

Executive Summary

This proposal outlines a comprehensive approach to developing job standards and qualifications for service providers in the Hajj and Umrah sectors. Our aim is to enhance the quality of services provided to pilgrims, ensuring that they receive the highest standard of care and attention during their spiritual journey. Impetus Strategy, a leader in public sector transformation and social development, proposes a phased methodology that integrates stakeholder engagement, data-driven analysis, and innovative solutions. Our team of experts will work closely with relevant authorities to ensure that the proposed standards align with national objectives and enhance the overall experience for pilgrims. The project will be executed over a 12-month period, with clear milestones and deliverables that will be monitored through established performance indicators. We are committed to delivering impactful solutions that prioritize the needs of the community and the strategic goals of the Kingdom of Saudi Arabia.

Company Introduction

Impetus Strategy is a consulting firm headquartered in Riyadh, Saudi Arabia, dedicated to driving positive change and impact beyond profitability. Our mission is to elevate and inspire through analytical thinking, excellence, and collaboration. Founded with a vision to support social and economic development, we specialize in various domains, including public sector transformation, education, health, and cultural heritage. Our multi-disciplinary team possesses deep sector expertise, ensuring that we deliver tailored solutions that meet the unique challenges of our clients. Our partnerships with leading international consulting firms enhance our capabilities, allowing us to leverage global best practices in our projects. We prioritize community engagement and stakeholder involvement, which are critical to the successful implementation of any project. Our commitment to quality assurance and continuous improvement ensures that we meet and exceed the expectations of our clients.

Understanding of the RFP and Objectives

The RFP outlines the need for developing job standards and qualifications for service providers in the Hajj and Umrah sectors. This initiative is crucial for enhancing the quality of services offered to pilgrims and ensuring that they receive adequate support throughout their journey. The objectives of this project include establishing clear and measurable standards that service providers must meet, promoting transparency and accountability, and ultimately improving the overall experience for pilgrims. By implementing these standards, we aim to align with the Kingdom's Vision 2030 goals, which emphasize the importance of enhancing the quality of services in the tourism sector. Our approach will involve a thorough analysis of current practices, stakeholder consultations, and the development of a framework that supports continuous improvement and adaptation to changing needs.

Technical Approach and Methodology

Our technical approach to developing job standards and qualifications for Hajj and Umrah service providers is based on a structured methodology that emphasizes stakeholder engagement, data analysis, and iterative development. We will adopt a phased methodology, which includes an initial assessment of current practices, stakeholder consultations, and the development of standards based on best practices. The methodological pillars of our approach include the following: 1) Stakeholder Engagement: We will conduct workshops and interviews with service providers, pilgrims, and regulatory bodies to gather insights and feedback. 2) Data-

Driven Analysis: Utilizing quantitative and qualitative data, we will analyze existing service standards and identify gaps. 3) Iterative Development: The standards will be developed in drafts, allowing for feedback and revisions before finalization. This approach ensures that the standards are practical, relevant, and widely accepted by all stakeholders.

Phase	Activities	Deliverables
Phase 1: Assessment	Conduct current state analysis and stakeholder interviews	Assessment report and stakeholder feedback summary
Phase 2: Development	Draft job standards and qualifications	Draft standards document for review
Phase 3: Finalization	Incorporate feedback and finalize standards	Final standards document and implementation plan

Project Architecture

The project architecture is designed to facilitate the seamless integration of data, processes, and stakeholder interactions. It consists of several components that work together to ensure the successful implementation of job standards for service providers. The key components include: 1) System Components: A centralized database will be established to store all relevant data, including service provider information, training materials, and performance metrics. 2) Data Flow & Integration: Data will flow from various sources, including stakeholder inputs and existing databases, into the centralized system for analysis and reporting. 3) Technology Stack: We will utilize advanced technology tools, such as GIS platforms and data analytics software, to support data collection, analysis, and visualization. This architecture will enable real-time monitoring of service quality and facilitate continuous improvement.

Component	Description
Centralized Database	Stores service provider data, training materials, and metrics.
Data Flow Mechanism	Integrates data from stakeholders and existing systems.
Technology Tools	GIS and data analytics platforms for analysis and visualization.

Relevant Experience and Case Evidence

Impetus Strategy has a proven track record of successfully delivering projects in the public sector and social development. Our experience includes conducting social and economic surveys for priority areas, where we collaborated with the Royal Commission for Makkah City and Holy Sites. This project involved extensive data collection and analysis to inform decision-making and improve service delivery in Makkah. Additionally, we worked with the National Center for Non-Profit Sector to build functional standards for pilgrim services, resulting in increased transparency and enhanced service quality. These projects demonstrate our capability to develop and implement standards that meet the unique needs of the Hajj and Umrah sectors.

Project Team and Roles

Our project team comprises a diverse group of experts with extensive experience in strategy development, social innovation, and governance. Each team member brings unique skills and

perspectives that contribute to the project's success. The team includes: 1) Project Manager: Responsible for overall project coordination, ensuring timelines and deliverables are met. 2) Subject Matter Experts: Specialists in Hajj and Umrah services who provide insights into best practices and standards. 3) Data Analysts: Focus on data collection, analysis, and reporting to inform decision-making. 4) Stakeholder Engagement Specialists: Facilitate communication and collaboration with stakeholders throughout the project. This collaborative approach ensures that all aspects of the project are addressed and that the final standards are comprehensive and effective.

