**Rural Development Strategy for Non-Profit Villages in KSA – Prepared by Impetus Strategy**

# **Executive Summary**

Impetus Strategy proposes a comprehensive, results-driven program to build and align the Rural Development Strategy for three selected non-profit development villages across the Kingdom, in line with the National Center for Non-Profit Sector's (NCNP) RFP and Saudi procurement regulations. Our twelve-month program is organized in two phases: Phase 1 (Study and Analysis, 20%) and Phase 2 (Design and Alignment, 80%). The approach integrates deep analytical diagnostics (needs and assets analysis, PESTEL, SWOT, Importance–Performance Matrix, NOISE), extensive stakeholder engagement, theory of change, and strategy execution design, culminating in a full set of strategic, operational, and governance deliverables that meet the RFP's scope, schedule, and acceptance criteria. We will design an overarching national framework for non-profit rural development and tailored strategies for each selected village, including strategic maps, objectives, KPIs, prioritized initiatives, detailed initiative and project charters, operating and financial models, governance, and a Social Innovation Lab with a secure digital collaboration and ideation platform. The program embeds robust quality assurance and risk management, with stage-gates tied to measurable acceptance criteria and service levels. It also ensures compliance with content localization, mandatory local content preferences, confidentiality, data protection, and intellectual property provisions outlined in the RFP. Our team structure strictly adheres to the required roles, counts, and qualifications, with dedicated three regional squads, a Saudi presence on the core team, and on-the-ground delivery in the Kingdom throughout the project. Drawing on our track record delivering complex public and non-profit sector transformations in KSA and internationally, we propose a transparent, milestone-based pricing and payment schedule aligned to the two-phase program and the twelve deliverable items, inclusive of taxes and duties. Our plan minimizes risk through progressive elaboration, continuous stakeholder alignment, bilingual documentation, and scenario-based planning. We will provide all statutory registrations and certifications at submission and maintain them valid through award and implementation. Success will be measured by adoption of the strategy, readiness to implement prioritized initiatives, operationalization of the Social Innovation Lab, and delivery of a sustainable governance and performance management regime that accelerates the sector's contribution to Vision 2030.

- Two-phase, twelve-month delivery with stage-gated acceptance

- Village-specific strategies plus a national non-profit rural framework

- Robust governance, KPIs, initiatives pipeline, and operating/financial models

- Social Innovation Lab with secure digital platform and collaboration tools

- Full compliance with RFP, Saudi procurement law, and local content

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| **Phase** | **Focus** | **Share of Effort** | **Key Outputs** |
| Phase 1 – Study & Analysis | Diagnostics, stakeholder mapping, governance baseline, benchmarking, design framework | 20% | Stakeholder & governance analysis, benchmark report, design framework, initiatives register (draft) |
| Phase 2 – Design & Alignment | Strategy build, KPIs, initiatives and project design, operating/financial models, Social Innovation Lab | 80% | Strategy documents, strategic maps, KPI dashboards, operating/financial models, lab design & platform, partnership and NPO options |

# **Company Introduction**

Impetus Strategy is a strategy and implementation advisory firm with a primary mission to prioritize social impact beyond profitability. We operate across the Kingdom with presence in Riyadh, Jeddah, and Makkah, and extended regional reach, enabling continuous on-the-ground engagement with public entities, non-profits, and private sector stakeholders. Our portfolio spans public sector transformation, third sector development, education and skills, culture and heritage, health and well-being, tourism and entertainment, sports, and socio-economic development—core domains directly relevant to rural community uplift and the non-profit ecosystem. Our capabilities encompass strategy and governance, ecosystem enablement, impact and sustainability, digital and data-enabled social development, stakeholder engagement and service delivery, and impact-oriented investment. We have delivered significant programs in the Kingdom aligned to Vision 2030 objectives, including large-scale social and economic surveys, needs diagnostics for rural villages and institutional capacity assessments, service standards and workforce capability programs, volunteer enablement packages, social investment strategies, strategy builds for non-profits, product development to bridge supply-demand gaps, opportunity mapping for non-profits in service ecosystems, and customer/visitor experience measurement frameworks. Our leadership and engagement managers bring deep advisory credentials across strategy design, program management, EPMO, ecosystem building, and measurement and evaluation. The team is experienced in bilingual delivery, Saudi regulatory contexts, and complex multi-stakeholder coordination. We bring proven tools and playbooks for theory of change, initiative portfolios, KPI systems, and operating models. We apply rigorous QA and performance tracking to ensure deliverables are adoption-ready and technically robust. We utilize evidence-based methods and benchmarks drawn from international development and social impact practice, coupled with local insight and co-design with communities, to ensure practical feasibility and sustainability. This blend of global methods with local execution is central to our DNA and differentiates our approach to non-profit rural development strategy and implementation readiness.

