



TRUSTED VISION

PROJECT PROPOSAL FOR

DATA MANAGEMENT AND PERSONAL DATA PROTECTION STANDARDS IMPLEMENTATION

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Trademarks

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1.0 Executive Summary of The Client Requirements

The Client requests to have the following services:

- The implementation of the National Data Management and Personal Data Protection Standards (PDPS)

The National Data Management and Personal Data Protection Standards have been developed pursuant to the directive issued by the SADIA under Cabinet Resolution number (292) dating 27/04/1441H which directs the National Data Management Office (NDMO) to develop and implement policies, governance mechanisms, standards and controls for data and artificial intelligence and monitor compliance upon publication.

The standards including the controls and specifications have been defined across 15 Domains presented in the KSA Data Management and Personal Data Protection Framework that span the data lifecycle from creation, storage, movement, usage, till retirement (see Figure 1).

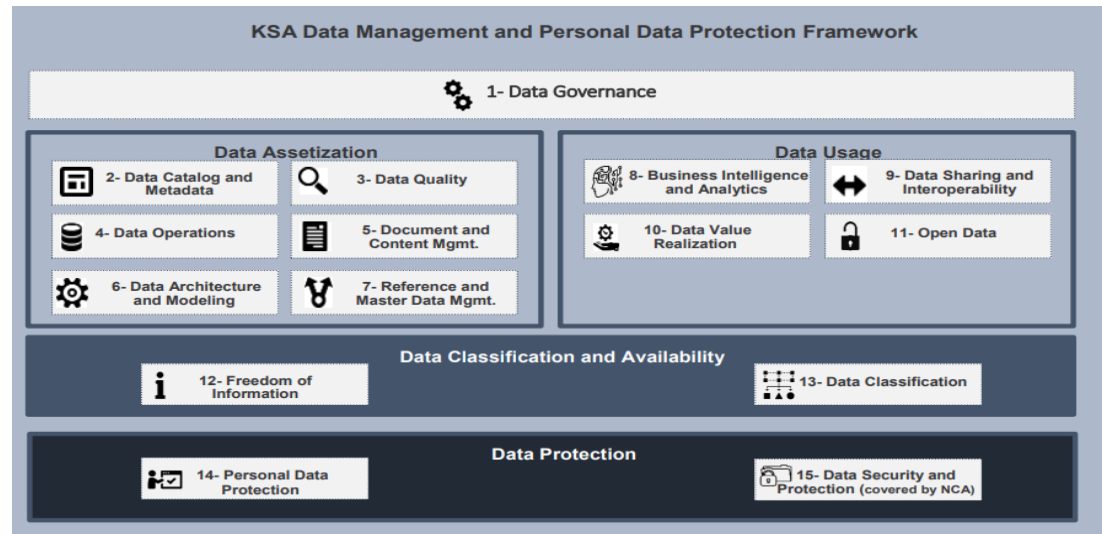


Figure 1: KSA Data Management and Personal Data Protection Framework

We believe that our expertise in conducting similar data management projects positions us among the elite consulting firms in addition to our:

- A balanced mix of international and regional expertise in data consulting-related issues
- Effective project implementation approach to address project requirements in a timely, professional and quality manner
- Extensive knowledge and expertise in implementing and designing solutions based on international standards and best practices
- Best-of-breed data management consulting expertise
- Proven project management and implementation methodologies and approach

We hope our proposed services and approach meet your satisfaction, and we look forward to a mutual business relationship.

