

National Data Management Guidelines

Data Management Strategy and Governance



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A city skyline at sunset, featuring a prominent, modern building with a sharp, triangular peak in the center. The sky is a mix of orange, pink, and purple hues, and the city lights are visible in the foreground. The text "1. Data Management Strategy and Governance Domain Introduction" is overlaid in white.

1. Data Management Strategy and Governance Domain Introduction

1.1 Disclaimer

The Data Management Strategy and Governance domain guidelines are based on the assumption that the Entity has access to foundational data roles. These roles, such as the Data Management and Security Director, Data Strategy Expert, Data Governance Specialist, Data Architect, and others, are referenced throughout the guidelines to support the effective execution of data management activities and responsibilities, including those outlined in each RACI matrix.

It is recognized that government entities in Qatar may not yet have formally established these roles within their current organizational structures. To address this gap, the Entity is required to assign interim ownership of these roles to existing staff during the execution of the activities outlined in the guidelines. These interim assignments should be clearly documented and communicated internally to ensure accountability and continuity during implementation.

This interim arrangement will remain in place until the Entity completes Activity 3.4 (Define the Target Data Operating Model) and subsequently activates the structure through Activity 5.1 (Operationalize the Target Data Operating Model), at which point roles may be permanently filled through hiring, reassignment, or formal role allocation.

This approach ensures that the activities outlined in these guidelines can be executed effectively, regardless of current organizational constraints, while remaining aligned with Qatar's long-term vision for sustainable, role-based data governance.

1.2 Domain Overview

The Data Management Strategy & Governance domain equips Entities to build a structured, integrated, and future-ready data management foundation. It enables Entities to establish a clear direction for managing data as a strategic asset, ensuring alignment with national priorities, optimizing the value of data, and embedding governance across all levels of the organization. Through defined roles, processes, and standards, this domain strengthens strategic alignment, operational coordination, and compliance with the National Data Standards.

The domain provides guidance across all stages of data strategy design and execution—from defining strategic objectives and architecture to operationalizing the target governance model and continuously adapting to evolving needs. It supports both leadership-level planning and hands-on implementation through structured activities and RACI-defined responsibilities.

Key Components of the Data Management Strategy and Governance Domain

2. Data Management Strategy Current State

Establishing a grounded understanding of the Entity's data landscape, business priorities, and existing capabilities. This section includes:

- **Business Objectives and Requirements:** Capturing data-related business needs and identifying areas where data can create measurable value.
- **Current State Capabilities Maturity Assessment:** Measuring Entity capabilities across data domains to uncover strengths, weaknesses, and areas for investment.
- **Data Discovery and Readiness Assessment:** Identifying and profiling systems and datasets to understand their readiness, quality, ownership, and alignment with priority use cases.

3. Data Management Strategy Target State

Translating strategic vision into an actionable data strategy supported by clear objectives, delivery structures, and governance. This section includes:

- **Data Management Strategy Vision, Mission, and Strategic Objectives:** Establishing a clear and measurable strategic direction for data aligned with Entity and national priorities.
- **Data Platform Architecture:** Designing scalable, secure, and interoperable infrastructure to support data sharing, analytics, integration, and long-term growth.
- **Data Management Strategy Roadmap:** Sequencing high-impact initiatives, defining ownership, and linking resources to delivery milestones and business value.
- **Data Operating Model:** Establishing the roles, governance bodies, and organizational structure required to operationalize the strategy and ensure sustainability.

4. Data Governance Policy

Establishing a formal policy framework to govern data roles, responsibilities, standards, and processes throughout the data lifecycle. This section includes:

- **Data Governance Policy Creation:** Developing a policy aligned with national standards that defines controls for quality, security, roles, and organizational accountability.
- **Data Governance Policy Publication:** Finalizing and distributing the approved policy to ensure awareness, formal adoption, and compliance across the Entity.

5. Governance Activation

Operationalizing the target data operating model by activating roles, staffing key functions, and launching formal governance structures. This section includes:

- **Data Organizational Structure and Operating Model:** Translating the target operating model into HR structures, recruitment plans, and onboarding processes.
- **Data Committee:** Activating the Data Committee and working groups to guide, oversee, and support implementation through structured decision-making.

6. Change and Performance Management

Enabling the Entity to monitor, adapt, and sustain its data strategy through stakeholder alignment, performance reporting, and compliance tracking. This section includes:

- **Strategy Socialization:** Driving buy-in by communicating the strategy and roadmap to internal audiences through tailored messaging and engagement.
- **Data Management Strategy KPIs:** Defining program-level and operational KPIs to monitor progress, evaluate outcomes, and track strategic alignment.
- **Data Management Strategy Monitoring and Reporting:** Regularly monitoring the progress of the strategy and reporting on performance trends, financial analysis, and identified risks, ensuring informed decision-making at all levels.
- **QDTI:** Completing national self-assessments to evaluate compliance and determine the Entity's Qatar Data Trust Index score.

7. Data Management Strategy and Governance Policy Refresh

Establishing a sustainable mechanism for regularly reviewing and updating the Entity's strategy and governance framework. This section includes:

- **Data Management Strategy and Governance Policy Refresh:** Running annual or event-triggered reviews to ensure the strategy and policy remain current, actionable, and aligned with internal and external expectations.

1.3 Target Audience

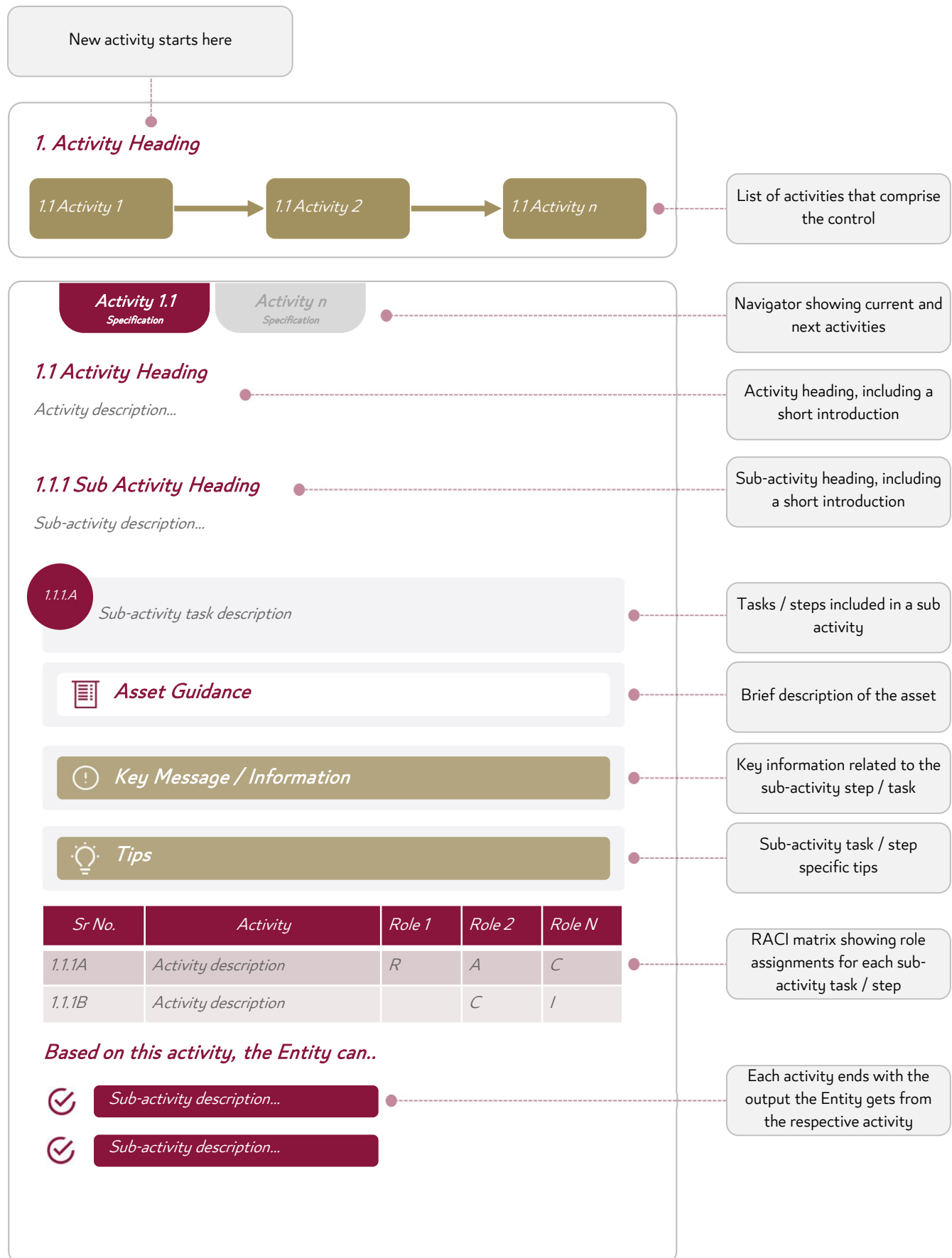
The data management strategy and governance handbook is designed for the leaders of the data sector, leaders of the decision support office, or equivalent roles, depending on the size and organizational structure of the entity. It is also relevant for team leads and any other roles responsible for data governance. This document serves as a resource, offering practical guidance to ensure the foundational elements of a data management program are in place, supporting the initiation of a successful data management journey.

1.4 Abbreviations and Glossary

Abbreviation/Term	Definition / Long Name
AI	Artificial Intelligence
Analytical Dataset	It is a collection of aggregated KPIs, or calculated attributes derived from raw transactional or operational business records. Examples include metrics such as the total number of government employees or the total number of job families in the Qatar government. These datasets are used to provide summarized insights for analysis and decision-making.
BI	Business Intelligence
Business Case	A document that justifies the data management program by outlining its benefits, risks, and timelines, ensuring its viability and long-term success.
DAMA	Data Management Association
Data Management Initiative	A Data Management Initiative refers to a collection of projects that are executed to achieve the operational goals of the data management program. These initiatives are typically driven by the need to address specific business challenges related to data management operations or to unlock business value through the application of analytics.
Data Management Program	The defined scope of work, including initiatives, projects, overarching timeline, and supporting details, to execute the data strategy.
Data Organization	The Data Organization refers to the data sector in the case of a large-scale data management program
Data Readiness Assessment	The Data Readiness Assessment examines the readiness of data stored in source systems to fulfill the Entity's business requirements. This aims to understand the requirements of the data management foundation prior to commencing any business and / or technical implementations.
Descriptive Analytics	Answers "what happened?" by analyzing aggregated data to produce reports and insights on past events. It helps organizations understand overall performance and trends.
Diagnostic Analytics	Answers the question "why did it happen?" by analyzing historical data to explain trends or anomalies, helping identify the reasons behind specific occurrences in the data.
DM	Data Management
DMBOK	Data Management Body of Knowledge
DQM	Data Quality Management
Mandate	The authority granted to the committee to carry out a specific set of tasks and responsibilities.
Master Dataset	A Master Dataset is the consistent and uniform set of identifiers and extended attributes that describes the core entities of the enterprise such as citizens, employees, suppliers.

Abbreviation/Term	Definition / Long Name
Metadata	Metadata refers to the information about the data collected. This includes (but is not limited to) information about technical and business processes, data rules and constraints, and logical and physical data structures.
Predictive Analytics	Focuses on "what will happen" by using historical data, algorithms, and machine learning to predict future outcomes and trends based on past patterns.
Prescriptive Analytics	Addresses "what should the Entity do?" by using data analysis to recommend future actions. It combines existing scenarios, conditions, and historical trends to guide decision-making.
QDKC	Qatar Data Knowledge Case
Raw Data	The as-is data stored on source systems without any transformation/change in terms of structure, values, and format.
Reference Dataset	Classifies or relates to other data or information; It describes the name and code of core entities of the business or enterprise, including customers, citizens, suppliers, sites, hierarchies, organization departments
SME	Subject Matter Expert
Strategic KPIs	Strategic KPIs are the measures that need to be tracked for the strategic objectives to assess progress and indicate whether strategic objectives are being met or not.
Strategic Objectives	These are the key goals that the Entity's data management program aims to achieve at a strategic level, aligning with broader business priorities and guiding the direction of data management efforts for long-term success.

1.5 Readability Guide



Note: Should an activity only contain one sub activity, this sub activity will be in the format of "1.1.A" instead of "1.1.1.A"

1.6 Stakeholders Involved

Below are the stakeholders and actors who contribute to the different processes outlined in the upcoming chapters.

Stakeholder	Role Description
Data Governance Office (DGO)	A Data Governance Office (DGO) is the centralized national body in the National Planning Council responsible for facilitating and coordinating data governance efforts within all associated government entities. It serves as the principal body overseeing the management of data as a strategic asset, ensuring that data-related processes align with the national objectives and comply with relevant policies and regulations.
Data Management & Security Director	The Data Management and Security Director is responsible for leading and overseeing the development and implementation of the data agenda within the government entity, ensuring alignment with strategic objectives and compliance with security regulations. This role promotes best practices in data management while ensuring robust security measures are in place to safeguard the Entity's data assets. The director bridges business and IT to support data-driven decision-making, elevate data as a strategic asset, and ensure data is managed and secured across its lifecycle. Additionally, the director fosters a culture of data security and literacy within the entity, supervises the value realization agenda for data, and ensures alignment with national security policies and standards, as well as the vision of executive leadership.
Data Management and Governance Section Head	The Data Management and Governance Section Head is responsible for leading, managing, and overseeing both data management and governance initiatives within the government entity. This role focuses on establishing and implementing best practices to ensure data governance and management align with the Entity's business requirements, strategic objectives, and compliance with national data standards. The Section Head collaborates with various teams across the Entity to develop and operationalize frameworks, policies, and processes for data governance and management. This includes improving data quality, accessibility, and protection, while also ensuring data lifecycle management practices are in place. The Section Head fosters a data-driven culture and ensures that data is treated as a strategic asset to drive decision-making and operational excellence.

Stakeholder	Role Description
Data Architecture and Analytics Section Head	The Data Architecture and Analytics Section Head oversees the data architecture and analytics agenda/initiatives within the government entity, ensuring alignment with strategic objectives and national data management standards. This role is responsible for designing and maintaining a secure, scalable data infrastructure that supports data integration, management, and accessibility, as well as developing advanced analytics, data visualization, and reporting solutions to enable informed decision-making. The Section Head collaborates with departments to identify key performance indicators (KPIs), analyze trends, and provide actionable insights that optimize processes, enhance service delivery, and support policy-making. By combining expertise in data architecture and analytics, this role drives a culture of data-driven innovation and operational excellence across the Entity.
Data Governance Specialist	The Data Governance Specialist oversees the frameworks, policies, and procedures of governance and ensures their implementation to guarantee the effective management and utilization of data and resources within the Entity. This role includes developing and maintaining governance structures, leading compliance initiatives, and fostering a culture of accountability and transparency.
Data Architect	The Data Architect is responsible for designing and implementing the Entity's overall data architecture, including logical and physical data models. This involves creating secure, scalable data structures that align with business needs, security requirements, and national and international data management and governance standards. The Architect ensures proper data integration, quality, and accessibility across systems, working with teams to maintain consistency and accuracy, and support data-driven decision-making to optimize data as a strategic asset.
Business Data Analyst	The Business Data Analyst is responsible for analyzing data from multiple sources to provide actionable insights that drive strategic and operational decisions within the Entity. This role involves designing reports and dashboards to effectively communicate findings, collaborating with cross-functional teams to ensure data accuracy and relevance, and aligning analytics with business objectives. The Analyst plays a key role in enabling data-driven decision-making and identifying opportunities to improve processes and outcomes.
Data Visualization Officer	The Data Visualization Officer is responsible for building dashboards and visual reports based on data, which are used to provide insights to leadership for decision-making.

Stakeholder	Role Description
Data Compliance Specialist	The Data Compliance Specialist ensures the Entity's data practices comply with national regulations, organizational policies, and international standards. This role manages data privacy, security, and governance compliance, conducts audits, mitigates non-compliance risks, and promotes awareness of regulatory requirements. The specialist works with stakeholders to embed compliance controls into data processes, ensuring adherence to legal and ethical standards.
Data Quality Specialist	The Data Quality Specialist is responsible for overseeing data quality management processes within the entity. This role involves implementing data quality standards, monitoring data quality, and ensuring data consistency and effective usage across the Entity. The Data Quality Specialist collaborates with various teams to address data issues and enhance overall data quality.
Data Strategy Expert	The Data Strategy Expert is tasked with developing and promoting a data management and analytics strategy to achieve broad acceptance across the government entity. The expert identifies innovative ways to utilize data to achieve strategic objectives and enhance effective decision-making. Additionally, they introduce frameworks and practices to deliver accurate, reliable, and actionable data insights.
Data Owners	Data Owners are responsible for their department's (or sub-department's) data and its quality throughout its lifecycle across systems and ownership boundaries. They are accountable for supporting, guiding, reviewing, correcting, and/or approving the work of the data stewards managing their data to ensure their datasets are maintained to the highest possible standards.
Data Stewards	Data Stewards are responsible for identifying datasets related to relevant subdomains for inventory purposes and monitoring data quality metrics within and across entities. They are nominated as a business representative with a deep understanding of a specific data subdomain and can identify functional data requirements and needs.

1.7 Key Success Factors

Executive Sponsorship: A successful data management program requires strong executive sponsorship to provide necessary oversight, direction, and support in designing, operating, and maintaining data management practices. Leadership's ongoing commitment and involvement are crucial to resolving issues in a timely manner and ensuring data outcomes align with the organization's strategic objectives.

Clear Data Vision: The data management program should be driven by a compelling vision of the target state, aligning the data agenda with the overall business strategy and strategic goals. Data management initiatives are most effective when they are fully integrated with business objectives rather than driven solely by technology.

Realistic Program Roadmap: The program roadmap must be realistic while reflecting the organization's ambitions. Considerations such as limitations in data management capabilities, time constraints, funding availability, requirements complexity, and data readiness should be accounted for when developing the roadmap.

Empowered Data Organization: The data organization should be empowered by leadership, ensuring that data resources are supported and have access to necessary functions and departments—such as data stewards, communication specialists, and talent acquisition. Annual appraisals, workloads, and priorities for these resources should be aligned with the data organization.

Elevated Talent and Data Culture: High-level data management and analytics talent are critical, requiring robust training programs and recruitment processes to ensure the best data professionals are onboarded. Additionally, fostering a data-driven culture across all departments and levels will accelerate the success of the program.

Proactive Organizational Change Management: Managing change brought about by the data management program—whether it affects the organization, processes, or systems—requires an understanding of the impact and should be supported by appropriate communication and change management initiatives to gain stakeholder buy-in during implementation.

The following chapters provide guidance in each of these areas, offering step-by-step instructions to establish a strong data management program and advance data maturity within the organization.

1.8 Compliance with National Data Standards

National Data Standards		QDKC
Control	Specification	Activity
DMSG.1.1 Data Management Strategy Current State	DMSG.1.1.1 Business Objectives and Requirements F	2.1 Business Objectives and Requirements
	DMSG.1.1.2 Current State Capabilities Maturity Assessment F	2.2 Current State Capabilities Maturity Assessment
	DMSG.1.1.3 Current State Capabilities Maturity Assessment A	
	DMSG.1.1.4 Data Discovery and Readiness Assessment F	2.3 Data Discovery and Readiness Assessment
DMSG.1.2 Data Management Strategy Target State	DMSG.1.2.1 Data Strategy Vision, Mission, and Strategic Objectives F	3.1 Data Management Strategy Vision, Mission, and Strategic Objectives
	DMSG.1.2.2 Data Platform Architecture F	3.2 Data Platform Architecture
	DMSG.1.2.3 Data Strategy Roadmap F	3.3 Data Management Strategy Roadmap
	DMSG.1.2.4 Data Operating Model F	3.4 Data Operating Model
DMSG.2.1 Data Governance Policy	DMSG.2.2.1 Data Governance Policy Creation F	4.1 Data Governance Policy Creation
	DMSG.2.2.2 Data Governance Policy Publication F	4.2 Data Governance Policy Publication
DMSG.2.2 Governance Activation	DMSG.2.2.1 Organizational Structure and Operating Model F	5.1 Data Organizational Structure and Operating Model
	DMSG.2.2.2 Data Committee F	5.2 Data Committee
DMSG.3.1 Change and Performance Management	DMSG.3.1.1 Strategy Socialization F	6.1 Strategy Socialization
	DMSG.3.1.2 Data Strategy KPIs F	6.2 Data Management Strategy KPIs
	DMSG.3.1.3 Data Strategy Monitoring and Reporting F	6.3 Data Management Strategy Monitoring and Reporting
DMSG.3.2 Data Management Strategy and Governance Policy Refresh	DMSG.3.2.1 Data Management Strategy and Governance Policy Refresh F	7.1 Data Management Strategy and Governance Policy Refresh

Legend: Capability Level



Foundational

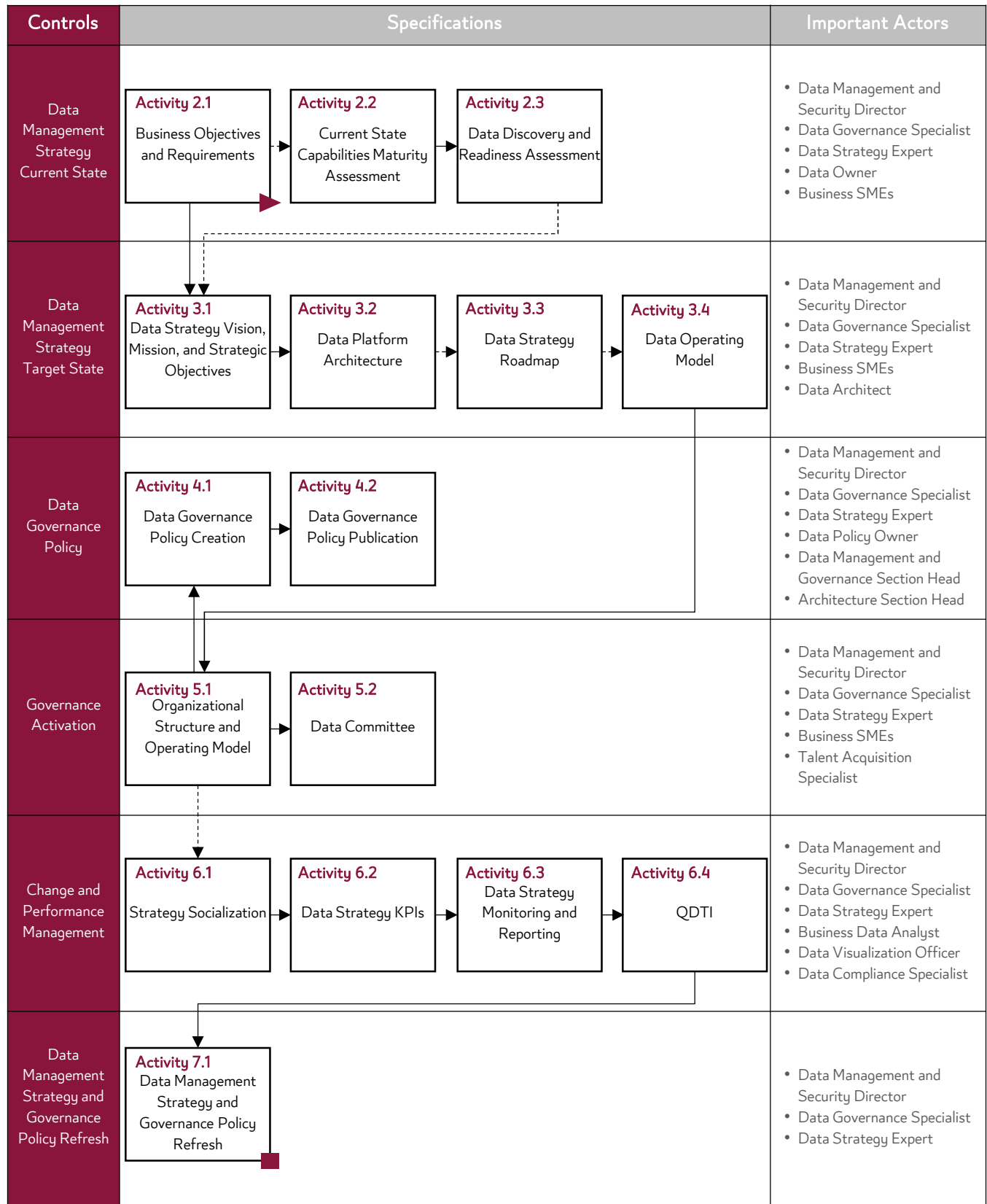


Advanced



Very Advanced

1.9 Domain Level Process Map



2. Data Management Strategy Current State



2. Data Management Strategy Current State

What is the Current State and why does the Entity need to assess it?

This section enables the Entity to establish a fact-based, comprehensive understanding of its current data management environment. It helps identify how data is currently governed, managed, and used across the organization, while also surfacing key business priorities, use case opportunities, and capability gaps. Through structured engagement with stakeholders, assessment of domain-specific maturity, and discovery of data assets and systems, the Entity can align its strategic ambitions with practical execution realities. This alignment ensures that the data strategy is grounded in current-state evidence rather than assumptions, and that the roadmap that follows is both relevant and achievable.

The assessment includes three key components:

- **Business Objectives & Use Cases:** Identifies strategic objectives and use cases by engaging key stakeholders across the Entity.
- **Maturity Assessment:** Evaluates the Entity's capabilities across all 10 data management domains using the data management maturity model.
- **Data Discovery & CDE Profiling:** Documents source systems and profiles critical data elements supporting analytics and governance.

Together, these activities ensure that the data strategy is grounded in the Entity's real-world context and sets a strong foundation for defining a targeted, actionable roadmap in the following sections.



Guiding Principles for Data Management Strategy Current State

1. **Engage Stakeholders Early:** Involve both business and technical stakeholders from the start to align priorities and ensure shared ownership of the strategy.
2. **Assess Maturity Objectively:** Use a structured maturity model to evaluate capabilities across all data domains and identify improvement areas.
3. **Define Use Cases Clearly:** Ensure each use case is documented with specific objectives, complexity, data needs, and success criteria.
4. **Prioritize What Matters Most:** Apply a formal prioritization framework to focus efforts on use cases that deliver the highest value.
5. **Establish Data Traceability:** Link each use case to its underlying datasets and attributes to support profiling, validation, and reuse.
6. **Document Readiness Accurately:** Capture the current state of systems, environments, and metadata to inform cataloging, integration, and profiling efforts.
7. **Profile Critical Data Elements:** Profile high-priority attributes using standardized quality and statistical metrics to enable trust and reuse.

2.1 Business Objectives and Requirements

This activity guides the Entity to define and document its business objectives as a foundation for shaping a comprehensive and outcome-driven data strategy. These objectives reflect strategic priorities, operational needs, service delivery goals, and regulatory commitments across departments.

Through targeted stakeholder engagement, the Entity captures a structured set of objectives using a standardized template. Each objective is reviewed and refined to ensure clarity, alignment, and traceability. This structured process ensures the data strategy is directly anchored to the business context.

Validated objectives are then used to identify, prioritize, and scope high-value analytics use cases. These use cases are developed into detailed charters, enabling the Entity to move from intent to actionable design. High-priority charters are submitted to the DGO for national alignment and integration with cross-government priorities.

Process – Business Objectives and Requirements

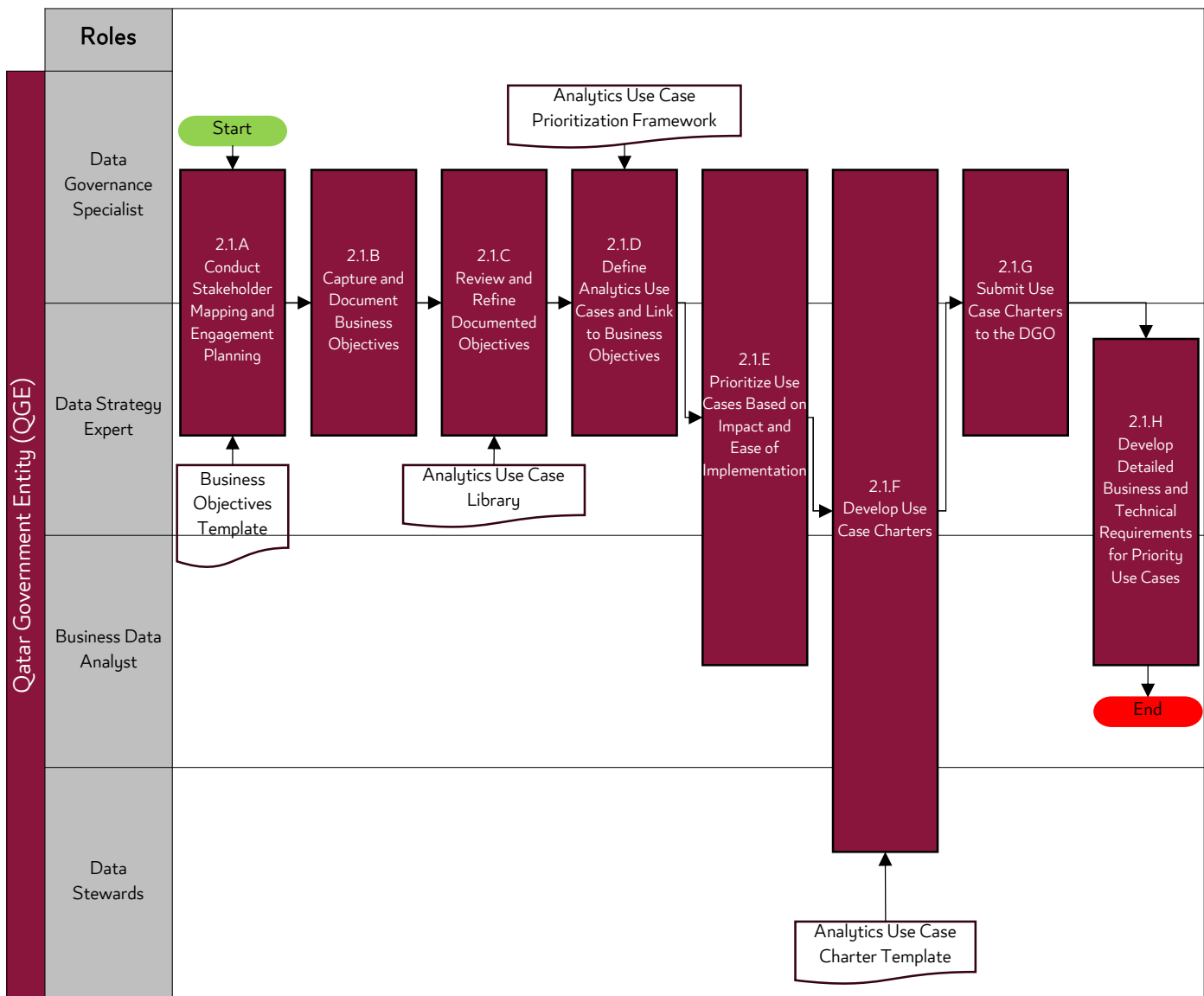


Figure 1: Business Objectives and Requirements Process Map

Legend: Process Step Decision Process Start Process End Document Off-Page Reference

2.1.A
(1/2)

Conduct Stakeholder Mapping and Engagement Planning: Identify and prepare the stakeholders who will contribute to the development of business objectives. The Data Strategy Expert leads this effort to ensure all relevant business and technical roles are engaged, while the Data Governance Specialist ensures completeness and alignment with the current Operating Model. This step lays the foundation for structured, representative input across the Entity.

- i. **Identify relevant business and technical stakeholders:** The Data Strategy Expert identifies relevant stakeholders across the organization, and the Data Governance Specialist ensures coverage based on governance role definitions.
 - a. Develop a stakeholder map that reflects the Entity's business functions and data domains.
 - Include all departments that contribute to planning, compliance, service delivery, and analytics.
 - Leverage any existing Entity operating model to confirm role coverage and representation.
 - b. Confirm stakeholder roles and validate nominations with executive sponsors.
 - Ensure that each stakeholder has the authority and insight to speak on behalf of their domain.
 - Prioritize roles including but not limited to:
 - Section Heads
 - Business SMEs
 - Data Owners
- ii. **Define engagement approach and schedule:** The Data Strategy Expert determines the engagement methods, while the Data Governance Specialist creates and manages the execution plan.
 - a. Select appropriate engagement formats based on stakeholder level and context.
 - Use workshops for collaborative departments, and interviews for senior or specialized roles.
 - Consider surveys for broader inputs or validation across departments.
 - b. Develop a stakeholder engagement plan with clear sequencing and timelines.
 - Map each stakeholder to a session format, date, and facilitator.
 - Integrate with internal planning calendars to avoid scheduling conflicts.
 - c. Assign facilitation (e.g., workshop facilitation) roles and confirm availability.
 - Allocate leads and note-takers for each session.
 - Confirm dependencies such as translation, logistics, or data access if applicable.
- iii. **Communicate objective of engagement to stakeholders:** The Data Governance Specialist leads communication efforts and prepares stakeholders for their role in the process.
 - a. Prepare and distribute briefing materials ahead of each engagement.