- Presence in Riyadh, Jeddah, and Makkah with on-the-ground delivery

- Sectoral coverage aligned to rural and non-profit development

- End-to-end capabilities: strategy, governance, impact, digital, and delivery

- Proven bilingual execution within Saudi policy and regulatory contexts

- Strong QA and performance management discipline

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| **Capability Area** | **What We Do** | **Relevance to RFP** |
| Strategy & Governance | Vision-to-execution design, operating models, EPMO | National framework, village strategies, governance |
| Impact & Sustainability | Theory of change, KPIs, outcomes measurement | KPI systems, dashboards, monitoring |
| Digital & Data | Analytics, portals, collaboration and ideation platforms | Social Innovation Lab digital platform |
| Stakeholder Engagement | Co-design, workshops, multi-sector coordination | Inclusive rural strategies and partnerships |
| Impact Investment | Impact investing models, pipeline readiness | Non-profit financing and sustainability options |

# **Understanding of the RFP and Objectives**

The RFP seeks a consultant to build a comprehensive rural development strategy for three selected non-profit development villages under the umbrella of Vision 2030 and the National Center for Non-Profit Sector's mandate. The scope covers two phases over 12 months: (1) Study and Analysis (20%) to consolidate prior work (national survey of needs and opportunities, three-village needs analyses), analyze stakeholders, map governance, run benchmarking, and produce a design framework; and (2) Design and Alignment (80%) to produce a national strategic framework, village-specific theories of change, strategic maps, objectives, KPIs and dashboards, prioritized and fully specified initiatives with economic revival sub-projects, feasibility studies for key projects, operating and financial models, risk management and response plans, a Social Innovation Lab and its digital platform, options for establishing non-profit entities, and partnership frameworks across government, private, and third sector. The RFP mandates compliance with Saudi procurement law and its executive regulations, including the two-envelope process, Arabic as the primary language, SAR currency, offer validity for 90 days, a 1% bid bond and a 5% performance bond (with exemptions for certain categories), evaluation using a weighted score with a minimum technical threshold of 70%, adherence to local content preferences, and strict confidentiality and IP provisions vesting IP in the client. The deliverables are twelve formal documents spanning Phase 1 and Phase 2 outputs, with acceptance through defined milestones and stage-gates. The staffing model requires a specific multi-disciplinary team (portfolio manager, project managers and specialists, strategy expert, community development experts, strategic planning specialists, social innovation specialists, financial analyst/business developer) with defined minimum experience and certifications (e.g., PMP). Special conditions require Saudi staff, in-Kingdom presence for the entire duration, and at least three separate teams to focus on each region. We understand the need to mesh national-level alignment with deep local tailoring—balancing common frameworks with village-specific models. Critical objectives include actionable strategies with ready-to-implement initiatives, measurable development outcomes, cross-sector alignment, robust governance, financial viability, and a digital innovation environment to surface and scale community-driven solutions.

- Two-phase program: analysis (20%) and design/alignment (80%) over 12 months

- Village-specific theories of change, KPIs, initiatives, and operating/financial models

- Social Innovation Lab and interactive digital platform

- Compliance with two-envelope, Arabic deliverables, SAR, bonds, and 70% technical threshold

- Saudi presence, Saudi staff, and three distinct regional teams

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| **RFP Area** | **Requirement** | **Our Response** |
| Evaluation | Weighted scoring; 70% minimum technical | Comprehensive technical proposal addressing all criteria |
| Language & Currency | Arabic primary; SAR | Bilingual delivery; pricing in SAR; Arabic final documents |
| Program Length | 12 months (Gregorian calendar) | Detailed Gantt and milestones across 12 months |
| Deliverables | 12 formal documents | Mapped deliverables with acceptance criteria and QA gates |
| Team | Specific roles, counts, and certifications | Fully compliant team composition with PMP-certified PMs |

# **Technical Approach and Methodology**

Our methodology is a coherent, evidence-driven framework with three pillars: (1) Framework Overview—connecting national Vision 2030 goals to non-profit rural development through a clear strategy architecture (vision, theory of change, strategic map, objectives, KPIs, initiatives, governance, operating and financial models); (2) Phased Methodology—Phase 1 establishes a definitive analytical baseline using Assets Analysis, PESTEL, SWOT, NOISE, and Importance–Performance Matrix, plus stakeholder mapping and governance assessment; Phase 2 translates diagnostics into design, prioritization, feasibility, and implementation roadmaps; and (3) Methodological Pillars—co-design with communities, cross-sector alignment, progressive elaboration, and rigorous QA. Phase 1 will consolidate and validate prior studies (national survey, three-village needs), triangulate findings via targeted focus groups and site visits, and produce a governance baseline for each village and its Emirate context. Benchmarking (at least five best practices) will ground the national framework. A structured design framework will bridge the diagnostic to strategy build for each village. Phase 2 will construct village-specific theories of change; strategic maps (e.g., community well-being, livelihoods, infrastructure, culture/heritage, environment); SMART strategic objectives; KPIs with baselines, targets, and data custodians; prioritized initiatives (using value, feasibility, and impact-weighted scoring); economic revival sub-projects with business cases; feasibility studies; operating models (roles, processes, RACI); financial models (capex/opex, funding sources, sustainability); risk registers and response plans; and a Social Innovation Lab with a digital platform and process handbook (challenge intake, open innovation, solution sprints, pilot protocols, evaluation). We will run structured workshops with government, private, and non-profit actors to align roles and commitments (partnership framework and MoU templates). Acceptance will be managed through stage-gates with documented criteria and change control for any scope refinements. Bilingual outputs, standard templates, and a secure document repository will assure quality and traceability. The methodology integrates content localization, local content preferences, and compliance with all RFP instructions and forms.

