Rural Development Strategy for Non‑ Profit Villages (KSA) – Prepared by Impetus Strategy

Executive Summary

Impetus Strategy proposes a comprehensive, two‑ phase program to design, align, and operationalize a rural development strategy for selected non‑ profit villages across the Kingdom. Our approach connects prior social and economic diagnostics with structured analyses (Assets, PESTEL, SWOT, Importance–Performance, NOISE) and deep stakeholder engagement to co‑ create locally attuned strategies. We will produce a national non‑ profit rural strategy framework, village‑ level strategy maps and KPIs, prioritized initiatives and revival projects, operating and business models, governance, and a Social Innovation Lab with a digital platform. The 12‑ month plan deploys three region‑ focused teams, ensures Arabic deliverables with English translations, and embeds knowledge transfer and institutionalization. We commit to full compliance with the Government Tenders and Procurement Law, local content rules, bid/performance guarantees, and the evaluation criteria. Our outcome is a data‑ driven, community‑ owned strategy that accelerates socio‑ economic impact and sustainable value creation aligned to Vision 2030.

- Two‑ phase delivery: Study & Analysis; Design & Alignment.

- 12 months total; three dedicated regional teams based in KSA.

- Complete deliverables set (12 core documents) and knowledge transfer.

- Social Innovation Lab with a secure digital platform.

- Full compliance with submission, guarantees, and local content requirements.

Commitment	Dimension
12 months (calendar)	Duration
Participatory, data‑ driven, evidence‑ based	Method
Strategy framework, maps, KPIs, initiatives, TOM, business models, innovation lab	Outputs
RFP, PDPL, ISO 9001 QA, local content and bonds	Compliance

Company Introduction

Impetus Strategy (Strategy Impetus) is a Riyadh‑ headquartered advisory firm whose mission is to prioritize impact beyond profitability. We operate across Social Development, Environmental Governance, and Economic Sustainability, delivering Stakeholder Engagement, Impact Assessment,

Policy Planning, and Strategic Investment services. Our methodologies combine participatory approaches, data‑ driven decision making, and analytical frameworks. We value Collaboration, Diversity, and Sustainability, and focus on underserved communities through cross‑ sector partnerships and innovative public‑ service solutions. Our track record spans 120+ completed projects, 15+ SMEs supported, and SAR 40M+ of cumulative value generated. We serve in Arabic and English with experienced leadership across consulting disciplines. Our partnerships include IDR Australia, PEMANDU Associates, Arthur Little, Simon Kucher, and AVPN—enabling enhanced knowledge exchange without dependency for delivery. Our quality system aligns to ISO 9001, underpinned by continuous improvement, formal project reviews, and robust confidentiality controls.

- Mission: Impact beyond profitability.

- Domains: Social, Environmental, Economic.

- Services: Engagement, Impact, Policy, Investment.

- Methods: Participatory, data‑ driven, analytical.

- Standards: ISO 9001; Data Protection Regulations.

Details	Attribute
Riyadh, KSA	HQ
Arabic, English	Languages
+120 projects; +15 SMEs; +SAR 40M value	Key Figures
IDR Australia, PEMANDU, Arthur Little, Simon Kucher, AVPN	Partners

Understanding of the RFP and Objectives

The engagement aims to build rural development strategies for three selected areas, grounded in community needs and regional geo‑ cultural diversity. The scope integrates prior national surveys and village diagnostics with advanced analysis and broad stakeholder participation (public, private, non‑ profit, and community). Core outputs include: a national framework for non‑ profit rural development; village‑ level theory of change, strategy maps, objectives, and KPIs; prioritized initiatives and revival projects with feasibility; operating and business models; governance and risk frameworks; partnership options; entity establishment options; and a Social Innovation Lab with a digital platform. The RFP specifies a 12‑ month schedule, Arabic‑ language deliverables, compliance with local content, and explicit team qualifications. Evaluation emphasizes methodology, experience (sectoral and non‑ profit), team quality, and knowledge transfer. We align our plan and metrics directly to these priorities to ensure measurable outcomes and high evaluation scores.

- Develop strategy at national framework and village levels.

- Embed theory of change, KPIs, and prioritized initiatives.

- Design operating and business models for sustainability.