2.1.A
Cont.
(2/2)

- Include a summary of the data strategy effort, the purpose of business objective collection, and expectations from each participant.
 - Attach a copy of the Business Objectives Template with guidance notes.
- b. Set expectations for the type and quality of input required.
- Emphasize the connection between stakeholder input and downstream analytics use case development.
 - Reinforce that submissions must be strategic, measurable, and time-bound where possible.



Key Message / Information

Engaging the right mix of business and technical stakeholders is critical to defining a strategy rooted in real needs. Without inclusive stakeholder mapping, key priorities and pain points risk being missed entirely.

2.1.B
(1/2)

Capture and Document Business Objectives: Capture business objectives from key stakeholders across the Entity using a structured, standardized approach. The Data Strategy Expert leads the engagement and facilitation process, while the Data Governance Specialist ensures consistency and completeness using the approved Business Objectives Template. These objectives form the foundation for analytics use case development and alignment with strategic data priorities.

- i. **Conduct stakeholder sessions to capture objectives:** The Data Strategy Expert leads the engagement sessions, while the Data Governance Specialist ensures alignment with the template and documentation process.
- a. Facilitate one-on-one or group sessions to elicit business objectives from stakeholders.
 - Use engagement methods such as interviews, guided workshops, or structured working sessions.
 - Segment discussions by functional domain to ensure depth (e.g., compliance, planning, service operations).
 - b. Frame sessions around the strategic context and expected downstream use.
 - Emphasize how collected objectives will influence analytics priorities and the data strategy roadmap.
 - Encourage departments to identify not only existing mandates but also emerging or aspirational.
 - c. Ensure stakeholder expectations and commitments are documented.
 - Capture agreed next steps for validation, clarifications, or additional contributions.
 - Note any departmental constraints or dependencies that could impact objective delivery.

- ii. **Complete and validate the objectives template:** The Business Data Analyst and Data Stewards support documentation during sessions and ensure accurate capture of all required fields.
 - a. Populate the Business Objectives Template in real time or immediately after the session.
 - Ensure all fields are completed: Objective Name, Description, Business Domain, Objective Type, Dependencies, KPIs, Stakeholders Involved, Timeframes etc.
 - Apply consistent naming conventions and formatting to support consolidation later.
 - b. Review and validate each objective for clarity, completeness, and traceability.
 - Conduct follow-up discussions as needed to clarify unclear entries.
 - Remove redundancy and flag conflicting objectives for resolution.

Asset Guidance

The **Business Objectives Template** can be leveraged to capture information about the Entity's overarching business objectives.

Illustrative


Business Objectives

The following table can be used to capture high-level information about the Entity's overarching business objectives

Field	Description
Objective ID	A unique identifier for each business objective (e.g., OBJ001, OBJ002).
Objective Name	A concise name summarizing the business objective (e.g., "Enhance Data Quality").
Objective Description	A detailed explanation of the objective, its purpose, and its expected outcomes.
Business Domain	The high-level area of government operations the business objective supports.
Objective Type	Categorize the objective (e.g., Strategic, Operational, Regulatory Compliance etc.).
Dependencies or Risks	Note any dependencies, constraints, or risks that could impact the objective (e.g., dependent on timely deployment of the enterprise data platform).
Key Metrics	Measurable indicators to track the success of the objective (e.g., KPI targets).
Business Priority	Priority of the objective (e.g., High, Medium, Low).
Stakeholders Involved	A description of the roles and responsibilities of stakeholders in achieving the objective.
Departments Involved	List of departments or teams responsible for or impacted by the objective.
Target Timeframe	The high-level timeline to achieve the objective (e.g., Q2 2026).
Comments	Any additional notes, clarifications, or context about the objective.

Objective ID	Objective Name	Objective Description	Business Domain	Objective Type	Dependencies or Risks

Key Metrics	Business Priority	Departments Involved	Stakeholders Involved	Target Timeframe	Comments

- iii. **Consolidate and categorize documented objectives:** The Data Governance Specialist leads the consolidation process, with the Data Strategy Expert overseeing categorization and alignment.
 - a. Merge all submitted templates into a central Business Objectives Register.
 - Assign unique identifiers (e.g., OBJ001, OBJ002) and include versioning metadata.
 - Track contributors and department owners for reference.

2.1.B
Cont.
(3/3)

- b. Group and tag objectives based on business domains and objective types.
 - Use predefined tags such as “Strategic”, “Operational”, “Regulatory Compliance”, and so forth.
 - Highlight Entity-wide or multi-stakeholder objectives for special handling in prioritization.
- c. Optionally prepare a summary view of collected objectives for use in the next step.
 - Generate a high-level briefing slide for leadership visibility.
 - Include key statistics such as total objectives collected, number per department and business domain etc.



Key Message / Information

A consistent, structured approach to capturing objectives ensures strategic clarity across departments. This step establishes a reliable foundation for linking business goals to actionable data initiatives.

2.1.C
(1/2)

Review and Refine Documented Objectives: Review collected business objectives with stakeholders to ensure accuracy, alignment, and strategic relevance. The Data Strategy Expert facilitates the review process, while the Data Governance Specialist ensures objectives are documented consistently and reflect the intended outcomes of each department.

- i. **Conduct collaborative review sessions with stakeholders:** The Data Strategy Expert leads the objective validation sessions, while the Data Governance Specialist coordinates review materials and manages updates.
 - a. Schedule and facilitate review sessions with individual departments or functional groups.
 - Present each department's submitted objectives and walk through them line by line.
 - Use the Business Objectives Register as the reference document for these sessions.
 - b. Guide stakeholders in assessing clarity, alignment, and strategic validity of each objective.
 - Encourage discussion to ensure wording accurately reflects departmental intent.
 - Highlight any vague, duplicative, or misaligned objectives for refinement.
 - c. Document key decisions, updates, and final ownership of each objective.
 - Capture revised language directly into the template or register.
 - Confirm responsible department and timeline commitment where applicable.
- ii. **Group objectives into value clusters:** The Data Strategy Expert leads an internal exercise to group documented objectives into value clusters to support prioritization, roadmap development, and cross-functional alignment.

- a. Cluster objectives using available fields, particularly Objective Type and Business Domain.
 - For example, identify all "Operational" objectives in the "Service Delivery" domain.
 - Use combinations of these fields to spot overlaps, shared focus areas, or gaps.
 - b. Organize objectives into (e.g., 3–6) value clusters to guide downstream alignment. Examples may include but are not limited to:
 - **Public Transparency:** enabling open data, dashboards, or citizen-facing insights
 - **Service Innovation:** introducing new digital services or personalization
 - **Workforce Empowerment:** upskilling teams, self-service analytics, or better internal tools
 - **Data Foundation Strengthening:** improving metadata, master data, or data quality at scale
 - c. Identify objectives that require cross-functional coordination or special oversight.
 - Note interdependencies that may affect implementation sequencing.
 - Flag enterprise-wide objectives for steering committee or executive-level review.
- iii. **Finalize and version-control the Business Objectives Register:** The Data Governance Specialist maintains the official record of validated objectives and ensures it is structured to support downstream planning. Value clusters assigned in the previous step are also recorded to enable thematic analysis and roadmap development.
- a. Apply final edits and standardize formatting in the Business Objectives Register.
 - Ensure consistency in structure, language, codes, and field population across all entries.
 - Assign version control details and objective IDs (e.g., OBJ001, OBJ002).
 - Optionally include a new internal field (e.g., "Value Cluster") to capture the assigned cluster (e.g., Public Transparency, Service Innovation).
 - b. Archive prior versions and maintain a complete audit trail.
 - Store original drafts and review notes in a traceable format for accountability.
 - Record all changes, final approvals, and stakeholder validations.
 - c. Store the final register in a centralized, access-controlled location.
 - Ensure access for authorized strategy, governance, and planning teams.
 - Prepare the register for integration with downstream activities like use case mapping, prioritization, and roadmap design.



Key Message / Information

Collaborative validation helps eliminate ambiguity, duplication, and misalignment. It ensures that each objective accurately reflects departmental intent and contributes meaningfully to the data strategy.

2.1.D
(1/2)

Define Analytics Use Cases and Link to Business Objectives: This step guides the Entity to define a longlist of analytics use cases that directly support relevant business objectives. The Data Strategy Expert leads the process of identifying areas where data can enhance decision-making, performance monitoring, or insight generation. The Business Data Analyst and Data Stewards support documentation and validation to ensure traceability and alignment with business priorities.

- i. **Identify use cases aligned to business objectives:** The Data Strategy Expert facilitates workshops or interviews to identify opportunities for data and analytics to support specific objectives.
 - a. Review the finalized Business Objectives Register and highlight objectives that require monitoring, forecasting, insight generation, or decision support.
 - Prioritize objectives categorized as Strategic or Operational.
 - Use value clusters (e.g., Public Transparency) to guide discussions.
 - b. Engage business stakeholders to propose use cases linked to their objectives.
 - Ask targeted prompts such as:
 - “Where could insights improve planning or delivery?”
 - “What do you wish you could monitor or predict?”
 - Encourage suggestions from both business and technical teams.
 - c. Confirm that each proposed use case supports one or more validated objectives.
 - Eliminate ideas not grounded in documented objectives.
 - Ensure alignment with the Entity’s and department’s strategic direction.
- ii. **Populate the Analytics Use Case Library:** The Business Data Analyst and Data Stewards document all qualified use cases in the Analytics Use Case Library using the standardized template.
 - a. Complete all required fields:
 - Use Case ID
 - Use Case Title
 - Use Case Description
 - Value Cluster
 - Linked Business Objective(s)
 - Analytics Type (Descriptive, Diagnostic, Predictive, Prescriptive)
 - Target Audience
 - Department / Function Owner
 - Stakeholders Involved
 - Recommended By
 - b. Ensure consistency, clarity, and traceability across all entries.
 - Link each use case back to its originating objective ID(s).
 - Use clear language and consistent terminology.

- c. Group use cases according to strategic value clusters for downstream analysis.
 - Use these clusters to support prioritization and roadmap planning.
 - Flag cross-departmental or enterprise-wide use cases where relevant.

Asset Guidance

The **Analytics Use Case Library Template** can be leveraged to capture a longlist of potential analytics use cases along with key contextual information to support evaluation and prioritization. *Illustrative*



المجلس الوطني للتخطيط
National Planning Council
مجلس التخطيط
State of Qatar

Analytics Use Cases Library Longlist

This table captures a longlist of potential analytics use cases along with key contextual information to support evaluation and

Field	Description
Use Case ID	A unique identifier assigned to each analytics use case.
Use Case Title	A short, descriptive name that summarizes the focus of the use case.
Use Case Description	A brief explanation of what the use case aims to achieve and how it works.
Value Cluster	A value cluster is a strategic grouping of business objectives or use cases that share a common intent, outcome, or thematic focus (e.g., Public Transparency, Service Innovation)
Linked Business Objective(s)	The objective (objective ID) that the use case supports or addresses.
Analytics Type	The category of analytics applied (e.g., descriptive, diagnostic, predictive, prescriptive).
Target Audience	The primary users or decision-makers who will benefit from the use case.
Department / Function Owner	The team or unit responsible for sponsoring and delivering the use case.
Stakeholders Involved	Key individuals or groups who need to be engaged or consulted.
Recommended By	The person or entity who proposed or endorsed the use case.

Use Case ID	Use Case Title	Use Case Description	Value Cluster	Linked Business Objective(s)

Analytics Type	Target Audience	Department / Function Owner	Stakeholders Involved	Recommended By

iii. **Validate and prepare use case list for prioritization:** The Data Governance Specialist ensures the full use case inventory is complete, organized, and ready for structured evaluation in the next step.

- a. Conduct a working session with the Data Strategy Expert and department leads to review the full use case list.
 - Resolve duplicates, unclear entries, or misaligned cases.
 - Refine descriptions and fill missing data as needed.
- b. Finalize the Analytics Use Case Library for scoring and prioritization.
 - Assign final quality status to each entry.
 - Store the list in a centralized repository with controlled access.



Key Message / Information

Well-defined use cases transform business goals into actionable opportunities for insight. Mapping them to objectives ensures every use case is purposeful and aligned with real organizational value.

2.1.E
(1/2)

Prioritize Use Cases Based on Impact and Ease of Implementation: This step guides the Entity to prioritize analytics use cases using the standardized Analytics Use Case Prioritization Framework. The Data Strategy Expert leads this process, supported by the Business Data Analyst and Data Governance Specialist, to ensure use cases are scored across six defined sub-dimensions. Final priority levels are automatically generated through the scoring tool to guide decision-making and roadmap planning.

- i. **Assign scores to each use case based on defined criteria:** The Data Strategy Expert facilitates the scoring process with relevant stakeholders, while the Business Data Analyst supports entry and quality assurance.
 - a. Score each use case across the following Impact sub-dimensions:
 - **Financial Impact:** Expected cost savings or revenue value
 - **Business Impact:** Alignment with strategic goals or critical operations
 - **Business Urgency:** Time-sensitivity due to regulatory or executive drivers
 - b. Score each use case across the following Ease of Implementation sub-dimensions:
 - **Technology Availability:** Availability of required platforms and tools
 - **Data Readiness:** Accessibility and quality of relevant datasets
 - **Skill Availability:** Availability of internal or external delivery capacity
 - c. Enter all scores using the Low / Medium / High scale in the Analytics Use Case Prioritization Library.
 - Ensure each score is informed by stakeholder input, evidence, or system assessment (e.g., for data availability and readiness)
 - Resolve any uncertainties or assumptions through collaborative discussion

Asset Guidance

The **Analytics Use Case Prioritization Framework** consists of **three integrated sheets** designed to guide the evaluation and ranking of analytics use cases. It includes the **Definition Guide** (criteria explanations), **Prioritization Framework** (scoring and quadrant logic), and the **Use Case Prioritization Library** (template to capture and prioritize use cases).

Illustrative

Analytics Use Case Prioritization Library											
The following table reflects the method to qualifying and prioritizing analytics use cases.											
Use Case ID	Use Case Title	Use Case Description	Impact			Overall Impact	Ease of Implementation			Overall Ease of Implementation	Final Priority
			Financial Impact	Business Impact	Business Urgency		Technology Availability	Data Readiness	Skill Availability		

- ii. **Review automated prioritization outputs:** The Business Data Analyst validates the automated calculations generated by the framework.
 - a. Confirm that the tool has automatically generated the following outputs:
 - **Overall Impact** score based on the three Impact sub-dimensions
 - **Overall Ease of Implementation** score based on the three implementation sub-dimensions
 - **Final Priority** label (e.g., Quick Wins) derived from the prioritization matrix

2.1.E
Cont.
(2/2)

- b. Review results with the Data Strategy Expert and identify any anomalies.
 - Check for inconsistencies across similar use cases
 - Flag use cases that may require manual override due to special considerations

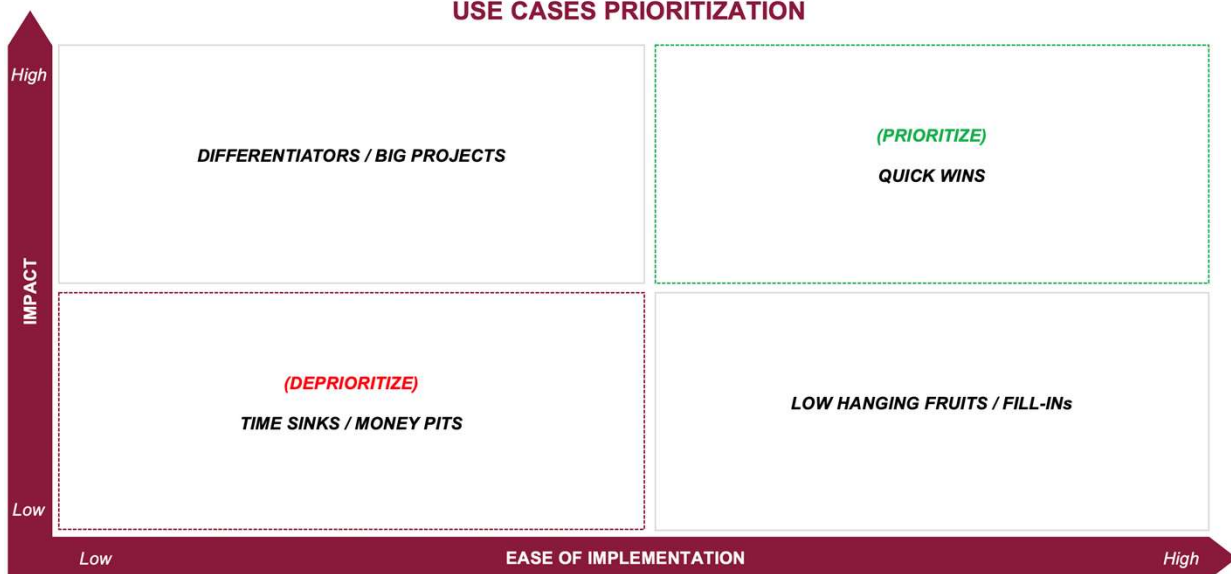
iii. **Finalize and validate the prioritized use case list:** The Data Governance Specialist ensures the scoring process is complete and the results are ready for decision-making.

- a. Conduct a review session with business, technical, and strategy leads to validate the final rankings.
 - Leverage the **Prioritization Matrix** (seen below) to better visualize the distribution of use cases across each quadrant.
 - Align on the top-priority use cases for charter development
 - Revisit low-priority cases if critical to departmental needs

Asset Guidance

USE CASES PRIORITIZATION

Illustrative



- b. Finalize the Analytics Use Case Prioritization Library.
 - Lock the template and apply version control
 - Store the final list in a centralized location for use in roadmap planning and DGO submission



Key Message / Information

A structured prioritization process enables the Entity to focus on high-value, feasible use cases first. This helps optimize time, budget, and resources while delivering early wins.

2.1.F
(1/2)

Develop Use Case Charters: This step guides the Entity to develop detailed use case charters for each high-priority analytics use case. The Data Strategy Expert leads the facilitation process, while the Business Data Analyst and Data Stewards support documentation. The Data Governance Specialist ensures consistency and completeness. These charters provide the necessary foundation for technical scoping, planning, and solution design.

Asset Guidance

Illustrative

The **Analytics Use Case Charter Template** can be used to capture and document the key elements of a shortlisted analytics use case. It provides a structured format for summarizing the use case overview, business and technical requirements, dependencies, and prioritization inputs (aligned with the Use Case Prioritization Framework).

OVERVIEW 	BUSINESS REQUIREMENTS 	TECHNICAL REQUIREMENTS 	PRIORITIZATION
USE CASE TITLE 	STAKEHOLDERS 	REQUIRED DATASETS & DATA SOURCES 	IMPACT Financial Impact Low Med High
USE CASE DESCRIPTION 	CHALLENGES ADDRESSED 		Business Impact Low Med High
TARGET USERS 	EXPECTED BENEFITS & BUSINESS VALUE 	TYPE OF ANALYTICS MODELS 	Business Urgency Low Med High
USE CASE TYPE 		REQUIRED TOOLS & TECHNOLOGY 	EASE OF IMPLEMENTATION Technology Availability Low Med High
			Data Readiness Low Med High
			Skill Availability Low Med High
			OVERALL PRIORITY e.g., "Quick Win"

Key Dependencies: [Insert and briefly indicate any additional dependencies that need to be considered or overcome to develop the use case (e.g., resources, capabilities, etc.)]
Ethical, Security, Privacy Components: [Insert and briefly indicate if any ethical, security, and privacy components may exist and how they shall be addressed]

- i. **Capture business and strategic context for each use case:** The Data Strategy Expert works with stakeholders to complete the business and value-related sections of the charter.
 - a. Document the use case overview and purpose:
 - Use Case Title and Description
 - Target Users (e.g., policy teams, service managers)
 - Use Case Type (descriptive, diagnostic, predictive, prescriptive)
 - b. Define the business requirements and intent:
 - Stakeholders involved in owning or sponsoring the use case
 - Challenges the use case aims to address
 - Expected Benefits and Business Value to the Entity
 - c. Record key considerations:
 - Dependencies (e.g., resources, approvals, external data access)
 - Ethical, Security, and Privacy Components that must be addressed

2.1.F
Cont.
(2/2)

- ii. **Specify technical and analytics delivery requirements:** The Business Data Analyst leads technical scoping and collaborates with Data Stewards and other IT stakeholders.
 - a. Identify data and technology dependencies:
 - Required Datasets and Data Sources (including systems, APIs, or reports)
 - Required Tools and Technology (e.g., BI platforms, machine learning infrastructure)
 - b. Define model and analytical needs:
 - Type of Analytics Models envisioned (e.g., classification, forecasting, clustering)
 - Required technical processes or algorithms if known
 - c. Confirm feasibility and constraints through internal coordination:
 - Engage Data Architects or technical teams where needed
 - Validate assumptions with relevant stakeholders
- iii. **Finalize prioritization scoring within the charter:** The Data Governance Specialist ensures alignment between the use case charter and the prioritization framework.
 - a. Record Low / Medium / High scores for each of the six prioritization sub-dimensions:
 - Financial Impact, Business Impact, Business Urgency
 - Technology Availability, Data Readiness, Skill Availability
 - b. Ensure the prioritization logic is in alignment with the auto-generated Overall Priority field within the Use Case Prioritization Library.
 - Confirm that all fields are populated accurately before finalizing
 - Align scores with the earlier prioritization library, or revise if more detail is now available
 - c. Store completed use case charters in a version-controlled repository.
 - Ensure access by data, IT, and strategy teams
 - Prepare for submission to the National Data Governance Office (if applicable)



Key Message / Information

Analytics Use Case Charters translate use case concepts into actionable inputs for initiative card development and the data strategy roadmap (as outlined in Section 3.3.1)

2.1.G
(1/2)

Submit Use Case Charters to the DGO: Submit the finalized analytics use case charters to the DGO for review, validation, and feedback. The Data Governance Specialist coordinates the submission process, while the Data Strategy Expert supports clarification and response to DGO queries. This step ensures that use cases are nationally aligned and meet baseline standards for technical and strategic readiness.

2.1.G
Cont.
(2/2)

- i. **Prepare charter submission package for DGO:** The Data Governance Specialist consolidates finalized charters and prepares them for formal submission.
 - a. Compile all finalized and validated high-priority use case charters.
 - Ensure each charter has a unique ID and is traceable to the department of origin
 - Confirm all charters include complete information across business, technical, and prioritization
 - b. Complete a submission cover sheet or summary index for the package.
 - Include metadata such as number of charters, departments represented, and prioritization summary
 - Indicate if any charters are subject to cross-department collaboration or have national dependencies
- ii. **Submit package to the DGO and facilitate review:** The Data Governance Specialist owns the submission and tracking process, with the Data Strategy Expert supporting clarifications.
 - a. Submit the use case charter package to the DGO via the designated platform or official communication channel (as required at the respective point in time).
 - Ensure submission adheres to national template and formatting standards
 - Follow the DGO-prescribed file structure or naming conventions where applicable
 - b. Facilitate a review session or Q&A with the DGO, if requested.
 - Respond to clarifying questions or follow-up data requests
 - Note any DGO feedback or required revisions and track status for future iterations



Key Message / Information

Submitting use case charters to the DGO enables alignment with national priorities and standards. It also opens the door to collaboration and cross-entity integration.

2.1.H
(1/2)

Develop Detailed Business and Technical Requirements for Priority Use Cases: This step guides the Entity to translate each DGO-validated use case into a structured Business and Technical Requirements Document. This document captures the full functional context, data dependencies, analytical goals, and system-level needs for each priority use case. It ensures that downstream teams, including data engineers, analysts, and platform owners, have the detail required to support implementation, data profiling, and governance alignment.

The Data Strategy Expert leads this step in collaboration with use case sponsors, business SMEs, and technical stakeholders across IT, analytics, and governance.

- i. **Prepare use case-specific business requirement details:** The Data Strategy Expert gathers and expands upon the high-level descriptions captured in the Use Case Charter.

2.1.H
Cont.
(2/2)

- a. For each use case, define:
 - Problem statement and business context
 - Target users and their decision-making needs
 - Required insights or business outcomes
 - Any regulatory, service-level, or operational constraints
 - b. Validate business needs with department leads and analytics sponsors
 - Confirm alignment with the business objectives captured in 2.1.B
- ii. **Document technical requirements and data dependencies:** The Business Data Analyst and Data Architect document the data, system, and integration requirements to enable the use case.
- a. Specify (though not limited to):
 - Required datasets and source systems
 - Required attributes or CDEs
 - Volume, frequency, and freshness expectations
 - Analytical model type (e.g., descriptive, predictive, KPI dashboard)
 - b. Include relevant metadata such as:
 - Data classification levels
 - Required business and technical owners for data domains
 - Platform, tooling, or access requirements
- iii. **Consolidate into a Business and Technical Requirements Document:** The Data Strategy Expert compiles and validates the document for each use case, using a standard format.
- a. Structure the document with the following sections (recommended):
 1. Use Case Overview (Title, ID, Priority)
 2. Business Requirements
 3. Technical Requirements (including data requirements, CDEs, etc.)
 4. Risks, Assumptions, and Dependencies
 5. Validation Sign-Off
 - b. Store finalized Business and Technical Requirements Document(s) in a version-controlled directory for use in Section 2.3 (Data Profiling)



Key Message / Information

If the Entity lacks visibility into its current data environment, it may defer finalizing the technical sections of the requirements until Activity 2.3.1 – Source System Discovery and Documentation is completed. Insights from that activity can help validate system references, dataset availability, and attribute-level requirements linked to each use case.

RACI Matrix - Business Objectives and Requirements

Indicative

Sr No.	Activity	DGO	Data Management and Security Director	Data Management and Governance Section Head	Data Strategy Expert	Business SMEs	Data Stewards	Business Data Analyst	Data Governance Specialist	Data Owners	Data Architect
2.1.A	Conduct Stakeholder Mapping and Engagement Planning		A	C	R	C			R	C	
2.1.B	Capture and Document Business Objectives		A		R		C	C	R		
2.1.C	Review and Refine Documented Objectives		A		R				R		
2.1.D	Define Analytics Use Cases and Link to Business Objectives		A		R		C	C	R		
2.1.E	Prioritize Use Cases Based on Impact and Ease of Implementation		A		R			R	R		C
2.1.F	Develop Use Case Charters		A		R		R	R	R		C
2.1.G	Submit Use Case Charters to the DGO	C/I	A	I	R				R		
2.1.H	Develop Detailed Business and Technical Requirements for Priority Use Cases			C	R	C		R	C		C

RACI Matrix Legend: **R:** Responsible **A:** Accountable **C:** Consulted **I:** Informed

Based on this Activity, the Entity can



Map and engage the right stakeholders



Capture and refine business objectives



Define and prioritize analytics use cases



Develop use case charters for execution



Develop business and technical requirements for priority use cases

2.2 Current State Capabilities Maturity Assessment

This activity guides the Entity to assess its current capabilities across all 10 data management domains to establish a baseline for strategic planning and roadmap development. The assessment covers three capability dimensions: Organization/People, Processes and Policies, and Tools/Technology, using a standardized maturity model.

The maturity assessment is conducted across 10 data management domains simultaneously, including Data Management Strategy & Governance, Data Catalog & Metadata Management, Data Quality Management, Master and Reference Data Management, Data Architecture & Modeling, Data Storage & Operations, Data Sharing, Integration & Interoperability, Statistics & Analytics, Document & Content Management, and Data Security & Privacy. Results are analyzed to identify domain-specific weaknesses, systemic gaps, and opportunities for improvement.

Insights and outputs from this activity directly inform roadmap design and are used to communicate current-state maturity to leadership and the DGO.

Process - Current State Capabilities Maturity Assessment

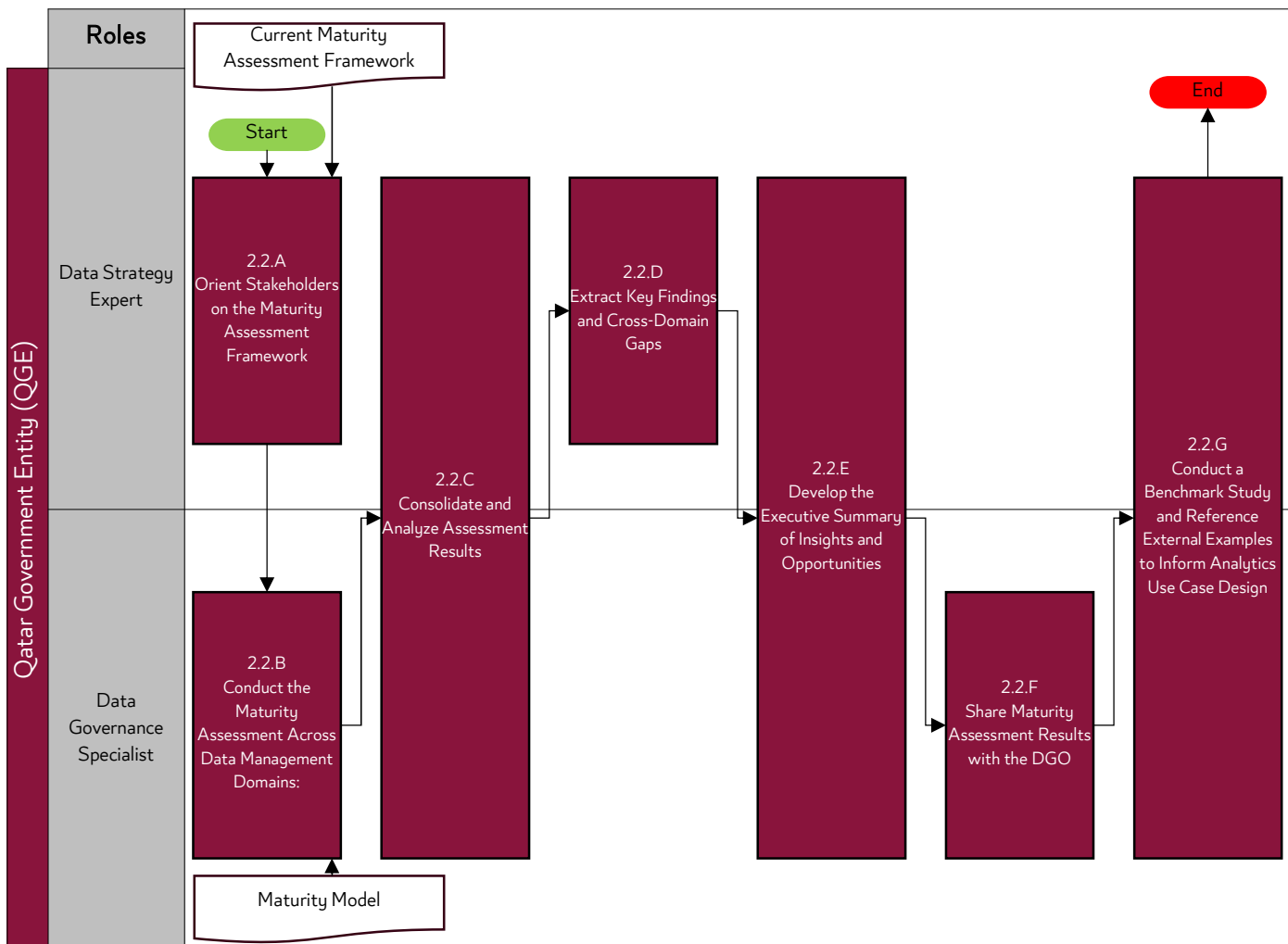


Figure 2: Current State Capabilities Maturity Assessment Process Map

Legend: Process Step Decision Process Start Process End Document Off-Page Reference

2.2.A
(1/2)

Orient Stakeholders on the Maturity Assessment Framework: This step guides the Entity to formally introduce the Data Management Maturity Assessment process to all relevant stakeholders. The Data Strategy Expert leads the orientation with support from the Data Governance Specialist, ensuring that participants across all 10 data management domains understand the purpose, structure, and expectations of the assessment. This orientation is critical to achieving a consistent, accurate, and complete evaluation of current-state data capabilities.