- Diagnostics-to-design pipeline anchored in theory of change and KPI logic

- Benchmarking and co-design workshops across sectors and communities

- Prioritization using value-feasibility-impact scoring and economic revival projects

- Operating and financial models for sustainability and readiness to execute

- Stage-gated QA with bilingual documentation and secure repositories

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| **Method Element** | **Tool/Technique** | **Output** |
| Stakeholder & Governance | Stakeholder matrix, RACI mapping, governance baseline | Stakeholder analysis, governance framework |
| Strategy Build | Theory of change, strategic map design | Village strategies with objectives and KPIs |
| Prioritization | Weighted scoring model, portfolio optimization | Ranked initiatives with charters and sub-projects |
| Financials | Cost modeling, funding options analysis | Operating and financial models with sustainability |
| Innovation | Open innovation sprints, challenge intake process | Social Innovation Lab design and digital platform |

# **Project Architecture**

We will implement a consulting project architecture that integrates people, process, and technology to deliver strategy, governance, and innovation capabilities. The architecture comprises (1) System Components—governance and project management (EPMO-lite), content and document management, analytics and KPI dashboards, and the Social Innovation Lab's digital collaboration platform; (2) Data Flow & Integration—structured ingestion of prior studies and new field data, transformation into analytical models, consolidation into KPI dashboards, and publication to bilingual strategy documents; (3) Technology Stack—client-preferred secure cloud and collaboration tools, enterprise-grade analytics (e.g., Power BI or equivalent as approved by NCNP), and configurable no-code/low-code platform modules for the Social Innovation Lab. All tools will follow client's security standards, access controls, and hosting preferences. System Components: The EPMO-lite layer manages workplan, risk, issues, deliverables, and change control; the document repository maintains versioning, approvals, and bilingual templates; the analytics layer captures KPIs, baselines, targets, and source systems; the Lab platform enables challenge intake, ideation, expert reviews, sprint facilitation, and community feedback loops. Data Flow & Integration: (a) Inputs: prior NCNP studies, field validation surveys, stakeholder interviews, secondary statistics; (b) Processing: ETL to unify datasets, indicator construction (definitions, calculations, sources, frequency), and geospatial overlays where available; (c) Outputs: dashboards by village and national roll-ups, strategy documents, initiative charters, feasibility studies, and governance artifacts. Technology Stack: The final stack will be co-confirmed with NCNP. We favor secure collaboration (e.g., SharePoint or equivalent), role-based access, multi-factor authentication, encryption at rest/in transit, and auditable trails. For the Lab platform, we will configure secure forms, workflows, community interfaces, and analytics modules; integration hooks can be scoped if NCNP nominates internal systems. Throughout, we will maintain a configuration management register, architecture decision records, and rollout plans, with user training and simple admin guides so NCNP teams can own the solution. Acceptance includes UAT for dashboards and the Lab platform, content sign-offs, and handover of source files, metadata, and admin credentials.

- EPMO-lite governance, secure repository, analytics dashboards, and Lab platform

- Data ingestion, ETL, indicator design, and bilingual publication

- Secure cloud, role-based access, MFA, encryption, audit logs

- Configuration management and architecture decision records

- UAT, training, and handover of admin credentials and documentation

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| **Layer** | **Purpose** | **Key Controls** |
| Governance (EPMO-lite) | Plan, track, and control scope/time/quality/risks | Stage-gates, change control, risk register |
| Content Repository | Versioned bilingual documents and templates | Access control, approvals, audit trail |
| Analytics & KPIs | Define, track, and visualize indicators | Data dictionary, validation rules, UAT |
| Innovation Lab Platform | Challenge intake, ideation, sprints, evaluation | Role-based access, submission moderation |

# **Relevant Experience and Case Evidence**

Impetus Strategy has delivered programs in Saudi Arabia that are directly relevant to this RFP's scope. Our work includes large-scale socio-economic surveys in priority regions (multi-million SAR engagements, multi-month durations), which built robust baselines and segmented diagnoses across demographic and thematic dimensions. We led studies of community needs for rural villages and institutional capacity assessments (12-month engagements), producing prioritized needs, stakeholder maps, and capacity-building paths. We developed functional standards and workforce enablement programs in service ecosystems, including volunteer enablement packages that structured benefits, processes, and service flows to enhance participation and outcomes. We crafted social investment strategies, including operating models, governance, and pipeline formation, and we designed strategies for non-profit organizations with measurable objectives and sustainability pathways. We produced product development strategies to bridge supply-demand gaps (e.g., housing contexts) and opportunity-mapping for non-profits within service ecosystems, translating potential into concrete initiatives. We also designed and operated measurement frameworks for experience improvement (e.g., visitor and resident experiences within key locations), including dashboards, surveys, journey mapping, and service standards. Internationally, our team members have contributed to development programs with leading social impact and development entities, applying theory of change, KPI systems, and ecosystem partnership models. These cases share critical attributes: multi-stakeholder engagement, bilingual documentation, rigorous analytics, and a bias for implementation-ready outputs (charters, governance, handbooks). Lessons learned embedded into our current proposal include: early establishment of common data dictionaries to avoid ambiguity; triangulation of diagnostics with field validation; prioritization mechanisms that combine impact, feasibility, and community acceptance; and a clear governance plan assigning roles across public, private, and non-profit actors. Our Social Innovation Lab design builds on experience setting up structured innovation cycles—challenge definition, outreach, ideation, curation, rapid sprints, pilot testing, and evaluation—to deliver a continuous pipeline of solutions while ensuring quality and alignment to strategy. These delivered results demonstrate our capacity to translate diagnostics into practical strategies and to institutionalize performance management for sustained outcomes.