2.0 Project Benefits and Values

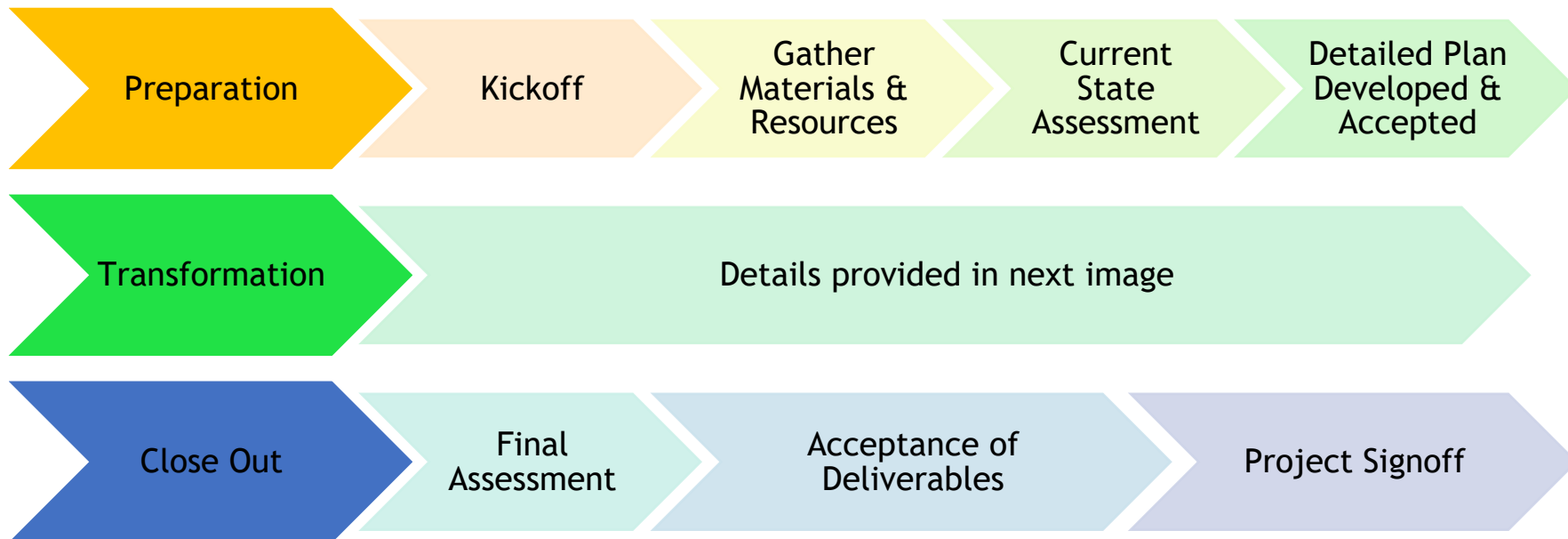
By implementing this project, the expected benefits and values will follow.

- 1- Compliance with NDMO regulations
- 2- Alignment with national and international standards such as National Cybersecurity Authority (NCA) -ECC
- 3- Improved decision-making by ensuring decisions are based on higher-quality data
- 4- Increased customer and interested party satisfaction, due to increased knowledge and insight regarding customer and interested party profile.
- 5- Increased competitive advantage by assuring the integrity, security, value, and availability of data to support business decisions.
- 6- Increased competitiveness through improved customer satisfaction
- 7- Increased public trust through improved data management and transparency.
- 8- Establish a data-driven culture supported by data governance.
- 9- Established a culture of openness and transparency to fast-track the deployment of intelligent solutions enabled by data.
- 10- Reduced risk and costs resulting from data breaches and cybersecurity risks, thereby increasing profits and trust worthiness.



3.0 Project Implementation Methodology and Approach

In order to address the Client requirements, we have structured the project approach into phases as follows:

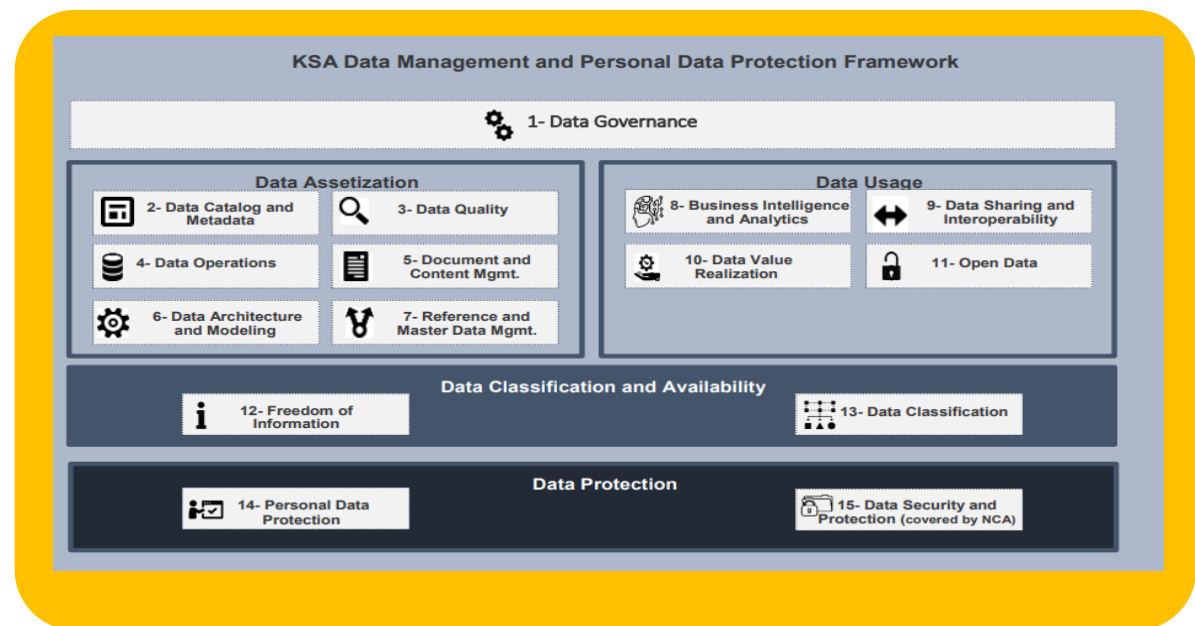


Guidance, Coaching, Mentorship, & Supervision

Organizational Change Management

Project Management

Policies, Procedures & Processes
Plans
Prioritizations
Templates
Strategies & Roadmaps
Reports
Roles & Responsibilities
Etc.



1.1. Baseline Phase

Baseline

This is the first phase of the project, during which the following activities will take place.

No	Trusted Vision Key Activities	Client Key Activities	Key Deliverables
1.	Mobilization of the project team	Nomination of the Client project sponsor, project steering committee, and project manager Obtain Project Sponsor and Executive Management commitment and buy-in towards Data Management Dedicate at least one (1) staff to work with the consultant to achieve the implementation of the project. Adopt the National Data Management and Personal Data Protection Program's Guiding Principles	List of Project team members List of Client team members Record of decision adopting NDM and PDPS Guiding Principles

		Secure the budget for Data Management Initiative from top management	
2.	Prepare for Project Kickoff	Prepare for Project Kickoff Meeting. Invite Stakeholders	Project Kickoff Deck Minutes of meeting
3.	Review Information collected from Client. ○ Policies, Procedures, Processes, Forms, Templates ○ Data Asset registers and Logs ○ Technologies ○ Roles and Responsibilities ○ Roadmaps, Information and Data Management Plans ○ Any related information	Send all required documents and information	Current state assessment
4.	Conduct interviews with the project stakeholders to understand their needs and expectations, stakeholders are including -but not limited to:- ○ Head of Company ○ Risk Management Committee	Coordinate Meetings with all business and IT department heads Coordinate the interviews with all project stakeholders that are identify by the Trusted Vision	

	○ Manufacturing Department ○ Head of IT Department ○ Head of Cybersecurity Department ○ Head of Human Resources ○ Head of Legal ○ Others		
5.	Prepare current state assessment		
6.	Development of the project charter that would elaborate on the project scope, objectives, and project management processes. The project charter will be approved by the company before the project starts.	Review and approve the project charter.	Approved Project Charter Agree on the overall structure of the final deliverables, and inputs required from the company
7.	Prepare for Transformation Launch Meeting Perform Kick-off meeting with all project stakeholders.	Prepare for Launch Meeting. Coordinate NDMO Project Kick-off meeting and ensure all stakeholders attend.	Project Launch Deck Minutes of meeting

8.	Understand all the Data assets and their environment		
9.	NDMO GAP Analysis	Review and approve GAP Analysis	GAP Analysis Report

1.2. Develop Phase

Develop

The Develop phase aims at developing the related data governance artefacts, policies, plans and procedures and the technical controls for all Data assets in the scope.