- i. **Identify assessment participants and domains of responsibility:** The Data Strategy Expert coordinates with data leadership to define who is responsible for completing the assessment per domain.
 - a. Map each of the 10 data management domains to relevant domain leads, section heads, or functional SMEs.
 - Refer to section 1.5 “stakeholders involved” and the Entity’s current organization structure to identify to guide role selection and ownership.
 - Ensure each domain has a designated coordinator for assessment completion.
 - b. Confirm and document participants responsible for inputs across Organization / People, Processes and Policies, and Tools / Technology.
 - Include contributors from both business and technical teams.
 - Assign a central point-of-contact per domain to consolidate inputs.
- ii. **Conduct an orientation session on the maturity model and scoring:** The Data Governance Specialist delivers the session, walking stakeholders through the framework, expectations, and scoring logic.
 - a. Explain the purpose and structure of the assessment.
 - Emphasize that the assessment covers all 10 data management domains as part of the Data Strategy and Governance QDKC.
 - Clarify how results will be used to inform strategy, roadmap, and resource planning.
 - b. Demonstrate how to complete the Excel-based maturity model.
 - Walk through one sample domain and its questions.
 - Clarify the meaning of each score (1–5) using the maturity stage definitions (Initial to Pioneering).
 - c. Provide scoring guidance for each capability dimension.
 - **Organization / People:** governance structure, roles, responsibilities, sponsorship etc.
 - **Processes and Policies:** standards, procedures, compliance, documentation etc.
 - **Tools / Technology:** systems, platforms, software, automation etc.
- iii. **Share templates, timelines, and support materials:** The Data Governance Specialist ensures all stakeholders are equipped to begin assessment delivery.
 - a. Distribute the full maturity model file and scoring reference materials.

2.2.A
Cont.
(2/2)

- Include maturity stage definitions and illustrative examples.
- Highlight any domain-specific considerations.

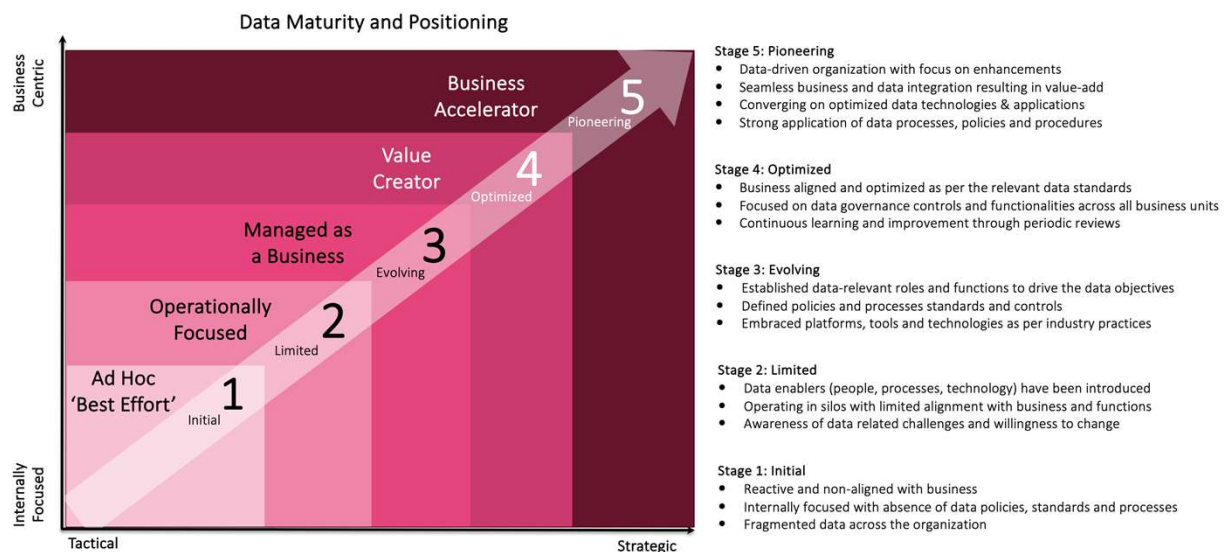
b. Share the assessment timeline, submission deadlines, and support contacts.

- Provide a channel (email/group/point-of-contact) for questions or issues.
- Schedule optional drop-in support or 1:1 sessions during the assessment window.

Asset Guidance

Determining the current maturity of an entity's data management capabilities, along with the envisioned target maturity, are critical steps in the data strategy definition. The **Data Management Current Maturity Assessment Framework** provides an assessment methodology for evaluating and rating the maturity level of each capability.

Illustrative



Key Message / Information

Engaging the right mix of business and technical stakeholders is critical to defining a strategy rooted in real needs. Without inclusive stakeholder mapping, key priorities and pain points risk being missed entirely.

2.2.B
(1/2)

Conduct the Maturity Assessment Across Data Management Domains: This step guides the Entity to complete the self-assessment for all 10 data management domains using the standardized maturity model. The Data Governance Specialist coordinates submissions, while Section Heads and Domain SMEs complete the scoring across the three capability dimensions: Organization, Processes and Policies, and Tools. The outputs from this step form the foundation for analysis, heatmap generation, and strategic planning.

- i. **Distribute the maturity model and provide technical support:** The Data Governance Specialist ensures all participants have the correct version of the model and the tools needed to complete it.

2.2.B
Cont.
(2/3)

- a. Share the Excel-based maturity model with all domain leads and provide instructions for completion.
 - Each domain is assessed in a dedicated sheet with its own scoring table.
 - Scores are assigned manually using a 1–5 scale per capability area.
 - b. Ensure all domains have access to scoring guides and example responses.
 - Reference maturity stage definitions to ensure consistency across all 10 domains.
 - Clarify any technical or formatting issues during the submission window.
- ii. **Complete scoring across all 10 domains:** Each Domain SME is responsible for coordinating responses from relevant business and technical contributors and finalizing scoring.
- a. Assess maturity for each domain across the following **three dimensions**:
 - **Organization / People:** governance structure, roles, responsibilities, sponsorship etc.
 - **Processes and Policies:** standards, procedures, compliance, documentation etc.
 - **Tools / Technology:** systems, platforms, software, automation etc.
 - b. Assign a score (1 to 5) for each question based on actual practices and current state.
 - Avoid aspirational scoring and document rationale for scoring selections.
 - Involve cross-functional contributors to ensure balanced and accurate inputs.
 - c. Validate that the sheet auto-generates the maturity scores per dimension and domain.
 - Check that no required fields are left blank.
 - Confirm that all formulas have calculated correctly before submission.

Asset Guidance

The **Data Management Maturity Model** defines five maturity levels across each question and the three respective dimensions. Business users self-assess each applicable dimension, assigning scores (1 to 5) based on the descriptions and justifications. The final maturity score for the dimension is calculated as an average.

Illustrative

		Maturity Stages					Scoring	
Dimension	Question	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Assigned Maturity - Assessor	Justification
		Initial	Limited	Evolving	Optimized	Pioneering	Current State	Assessor Current State Justification
							IDIV/DI	
							Current State	
							IDIV/DI	
Data Management Strategy and Governance								
Organization							IDIV/DI	
1	Organization Governance	Is there a defined Data Governance organization?	A loose data governance structure exists within the organization consisting mostly of IT participants in ad-hoc governance sessions, but roles are not clearly defined and participation is reactive	Business unit specific data governance structures exist consisting of data owners and data stewards; however, there is no consistent overarching governance organizational model across the organization	A comprehensive data governance organization structure exists across the organization with clear definition of roles and responsibilities; The roles includes Chief Data Officer (CDO), Data Owner, Data Steward, Data Architect, and Data Champions	A comprehensive data governance organization exists across the organization; data governance plays a central role in evaluating all data management decisions in line with business goals and technology strategy. Data governance metrics have been defined to track performance and data governance effectiveness	A comprehensive data governance organization has existed for at least 3 years across the organization; metrics are monitored frequently and evaluated against benchmarks and data governance organization structure undergone multiple cycles of optimization	
2	Change Management	Who oversees the process of tracking changes to critical data systems? Are the staff within the data governance bodies aware of the roles and responsibilities	Changes to data assets are overseen by IT and inconsistently tracked by local unit basis with no unified processes or policies to control and manage the changes	Cross functional Business Unit data stewards are appointed to manage and track changes to data but not enforced across all business units	Organization-level team consisting of data stewards and technical data team is formed to plan and coordinate data change management through unified process to assess and manage the changes prior to implementation, critical changes to data are approved by steering committee	Organization-level team is identified to coordinate data changes. Change management metrics are defined and measured to track performance and effectiveness of change management process	Organization-level team has been coordinating changes to data within systems for at least 3 years; clearly defined metrics are monitored frequently and evaluated against benchmarks and have undergone multiple cycles of optimization	

2.2.B
Cont.
(3/3)

iii. **Submit completed assessments for consolidation:** The Data Governance Specialist collects and verifies completed templates from all domains.

- a. Confirm that all 10 domain assessments are submitted within the agreed deadline.
 - Track status of submissions using a central tracker.
 - Follow up with leads where clarification or resubmission is needed.
- b. Prepare the consolidated set of domain assessment files for the next analysis step.
 - Ensure version control and file integrity are maintained.
 - Archive raw templates in a structured, access-controlled location.



Tip

- Engage both business and technical roles to ensure balanced, well-informed maturity scoring.
- Refer to maturity stage definitions often to avoid inconsistent or overly optimistic scoring.



Key Message / Information

Consistent and well-informed scoring by knowledgeable stakeholders is essential to build a realistic and actionable strategy foundation. This step ensures a complete, accurate baseline of the Entity's current maturity across all domains.

2.2.C
(1/3)

Consolidate and Analyze Assessment Results: This step guides the Entity to consolidate all completed domain assessments and analyze the results to generate a full maturity picture. The Data Governance Specialist leads the data validation and consolidation process, while the Data Strategy Expert supports interpretation of results. This step produces two key deliverables: the Data Management Maturity Heatmap Slide and the Data Management Domain Current State Maturity Slides for all 10 domains.

- i. **Review submitted assessments for completeness and accuracy:** The Data Governance Specialist validates the inputs to ensure scoring is complete and calculations are correctly generated.
 - a. Check each submitted domain sheet for missing values, incomplete questions, or broken formulas.
 - Validate that all required fields have been filled, and scoring is consistent.
 - Confirm that the overall domain score and sub-scores (Organization/People, Processes and Policies, Tools/Technology) are auto-calculated.
 - b. Resolve discrepancies or scoring anomalies through direct follow-up with domain leads.
 - Identify overly optimistic scores or inconsistent scoring patterns.
 - Clarify ambiguous inputs and correct formatting issues where needed.

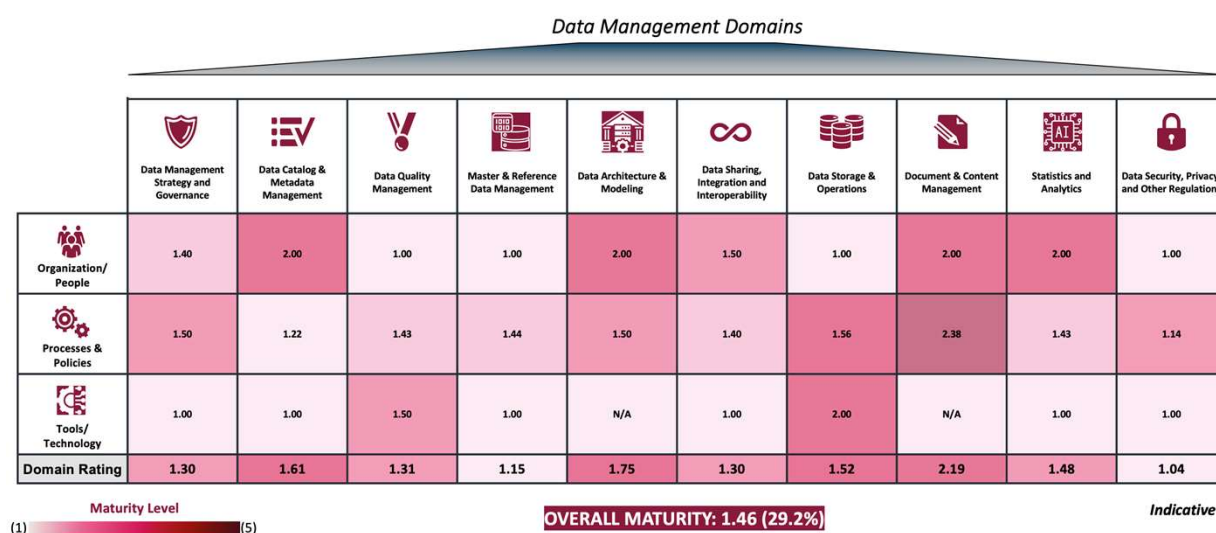
2.2.C
Cont.
(2/3)

- ii. **Consolidate results and generate the maturity heatmap:** The Data Governance Specialist compiles scores into a cross-domain view and calculates overall maturity.
- Transfer maturity scores for all 10 domains into the **Data Management Maturity Heatmap Slide**.
 - Include individual dimension scores (Organization/People, Processes and Policies, Tools/Technology) and the overall domain score.
 - Calculate and include the overall data management maturity score (average of all 10 domains).
 - Use color-coded formatting to visually highlight high and low maturity areas.
 - Help stakeholders quickly interpret patterns and systemic gaps.
 - Prepare this slide for executive and DGO review.

Asset Guidance

The **Data Management Maturity Heatmap** slide visualizes maturity across all 10 data domains and the respective three dimensions. It also includes the overall maturity score for the Entity, calculated as the average of all domain scores. Color-coding helps quickly identify low and high-performing areas to support strategic focus and prioritization.

Illustrative



- iii. **Create domain-level maturity slides:** The Data Strategy Expert and Data Governance Specialist prepare one slide per domain to visualize maturity and contextual insights.
- For each domain, generate a **Data Management Domain Current State Maturity Slide** that includes:
 - A gauge chart for the overall maturity score
 - Sub-scores for Organization/People, Processes and Policies, and Tools/Technology
 - Placeholders for Key Insights & Findings and Key Improvement Opportunities

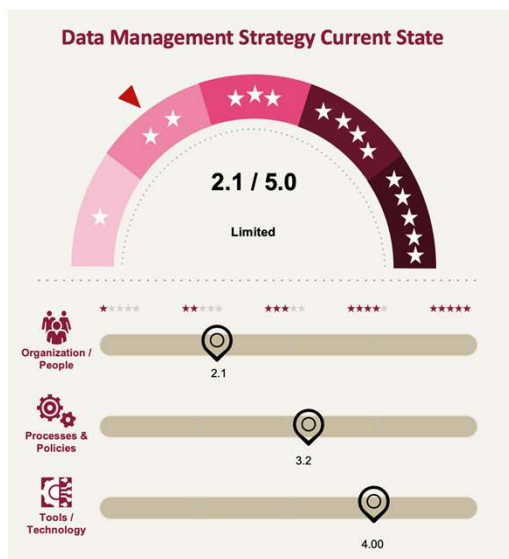
2.2.C
Cont.
(3/3)

- b. Populate these slides based on the results and notes provided during the assessment.
- Capture initial patterns and performance gaps across dimensions
 - These slides serve as inputs for deeper insight development in 2.2.D and 2.2.E

Asset Guidance

The **Data Management Domain Current State Maturity** slide presents the current-state maturity of a single data domain using a gauge and bar visuals. It includes overall domain score, sub-scores for the three dimensions, plus editable insight fields. Use it to summarize domain-specific performance and highlight key issues and opportunities for improvement.

Illustrative



Key Insights & Findings

- Entity does not have a clearly defined data governance structure. There is no formal ownership of data assets, and responsibilities for data management tasks are unclear. Each department handles data in its own way, resulting in inconsistent practices.
- There are no dedicated data stewards within the entity, leading to poor accountability for data quality and compliance. As a result, data errors often go unaddressed, and there is no clear escalation process when data issues arise.
- Due to the lack of unified data management processes, records vary significantly between systems. For example, customer addresses and financial histories differ between the CRM system and the accounting platform. This inconsistency is causing operational inefficiencies and reducing trust in data.

Key Improvement Opportunities

- Entity should develop a formal data governance framework, designating data stewards for key data domains (e.g., customer, financial, operational). These stewards will be responsible for maintaining data quality, security, and compliance across their respective areas.
- Form a cross-functional data governance committee to oversee data management policies, standards, and compliance. This committee should include representatives from IT, legal, finance, and key business units.
- Implement a master data management (MDM) solution to standardize customer data across all systems. This will reduce inconsistencies and improve the overall reliability of customer data.

Key Message / Information

Consolidating and validating maturity results ensures a complete and trustworthy baseline for strategic planning. Heatmaps and domain-level visuals make it easier to identify gaps and drive focused improvement efforts.

2.2.D
(1/2)

Extract Key Findings and Cross-Domain Gaps: This step guides the Entity to analyze the consolidated maturity assessment results to uncover domain-specific insights and identify systemic issues across Organization/People, Processes and Policies, and Tools/Technology. The Data Strategy Expert leads the analysis, supported by the Data Governance Specialist, with inputs from domain leads as needed. Outputs from this step are used to inform the executive summary and roadmap design.

- i. **Analyze maturity patterns across all domains and dimensions:** The Data Strategy Expert performs a high-level analysis to identify maturity strengths, weaknesses, and trends.

2.2.D
Cont.
(2/2)

- a. Review maturity scores across the 10 domains to identify low-performing or unevenly distributed areas.
 - Focus on domains with scores below (e.g., 3) in any dimension.
 - Identify which domains show balanced vs. fragmented maturity across dimensions
 - b. Identify cross-cutting challenges across dimensions.
 - Look for recurring weaknesses such as lack of defined processes or outdated tools.
 - Flag trends that suggest systemic issues like weak governance or limited standardization.
- ii. **Summarize domain-specific insights and improvement areas:** The Data Governance Specialist supports the extraction of insights from individual domain slides and SME input.
- a. Review each Data Management Domain Current State Maturity Slide for incomplete capabilities or capability gaps.
 - Focus on insights that explain the root cause of low maturity.
 - Reference comments or justifications captured during the scoring process.
 - b. Draft, for example, 1–3 Key Insights & Findings and 1–3 Key Improvement Opportunities per domain.
 - Keep entries specific, actionable, and connected to observed maturity gaps.
 - Use language that can be reused in the executive summary or roadmap.
- iii. **Validate and refine insights with domain leads:** The Data Strategy Expert facilitates a light-touch validation round to confirm accuracy of findings.
- a. Share draft insights with domain leads or Section Heads for review.
 - Validate the realism of proposed improvement opportunities.
 - Adjust wording or focus based on SME feedback.
 - b. Finalize insight and improvement fields in the domain maturity slides.
 - Ensure all 10 slides are ready for presentation in the next step.
 - Archive supporting comments or rationales for audit trail.



Tip

- Look for repeated weaknesses across domains to identify systemic issues.
- Validate with SMEs to ground findings in operational reality.



Key Message / Information

Analyzing maturity results turns data into insights. It reveals both domain-specific gaps and cross-cutting weaknesses. This step provides the diagnostic clarity needed to prioritize actions and drive focused improvement.

2.2.E
(1/2)

Develop the Executive Summary of Insights and Opportunities: This step guides the Entity to synthesize maturity assessment findings into a concise, executive-facing summary that supports strategic decision-making. The Data Strategy Expert leads the development of the summary slide, while the Data Governance Specialist ensures consistency across insights and scores. This slide brings together domain-level maturity scores, key findings, and improvement opportunities in one consolidated view.

- i. **Populate the maturity summary slide with final scores:** The Data Governance Specialist inputs domain-level maturity results into the standardized summary format.
 - a. Enter the overall maturity score for each of the 10 data domains into the slide.
 - Use the average domain score from the consolidated Excel model.
 - Ensure accuracy and consistency with the heatmap and domain slides.
 - b. Highlight domains with the highest and lowest scores.
 - Use color coding or callouts to emphasize performance range.
 - These highlights support leadership prioritization during roadmap planning.

Asset Guidance

The **Data Management Maturity Summary** slide This slide summarizes the overall maturity score for each of the 10 data domains in one view. It includes 1–3 key insights and 1–3 improvement opportunities per domain to support executive alignment. Use it to guide prioritization discussions and inform roadmap design and DGO engagement.

Illustrative

Dimension	Score	Summary of Key Insights & Findings	Summary of Improvement Opportunities
1. Data Management Strategy and Governance	1.6 Limited	- Lack of a comprehensive data governance framework leads to inconsistent practices. - Absence of enterprise-wide data strategy results in fragmented initiatives.	- Establish a unified governance framework with clear accountability. - Develop and implement an enterprise-wide data management strategy.
2. Data Catalog & Metadata Management	1.0 Limited	- Limited metadata catalog hinders efficient data discovery. - Metadata inconsistencies create ambiguity in data usage.	- Deploy a comprehensive data catalog with automated metadata updates. - Standardize metadata practices for uniformity.
3. Data Quality Management	3.3 Optimized	- Inconsistent data quality standards cause errors and inefficiencies. - Lack of automated data validation leads to delays.	- Define and enforce data quality standards across all teams. - Integrate automated data quality tools for real-time validation.
4. Master & Reference Data Management	1.1 Limited	- Absence of metadata and glossaries limits discoverability. - Redundant reference data increases inconsistencies.	- Develop centralized glossaries and metadata repositories. - Consolidate and standardize reference data across systems.
5. Data Architecture & Modeling	2.1 Evolving	- Data architecture lacks centralization, hindering data flow and scalability. - Ineffective data models lead to inconsistent reporting and decision-making.	- Design a centralized, scalable architecture framework for efficient data operations. - Implement robust data models aligned with business requirements.
6. Data Sharing, Integration and Interoperability	3.8 Optimized	- Integration challenges disrupt data sharing across platforms. - Data silos limit interoperability across systems.	- Adopt integration tools to ensure seamless data sharing. - Break down silos using shared APIs and data integration frameworks.
7. Data Storage & Operations	2.7 Evolving	- Storage infrastructure is fragmented, limiting scalability. - Lack of automated backups risks data loss.	- Consolidate data storage systems into a unified, scalable infrastructure. - Establish automated backup solutions with regular validation.
8. Document & Content Management	3.6 Optimized	- Unstructured content storage on shared drives increases risks. - Lack of version control causes document duplication.	- Implement a secure content management system with access controls. - Introduce document version control policies and tools.
9. Statistics and Analytics	4.5 Pioneering	- Limited self-service analytics reduces insights for business teams. - Predictive analytics capabilities are underutilized.	- Empower teams with self-service analytics platforms and training. - Invest in AI and predictive analytics for better decision-making.
10. Data Security, Privacy, and Other Regulations	4.1 Pioneering	- Security policies are not uniformly enforced. - Regulatory compliance gaps risk legal liabilities.	- Implement centralized security protocols with routine audits. - Strengthen compliance frameworks for local and global regulations.

Maturity Scale: Initial Limited Evolving Optimized Pioneering

- ii. **Summarize 1–3 key insights and improvement areas per domain:** The Data Strategy Expert drafts concise observations and recommendations to populate the insight and opportunity fields.
 - a. For each domain, select 1–3 key findings that explain the maturity result.

2.2.E
Cont.
(2/2)

- Prioritize insights that point to root causes or major performance gaps.
- Use clear and executive-friendly language.
- b. Identify 1–3 key improvement opportunities per domain.
 - Ensure each recommendation is specific, actionable, and feasible.
 - Align opportunities with roadmap planning logic and DGO expectations.
- iii. **Finalize and prepare the slide for leadership and DGO review:** The Data Governance Specialist ensures version control, formatting, and readiness for formal presentation.
 - a. Review the full slide for consistency, tone, and clarity.
 - Ensure all entries are formatted consistently.
 - Confirm maturity scores align with other outputs.
 - b. Store the final version in an official assessment folder.
 - Prepare it for inclusion in internal briefings and DGO submission package.
 - Archive any draft versions or working files for reference.

**Key Message / Information**

The summary slide translates detailed assessment data into a focused, executive-level view of maturity. It enables informed prioritization and sets the stage for roadmap planning and national alignment.

2.2.F

Share Maturity Assessment Results with the DGO: This step guides the Entity to formally submit the completed maturity assessment package to the DGO. The Data Governance Specialist manages the submission process, while the Data Strategy Expert supports clarifications if requested.

- i. **Prepare submission materials:**
 - a. Compile the following finalized deliverables:
 - Data Management Maturity Model (excel) and supporting evidence
 - Data Management Maturity Heatmap slide
 - Data Management Domain Current State Maturity slides
 - Data Management Maturity Summary slide
 - b. Validate consistency across all materials before submission.
 - Ensure scores match across outputs and are version-controlled.
- ii. **Submit to the DGO and support review:**
 - a. Submit via official DGO channel (e.g., email, portal, or as specified at the respective point in time) and confirm receipt.
 - b. Respond to any DGO clarifications or follow-up questions.

2.2.G
(1/2)

Conduct a Benchmark Study and Reference External Examples to Inform Analytics Use Case Design: This step guides the Entity to explore relevant external examples of analytics use cases and enabling technologies that have been successfully implemented in the public sector. The focus is on identifying practical, transferable ideas that can enrich the Entity's internal planning. The Data Strategy Expert leads this effort in parallel with Activity 2.1 to help inspire thoughtful and impactful use case development.

- i. **Identify relevant public-sector examples and knowledge sources:** The Data Strategy Expert reviews credible sources to compile relevant government analytics practices.
 - a. Gather illustrative analytics use cases or projects from local, regional, or international government entities.
 - Prioritize examples aligned to public value, service delivery, or operational insight.
 - Leverage publications, digital government portals, and best practice repositories.
 - b. Focus on examples that demonstrate strong alignment between analytics and government functions.
 - Emphasize clarity of purpose, value to stakeholders, and practical execution.
 - Select examples that are adaptable to the Entity's context and mission.
- ii. **Extract actionable use case concepts and ideas:** The Data Strategy Expert identifies potential use case types to support brainstorming in Activity 2.1.D.
 - a. Highlight common use case themes such as:
 - Resource optimization, demand forecasting, or performance monitoring
 - Citizen behavior analysis, service usage patterns, or geospatial targeting
 - b. Document relevant use case examples in a structured format.
 - Include a short description, data domain relevance, and type of analytics used
 - Note key enablers such as platforms, data sources, or delivery partners
- iii. **Use examples to support internal use case development:** The Data Governance Specialist ensures the curated insights inform discussions without prescribing outcomes.
 - a. Share selected examples during Activity 2.1 use case workshops to stimulate ideas.
 - Provide them as optional reference materials to enrich departmental discussions
 - Encourage departments to consider how similar value could be created locally
 - b. Maintain an internal repository of analytics use case examples.
 - Expand and refresh over time as new initiatives are discovered or published
 - Encourage knowledge-sharing across departments and planning cycles



Tip

- Select use cases relevant to public value, service delivery, or operational insight.
- Present examples as inspiration, not as templates to copy.
- Revisit and refresh examples regularly to stay current and relevant.

2.2.G
Cont.
(2/2)**Key Message / Information**

This step introduces real-world examples to guide use case ideation, especially for departments starting from scratch. It supports a proactive, idea-rich environment that connects strategy with practical analytics applications.

RACI Matrix - Current State Capabilities Maturity Assessment*Indicative*

Sr No.	Activity	DGO	Data Management and Security Director	Data Management and Governance Section Head	Data Strategy Expert	Data Governance Specialist
2.2.A	Orient Stakeholders on the Maturity Assessment Framework		I	A	R	C
2.2.B	Conduct the Maturity Assessment Across Data Management Domains			A	C	R
2.2.C	Consolidate and Analyze Assessment Results			A	R	R
2.2.D	Extract Key Findings and Cross-Domain Gaps			A	R	C
2.2.E	Develop the Executive Summary of Insights and Opportunities			A	R	R
2.2.F	Share Maturity Assessment Results with the DGO	I/C	A	I	C	R
2.2.G	Conduct a Benchmark Study and Reference External Examples to Inform Analytics Use Case Design			A	R	R

RACI Matrix Legend: **R:** Responsible **A:** Accountable **C:** Consulted **I:** Informed

Based on this Activity, the Entity can

Establish a clear view of data capabilities across all domains



Highlight key maturity gaps to guide improvement efforts



Leverage external examples to enrich benchmarking and planning discussions

2.3 Data Discovery and Readiness Assessment

This activity helps the Entity build a clear understanding of its current data environment by identifying key source systems, documenting available datasets, and assessing the readiness of CDEs to support strategic use cases, reporting, and so forth. It consists of two parts, 2.3.1 (Source System Discovery and Documentation), which focuses on discovering and documenting systems, datasets, and key metadata; and 2.3.2 (Data Profiling and Readiness Assessment), which guides the Entity to profile CDEs using standardized techniques outlined in the Data Quality Management domain guidelines. These steps ensure the Entity knows what data exists, how it flows, and whether it is currently suitable for analytics, reporting, and decision-making.

2.3.1 Source System Discovery and Documentation

This sub-activity guides the Entity to document the structure, ownership, environments, datasets, and current data quality check status for prioritized source systems. It uses a standardized five-template framework to ensure consistent, detailed documentation across systems.

Led by the Data Governance Specialist, this effort brings together IT, data stewards, and business SMEs to create a shared understanding of the systems that matter most to analytics, governance, and operations. The outputs from this sub-activity serve as a foundation for metadata management, data quality planning, and downstream integration efforts.

2.3.1.A (1/2)

Identify and Prioritize Source Systems for Documentation: This step guides the Entity to identify which source systems should be included in the source system discovery exercise. The Data Governance Specialist leads the coordination effort, while the Data Owners, System Administrators, and Business SMEs provide input to ensure the Entity begins documentation with the most relevant, high-value systems.

- i. **Compile an initial list of data source systems:** The Data Governance Specialist works with stakeholders across business and IT to generate a comprehensive view of systems currently in use.
 - a. Identify known data systems from existing system inventories, IT asset lists, or past data-related initiatives.
 - Include enterprise-wide platforms (e.g., ERP, CRM), departmental systems (e.g., HRMS, financial systems), and specialized operational platforms.
 - Capture both internally managed and externally hosted platforms.
 - b. Engage with Data Owners, System Admins, and Business SMEs to validate and expand the system list.
 - Confirm the purpose and usage of each system across departments.
 - Clarify system status (active, deprecated, legacy) and ownership alignment.
 - c. Ensure system-level alignment with data governance responsibilities.
 - Identify assigned Data Owners and Data Stewards (to be used in the "Source Systems" sheet).
 - Confirm availability of internal or external metadata and access support.
- ii. **Prioritize source systems for documentation:** The Data Strategy Expert supports selection based on alignment to strategic priorities, use case relevance, and metadata readiness.

2.3.1.A
Cont.
(2/2)

- a. Prioritize systems that meet one or more of the following:
 - Directly support business objectives or analytics use cases from Activity 2.1
 - Serve as a master source or hold high-value reference data
 - Are flagged as business critical or feed Entity dashboards and reports
 - Already have assigned data stewards or available metadata
- b. Limit documentation scope to a manageable initial set (e.g., 8–12 systems).
 - Focus first on the most relevant systems for current strategic planning.
 - Defer low-impact or undocumented systems to future discovery cycles.
- c. Finalize a list of systems for documentation and store in the working tracker.
 - Mark system name, type, owning department, and inclusion status.
 - Use this as the basis for populating the Source Systems and Details templates.



Tip

- Focus on systems linked to analytics use cases or KPIs from Activity 2.1.
- Confirm metadata availability before including a system.
- Tag deferred systems for future inclusion to keep momentum manageable.



Key Message / Information

Prioritizing the right systems ensures documentation begins where it adds the most strategic value. Starting with systems that support active initiatives and have available stewards builds early momentum.

2.3.1.B
(1/4)

Capture Metadata Using the Source Systems Analysis Template: This step guides the Entity to document foundational metadata for each prioritized source system using two templates: the Source Systems sheet and the Source Systems Details sheet. The Data Governance Specialist leads the effort with input from Data Stewards, Data Owners, Business SMEs, and IT teams. Capturing this metadata provides visibility into system ownership, platform information, metadata status, and operational context.

- i. **Complete the “Source Systems” sheet:** The Data Governance Specialist collaborates with system stakeholders to capture baseline metadata.
 - a. Populate the following fields per source system:
 - **Source System ID:** Unique identifier (e.g., 1, 101)
 - **Source System Name:** Official system name (e.g., “Customer CRM”)
 - **Description:** Summary of what the system does (e.g., “Manages customer records”)
 - **Technology:** Underlying platform (e.g., Oracle, SAP, SQL Server)

2.3.1.B
Cont.
(2/4)

- **Data Owner:** Department or person ultimately accountable
- **Data Steward:** Person responsible for day-to-day quality and governance
- **Data Domains/Sub-Domains:** Functional domains the system supports (e.g., Finance, HR, Customer)

Asset Guidance

The **Source System Analytics Template** contains the **Source Systems** sheet that captures This sheet captures foundational metadata for each source system, including name, description, technology, ownership, stewardship, and data domain coverage. It defines who owns and manages the system and what domain(s) it supports. Use this sheet to establish visibility over system accountability and functional alignment.