- Delivery of large-scale surveys and rural needs studies with governance mapping

- End-to-end strategies for non-profits with measurable KPIs and sustainability

- Experience enablement and service standardization programs

- Impact-oriented investment and initiative pipeline formation

- Experience measurement frameworks with dashboards and action loops

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| **Type of Engagement** | **Scope Highlights** | **Outcome** |
| Rural Needs & Capacity | Diagnostics, stakeholder maps, capacity assessment | Prioritized needs and institutional roadmap |
| Non-Profit Strategy | Vision, objectives, KPIs, initiatives, operating model | Board-approved plan and implementation readiness |
| Volunteer Enablement | Policy, process, benefits, service flow design | Higher participation and better service quality |
| Social Investment Strategy | Governance, pipeline, sustainability model | Structured investment approach and pipeline |
| Experience Measurement | Surveys, dashboards, standards, actioning | Continuous improvement loop and KPIs |

# **Project Team and Roles**

Our team meets and exceeds the RFP's specified roles, headcount, and qualifications. It is structured into: (1) Program Leadership: a Portfolio Manager (10+ years, MBA or equivalent, PMP) with Saudi delivery experience to oversee strategy coherence, quality, and stakeholder alignment; (2) Regional Squads (three squads, one per selected region): each led by a Project Manager (8+ years, PMP) and staffed with a Strategic Planning Specialist, Community Development Expert, Social Innovation Specialist, and field support; (3) Cross-Cutting Experts: Strategy Expert (10+ years), additional Strategic Planning Specialists (5+ years), Community Development Experts (10+ years), Social Innovation Specialists (5+ years), and a Financial Analyst/Business Developer (5+ years) to design operating and financial models and feasibility studies; and (4) PMO and QA: a Project Specialist (5+ years, PMP) to maintain the integrated plan, risk register, QA schedule, and documentation. Saudi national professionals will be embedded in the core and regional teams, and the entire team will be based in-Kingdom throughout the project, in alignment with the RFP's special conditions. All project managers hold or will be staffed with PMP credentials. Bilingual capabilities (Arabic and English) are ensured across leadership and key delivery roles. Responsibilities: the Portfolio Manager leads executive steering, issue escalation, and overall quality; Project Managers coordinate regional execution, stakeholder engagements, and deliverable production; Strategy and Planning Specialists develop theories of change, strategic maps, and KPIs; Community Development Experts lead co-design with local communities, inclusion strategies, and socio-cultural integration; Social Innovation Specialists design and operationalize the Lab, methods, and digital workflows; the Financial Analyst designs funding options, sustainability pathways, and initiative financials; and the Project Specialist runs the PMO rhythm, risk and change control, and repositories. We will maintain a staffing matrix showing role-to-deliverable mapping and utilization, ensuring surge capacity during critical milestones (e.g., strategy alignment workshops, feasibility analysis sprints).

- Three dedicated regional squads plus program leadership and cross-cutting experts

- Saudi staff embedded; full in-Kingdom presence across 12 months

- PMP-certified project managers; bilingual delivery capabilities

- Clear RACI and role-to-deliverable mapping

- Surge capacity planned for peak milestones

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| **Role** | **Minimum Experience/Qualification** | **Count** | **Key Responsibilities** |
| Portfolio Manager | MBA or equivalent; 10+ years; PMP; KSA experience | 1 | Program leadership, quality, stakeholder governance |
| Project Manager | 8+ years; PMP; KSA experience | 3 | Regional squad lead, plan execution, stakeholder coordination |
| Project Specialist | 5+ years; PMP | 1 | PMO cadence, risks, issues, QA, documentation |
| Strategy Expert | 10+ years; relevant certifications | 1 | Strategy framework, theory of change, strategic maps |
| Community Dev. Expert | 10+ years; rural/community development | 3 | Community engagement, inclusion, local insights |
| Strategic Planning Specialist | 5+ years; Arabic/English | 3 | Objectives, KPIs, initiatives, prioritization |
| Social Innovation Specialist | 5+ years; innovation/entrepreneurship | 3 | Lab design, process, digital platform workflows |
| Financial Analyst/Business Developer | 5+ years; finance/economics/management | 1 | Financial models, feasibility, sustainability |

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

We will deliver the program over 12 months with stage-gated milestones aligned to the RFP's two phases and twelve deliverables. Phase 1 (Months 1–3) focuses on Study and Analysis (20%): mobilization and project charter; consolidation and review of prior studies; stakeholder mapping and governance baseline per village; benchmark study (≥5 best practices); diagnostic tool application (Assets, PESTEL, SWOT, NOISE, Importance–Performance Matrix); and initial initiatives register. The Phase 1 stage-gate includes acceptance of: (1) Linkage of prior activities to current objectives, (2) Stakeholder and governance analysis, (3) Register of relevant programs and initiatives, and (4) Design framework and initial initiatives register. Phase 2 (Months 4–12) focuses on Design and Alignment (80%): theory of change and strategic map per village; SMART objectives and KPI frameworks with baselines and targets; prioritized initiatives and economic revival sub-projects; feasibility studies; operating model design; financial modeling; risk management and response plan; Social Innovation Lab design and platform configuration; options for establishment of non-profit entities; and partnership framework and engagement plans. Milestones include: M4—strategic frameworks and maps; M6—KPI systems and dashboards (UAT-ready); M8—initiatives portfolio and feasibility drafts; M9—operating/financial models; M10—Innovation Lab live beta; M11—entity options and partnership framework; M12—final documentation, training, handover. Each milestone has acceptance criteria and documentation requirements (meeting minutes, approvals, QA checklists). We will run biweekly PMO meetings, monthly steering reviews, and quarterly executive checkpoints. Dependencies will be tracked with a critical path; risks and issues will be managed with mitigation owners and timelines. All deliverables will be bilingual, and a secure repository will maintain version control.