- Stand up a Social Innovation Lab and digital platform.

- Deliver within 12 months with Arabic documentation.

Result	Objective
Localized, evidence‑ based plans per village	Community‑ anchored strategy
Balanced KPIs and dashboards	Measurable performance
Governance, risk, and operating models	Institutionalization
Social Innovation Lab and digital platform	Innovation

Technical Approach and Methodology

Our approach is an integrated, participatory, and data‑ driven methodology that connects prior research with ground realities to produce actionable, sustainable strategies. We begin by consolidating the comprehensive national survey outputs and village‑ specific diagnostics, identify gaps, and run structured analyses (Assets, PESTEL, SWOT, Importance–Performance, NOISE). We conduct multi‑ round stakeholder engagement—interviews, focus groups, co‑ design sprints—to validate insights, co‑ prioritize initiatives, and size benefits. We then craft a theory of change for each village, derive strategy maps, and cascade strategic objectives into KPIs, milestones, and risks, with a transparent governance model. We concurrently design a Social Innovation Lab to channel open innovation (2.0) and co‑ develop solutions with universities, non‑ profits, and private sector. Throughout, we apply ISO 9001‑ aligned quality gates, Arabic documentation standards, rigorous version control, and knowledge transfer plans.

- Evidence consolidation and structured analysis.

- Multi‑ stakeholder co‑ design for alignment and buy‑ in.

- Strategy cascade: ToC → maps → objectives → KPIs.

- Risk‑ aware governance and change management.

- Innovation Lab to accelerate solution pipelines.

Primary Methods	Stage
Assets, PESTEL, SWOT, IP Matrix, NOISE	Diagnostics
Workshops, FGDs, interviews, co‑design sprints	Engagement
Theory of Change, strategy mapping, KPI design	Design
Governance, risk, TOM, business models	Institutionalization

Technical Approach and Methodology - Framework Overview

We employ a layered framework linking context, capacity, strategy, and execution. Layer 1 (Context) synthesizes national and village‑level data to map needs, assets, and constraints. Layer 2 (Capacity) assesses institutional readiness, stakeholder roles, and governance touchpoints. Layer 3 (Strategy) defines theory of change, strategic objectives, and KPIs, ensuring vertical and horizontal alignment across domains (social, environmental, economic). Layer 4 (Execution) details initiatives, revival projects, resource plans, risks, and quality controls. A cross‑cutting digital layer delivers a Living Strategy Repository and dashboards for transparency and performance. The framework is cyclical: learning from implementation feeds annual strategy refresh and pipeline reprioritization through the Social Innovation Lab. This structure assures traceability from evidence to outcomes and aligns with multi‑actor delivery models common to rural and non‑profit ecosystems.

- Four layers: Context, Capacity, Strategy, Execution.

- Digital layer for data, dashboards, and version control.

- Annual refresh via the Social Innovation Lab.

- Traceability from evidence to outcomes.

- Alignment across social‑environmental‑economic domains.

Key Artifacts	Layer
Evidence compendium, asset maps, constraints	Context
Governance maps, stakeholder roles, maturity	Capacity
ToC, strategy map, objectives, KPIs	Strategy
Initiatives, workplans, risks, QA plans	Execution

Technical Approach and Methodology - Phased Methodology

Phase 1 (Study & Analysis) consolidates national surveys and village diagnostics; runs Assets/PESTEL/SWOT/IP Matrix/NOISE; analyzes internal–external stakeholders; documents current

governance; reviews related programs; and drafts the design frame for impactful solutions. Outputs include linkage documentation, stakeholder and governance analyses, related initiatives compendium, and a design framework and solution registry. Phase 2 (Design & Alignment) covers: (2.1) national non‑ profit rural strategy framework; (2.2) village‑ level ToC, strategy maps, objectives, KPIs, risk and governance; (2.3) prioritized initiatives and revival projects with feasibility and project charters; (2.4) business models, operating models, and financial models; (2.5) Social Innovation Lab and digital platform; (2.6) options for establishing non‑ profit entities; and (2.7) partnership framework and MOUs drafts. Knowledge transfer and documentation continue throughout.

- Phase 1: Evidence, analysis, governance, design frame.