Illustrative



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Source Systems

This sheet is designed to capture key metadata about source systems, including their ownership, technology stack, data domain coverage, and the status of captured metadata and data quality checks.

Field	Description
Source System ID	A unique identifier assigned to each source system entry.
Source System Name	The official name or label for the data source.
Description	A brief summary of what the source system is and what it does.
Technology	The underlying platform or technology powering the source system.
Data Owner	The individual or department ultimately accountable for the data in this source system.
Data Steward	The person or group responsible for day-to-day data management and quality for the source system.
Data Domains/Sub-Domains	The specific data domain(s) or subdomain(s) covered by this source.

Source System ID	Source System Name	Description	Technology	Data Owner	Data Steward	Data Domains/Sub-Domains

b. Validate with IT and business teams to ensure entries are accurate and consistent.

- Clarify ownership and steward roles if multiple parties are involved

ii. **Complete the “Source System Details” sheet:** The Data Stewards and System Admins provide deeper operational and support-related metadata.

a. Populate the following fields per system:

- **Source System Id:** Match this to the Source System ID in the first sheet
- **Source System Name and Description:** Same as previous
- **Department (Functional Owner of Source System):** Department responsible for the system
- **Business SPOC:** Business point of contact (typically the Data Steward or Owner)
- **IT Source System SPOC:** Technical point of contact in IT
- **System Administration SPOC:** Responsible for overall admin configuration
- **DBA SPOC:** Database administrator assigned to the system
- **Data Volume (MB):** Estimated or actual size
- **Data Accessibility:** Access method (Direct, API-based, Proprietary interface)
- **Business Critical (Y/N):** Whether this system is classified as business-critical

2.3.1.B
Cont.
(3/4)

- **Key Business Processes (L1):** Core business functions the system supports (e.g., Billing, HR, Logistics)
- **Future Roadmap:** Planned changes (Upgrade, Replace, Maintain)
- **Technical Metadata Captured (Y/N):** Whether technical metadata (e.g., schema, formats) is documented
- **Business Metadata Captured (Y/N):** Whether business metadata (e.g., definitions, rules) is documented
- **Master Source (Y/N):** Whether it is the system of record for key entities
- **Data Quality Checks (Y/N):** Whether any DQ rules or processes exist for this system
- **Internal/External:** Whether the system is managed internally or externally

Asset Guidance

The **Source System Analytics Template** contains the **Source System Details** sheet that captures operational metadata, key contacts, and access characteristics for each system, including business/IT SPOCs, volume, access methods, and system roadmap. It also captures critical flags such as business criticality, master source status, and internal/external classification. Use this sheet to assess system importance, contact structure, and future lifecycle plans.

Illustrative

Source System Details	
	
This sheet captures detailed ownership, support, and operational metadata about each source system, including departmental ownership, key technical contacts, business criticality, access mechanisms, and future roadmap. It supports system accountability, planning, and risk management.	

Field	Description
Id	Source System ID
Source System Name	The official name or label for the data source
Description	A small description about the source system
Department (Functional Owner of Source System)	Which department does the source system belong to
Business Spoc (Functional Owner of Source System)	Name of the Business Specific Point of Contact for this Source System
IT Source System Spoc	Name of the IT Specific Point of Contact for this Source System
System Administration Spoc	Name of the System Administrator for this Source System
DBA Spoc	Name of the DBA for this Source System
Data Volume (MB)	Total volume in MB
Data Accessibility (Direct/APIs/Proprietary)	Methodology used to access the data in the source system.
Business Critical (Y/N)	Yes or No if this source system is business critical
Key Business Processes (L1)	What are the Key Business Processes that this source system support
Future Roadmap(Upgrade/Replace/Maintain)	Any planned activity for this source system
Technical Metadata Captured (Y/N)	Indicates whether technical metadata (e.g., schemas, data types) has been documented.
Business Metadata Captured (Y/N)	Indicates whether business metadata (e.g., definitions, business rules) has been documented.
Master Source (Y/N)	Specifies if this source system is the "system of record" or master source for a particular data domain.
Data Quality Checks (Y/N)	Shows whether all required data quality checks have been performed on this source.
Internal/External	Identifies if the source system is managed internally or by an external party.

Id	Source System Name	Description	Department (Functional Owner of Source System)	Business Spoc (Functional Owner of Source System)	IT Source System Spoc

System Administration Spoc	DBA Spoc	Data Volume (MB)	Data Accessibility (Direct/APIs/Proprietary)	Business Critical (Y/N)	Key Business Processes (L1)

Future Roadmap (Upgrade/Replace/Maintain)	Technical Metadata Captured (Y/N)	Business Metadata Captured (Y/N)	Master Source (Y/N)	Data Quality Checks (Y/N)	Internal/External

b. Coordinate across both business and technical contacts to ensure all fields are filled.

- Highlight any planned changes in the "Future Roadmap" to flag potential integration or decommissioning needs

2.3.1.B
Cont.
(4/4)

Key Message / Information

Capturing metadata across ownership, access, and governance fields ensures visibility and accountability for each system. It lays the groundwork for future quality, cataloging, and platform integration initiatives.

2.3.1.C
(1/2)

Assess System Environment and Architecture Landscape: This step guides the Entity to document the technical environments available for each source system using the Source Systems Environment template. The Data Governance Specialist coordinates this effort, while IT System Owners and DBAs provide information about environment types and data availability. Capturing this information supports planning for profiling, testing, and integration activities.

- i. **Populate the “Source System Environments” sheet:** The IT System Owners and Database Administrators provide the required metadata across environment types.
 - a. For each prioritized source system, complete the following fields:
 - **Id:** Reference the Source System ID from the previous sheets
 - **Source System Name and Description**
 - **Production Environment, Pre-Production Environment, Test Environment, Development Environment (Y/N)**
 - **Test Data Available in Preproduction, Testing Environment (Y/N)**

Asset Guidance

The **Source System Analytics Template** contains the **Source Systems Environment** sheet that captures technical environment availability (production, test, dev) and test data readiness for each system. Use it to assess feasibility of profiling, integration, and QA activities. It helps identify technical limitations that may impact readiness.

Illustrative

Source System Environments			
This sheet is designed to capture key metadata about source systems, including their ownership, technology stack, data domain coverage, and the status of captured metadata and data quality checks.			
Field	Description		
Source System ID	A unique identifier for the source system.		
Source System Name	The official name of the source system from which data is extracted or integrated.		
Production Environment (Y/N)	Indicates whether a production environment exists for the source system, used for live data and operational activities.		
Pre-Production Environment (Y/N)	Indicates whether a pre-production or staging environment exists. Typically used for final testing and validation before production deployment.		
Testing Environment (Y/N)	Indicates whether a dedicated test environment exists for development or QA activities, separate from pre-production.		
Development Environment (Y/N)	Indicates whether a development environment exists, used for configuration, prototyping, or model design before testing phases.		
Test Data Available in Preproduction: Y/N	Specifies whether anonymized or synthetic test data is available in the pre-production environment to support safe testing.		
Test Data Available in Testing Environment: Y/N	Specifies whether usable test data is available in the testing environment. This helps assess readiness for development and QA.		
Source System ID	Source System Name	Production Environment (Y/N)	Pre-Production Environment (Y/N)
Testing Environment (Y/N)	Development Environment (Y/N)	Test Data Available in Preproduction: Y/N	Test Data Available in Testing Environment: Y/N

2.3.1.C
Cont.
(2/2)

- b. Validate the information with relevant technical teams.
 - Confirm the existence and status of each environment
 - Clarify any ambiguity around shared or virtualized environments

ii. **Identify potential access constraints or readiness limitations:** The Data Governance Specialist synthesizes responses to highlight areas that could affect profiling or testing.

- a. Review the environment coverage for each system.
 - Systems lacking pre-production or test environments may face issues during data profiling
 - Document these as constraints for future planning
- b. Flag systems without test data as potential risks for downstream readiness.
 - This may impact profiling in 2.3.2 or testing in future data initiatives



Tip

- Confirm if test data is representative and accessible before profiling.
- Align responses with what is technically implemented—not just what is planned.
- Use this input to flag systems needing future environment setup.



Key Message / Information

Capturing system environments helps the Entity assess technical readiness for profiling, testing, and development. It ensures the data discovery effort accounts for real-world access limitations and infrastructure setup.

2.3.1.D
(1/3)

Inventory Datasets and Populate Dataset Metadata: This step guides the Entity to document dataset-level metadata for each prioritized source system using the Key Dataset Inventory template. The Data Governance Specialist coordinates the process, while Data Stewards, System Admins, and Business SMEs provide input. Capturing this metadata helps establish visibility into schema, volume, record counts, and reference/master classification.

- i. **Populate the “Key Dataset Inventory” sheet:** The Data Stewards and System Owners complete the required fields based on database structure and internal knowledge.
 - a. For each dataset, complete the following fields:
 - **Id:** Reference the Source System ID from previous sheets
 - **Source System Name and Schema**
 - **Dataset ID:** Internal dataset reference number or code
 - **Dataset Name and Dataset Description**
 - **Data Volume (MB):** Estimated or actual size of the dataset
 - **Number of Attributes:** Total number of columns or fields

2.3.1.D
Cont.
(2/3)

- **Number of Records:** The total number of rows or entries currently stored in the dataset.
- **Raw Data Ingested (Y/N):** Indicates whether raw (unprocessed) data from the dataset has been ingested into the target data platform.
- **Reference / Master Entity (Y/N):** Whether dataset contains master or reference data

b. Use system-level access and team knowledge to validate estimates.

- Reference data dictionaries, metadata tools, or direct database queries where available
- If exact counts are unavailable, record estimates and mark for future profiling

Asset Guidance

The **Source System Analytics Template** contains the **Key Datasets Inventory** sheet that inventories structured datasets per system, including schema, dataset name, volume, attribute and record counts.

It also flags whether raw data has been ingested and whether the dataset contains reference or master entities. Use this sheet to identify key datasets, structure, and readiness for cataloging or quality review.

Illustrative

 Key Dataset Inventory					
This sheet documents the structure and scale of key datasets within each source system. It captures metadata such as dataset names, schema, volume, record count, and whether the data is reference/master.					
Field	Description				
Source System ID	A unique identifier assigned to each source system entry.				
Source System Name	The official name or label for the data source where the dataset originates				
Schema Name	The name of the schema or database namespace in which the dataset resides.				
Dataset ID	A unique identifier for the dataset within the source system (e.g., D_001).				
Dataset Name	The name of the dataset within the source system.				
Dataset Description	A brief explanation of the datasets purpose and what type of data it contains.				
Data Volume (MB)	The estimated or actual size of the data stored in the dataset, measured in megabytes (MB).				
Number of Attributes	The total number of columns or fields defined in the dataset schema.				
Number of Records	The total number of rows or entries currently stored in the dataset.				
Raw Data Ingested (Y/N)	Indicates whether raw (unprocessed) data from the dataset has been ingested into the target data platform.				
Reference/MasterEntity (Y/N)	Specifies whether the dataset contains reference or master data, such as controlled vocabularies or core domain entities used across systems.				

Source System ID	Source System Name	Schema Name	Dataset ID	Dataset Name	Dataset Description

Data Volume (MB)	Number of Attributes	Number of Records	Raw Data Ingested (Y/N)	Reference/Master Entity (Y/N)

ii. **Confirm dataset classification and governance relevance:** The Data Governance Specialist works with domain leads to interpret dataset usage and relevance.

- a. Use the Reference / Master Entity (Y/N) field to flag datasets for future governance.
 - These may feed into the Master and Reference Data Management and Data Quality domain guidelines.
 - Cross-check across systems for duplicate or overlapping entities
- b. Note datasets that support business-critical reports or analytics use cases.
 - Prioritize these for data quality checks and inclusion in the Entity's data catalog

2.3.1.D
Cont.
(3/3)

Tip

- Focus first on datasets tied to analytics or reporting.
- Use "Reference/Master Entity" to flag key datasets early.
- Validate volume and record count with system experts or DBAs.

2.3.1.E
(1/2)

Document Status of Preliminary Data Quality Checks: This step guides the Entity to assess and record whether preliminary data quality checks have been conducted for each dataset attribute, using the Preliminary DQ Checks template. The purpose is not to perform data profiling, but to baseline what has already been done. This creates visibility into existing quality efforts and identifies gaps that will inform the activities carried out within the Data Quality domain guidelines.

- Populate the "Preliminary DQ Checks" sheet:** The Data Stewards and System Admins work together to complete the required fields for each attribute.

Asset Guidance

The **Source System Analytics Template** contains the **Preliminary Data Quality Checks** sheet that documents whether initial data quality checks have been performed at the attribute level. It captures scores for core quality dimensions where available. Use this sheet to establish a baseline for data quality assessment coverage and inform future data quality planning.

Illustrative

		Preliminary Data Quality Checks	
This sheet records initial data quality indicators for each dataset and attribute within the source systems. It includes scores on quality dimensions (e.g., completeness, accuracy) and flags metadata presence, master source status, and internal/external classification. It informs data quality baselining and improvement planning.			

Field	Description
Source System ID	A unique identifier assigned to each source system entry
Source System Name	The official name or label for the data source where the dataset originates
Schema Name	The name of the schema or database namespace in which the dataset resides
Dataset ID	A unique identifier for the dataset within the source system (e.g., D_001)
Dataset Name	The name of the dataset within the source system
Attribute Name	The name of the attribute within the dataset
Data Quality Checks (Y/N)	Yes or No if the DQ checks are implemented in this source system
Accuracy	Score on Accuracy
Completeness	Score on Completeness
Consistency	Score on Consistency
Uniqueness	Score on Uniqueness
Validity	Score on Validity
Timeliness	Score on Timeliness
Accessibility	Score on Accessibility
Business Metadata Captured (Y/N)	Yes or No if business metadata is captured
Master Source (Y/N)	Yes or No if this source system is the master data source
Internal/External	Is it Internal or External

Source System ID	Source System Name	Schema Name	Dataset ID	Dataset Name	Attribute Name	Data Quality Checks (Y/N)

Data Quality Dimensions					
Accuracy	Completeness	Consistency	Uniqueness	Validity	Timeliness

Business Metadata Captured (Y/N)	Master Source (Y/N)	Internal/External

2.3.1.E
Cont.
(2/2)

- a. For each dataset, complete the following fields:
 - **Id:** Reference the Source System ID
 - **Source System Name, Schema, Dataset ID, Dataset Name**
 - **Attribute Name:** Name of the specific data field/column being evaluated
 - **Attribute Description:** Short description of the attribute's purpose
 - b. For each attribute, indicate whether a DQ check has been performed by completing:
 - **Data Quality Checks (Y/N):** Mark "Yes" if any check (manual or automated) has been run
 - **Uniqueness Score (%)**
 - **Completeness Score (%)**
 - **Accuracy Score (%)**
 - **Consistency Score (%)**
 - **Timeliness Score (%)**
 - c. If no DQ check has been done, fill only the "Data Quality Checks" column as "No" and leave score fields blank.
 - This helps clearly differentiate between attributes with verified profiling vs. those not yet assessed
 - Avoid filling placeholder or guessed values
- ii. **Identify quality gaps to inform future data quality planning:** The Data Governance Specialist consolidates the sheet to highlight gaps.
- a. Use the "Data Quality Checks (Y/N)" field to identify attributes without any data quality checks.
 - Summarize these gaps by system and dataset for visibility in the Data Quality roadmap
 - These gaps will be referenced in the Data Quality domain guidelines
 - b. Highlight any systems or datasets where quality assessments are consistently missing or incomplete.
 - Use this insight to flag high-priority profiling targets for future efforts



Tip

- Only mark DQ scores if checks have actually been performed.
- Leave score fields blank for unchecked attributes.
- Use this step to flag where profiling is needed next.



Key Message / Information

This step captures whether DQ checks have already been performed, without requiring new profiling. It creates a clear, non-intrusive baseline that supports strategic planning in the Data Quality domain guidelines.

RACI Matrix - Source System Discovery and Documentation

Indicative

Sr No.	Activity	Data Management and Security Director	Data Management and Governance Section Head	Data Strategy Expert	Data Quality Specialist	Data Governance Specialist	Metadata Specialist	Data Owners	Data Stewards	Business SMEs	System Admins
2.3.1.A	Identify and Prioritize Source Systems for Documentation	A	C	C		R	C	C	C		
2.3.1.B	Capture Metadata Using Source Systems Analysis Template	A	C			R	C	C	C	C	C
2.3.1.C	Assess System Environment and Architecture Landscape	A			C	R	C		C		C
2.3.1.D	Inventory Datasets and Populate Dataset Metadata	A	C			R	C		C	C	C
2.3.1.E	Document Status of Preliminary Data Quality Checks	A	C		C	R			C		C

RACI Matrix Legend: **R:** Responsible **A:** Accountable **C:** Consulted **I:** Informed

Based on this Activity, the Entity can



Document ownership, structure, and metadata for priority source systems



Establish a baseline view of source system environment details and data quality coverage



Support downstream readiness for profiling, cataloging, and governance planning

2.3.2 Data Profiling and Readiness Assessment

This sub-activity guides the Entity to identify, prioritize, and profile CDEs that are essential to analytics use cases and business objectives. CDEs are extracted from the Business and Technical Requirements Documents developed in Activity 2.1, ensuring alignment with strategic priorities.

The Entity is required to execute CDE prioritization and profiling by referencing Section 3.1 of the Data Quality Management QDKC, which outlines standardized frameworks, templates, and metrics. The outcomes of this sub-activity improve visibility into critical attributes and enable cataloging, quality monitoring, and governance activation.

Process - Data Profiling and Readiness Assessment

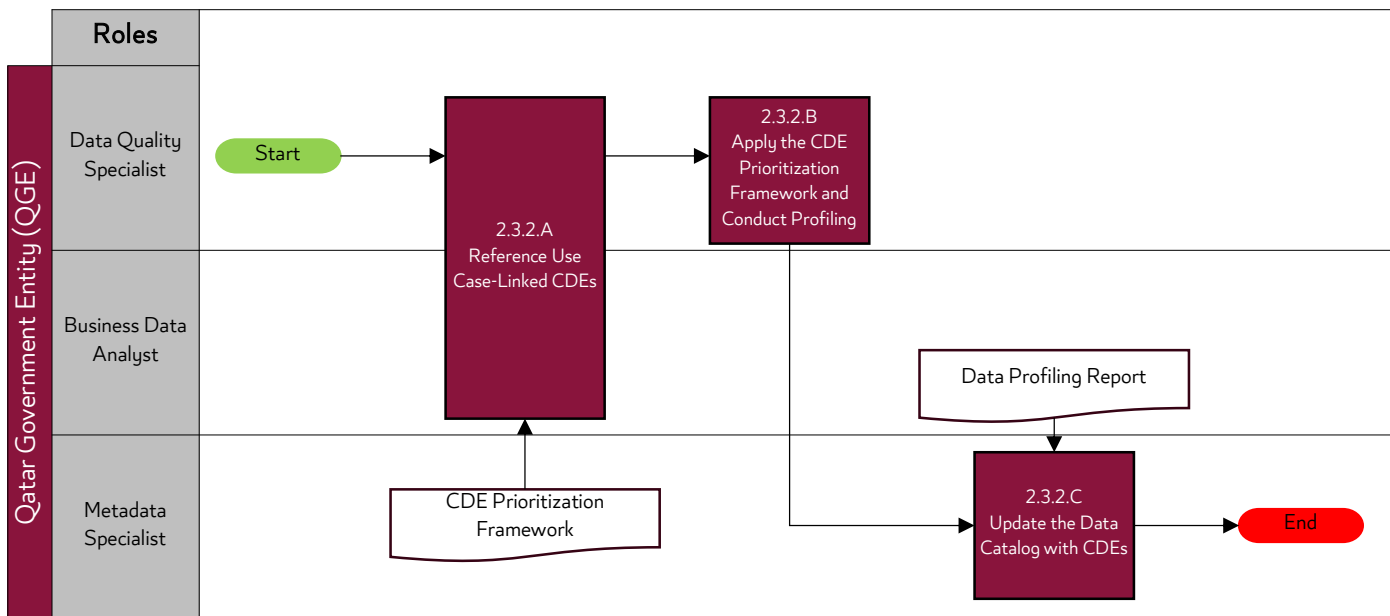


Figure 3: Data Profiling and Readiness Assessment Process Map

Legend: ■ Process Step ◆ Decision ● Process Start ● Process End □ Document ▮ Off-Page Reference

2.3.2.A
(1/3)

Reference Use Case-Linked CDEs: This step guides the Entity to extract candidate CDEs from the **Business and Technical Requirements Document(s)** previously developed in Activity 2.1 and record them in the **Data Quality CDE Prioritization Template**. This ensures that all CDEs selected for profiling are relevant, documented, and traceable to their respective analytics use cases. The Data Quality Specialist leads this effort in coordination with business and technical teams.

- i. **Extract candidate CDEs from use case documentation:** The Data Quality Specialist and Business Data Analyst review the business and technical requirements documentation to identify key data attributes supporting each analytics use case.
 - a. For each use case, identify attributes that:
 - Appear in filters, metrics, KPIs, or key calculations
 - Are critical for joining datasets, aggregations, or trend analyses
 - Influence high-value decisions, operations, service delivery etc.
 - b. For each attribute, capture the following:
 - Source System ID and Name
 - Dataset ID and Name
 - Attribute Name and Description
 - Link to originating Use Case ID (in supplementary notes or cross-reference)

2.3.2.A
Cont.
(2/3)

ii. **Populate the “Data Quality CDE Prioritization” sheet:** The Data Quality Specialist inputs the extracted CDEs into the standard documentation sheet for prioritization.

a. For each attribute, enter:

- Source system and dataset linkage fields
- Business metadata fields (attribute name, description)
- Leave prioritization fields (Business Criticality, Usage Frequency, etc.) blank until 2.3.2.B

Asset Guidance

The **CDE Prioritization Framework and Template** contains the **CDE Prioritization Framework** sheet that defines the criteria and scoring method used to prioritize CDEs. Each CDE is scored across four weighted dimensions to determine its final priority. Use this framework to ensure consistent, objective, and business-aligned prioritization of data attributes.

Illustrative

CDE Prioritization Framework			
The following table reflects the criteria and respective weights to prioritize critical data elements			
Criteria	Weight (%)	Description	Score (Range 1-5)
Business Criticality	40%	How critical is this attribute for business operations, the data strategy, decision-making, or public services?	1 = Low importance, 5 = High importance
Usage Frequency	25%	How often is this attribute used across systems and processes?	1 = Rarely used, 5 = Frequently used
Integration and Data Sharing	25%	How important is this attribute for data integration and sharing between different systems/entities?	1 = Low importance, 5 = High importance
Change Frequency (Volatility)	10%	How often does this attribute change (e.g., dynamic or static data)?	1 = Rarely changes, 5 = Frequently changes

Additionally, the template contains the **Data Quality CDE Prioritization** sheet that is used to document each candidate CDE along with its source system, dataset, business metadata, and prioritization scores. It auto-calculates the total score, and final priority based on the CDE Prioritization Framework. Use this sheet to organize, rank, and manage CDEs for profiling and governance purposes.

Illustrative

Data Quality CDE Prioritization												
The following table reflects the data attributes (CDEs) and their respective source system, dataset, business metadata, and prioritization												
S.No.	Source System Linkage		Dataset Linkage		Business Metadata		Prioritization				Total Score	Final Priority
	Source System ID	Source System Name	Dataset ID	Dataset Name	Attribute Name	Attribute Description	Business Criticality (40%)	Usage Frequency (25%)	Integration (25%)	Volatility (10%)		
											0	low
											0	low
											0	low

b. Ensure entries are consistent with terminology used in the data catalog.

- Validate dataset and system references against the Dataset Inventory within the Data Catalog
- Align attribute naming with system metadata, Business Glossary, and Attribute Inventory within the Data Catalog

iii. **Validate attribute traceability and readiness for prioritization:** The Data Management and Governance Section Head oversees review of the initial CDE list.

a. Review the documented CDEs with Data Stewards and Domain SMEs.

- Confirm the importance of each attribute and its availability in source systems
- Resolve discrepancies in naming, definition, or lineage

2.3.2.A
Cont.
(3/3)

- b. Finalize the list of CDEs to be prioritized and profiled in the next step.
 - Store the version-controlled Data Quality CDE Prioritization sheet in a dedicated centralized repository for future reference
 - Ensure traceability from each CDE back to its respective use case

2.3.2.B
(1/2)

Apply the CDE Prioritization Framework and Conduct Profiling: This step guides the Entity to prioritize and profile its CDEs in alignment with the Data Quality Management domain guidelines. The Entity is required to follow Section 3.1, which provides detailed instructions, templates, and scoring frameworks for CDE prioritization (3.1.1) and data profiling (3.1.2). This ensures that efforts are consistently executed, traceable to analytics use cases, and governed through a structured, quality-driven process.

- i. **Apply the Critical Data Elements Prioritization Framework:** The Entity applies the Critical Data Elements Prioritization Framework to score and rank all attributes listed in the Data Quality CDE Prioritization Sheet.
 - a. For each CDE, score the following assessment dimensions on a scale of 1–5 (as defined in the framework):
 - **Business Criticality** (40%)
 - **Usage Frequency** (25%)
 - **Integration & Data Sharing** (25%)
 - **Change Frequency (Volatility)** (10%)
 - b. Populate the scores for each attribute against the respective assessment dimensions directly into the Data Quality CDE Prioritization Sheet, which will auto-calculate:
 - Total Weighted Score
 - Final Priority Classification (e.g., High, Medium, Low)
 - c. Review the ranked list and identify all High Priority CDEs for immediate profiling.
- ii. **Conduct profiling of high-priority CDEs:** The Entity must reference the Data Quality Management domain guidelines and follow the data profiling process described in Section 3.1.2. Data profiling is done using tools or scripts to generate standardized metrics.
 - a. For each high-priority CDE, extract profiling metrics across the following fields:
 - **Number of Records, Data Type, Format**
 - **Completeness (%), Uniqueness (%)**
 - **Mean, Median, Mode**
 - **Standard Deviation, Minimum Value, Maximum Value**
 - b. Record these metrics in the **Data Profiling Report** template.
 - Ensure values are accurate, validated, and traceable to the source system
 - Use a consistent format and store results in a version-controlled repository

2.3.2.B
Cont.
(2/2) **Asset Guidance**

The **Data Profiling Report Template** provides a standardized template to capture data profiling results for CDEs, including data structure, relevant data quality scores, and statistical metrics.

Illustrative



Data Profiling Report

The following table serves as a templated data profiling report for standardized, preliminary analysis of datasets and attributes.

Field	Description
Source System ID	Unique Identifier for the data source.
Source System Name	The origin of the data, such as a database, application, or external source.
Dataset ID	Unique Identifier for the Dataset.
Dataset Name	The Dataset in which the data is stored.
Attribute ID	Unique Identifier for the attribute.
Attribute Name	The specific name of the data field being analyzed.
Number of Records	The number of records in the field.
Data Type	The type of data in the field (e.g., integer, string, date).
Format	The structure or pattern of the data (e.g., YYYY-MM-DD for dates).
Completeness	The percentage of non-missing values.
Uniqueness	The percentage of distinct values in a field, relative to the total number of records.
Mean	The average value of the data in a field, providing a measure of central tendency.
Median	The middle value in the data set when sorted, representing a measure of central tendency.
Mode	The most frequently occurring value in the data set.
Standard Deviation	A measure of the amount of variation or dispersion in the data values.
Minimum Value	The smallest value present in the data field.
Maximum Value	The largest value present in the data field.

Source System ID	Source System Name	Dataset ID	Dataset Name	Attribute ID	Attribute Name

Number of Records	Data Type	Format	Data Quality Dimensions		Statistical Summary
			Completeness (%)	Uniqueness (%)	Mean

Statistical Summary				
Median	Mode	Standard Deviation	Minimum Value	Maximum Value

- c. Review profiling outputs with Data Stewards and Domain SMEs.
- Flag attributes with critical issues (e.g., high null rates, extreme values)
 - Note any required follow-ups for remediation or escalation



Tip

- Prioritize before profiling to focus resources on the most impactful attributes.
- Use tools or scripts to automate profiling where possible.
- Review unusual profiling results with business and system experts.



Key Message / Information

CDE prioritization and profiling ensure the Entity focuses on what matters most — high-impact attributes that drive analytics, operations, and reporting.

2.3.2.C

Update the Data Catalog with CDEs : This step guides the Entity to reflect the identified and profiled CDEs within its data catalog. This includes flagging each CDE. The Metadata Specialist leads this process, in collaboration with the Data Quality Specialist and Data Stewards.

- i. **Flag CDEs in the data catalog:** The Metadata Specialist updates the Entity's data catalog to indicate which attributes have been formally classified as CDEs.
 - a. For each confirmed CDE, ensure the following is recorded in the catalog:
 - CDE Flag: "Yes"
 - Attribute Name, Dataset Name, and Source System
 - Linkage to related business tags, rules, and conditions (if applicable)
 - b. Validate that each flagged CDE aligns with the final prioritization list from the CDE Prioritization Sheet.
 - Maintain consistency in naming and attribute metadata
 - Remove or correct outdated or misclassified CDE tags
- ii. **Review and finalize catalog entries:** The Metadata Specialist leads the review process to ensure quality and completeness of updates.
 - a. Conduct a review session with stewards and data owners to validate catalog entries.
 - Confirm accuracy, completeness, and traceability of each CDE entry
 - Resolve any inconsistencies in descriptions, terminology, or metadata

**Key Message / Information**

Refer to the Data Catalog and Metadata Management domain guidelines for detailed instructions on how to populate the Data Catalog, including the Business Glossary, Dataset Inventory, and Attribute Inventory.

RACI Matrix - Data Profiling and Readiness Assessment

Indicative

Sr No.	Activity	Data Management and Governance Section Head	Data Quality Specialist	Business Data Analyst	Metadata Specialist	Data Stewards
2.3.2.A	Reference Use Case-Linked CDEs	A/C	R	R		C
2.3.2.B	Apply the CDE Prioritization Framework and Conduct Profiling	A	R	C	C	C
2.3.2.C	Update the Data Catalog with CDEs	A	C	C	R	C

RACI Matrix Legend: **R:** Responsible **A:** Accountable **C:** Consulted **I:** Informed

Based on this Activity, the Entity can



Identify and prioritize CDEs linked to analytics use cases and other business requirements



Profile CDEs to establish a baseline of data quality and structure



Integrate CDEs and relevant profiling results into the Entity's data catalog

3. Data Management Strategy Target State



3. Data Management Strategy Target State

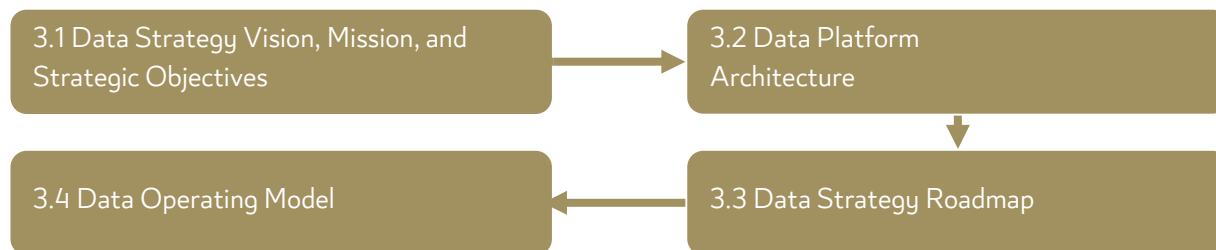
What is a Data Management Strategy Target State and why does the Entity need to define it?

This section defines the future state that the Entity aims to achieve through its data management strategy. It provides a structured pathway to translate the insights and priorities gathered in Section 2 into a formalized strategic direction supported by clear strategic objectives, initiatives, and delivery structures. It ensures that the Entity's strategy is not only visionary, but also practical, implementable, and aligned with national expectations.

The section is composed of four integrated components:

- **Data Strategy Vision, Mission, and Strategic Objectives:** Establishes the Entity's long-term vision and mission for data and defines strategic objectives and success measures (KPIs) to drive execution.
- **Data Platform Architecture:** Designs the foundational architecture needed to support data sharing, interoperability, analytics, and future integration across the Entity's ecosystem.
- **Data Strategy Roadmap:** Outlines a phased, initiative-based roadmap that sequences delivery, allocates resources, and defines ownership to ensure structured implementation.
- **Data Operating Model:** Defines how the Entity will organize its people, roles, governance structures, and capacity to deliver the strategy through a sustainable, scalable framework.