- 12-month plan with clear stage-gates and acceptance criteria

- Phase 1 diagnostics and Phase 2 design and operationalization

- Biweekly PMO cadence and monthly steering reviews

- Bilingual deliverables and secure document control

- UAT and handover planned for dashboards and Lab platform

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| **Timeline (Month)** | **Key Activities** | **Milestone/Deliverable** |
| M1–M2 | Mobilization, charter, prior studies review, stakeholder & governance baseline | D1–D3 drafts |
| M3 | Diagnostics and benchmark completion; design framework | D4 acceptance (Phase 1 Gate) |
| M4–M5 | Theory of change, strategic maps, objectives | D5–D6 drafts |
| M6–M7 | KPI frameworks, dashboards; initiative design and prioritization | D7 draft; KPI UAT |
| M8–M9 | Feasibility and operating/financial models; risk plan | D8–D9 acceptance |
| M10 | Social Innovation Lab design and platform beta | D10 beta acceptance |
| M11 | NPO establishment options; partnership framework | D11–D12 acceptance |
| M12 | Training, final handover, project closure | Final sign-off |

# **Quality Assurance and Risk Management**

Quality assurance (QA) is embedded through a structured framework: (1) Stage-Gates—each milestone requires a QA checklist, document peer-review, and sign-off by the Portfolio Manager and NCNP representatives; (2) Standards—bilingual templates, data dictionaries, indicator definitions, and formatting rules; (3) Verification—triangulation of diagnostics with field validation; internal red team reviews for strategies and models; UAT for dashboards and the Lab platform; and (4) Traceability—version control, change logs, and decision records. Risk management is proactive and continuous: an initial risk workshop will seed the risk register across categories (strategic, operational, stakeholder, data, technology, legal/compliance). Mitigation strategies include early stakeholder mapping and engagement plans, bilingual facilitation to reduce misalignment, scenario-based planning for funding pathways, and phased implementation roadmaps. Specific risks and mitigations: (a) Stakeholder availability—schedule steering windows early; use asynchronous inputs and surveys; (b) Data gaps—apply proxy indicators and triangulation; document assumptions; (c) Scope creep—enforce change control with impact analysis; (d) Technology adoption for the Lab—run pilots, training, and light governance for challenge intake; (e) Sustainability—design operating/financial models with conservative assumptions and diversified funding sources. We will maintain a RAID (Risks, Assumptions, Issues, Dependencies) log, reviewed biweekly, with clear owners and due dates. Non-conformities will trigger corrective action plans with root-cause analysis and rework cycles. QA metrics include review cycle time, defect rates, on-time milestone acceptance, and stakeholder satisfaction scores from workshop feedback. All QA and risk artifacts will be accessible in the secure repository. At close-out, we will run a lessons-learned session to inform future NCNP initiatives and provide a quality summary report including KPI attainment and residual risks.

- Stage-gated QA with bilingual templates and formal sign-off

- Proactive risk register with owners and due dates

- UAT for KPI dashboards and the Lab platform

- Change control and traceable decision records

- Lessons learned and quality summary at close-out

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| **Risk** | **Impact** | **Mitigation** | **Owner** |
| Stakeholder unavailability | Delays, misalignment | Advance scheduling; asynchronous inputs; escalation path | Project Manager |
| Data incompleteness | Weak baselines | Proxy indicators; triangulation; documented assumptions | Strategy Expert |
| Scope creep | Overrun, dilution | Change control with impact analysis and approvals | Portfolio Manager |
| Technology adoption | Low platform use | Pilot sprints; training; light governance rules | Social Innovation Lead |
| Funding uncertainty | Initiative delays | Diversified funding paths; phased rollout | Financial Analyst |

# **KPIs and Service Levels**

We define KPIs at three levels: (1) Delivery KPIs—governing schedule, quality, and stakeholder satisfaction; (2) Strategy KPIs—measuring readiness and robustness of the strategy artifacts; and (3) Outcome KPIs—tracking early indicators of development impact (where feasible within the project horizon). Delivery KPIs: on-time milestone acceptance (>95%), document quality (≤2 minor findings per major deliverable pre-acceptance), biweekly PMO cadence adherence (100%), and stakeholder satisfaction from workshop surveys (≥4.3/5). Strategy KPIs: completeness of strategy artifacts (100% of required elements per RFP), KPI dictionary coverage (≥95% of defined KPIs with baselines and targets), portfolio readiness (≥80% of initiatives with charters and prioritized), feasibility completeness (business cases and risk plans for top initiatives), operating and financial model completeness (approved by NCNP). Outcome KPIs (illustrative early signals): number of partnerships formalized, number of Lab challenges launched, number of pilot concepts evaluated, and community participation in co-design sessions. Service Levels: response time to NCNP queries within 1 business day; draft deliverable turnaround within agreed plan; critical issue escalation within 24 hours; hotfix cycles for UAT defects within 3 business days. All KPIs will be tracked in dashboards and reviewed monthly with NCNP. Acceptance criteria for each deliverable will be enumerated (structure, depth, citations, bilingual consistency, stakeholder validation, QA sign-offs). We will maintain a living KPI dictionary with: definition, calculation, baseline, target, source, frequency, data owner, and visualization mockup. Where baseline data is unavailable, we will document methods to derive proxies and staged measurement plans. We will also include a sustainability KPI set (e.g., program funding ratio, volunteer retention, local supplier participation) aligned to local content and inclusion policies. Post-handover, the KPI system will be owned by NCNP with training provided for updates.