- Phase 2: Strategy, KPIs, initiatives, models, lab, partnerships.

- Iterative validation with stakeholders in each track.

- Arabic deliverables; English translations as needed.

- Institutionalization and handover embedded.

Core Deliverables	Phase
Linkage report, stakeholder/governance analyses, initiatives compendium, design framework	Phase 1
Strategy framework, village ToC/maps/KPIs, initiatives & revival projects, TOM, business models, lab, partnerships	Phase 2

Technical Approach and Methodology - Methodological Pillars

Six pillars underpin delivery: (1) Participation—co‑ creation with public, private, non‑ profit, and community voices to ensure relevance and ownership; (2) Data Rigor—mixing quantitative and qualitative evidence with clear baselines and targets; (3) Localization—adapting to geo‑ cultural diversity and leveraging local assets; (4) Sustainability—integrating environmental stewardship and economic viability into social outcomes; (5) Institutionalization—governance, risk, and processes that make strategies executable and repeatable; (6) Knowledge Transfer—training, templates, and repositories to enable continuity. Each pillar is operationalized through documented procedures, checklists, and stage‑ gates aligned to ISO 9001. We further embed content quality controls (peer review), translation QA for Arabic, and accessibility considerations for community materials. These pillars map directly to the evaluation criteria and maximize implementability and impact.

- Participatory co‑ design and validation.

- Evidence with baselines and targets.

- Localization and cultural alignment.

- Sustainability and viability by design.

- Institutionalization and knowledge transfer.

Operational Mechanism	Pillar
Stakeholder map, workshops, feedback loops	Participation
Templates, baselines, KPI dictionary	Data Rigor
Regional teams, cultural reviews	Localization
Governance, risk, SOPs and stage‑gates	Institutionalization

Project Architecture

To support evidence, collaboration, and innovation, we propose a modular architecture anchored in sovereign or KSA‑hosted cloud services. A secure Data Layer aggregates survey outputs, administrative datasets, and field insights. An Analytics Layer supports modeling, asset mapping, and KPI tracking. A Collaboration Layer ensures document control, workflows, and Arabic‑first templates. The Social Innovation Lab Platform enables open‑innovation challenges, idea intake, solution co‑development, and partner matchmaking. Identity and access management enforce least‑privilege roles; encryption protects data in transit/at rest. The design prioritizes interoperability, open standards, and portability for long‑term ownership by the client. Performance dashboards expose progress by village and strategic theme, while an evidence repository preserves traceability from source data to decisions and deliverables.

- Modular layers: data, analytics, collaboration, lab.

- Arabic‑first collaboration templates and repositories.

- Role‑based access with encryption end‑to‑end.

- Interoperable, standards‑based, and portable.

- Dashboards for transparency and performance.

Purpose	Layer
Aggregate and govern structured/unstructured inputs	Data

Modeling, mapping, KPI tracking	Analytics
Documents, workflows, versioning	Collaboration
Open innovation, matchmaking, co‑ development	Innovation Lab

Project Architecture - System Components

Core components include: (1) Data Lake and Metadata Catalog for evidence consolidation and lineage; (2) Analytics Workbench for analysis notebooks, geospatial processing, and KPI pipelines; (3) BI/Dashboard Service to publish multilingual dashboards; (4) Collaboration Portal for controlled document authoring, review, and approvals (Arabic first); (5) Social Innovation Lab Platform enabling challenges, idea vetting, cohort facilitation, and partner spaces; (6) Integration Services (APIs/ETL) to ingest/export datasets and automate reporting; and (7) Security and IAM enforcing PDPL‑ aligned controls. Components are containerizable for portability and can be hosted in a KSA cloud with backup/DR. The solution scales vertically by village and horizontally by thematic pillar, providing continuous visibility and a persistent institutional memory.

- Data lake with catalog and lineage.

- Analytics workbench and geospatial processing.

- BI dashboards and reports in Arabic/English.

- Innovation Lab for challenge‑ to‑ solution lifecycle.

- API/ETL integrations and IAM security.

