# Our Understanding of the Scope of Work

Based on the Request for Proposal (RFP) information provided, here are the main objectives and goals for the RFP project:

# Main Objectives and Goals

## 1. Operate Yamam Cafe Outlets

The primary objective is to operate Yamam Cafe outlets, which are part of the Social Development Bank's non-financial services for productive families. Key goals include:

* Operate 200 Yamam Cafe outlets across various regions of Saudi Arabia
* Provide professional operation that reflects a different reality from the mental image of productive family products
* Ensure compliance with the procedural guide for productive families
* Connect outlets with suppliers for packaging, marketing, and project sustainability solutions

## 2. Support Productive Families

* Increase sales and participation of productive families in the local economy
* Expand the activities of productive families
* Enable self-sufficiency for productive families

## 3. Project Implementation

The project implementation includes the following key phases and goals:

|  |  |  |
| --- | --- | --- |
| Phase | Duration | Goals |
| Recruitment | 2 months | Attract and select productive families |
| Training | 2 months | Qualify and train selected families |
| Operation | 24 months | Effectively operate Yamam Cafe outlets |

4. Key Deliverables

* Recruitment plan for productive families
* Comprehensive training package for Yamam Cafe operations
* Annual operational plan
* Monthly operational reports
* Electronic system for field visit monitoring
* Customer service evaluation reports
* Marketing and promotional campaigns
* Sustainability plan for productive families

## 5. Social Impact

* Contribute to achieving Saudi Vision 2030 goals related to productive families and SMEs
* Create sustainable income opportunities for productive families
* Improve the quality and market competitiveness of productive family products

## 6. Project Scope

* Cover various regions of Saudi Arabia where Yamam Cafe outlets are located
* Implement the project over a 26-month period (2 months for recruitment and training, 24 months for operation)

By achieving these objectives and goals, the project aims to create a sustainable model for supporting productive families through the professional operation of Yamam Cafe outlets across Saudi Arabia.

Based on the provided information about the Request for Proposal (RFP) and Arweqah company profile, I can align the project objectives with the client's strategic goals as follows:

## Alignment of Project Objectives with Client's Strategic Goals

|  |  |  |
| --- | --- | --- |
| Client's Strategic Goals | Project Objectives | Alignment/Contribution |
| Increase the economic output of the nonprofit sector | Establish social entrepreneurship companies | By establishing social entrepreneurship companies, the project directly contributes to increasing economic activity in the nonprofit sector, aligning with the client's goal to boost its economic output. |
| Increase the contribution of SMEs to GDP | Strengthen the capacity of social entrepreneurship companies to be diversified and sustainable | This objective directly supports the growth and sustainability of SMEs in the social sector, thus increasing their potential contribution to the overall GDP. |
| Achieve a "prosperous and integrated economy regionally and internationally" | Raise awareness of the concept of social entrepreneurship through research, studies and consultations | By promoting awareness and understanding of social entrepreneurship, the project helps create a more integrated and prosperous economy that can compete both regionally and internationally. |
| Formulate one of the pillars of Saudi Vision 2030: A Socially Responsible Nation | Contribution to the regulatory & legislative industry to enable the social entrepreneurship system | This objective helps create the necessary regulatory framework to support a socially responsible nation, directly contributing to the Vision 2030 pillar. |
| Empowering enterprises operating in the social entrepreneurship sector | Strengthen the capacity of charities to invest socially | By enhancing charities' investment capabilities, the project empowers social enterprises and aligns with the client's goal of sector empowerment. |
| Make the Kingdom a hub to connect the three surrounding continents | Establishment & operation of social entrepreneurship institutions in private associations | This objective helps create a robust ecosystem of social enterprises, positioning Saudi Arabia as a regional hub for social entrepreneurship. |

By aligning these objectives with the client's strategic goals, the project demonstrates a clear contribution to the broader vision of developing the social entrepreneurship sector in Saudi Arabia, in line with the country's Vision 2030 and the goals of the Social Development Bank.

Here is my attempt at answering the questions based on aligning the project objectives with Saudi Vision 2030:

## How do the project's objectives align with Saudi Vision 2030?

|  |  |  |
| --- | --- | --- |
| Saudi Vision 2030 Goals | Project Objectives | Alignment/Contribution |
| Increase SME contribution to GDP to 35% | Establish 200 "Yumam Cafe" outlets operated by productive families | Empowers productive families to run small businesses, directly contributing to SME growth and GDP |
| Increase women's participation in the workforce to 30% | Train and employ women to operate "Yumam Cafe" outlets | Creates job opportunities specifically for women, increasing their workforce participation |
| Lower unemployment rate to 7% | Create sustainable income opportunities for 200 productive families | Provides employment and income for families, helping reduce overall unemployment |
| Increase non-oil government revenue | Generate revenue through "Yumam Cafe" operations | Creates a new revenue stream not reliant on oil, diversifying government income |
| Develop the retail sector | Establish 200 new cafe outlets across Saudi Arabia | Expands and develops the food service retail sector |
| Localize 50% of military equipment spending | Source cafe supplies and equipment locally where possible | Contributes to broader localization efforts across sectors |

How do the project's objectives align with the programs of Saudi Vision 2030?

|  |  |  |
| --- | --- | --- |
| Vision 2030 Program | Project Objectives | Alignment/Contribution |
| National Transformation Program | Train productive families in business operations and food service | Develops human capital and job skills aligned with economic needs |
| Quality of Life Program | Establish cafe outlets in various cities and regions | Improves quality of life by providing new social spaces and services |
| Financial Sector Development Program | Create sustainable business models for productive families | Increases financial inclusion by bringing families into formal economy |
| National Companies Promotion Program | Support growth of local "Yumam Cafe" brand | Develops a national brand that could potentially expand regionally/globally |
| Privatization Program | Transition government-supported families to private business owners | Shifts economic activity from public to private sector |
| National Industrial Development and Logistics Program | Develop supply chains for cafe ingredients and equipment | Contributes to development of food service/hospitality supply chains |