No	Trusted Vision Key Activities	Client Key Activities	Key Deliverables
1	Recommend the following: - Proper prioritization of the company's information systems based on their business criticality. - Proper prioritization of company's documents to be stored and managed in the company's DMS. - Proper prioritization of company's key processes to be implemented as workflows in DMS.	Review and adopt the following: - prioritization of the company's information systems based on their business criticality. - prioritization of company's documents to be stored and managed in the company's DMS. - prioritization of company's key processes to be implemented as workflows in DMS.	Recommendation contains: - Proper prioritization of the company's information systems based on their business criticality. - Proper prioritization of company's documents to be stored and managed in the company's DMS. - Proper prioritization of company's key processes to be implemented as workflows in DMS
2	Advise on how to establish the Data Management Office in the company	Establish a unit named "Data Management Office" consisting of 1 DPO to supervise the implementation of the NDMO framework.	Established Data Management Office"
3	Advise on how to establish the Data Management Committee in the company.	Establish a Data Management Committee	Established Data Management Committee

4	Conduct: ○ Initial Data Sharing Principles Assessment ○ Initial Data Quality Assessment ○ Initial Data Integration Assessment ○ Initial Personal Data Protection and Impact Assessment ○ Assessment on the possibility to Classify 'Low' impact data as 'Public' instead of 'Confidential'.	Review and Approve: ○ Initial Data Sharing Principles Assessment ○ Initial Data Quality Assessment ○ Initial Data Integration Assessment ○ Initial Personal Data Protection and Impact Assessment	2. Initial Data Sharing Principles Assessment Report 3. Initial Data Quality Assessment Report 4. Initial Data Integration Assessment Report Initial Personal Data Protection and Impact Assessment Report
5	Develop the required description /roles /responsibilities / charter for: ○ Data Management Office ○ Data Management Committee ○ Chief Data Officer Position ○ Data Governance Officer ○ Open Data and Information Access Officer ○ Compliance Officer	Review, approve and appoint the following: ○ Data Management Office ○ Data Management Committee ○ Chief Data Officer Position ○ Data Governance Officer ○ Open Data and Information Access Officer ○ Compliance Officer	Description/ Roles/ Responsibilities / Charter for: ○ Data Management Office ○ Data Management Committee ○ Chief Data Officer Position ○ Data Governance Officer ○ Open Data and Information Access Officer ○ Compliance Officer

	○ Personal Data Protection Officer ○ Business Data Executives ○ Business Data Stewards ○ IT Data Stewards ○ Legal Advisor	○ Personal Data Protection Officer ○ Business Data Executives ○ Business Data Stewards ○ IT Data Stewards ○ Legal Advisor	○ Personal Data Protection Officer ○ Business Data Executives ○ Business Data Stewards ○ IT Data Stewards ○ Legal Advisor
6	Develop the following: ○ Data Management and Personal Data Protection Strategy ○ Data Management and Personal Data Protection Plan with a 3-year implementation roadmap ○ Data Catalog Plan to manage the implementation of the Data Catalog. ○ Target metadata architecture ○ Clear process for the approval of connecting the Data Catalog tool to the Entity's Data Sources. ○ Metadata structure	Review and approve: ○ Data Management and Personal Data Protection Strategy ○ Data Management and Personal Data Protection Plan with a 3-year implementation roadmap ○ Data Catalog Plan ○ Target metadata architecture ○ Clear process for the approval of connecting the Data Catalog tool to the Data Sources. ○ Metadata structure ○ Process for identifying and addressing quality issues with the Metadata.	Documents that contain: ○ Data Management and Personal Data Protection Strategy ○ Data Management and Personal Data Protection Plan with a 3-year implementation roadmap ○ Data Catalog Plan to manage the implementation of the Data Catalog. ○ Target metadata architecture ○ Clear process for the approval of connecting the Data Catalog tool to the Entity's Data Sources. ○ Metadata structure