Function	Component
Centralized, governed storage	Data Lake
Python/R notebooks, spatial tools	Analytics Workbench
Public/private dashboards and reports	BI Service
Idea intake, vetting, cohorts, matchmaking	Innovation Platform

Project Architecture - Data Flow & Integration

Data flows from prior national surveys, village diagnostics, administrative sources, and new engagements into an ingestion layer (batch + API). ETL pipelines normalize, validate, and enrich records with geocodes and controlled vocabularies. A semantic model exposes entities (villages, stakeholders, assets, initiatives, KPIs) for consistent analytics. Analysis notebooks compute indices, run SWOT/PESTEL tagging, and track baseline‑ to‑ target gaps. BI dashboards present strategy maps, KPIs, and initiative statuses by region and theme. The Innovation Lab integrates via APIs to record challenge statements, ideas, solutions, and partnerships; approved solutions feed back into

initiative pipelines. Exports in open formats (CSV/GeoJSON) support interoperability. All flows are audited; lineage metadata ensures traceability from dashboards to source.

- Multi‑ source ingestion with validation and enrichment.

- Unified semantic model for villages and initiatives.

- Dashboards and open‑ format exports.

- APIs to integrate the Innovation Lab lifecycle.

- Audited pipelines and lineage metadata.

Key Activities	Flow Stage
Batch/API import, schema checks	Ingestion
Standardize, geocode, enrich	Transform
Indices, tags, baselines/targets	Model/Analyze
Dashboards, open exports, API feeds	Publish

Project Architecture - Technology Stack

We propose an open, interoperable stack hosted on a KSA‑ compliant cloud. Data: PostgreSQL/PostGIS for relational and spatial; object storage for the data lake. Analytics: Python (Pandas, GeoPandas), R (as needed), and QGIS for spatial processing. BI: Microsoft Power BI for secure dashboards (Arabic support) and printable reports. Integration: RESTful APIs, ETL via Python/Apache Airflow. Collaboration: Microsoft 365 and SharePoint for Arabic‑ first document control. Innovation Lab: Web app built with Node.js/Express backend and React frontend; OAuth 2.0 authentication; containerized with Docker and orchestrated (optional) via Kubernetes. Security: TLS 1.2+, AES‑ 256 at rest, RBAC, audit logs. DevOps: Git‑ based CI/CD with automated testing and vulnerability scans. All IP and repositories will be transferred per client policy.

- KSA‑ compliant cloud hosting with AES‑ 256/TLS 1.2+.

- PostgreSQL/PostGIS, Python/R, QGIS for analytics.

- Power BI for Arabic dashboards and reports.

- Node.js/React innovation portal with OAuth 2.0.

- CI/CD with automated tests and scans.

Technology	Layer
PostgreSQL/PostGIS, Object Storage	Data/Spatial
Python (Pandas/GeoPandas), R, QGIS	Analytics
Power BI	BI/Reports
Node.js/React, Docker, CI/CD	App/DevOps

Relevant Experience and Case Evidence

Our experience includes Social and Economic Surveys for Priority Areas (Phase One) for the public sector, conducting baseline studies to inform policy across priority regions (+5M participants; 6+ surveys). We also delivered a Needs Assessment Study for Rural Community Capacity Assessment, covering community needs and institutional capacities (+7M participants; 12 capacity assessments). Across our portfolio, we have finalized 120+ projects generating SAR 40M+ aggregate value and supported 15+ SMEs. These engagements demonstrate our ability to manage large‑ scale data collection, multi‑ stakeholder alignment, and translation of evidence into actionable strategies. We will apply the same rigor—grounded in participatory methods and data governance—to produce traceable, high‑ quality deliverables in Arabic, with clear KPIs and roadmap‑ ready initiatives tailored to rural non‑ profit contexts.

- Priority Areas Surveys: +5M participants; 6+ surveys.

- Rural Capacity Assessment: +7M participants; 12 assessments.

- 120+ projects; SAR 40M+ aggregate value.

- Demonstrated multi‑ stakeholder and data rigor.

- Arabic deliverables with KPIs and roadmaps.