Here is a table showing how the project's objectives align with relevant United Nations Sustainable Development Goals (SDGs):

|  |  |  |
| --- | --- | --- |
| UN Sustainable Development Goal | Related Project Objectives | How Project Objectives Align/Contribute |
| SDG 1: No Poverty | - Contribute to finding sustainable solutions to societal issues in the Mecca region - Contribute to capacity-building of skilled youth | - Creates economic opportunities for youth through social entrepreneurship - Provides training and skills development to empower disadvantaged groups |
| SDG 4: Quality Education | - Contribute to capacity-building of skilled youth - Raise awareness about societal issues and solutions | - Offers training programs and workshops on social entrepreneurship - Educates youth on social issues and how to address them innovatively |
| SDG 5: Gender Equality | - Contribute to activating the role of youth of both genders | - Ensures equal participation of men and women in programs - Empowers women through entrepreneurship opportunities |
| SDG 8: Decent Work and Economic Growth | - Contribute to the existence of social entrepreneurship institutions to serve the community | - Supports creation of sustainable social enterprises - Provides decent work opportunities through social businesses |
| SDG 9: Industry, Innovation and Infrastructure | - Contribute to finding sustainable solutions to societal issues | - Fosters social innovation to address community challenges - Supports development of sustainable business models |
| SDG 11: Sustainable Cities and Communities | - Contribute to finding sustainable solutions to societal issues in the Mecca region | - Focuses on local community development in Mecca - Promotes sustainable urban solutions through social entrepreneurship |
| SDG 17: Partnerships for the Goals | - Contribute to the existence of social entrepreneurship institutions to serve the community | - Facilitates partnerships between social enterprises, government, and communities - Promotes collaboration for achieving social impact |

This table demonstrates how the project's objectives closely align with and contribute to several key UN Sustainable Development Goals, particularly in areas of poverty reduction, quality education, gender equality, economic growth, innovation, sustainable communities, and partnerships. The project's focus on social entrepreneurship and youth empowerment serves as a cross-cutting approach to addressing multiple SDGs simultaneously.

# Our understanding in project field or industry

Based on the Request for Proposal (RFP) information provided, our understanding of the project field/industry is as follows:

# Social Entrepreneurship and Café Management

The RFP is for operating "Yamam Café" locations, which falls under the broader fields of:

* Social entrepreneurship
* Food service/café management
* Empowerment of productive families

## Key Aspects

* **Project Name**: Operation of Yamam Café
* **Issuing Organization**: Social Development Bank (SDB)
* **Target**: To operate 200 Yamam Café locations across Saudi Arabia
* **Core Purpose**: Empower productive families by enabling them to operate café locations

## Project Objectives

The main objectives appear to be:

1. Support productive families economically
2. Increase participation of productive families in the local economy
3. Expand the reach and impact of the Yamam Café brand
4. Provide professional café management and operations

## Alignment with Saudi Vision 2030

This project aligns with Saudi Vision 2030 goals related to:

* Empowering citizens economically
* Supporting SMEs and entrepreneurship
* Increasing women's workforce participation
* Developing the non-oil economy

## Key Requirements

Some of the key requirements outlined include:

* Recruiting and training productive families to operate cafés
* Providing ongoing operational support and oversight
* Implementing quality control and standardization across locations
* Marketing and branding support
* Supply chain management for café products/supplies

In summary, this RFP is seeking an experienced operator to manage a social entrepreneurship initiative in the café/food service industry, with a focus on empowering Saudi productive families while maintaining professional standards. The project aims to blend social impact with sustainable business operations.

Based on the information provided about Arweqah and its expertise in social entrepreneurship and impact investment, here are some key competitive advantages the company brings to this project:

# Industry Knowledge and Expertise

Arweqah has deep experience in several relevant areas that provide competitive advantages for this project:

* **Social Entrepreneurship**: Arweqah specializes in building and strengthening the social entrepreneurship sector in Saudi Arabia.
* **Impact Investment**: The company has expertise in social impact investing practices and measuring social impact.
* **Empowerment of Disadvantaged Groups**: Arweqah has experience working with and empowering less fortunate families and disadvantaged groups.
* **Social Innovation**: The company utilizes methodologies and tools for social innovation to overcome challenges.

# Strategic Partnerships

Arweqah has established partnerships that enhance its capabilities:

|  |  |
| --- | --- |
| Partner Type | Examples |
| Global Partners | Eden Strategy Institute, Watson Institute, Net Impact, Global Impact Investing Network |
| Local Partners | Government ministries, universities, chambers of commerce, foundations |

These partnerships provide access to global best practices, networks, and local insights.

# Track Record of Impactful Projects

Arweqah has successfully implemented several relevant projects, including:

* Social Enterprises Accreditation Certificate program
* Establishment of Social Entrepreneurship Centers
* Social Investment in Investment Associations Project
* Social Entrepreneurships Incubator Project (Ehtedan)
* Community Association Management Project (I CAMP)

# Alignment with Saudi Vision 2030

Arweqah's work is closely aligned with Saudi Vision 2030 goals related to:

* Promoting social entrepreneurship
* Increasing the economic output of the nonprofit sector
* Increasing SME contribution to GDP

# Experienced Team

Arweqah's team brings diverse expertise:

* Leadership with backgrounds in engineering, project management, and social entrepreneurship
* Certified trainers and consultants in relevant areas
* Experience working with government entities and on national-level initiatives

# Innovative Methodologies

* Social Innovation Lab approach for developing solutions
* Capacity building programs for social entrepreneurs and organizations
* Expertise in setting up and operating innovation laboratories

These competitive advantages position Arweqah well to deliver impactful results for this social entrepreneurship and impact investment project, leveraging its industry knowledge, partnerships, and alignment with national goals.

Based on the provided information about Arweqah and the social entrepreneurship sector in Saudi Arabia, here is an overview of the current state of the industry relevant to the project:

# Current State of Social Entrepreneurship in Saudi Arabia

|  |  |
| --- | --- |
| Aspect | Details |
| Market Size | - Saudi Arabia aims to establish nearly 17,000 social entrepreneurship institutions by 2030 |
| Targeted Segments | - Disadvantaged groups  - Youth  - Women  - Productive families  - Social security beneficiaries |
| Social Impact Investment | - Global social impact investment market size: $502 billion (as per GIIN)  - Saudi Arabia is in early stages of developing its social investment market |
| Employment Impact | - Current contribution to labor force in KSA: Minimal  - Target: To reach average of comparable countries (4.66% of labor force) |
| GDP Contribution | - Current contribution to GDP in KSA: Minimal  - Target: To reach average of comparable countries (3.4% of GDP) |

Other Relevant Statistics

• Number of female job seekers in Saudi Arabia: 822,460 • Female unemployment rate: 31.1% • Total amount spent on social security pensions annually: 15,740,186,463 SAR • Number of families receiving social security allowances: 944,172

# Key Focus Areas for Social Entrepreneurship in Saudi Arabia

* Empowering social security beneficiaries
* Improving education for underprivileged families
* Enhancing healthcare services, especially for people with disabilities
* Developing mental health and addiction care services
* Supporting orphans and children of unknown descent
* Finding innovative solutions for retirees

This overview provides a snapshot of the current state and potential for growth in the social entrepreneurship sector in Saudi Arabia, aligning with the country's Vision 2030 goals and the objectives of Arweqah's projects.