Together, these components ensure the Entity has a complete and aligned view of where it is going, how it will get there, and what structure is required to execute effectively.



Guiding Principles for Data Management Strategy Target State

1. **Align Data Strategy with Business Vision:** Ensure the data strategy reflects the Entity's strategic goals and mission, with clear support from senior leadership and cross-functional stakeholders.
2. **Focus on Foundational Capabilities First:** Prioritize data governance, quality, metadata, and architecture capabilities before scaling advanced use cases or technologies.
3. **Design for Scalability and Integration:** Ensure the data platform architecture and operating model can scale and integrate with evolving systems, tools, and national infrastructure.
4. **Define Roles, Not Just Teams:** Embed clear roles and responsibilities across the operating model to enforce accountability, regardless of structure or department size.
5. **Translate Strategy into Execution:** Ensure the roadmap, initiatives, and operating model are structured to convert strategic intent into measurable, sequenced actions.
6. **Establish and Track Measurable KPIs:** Define clear success measures for each objective, initiative, and capability area to monitor impact and guide continuous improvement.

3.1 Data Management Strategy Vision, Mission and Strategic Objectives

This step establishes the strategic foundation for the Entity's data management efforts. It guides the development of a unified vision and mission, identifies core strategic focus areas, and defines measurable objectives that respond to business priorities, capability gaps, and national direction.

By articulating what the Entity wants to achieve with data and how success will be measured, this activity ensures all stakeholders are aligned before roadmap development begins. The outputs of this step serve as a compass for all downstream planning, governance, and investment decisions.

3.1.A
(1/2)

Define the Vision and Mission for the Data Strategy: This step guides the Entity to define a compelling vision and mission that anchor the data strategy. The vision articulates the Entity's long-term ambition for how data will enable better decisions, services, and innovation. The mission defines the purpose of the strategy and how the Entity will achieve the vision. Together, these elements shape direction, create alignment, and prepare stakeholders for strategic planning.

The Data Strategy Expert leads this step in close collaboration with business and technical leaders. Outputs must be reviewed by the Data Management and Security Director and presented to the Data Committee for endorsement.

- i. **Plan and prepare for strategic visioning workshop:** The Data Strategy Expert ensures that all stakeholders are aligned and equipped to participate meaningfully in the vision and mission definition process.
 - a. Develop a pre-read pack for participants, including:
 - Draft agenda and workshop objectives
 - Overview of current-state assessment findings (from Section 2)
 - Reference examples of public-sector data strategy visions/missions
 - Summary of national digital strategy or relevant strategic documents
 - b. Confirm participants from key stakeholder groups:
 - Business owners, IT leadership, data stewards, policy leads etc.
 - Ensure executive-level sponsorship and cross-departmental coverage
 - c. Distribute the pre-read at least 5 days in advance:
 - Include guiding questions such as:
 - What is the long-term role of data in our Entity?
 - What principles should guide how we manage and use data?
 - What should this strategy enable us to do in 3–5 years?
- ii. **Facilitate the strategic visioning session:** The Data Strategy Expert leads the session to co-develop the draft vision and mission.
 - a. Structure the session around the following components:
 - Open discussion on current gaps and future-state aspirations
 - Breakout groups to draft sample vision and mission statements
 - Group voting or prioritization to align around final language

3.1.A
Cont.
(2/2)

- b. Use real-world prompts and sample phrasing to guide contributions.
 - Keep the tone strategic, forward-looking, and mission-aligned
 - Ensure participation is inclusive and decisions are well-documented

ii. **Draft and iterate the vision and mission statements:** The Data Strategy Expert synthesizes workshop outputs into concise, aligned statements.

- a. Draft a Vision Statement that:
 - Reflects the long-term ambition for data in the organization
 - Is future-oriented, inspirational, and externally facing
 - **Example:** “To become a data-driven organization that uses trusted data to improve public outcomes.”
- b. Draft a Mission Statement that:
 - Reflects the purpose and direction of the data strategy
 - Is action-oriented, concise, and internal-facing
 - **Example:** “To govern, manage, and activate data to enable smarter decisions, efficient services, and innovation.”
- c. Circulate the draft to a core review group for input (e.g., Section Head, key directorates, policy leads)
 - Refine wording based on feedback
 - Prepare finalized version for Step 3.1.D (approval)



Tip

- Use stakeholder language, not technical jargon.
- Anchor statements in national priorities and real business value.
- Make the vision aspirational and the mission practical.



Key Message / Information

The vision and mission define the long-term direction of the data strategy. When crafted well, they provide clarity, motivation, and alignment across internal and external stakeholders. The vision should be forward-looking and set a horizon of at least 4 years to guide sustained impact and investment.

3.1.B
(1/2)

Identify Strategic Focus Areas: This step guides the Entity to define the high-level focus areas that will shape the structure of its data strategy. Focus areas are thematic groupings (e.g., governance, value, compliance) that reflect the Entity’s priorities, challenges, and maturity gaps (not generic trends). They ensure that the strategy covers all critical dimensions while avoiding fragmentation or redundancy.

The Data Strategy Expert leads this step through a structured, consultative process. The resulting focus areas serve as the foundation for developing strategic objectives in Step 3.1.C.

3.1.B
Cont.
(2/2)

- i. **Prepare for the strategic focus alignment session:** The Data Strategy Expert organizes a working session with key stakeholders to align on the strategic areas that the data strategy must address.
 - a. Develop a pre-read pack with the following:
 - Summary of key findings from the maturity assessment (Section 2.2)
 - Themes from analytics use cases and stakeholder interviews (Section 2.1)
 - Examples of focus areas from national and sectoral data strategies
 - Draft facilitation prompts (e.g., “Where are our greatest risks?”, “Where must we accelerate?”)
 - b. Invite a targeted group of cross-functional participants. Examples include but are not limited to:
 - Section Heads, Data Owners, Data Governance and Quality Specialists
 - Policy, Digital, and Risk Management representatives
 - If exists, Steering Committee or Data Committee members (optional for preview)
- ii. **Facilitate the focus area development session:** The Data Strategy Expert leads a collaborative session to co-develop a list of (e.g., 4–6) strategic focus areas.
 - a. Guide discussion using a combination of techniques:
 - Brainstorming around pain points, priorities, or future-state ambitions
 - Mapping maturity gaps and use case dependencies to thematic clusters
 - Grouping challenges into logical domains (e.g., “data foundation”, “data value”)
 - b. Prioritize and finalize the themes based on coverage and strategic relevance.
 - Ensure the list addresses governance, enablement, value creation, and compliance
 - Avoid redundancy by clearly scoping each theme
- iii. **Document and validate strategic focus areas:** The Data Strategy Expert finalizes the themes and prepares them for review.
 - a. Write a short descriptor (1–2 sentences) for each focus area to clarify its scope.
 - **Example:** “Data Governance and Stewardship: Establish roles, accountability, and controls to manage data assets consistently across the Entity.”
 - b. Review the proposed focus areas with the Data Management and Security Director.
 - Refine language, resolve overlaps, and confirm alignment with strategic vision
 - Store the final list as an annex or reference in the Strategic Objective development pack



Key Message / Information

Strategic focus areas create clarity, structure, and alignment. They ensure the strategy addresses the full scope of what matters — without becoming overwhelming.

3.1.C
(1/3)

Draft Strategic Objectives and Success Measures: This step guides the Entity to translate its strategic focus areas into clear, outcome-driven strategic objectives, and to define success measures (KPIs) for each. These objectives provide the direction for how the vision and mission will be realized across, for example, governance, enablement, value, and compliance focus areas / themes. They are documented using the Strategic Objective Card Template, which includes the objective statement, background, expected outcomes, and KPIs.

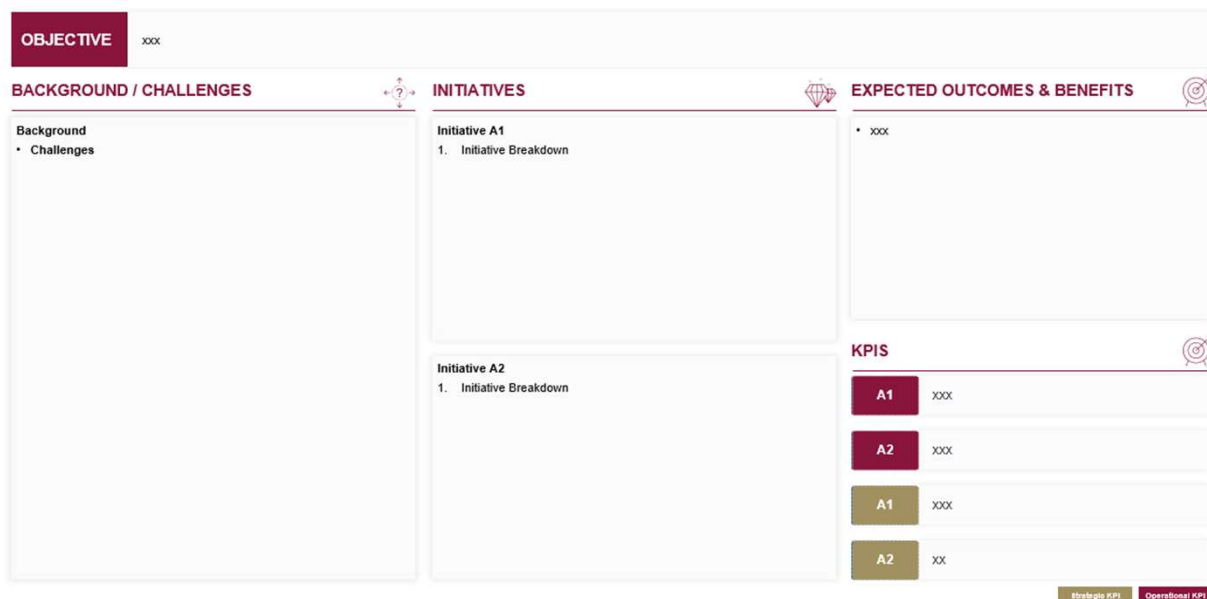
The Data Strategy Expert leads this process in collaboration with domain leads, stewards, and executive sponsors. Final approval is secured in Step 3.1.D.

- i. **Prepare working materials and stakeholder groups:** The Data Strategy Expert prepares input materials and confirms contributors for objective development sessions.
 - a. Prepare one working slide pack per strategic focus area, containing:
 - Maturity gaps and pain points from Section 2.2
 - Related analytics use cases from Section 2.1
 - Draft problem/opportunity statements aligned to each focus area
 - Examples of strategic objectives from peer government strategies (if available)
 - b. Confirm involvement of key contributors for each theme. Examples may include but are not limited to:
 - Director, Data Owners, Stewards, and Policy or Risk Leads
 - Business and IT SMEs tied to relevant use cases or capability areas

Asset Guidance

The **Strategic Objective Card Template** can be leveraged to document data strategy strategic objectives. The template helps the Entity capture the strategic objective overview, background / challenges, initiatives, expected outcomes and benefits, and document the objective level KPIs.

Illustrative



The diagram illustrates the Strategic Objective Card Template, which is organized into four main sections:

- OBJECTIVE:** A header section with a placeholder "xxx".
- BACKGROUND / CHALLENGES:** A section containing a "Background" and a list of "Challenges".
- INITIATIVES:** A section containing two initiatives, "Initiative A1" and "Initiative A2", each with a "1. Initiative Breakdown" field.
- EXPECTED OUTCOMES & BENEFITS:** A section containing a list of outcomes (placeholder "xxx") and a "KPIs" section. The KPIs section includes four rows, each with a label (A1, A2, A1, A2) and a value (xxx, xxx, xxx, xx). Below the KPIs section, there are two labels: "Strategic KPI" and "Operational KPI".

3.1.C
Cont.
(2/3)

ii. **Facilitate strategic objective drafting sessions:** The Data Strategy Expert facilitates structured discussions to define the strategic objectives.

- a. For each strategic focus area, guide participants to define 1–2 SMART-aligned objectives:
 - Specific enough to drive clear planning
 - Outcome-oriented and grounded in business context
 - Example: “Establish entity-wide data governance roles and accountability by end of 2026.”
- b. Document each objective using the Strategic Objective Card Template, which includes:
 - Objective Statement
 - Background / Challenges
 - Expected Outcomes and Benefits
 - Strategic KPIs

iii. **Define KPIs aligned to each strategic objective:** The Data Strategy Expert and Business Data Analyst define 2–4 success measures per objective.

- a. Use KPIs that are measurable, meaningful, and traceable to outcomes, not just activities. Examples may include, but are not limited to:
 - **Data Governance and Capability Building:**
 - Number of domain data policies published
 - % of all data management positions appointed in the data organization
 - % of employees (outside the data organization) who achieved the required data literacy proficiency
 - **Strong Data Foundations:**
 - % of source systems with complete metadata captured and published in the data catalog
 - % of master data domains with validated and approved golden records published
 - % of CDEs meeting defined quality thresholds for completeness and uniqueness
 - **Data Value Realization:**
 - % of priority analytics use cases delivered with reusable, governed datasets
 - Number of data products published in year 1 and 2 of the data program
 - % increase in usage of open government datasets by public or private sector users
- b. Validate each KPI with process owners and data leads.
 - Ensure measurability, clarity, and feasibility
 - Align frequency and data sources for reporting
- c. Document KPIs in the “KPIs” section of the respective Objective Card.

3.1.C
Cont.
(3/3)

- iv. **Conduct internal review and finalize the objective cards:** The Data Strategy Expert circulates the completed cards for structured feedback before formal approval.
- Share with the Data Management and Security Director and relevant domain leads.
 - Review for alignment, overlap, feasibility, and clarity
 - Refine wording, scope, and KPIs as needed
 - Finalize the full set of Strategic Objective Cards to be presented for endorsement.

**Tip**

- Organize each strategic objective under its corresponding strategic focus area (or strategic priority) to ensure clarity and alignment.
- Validate KPIs early in the process to minimize rework during implementation.

**Key Message / Information**

Strategic objectives bring focus and direction to the data strategy. Defining KPIs at this stage ensures the Entity can monitor progress and demonstrate value from day one.

3.1.D
(1/2)

Review and Approve the Vision, Mission, and Strategic Objectives: This step ensures that the vision, mission, strategic focus areas, and strategic objectives (including KPIs) are formally validated and approved by the Entity's leadership. The goal is to confirm alignment with organizational priorities before transitioning to roadmap development in Section 3.3. The Data Strategy Expert prepares and presents the final materials, and the Data Management and Security Director secures formal endorsement through the Data Committee or equivalent governance body.

- Prepare the strategic approval pack:** The Data Strategy Expert consolidates all outputs from Steps 3.1.A through 3.1.C into a structured and visually clear approval pack.
 - Include the following components:
 - Vision and Mission Statements
 - Strategic Focus Areas with descriptors
 - Completed Strategic Objective Cards (any supporting KPI calculations may be included in an appendix)
 - Summary of stakeholder engagement process and key inputs
 - Tailor the presentation for executive audiences.
 - Use high-level visuals, outcome-oriented language, and prioritized highlights
 - Anticipate leadership questions and prepare response briefs as needed
- Conduct a review and feedback session with the Data Committee:** The Data Management and Security Director facilitates the governance session to review and validate the strategic direction.

3.1.D
Cont.
(2/2)

- a. Present the full strategy foundation to the Data Committee or designated leadership group.
 - Walk through the vision, mission, focus areas, objectives, and KPIs
 - Emphasize how strategic objectives respond to maturity gaps and business needs
 - b. Capture feedback, clarify intent, and adjust wording or KPIs where necessary.
 - Ensure all concerns are addressed transparently
 - Log and categorize feedback for traceability
- iii. **Finalize documentation and secure formal approval:** The Data Strategy Expert integrates final edits and secures endorsement of the strategy foundation.
- a. Apply approved changes to the strategic objective cards and executive pack.
 - Maintain version control and archive all drafts
 - Record who approved, when, and via what forum (e.g., meeting minutes or email confirmation)
 - b. Store the final documents in a central repository.
 - Share with all relevant planning, architecture, and implementation teams
 - Reference these outputs in roadmap development (Section 3.3)



Key Message / Information

Formal endorsement ensures the strategy is aligned, actionable, and supported at the highest level, paving the way for structured roadmap design and execution.

RACI Matrix – Data Strategy Vision, Mission, and Strategic Objectives

Indicative

Sr No.	Activity	Data Management and Security Director	Data Management and Governance Section Head	Data Strategy Expert	Data Committee	Data Governance Specialist	Business Data Analyst	Data Quality Specialist	Data Owners
3.1.A	Define the Vision and Mission for the Data Strategy	A	C	R	C	C			C
3.1.B	Identify Strategic Focus Areas	A	C	R	C	C		C	C
3.1.C	Draft Strategic Objectives and Success Measures	A	C	R	C	C	C		C
3.1.D	Review and Approve the Vision, Mission, and Strategic Objectives	A	C	R	C	C	I		I

RACI Matrix Legend: **R:** Responsible **A:** Accountable **C:** Consulted **I:** Informed

Based on this Activity, the Entity can



Establish a clear, future-oriented vision and mission for its data strategy



Define strategic objectives and measurable KPIs aligned to organizational priorities



Secure formal approval and leadership commitment to a unified strategic direction

3.2 Data Platform Architecture

This activity guides the Entity to develop its Data Platform Architecture by formally referencing and executing the activities outlined in the Data Architecture & Modeling domain guidelines. To ensure alignment with the national data standards, the development of the data architecture and modeling deliverables should happen within the Data Architecture & Modeling domain, by activating its relevant sections and activities.

Through this activity, the Entity will assess its current data architecture and modeling landscape, identify capability gaps, design a future-state data architecture and analytical data models, and submit the finalized deliverables to the DGO for review and alignment. These efforts enable the Entity to build a platform that supports its strategic objectives, governance requirements, and future data initiatives.

3.2.A

Reference and Activate Data Architecture & Modeling Activities: Formally launch the development of the data platform architecture by referencing the following sections and respective activities in the Data Architecture & Modeling domain guidelines:

i. “2. Data Architecture & Modeling Assessment & Planning”

- 2.1 Data Architecture Plan
- 2.2 Data Modeling Guidelines & Methodology
- 2.3 Baseline Data Architecture Assessment
 - 2.3.1 Data Architecture Baseline Assessment
 - 2.3.2 Baseline Analytical Data Model Assessment
- 2.4 Data Architecture Gap Analysis
 - 2.4.1 Data Architecture Gap Analysis
 - 2.4.2 Analytical Data Model Gap Analysis
- 2.5 Data Architecture Roadmap

ii. “3. Data Architecture & Model Design”

- 3.1 Target Data Architecture
- 3.2 Analytical Data Model
- 3.3 Analytical Data Model Metadata



Key Message / Information

The Entity must not define or design architecture in isolation. Instead, it must initiate the required activities from the Data Architecture & Modeling domain guidelines and embed them into its strategy execution plan. This ensures alignment with national data architecture standards and avoids duplication.

3.2.B (1/2)

Execute Planning and Baseline Assessments Using Data Architecture & Modeling Guidelines: Formally initiate the foundational planning and baseline assessment of the Entity’s data architecture and analytical data model by executing the following activities from the Data Architecture & Modeling domain guidelines:

3.2.B
Cont.
(2/2)

i. “2.1 Data Architecture Plan”

- Define the objectives, scope, architectural domains, and stakeholders for the Entity’s data architecture development
- Conduct a structured kickoff meeting to align roles, expectations, and the sequence of upcoming activities

ii. “2.2 Data Modeling Guidelines & Methodology”

- Review the NPC-provided data modeling handbook and develop Entity-specific modeling standards
- Establish data modeling scope, version control, naming conventions, governance responsibilities, and so forth

iii. “2.3.1 Data Architecture Baseline Assessment”

- Use the prescribed templates to document source systems, key datasets, data platforms, software stacks, analytics and AI/ML models, generative AI solutions, integrations, and current architecture diagrams.
- Focus on capturing architectural components and their interactions to support a structured gap analysis in the next step.

iv. “2.3.2 Baseline Analytical Data Model Assessment”

- Identify existing analytical data models and document their metadata, relationships, and lineage.
- Use the designated templates and lineage tracking sheets to complete this exercise.

3.2.C
(1/2)

Perform Gap Analysis and Develop Data Architecture Roadmap: Use the outputs from Step 3.2.B to conduct structured gap analysis and develop a roadmap to guide the Entity’s architecture evolution.

i. “2.4.1 Data Architecture Gap Analysis”

- Compare the Entity’s current data architecture against the Entity’s business requirements, strategic objectives, analytics use cases, and the NPC data architecture & modeling handbook, to identify and document potential gaps.
- Identify and document gaps in scalability, integration, security, governance, and performance.

ii. “2.4.2 Analytical Data Model Gap Analysis”

- Assess gaps in the analytical data model with respect to alignment to the Entity’s business requirements, strategic objectives, analytics use cases, NPC data architecture & modeling handbook, as well as analytical data model integrity & consistency, and optimization & performance.

3.2.C
Cont.
(2/2)

iii. “2.5 Data Architecture Roadmap”

- Translate the gaps into prioritized initiatives and sequence them across short, medium, and long-term horizons.
- Use the **Initiative Card** and **Data Management Domain Plan** templates to define initiative details, timelines, responsibilities, and dependencies.



Key Message / Information

The roadmap must be fully grounded in the results of the structured gap analysis and built using the roadmap development process outlined in Section 2.5 of the Data Architecture & Modeling domain guidelines.

3.2.D

Design the Target Data Platform Architecture and Analytical Models: Execute the design activities from Section 3 of the Data Architecture & Modeling domain guidelines to define the future-state data architecture and associated analytical models.

i. “3.1 Target Data Architecture”

- Design the future-state data architecture layers (e.g., data acquisition, data transformation, data delivery, data utilization).
- Use the reference architecture diagrams and template provided.

ii. “3.2 Analytical Data Model”

- Develop the conceptual and logical analytical models aligned to the previously defined business requirements and analytics use cases.
- Follow the NPC data architecture & modeling handbook.

iii. “3.3 Analytical Data Model Metadata”

- Capture metadata for all data model layers using the official metadata template.
- Ensure traceability, version control, and compliance with the DAM metadata standards.

3.2.E
(1/2)

Submit Final Architecture and Models to the DGO: This step ensures that the Entity’s finalized target data architecture, supporting data models, and associated documentation are formally submitted to the National DGO. Submission is required to confirm national alignment and to contribute to centralized oversight and best practice sharing.

The Data Architect is responsible for preparing and submitting the package, with oversight from the Data Architecture and Analytics Section Head. The DGO may provide feedback or request revisions before accepting the final version.

- i. **Prepare and package final deliverables for submission:** The Data Architect compiles the required documentation in accordance with NPC submission standards.

3.2.E
Cont.
(2/2)

- a. Ensure the submission package includes:
 - Finalized target data platform architecture diagrams
 - Approved conceptual and logical data models
 - Supporting metadata and definitions
 - Any related roadmap or architectural dependency documents
 - b. Apply standard version control and naming conventions.
 - Use structured folders for architecture, modeling, and metadata files
 - Document creation and approval dates for traceability
- ii. **Submit to the National DGO:** The Data Architecture and Analytics Section Head submits the materials using NPC's official channel (e.g., via email, portal, or as specified at the respective point in time).
- a. Submit the final package through the designated platform or secure communication method.
 - Confirm receipt and submission reference from the DGO
 - b. Respond to any clarification or revision requests from the DGO.
 - Make required updates, document all changes, and resubmit the adjusted materials
- iii. **Store the DGO-approved architecture and models internally:** Once approved, the finalized documents must be archived in the Entity's internal documentation repository.
- a. Store all submitted and approved files in accordance with the documentation governance protocol outlined in section 6 within the Data Architecture & Modeling domain guidelines.
 - Maintain access controls and change logs
 - Tag documents as "DGO Approved" with date and reference



Tip

- Respond to DGO feedback promptly and track all revisions.
- Keep internal and external versions synchronized.



Key Message / Information

Formal submission to the DGO ensures transparency, national alignment, and integration into the broader data governance ecosystem.

RACI Matrix – Data Platform Architecture

Indicative

Sr No.	Activity	DGO	Data Management and Security Director	Data Architecture and Analytics Section Head	Data Management and Governance Section Head	Data Architect
3.2.A	Reference and Activate Data Architecture & Modeling Activities		I	A	I	R
3.2.B	Execute Planning and Baseline Assessments Using Data Architecture & Modeling Guidelines			A	I	R
3.2.C	Perform Gap Analysis and Develop Data Architecture Roadmap			A	I	R
3.2.D	Design the Target Data Platform Architecture and Analytical Models			A	I	R
3.2.E	Submit Final Architecture and Models to the DGO	I/C	A	R	I	R

RACI Matrix Legend: **R:** Responsible **A:** Accountable **C:** Consulted **I:** Informed

Based on this Activity, the Entity can



Execute baseline assessments of current architecture and analytical data models



Conduct a structured gap analysis and define a roadmap of prioritized architecture and modeling initiatives



Design the target data architecture and analytical data models



Submit finalized architecture and modeling deliverables to the DGO for feedback and national alignment

3.3 Data Strategy Roadmap

The Data Strategy Roadmap is a structured plan that outlines how the Entity will implement its data strategy over time. It translates vision, mission, and strategic objectives into a sequenced portfolio of initiatives, complete with timelines, owners, risks, and required resources. The roadmap provides a clear execution path for transforming the Entity’s current state into its intended future data environment.

This section is divided into two parts. 3.3.1, Design and Build Data Strategy Roadmap, guides the identification, scoping, and planning of data initiatives. 3.3.2, Finalize Data Strategy, focuses on compiling the full strategy package, securing internal approvals, and submitting it to the National DGO for review and alignment. Together, these activities ensure the data strategy is not only visionary but also implementable, supported by stakeholder input, documented through standardized templates, and aligned with national data priorities.

3.3.1 Design and Build Data Strategy Roadmap

This step guides the Entity through the design of a clear and actionable roadmap for implementing its data strategy. It begins with identifying and prioritizing data management initiatives and proceeds to define key activities, sub-activities, owners, stakeholders, technology requirements, timelines, milestones, dependencies, assumptions, risks, budgets, and so forth. Each initiative is documented using the Initiative Card and Data Management Initiatives Plan templates to ensure consistency, traceability, and completeness across the data management initiatives planning process.

Process – Data Catalog & Metadata Management Plan

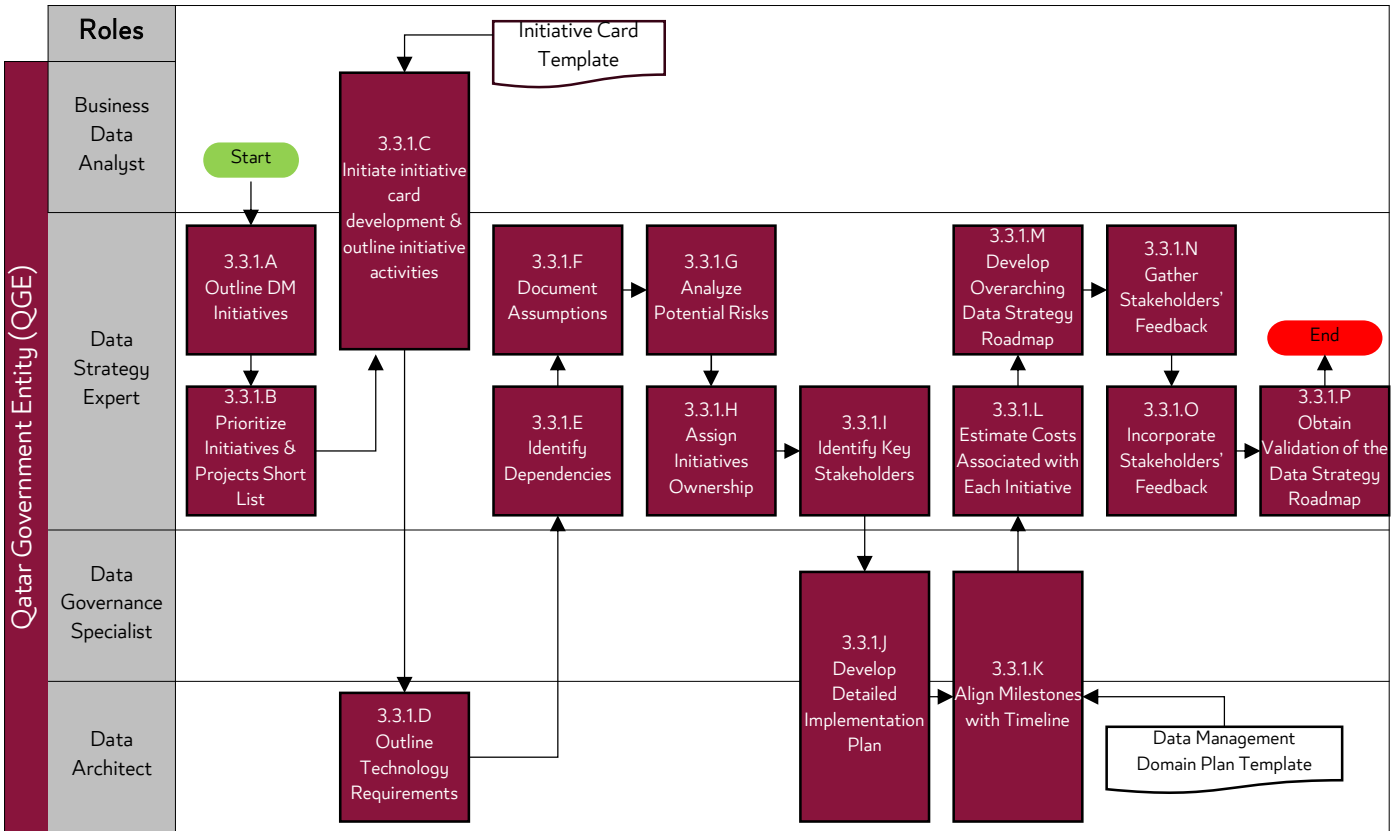


Figure 4: Design and Build Data Strategy Roadmap Process Map

3.3.1.A

Outline DM Initiatives: Identify and document a long list of potential data management initiatives, covering both short-term and long-term opportunities. These initiatives should reflect organizational priorities, maturity gaps, and strategic objectives identified in previous activities. Examples may include:

- Developing a data governance framework
- Implementing a metadata and data cataloging tool
- Uplifting data quality for critical data elements (CDEs)
- Establishing a master and reference data management repository

Ensure that all initiatives are directionally aligned with the Entity's strategic objectives to support investment planning, resource allocation, and roadmap development.



Key Message / Information

To ensure alignment with the National Development Strategy (NDS) 3.0, it is critical for the Entity to align its initiatives and projects with the national and sectoral KPIs. Projects should directly contribute to achieving the broader national and sector-specific outcomes outlined in the NDS, supporting strategic priorities and driving measurable impact. By aligning initiatives and projects with sectoral KPIs, the Entity can ensure its efforts are both impactful and consistent with the overarching national vision.

3.3.1.B

Prioritize Initiative Short List: Review the long list of identified data management initiatives and prioritize a short list based on potential impact and feasibility. Focus on initiatives that strengthen decision-making, operational efficiency, and compliance with national standards. Prioritized initiatives should directly contribute to improving data reliability, enabling analytics, or closing critical capability gaps. In parallel, identify quick wins—low-effort, high-visibility projects that can be delivered rapidly to build momentum and demonstrate early value to stakeholders. This short list will form the core of the implementation roadmap.

3.3.1.C
(1/2)

Initiate Initiative Card Development and Outline Initiative Activities: Begin the development of initiative cards for each prioritized initiative outlined in the short list, capturing essential activities and steps required to guide implementation. For each initiative, outline the key activities by breaking them down into specific steps and sub-activities that need to be completed in sequence (where applicable). Include descriptions of each step to provide clear guidance on execution, along with any necessary details on tools, techniques, or methodologies that may be required.



Asset Guidance (1/2)

An **Initiative Card Template** provides a structured format to document key information related to prioritized initiatives, such as initiative overview, key activities, sponsor, owner, stakeholders, timeline, key milestones, budget, technology requirements, dependencies, assumptions, risks, and milestones. The initiative cards provide a structured overview of proposed projects, allowing stakeholders to quickly understand each initiative's purpose, expected impact, and resource requirements.