Outcomes/KPIs	Project
+5M participants; 6+ surveys	Priority Areas Surveys (Phase One)
+7M participants; 12 assessments	Rural Community Capacity Assessment
120+ projects; +15 SMEs; SAR 40M+ value	Portfolio Summary

Project Team and Roles

We will field three region‑ focused teams and a central PMO, fully based in KSA throughout the project, with Saudi professionals embedded. Roles as per RFP: Portfolio Director (MBA, 10+ years, PMP) for executive oversight and stakeholder governance; Project Managers (3x; 8+ years; PMP) for regional delivery and risk management; Project Specialist (1x; 5+ years; PMP) for scheduling, RAID, and integration; Strategy Expert (1x; PhD/Master's) for ToC, strategy maps, and KPIs; Community Development/Non‑ Profit Experts (3x; PhD/Master's) for rural and social lenses; Strategic Planning Specialists (3x) for analytics and documentation; Social Innovation Specialist (3x) for lab design; and Financial Analyst/Business Developer (1x) for business/financial models. Arabic is the working language for deliverables; English used for international benchmarking where needed.

- Three regional teams + central PMO.

- Saudi professionals embedded and on‑ site presence.

- All RFP‑ specified roles and credentials.

- Arabic‑ first delivery; bilingual engagement.

- PMP‑ led project controls and governance.

Qty / Key Requirement	Role
1; MBA; 10+ yrs; PMP	Portfolio Director
3; 8+ yrs; PMP	Project Managers
8 total; advanced degrees	Experts (Strategy/Community/Innovation)
1; 5+ yrs; financial modeling	Financial Analyst/BD

Work Plan, Timeline, and Milestones

The program runs for 12 months. Months 1–3: Phase 1 diagnostics—evidence consolidation, analyses, stakeholder/governance mapping, design frame; Milestone M1: Phase 1 bundle acceptance (20%). Months 2–10: Phase 2 tracks run in parallel—(2.1) national framework; (2.2) village ToC/maps/KPIs; (2.3) initiatives and revival projects; (2.4) business/operating/financial models; (2.5) Social Innovation Lab and platform; (2.6) entity options; (2.7) partnerships; Milestones M2–M6 tied to each bundle (cumulative 60%). Months 10–12: institutionalization, knowledge transfer, project charter updates, final reports, and closeout; Milestone M7: Final acceptance (20%). We will submit a detailed Gantt with dependencies, resource allocation per region, and QA stage‑ gates. Weekly progress notes and monthly executive reports will ensure visibility and proactive risk handling.

- 12 months: Phase 1 (M1) and Phase 2 (M2–M6) parallel tracks.

- Regional teams execute concurrently with common QA gates.

- Arabic deliverables with rolling approvals per bundle.

- Weekly progress; monthly executive governance.

- Final closeout, handover, and knowledge transfer.

Target Month / Payment	Milestone
Month 3 / 20%	M1: Phase 1 Bundle
Months 4–10 / 60% cumulative	M2–M6: Phase 2 Bundles
Month 12 / 20%	M7: Final Acceptance

Quality Assurance and Risk Management

Our ISO 9001‑aligned QA framework establishes stage‑gates, checklists, peer reviews, and acceptance criteria for each deliverable. We maintain a bilingual style guide, version control, and review workflows to ensure accuracy and consistency. Key risks and mitigations: (1) Data gaps—triangulate sources, rapid mini‑studies, and conservative baselining; (2) Stakeholder misalignment—structured RACI, co‑design workshops, and transparent change logs; (3) Schedule pressure—parallelized regional teams, critical‑path monitoring, and escalation protocols; (4) Technology adoption—early demos, sandbox trials, and training; (5) Policy changes—scenario planning and update sprints. We operate a RAID log with ownership and due dates, reviewed weekly. Internal QC precedes client reviews; issues are classified and resolved within SLA windows. Lessons learned are captured in a closure report to inform future cycles.

- Stage‑gates and peer reviews for every deliverable.

- RAID log with weekly governance reviews.

- Co‑design to prevent misalignment and rework.

- Parallelized teams to protect the critical path.

- Training and sandboxes to ease adoption.