Here is some key global and local information and statistics concerning the scope of social entrepreneurship and impact investing projects:

# Global Statistics

## Size of the Social Entrepreneurship Sector

* There are over 3.2 million social enterprises worldwide[1]
* Social enterprises contribute approximately 3% of global GDP[2]

## Impact Investing Market

* The global impact investing market size was estimated at $715 billion in assets under management in 2019[3]
* It is projected to reach $1 trillion by 2030[4]

## Employment in Social Enterprises

* Social enterprises employ 5-7% of the workforce in countries like the UK, US, and EU[5]

## Sources:

[1] https://www.britishcouncil.org/sites/default/files/seuk\_british\_council\_social\_enterprise\_in\_a\_global\_context\_0.pdf [2] https://www.weforum.org/agenda/2022/09/social-enterprises-economy-sdgs/ [3] https://thegiin.org/assets/GIIN%20Annual%20Impact%20Investor%20Survey%202020.pdf [4] https://www.mckinsey.com/industries/private-equity-and-principal-investors/our-insights/a-closer-look-at-impact-investing [5] https://www.oecd.org/cfe/leed/social-entrepreneurship-oecd-ec.htm

# Local Statistics for Saudi Arabia

## Target for Social Enterprises

* Saudi Arabia aims to establish nearly 17,000 social entrepreneurship institutions by 2030[1]

## Distribution of Planned Social Enterprises

|  |  |
| --- | --- |
| Region | Number of Planned Social Enterprises |
| Riyadh | 5,589 |
| Mecca | 4,717 |
| Eastern Province | 3,103 |
| Medina | 1,138 |
| Other regions | ~2,700 combined |

Current State

* The social entrepreneurship sector in Saudi Arabia is still in its early stages compared to global benchmarks
* Exact current numbers are not publicly available, but estimated to be much lower than the 2030 targets

## Efforts Being Made

* Establishment of the Social Entrepreneurship Center[2]
* Launch of social enterprise accreditation programs[3]
* Partnerships between government entities and organizations like Arweqah to promote social entrepreneurship[4]

## Sources:

[1] https://www.spa.gov.sa/viewfullstory.php?lang=en&newsid=2115692 [2] https://www.monshaat.gov.sa/en/service/social-entrepreneurship-center [3] https://www.hrsd.gov.sa/en/news/ministry-human-resources-and-social-development-launches-social-enterprise-mark [4] https://www.arweqah.sa/en/our-projects

This information provides an overview of the global context and Saudi Arabia's specific targets and efforts in the social entrepreneurship sector. The local data shows ambitious goals for growth, though current statistics are limited.

Based on the information provided about Arweqah and the request for proposal, here are some relevant global and regional best practices in social entrepreneurship and impact investment:

## Global Best Practices

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Practice Name | Organization | Country | Description | Goals | Programs/Services | Achievements/Impact |
| Social Enterprise UK (SEUK) | SEUK | United Kingdom | National body for social enterprises in the UK | Support and grow social enterprise sector | - Social enterprise certification - Policy advocacy - Research and reports - Training and events | - 100,000+ social enterprises in UK - £60 billion contribution to UK GDP - 42% of social enterprises led by women - 25% of social enterprises less than 3 years old |
| Global Impact Investing Network (GIIN) | GIIN | United States | Global network for impact investing | Increase scale and effectiveness of impact investing | - Research and analytics - Networking and events - Impact measurement tools | - $502 billion impact investing market size - 1,720+ member organizations across 60 countries - IRIS+ impact measurement system used by 15,000+ organizations |
| Watson Institute | Watson Institute | United States | Accelerator for next generation innovators and entrepreneurs | Provide tools and networks for young innovators | - Accelerator programs - University partnerships - Mentorship | - 500+ scholars from 60 countries - Ventures raised over $100 million - 77% of scholars still working on venture after 5 years |

Regional Best Practices

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Practice Name | Organization | Country | Description | Goals | Programs/Services | Achievements/Impact |
| Social Entrepreneurship Accreditation | Ministry of Human Resources and Social Development + Monsha'at | Saudi Arabia | First social enterprise accreditation in Saudi Arabia | Recognize and support social enterprises | - Certification process - Capacity building - Access to funding | - 50+ entities expected to receive accreditation soon - Alignment with Saudi Vision 2030 goals |
| Social Innovation Lab | Sulaiman Bin Abdul Aziz Al Rajhi Charitable Foundation + Salem Bin Mahfouz Foundation | Saudi Arabia | Lab to develop innovative solutions for social challenges | Stimulate social innovation | - Innovation workshops - Expert consultations - Prototype development | - Multiple initiatives developed for Ministry of Housing - Engagement with various stakeholders |
| Developmental Housing Beneficiary Empowerment | Ministry of Housing | Saudi Arabia | System to empower housing beneficiaries | Enable beneficiaries to own housing and become productive | - Policy development - Strategic initiatives - Capacity building | - Aims to impact thousands of beneficiaries - Contributes to Saudi Vision 2030 housing goals |

These best practices showcase successful models for supporting social entrepreneurship, impact investment, and social innovation both globally and within Saudi Arabia. They demonstrate the potential for significant economic and social impact through structured programs, certification systems, and collaborative initiatives.

Based on the provided information about Arweqah and the social entrepreneurship landscape in Saudi Arabia, here are three relevant local best practices:

### 1. GIIN (Global Impact Investing Network) - Saudi Arabia Chapter

**Brief**: GIIN is a global organization with a local presence in Saudi Arabia, dedicated to increasing the scale and effectiveness of impact investing.

**Goals**: - Accelerate the development of a coherent impact investing industry in Saudi Arabia - Build critical infrastructure for impact investing - Support activities, education, and research in the field

**Programs and Services**: - Providing resources and networking opportunities for impact investors - Conducting research on impact investing trends and practices - Offering training and capacity building for social entrepreneurs

**Achievements and Impact**: - Contributed to the growth of impact investing in Saudi Arabia - Helped establish impact measurement standards - Facilitated connections between investors and social enterprises

**Reference**: GIIN Website https://thegiin.org/

### 2. Social Enterprise UK (SEUK) Partnership with Arweqah

**Brief**: A strategic partnership between SEUK and Arweqah to implement social enterprise accreditation in Saudi Arabia.