○ Process for identifying and addressing quality issues with the Metadata. ○ Data Quality Plan ○ Data Operations Plan ○ Storage and retention policy ○ Document and Content Management Policy and Plan ○ Documents and Content Digitization Plan ○ Data Architecture and Modeling Policy and Plan ○ Company's "baseline" current state Data Architecture ○ Target Data Integration Architecture ○ Data Integration Plan ○ Reference and Master Data Plan ○ Data Value Realization Plan and Use Cases ○ Open Data Plan and processes	○ Data Quality Plan ○ Data Operations Plan ○ Storage and retention policy ○ Document and Content Management Policy and Plan ○ Documents and Content Digitization Plan ○ Data Architecture and Modeling Policy and Plan ○ "Baseline" current state Data Architecture ○ Target Data Integration Architecture ○ Data Integration Plan ○ Reference and Master Data Plan ○ Data Value Realization Plan and Use Cases ○ Open Data Plan and processes ○ Freedom of Information Plan ○ Personal Data Protection Plan	○ Process for identifying and addressing quality issues with the Metadata. ○ Data Quality Plan ○ Data Operations Plan ○ Storage and retention policy ○ Document and Content Management Policy and Plan ○ Documents and Content Digitization Plan ○ Data Architecture and Modeling Policy and Plan ○ Company's "baseline" current state Data Architecture ○ Target Data Integration Architecture ○ Data Integration Plan ○ Reference and Master Data Plan ○ Data Value Realization Plan and Use Cases ○ Open Data Plan and processes
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	○ Freedom of Information Plan ○ Personal Data Protection Plan ○ Develop breach management procedures. ○ Business Intelligence and Analytics Plan ○ Data Classification Plan with prioritization of data sets and artifacts ○ Integration Requirements Document for each initiative requiring the data integration between the Entity's IT components in the time of the project.	○ Develop breach management procedures. ○ Business Intelligence and Analytics Plan ○ Data Classification Plan with prioritization of data sets and artifacts ○ Integration Requirements Document for each initiative requiring the data integration between the Entity's IT components in the time of the project.	○ Freedom of Information Plan ○ Personal Data Protection Plan ○ Develop breach management procedures. ○ Business Intelligence and Analytics Plan ○ Data Classification Plan with prioritization of data sets and artifacts ○ Integration Requirements Document for each initiative requiring the data integration between the Entity's IT components in the time of the project.
7	Recommend the prioritization of data sources to be included in the Data Catalog	Prioritize data sources to be included in the Data Catalog	Prioritized data sources to be included in the Data Catalog
8	Assist in prioritizing company's data from the perspective of its importance.	Prioritizing company's data from the perspective of its importance	Prioritized company's data from the perspective of its importance
9	Develop a Solution Design Document for each integration initiative based on the Integration Requirements Document provided.	Review and approve the solution design document for each integration initiative based on the Integration Requirements Document provided.	Solution design document for each integration initiative based on the Integration Requirements Document provided.

10	Advise on how to add an option on the company website to manage the submission and the reception of Data Sharing requests.	Add on the company website an option to manage the submission and the reception of Data Sharing requests.	Revised company website to add option to manage the submission and the reception of Data Sharing requests.
11	Advise on how to follow the Data Sharing Process and controls as defined in the Data Sharing Regulation published by the National Data Management Office	Follow the Data Sharing Process and controls as defined in the Data Sharing Regulation published by the National Data Management Office	Data Sharing Process and controls
12	Advice on the best Reference Master Data Hub architecture design.	Review Adopt Reference Master Data Hub architecture design (suggested by the consultant)	Reference Master Data Hub architecture design
13	Develop a conceptual architecture for the target Reference and Master Data environment per the company selected Data Hub architecture design.	Review and approve conceptual architecture for the target Reference and Master Data environment.	Conceptual architecture for the target Reference and Master Data environment
14	Develop a shortlist of BI and Analytics Use Cases with an implementation plan that represent the company's business data-driven need.	Review and approve BI and analytics use cases	Shortlist of BI and Analytics Use Cases with an implementation plan.
15	Advise on publishing datasets identified under the KSA Open Data License, as referred to in the National Data Management Office's Open Data Regulation	Publish datasets identified under the KSA Open Data License, as referred to in the National Data Management Office's Open Data Regulation	Published datasets identified under the KSA Open Data License
16	Develop a standardized Request for Information Process and develop the	Review and approve a standardized Request for Information Process and the procedures to	Standardized Request for Information Process and the procedures to manage, process and