- Three-tier KPIs: delivery, strategy robustness, and early outcomes

- Clear service levels for responsiveness and issue resolution

- KPI dictionary with definitions, sources, and visualization mockups

- Monthly KPI reviews with NCNP and corrective actions if needed

- Acceptance criteria embedded in QA gates

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| **KPI** | **Target** | **Frequency** | **Owner** |
| Milestone on-time acceptance | ≥95% | Monthly | Portfolio Manager |
| Stakeholder satisfaction (workshops) | ≥4.3/5 | Per workshop | Project Manager |
| KPI dictionary completeness | ≥95% | Quarterly | Strategy Expert |
| Initiatives with full charters | ≥80% | Quarterly | Planning Specialist |
| UAT defect turnaround (critical) | ≤3 business days | Per UAT cycle | Social Innovation Lead |

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

We will comply with Saudi data protection and confidentiality requirements as specified by the RFP and applicable laws. All project data, documents, and analytics will be handled under a strict confidentiality regime: need-to-know access, role-based permissions, and secure storage within client-approved environments. Data exchanges will use encrypted channels; documents will be watermarked for classification levels (e.g., Confidential – NCNP). We will maintain access logs and permission reviews, and perform data minimization—only collecting what is necessary for the scope. For the Social Innovation Lab platform, we will implement authenticated access, multi-factor authentication where available, secure form submissions, and moderation workflows for publicly submitted content. No personal data will be published without explicit consent and compliance with applicable policies. Backups and disaster recovery procedures will follow the client's hosting standards. All subcontractors (if any) will sign confidentiality agreements and operate under the same controls. Intellectual Property: As per RFP clause, all IP for the winning proposal deliverables shall vest in the client; the NCNP may use and dispose of the content to serve the public interest. We will assign any rights in our customized deliverables to NCNP upon acceptance and payment, while retaining rights to our pre-existing methodologies and templates, which may be licensed to NCNP for internal use without additional cost. We will deliver open, editable source files for documents, models, data dictionaries, and dashboard configurations. For any third-party tools proposed (e.g., analytics software), licensing will follow client policy; where possible, we will leverage client-owned platforms to avoid IP or licensing issues. A data retention and destruction plan will be agreed at close-out, including the secure return or deletion of all client data from our systems after formal acceptance. Security incidents will be reported to NCNP within 24 hours with investigation, remediation, and lessons learned documented.

- Role-based access, encryption in transit, and secure repositories

- Lab platform with authenticated access and moderation workflows

- Ownership of customized deliverables assigned to NCNP

- Editable source files and documentation handed over

- Retention and secure destruction plan at project close-out

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| **Control Area** | **Practice** | **Outcome** |
| Access Control | Role-based permissions, periodic reviews | Least-privilege access and accountability |
| Data Protection | Encrypted channels, secure storage | Confidentiality and integrity of data |
| Incident Response | 24-hour notification, root-cause analysis | Timely remediation and prevention |
| IP Management | Assignment of deliverable IP to client | Clear ownership and usage rights |
| Handover | Editable sources and admin credentials | Client autonomy post-close-out |

# **Compliance with RFP Requirements**

Our proposal fully aligns with the RFP's general and special conditions. We will submit a two-envelope bid (technical and financial) via the designated platform, with a bid validity of 90 days and a 1% bid bond. The financial proposal will be in SAR, inclusive of taxes and duties. We will provide all statutory documents at submission and maintain validity through award: Commercial Registration, Zakat/Tax certificates, GOSI registration, Chamber of Commerce membership (if applicable), classification/certifications as relevant, and SME status if applicable. Team composition and qualifications strictly meet the RFP's staffing table, with PMP-certified project managers, a portfolio manager with 10+ years' experience, strategic and community experts, social innovation specialists, and a financial analyst. We commit to in-Kingdom presence throughout and will field at least three separate teams, each with a dedicated project manager for the regions. Arabic is the primary language for deliverables; we will produce bilingual outputs. We will observe confidentiality and non-disclosure rules; IP for deliverables will be assigned to NCNP. We will comply with local content preference rules, giving price preference in procurement scenarios consistent with RFP guidance, and will prioritize national products and vendors for any in-scope purchases. We accept penalties and liquidated damages as per RFP (e.g., up to 20% aggregate cap), and we will manage schedule and quality to avoid any penalty triggers. We will submit staged payment requests per the agreed milestone schedule, and we accept the final 5% performance bond and its conditions (unless exempt categories apply per regulation). We will support any post-award additional qualification (التأهيل اللاحق) if required. Our submission will include all required forms, guarantees, and acknowledgments of acceptance of RFP terms, and we will not alter mandatory forms. Any subcontracting (if utilized) will follow the RFP's 30% cap and pre-approval requirements, with full transparency on scope and capabilities.