3.3.1.C
Cont.
(2/2)

Asset Guidance (2/2)

Illustrative

OVERVIEW xxx	SPONSOR xxx OWNER xxx	STAKEHOLDERS xxx
KEY ACTIVITIES		TIMELINE xxx BUDGET (IN QAR) QAR xxx
1. Key Activity i. Sub-activity X - Detailed Steps ii. Sub-activity Y - Detailed Steps 2. Key Activity i. Sub-activity X - Detailed Steps ii. Sub-activity Y - Detailed Steps		EXPECTED BENEFITS • xxx KEY MILESTONES A. xxx B. xxx C. xxx TECHNOLOGY REQUIREMENTS • xxx

OVERVIEW xxx	SPONSOR xxx OWNER xxx	STAKEHOLDERS xxx																																																																																																								
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3.3.1.D

Outline Technology Requirements: Identify and document the technology requirements necessary to support each prioritized initiative. This includes specifying the tools, platforms, software, and infrastructure components needed to ensure successful delivery, integration, and long-term scalability. Requirements may relate to data cataloging, quality monitoring, metadata harvesting, storage, lineage tracking, or interoperability.

Assess whether existing technology can be reused or if new solutions are required. Consider system compatibility, data architecture constraints, security standards, and user adoption factors.

3.3.1.E

Identify Dependencies: Analyze dependencies across data management initiatives to ensure realistic sequencing, resource alignment, and coordination. This includes identifying links between initiatives and other ongoing projects, shared systems, or overlapping resource pools. Mapping these dependencies early helps avoid delivery bottlenecks, conflicting priorities, and duplicated efforts.

Key considerations include:

- **Alignment with Strategic Objectives:** Determine how initiatives support or rely on broader organizational programs or transformation agendas
- **Resource and System Overlaps:** Identify where the same staff, tools, or infrastructure are shared across initiatives
- **Cross-Departmental Interactions:** Flag where collaboration is needed across business units to avoid roadblocks or resource contention

Document major dependencies within the initiative cards and validate them with initiative owners and operational leads during roadmap development.

3.3.1.F

Document Assumptions: Record all key assumptions made during the planning and scoping of data management initiatives. These may relate to resource availability, funding, stakeholder commitment, technology readiness, or data complexity. Clearly stating these assumptions ensures transparency and provides critical context for decision-making, risk analysis, and timeline planning.

Assumptions should be documented for each initiative where applicable and validated with initiative owners and technical leads. This helps identify areas of uncertainty that may impact delivery and ensures that mitigation measures can be built into the roadmap if assumptions prove inaccurate. Well-documented assumptions also improve traceability and allow future teams to revisit the rationale behind planning decisions.

3.3.1.G

Analyze Potential Risks: Identify and assess key risks that may impact the successful execution of data management initiatives. This includes reviewing strategic, operational, technical, and organizational factors that could delay delivery, reduce impact, or create resistance. Risk identification should be linked to individual initiatives where possible, with mitigation strategies developed during roadmap finalization.

Common risk areas include:

- **Limited Alignment with Business Objectives:** Initiatives that are not closely tied to organizational priorities may lack sponsorship or fail to deliver measurable value.
- **Stakeholder Resistance to Change:** Lack of buy-in from departments may hinder adoption of governance models, policies, or new tools, especially if change management is weak.
- **Dependence on Legacy Systems:** Outdated technologies may not support integration, metadata extraction, or scalable governance workflows, increasing implementation complexity.

Use a simple risk matrix or register to log identified risks, assess likelihood and impact, and assign preliminary mitigation ownership. This analysis supports proactive decision-making and helps surface issues early in the planning process.

3.3.1.H

Assign Initiatives Ownership: Assign clear ownership for each prioritized data management initiative to ensure accountability, coordination, and execution oversight. For every initiative, designate a responsible lead who will serve as the primary point of contact, manage day-to-day progress, and report on status to governance forums.

Ownership may be assigned to individuals from the data management function, IT, business departments, or specialized delivery teams, depending on the nature of the initiative. Assignments should consider subject matter alignment, resource capacity, and decision-making authority. Document ownership within the initiative cards and ensure that owners are aware of their roles, escalation paths, and reporting expectations as part of roadmap execution.

**Key Message / Information**

Ownership drives execution. Without it, initiatives stall, accountability weakens, and strategic intent fails to translate into action.

3.3.1.I

Identify Key Stakeholders: Identify the individuals, teams, and departments that have a direct or indirect stake in the success of each data management initiative. This includes business data users, IT leads, compliance officers, stewards, analysts, and other operational stakeholders whose input or support is required for successful delivery.

Understanding who needs to be engaged at each stage of implementation helps streamline communication, reduce friction, and ensure initiatives are grounded in real-world needs. Stakeholder roles may include decision-making, subject matter input, change management support, or resource allocation. Group stakeholders by initiative and engagement type (e.g., consulted, informed) and record them in the initiative cards.

Establishing a clear stakeholder map also supports long-term governance and promotes early alignment, especially for cross-functional or high-impact initiatives.

3.3.1.J
(1/2)

Develop Detailed Implementation Timeline: Translate each prioritized initiative into a detailed timeline using the **Data Management Initiative Plan Template**. Begin by populating the **Initiative Overview** sheet with information such as initiative title, description, estimated cost, required resources, start and end dates, dependencies, assumptions, and risks. Coordinate with initiative owners to ensure accuracy and alignment with previously defined planning inputs.

Next, use the **Initiative Timeline** sheet to break down each initiative into sub-activities. Assign ownership, define start and end dates, and visualize activity timeframes using the timeline grid. Include status indicators for each initiative (e.g., Not Started, In Progress) and identify dependencies across initiatives where relevant.

Once complete, review the draft timelines with initiative leads and technical teams to confirm feasibility. Finalized versions will serve as inputs for the overarching data strategy roadmap.

3.3.1J
Cont.
(2/2)

Asset Guidance

Illustrative

The **Data Management Initiatives Plan** template can be used to document the full implementation plan for each data management initiative. The **Initiative Overview** sheet captures key planning inputs such as objectives, cost, resources, timeline, assumptions, and risks. The **Initiative Plan** sheet breaks initiatives into sub-activities, assigning owners, start and end dates, and tracking progress using a timeline grid.

Use this template to consolidate initiative planning in a structured, traceable format. It ensures consistency across all roadmap elements and supports effective sequencing, coordination, and execution.



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Initiative Overview Template

This template is used to capture a brief overview of the defined data management initiatives and respective implementation details

Field	Description
Initiative ID	A unique identifier for each initiative to facilitate tracking and reference
Initiative Title	Name of the initiative
Initiative Description	A short description of the initiative, outlining its objectives and expected outcomes
Cost	Estimated financial resources required for the initiative, including both direct and indirect costs
Resources	A list of resources required for the initiative, such as personnel, technology
Start Date	The date when the initiative is scheduled to begin
End Date	The date by which the initiative is expected to be completed
Interdependencies	Any other identified initiatives or projects that this initiative depends on for successful execution
Assumptions	Conditions assumed to be true for the initiative's success (e.g., resource availability)
Risks	Potential risks that could affect the initiative's success

Initiative ID	Initiative Title	Initiative Description	Cost	Resources

Start Date	End Date	Interdependencies	Assumptions	Risks

Initiative ID	Initiative Title	Sub-activities	Owner	Stakeholder(s)	Status	Activity Timeframes														
						Start Date	Due Date	0	1	2	3	4	5	6						
								4 Jan	11 Jan	18 Jan	25 Jan	1 Feb	8 Feb	15 Feb						
DM-001					Completed	4 Jan	27 Jan													
DM-002					In Progress - On Track	4 Jan	5 Feb													
DM-003					Not Started	8 Feb	19 Feb													

3.3.1.K

Align Milestones with Timeline: Define and integrate clear milestones within each initiative's implementation timeline to assess progress and guide delivery. Milestones act as key checkpoints that indicate whether the initiative is on track, triggering status reviews or course corrections as needed. Typical milestones may include completion of critical sub-activities, delivery of specific outputs, or stakeholder approval points.

Ensure each milestone is time-bound, measurable, and linked to the sub-activities documented in the **Initiative Plan** sheet within the **Data Management Initiatives Plan** template. Milestones should reflect meaningful delivery stages, not just calendar dates, and be used to drive internal check-ins and reporting cadence. Include these milestones in the **Initiative Card** template to support tracking and accountability across stakeholders.

3.3.1.L

Estimate Costs Associated with Each Initiative: Estimate the financial resources required to implement each initiative effectively. Consider all cost categories, including technology acquisition, system integration, personnel, vendor support, and training. Break down cost estimates by sub-activity to improve accuracy. For example, separating licensing costs from onboarding, or consulting fees from internal staff time.

Use available procurement guidelines or internal costing benchmarks to validate assumptions. Engage finance, IT, and initiative owners to review estimates and ensure alignment with operational and budgetary constraints. Record the total estimated cost in the **Initiative Card** template and Initiative Overview sheet within the **Data Management Initiatives Plan** template to support roadmap planning and funding discussions.

3.3.1.M

Develop Overarching Data Strategy Roadmap: Build a consolidated roadmap that sequences and visualizes all prioritized data management initiatives and key analytics use cases. This roadmap should reflect overall phasing, interdependencies, and alignment with strategic priorities, not just individual initiative plans. Group initiatives into logical delivery waves or phases (e.g., foundational, enablement, value realization) based on urgency, readiness, and complexity.

Sequence initiatives and use cases to reflect dependencies, resource availability, and strategic impact. Incorporate initiative-level timelines and milestones defined in previous steps to illustrate duration and overlap. Ensure the roadmap allows leadership to track progress over time, assess delivery risks, and allocate resources accordingly.

Present the roadmap in a clear, visual format suitable for both technical planning and executive communication.

3.3.1.N
(1/2)

Gather Stakeholders' Feedback: Present the draft data strategy roadmap to a broad group of stakeholders, including initiative owners, technical leads, business SMEs, and the Data Committee. Facilitate structured review sessions to gather feedback on initiative definitions, timelines, dependencies, and resource alignment.

3.3.1.N
Cont.
(2/2)

The Data Committee plays a key role in validating strategic coherence, identifying cross-entity impacts, and ensuring roadmap alignment with national and organizational priorities. Gathering feedback at this stage also helps surface risks, resolve overlaps, and build buy-in across the Entity. Document all input and categorize suggestions for incorporation in the next step.

3.3.1.O

Incorporate Stakeholders' Feedback: Integrate feedback from initiative owners, delivery teams, and the Data Committee into the draft roadmap to refine content, improve accuracy, and strengthen alignment. Categorize suggestions into actionable edits, clarifications, or deferred items, and update initiative details, timelines, or dependencies as needed. Where significant changes are made, reconfirm with relevant stakeholders to ensure continued alignment. This step ensures the roadmap reflects a shared understanding and is ready for formal approval.

3.3.1.P

Obtain Validation of Data Strategy Roadmap: Present the finalized Data Strategy Roadmap to the Section Heads and the Data Management and Security Director for review and validation. This ensures that the proposed initiatives, timelines, ownership assignments, and dependencies are validated and aligned with the Entity's strategic priorities. While formal approval of the full data strategy will be secured in 3.3.2, this validation confirms that the initiatives plan (data strategy roadmap) is ready for integration into the final data strategy package and business case.

RACI Matrix - Design and Build Roadmap

Indicative

Sr No.	Activity	Data Management and Security Director	Data Management and Governance Section Head	Data Architecture and Analytics Section Head	Data Governance Specialist	Data Strategy Expert	Business Data Analyst	Data Architect	Data Steward
3.3.1.A	Outline DM Initiatives	I	A	C	C	R	C	C	C
3.3.1.B	Prioritize Initiative & Projects Short List	I	A	C	C	R	C	C	
3.3.1.C	Initiate Initiative Card Development and Outline Initiative Activities		C	C	C	R	R	C	C
3.3.1.D	Outline Technology Requirements		A	C		C		R	
3.3.1.E	Identify Dependencies		A	C	C	R	C	C	
3.3.1.F	Document Assumptions		A	C	C	R	C	C	C
3.3.1.G	Analyze Potential Risks		A	C	C	R	C	C	
3.3.1.H	Assign Initiatives Ownership		A	C		R			
3.3.1.I	Identify Key Stakeholders		A	C	C	R	C		C
3.3.1.J	Develop Detailed Implementation Timeline		A	C	R	C		R	
3.3.1.K	Align Milestones with Timeline		A	C	R	C		R	
3.3.1.L	Estimate Costs Associated with Each Initiative		A	C		R	C	C	
3.3.1.M	Develop Overarching Data Strategy Roadmap		A	C	C	R	C	C	C
3.3.1.N	Gather Stakeholders' Feedback		A	C	C	R	C		C
3.3.1.O	Incorporate Stakeholders' Feedback		A		C	R	C		C
3.3.1.P	Obtain Validation of Data Strategy Roadmap	A	C	C		R			

RACI Matrix Legend: **R:** Responsible **A:** Accountable **C:** Consulted **I:** Informed

Based on this Activity, the Entity can



Create Data Management Initiatives Plan



Create 4 Year Data Management Program Roadmap

3.3.2 Finalize Strategy

This activity guides the Entity in finalizing its data strategy for internal endorsement and submission to the National DGO. It ensures the strategy is complete, leadership-backed, aligned with available resources, and ready for integration into national planning. The Entity will consolidate its strategy components, including the Target Data Operating Model (Activity 3.4), into a unified package, develop a concise business case, secure executive approval, and formally submit the strategy to the National DGO.

3.3.2.A (1/2)

Compile the Final Data Strategy Package: This step guides the Entity to consolidate all finalized Data strategy components, including the target data operating model, into a single, version-controlled package. This package will serve as the official reference for executive endorsement and submission to the National DGO. It ensures that the data strategy is presented in a structured, professional format that reflects both strategic intent and operational readiness.

The Data Strategy Expert is responsible for preparing the full package, coordinating with contributors from strategy, governance, and architecture functions to ensure completeness and consistency.

i. **Consolidate all strategy components:** The Data Strategy Expert gathers final versions of each approved deliverable developed throughout the strategy process.

a. Include the following documents and components:

- Vision and Mission Statements
- Strategic Focus Areas
- Strategic Objectives and Program KPIs
- Prioritized Data Management Initiatives
- High-level Implementation Roadmap
- Target Data Operating Model, including:
 - Target Data Capabilities
 - Target Capability Organization Structure
 - Data Governance Framework (Interaction Models, Data Committees etc.)
 - Policy and Procedure Register
 - Capacity Plan

b. Validate that each component reflects final edits and approvals from earlier activities

- Ensure terminology, formatting, and references are consistent across documents

ii. **Structure the package for executive and National DGO review:** Organize the materials into a single document or presentation format that is clear, executive-ready, and easy to navigate.

a. Recommended structure:

- Executive Summary
- Overview of Key Findings
- Strategic Foundations (Vision, Mission, Focus Areas)
- Strategic Objectives and KPIs
- Strategic Initiatives
- Target Data Operating Model
- Roadmap
- Appendix (e.g., Workshops Conducted, Budgetary Estimations, Prerequisites)

3.3.2.A
Cont.
(2/2)

- b. Apply version control, consistent formatting, and internal document standards
 - Assign a document reference ID and update file metadata for traceability

iii. **Prepare for internal circulation and review:** Store and communicate the availability of the final package for executive review in the next step (3.3.2.C).

- a. Upload the final strategy package to the internal data governance repository
 - Restrict editing access to owners and reviewers
- b. Notify Section Heads, the Data Management & Security Director, and the Data Committee that the strategy is ready for final endorsement
 - Include a briefing note summarizing changes since the last internal review



Tip

- Use a single, professionally formatted slide deck or report as the master document
- Confirm all links between the roadmap and the operating model before finalizing
- Include an appendix with change logs or stakeholder validation summaries if needed

3.3.2.B
(1/2)

Develop the Data Strategy Business Case: This step guides the Entity to develop a concise and compelling business case to justify investment in its data strategy. The business case demonstrates how the strategy supports organizational goals, quantifies the expected benefits, and outlines the financial and operational resources required for implementation. It serves as a critical input into internal executive review and external submission to the DGO.

The Data Strategy Expert leads this step in collaboration with the Data Management and Security Director, finance team, and initiative owners.

- i. **Define the strategic and organizational alignment:** The business case should clearly explain how the strategy enables the Entity's broader priorities and objectives, and addresses known operational and capability gaps.
 - a. Highlight alignment with:
 - National development strategies and data policy expectations
 - The Entity's sectoral or functional mandates (e.g., service delivery, regulatory oversight)
 - Maturity gaps identified in Section 2.2 and strategic objectives from Section 3.1
 - b. Emphasize how the data strategy will enhance performance in areas including but not limited to:
 - Service efficiency
 - Regulatory compliance
 - Data reliability and availability for decision-making
- ii. **Quantify anticipated benefits and impact:** Estimate the value the Entity will gain through successful strategy implementation, even if only directionally.

3.3.2.B
Cont.
(2/2)

- a. Define measurable benefits wherever possible, such as:
 - % improvement in data quality for CDEs
 - Reduction in time-to-insight or manual reporting burden
 - Cost savings through legacy system consolidation
 - Compliance improvements (e.g., reduction in unclassified datasets)
- b. Where exact numbers are unavailable, use reasoned estimates and qualitative justification
 - Support with case studies, benchmarks, or international examples if applicable
- ii. **Outline resource requirements and investment needs:** Present a high-level view of the resources required to implement the strategy.
 - a. Summarize resource needs from the roadmap and capacity plan, including:
 - Estimated financial cost per initiative or phase
 - Staffing requirements (from 3.4.G)
 - Tooling, consulting, or infrastructure support
 - b. Clearly show cost-benefit balance or return on investment (ROI)
 - Use visuals such as simple ROI ratio or phased funding chart
- iii. **Document risk and mitigation assumptions:** Ensure the business case proactively addresses the most likely questions or concerns.
 - a. Identify key risks (e.g., lack of skills, delayed adoption, competing priorities)
 - b. Document mitigation strategies (e.g., interim resourcing, phased rollout, executive sponsorship)



Tip

- Keep the business case short, 4 to 6 pages is often sufficient
- Use plain language and avoid technical terms where possible
- Anticipate leadership questions around ROI, delivery risks, and visible wins



Key Message / Information

A well-crafted business case bridges ambition and execution. It explains why the strategy matters, what it will achieve, and what support is required to deliver it.

3.3.2.C
(1/2)

Secure Executive-Level Endorsement of the Strategy: This step guides the Entity to formally present the finalized data strategy and business case to executive leadership for review and endorsement. Securing internal approval ensures that the strategy has the necessary backing to proceed to national submission and implementation. This step also builds senior ownership and reinforces accountability across departments.

3.3.2.C
Cont.
(2/2)

The Data Management and Security Director leads this activity with support from the Data Strategy Expert and relevant Section Heads.

- i. **Prepare for the executive review session:** Develop a presentation pack that summarizes the full strategy and its associated benefits in a format tailored for senior decision-makers.
 - a. Materials should include:
 - Data Strategy Executive Summary
 - Overview of Key Findings
 - Vision, Mission, Strategic Objectives, and KPIs
 - Key initiatives
 - Target Data Operating Model Overview
 - Roadmap
 - Business Case Summary (value, cost, ROI, risk mitigation)
 - b. Pre-brief the Director or Undersecretary if needed to ensure alignment and support
 - Tailor messaging to organizational priorities or known concerns
- ii. **Conduct the review and validation meeting:** Present the data strategy package to the executive leadership group (e.g., Director, Section Heads, Data Committee).
 - a. Walk through the strategic logic, delivery plan, and resource requirements
 - b. Invite feedback, clarify assumptions, and address concerns raised during the session
 - c. Document all comments and proposed adjustments for incorporation prior to submission
- iii. **Secure formal endorsement and update documentation:** Ensure the strategy receives formal internal sign-off and is marked as approved.
 - a. Record the endorsement method (e.g., signed memo, formal email confirmation)
 - b. Update the file status to “Executive-Approved” and archive in the strategy repository
 - c. Incorporate final adjustments, if any, before submission to the DGO (Step 3.3.2.D)



Tip

- Keep the presentation executive-friendly. Focus on value, clarity, and alignment
- Anticipate questions around feasibility, funding, and impact
- Secure approval through the Entity’s standard governance pathway (e.g., committee or executive board)



Key Message / Information

The data strategy should be reviewed and refreshed annually to align with evolving business priorities and updates to the program roadmap.

3.3.2.D
(1/2)

Submit the Data Strategy Package to the DGO: This step ensures that the Entity’s finalized and executive-endorsed data strategy is formally submitted to the National DGO. The submission enables alignment with national data priorities, facilitates review and feedback, and supports integration into national budget planning and cross-entity coordination efforts.

3.3.2.D
Cont.
(2/2)

The Data Management and Security Director oversees the submission, with execution support from the Data Strategy Expert.

- i. **Compile the final submission package:** Ensure that the strategy materials are complete, approved, and formatted for DGO review.
 - a. The package must include:
 - Executive-approved Data Strategy Document
 - Target Data Operating Model (as finalized in Section 3.4)
 - Business Case Summary
 - Presentation deck (optional but recommended)
 - b. Apply version control, document references, and internal classification tags as per Entity protocols
- ii. **Submit to the National DGO using official channels:** The Data Strategy Expert coordinates submission via the appropriate process.
 - a. Submit via the required submission method (e.g., email, platform, or as required at the respective point in time).
 - b. Log submission metadata:
 - Submission date
 - Version ID
 - Submission reference number
 - Point of contact for follow-up
 - c. Confirm receipt from the DGO
- iii. **Prepare for feedback, follow-up, or clarification:** The DGO may provide comments or request clarification, adjustments, or prioritization input.
 - a. Assign a point of contact for responding to feedback
 - b. Document any requested changes and resubmit revised materials if needed
 - c. Track all correspondence and feedback for auditability and future reference

RACI Matrix – Finalize Strategy

Indicative

Sr No.	Activity	DGO	Data Management and Security Director	Data Management and Governance Section Head	Data Strategy Expert	Executive Leadership / Committee	Finance / Section Heads	Data Governance Specialist
3.3.2.A	Compile the Final Data Strategy Package		A	C	R	I	C	C
3.3.2.B	Develop the Data Strategy Business Case		A	C	R	I	C	C
3.3.2.C	Secure Executive-Level Endorsement of the Strategy		A		R	C	C	C
3.3.2.D	Submit the Data Strategy Package to the DGO	C	A		R	I		

RACI Matrix Legend: **R:** Responsible **A:** Accountable **C:** Consulted **I:** Informed

Based on this Activity, the Entity can

- ✓ Consolidate all strategic planning outputs into a professional, review-ready format
- ✓ Secure leadership endorsement and mandate for implementation
- ✓ Achieve national alignment and readiness for execution and budgeting

3.4 Data Operating Model

The Data Operating Model defines how the Entity will organize people, roles, governance bodies, and supporting processes to deliver its data strategy. It operationalizes the vision by assigning accountability, decision-making authority, and coordination mechanisms across data functions, from strategy and governance to execution and enablement.

This section provides a structured approach to design the Target Data Operating Model, including capabilities, organizational structure, governance layers, policies, capacity planning, and interaction protocols. The operating model must be tailored to the Entity’s context and aligned with any current or future national requirements.

A well-designed operating model ensures that the right roles are in place, responsibilities are clear, and data initiatives can be executed effectively across the organization.

Process - Data Operating Model

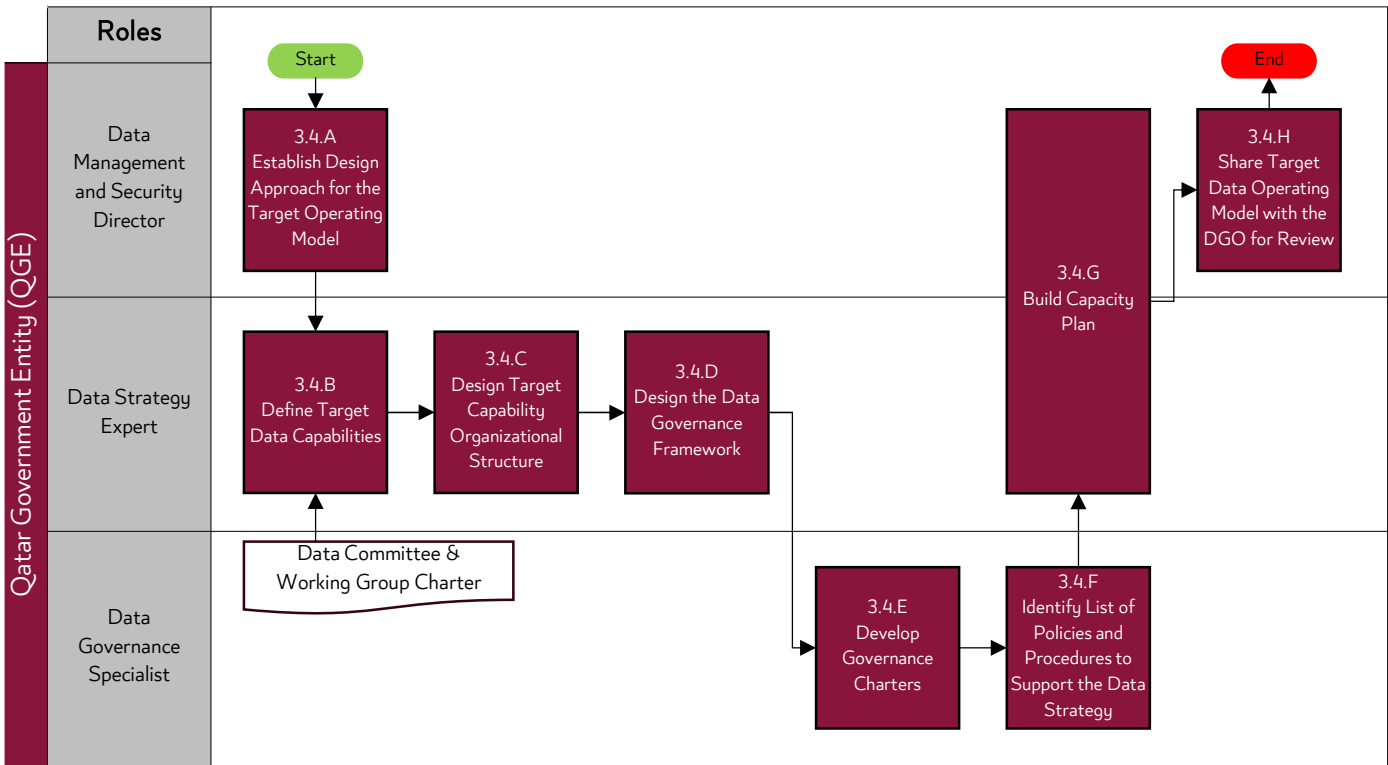


Figure 5: Data Operating Model Process Map

Legend: Process Step Decision Process Start Process End Document Off-Page Reference



Key Message / Information

As outlined in Section 1.1 – Disclaimer, the Entity is expected to assign interim ownership of the roles referenced throughout these guidelines, including those specified in each activity and corresponding RACI matrix, to existing staff. This is necessary to ensure the effective execution of Activity 3.4 and all related responsibilities, even if formal data roles have not yet been established. The interim arrangement will remain in place until the Entity finalizes its tailored data operating model in Activity 3.4 and activates it through Activity 5.1.

3.4.A
(1/2)

Establish Design Approach for the Target Data Operating Model: This step guides the Entity to define the design approach, scope, and structure for developing its Target Data Operating Model. The operating model describes how the Entity will organize people, roles, teams, and governance bodies to deliver the data capabilities required to execute the strategy. The planning approach must reflect the size and complexity of the Entity, as well as the maturity of its current data operating environment.

The Data Management and Security Director leads this planning activity with support from the Data Strategy Expert and Data Governance Specialist, and input from HR, Section Heads, and technical stakeholders.

- i. **Define the scope and objectives of the operating model:** The Data Management and Security Director defines what the operating model must achieve and how broadly it will be applied.
 - a. Clarify the purpose of the operating model:
 - Support delivery of strategic objectives and data roadmap initiatives
 - Establish execution accountability and governance enforcement
 - Enable consistency and scalability across data functions
 - b. Define the design scope:
 - Organizational layers (e.g., directorate, section, unit) to be addressed
 - Domains and job families included (e.g., data governance, quality, analytics)
 - Alignment boundaries with existing IT, policy, or risk teams
- ii. **Select the organizational archetype:** The Data Management and Security Director identifies which structural model will guide the design.
 - a. Choose one of the following:
 - **Centralized:** All data-related roles, decisions, and activities are owned and executed by a central team (e.g., a Data Office or CDO function). Business units rely on this central team for governance, quality, analytics, and enablement. Best suited for smaller or less mature Entities that need tight control and consistency.
 - **Federated:** Governance authority is shared between a central function and individual departments. Each business unit manages its own data activities (e.g., quality, cataloging, reporting), with central oversight to enforce standards. Best for large, mature Entities with diverse data domains and strong local capabilities.
 - **Hybrid:** Combines elements of both centralized and federated models. The central team manages enterprise-wide strategy, standards, and tooling, while domain-specific roles (e.g., stewards, analysts) are embedded in departments to support execution. Best for Entities seeking consistency with flexibility to execute locally.
 - b. Justify the choice of archetype using findings from the maturity assessment, strategic objectives, and implementation scale
 - Document the rationale for review with the DGO

3.4.A
Cont.
(2/2)

iii. **Define the expected design deliverables and workstreams:** The Data Management and Security Director outlines what will be produced and who will contribute.

- a. Confirm the following as key design outputs:
 - Target data capabilities
 - Capability-aligned organizational structure
 - Governance structure, roles, and interaction model
 - Governance body charters (Data Committee and Working Groups)
 - List of policies and procedures aligned to national data domains
 - Capacity plan and sourcing model
 - Submission to the National Data Governance Office
- b. Assign leads, contributors, and review owners for each component to streamline coordination and accountability during design

3.4.B
(1/2)

Define Target Data Capabilities: This step guides the Entity to define the set of target data management capabilities that the operating model must support. These capabilities represent the functional areas the Entity must be able to perform to implement the data strategy effectively.

Each capability must be clearly named, described, and grouped under strategic capability domains. This ensures alignment with the data strategy's objectives, informs organizational structure design, and sets the foundation for defining required roles, committees, and processes in later steps.

The Data Strategy Expert leads this step in coordination with the Data Governance Specialist, Data Architect, and data domain leads.

- i. **Identify core data management capability domains:** The Data Strategy Expert defines the top-level capability domains that reflect the Entity's strategic objectives and roadmap scope.
 - a. Recommended domains include:
 - Data Management Strategy & Governance (Oversight)
 - Data Enablement
 - Data Impact Realization
 - Data Defense & Resilience
 - Culture & Change
 - b. Validate domains against roadmap initiatives and maturity gaps previously identified.
 - Ensure coverage of both enabling and value-generating capabilities
- ii. **Define and describe specific capabilities under each domain:** The Data Strategy Expert collaborate with the Data Governance Specialist, technical and business SMEs to define the sub-capabilities needed to operate each domain.
 - a. For each domain, define specific capabilities with:
 - A name (e.g., "Data Catalog & Metadata Management", "Master and Reference Data Management")
 - A brief description of the capability's function and purpose
 - Example outcome or value when the capability is fully enabled

3.4.B
Cont.
(2/2)

- b. Refer to the National Data Management Framework, DAMA-DMBOK, and capability frameworks to guide definition
 - Adapt based on the Entity's size, sector, and strategic ambition
- iii. **Validate and document the capability framework:** The Data Strategy Expert ensures the final capability map is reviewed and approved.
 - a. Conduct a validation session with functional leads and the Data Committee
 - Confirm completeness and relevance of capability list
 - Adjust descriptions or groupings based on input
 - b. Store the capability framework as a foundational reference for:
 - Organization structure design
 - Role mapping and capacity planning
 - Governance and interaction models

**Key Message / Information**

Capabilities are the functional building blocks of the data operating model. Defining them early ensures that the structure, roles, and resources are purpose-built to deliver value. Start from what the strategy needs, and not what the organization chart currently allows.

3.4.C
(1/2)

Design Target Capability Organization Structure: This step guides the Entity to design the organizational structure required to deliver the data capabilities previously defined. The structure must reflect the previously selected archetype (centralized, federated, or hybrid) and provide clear accountability across business and technical functions. The goal is to map capability domains to teams, roles, and reporting lines that enable execution of the data strategy.

The Data Strategy Expert leads this step in collaboration with the Data Management & Security Director. Final outputs will inform governance design, role definition, and capacity planning in upcoming steps.

- i. **Apply the selected organizational archetype to structure design:** The Data Strategy Expert uses the previously selected operating model archetype to guide the organizational structure.
 - a. Map each capability domain to the appropriate structural unit:
 - **Centralized model:** Most roles (e.g., data stewards, data architects, data analysts) are consolidated in a core team under central leadership (e.g., Data Office).
 - **Federated model:** Roles are embedded in departments with local accountability, supported by central governance.
 - **In a hybrid model:** Strategy, governance, and tooling are led centrally, while execution roles (e.g., data stewards) are distributed across departments.