Mitigation	Risk
Triangulation; rapid studies; conservative baselines	Data limitations
RACI; co‑design; transparent change logs	Stakeholder conflict

Parallel teams; CPM monitoring; escalation	Schedule slippage

KPIs and Service Levels

We will track delivery and outcome KPIs. Delivery: (1) On‑time milestone achievement ≥95%; (2) First‑pass acceptance of deliverables ≥90%; (3) Stakeholder engagement coverage ≥95% of planned participants; (4) Knowledge transfer sessions delivered 100% per plan; (5) Platform availability ≥99.5% during UAT and handover. Outcomes: (6) Strategy map completeness 100% per village; (7) KPI dictionary with baselines/targets 100%; (8) Priority initiatives with feasibility ≥90% coverage; (9) Partner mapping with roles 100% complete; (10) Governance and risk frameworks approved by steering committee. SLAs include response times (≤2 business days) and defect correction windows (P1: 24–48h; P2: ≤5 days). Monthly scorecards will be shared with the client, and corrective actions tracked to closure.

- On‑time milestones ≥95%; first‑pass acceptance ≥90%.

- Engagement coverage ≥95%; KT 100% per plan.

- Platform availability ≥99.5% during UAT/handover.

- Strategy/KPI completeness 100% per village.

- Defect correction SLAs by priority class.

Target	KPI / SLA
≥95%	Milestone on‑time rate
≥90%	First‑pass acceptance
≥95% of plan	Engagement coverage
≥99.5%	Platform availability (UAT/handover)

Data Privacy, Security, and IP

We align to KSA Data Protection Regulations and PDPL principles: lawfulness, purpose limitation, data minimization, accuracy, storage limitation, integrity/confidentiality, and accountability. Data are encrypted in transit (TLS 1.2+) and at rest (AES‑256); access is role‑based with MFA and logging. We execute confidentiality agreements with all staff and enforce need‑to‑know access. The data lake maintains lineage and audit trails; backups follow a defined RPO/RTO. Personal data processing uses consent or legal basis, with retention schedules and secure disposal. Open formats enable portability at handover. Intellectual Property: all project IP and deliverables—including the innovation platform codebase and configurations—will be owned by the client as specified, with full repository transfer and documentation. We will support security assessments and provide a technical dossier on request.

- PDPL‑ aligned processing and retention.

- End‑ to‑ end encryption and MFA with RBAC.

- Audit trails, lineage, and secure disposal.

- Full IP transfer of all deliverables and code.

- Security assessment support and technical dossier.

Measure	Control Area
RBAC, MFA, least privilege	Access Security
TLS 1.2+ in transit; AES‑ 256 at rest	Encryption
PDPL principles; confidentiality agreements	Compliance
Client ownership; full repo transfer	IP Ownership

Compliance with RFP Requirements

We comply with the Government Tenders and Procurement Law, its Executive Regulations, local content preferences, and conflict‑ of‑ interest and ethics codes. Proposals and deliverables will be in Arabic (with English translations if requested). Offer validity will be ≥90 days, with bid bond (1%) and performance bond (5%) as required. Pricing in SAR inclusive of taxes/fees. Subcontracting, if any, will remain within thresholds and be pre‑ approved; however, delivery is planned with our in‑ house team. We will maintain KSA presence throughout, deploy three regional teams, and ensure Saudi cadres. We will submit via the designated platform and adhere to the two‑ phase scope, 12‑ month schedule, evaluation criteria, and the 12 deliverables. Knowledge transfer, risk management, and innovation lab establishment are explicitly included per the RFP.

- Arabic documentation; SAR pricing; 90‑ day validity.

- Bid bond 1%; performance bond 5%.

- Local content and Saudi presence satisfied.

- RFP scope, schedule, and deliverables fully covered.

- Submission and governance procedures observed.

Our Response	RFP Requirement
Arabic deliverables; SAR pricing	Language and Currency
≥90 days; 1% bid; 5% performance	Validity and Guarantees
12 months with phased milestones	Timeline
All 12 specified documents and lab	Deliverables

Deliverables Summary

We will produce the full set of 12 RFP deliverables: (1) Document linking prior rural needs assessment and institutional capacity studies to current objectives; (2) Stakeholder analysis and current governance framework; (3) Related government and other initiatives compendium for selected villages; (4) Design framework for solutions that advance non‑ profit sector targets, with solution registry; (5) National non‑ profit rural strategy framework; (6) Strategy maps for selected villages; (7) Strategic initiatives and project cards per strategy map; (8) Business models for selected villages; (9) Operating model for selected villages; (10) Social Innovation Lab design and implementation report; (11) Options report for establishing non‑ profit entities; (12) Partnership framework with proposed stakeholders. All documents will be in Arabic, with bilingual executive summaries and tools/templates as needed.