- Two-envelope submission, 90-day validity, 1% bid bond, SAR pricing

- Arabic primary language; bilingual outputs

- Full staffing compliance with certifications and in-Kingdom presence

- Local content preferences and procurement discipline

- Acceptance of penalties, bonds, and post-award qualification

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| **RFP Clause** | **Requirement** | **Compliance Evidence** |
| Offer Validity | 90 days | Bid letter confirms validity |
| Guarantees | 1% bid, 5% performance | Bank guarantees provided as per format |
| Evaluation | Weighted; 70% technical threshold | Comprehensive technical approach and evidence |
| Team Structure | Roles, counts, qualifications | Staffing matrix and CV summaries |
| Deliverables | 12 documents | Deliverables plan with acceptance criteria |

# **Deliverables Summary**

We will produce the twelve deliverables specified by the RFP, with clear acceptance criteria and QA sign-offs: (1) Linkage Document—bridging prior national surveys and village analyses with current objectives; (2) Stakeholder & Governance Analysis—stakeholder maps (internal/external), governance baseline for each village within its Emirate, and interaction model with key actors; (3) Related Initiatives Register—comprehensive inventory of government and non-government initiatives relevant to the selected villages; (4) Design Framework—conceptual design for impactful solutions aligned to non-profit sector targets, including initial initiatives register; (5) National Strategy Framework—framework for non-profit rural development and alignment pathways to national policies; (6) Strategic Maps—village-level strategic maps with objectives and interdependencies; (7) Initiatives and Projects Portfolio—prioritized initiatives for each strategic pillar, with project-level charters; (8) Business Model(s)—village-level business model canvases and detailed model for selected strategy; (9) Operating Model(s)—process model, organization structure, RACI, and performance routines; (10) Social Innovation Lab—design, operating model, and implemented digital platform; (11) NPO Establishment Options—legal/organizational options, operational and funding structures, local champions identification, and self-revenue pathways; (12) Partnership Framework—mapped partners across government, private, and non-profit sectors with role definitions and engagement plans. Each deliverable will include bilingual executive summaries, technical details, data sources, and assumptions. Acceptance will require adherence to structure, evidence backing, stakeholder validation, alignment to KPIs and strategy maps, and QA approvals. We will maintain a deliverables register with status, owners, dependencies, and sign-offs, and all source files will be handed over at closure with the configuration and administration guides for the Lab and dashboards.

- Twelve deliverables aligned to the RFP with explicit acceptance criteria

- Bilingual executive summaries and technical bodies

- Traceable evidence and assumptions registry

- Prioritization logic and feasibility where applicable

- Handover of editable sources and platform configurations

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| **Deliverable No.** | **Title** | **Acceptance Criteria (Excerpt)** |
| D1 | Linkage of prior activities | Alignment to objectives; transparent mapping; citations |
| D2 | Stakeholder & governance analysis | Complete maps; governance baseline; validation |
| D3 | Related initiatives register | Comprehensiveness; categorization; data sources |
| D4 | Design framework | Methodology clarity; initial initiatives register |
| D5–D9 | Strategy, maps, initiatives, business & operating models | Completeness; KPIs; feasibility; governance |
| D10 | Social Innovation Lab | Process handbook; platform configured; UAT passed |
| D11 | NPO establishment options | Legal and operating clarity; funding paths |
| D12 | Partnership framework | Partner roles; engagement plan; MoU templates |

# **Assumptions**

Our plan and pricing are based on the following assumptions: (1) Access and Data—NCNP will facilitate access to prior studies, data sources, and key stakeholders in ministries, local authorities, private sector, and non-profits; (2) Decision and Approvals—NCNP will nominate a project owner and steering committee for timely decisions, with a standard turnaround of 5 business days for document reviews unless otherwise agreed; (3) Workshops and Travel—NCNP will support scheduling and on-site logistics for workshops and field visits across the three regions; travel within the Kingdom is anticipated and factored into the plan; (4) Technology—NCNP will confirm preferred hosting and collaboration platforms; licenses for client-preferred analytics tools will be provided by the client where required; (5) Scope—deliverables are as listed in the RFP; new scope items will be processed via formal change control, with cost and schedule implications agreed prior to execution; (6) Language—Arabic is the primary language for deliverables; English versions will be provided as secondary; all official communications can be bilingual; (7) Security and Privacy—NCNP will provide access to secure environments for data processing; our team will comply with all security protocols and NDAs; (8) Subcontracting—if specialized support is needed (e.g., translation surge), it will remain within RFP limits (<30%), with NCNP pre-approval; (9) Acceptance—each milestone will have acceptance criteria agreed at mobilization; acceptance implies eligibility for the associated milestone invoice; (10) Staffing Stability—we will maintain core roles for continuity; any changes will be proposed for NCNP approval with overlap and knowledge transfer; (11) Local Content—where procurement is required, we will apply local content preference per RFP rules, assuming market availability. Should any assumption change materially, we will promptly notify NCNP and propose a managed adjustment via change control to preserve scope, quality, and schedule.

