment	Completion of stakeholder consultations and data collection	Month 3
Draft Standards Document	Development of job standards based on assessment	Month 7
Implementation	Training for service providers and feedback collection	Month 12

9) Quality Assurance and Risk Management

Quality assurance will be integral to the project, with a focus on maintaining high standards throughout the development and implementation of job standards. We will establish a quality assurance framework that includes regular audits, stakeholder feedback, and performance evaluations. This framework will ensure that the standards developed are of the highest quality and meet the needs of service providers and pilgrims alike. Additionally, a risk management plan will be developed to identify potential risks and outline mitigation strategies. Regular risk assessments will be conducted to monitor the project environment and address any emerging challenges proactively. By combining quality assurance and risk management, we aim to deliver a successful project that meets all objectives.

10) KPIs and Service Levels

Key Performance Indicators (KPIs) will be established to measure the success of the project and the effectiveness of the developed standards. KPIs will include metrics such as the percentage of service providers adopting the standards, the satisfaction levels of pilgrims, and the overall improvement in service quality. Regular surveys and assessments will be conducted to gather data on these metrics, enabling us to track progress and make necessary adjustments. Service levels will be defined to ensure that the standards are not only met but exceeded, contributing to an enhanced experience for all stakeholders. By focusing on measurable outcomes, we will ensure accountability and continuous improvement throughout the project.

11) Data Privacy, Security, and IP

Data privacy and security will be prioritized throughout the project, ensuring compliance with local data protection laws and regulations. We will implement robust data security measures to protect sensitive information collected during stakeholder consultations and assessments. Additionally, intellectual property rights will be clearly defined, ensuring that all developed standards and materials remain the property of the project stakeholders. A data management plan will be established to outline procedures for data collection, storage, and sharing, ensuring transparency and accountability. By prioritizing data privacy, security, and intellectual property, we aim to build trust with stakeholders and ensure the integrity of the project.

12) Compliance with RFP Requirements

We are committed to meeting all requirements outlined in the RFP. This includes adhering to the specified timeline, delivering high-quality outputs, and ensuring stakeholder engagement throughout the project. Our proposal aligns with the objectives of the RFP, focusing on developing job standards and qualifications that enhance the quality of service for Hajj and Umrah providers. We will also ensure compliance with all regulatory standards and best practices, providing a comprehensive framework that is both actionable and sustainable. Regular communication with the RFP issuer will be maintained to ensure alignment and address any concerns that may arise during the project.

13) Deliverables Summary

The project will yield several key deliverables, including the Needs Assessment Report, Draft Standards Document, Final Standards and Training Reports, and a Monitoring and Evaluation Framework. These deliverables will provide a comprehensive overview of the project outcomes and ensure that all objectives are met. Each deliverable will be accompanied by supporting documentation and data to ensure transparency and facilitate implementation. We will also provide a final report summarizing the project process, outcomes, and recommendations for future improvements. This structured approach to deliverables will ensure that all stakeholders have access to the necessary information to support their ongoing efforts.

14) Assumptions

This proposal is based on several assumptions, including the availability of stakeholders for consultations, access to relevant data and resources, and the willingness of service providers to adopt the developed standards. We assume that all necessary approvals and support will be provided by relevant authorities to facilitate the project's progress. Additionally, we assume that any logistical challenges will be manageable within the project timeline. These assumptions are critical to the successful execution of the project, and we will work proactively to address any potential issues that may arise.

15) Pricing Approach (Summary)

The pricing approach for this project will be competitive and transparent, reflecting the scope of work and the resources required to deliver high-quality outcomes. We will provide a detailed

cost breakdown, including personnel costs, materials, and any additional expenses associated with the project. Our pricing will be aligned with industry standards and will ensure that we can deliver the project within the specified budget. We are committed to providing value for money and will explore opportunities for cost savings without compromising quality. Regular financial updates will be provided to stakeholders to ensure transparency and accountability throughout the project.

16) Why Impetus

Impetus Strategy stands out as the ideal partner for this project due to our deep sector expertise, proven track record, and commitment to impactful solutions. Our experience in social development and stakeholder engagement equips us with the necessary skills to effectively address the unique challenges of Hajj and Umrah service providers. Our collaborative approach ensures that we work closely with all stakeholders to develop tailored solutions that meet their needs. Additionally, our strong partnerships with global consulting entities enhance our capability to leverage best practices and innovative strategies. By choosing Impetus, stakeholders can be confident in receiving high-quality outcomes that align with their objectives and contribute to the overall success of the Hajj and Umrah service delivery framework.