3.4.C
Cont.
(2/2)

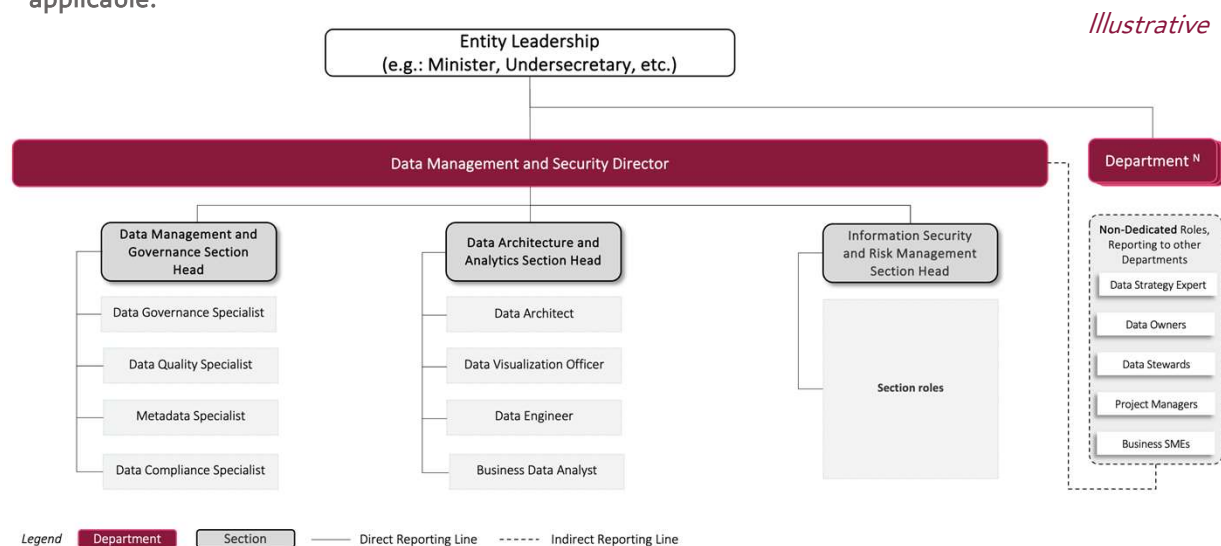
- b. Ensure that each capability has defined ownership, execution authority, and escalation paths in line with the selected structure.

ii. **Define departments, sections, and key roles per capability:** The Data Management & Security Director define the structural building blocks needed to operationalize each capability.

- a. For each capability, specify:
 - Department or section responsible
 - Reporting relationships (e.g., to Section Head, CDO, or CIO)
 - Core roles required (e.g., Data Stewards, Analysts, Engineers)
- b. Identify any shared or cross-functional roles (e.g., Metadata Specialist supporting multiple domains)

Asset Guidance

The **Data Organization Structure, Committee, and Working Groups Template** provides Entity's with a recommended structure for organizing the Entity's core data functions under a Data Management and Security Director. Entities can use it to design their internal data organization. **Note, any national mandates on organizational structure will override this template/structure where applicable.**



iii. **Visualize the organizational structure:** The Data Strategy Expert develops a diagram that communicates how the operating model is structured.

- a. Include governance layers, execution teams, reporting lines, and support functions
- b. Clearly show how structure maps to capabilities and governance model (3.4.D)
- c. Review with HR, Section Heads, and implementation leads to confirm sustainability



Tip

- Don't force structure to mirror current reporting lines. Instead, design for the future state
- Keep organization charts simple and role-based; avoid unnecessary hierarchy
- Test structure by walking through real-world use cases (e.g., resolving a data quality issue)

3.4.D
(1/3)

Design the Data Governance Framework: This step guides the Entity to design the data governance framework that will manage and oversee data-related activities across the organization. This includes defining governance layers, roles and responsibilities, decision-making pathways, and how different roles and bodies interact. The design must align with the Entity's target capabilities and organizational structure.

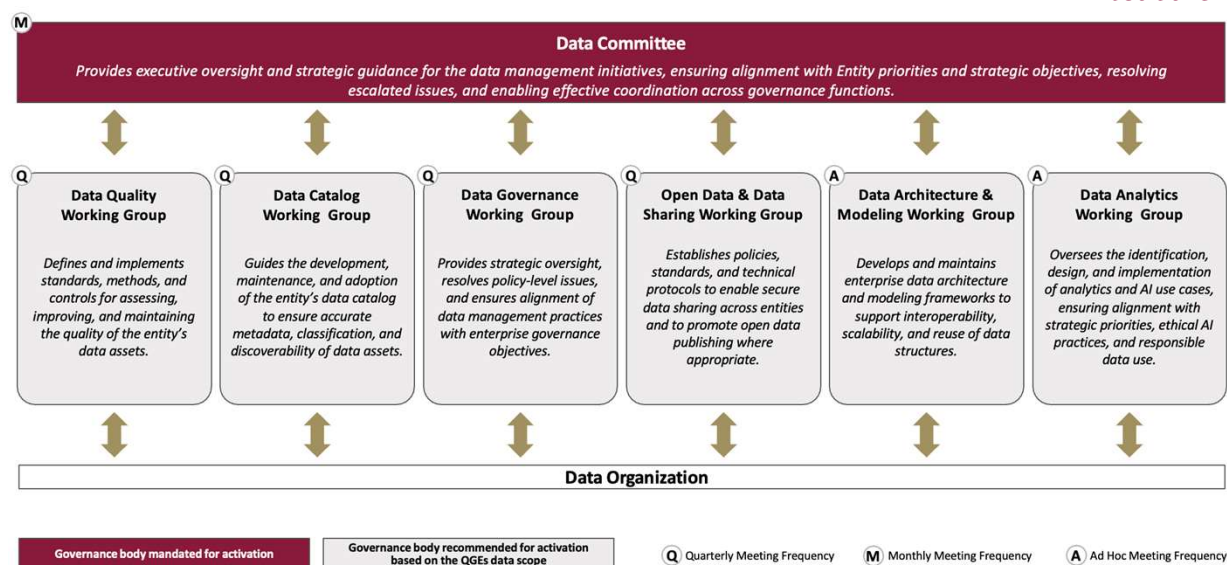
The Data Strategy Expert leads this effort in close collaboration with the Data Governance Specialist. The data committees, working groups, interaction model, role map, and escalation paths should be documented as part of this step.

- i. **Establish the governance layers and role structure:** Define the formal layers of governance and the key roles within each layer.
 - a. Confirm the following layers and their purpose:
 - **Data Committee:** Strategic oversight, policy approval, prioritization
 - **Working Groups:** Operational alignment across focus areas (e.g., data quality, metadata)
 - **Domain Roles:** Data Owners, Stewards, Custodians, embedded in departments
 - b. Assign clear responsibilities and authority levels for each role:
 - Decision rights, escalation responsibilities, and reporting relationships
 - Role mapping should be consistent with capability domains

Asset Guidance

The **Data Organization Structure, Committee, and Working Groups Template** offers a recommended structure for organizing data governance bodies, including the Data Committee and domain-specific Working Groups. Entities can reference this model when designing or formalizing their internal governance ecosystem.

Illustrative



3.4.D
Cont.
(2/3)

- ii. **Define the governance interaction model:** Map how individuals, teams, and governance bodies collaborate, make decisions, and escalate issues across the organization and with external stakeholders.
- a. Establish internal interaction layers across governance levels:
 - **Executive-Level Interaction:** Data Management & Security Director and Section Heads provide strategic alignment, resource allocation, and executive sponsorship.
 - **Program Governance Layer:** The Data Committee sets direction, prioritizes initiatives, and ensures alignment across departments.
 - **Operational Layer:** Working Groups, Stewards, and domain-specific roles coordinate on data execution (e.g., data quality monitoring, cataloging, analytics delivery).
 - **Support Layer:** IT, HR, and Compliance provide technical, resource, and policy support across initiatives.
 - b. Map interactions across roles using directional flows:
 - **Top-down:** Strategic priorities, standards, and resource decisions flow from leadership and the Data Committee to working groups and execution roles.
 - **Bottom-up:** Operational insights, quality issues, and policy feedback are escalated from Stewards, Owners, and Working Groups to the Committee or Section Heads.
 - **Horizontal:** Coordination between departments or data domains (e.g., between analytics and quality teams) to support integrated initiatives.
 - c. Define external interaction protocols:
 - **With the DGO:** Strategy submission, compliance reporting, feedback integration
 - **With other government entities:** Cross-entity data sharing, alignment on shared use cases, collaborative working groups
 - **With third-party partners (if applicable):** Vendors, consultants, or data providers involved in roadmap delivery or operations
 - **With academia and research institutions:** Collaborate on research, share data, pilot initiatives, etc.
 - d. Identify interaction types and frequencies:
 - Routine (monthly/quarterly meetings)
 - On-demand (issue escalation, approvals)
 - Informational (dashboards, reports, briefings)
- iii. **Create visual interaction models to illustrate governance and collaboration:** The Data Strategy Expert develops tailored visual models to represent how key governance roles, groups, and stakeholders interact across different parts of the data operating model. These models help clarify communication flows, escalation paths, and role coordination both internally and externally.
- a. Develop interaction models based on context:
 - **Internal interaction models** (e.g., between Stewards, Committees, and Section Heads)

3.4.D
Cont.
(3/3)

- **Cross-functional interaction models** (e.g., governance and analytics teams)
- **External interaction models** (e.g., with DGO, other entities, academia, or vendors)

b. Include the following elements in each model:

- Key roles and governance bodies relevant to that interaction
- Directional flows (e.g., top-down guidance, bottom-up reporting, horizontal collaboration)
- Touchpoints for decision-making, escalation, or information exchange

c. Avoid unnecessary complexity. Not all models will include every governance layer.

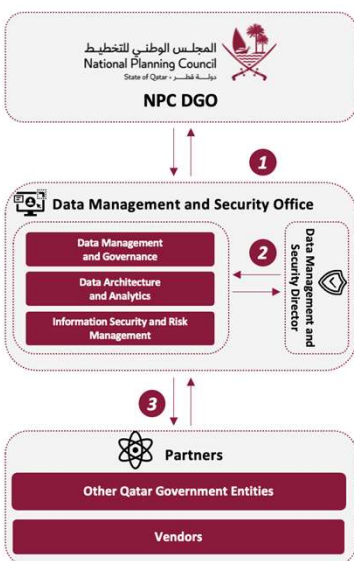
- Tailor each model to the specific instance it's meant to support

Asset Guidance

The **Data Organization Structure, Committee, and Working Groups Template** provides an illustrative example as to how the Data Management and Security Office can engage with national authorities (NPC DGO) and external stakeholders.

Entities can use this example to design their own interaction models, defining reporting flows, oversight relationships, and collaboration mechanisms across internal sections, external partners, and national regulators. The model should be tailored based on the Entity's structure, data program maturity, and alignment requirements.

Illustrative



Interaction Overview

- 1**
 - At the entity level, **NPC DGO sets government-wide Data Regulations, oversees alignment** to National Data Regulations via compliance assessments, **provides KPIs development guidelines, and supports Entities** in building their data capabilities.
 - The Entity's Data Management and Security Office **reports progress** to NPC DGO on data transformation, and **requests support** when necessary.
- 2**
 - The Entity's Data Management and Security Office, led by the Data Management and Security Director, **implements the National Data Regulations** defined by NPC
 - The Data Management and Security Director provides **oversight and support** to the 3 sections within the office to implement the regulations and **align with NPC DGO requirements**.
- 3**
 - The Data Management and Security Office **collaborates with its Partners** to **cascade the National Data Regulations Requirements** and acquire the necessary support to comply to them.



Key Message / Information

A well-structured governance framework operationalizes the data operating model by defining decision-making, execution, and collaboration, enabling accountability and coordination across the Entity and with external stakeholders.

3.4.E
(1/2)

Develop Data Governance Charters: This step guides the Entity to formalize the mandate, structure, and operating parameters of each governance body defined in the Data Governance Framework. Charters clearly document the scope, authority, responsibilities, and meeting cadence of the Data Committee and its associated Working Groups.

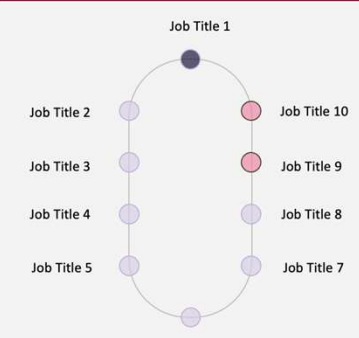
The Data Governance Specialist is responsible for drafting the charters, with review and endorsement by committee chairs and the Data Management and Security Director.

- i. **Confirm governance bodies requiring formal charters:** Referencing the previously defined governance structure (data committees and working groups), identify which governance groups require official charters to operate.
 - a. At minimum, the following bodies should be chartered:
 - Data Committee
 - Data Quality Working Group
 - Data Catalog Working Group
 - Data Governance Working Group
 - Data Architecture & Modeling Working Group
 - Open Data & Data Sharing Working Groups
 - Analytics & AI Working Groups
 - b. Additional charters may be developed for thematic or domain-specific working groups as needed.
- ii. **Complete the Committee Charter Template:** Each group's charter must follow the standardized template defined by the DGO. Ensure content aligns with the previously defined governance roles and interaction models.

Asset Guidance

The **Data Organization Structure, Committee, and Working Groups Template** can be used to detail the mandate, meeting frequency, key activities, key outcomes, and members of the Entity's data committee and/or identified working groups.

Illustrative

Data Committee / Working Group Name	
Mandate	Meeting Frequency
Key Activities 	Members 
Key Outcomes 	

3.4.E
Cont.
(2/2)

iii. **Review, finalize, and store approved charters.** The Data Governance Specialist coordinates the review and approval process.

- a. Share draft charters with group chairs, designated members, and section heads for their input
- b. Finalize wording and secure endorsement from the Data Management and Security Director



Key Message / Information

Charters turn committees from theoretical structures into active governance bodies. They clarify purpose, scope, and accountability, making governance executable.

3.4.F
(1/2)

Identify List of Policies and Procedures to Support the Data Strategy: This step guides the Entity to define the complete set of policies and procedures required to operationalize its data strategy in alignment with the 12 domains outlined in the **National Data Management Framework, National Data Policy, and National Data Standards**. These governance artifacts provide the formal guardrails for how data is governed, used, protected, and shared. By building a domain-aligned policy and procedure register, the Entity ensures traceability between its operating model, strategy objectives, and compliance requirements.

The Data Governance Specialist leads this activity with input from legal, IT, compliance, and subject matter experts across business and technical units.

- i. **Align policy categories with the data management domains:** Using the National Data Management Framework, National Data Policy, and National Data Standards as a reference point, the Data Governance Specialist identifies which policies are required under each domain.
 - a. Confirm policy needs across data domains:
 - Data Management Strategy & Governance
 - Data Catalog & Metadata Management
 - Data Quality Management
 - Master & Reference Data Management
 - Data Storage & Operations
 - Data Sharing, Integration & Interoperability
 - Document & Content Management
 - b. Refer to the Policy Creation and Policy Publication specifications in the National Data Standards to identify domain-specific policy requirements and ensure alignment and completeness across the 12 data management domains.
- ii. **Identify required supporting procedures per policy.** For each domain policy, define the core procedures or workflows that must be in place to ensure effective implementation and governance. Classify each procedure as:

3.4.F
Cont.
(2/2)

- Existing
- To Be Developed
- To Be Refined

iii. **Compile and validate the policy and procedure list:** The Data Governance Specialist documents each policy and its supporting procedures.

- Validate the supporting with business, technical, compliance, legal leads to ensure completeness.



Key Message / Information

Policies and procedures are essential for translating the data operating model into consistent, enforceable practice. Aligning them with the 12 data domains defined in the National Data Management Framework ensures compliance with national standards and promotes coordinated, domain-specific implementation.

3.4.G
(1/2)

Build the Capacity Plan: This step guides the Entity to develop a phased capacity plan that defines the number, type, and timeline for onboarding the roles required to activate and sustain the data operating model. The plan should account for both interim and target-state needs across all strategic capabilities, committees, and governance layers. It must also include sourcing decisions (e.g., insourcing vs. outsourcing).

The Data Strategy Expert leads this step in collaboration with the Data Management and Security Director, HR, and Section Heads.

- i. **Estimate the role volumes needed by capability and structure:** Using the target capability model and organizational structure design, estimate the human resource requirements for each role and function in alignment with the data strategy timelines and projected workloads.
 - a. For each capability domain, identify:
 - Number of required Data Owners, Stewards, Architects, Analysts, etc.
 - Whether roles are centralized, embedded, or shared across domains
 - Timeframe for onboarding: Immediately, Near-term, or Future-state
 - b. Validate estimates against the initiatives in the roadmap to ensure delivery support
- ii. **Define the sourcing model:** Determine how each role will be staffed, considering internal resources, hiring, or third-party support.
 - a. For each role or team, classify sourcing approach as:
 - Insourced (existing FTEs or new hires)
 - Outsourced (consulting, managed services)
 - Hybrid / Interim (temporary assignments until formal hiring)
 - b. Ensure sourcing plans are aligned with national sourcing principles and approval requirements

3.4G
Cont.
(2/2)

- Note any dependencies on procurement or recruitment timelines

- iii. **Develop a phased capacity plan and skill development roadmap:** Document how and when each role will be added or activated in alignment with the timelines and phasing of the Data Strategy Roadmap.
 - a. Present in phases. Illustrative examples below:
 - Q1: Core Roles
 - Q2: Expanded Governance
 - Q3: Analytics & Scaling
 - b. Identify skill gaps and training needs linked to strategic priorities (e.g., literacy, tooling)
 - c. Coordinate with the Learning & Development team to align training programs and role onboarding

**Key Message / Information**

An operating model is only effective when supported by the necessary human and organizational capacity. A phased, practical capacity-building plan ensures the transition from design to sustainable execution.

3.4.H
(1/2)

Submit the Target Data Operating Model to the DGO: This step ensures that the finalized Target Data Operating Model is formally submitted to the National DGO for review, alignment, and national-level oversight. Submission must include all structural, role, governance, and capacity-related components developed in this section.

The Data Strategy Expert is responsible for compiling the submission package, with review and endorsement by the Data Management and Security Director. The DGO may provide feedback or request revisions before confirming alignment.

- i. **Compile the submission package:** The Data Strategy Expert consolidates all finalized design materials into a standardized submission format. Include the following core components:
 - Executive summary
 - Target data capabilities
 - Target organizational structure
 - Data governance framework, including the interaction model
 - Data Committee and working group charters
 - List of policies and procedures
 - Capacity plan and sourcing approach
- ii. **Submit through the official DGO channel:** The Data Management and Security Director submits the package via the designated submission channel as defined by NPC at the respective point in time.
- iii. **Address feedback and store approved version:** Respond to DGO feedback (if any) and maintain a permanent, approved record of the operating model.

3.4.H
Cont.
(2/2)

- a. Revise and resubmit any components based on DGO comments
 - Track all changes and approvals
- b. Store the DGO-approved version of the data operating model in the Entity's internal documentation repository
 - Tag it as "DGO - Approved" and restrict editing to authorized personnel



Key Message / Information

Submission to the DGO is not just procedural. It confirms that the Entity's data operating model is nationally aligned, implementation-ready, and accountable.

RACI Matrix - Data Operating Model

Indicative

Sr No.	Activity	DGO	Data Management and Security Director	Data Management and Governance Section Head	Data Strategy Expert	Data Governance Specialist	Data Architect	Data Domain Leads	HR Team
3.4.A	Establish Design Approach for the Target Data Operating Model		A/R	C	C	C	C		C
3.4.B	Define Target Data Capabilities		A	C	R	C	C	C	
3.4.C	Design Target Capability Organization Structure		A/C	C	R	C			
3.4.D	Design the Data Governance Framework		A	C	R	C			
3.4.E	Develop Data Governance Charters		A	C	C	R			
3.4.F	Identify List of Policies and Procedures to Support the Data Strategy		A	C	C	R			
3.4.G	Build the Capacity Plan		A/R	C	R	C			C
3.4.H	Submit the Target Data Operating Model to the DGO	I/C	A/R	C	C				

RACI Matrix Legend: R: Responsible A: Accountable C: Consulted I: Informed

Based on this Activity, the Entity can



Design a complete, fit-for-purpose data operating model aligned to the National Data Standards

4. Data Governance Policy



4. Data Governance Policy

What is a Data Governance Policy and why does the Entity need it?

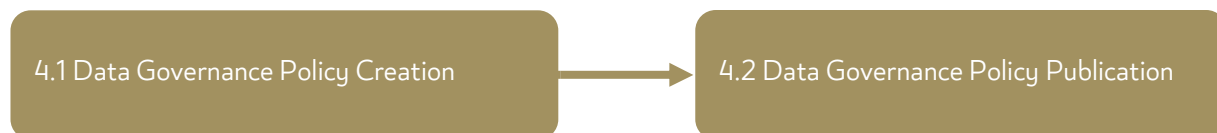
This section guides the Entity through the end-to-end development, review, and publication of its Data Governance Policy — a foundational control instrument that defines how data is governed across its lifecycle. The policy sets expectations for how data is owned, accessed, protected, and managed within the Entity, and ensures alignment with national standards, legal requirements, and internal strategic objectives.

The policy must be developed in accordance with the National Data Standards, which require Entities to cover topics such as organizational structure, change management, performance monitoring, escalation procedures, policy versioning, and role accountability. Once approved and published, the policy enables enforceable, auditable, and standardized governance practices across all departments and functions.

The section is composed of two integrated activities:

- **Data Governance Policy Creation:** Guides the Entity through the process of assessing current governance policies, defining required updates, drafting the new policy, and validating alignment with national and strategic requirements.
- **Data Governance Policy Publication:** Covers internal review, audit readiness, DGO submission, and formal publication of the policy, ensuring it is version-controlled, approved, communicated, and adopted across the organization.

Together, these activities ensure the Entity develops and institutionalizes a complete, compliant, and operational Data Governance Policy that serves as a long-term anchor for its data management framework.



Guiding Principles for Data Governance Policy

1. **Align with Strategic and National Objectives:** Ensure the policy supports the Entity's data strategy, aligns with national standards, and reinforces long-term business goals.
2. **Establish Clear Roles and Accountability:** Define and assign responsibilities across Data Owners, Stewards, and Committees to ensure enforceable governance throughout the data lifecycle.
3. **Embed Change and Issue Management:** Include structured mechanisms for managing change, addressing escalations, and resolving governance issues consistently.
4. **Enable Monitoring and Performance Oversight:** Incorporate measurable indicators and review cycles to track policy effectiveness and support compliance auditing.
5. **Ensure Legal and Regulatory Compliance:** Design the policy to reflect legal, privacy, and security obligations, ensuring internal controls meet audit readiness standards.
6. **Support Adoption Through Clarity and Accessibility:** Ensure the policy is easy to understand, clearly communicated, version-controlled, and accessible to all relevant stakeholders.

4.1 Data Governance Policy Creation

The Entity should develop a Data Governance Policy to ensure that data will be managed and governed across the Entity effectively, securely, and efficiently through the data lifecycle.

Process - Data Governance Policy Creation

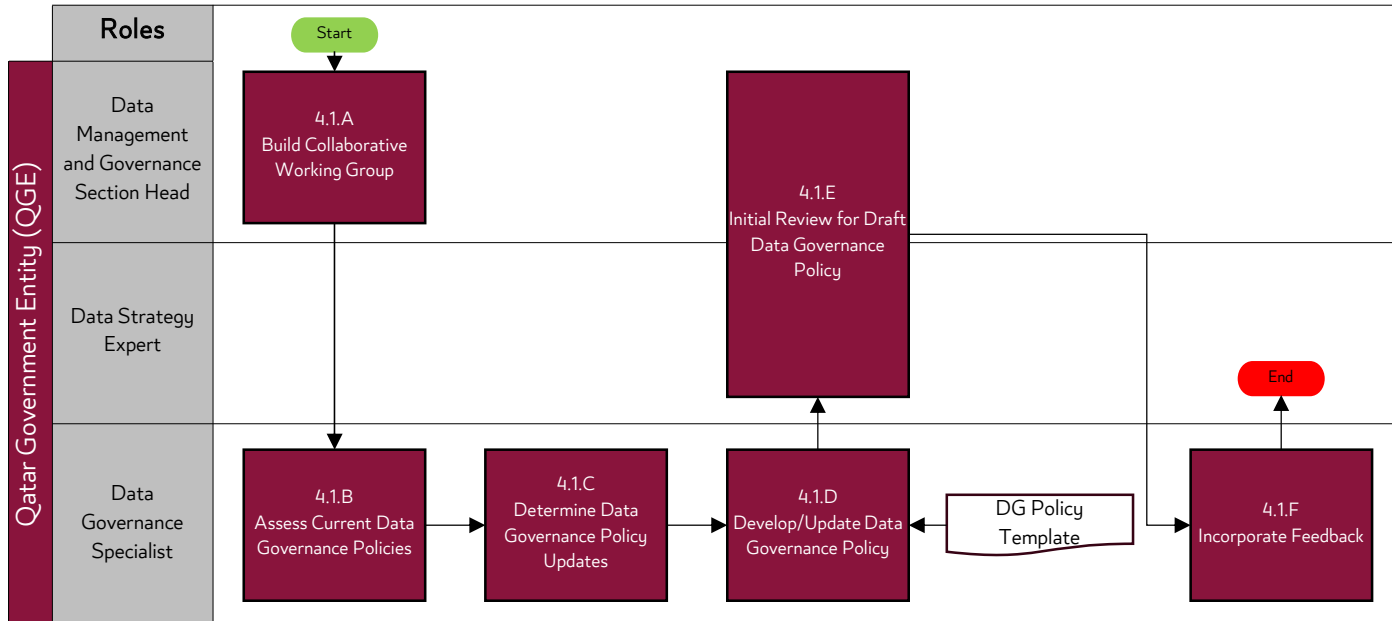


Figure 6: Data Governance Policy Creation Process Map

Legend: Process Step Decision Process Start Process End Document Off-Page Reference

4.1.A

Build Collaborative Working Group: To ensure the policy reflects operational realities, governance needs, and is not developed in isolation, the Entity must establish a collaborative working group of internal stakeholders and subject matter experts. This working group supports policy drafting by providing feedback, identifying operational considerations, and aligning the policy with Entity-specific contexts.

- i. **Establish the Collaborative Working Group:** Form a core team responsible for developing and reviewing the policy.
 - a. Led by the Data Governance Specialist, with oversight from the Data Management & Governance Section Head.
 - b. Include members from Data Governance, Data Quality, Metadata, Strategy, IT, compliance, and stewardship roles.
- ii. **Define Scope and Responsibilities of the Working Group:** Ensure the working group's role is clear and time-bound.
 - a. Review proposed policy topics and structure.
 - b. Provide inputs during each phase of policy drafting and review.
 - c. Participate in validation and ensure alignment with Entity needs.
- iii. **Schedule Working Sessions:** Create a structured timeline for engagement.
 - a. Schedule policy drafting workshops and checkpoint reviews.
 - b. Ensure participation is documented and inputs are logged.

4.1.B

Assess Current Data Governance Policies: Before developing or updating the Data Governance Policy, the Entity must assess its current state. This includes reviewing any existing policies to identify gaps, overlaps, and misalignment with the Entity's data strategy, operational practices, and the National Data Standards. This assessment forms the foundation for effective and relevant policy development.

- i. **Conduct a Structured Policy Review:** Identify and evaluate any existing policies related to data governance.
 - a. If exists, review current documentation for:
 - Data governance policy overview, purpose, scope, objectives, applicability, validity, policy statements, roles and responsibilities
 - Supporting data governance standards or procedures that may inform or support future policy development
 - b. Assess whether the policy content is outdated, incomplete, duplicated, or missing.
- ii. **Evaluate Alignment with Strategic and National Requirements:** Assess how well the current policy (if exists) supports key governance needs. Review for:
 - **Relevance to Strategic Objectives:** Does the policy align with the Entity's data strategy?
 - **Compliance with National Standards:** Does it reflect alignment with the current National Data Policy and National Data Standards?
 - **Clarity and Accessibility:** Is the policy easy to read, use, and apply?
- iii. **Document Findings and Key Gaps:** Summarize the outcomes of the assessment in preparation for step 2.1.C.
 - a. List key areas where new or updated policy content is needed.
 - b. Identify risks or inconsistencies that should be addressed (e.g., lack of version control, no update schedule).
 - c. Share findings with the collaborative working group for validation.

**Key Message / Information**

Building a working group ensures the policy is not developed in isolation but reflects the real governance needs of the Entity.

4.1.C
(1/2)

Determine Data Governance Policy Updates: Based on the findings from the policy assessment and input from the working group, the Entity must outline the specific updates or new content areas required in the Data Governance Policy. This step ensures that policy development is focused, complete, and responsive to both internal and national governance requirements.

4.1.C
Cont.
(2/2)

- i. **Define the Scope of Policy Creation/Update:** Translate assessment findings into a structured update plan.
 - a. Identify sections of the policy that need to be:
 - Created from scratch
 - Updated for alignment with the Data Strategy or National Data Standards
 - Removed due to redundancy or irrelevance
 - b. Determine whether the update (if any) qualifies as a major revision (e.g., structural change, expanded scope) or minor revision (e.g., wording adjustments).
- ii. **Prioritize Content Areas for Inclusion:** Ensure the policy covers required data governance topics.
 - a. Reference the Data Management Strategy and Governance domain within the National Data Policy and National Data Standards to prioritize content including but not limited to:
 - Data management organizational structure
 - Change management
 - Performance management
 - Issue management
 - b. Map these areas against identified gaps and stakeholder feedback.
- iii. **Create a Policy Update Action Plan:** Develop a high-level roadmap for the policy drafting process.
 - a. Outline key tasks, responsible roles, and delivery timelines.
 - b. Align this plan with the collaborative working group's availability and input schedule.
 - c. Use the action plan to guide coordination with stakeholders and support tracking of progress throughout the development cycle.

4.1.D
(1/3)

Develop/Update Data Governance Policy: Using the agreed-upon creation/update scope and structure, the Entity must develop or revise the Data Governance Policy to ensure that data will be managed and governed across the Entity effectively, securely and efficiently. The policy must be clear, actionable, aligned with strategic objectives, and compliant with the national data standards.

- i. **Draft Policy Content Using Approved Structure:** The Data Governance Specialist leads the drafting exercise using the standard data governance policy template.
 - a. Use the Data Governance Policy Template to structure the document.
 - b. The policy should include, at a minimum:
 - Overview, purpose, scope, and objectives
 - Policy applicability, validity, and review process
 - Guidelines aligned with the National Data Management Policy and Standards
 - Detailed policy statements covering:
 - Data management and organizational structure
 - Change management and organizational awareness
 - Performance management and monitoring
 - Escalation and issue management
 - Periodic policy review and updates

- Key policy performance indicators

- Roles and responsibilities
- References

Asset Guidance

The **Data Governance Policy Template** is a sample table of contents the Entity can refer to when drafting the policy. It includes the topics required by the standards, in addition to recommended topics to consider. Additionally, it provides sample policy statements for a sample topic within the table of contents to help the Entity draft the policy document.

Illustrative

Table of Contents	
1	Introduction#
1.1	Overview#
1.2	Purpose#
1.3	Scope & Applicability#
1.4	Objectives#
2	Data Governance Policies#
2.1	Data Management & Organizational Structure#
2.2	Data Management Strategy and Plan#
2.3	Program Roadmap#
2.4	Budgeting & Resource Allocation#
2.5	Communication & Collaboration#
2.6	Data Governance Compliance & Assurance#
2.7	Data Governance Change Management#
2.8	Change Management and Organizational Awareness#
2.9	Data Governance Compliance and Audit#
2.10	Performance Management and Monitoring#
2.11	Escalation and Issue Management#
3	Periodic policy review and updates#
3.1	Revision Frequency#
3.2	Revisions#
3.3	Archival Procedure#
4	Roles within the Scope of this Policy#
5	Related Legislation, References, and Documents#
6	Document Control#

1 Introduction

1.1 Overview

The Overview provides a concise summary of the policy document, outlining its purpose, significance, and key elements. It offers stakeholders a high-level understanding of the policy's intent and the broader goals it supports.

1.2 Purpose

The Purpose section explains the rationale behind the policy document. It details why the policy is necessary, the issues it aims to address, and how it aligns with organizational strategies or compliance requirements.

1.3 Scope & Applicability

This section defines the boundaries of the policy, specifying what it covers and who it applies to. It outlines the functional areas, departments, processes, or systems the policy governs.