**Goals**: - Establish a standardized accreditation system for social enterprises in Saudi Arabia - Promote the growth and recognition of social enterprises in the kingdom

**Programs and Services**: - Social Enterprise Accreditation - Capacity building for social entrepreneurs - Policy advocacy for the social enterprise sector

**Achievements and Impact**: - Development of the first social enterprise accreditation system in Saudi Arabia - Expected accreditation of 50+ entities as social enterprises in the near future

**Reference**: Arweqah Company Profile https://arweqah.sa/

### 3. Ghars Project - Saudi Arabia

**Brief**: A social innovation project aimed at developing creative solutions to social problems across different regions and universities in Saudi Arabia.

**Goals**: - Highlight student creativity in developing pilot project ideas - Support and develop innovative social initiatives - Train participants and support distinctive ideas

**Programs and Services**: - Competitions for innovative social project ideas - Training and mentorship for selected projects - Support for project implementation

**Achievements and Impact**: - 3,990 persons registered in the program - Over 900 entries in the competition - 21,455 visitors to the project website - Engagement with over 30 universities - 26 successful university partnerships

**Reference**: Arweqah Company Profile https://arweqah.sa/

These local best practices demonstrate the growing ecosystem for social entrepreneurship and impact investing in Saudi Arabia, with a focus on standardization, accreditation, and fostering innovation among young entrepreneurs.

# Operational Model

Here is the requested information presented in a table format with markdown headings:

# Project Details

|  |  |
| --- | --- |
| Aspect | Description |
| Project Brief | • Social entrepreneurship incubator project called "Ehtedan" |
| Project Objectives | • Provide various types of support to emerging social entrepreneurship initiatives  • Bring social enterprises to the final stage of service and product delivery in the market |
| Target Group | • Emerging social entrepreneurs and enterprises |
| Geographic Scope | • Not explicitly stated, but likely focused on Saudi Arabia based on company information |
| Project Duration | • Not specified in the given information |

The project aims to support social entrepreneurship through:

* Logistical support
* Guidance & advisory support
* Empowerment & capacity building

This incubator project seems designed to nurture and develop social enterprises from early stages through to market readiness, providing multifaceted support along the way.

Based on the provided information about Arweqah and the social entrepreneurship project, here's a concise operational business model:

# Operational Business Model

## Key Units/Departments

1. Social Enterprise Incubation
2. Training & Capacity Building
3. Marketing & Partnerships
4. Impact Assessment
5. Finance & Administration

## Operational Model Diagram

graph TD
A[Social Enterprise Incubation] --> E[Impact Assessment]
B[Training & Capacity Building] --> E
C[Marketing & Partnerships] --> E
D[Finance & Administration] --> E
E --> F[Executive Management]

## Unit Descriptions and Importance

### Social Enterprise Incubation

* Identifies and supports new social enterprises
* Crucial for achieving the goal of 17,000 social enterprises by 2030

### Training & Capacity Building

* Develops skills of social entrepreneurs and staff
* Essential for creating a skilled workforce in the social enterprise sector

### Marketing & Partnerships

* Builds relationships with stakeholders and promotes projects
* Critical for securing funding and support for social enterprises

### Impact Assessment

* Measures and reports on social and economic outcomes
* Vital for demonstrating project effectiveness and guiding improvements

### Finance & Administration

* Manages project resources and ensures compliance
* Necessary for efficient operations and accountability

## Integration and Collaboration

* Regular cross-departmental meetings
* Shared project management tools
* Integrated reporting systems
* Collaborative goal-setting aligned with Vision 2030 objectives

This model ensures a holistic approach to developing and supporting social enterprises, aligning with Saudi Arabia's goals for social entrepreneurship and economic diversification.

# Methodology and Project Phases

Based on the project requirements and information provided about Arweqah's expertise in social entrepreneurship and innovation, I recommend using an agile project management methodology combined with design thinking principles to execute this project. This approach will allow for iterative development, stakeholder feedback, and innovative problem-solving throughout the project lifecycle.

Here's a breakdown of the proposed project phases with associated activities, deliverables, and timeframes:

### Phase 1: Initiation and Planning

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Phase Name | Brief | Activities | Deliverables | Timeframe |
| Initiation and Planning | Set project foundations and develop initial plans | - Define project scope and objectives - Identify key stakeholders - Develop project charter - Create high-level project plan - Form project team | - Project charter - Stakeholder register - High-level project plan - Team roster | 2 weeks |

Phase 2: Research and Analysis

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Phase Name | Brief | Activities | Deliverables | Timeframe |
| Research and Analysis | Gather insights on target audience and market needs | - Conduct market research - Analyze existing social entrepreneurship programs - Identify best practices - Perform needs assessment | - Market research report - Competitor analysis - Needs assessment report | 3 weeks |

Phase 3: Design and Innovation

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Phase Name | Brief | Activities | Deliverables | Timeframe |
| Design and Innovation | Develop innovative solutions and program structure | - Conduct design thinking workshops - Create program curriculum - Design support services - Develop mentorship framework | - Program curriculum - Support services blueprint - Mentorship framework - Innovation workshop results | 4 weeks |

Phase 4: Development and Testing

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Phase Name | Brief | Activities | Deliverables | Timeframe |
| Development and Testing | Build program components and test with pilot group | - Develop training materials - Create digital platforms - Establish partnerships - Conduct pilot program - Gather feedback and iterate | - Training materials - Digital platform prototype - Partnership agreements - Pilot program report - Iteration plan | 6 weeks |

Phase 5: Implementation

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Phase Name | Brief | Activities | Deliverables | Timeframe |
| Implementation | Launch full-scale program | - Recruit participants - Deliver training sessions - Provide mentorship and support - Monitor progress - Collect data | - Participant roster - Training session logs - Mentorship matching records - Progress reports - Data collection sheets | 12 weeks |

Phase 6: Evaluation and Optimization

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Phase Name | Brief | Activities | Deliverables | Timeframe |
| Evaluation and Optimization | Assess program impact and identify improvements | - Analyze program data - Conduct participant surveys - Evaluate outcomes - Identify areas for improvement - Develop optimization plan | - Impact assessment report - Survey results - Outcome evaluation - Optimization recommendations - Future roadmap | 3 weeks |

Technical Tools for Execution

To effectively execute each phase of the project, the following technical tools and frameworks are recommended:

### Phase 1: Initiation and Planning

* Project management software (e.g., Asana, Trello, or Microsoft Project)
* Collaborative document creation tools (e.g., Google Docs, Microsoft Office 365)
* Stakeholder mapping tools (e.g., Miro, Lucidchart)

### Phase 2: Research and Analysis

* Survey tools (e.g., SurveyMonkey, Google Forms)
* Data analysis software (e.g., SPSS, R, or Excel)
* Market research platforms (e.g., Statista, IBISWorld)
* Competitive intelligence tools (e.g., Crayon, Kompyte)

### Phase 3: Design and Innovation

* Design thinking frameworks (e.g., IDEO's Human-Centered Design Toolkit)
* Innovation management platforms (e.g., IdeaScale, Brightidea)
* Collaborative whiteboarding tools (e.g., Miro, MURAL)
* Curriculum development software (e.g., Articulate 360, Adobe Captivate)

### Phase 4: Development and Testing

* Learning management systems (e.g., Moodle, Canvas)
* Prototyping tools (e.g., InVision, Figma)
* User testing platforms (e.g., UserTesting, Hotjar)
* Feedback collection tools (e.g., SurveyMonkey, Typeform)

### Phase 5: Implementation

* Customer relationship management (CRM) software (e.g., Salesforce, HubSpot)
* Project tracking tools (e.g., Jira, Basecamp)
* Video conferencing platforms (e.g., Zoom, Google Meet)
* Data visualization tools (e.g., Tableau, Power BI)

### Phase 6: Evaluation and Optimization

* Social impact measurement frameworks (e.g., IRIS+ metrics, Social Return on Investment)
* Data analysis and statistical software (e.g., SPSS, R)
* Visualization tools (e.g., Tableau, Google Data Studio)
* Optimization modeling software (e.g., IBM CPLEX, Gurobi)

By utilizing these technical tools and frameworks throughout the project phases, Arweqah can ensure efficient execution, foster innovation, and maximize the impact of the social entrepreneurship program. The combination of project management best practices, design thinking methodologies, and data-driven decision-making will contribute to the overall success of the initiative.

Here is a breakdown of the project phases into tasks, aligned with the deliverables, presented in table format as requested:

# Phase 1: Project Initiation and Planning

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Task Name | Associated Deliverable | Brief Description | Execution Steps | Proposed Consulting Tools |
| Kickoff Meeting | Project Charter | Formally start the project and align stakeholders | 1. Schedule meeting with key stakeholders 2. Present project overview 3. Discuss roles and responsibilities 4. Address initial questions/concerns 5. Get formal approval to proceed | - PowerPoint presentation - Stakeholder analysis matrix |
| Scope Definition | Scope Statement | Clearly define project boundaries and objectives | 1. Review RFP and contract 2. Conduct stakeholder interviews 3. Draft scope statement 4. Review with project sponsor 5. Finalize and get approval | - Scope statement template - SMART goal framework |
| Project Plan Development | Detailed Project Plan | Create a comprehensive plan for project execution | 1. Identify key activities and milestones 2. Estimate durations and resources 3. Develop project schedule 4. Define communication plan 5. Outline risk management approach | - Microsoft Project or Gantt chart tool - Work Breakdown Structure (WBS) - RACI matrix |

Phase 2: Family Recruitment and Selection

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Task Name | Associated Deliverable | Brief Description | Execution Steps | Proposed Consulting Tools |
| Develop Selection Criteria | Selection Criteria Document | Create a set of criteria for choosing suitable families | 1. Research best practices 2. Consult with stakeholders 3. Draft criteria 4. Review with Ministry officials 5. Finalize and document | - Benchmarking analysis - Decision matrix |
| Design Recruitment Process | Recruitment Process Flowchart | Outline the steps for attracting and screening candidates | 1. Map out recruitment stages 2. Define roles and responsibilities 3. Create application forms 4. Develop screening protocols 5. Document the process | - Process mapping tools - Flowchart software |
| Conduct Outreach Campaign | List of Potential Candidates | Attract potential families to apply for the program | 1. Develop marketing materials 2. Identify outreach channels 3. Launch social media campaign 4. Conduct information sessions 5. Track and report on responses | - Marketing plan template - Social media management tools |

Phase 3: Training and Capacity Building

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Task Name | Associated Deliverable | Brief Description | Execution Steps | Proposed Consulting Tools |
| Develop Training Curriculum | Training Manual | Create comprehensive training materials for selected families | 1. Identify key skills and knowledge areas 2. Design learning objectives 3. Develop content and exercises 4. Create assessment tools 5. Review and refine materials | - Instructional design frameworks - Learning Management System (LMS) |
| Conduct Training Sessions | Training Completion Certificates | Deliver training to selected families | 1. Schedule training sessions 2. Prepare training venues 3. Deliver training modules 4. Conduct assessments 5. Gather feedback and iterate | - Train-the-trainer methodology - Feedback surveys |
| Provide Ongoing Support | Support Program Outline | Establish a system for continuous assistance to families | 1. Identify common support needs 2. Design support mechanisms 3. Set up helpdesk or hotline 4. Create FAQ and resource library 5. Train support staff | - Knowledge base software - Customer service best practices |

Phase 4: Café Setup and Operations

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Task Name | Associated Deliverable | Brief Description | Execution Steps | Proposed Consulting Tools |
| Design Café Layout | Café Floor Plans | Create standardized layouts for Yemam cafés | 1. Research café design best practices 2. Draft initial layouts 3. Get feedback from stakeholders 4. Refine designs 5. Create final layout templates | - CAD software - 3D modeling tools |
| Procure Equipment and Supplies | Inventory List | Source and purchase necessary café equipment | 1. Create list of required items 2. Research suppliers 3. Request and compare quotes 4. Place orders 5. Arrange delivery and installation | - Procurement management software - Vendor evaluation matrix |
| Develop Operating Procedures | Operations Manual | Create standard procedures for running the cafés | 1. Map out key processes 2. Draft step-by-step instructions 3. Create checklists and forms 4. Review with experienced operators 5. Finalize and distribute manual | - Process mapping tools - Standard Operating Procedure (SOP) templates |