	procedures to manage, process and document the requests to access Public Information	manage, process and document the requests to access Public Information	document the requests to access Public Information
17	Advise on how to identify and inventory all datasets and artifacts owned by the company as part of the Data Classification Implementation process detailed in the National Data Management Office's Data Classification Regulation.	Identify and inventory all datasets and artifacts owned by the company as part of the Data Classification Implementation process detailed in the National Data Management Office's Data Classification Regulation.	Identified and inventory of all datasets and artifacts owned by the company as part of the Data Classification Implementation process.
18	Advise the company on how to follow a clear process to manage the requests to access Public Information according to the conditions and requirements defined in the National Data Management Office's Freedom of Information Regulation	Implement the suggested process to manage the requests to access Public Information according to the conditions and requirements defined in the National Data Management Office's Freedom of Information Regulation	Process to manage the requests to access Public Information
19	Advise on how to group, categorize and prioritize company's identified Reference and Master Data Objects	Group, categorize and prioritize company's identified Reference and Master Data Objects	Group, categorize and prioritize company's identified Reference and Master Data Objects
20	Develop a Data Management solution matrix sheet that includes the required solutions and tools to be brought to implement the NDMO.	Review and approve the proposed Data Management solution matrix sheet that includes the required solutions and tools to be brought to implement the NDMO	• Data Management solution matrix • Acquire different required Data Management solutions
Notes			
Some documents maybe merged together and delivered in one document for better alignment			

1.3. Implement & Supervise Phase

Implement & Supervise

The Supervise phase is where the periodic activities take place, where the consultant supervise and overseas the implementation of the Data Management and Personal Data Protection Standard that have been approved from the Develop Phase.

Note that the Implementation of these processes will be the responsibility of client Data management (or the nominated) staff.

No	Trusted Vision Key Activities	Client Key Activities	Key Deliverables
1	Supervise the processes, policies, strategy implementation through the whole project interval.	Review and Approve policies, procedures, plans and strategy that have been delivered in the Develop phase.	Implemented data governance and management processes
2	Provide a Bi-Weekly email on the progress.	Respond to the Bi-Weekly progress email	Bi-Weekly progress email
3	Develop any missing documentation.	Review and approve documentation	Approved documentation
4	Provide Guidance on any subject related to Data Management and Data Protection Standard (during the project time period)	Work with the NDMO Supervision unit	
5	Attending meetings of Data management solutions with the vendors	Coordinate and attend meetings of Data management solutions with the vendors	

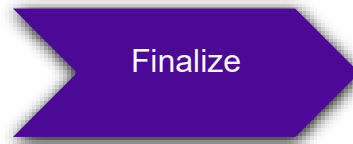
1.4. Project Management

- Schedule
- Meeting minutes
- Risk management plan
- Risk/issue log
- Status reports
- Commutation Strategy & Plan
- Engagement Strategy & Plan
- Project metrics

1.5. Organizational Change Management

- Develop key message.
- Training
- Culture change

1.6. Finalize Phase



This is the final step in the project implementation methodology where we conduct the following key activities.

No	Trusted Vision Key Activities	Client Key Activities	Key Deliverables
1	Send Project Sign off form	Project sign-off	Signed project sign off document

4.0 Project Scope, Assumptions and Critical Success Factor

4.1 Out of Scope

1. Performing any implementation of the proposed recommendation or any remediation work is considered out of scope.
2. Implementation of policies, plans, strategy, procedures
3. System Requirements
4. Implementing technology proof of concept or final implementations
5. Any other service that has not been clearly mentioned in the previous section(s) shall be considered as out of scope.
6. Developing RFP for any solution or tool
7. Management of vendors
8. Management of IT solution integration

4.2 Scope Assumptions

1. All documents (policies, procedures, data model, roadmaps etc.) will be delivered in English

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End of Proposal