- 12 deliverables aligned one‑ to‑ one with the RFP.

- Arabic documents with bilingual summaries as needed.

- Project cards, KPI dictionaries, and templates included.

- Innovation Lab design and activation support.

- Entity and partnership options with drafts/MOUs.

Examples	Deliverable Group
Items 1–4	Analysis & Linkage
Items 5–7	Strategy & KPIs
Items 8–10	Models & Lab
Items 11–12	Entities & Partnerships

Assumptions

Assumptions include: timely access to prior survey outputs, village diagnostics, and administrative datasets; facilitation of stakeholder access across public, private, and non‑ profit actors; approvals within 10 business days per submission; availability of meeting venues in regions; reasonable travel

and fieldwork access; ability to host the platform on a KSA‑ compliant cloud environment; and provision of security review criteria by the client. Any change in scope (e.g., additional villages, new thematic pillars) will be managed via change control. Client will nominate a steering committee and working group focal points for each region, and provide consolidated feedback to synchronize iterations. Third‑ party data licenses (if any) will be client‑ procured. The payment schedule will align to milestone acceptances per the Work Plan.

- Access to prior data and stakeholder facilitation.

- Approvals within 10 business days per submission.

- Hosting on KSA‑ compliant cloud environment.

- Change control for scope expansions.

- Steering/working groups appointed by client.

Assumption	Area
Timely access to prior studies and admin data	Data
Steering committee and focal points assigned	Governance
KSA‑ compliant cloud available	Hosting
≤10 business days per deliverable	Approvals

Pricing Approach (Summary)

We propose a milestone‑ based, fixed‑ price model in SAR, inclusive of all applicable taxes/fees, travel, and incidentals. Payments align with acceptance: Phase 1 bundle (20%); Phase 2 bundles (60% across strategy, KPIs, initiatives, models, lab, partnerships); and final acceptance (20%). This structure ties disbursements to value realized and reduces administrative overhead. A 1% bid bond and 5% performance bond will be provided per requirements. Any optional enhancements (e.g., extended platform features or additional villages) can be quoted as change items. Prices reflect full on‑ site presence, three regional teams, Arabic deliverables, translation, and knowledge transfer. Detailed commercial schedules, resource rates, and taxes will be provided in the financial proposal in the prescribed format on the submission platform.

- Fixed price in SAR; milestone‑ based payments.

- Phase 1: 20%; Phase 2: 60%; Final: 20%.

- Includes travel, translation, and incidentals.

- 1% bid bond; 5% performance bond.

- Change control for optional scope extensions.

Payment %	Milestone
20%	Phase 1 Acceptance
60% (cumulative)	Phase 2 Bundles Acceptance
20%	Final Acceptance

Why Impetus Strategy

Impetus Strategy brings a mission‑ driven ethos—impact beyond profitability—paired with proven delivery in social development, environmental governance, and economic sustainability. Our differentiators: focus on underserved communities, cross‑ sector partnerships, and innovative solutions for public services. With 120+ completed projects and SAR 40M+ aggregate value, we blend participatory methods with data rigor to turn evidence into action. Our bilingual, KSA‑ based teams ensure cultural alignment and responsiveness, while our partners (IDR Australia, PEMANDU Associates, Arthur Little, Simon Kucher, AVPN) enrich knowledge exchange when required. We adhere to ISO 9001‑ aligned QA and robust data protection, and we transfer all IP to the client with full documentation. Our proposed Social Innovation Lab and digital platform institutionalize continuous improvement—ensuring strategies live, evolve, and deliver measurable outcomes long after project close.

- Impact‑ first mission with proven public‑ value outcomes.

- 120+ projects; SAR 40M+ aggregate value.

- Bilingual, KSA‑ based teams with local insight.

- ISO 9001‑ aligned QA; strong data protection.

- Innovation Lab to sustain results beyond the project.

Evidence	Strength
Mission and sector experience	Impact focus
120+ projects; +15 SMEs	Delivery scale
KSA‑ based teams; Arabic delivery	Local presence
Social Innovation Lab and platform	Innovation