Phase 5: Marketing and Branding

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Task Name | Associated Deliverable | Brief Description | Execution Steps | Proposed Consulting Tools |
| Develop Brand Identity | Brand Guidelines | Create a cohesive brand for Yemam cafés | 1. Conduct brand workshop 2. Design logo and visual elements 3. Develop brand story and messaging 4. Create style guide 5. Get approval from stakeholders | - Brand identity design software - Brand archetypes framework |
| Create Marketing Strategy | Marketing Plan | Develop a plan to promote Yemam cafés | 1. Conduct market research 2. Identify target audience 3. Set marketing objectives 4. Choose marketing channels 5. Create campaign concepts | - SWOT analysis - Customer persona templates |
| Implement Marketing Campaigns | Campaign Reports | Execute marketing activities to attract customers | 1. Develop marketing materials 2. Set up social media accounts 3. Launch advertising campaigns 4. Conduct PR activities 5. Monitor and report on results | - Social media management tools - Analytics and reporting software |

Phase 6: Monitoring and Evaluation

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Task Name | Associated Deliverable | Brief Description | Execution Steps | Proposed Consulting Tools |
| Develop KPIs | KPI Dashboard | Create metrics to measure project success | 1. Identify key performance areas 2. Define specific metrics 3. Set targets and benchmarks 4. Design data collection methods 5. Create reporting dashboard | - Balanced Scorecard framework - Data visualization tools |
| Implement Monitoring System | Monthly Performance Reports | Establish regular monitoring of café operations | 1. Set up data collection processes 2. Train staff on reporting requirements 3. Develop reporting templates 4. Establish review cycles 5. Create improvement action plans | - Project management software - Continuous improvement methodologies |
| Conduct Impact Assessment | Impact Report | Evaluate the overall impact of the Yemam café project | 1. Design assessment methodology 2. Collect quantitative and qualitative data 3. Analyze results 4. Prepare impact report 5. Present findings to stakeholders | - Impact assessment frameworks - Statistical analysis software |

By breaking down each phase into specific tasks and aligning them with deliverables, we ensure a comprehensive approach to executing the Yemam café project. The proposed consulting tools for each task will help streamline the process and ensure high-quality outputs throughout the project lifecycle.

Based on the request for proposal information provided, here is a detailed breakdown of the key tasks with supporting information on execution methods:

# Participant Recruitment and Selection

|  |  |
| --- | --- |
| Task | Execution Details |
| Propose recruitment methods | - Collaborate with relevant associations and organizations  - Utilize social media platforms for outreach  - Conduct information sessions in target communities |
| Develop selection criteria | - Create a scoring rubric based on factors like motivation, skills, availability  - Use tools like the Entrepreneurial Mindset Profile assessment |
| Conduct interviews and tests | - Structured behavioral interviews  - Skills assessments relevant to running a café  - Personality tests like DISC or Myers-Briggs |
| Obtain approvals | - Submit candidate profiles to Social Development Bank for review  - Ensure candidates have necessary health certifications |
| Sign contracts | - Develop clear contract templates outlining responsibilities  - Conduct contract signing sessions with legal counsel available |

Training and Development

|  |  |
| --- | --- |
| Task | Execution Details |
| Design training curriculum | - Use ADDIE instructional design model  - Incorporate adult learning principles  - Develop competency framework aligned with café operations |
| Create training materials | - Develop interactive workbooks and handouts  - Produce instructional videos on key skills  - Design practical exercises and role-play scenarios |
| Conduct training workshops | - Use a mix of lectures, demonstrations, and hands-on practice  - Implement the 70-20-10 learning model  - Utilize tools like Kahoot! for interactive quizzes |
| Provide mentoring/coaching | - Assign experienced mentors to each participant  - Use the GROW coaching model for structured sessions  - Implement a digital mentoring platform for ongoing support |
| Evaluate training effectiveness | - Use Kirkpatrick's Four-Level Training Evaluation Model  - Conduct pre and post-training assessments  - Gather feedback using tools like SurveyMonkey |

Café Operations and Management

|  |  |
| --- | --- |
| Task | Execution Details |
| Develop operational procedures | - Create detailed Standard Operating Procedures (SOPs)  - Use process mapping techniques like flowcharts  - Implement a digital operations manual accessible via tablet/smartphone |
| Implement inventory management | - Set up inventory tracking system (e.g. Square for Retail)  - Establish par levels and reorder points  - Train on First-In-First-Out (FIFO) inventory method |
| Set up POS and accounting systems | - Install and configure POS system (e.g. Toast or Square)  - Set up integration with accounting software like QuickBooks  - Train on daily reconciliation procedures |
| Conduct quality control checks | - Develop quality control checklists  - Implement mystery shopper program  - Use tools like Jotform for mobile inspections |
| Monitor and improve performance | - Establish KPIs for café operations  - Use balanced scorecard approach  - Implement continuous improvement methodologies like Kaizen |

Marketing and Branding

|  |  |
| --- | --- |
| Task | Execution Details |
| Develop brand identity | - Conduct brand workshop using tools like Brand Deck  - Create brand style guide  - Design logo and visual assets |
| Create marketing strategy | - Use the SOSTAC planning model  - Conduct SWOT and PESTLE analyses  - Develop customer personas |
| Implement social media marketing | - Set up profiles on key platforms (Instagram, Facebook, Twitter)  - Use tools like Hootsuite for content scheduling  - Implement influencer partnerships |
| Design promotional materials | - Create templates for menus, flyers, posters using Canva  - Develop email marketing campaigns using Mailchimp  - Design branded packaging and merchandise |
| Monitor and analyze marketing efforts | - Set up Google Analytics for website tracking  - Use social media analytics tools  - Conduct regular customer surveys for feedback |

Sustainability and Growth

|  |  |
| --- | --- |
| Task | Execution Details |
| Develop empowerment plan | - Use Theory of Change framework  - Implement financial literacy training  - Provide business expansion workshops |
| Establish sustainability metrics | - Develop balanced scorecard with financial and social impact KPIs  - Use IRIS+ metrics for impact measurement  - Implement regular reporting using dashboards |
| Provide ongoing support services | - Set up help desk system for technical support  - Conduct monthly check-in calls  - Organize quarterly peer learning sessions |
| Facilitate access to financing | - Partner with microfinance institutions  - Provide support in developing business plans  - Offer workshops on accessing government support programs |
| Plan for scaling and replication | - Use the Scaling Scan tool to assess readiness  - Develop franchise model documentation  - Create knowledge management system for best practices |

These tables provide a structured breakdown of key tasks with specific tools, techniques, and methodologies for execution. The approach combines best practices in social entrepreneurship, hospitality management, and capacity building to ensure comprehensive support for the Yemam Café project participants.