Work Plan, Timeline, and Milestones

The project will be executed over a 12-month timeline, divided into distinct phases with specific milestones. The work plan includes the following phases: 1) Assessment Phase (Months 1-3): Conduct a comprehensive analysis of current practices and stakeholder consultations. Milestone: Completion of the assessment report. 2) Development Phase (Months 4-8): Draft job standards and qualifications based on feedback and analysis. Milestone: Submission of the draft standards document. 3) Finalization Phase (Months 9-12): Incorporate feedback, finalize standards, and develop an implementation plan. Milestone: Delivery of the final standards document and implementation strategy. This structured approach ensures that the project remains on track and that all stakeholders are engaged throughout the process.

Phase	Duration	Milestone
Assessment Phase	Months 1-3	Completion of assessment report
Development Phase	Months 4-8	Submission of draft standards document
Finalization Phase	Months 9-12	Delivery of final standards document

Quality Assurance and Risk Management

Quality assurance is integral to our project approach, ensuring that the developed standards meet the highest expectations. We will implement a quality assurance framework that includes regular reviews, stakeholder feedback integration, and adherence to best practices. Additionally, risk management will be a continuous process throughout the project. We will identify potential risks, assess their impact, and develop mitigation strategies. For instance, risks related to stakeholder engagement will be addressed through proactive communication and regular updates. Our commitment to quality and risk management ensures that the project remains on track and that any challenges are effectively managed.

KPIs and Service Levels

To measure the success of our project, we will establish key performance indicators (KPIs) that align with the project's objectives. These KPIs will include metrics such as the number of stakeholders engaged, the quality of feedback received, and the level of acceptance of the final standards. For example, we will aim for at least 80% of stakeholders to express satisfaction with the standards developed. Additionally, we will monitor the implementation of the standards post-project to assess their effectiveness in improving service quality for pilgrims. This focus on measurable outcomes ensures that we deliver value and impact.

Data Privacy, Security, and IP

Data privacy and security are paramount in our approach to this project. We will comply with local data protection regulations and ensure that all sensitive information is handled with the utmost care. Our data management practices will include secure storage, access controls, and regular audits to safeguard data integrity. Additionally, we will respect intellectual property rights throughout the project, ensuring that all developed materials and standards are properly attributed and protected. This commitment to data privacy and security fosters trust among stakeholders and ensures the responsible handling of information.

Compliance with RFP Requirements

Our proposal is fully compliant with the RFP requirements outlined by the Expenditure Efficiency & Projects Authority. We have addressed all specified criteria, including the development of job standards, stakeholder engagement, and alignment with national objectives. Our methodology is designed to ensure transparency, accountability, and the active involvement of all relevant stakeholders. We have also outlined our approach to quality assurance and risk management, ensuring that we meet the expectations set forth in the RFP. Our commitment to delivering a comprehensive and effective solution is reflected in our detailed project plan and timeline.

Deliverables Summary

The project will result in several key deliverables that will support the implementation of job standards and qualifications for service providers in the Hajj and Umrah sectors. These deliverables include: 1) Assessment Report: A comprehensive analysis of current practices and stakeholder feedback. 2) Draft Standards Document: Initial job standards and qualifications for review. 3) Final Standards Document: The finalized job standards, incorporating all feedback and revisions. 4) Implementation Strategy: A detailed plan for rolling out the new standards, including training and support for service providers. 5) Monitoring Framework: A set of KPIs and metrics for assessing the effectiveness of the standards post-implementation. These deliverables will ensure that the project meets its objectives and provides lasting value to the stakeholders involved.

Assumptions

Our proposal is based on several key assumptions that are critical to the successful execution of the project. These assumptions include: 1) Availability of stakeholders for engagement and feedback throughout the project. 2) Access to relevant data and information necessary for analysis and standards development. 3) Commitment from service providers to implement the developed standards post-project. 4) Support from relevant authorities in facilitating the project's objectives. 5) Adequate resources allocated for training and capacity building related to the new standards. These assumptions will guide our approach and ensure that we are prepared to address any challenges that may arise during the project.

Pricing Approach (Summary)

Our pricing approach is designed to provide value while ensuring the successful delivery of the project. We propose a fixed price model based on the project's scope and deliverables. The pricing will cover all aspects of the project, including personnel costs, data collection and analysis, stakeholder engagement, and the development of standards. We will also include provisions for any additional expenses that may arise during the project, ensuring transparency in our financial management. Our goal is to deliver a high-quality solution that meets the needs of the Expenditure Efficiency & Projects Authority while remaining within budgetary constraints.

Why Impetus

Impetus Strategy stands out as the ideal partner for this project due to our extensive experience, deep sector expertise, and commitment to delivering impactful solutions. Our track record of successful projects in the public sector and social development demonstrates our capability to meet the unique challenges of the Hajj and Umrah sectors. We prioritize stakeholder engagement and collaboration, ensuring that our solutions are practical and widely accepted. Additionally, our partnerships with leading consulting firms enhance our methodologies and approaches, allowing us to leverage global best practices. Our focus on quality assurance, risk management, and continuous improvement ensures that we deliver lasting value to our clients. We are dedicated to supporting the Kingdom's Vision 2030 objectives and enhancing the overall experience for pilgrims.