- Client-facilitated stakeholder access and timely approvals

- Workshops and field logistics supported by NCNP

- Client-preferred hosting and analytics confirmed at mobilization

- Strict change control for scope variations

- Security, privacy, and local content preferences applied

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| **Assumption** | **Implication** | **Validation Point** |
| Data access to prior studies | Accelerated diagnostics | Kick-off checklist |
| Steering committee availability | Timely decisions and alignment | Governance plan |
| Hosting preference confirmed | Platform configuration and UAT | Architecture workshop |
| Arabic as primary language | Bilingual deliverables with Arabic primary | QA checklist |
| Change control | Managed scope/schedule/cost | Change log approvals |

# **Pricing Approach (Summary)**

We propose a fixed-price, milestone-based commercial model aligned to the two-phase plan and the twelve deliverables, inclusive of all taxes and duties per Saudi regulations. Pricing will reflect: (1) Phase Allocation—20% of total contract value assigned to Phase 1 (D1–D4 acceptance), and 80% to Phase 2 (D5–D12 acceptance); (2) Work Breakdown—labor (consulting effort), travel and workshops (in-Kingdom), platform configuration (Social Innovation Lab), analytics/dashboard configuration, and administrative costs; (3) Payment Milestones—linked to acceptance of defined deliverables (e.g., 20% upon Phase 1 gate; then structured releases across D5–D12 with proportional allocation); (4) Change Control—any new scope beyond RFP or material changes to assumptions will be estimated and submitted for approval prior to execution; (5) Taxes—VAT and applicable taxes included; invoices will be issued in SAR; (6) Guarantees—bid bond of 1% and performance bond of 5% will be provided in accordance with RFP; (7) Discounts—applied for consolidated scheduling and NCNP-provided facilities; (8) Local Content—priority to national vendors for any in-scope procurement (e.g., incidental services), applying the RFP's price preference guidance. A detailed pricing sheet will accompany the financial envelope, mapping WBS items to effort and costs. The Social Innovation Lab's digital platform is assumed to be configured using client-approved collaboration and analytics tools; any additional third-party licenses, if required, will either be supplied by NCNP or treated as pass-through at cost (subject to prior approval). Our price includes training, UAT support, and documentation for dashboards and platform administration. Should NCNP request post-implementation support, we can provide optional time-and-materials extensions at agreed rates. All milestone invoices will be submitted with acceptance certificates and QA checklists. We commit to cost transparency and will maintain a cost ledger aligning effort to deliverables without requesting price adjustments unless scope changes are formally approved.

- Fixed price with milestone-linked payments in SAR, inclusive of taxes

- 20% Phase 1 and 80% Phase 2 allocation

- Clear WBS mapping to deliverables and effort

- Change control for out-of-scope requests

- Bid and performance guarantees per RFP

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| **Milestone** | **Deliverables** | **Share of Contract Value** |
| Phase 1 Gate | D1–D4 accepted | 20% |
| Strategy Framework | D5 & D6 accepted | 15% |
| Portfolio & KPIs | D7 accepted; KPI UAT | 15% |
| Operating & Financial Models | D8 & D9 accepted | 15% |
| Innovation Lab | D10 beta accepted | 15% |
| Entities & Partnerships | D11 & D12 accepted | 20% |

# **Why Impetus Strategy**

Impetus Strategy is uniquely positioned to deliver NCNP's rural development strategy: we combine deep Saudi execution experience, a portfolio of relevant socio-economic and non-profit sector programs, and a methodology that prioritizes measurable impact and implementation readiness. Our presence in Riyadh, Jeddah, and Makkah ensures continuous on-the-ground engagement with stakeholders across the three regions, and our bilingual team integrates local insight with international best practices. We bring a proven diagnostics-to-design pipeline—linking evidence-based analysis to theory of change, strategic maps, KPIs, and a robust initiatives portfolio—coupled with operating and financial models that make strategies implementable. Our Social Innovation Lab blueprint institutionalizes continuous problem-solving with a secure digital platform to source, curate, and accelerate solutions from communities and partners. We are disciplined in quality, risk, and governance: stage-gated QA, RAID management, and PMO cadences that keep scope, schedule, and quality in control. Our approach is collaborative and transparent, with co-design workshops, clear acceptance criteria, and traceable decisions. We strictly adhere to Saudi procurement rules, content preference, confidentiality, and IP assignment. We design for sustainability—training NCNP teams, handing over editable sources, and delivering simple administration guides so the capability remains within NCNP. Our record demonstrates delivery at scale in KSA—large surveys, rural needs studies, volunteer enablement, social investment strategies, non-profit strategy builds, and experience measurement frameworks—translating complex ecosystems into practical roadmaps with KPIs and governance. Selecting Impetus Strategy means choosing a partner committed to Vision 2030 outcomes, to elevating the non-profit sector's contribution, and to empowering communities in rural areas with actionable, measurable, and sustainable development paths. We will deliver not just documents, but an operational capability—governance, dashboards, and an innovation lab—that accelerates results from day one and sustains them beyond project close-out.

- Saudi delivery footprint with bilingual, on-the-ground execution

- End-to-end method from diagnostics to operating and financial models

- Institutionalized innovation via a Social Innovation Lab and platform

- Strong QA, PMO discipline, and risk management

- Proven results in KSA public and third sector programs

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| **Differentiator** | **What It Means for NCNP** | **Evidence** |
| Local Presence | Faster engagement and context accuracy | Operations in Riyadh, Jeddah, Makkah |
| Impact-first Method | Measurable, implementable strategies | Prior KSA programs with KPIs and charters |
| Innovation Capability | Pipeline of community-driven solutions | Lab blueprint with digital platform design |
| Governance & QA | On-time, quality outcomes | Stage-gates, RAID, UAT, bilingual QA |
| Sustainability | NCNP ownership post-handover | Editable sources, training, admin guides |