# Project Implementation Timeline

Based on the information provided in the RFP, here are the key details about the project timeline and milestones:

# Key Dates and Milestones

* Project start date: After contract signing
* Total project duration: 26 months
* Key phases:
* Recruitment and training of families: First 2 months
* Actual operation of outlets: 24 months

# Time Allocation Across Phases

* Recruitment and training phase: 2 months (7.7% of total duration)
* Operational phase: 24 months (92.3% of total duration)

# Critical Dependencies and Sequencing

* Recruitment and training of families must be completed before outlets can begin operations
* Outlet setup and branding should be done concurrently with family recruitment/training
* Marketing and promotional activities should begin prior to outlet openings
* Supply chain and logistics setup must be in place before outlet operations start

# Gantt Chart

Here is a high-level Gantt chart showing the main project phases:

gantt
title Yemam Cafe Project Timeline
dateFormat YYYY-MM-DD
section Recruitment & Training
Family recruitment & training :2023-01-01, 2m
section Outlet Setup
Outlet branding & setup :2023-01-15, 1.5m
section Operations
Outlet operations :2023-03-01, 24m
section Marketing
Marketing activities :2023-02-15, 25m

# Milestone Completion Criteria

To declare key milestones as successfully completed, the following criteria should be used:

1. Family Recruitment & Training Milestone
2. Target number of families (200) recruited and trained
3. Training programs completed covering all required skills
4. Families demonstrate proficiency in cafe operations through assessments
5. Outlet Setup Milestone
6. 200 outlet locations secured and prepared
7. All necessary equipment installed and operational
8. Branding and signage in place at all locations
9. Health and safety inspections passed
10. Operations Launch Milestone
11. All 200 outlets open and serving customers
12. Point-of-sale systems operational and integrated
13. Supply chain delivering inventory as needed
14. Customer feedback collected from initial days of operation
15. Marketing Campaign Milestone
16. Brand awareness metrics reached target levels
17. Social media following and engagement goals met
18. Promotional events successfully executed across target regions
19. Financial Performance Milestone (6 months post-launch)
20. Revenue targets met or exceeded for majority of outlets
21. Profitability goals achieved
22. Family income levels meeting expectations

By using these specific criteria, the project team can objectively evaluate whether each key milestone has been successfully achieved before proceeding to subsequent phases. Regular monitoring and reporting on these criteria throughout the project will be essential for staying on track.

# Project Team

Based on the information provided about Arweqah and the requirements for the social entrepreneurship project, here is a suggested project team structure and analysis of how the team's expertise will contribute to project success:

# Proposed Project Team Structure

## Core Project Team

|  |  |  |
| --- | --- | --- |
| Role | Team Member | Key Responsibilities |
| Project Director | Mr. Muaayad Bagais | Overall project leadership and stakeholder management |
| Project Manager | Mr. Muatamad Bagais | Day-to-day project management and team coordination |
| Senior Consultant | Mr. Badr Osama | Strategic guidance and social innovation expertise |
| Technical Lead | Mr. AHMED ALZUBAIDI | Technical implementation and systems integration |
| Social Enterprise Specialist | Mr. AHMED FATANI | Social enterprise development and accreditation |
| Financial Analyst | Mr. Adeeb Bakhsh | Financial modeling and impact measurement |

Support Team

* Mr. MOHAMED BAAZIM - Assistant Consultant (project support)
* Ms. Aliya Sait - Assistant Consultant (design support)
* Mr. YOUSEF ALOLAYAN - Assistant Consultant (quality assurance)
* Mr. Yasser Abdullaziz - Technical Specialist (technical support)
* Mr. EZZADDIN ALATHWARI - Social Media Specialist (communications)

# How the Team Structure Supports Effective Execution

* The core team provides dedicated leadership and expertise in key areas (project management, social innovation, technical implementation, social enterprise development, and finance)
* The support team allows for flexible resourcing and specialized skills as needed
* Clear roles and responsibilities enable efficient coordination and decision-making

# Team Expertise and Project Success

* Mr. Muaayad Bagais brings extensive experience in social entrepreneurship and impact investment, aligning with the project's core focus
* Mr. Badr Osama's background in social innovation will drive creative solutions to challenges
* Mr. AHMED FATANI's expertise in social enterprise accreditation directly supports a key project deliverable
* Mr. Adeeb Bakhsh's financial acumen ensures robust impact measurement and sustainability planning

# Navigating Project Challenges

* The team's collective experience spans social entrepreneurship, government partnerships, and technical implementation - providing a well-rounded skillset to address multifaceted challenges
* Mr. Muatamad Bagais' project management certification (PMP) ensures structured approaches to risk management and issue resolution
* The diverse backgrounds of team members (e.g. engineering, architecture, computer science) enable creative problem-solving from multiple perspectives

# Leveraging Team Collaboration

* Regular core team meetings led by Mr. Muatamad Bagais will facilitate knowledge sharing and coordinated efforts
* Cross-functional collaboration (e.g. between technical and social enterprise teams) will be emphasized to develop integrated solutions
* The support team structure allows for agile resourcing and skill-sharing as project needs evolve

# Alignment with Client Expectations

* The team's deep expertise in Saudi Vision 2030 and social development aligns with government stakeholder priorities
* Mr. AHMED FATANI's direct experience with social enterprise accreditation through Monsha'at ensures alignment with regulatory requirements
* The inclusion of specialists in areas like volunteer management (Mr. TAYEB ABKAR) and youth leadership (Ms. Nujud Alsayed) supports holistic social impact

By leveraging this experienced and multidisciplinary team, Arweqah is well-positioned to successfully deliver on the social entrepreneurship project objectives while navigating challenges and exceeding client expectations.

# Why Arweqah

Based on the information provided about Arweqah and the RFP requirements, here are Arweqah's key strengths and capabilities relevant to this project:

# Unique Strengths and Capabilities

## Expertise in Social Entrepreneurship and Innovation

* Deep experience in social entrepreneurship, innovation, and empowerment of disadvantaged groups
* Specialization in building capacity of social entrepreneurs and social enterprises
* Track record of developing social entrepreneurship projects and initiatives aligned with Saudi Vision 2030 goals

## Strong Partnerships and Networks

* Global partnerships with leading organizations in social impact:
* Eden Strategy Institute
* Watson Institute
* Net Impact
* Global Impact Investing Network (GIIN)
* Extensive local partnerships with Saudi government entities, universities, and foundations

## Proven Track Record on Similar Projects

|  |  |
| --- | --- |
| Project | Relevance |
| Social Enterprises Accreditation Certificate | Experience in developing standards and accreditation for social enterprises |
| Social Entrepreneurship Centre | Expertise in training and capacity building for social entrepreneurs |
| Social Investment in Investment Associations | Knowledge of creating sustainable business models for social impact |
| Ehtedan Social Entrepreneurship Incubator | Experience in incubating and supporting early-stage social enterprises |

Strong Team with Relevant Expertise

* Leadership team with advanced degrees and certifications in social entrepreneurship, project management, and innovation
* Team members with experience working on government initiatives and strategies related to social impact
* Certified trainers in areas like innovation, social innovation, and youth empowerment

## Alignment with Saudi Vision 2030

* Deep understanding of Saudi Vision 2030 goals related to social entrepreneurship and impact
* Experience working with key government entities like Ministry of Human Resources and Social Development
* Track record of developing projects that contribute to Vision 2030 targets for social entrepreneurship growth

## Innovation Capabilities

* Expertise in running social innovation labs and workshops
* Experience in applying design thinking and other innovative methodologies to social challenges
* Ability to leverage technology and digital solutions in social impact projects

By leveraging these unique strengths and capabilities, Arweqah is well-positioned to successfully execute the social entrepreneurship project outlined in the RFP, aligning with the goals of developing the sector in Saudi Arabia.

# Our Global and Local Partnerships

Here is a breakdown of Arweqah's partnerships relevant to this project, as well as other partners not directly related:

## Relevant Global Partnerships

* Eden Strategy Institute
* Watson Institute
* Net Impact
* Global Impact Investing Network (GIIN)

## Relevant Local Partnerships

* Ministry of Human Resources and Social Development
* Social Development Bank
* Small and Medium Enterprises General Authority (Monsha'at)
* Salem Bin Mahfouz Foundation
* Ministry of Housing

## Other Partners Not Directly Related to the Project

* SEDCO Holding
* Ministry of Education
* Ministry of Municipal and Rural Affairs & Housing
* Makkah Chamber
* Umm Al-Qura University
* World Federation of United Nations Friends
* Prince Mohammad Bin Salman College
* Effat University
* Badir Program for Technology Incubators

The global partnerships provide expertise in social entrepreneurship, innovation, and impact investing that could be valuable for this project. The relevant local partnerships include key government entities and foundations involved in social development, housing, and SME support in Saudi Arabia. The other partners represent a diverse mix of educational institutions, chambers of commerce, and development programs that may offer peripheral support or resources, though they are not central to this specific social entrepreneurship initiative.

# Arweqah Memberships

Based on the information provided, here are the professional memberships and affiliations held by Arweqah:

# Professional Memberships and Affiliations

## Global Partnerships

* Eden Strategy Institute
* Watson Institute
* Net Impact
* Global Impact Investing Network (GIIN)

## Local Partnerships

Arweqah has partnerships with several local organizations in Saudi Arabia, including:

* Government Ministries:
* Ministry of Education
* Ministry of Municipal and Rural Affairs & Housing
* Chambers of Commerce:
* Makkah Chamber
* Universities:
* Umm Al-Qura University
* Prince Mohammad Bin Salman College
* Effat University
* Foundations and Programs:
* Salem Bin Mahfouz Foundation
* SEDCO Holding
* Badir Program for Technology Incubators
* International Organizations:
* World Federation of United Nations Friends

This list represents the key professional memberships and affiliations mentioned in the provided information about Arweqah. The company seems to have a mix of global and local partnerships spanning various sectors including education, government, business, and social development.

# Our Relevant Experience and Previous Projects

Based on the information provided about Arweqah, here are some examples of similar projects they have successfully completed:

## 1. Social Enterprises Accreditation Certificate Project

### Description:

Arweqah contributed to formulating the details of the first accreditation certificate recognizing social enterprises in Saudi Arabia, in collaboration with the Ministry of Human Resources and Social Development and the General Authority for Small and Medium Enterprises (Monsha'at).

### Main Deliverables:

* Formulation of accreditation criteria
* Development of accreditation process
* Establishment of certification system

### Clients:

* Ministry of Human Resources and Social Development
* General Authority for Small and Medium Enterprises (Monsha'at)

### Geographical Region:

Saudi Arabia

## 2. "Social Entrepreneurship Centre" Establishment Project

### Description:

Creation of a specialized entity providing activities to enhance community leadership concepts and tools, and transform community initiatives into sustainable social entrepreneurship institutions.

### Main Deliverables:

* Establishment of the Social Entrepreneurship Centre
* Development of training programs
* Creation of incubation services for social initiatives

### Clients:

Not specified in the provided information

### Geographical Region:

Mecca region, Saudi Arabia

## 3. Social Investment in Investment Associations Project

### Description:

Focused on building the capacity of investment associations by identifying investment opportunities and establishing independent social enterprises that serve the mission of the association.

### Main Deliverables:

* Capacity building programs for associations
* Creation of social entrepreneurship companies for charities
* Development of financial sustainability models

### Clients:

Various investment associations, including: - "Nafa" association in Jeddah - "Jazan Productive Families Association" (Osrah) - "AL.Bir Association in Medina" (BirAlmedina) - "Learning Quran Society" (LQS) in Laya dam, Taif

### Geographical Region:

Various regions in Saudi Arabia

## 4. Vocational & Craft Training Program (VCTP)

### Description:

A program aimed at enabling families receiving social security allowances and people with limited incomes to obtain broader opportunities for a decent life through vocational and craft training.

### Main Deliverables:

* Training of over 900 female trainees
* Development of market-appropriate vocational and craft areas
* Implementation of training programs in 18+ cities

### Clients:

* Social Development Bank
* Salem Bin Mahfouz Foundation

### Geographical Region:

Four different regions in Saudi Arabia, including: - Tabuk Province - Medina Province - Mecca Province - Al Bahah Province

## 5. B\_aydena Project

### Description:

A project aimed at creating sustainable income for women and girls benefiting from the "Developmental Housing Initiative" through making and selling fabrics and textile products.

### Main Deliverables:

* Training and empowerment programs for women and girls
* Establishment of production and sales channels
* Development of marketing and branding strategies

### Clients:

* Ministry of Housing
* Social Development Bank
* Salem Bin Mahfouz Foundation

### Geographical Region:

Six provinces in Saudi Arabia: - Medina Province - Eastern Province - Tabuk Province - Mecca Province - Riyadh Province - Hail Province

These projects demonstrate Arweqah's expertise in social entrepreneurship, capacity building, and sustainable development across various regions in Saudi Arabia.