1.4 Objectives

The Objectives section lists the specific goals the policy intends to achieve. These may include ensuring regulatory compliance, promoting data governance, improving operational efficiency, or safeguarding data assets. The objectives should be clear, measurable, and directly linked to the policy's overall purpose.

2 Data Governance Policies

2.1 Data Management & Organizational Structure

1. The entity shall establish a structured data governance framework with clearly defined roles, responsibilities, and accountability across all levels of the organization to ensure proper management of data assets.
2. The Data Management and Security Director shall provide strategic oversight, ensuring that data management practices align with the entity's goals and regulatory requirements.
3. Data Stewards shall be designated within each department to oversee the accuracy, quality, and compliance of data within their domain, ensuring adherence to data management policies.
4. The organizational structure shall be designed to integrate data governance with business operations, fostering collaboration across IT, operations, and business units.
5. A Data Governance Committee shall be established to define and approve data policies, resolve data-related issues, and ensure alignment with strategic objectives.
6. All employees shall receive regular training on data management policies, tools, and best practices to ensure a culture of data accountability and ethical usage.

- Apply Clear and Actionable Language:** Ensure the policy is practical, enforceable, and accessible to all stakeholders.
 - Use direct, concise language tailored to the Entity's context.
 - Ensure each policy statement is tied to a strategic or operational outcome.
 - Emphasize responsibilities, process expectations, and compliance triggers.
- Prepare the Draft for Preliminary Review:** Finalize the draft as a working version for internal feedback.
 - Share with the collaborative working group.
 - Confirm the draft addresses all previously identified policy gaps.
 - Prepare a feedback summary log for tracking suggestions in the next step.

4.1.D
Cont.
(3/3)**Key Message / Information**

Draft the policy using clear and concise language that reflects the Entity's specific needs while accommodating diverse operational scenarios. Each policy statement should be directly tied to broader business objectives, demonstrating how it supports strategic goals and organizational priorities. Emphasize actionable and enforceable language to enable consistent implementation and ensure compliance.

4.1.E

Initial Review for Draft Data Governance Policy: Once the policy draft is complete, the Entity must conduct an internal review to validate alignment with the National Data Standards, legal and regulatory obligations, and strategic objectives. This review ensures the policy is robust, compliant, and ready for broader publication steps.

- i. **Conduct Governance and Strategy Review:** The draft is reviewed by key stakeholders for policy integrity and relevance.
 - a. The Data Management & Governance Section Head and Data Strategy Expert assess the draft for:
 - Strategic alignment with the Entity's data governance objectives
 - Compliance with National Data Policy and Standards
 - Consistency with related internal policies (e.g., data privacy, quality)
 - b. Confirm the policy structure follows the approved template and includes all required content areas.
- ii. **Validate Legal, Regulatory, and Operational Compliance:** Ensure the policy supports risk management and audit readiness.
 - a. Identify any areas requiring clarification or legal alignment.
 - b. Ensure the policy does not conflict with regulatory or operational obligations.
 - c. Highlight areas where governance enforcement or change management will be required.
- iii. **Capture and Document Feedback:** Record feedback from reviewers in a structured format to inform final refinements.
 - a. Document all comments and suggestions in a feedback log.
 - b. Prioritize revisions based on severity (e.g., compliance issues vs. language improvement).
 - c. Share the feedback log with the Data Governance Specialist for implementation in 4.1.F.

**Key Message / Information**

This review phase ensures the draft policy is credible, compliant, and strategically sound—before formalization or publication.

4.1.F

Incorporate Feedback: Following the internal review, the Entity must revise the draft Data Governance Policy to reflect feedback received from governance, strategy, legal, and operational stakeholders. This step ensures the final version is complete, accurate, and ready for formal approval and publication.

- i. **Review and Prioritize Feedback Log:** Work through the feedback log collected in 4.1.E in a structured and transparent way.
 - a. Categorize feedback by type (e.g., compliance, structure, clarity, alignment).
 - b. Prioritize revisions based on criticality, starting with compliance and strategy gaps.
 - c. Flag any unresolved or disputed comments for follow-up discussion with the Data Management & Governance Section Head.
- ii. **Apply Revisions to the Draft Policy:** Update the policy draft to reflect accepted changes.
 - a. Revise content in the official policy document, maintaining formatting consistency.
 - b. Track major changes using version control or change highlights.
 - c. Ensure all policy components (e.g., roles, responsibilities, review cycle) are fully addressed.
- iii. **Finalize the Policy Document for Approval:** Prepare the updated policy for formal submission.
 - a. Confirm that all feedback has been addressed or closed.
 - b. Update metadata such as version number, revision date, and approval status.
 - c. Share the final version with the Data Management & Governance Section Head for submission into the Entity's governance approval workflow.

RACI Matrix – Data Governance Policy Creation

Indicative

Sr No.	Activity	Data Management & Security Director	Data Management and Governance Section Head	Data Governance Specialist	Collaborative Working Group	Data Strategy Expert	Legal Team
4.1.A	Build Collaborative Working Group	A	R	C	I	I	
4.1.B	Assess Current Data Governance Policies		A	R	C	C	
4.1.C	Determine Data Governance Policy Updates		A	R	C	C	
4.1.D	Develop/Update Data Governance Policy		A	R	C	C	C
4.1.E	Initial Review for Draft Data Governance Policy	A	R	I	C	R	C
4.1.F	Incorporate Feedback		A	R	C		

RACI Matrix Legend: **R:** Responsible **A:** Accountable **C:** Consulted **I:** Informed

Based on this Activity, the Entity can



Build Collaborative Working Group of SMEs



Draft Data Governance Policy

4.2 Data Governance Policy Publication

This activity will guide the Entity through the steps to publish its Data Governance Policy.

Process – Data Governance Policy Publication

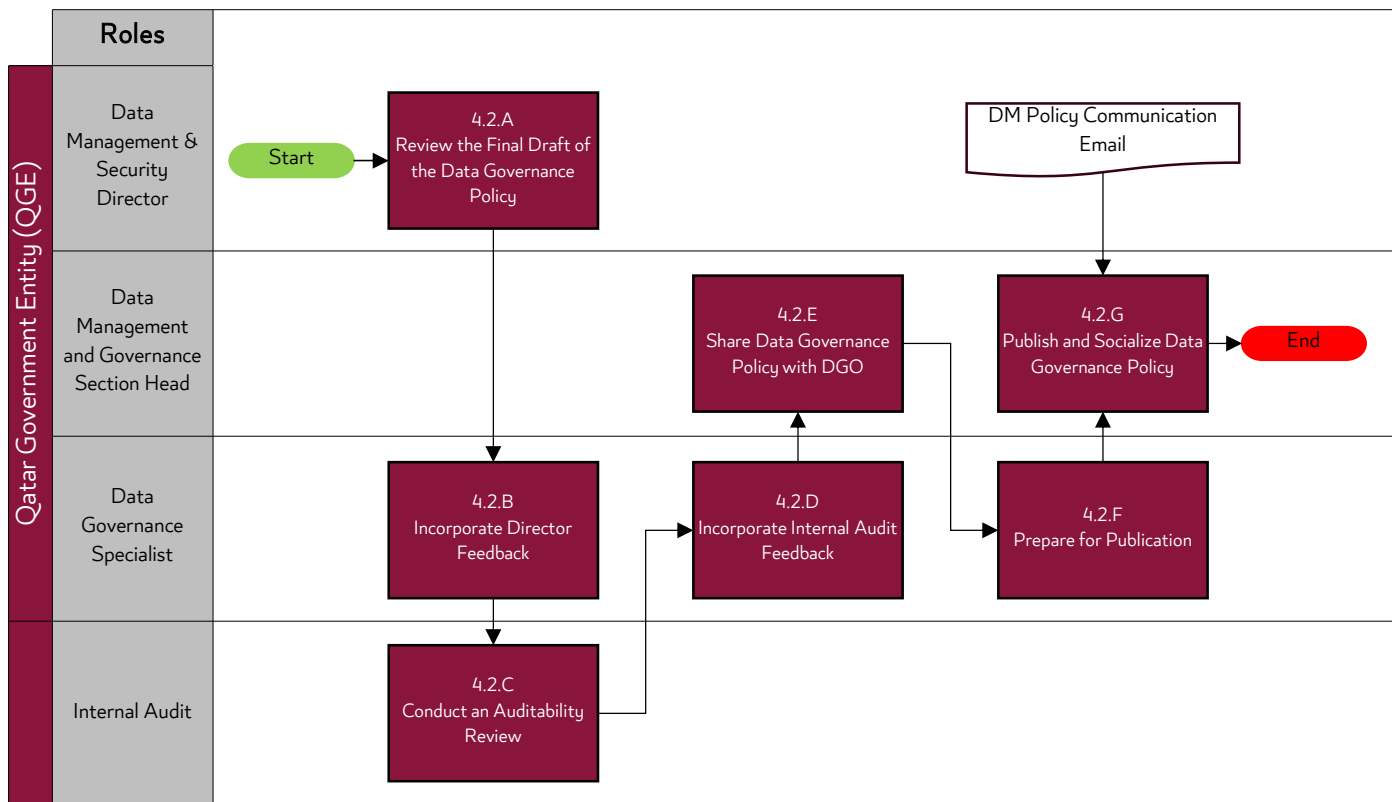


Figure 7: Data Governance Policy Publication Process Map

Legend: Process Step Decision Process Start Process End Document Off-Page Reference

4.2.A (1/2)

Review the Final Draft of the Data Governance Policy: Before proceeding to formal approval and publication, the Entity must conduct a final review of the completed Data Governance Policy. This step ensures that the policy aligns with the Entity's data management strategy, governance principles, and business objectives, and that any remaining gaps are identified and addressed.

- i. **Confirm Strategic and Operational Alignment:** The Data Management & Security Director reviews the final draft to ensure policy alignment with enterprise priorities. Assess whether the policy:
 - Reflects the Entity's data governance framework and strategic direction
 - Supports operational effectiveness and clear role accountability
 - Aligns with internal governance principles (e.g., privacy, quality, integration)
- ii. **Identify Gaps, Misalignments, or Ambiguities:** Ensure the policy content is comprehensive and implementation-ready.
 - a. Flag missing elements, conflicting statements, or unclear policy language.
 - b. Identify any inconsistencies with related documents.
 - c. Provide written feedback on areas requiring revision or clarification.

4.2.A
Cont.
(2/2)

- iii. **Document Review Outcome and Next Steps:** Ensure feedback is structured and ready for incorporation in the next phase.
- a. Share feedback with the Data Governance Specialist in a structured format.
 - b. Record major comments for traceability (e.g., in a review tracker or comment log).
 - c. Confirm that feedback will be addressed in 4.2.B before publication proceeds.

**Key Message / Information**

This review step ensures the policy is accurate, aligned, and strategically sound before it enters the final approval and publication process.

4.2.B

Incorporate Director Feedback: Following the strategic review by the Data Management & Security Director, the Data Governance Specialist must revise the draft policy to reflect the provided feedback. This step ensures the policy addresses all strategic and governance-related concerns before moving into auditability review.

- i. **Review and Categorize Feedback:** Organize the feedback received from the director review for systematic implementation.
- Categorize comments (e.g., structural, content, compliance-related)
 - Prioritize critical feedback, especially those that impact alignment with strategic direction or compliance.
 - Clarify ambiguous feedback, if needed, through direct engagement with the reviewer.
- ii. **Apply Revisions to the Policy Draft:** Update the policy content to incorporate accepted feedback.
- a. Edit the draft to address feedback while preserving clarity and consistency.
 - b. Ensure changes strengthen strategic alignment, enforceability, and policy coherence.
 - c. Update document versioning and maintain a changelog of revisions made.
- iii. **Prepare the Policy for Auditability Review:** Ready the revised document for submission into the internal review and audit process.
- a. Confirm that all priority feedback has been addressed and documented.
 - b. Finalize the revised version for handover to the next stage.
 - c. Maintain a summary of revisions to support auditability and approval traceability.

4.2.C

Conduct an Auditability Review: Before final approval, the Entity must ensure the policy meets audit readiness criteria. This includes confirming that the policy is version-controlled, aligned with internal regulatory and operational standards and procedures, and compliant with documentation standards required for future audits and inspections. Feedback is gathered to address gaps in accountability, compliance, or performance tracking, if necessary.

4.2.D

Incorporate Internal Audit Feedback: Integrate feedback and recommendations from the internal audit review to address any remaining compliance, accountability, or documentation gaps. This step ensures the policy meets all auditability requirements and is fully prepared for final approval and formal publication.

4.2.E

Share Data Governance Policy with DGO: The Entity must submit the finalized draft of the Data Governance Policy to the DGO for formal review and feedback. This step ensures the policy aligns with national governance frameworks, regulatory expectations, and recognized data management best practices.

- i. **Submit the Finalized Policy to the DGO:** The policy is formally submitted through the appropriate channel for DGO review.
 - a. Send the finalized draft via the designated email or submission platform (as required at the respective point in time).
 - b. Confirm version number, submission date, and the responsible point of contact.
- ii. **Provide Supporting Context and Summary:** The submission must include a brief explanation to facilitate DGO review.
 - a. Summarize the policy scope, purpose, and any recent updates.
 - b. Highlight key areas where the policy aligns with national standards or fills previously identified governance gaps.
- iii. **Track the Submission and Prepare for Follow-Up:** Maintain traceability and readiness to act on feedback.
 - a. Log the submission in the Entity's governance repository or tracking system.
 - b. Note expected response timelines and plan for feedback incorporation in Step 4.2.F.



Key Message / Information

Engaging the DGO in the policy review process reinforces national alignment and promotes consistency across government-wide data governance initiatives.

4.2.F
(1/2)

Prepare for Publication: Once all feedback has been incorporated, the Entity must finalize the policy for formal publication. This step ensures the document is properly versioned, archived, and ready to be communicated and distributed across the organization.

- i. **Finalize Policy Content and Format:** Ensure the policy is complete and ready for publishing.
 - a. Confirm all internal and DGO feedback has been fully addressed.
 - b. Apply final formatting, ensure clarity and consistency, and validate that the structure follows the approved policy template.
 - c. Update metadata fields including version number, status, effective date, and next review cycle.

4.2.F
Cont.
(2/2)

- ii. **Archive and Register the Final Version:** Secure the policy in Entity records and ensure traceability.
 - a. Save the finalized document in the Entity's governance repository or policy management system.
 - b. Maintain version history and a changelog, including approval and feedback documentation.
 - c. Confirm access permissions are in place ahead of publication and communication.
- iii. **Notify Stakeholders of Upcoming Publication:** Alert relevant teams that the policy is finalized and will be published (4.2.G).
 - a. Share a summary message with data owners, stewards, governance leads, and other concerned stakeholders.
 - b. Prepare communication materials (e.g., email, announcement note) for rollout.

**Key Message / Information**

Preparing the policy for publication ensures it is complete, traceable, and properly maintained, enabling a smooth transition to Entity-wide communication and adoption.

4.2.G
(1/2)

Publish and Socialize the Data Governance Policy: Once finalized, the Entity must publish the policy in an accessible location and actively communicate its purpose, scope, and expectations to relevant stakeholders. This step ensures the policy is not only available, but also understood, adopted, and applied consistently across the organization.

- i. **Publish the Policy in the Official Repository:** Ensure centralized access and version control.
 - a. Upload the final policy to the Entity's internal policy repository or governance portal.
 - b. Tag the document with metadata such as owner, version, status, effective date, and next review date.
 - c. Confirm appropriate access permissions are configured.
- ii. **Communicate Policy Availability and Key Messages:** Promote awareness and usage of the policy across roles and departments.
 - a. Use the Policy Communication Email Template to inform staff of the policy release.
 - b. Include the policy's purpose, scope, and summary of key expectations.
 - c. Tailor communications by role if necessary (e.g., Stewards, Data Owners, IT, Legal).
- iii. **Reinforce Policy Adoption Through Awareness Channels:** Ensure the policy is understood and referenced in practice.
 - a. Present the policy in onboarding, training sessions, or governance briefings.
 - b. Link the policy in supporting materials such as guidelines, templates, or dashboards.
 - c. Gather informal feedback or usage indicators to monitor engagement.

4.2.G
Cont.
(2/2) **Asset Guidance**

The **Data Management Policy Communication Email Template** is a sample announcement email the Entity can use to notify staff about the publication of the policy and provide key information.

Illustrative

Subject: [IMPORTANT] New [Domain Name] Policy Published – Please Review

Dear [Recipient Name/Team],

We are pleased to announce the publication of the new [Domain Name] Policy, which is now in effect as of [Date]. This policy is designed to [briefly explain the purpose, e.g., "ensure the effective management of metadata and data catalog operations across the entity"] and aligns with the National Data Standards.

What is the Policy About?

The [Domain Name] Policy governs the management, oversight, and compliance of [specific domain] activities across the entity. It outlines critical guidelines and procedures, including:

- [Key Point 1, e.g., "Data Management and Organizational Structure"]
- [Key Point 2, e.g., "Version control and security measures"]
- [Key Point 3, e.g., "Metadata quality and governance"]

This policy has been developed in collaboration with the Data Committee and relevant stakeholders, ensuring compliance with the national data management standards.

How Does This Affect You?

- **Action Required:** Please review the policy and ensure that your team is aligned with its requirements. The policy affects [mention departments or roles impacted, e.g., "all data stewards, IT staff, and department heads"]. Compliance with this policy is essential to ensure adherence to the National Data Management Standards, which are critical to the entity's data governance and operational success.
- **Changes to Processes:** [If applicable, briefly describe any changes to current workflows or responsibilities as outlined by the policy.]

Where Can You Access the Policy?

The policy is available on our internal [intranet/portal] and can be accessed through the following link:
[Link to Policy Document]

Next Steps

- **Review Deadline:** Please ensure that you and your team have reviewed the policy by [Date].
- **Training/Workshops:** [If applicable] We will be hosting a [training/workshop] on [Date] to assist teams in understanding and applying the new policy.
- **Ongoing Support:** For questions, feedback, or support, please contact [Support Contact] at [email/phone number].

Thank you for your attention to this important matter and for your cooperation in ensuring compliance with the new policy. Together, we can maintain a strong framework for [mention domain, e.g., "data catalog and metadata management"] across the entity.

Best regards,
[Your Name]
[Your Position]
[Your Department]
[Contact Information]

**Key Message / Information**

Publishing the policy is not the end of the process. It must be socialized effectively so that stakeholders understand how it applies to their roles and responsibilities.

Process Risks: Develop and Publish Data Governance Policy

Risk	Severity	Mitigation
1. Lack of engagement from business SMEs due to other demanding responsibilities.	High	Data Management and Governance Section Head to secure management commitment for the key SMEs required to develop the data governance policy.
2. No standardized or existing process to publish the policy.	Medium	Data Management and Governance Section Head to coordinate with the compliance office to establish a centralized process and repository for the publication and maintenance of the data governance policy.

RACI Matrix – Data Governance Policy Publication

Indicative

Sr No.	Activity	DGO	Data Management & Security Director	Data Management and Governance Section Head	Data Governance Specialist	Data Strategy Expert	Internal Audit
4.2.A	Review the Final Draft of the Data Governance Policy		A/R	C			
4.2.B	Incorporate Director Feedback		C	A	R		
4.2.C	Conduct an Auditability Review			I	I		A/R
4.2.D	Incorporate Internal Audit Feedback			A	R	C	
4.2.E	Share Data Governance Policy with DGO	I	A	R			
4.2.F	Prepare for Publication			A	R	C	
4.2.G	Publish and Socialize Data Governance Policy		A	R		C	

RACI Matrix Legend: **R**: Responsible **A**: Accountable **C**: Consulted **I**: Informed

Based on this Activity, the Entity can



Publish Data Governance Policy

5. Governance Activation



5. Governance Activation

What is Governance Activation, and why is it essential for the Entity?

This section guides the Entity in activating its Target Data Operating Model by transitioning from design to execution. It ensures the formal assignment of data roles, alignment with national job titles, integration with HR structures, and activation of the governance bodies defined in the operating model, specifically the Data Committee and its Working Groups.

Governance Activation builds on the design work completed in Section 3.4 and turns it into a functioning oversight system. This includes appointing qualified personnel, executing a phased recruitment plan, onboarding new data hires, and launching structured governance forums. These actions ensure that the Entity has the capacity, accountability mechanisms, and coordination workflows needed to govern its data effectively and deliver on its strategy.

The section is composed of two activities:

- **Organizational Structure and Operating Model:** Guides the Entity to implement its operating model by aligning roles with national job structures, executing recruitment and onboarding, and ensuring HR integration.
- **Data Committee:** Covers the activation of the Data Committee and its Working Groups, including charter enforcement, member onboarding, and meeting cadence setup to sustain operational governance.

Together, these activities help the Entity transform its governance model from design to reality, enabling sustainable execution, oversight, and accountability for data management across the Entity.



Guiding Principles for Governance Activation

1. **Align Structure with Program Objectives:** Ensure the organizational structure and roles support the execution of the data strategy and roadmap.
2. **Embed Roles in HR Systems:** Formally map roles into HR structures to enable recruitment, onboarding, evaluation, and role continuity.
3. **Activate Governance with Clear Mandates:** Ensure the Data Committee and Working Groups are launched with defined charters, decision rights, and reporting lines.
4. **Assign Qualified Talent to Key Roles:** Appoint individuals with the capacity and expertise to lead technical and governance responsibilities.
5. **Sustain Oversight Through Structured Cadence:** Establish recurring meetings and escalation mechanisms to maintain momentum and visibility.
6. **Review Governance Structures Periodically:** Reassess the relevance and performance of governance roles, committees, and policies as the program evolves.

5.1 Organizational Structure and Operating Model

This activity guides the Entity through the implementation of the Target Data Operating Model by formally activating its roles, mapping data job families to HR structures, and executing the recruitment and onboarding of required talent. It ensures that the organizational design developed in the planning phase is translated into practice through collaboration with HR, Section Heads, and governance bodies.

Process - Organizational Structure and Operating Model

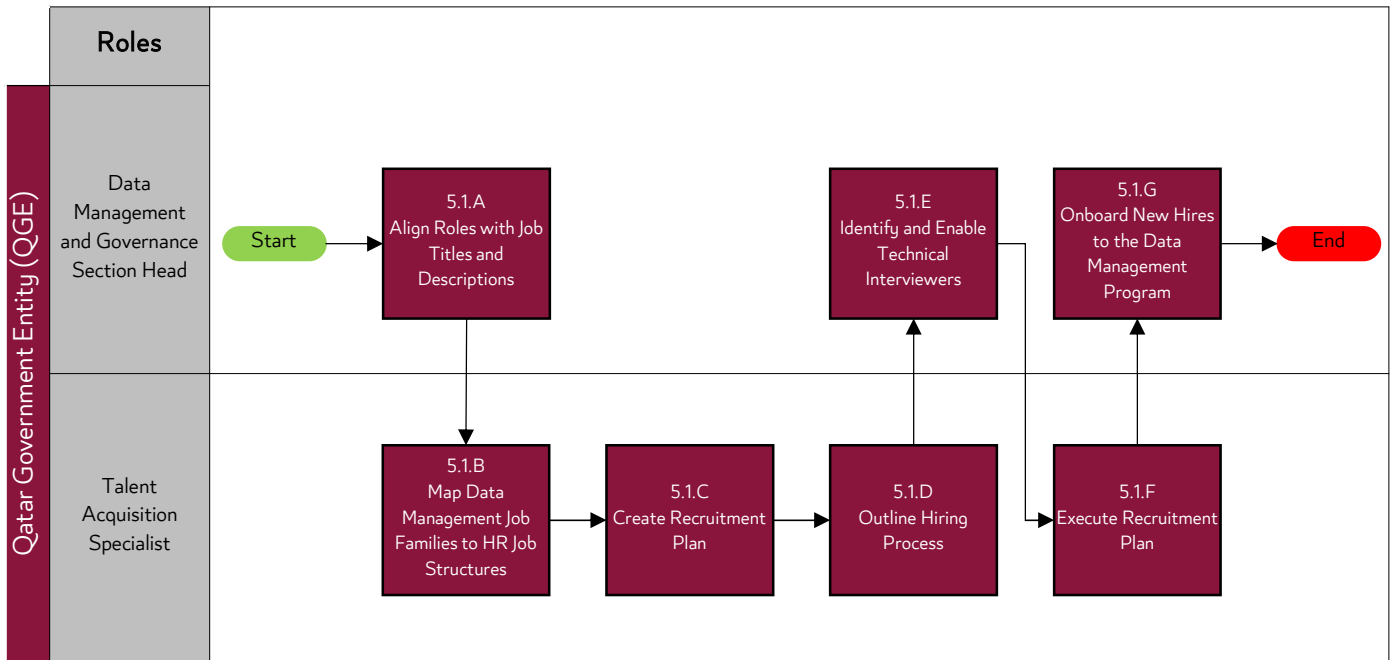


Figure 8: Organizational Structure and Operating Model Process Map

Legend: Process Step Decision Process Start Process End Document Off-Page Reference

5.1.A
(1/2)

Align Roles with Job Titles and Descriptions: This step guides the Entity to align the roles defined in its Target Data Operating Model with official job titles and descriptions recognized by the Civil Services and Government Development Bureau (CGB), in collaboration with the NPC. This includes ensuring that the proposed roles match the Entity’s data management operational needs. While the CGB and NPC will detail the positions, the Entity should validate that the roles are appropriate and sufficient to support the execution of data management initiatives effectively. The Data Management and Governance Section Head is responsible for leading this step.

- i. **Consolidate the target roles from the approved data operating model:** The Data Management and Governance Section Head compiles the list of required roles across all capabilities, governance layers, and structure levels.
 - a. Extract role titles from the Entity’s finalized capacity plan and operating model structure (see Section 3.4.G).
 - b. Categorize roles based on function (e.g., Data Governance, Analytics, Architecture, Stewardship) and archetype (centralized, federated, hybrid).
 - c. Identify shared roles and cross-domain functions that may not align directly with one-to-one job codes.

5.1.A
Cont.
(2/2)

- ii. **Cross-reference roles:** The Data Management and Governance Section Head works with the NPC and CGB to validate alignment between entity-level roles and nationally endorsed job titles.
 - a. Review the official list of job titles and descriptions provided.
 - b. Match each required role to an existing national job family or position wherever possible.
 - c. Where gaps exist, coordinate with NPC to identify appropriate adjustments, submit justifications, or recommend new roles for endorsement.
- iii. **Validate role sufficiency and functional relevance:** The Data Management and Governance Section Head ensures that each mapped job title reflects the functional scope and capabilities needed to support execution.
 - a. Review each mapped role with section heads and capability owners to confirm it can support data governance, analytics, security, or stewardship needs as intended.
 - b. Check for role duplication or oversimplification that may limit execution capacity or create accountability gaps.
 - c. Refine internal role definitions or suggest hybrid profiles (where permitted) to better reflect operational complexity.
- iv. **Finalize the role alignment list and document decisions:** The Data Management and Governance Section Head prepares a finalized mapping sheet and records justification for any deviations.
 - a. Document each roles:
 - Internal title (as designed in the Entity's target data operating model)
 - Matched CGB/NPC job title
 - Official classification code and grade (if available)
 - Functional description and rationale for fit
 - b. Store the final role alignment list in the Entity's HR collaboration workspace for integration into the recruitment process.
 - c. Use this list as the foundation for job family mapping (Step 5.1.B) and recruitment planning (Step 5.1.C).

5.1.B
(1/2)

Map Data Management Job Families to HR Job Structures: This step guides the Entity to formally map the aligned data management roles to the internal HR job structure and classification system. This mapping ensures that each role is linked to an approved job family, grade, and career pathway—enabling standardized recruitment, performance evaluation, and talent development. The Talent Acquisition Specialist is responsible for executing this step in close coordination with the HR Department and based on the role alignment list finalized in Step 5.1.A.

- i. **Match data roles to the Entity's job classifications:** The Talent Acquisition Specialist reviews each role's national alignment and determines its place in the internal HR structure.
 - a. For each role, identify the appropriate job family (e.g., Data Management and Governance, Data Architecture and Analytics, Information Security and Risk Management).
 - b. Confirm the assigned level or grade based on CGB guidance and internal job architecture.
 - c. Highlight any roles that do not fully align with current internal structures and flag for HR review.

5.1.B
Cont.
(2/2)

- ii. **Document and validate the job family mapping:** The Talent Acquisition Specialist compiles a formal mapping table to support integration into the HR system and hiring processes.
 - a. For each role, include:
 - Role title (from 5.1.A)
 - Assigned job family and function
 - Grade level
 - Career path or advancement options (if applicable)
 - b. Review the completed mapping with HR Business Partners and Section Heads to ensure organizational alignment.
 - c. Adjust mappings as needed to reflect HR input or to resolve structural overlaps between departments.
- iii. **Finalize mapping records for recruitment and system integration:** The Talent Acquisition Specialist prepares the approved mapping for upload into internal systems and future hiring workflows.
 - a. Store the final mapping in the Entity's HRMS or talent platform.
 - b. Use this mapping as a foundation for the recruitment plan (5.1.C) and job posting configurations.
 - c. Ensure consistency across job descriptions, job requisitions, and internal policy documentation.

5.1.C
(1/2)

Create Recruitment Plan: This step guides the Entity to develop a structured recruitment plan to fill the roles outlined in the Target Data Operating Model and approved capacity plan. The recruitment plan ensures that the right talent is acquired in a timely, phased manner to support data strategy implementation while accounting for organizational capacity and sourcing constraints. The Talent Acquisition Specialist is responsible for creating and managing the recruitment plan, in collaboration with the HR Department, and input from Section Heads.

- i. **Define hiring priorities and phasing:** The Talent Acquisition Specialist translates the approved capacity plan into a practical, time-bound recruitment schedule.
 - a. Segment roles based on onboarding urgency and roadmap dependencies (e.g., Q1: Core roles, Q2: Data Quality Team, Q3: Analytics Scale-Up).
 - b. Identify which roles must be filled internally (reassignments), externally (hiring), or via interim sourcing (consultants, managed services).
 - c. Map recruitment waves to strategy milestones or initiative timelines.
- ii. **Estimate recruitment timelines and required resources:** The Talent Acquisition Specialist estimates how long each hiring wave will take and what support is needed.
 - a. Define expected lead times for each role type (e.g., specialist roles may require longer sourcing and interviews).
 - b. Determine internal HR capacity to support parallel hiring processes.
 - c. Identify potential bottlenecks (e.g., job classification approvals, availability of interviewers, background checks).

5.1.C
Cont.
(2/2)

- iii. **Identify sourcing channels and role ownership:** The Talent Acquisition Specialist selects the sourcing strategy for each role and confirms responsibility for filling it.
 - a. Choose sourcing approaches such as:
 - Public posting on government job portals
 - Outreach via sector-specific platforms or LinkedIn
 - Leveraging existing talent pools or headhunting
 - Engaging pre-approved vendors for interim roles
 - a. Assign ownership for each role's recruitment to specific HR personnel or hiring managers.
 - b. Ensure sourcing plans comply with CGB/NPC guidelines.
- iv. **Develop and validate the recruitment plan document:** The Talent Acquisition Specialist prepares a consolidated recruitment plan document.
 - a. Include:
 - Role titles, sourcing approach, hiring wave, target start date
 - Responsible recruiter or hiring lead
 - Dependencies and risks
 - b. Share with the Data Management and Governance Section Head and HR Leadership for validation.
 - c. Store the plan in the recruitment collaboration workspace and link it to the broader Data Strategy Implementation Plan.

5.1.D
(1/2)

Outline Hiring Process: This step guides the Entity to define the end-to-end hiring process required to recruit and onboard talent into the roles defined in the Target Data Operating Model. Standardizing the process ensures alignment with national regulations, reduces time-to-hire, and provides transparency to both hiring teams and candidates. The Talent Acquisition Specialist is responsible for designing and coordinating the hiring process in close collaboration with the HR Department, and Section Heads.

- i. **Define the step-by-step hiring workflow for each role:** The Talent Acquisition Specialist documents the full recruitment process for internal and external roles.
 - a. Include core stages such as:
 - Job requisition approval
 - Job posting and sourcing
 - Screening and shortlisting
 - Interview scheduling and assessments
 - Final selection and offer issuance
 - Onboarding and orientation
 - b. Distinguish between fast-track, technical, and executive roles (if different processes apply).
 - c. Confirm steps comply with Entity-specific HR policies and national civil service guidelines.
- ii. **Specify documentation and approval checkpoints:** The Talent Acquisition Specialist identifies decision points and required documentation at each stage.

5.1.D
Cont.
(2/2)

- a. Define what must be submitted and approved during each phase:
 - Job Description and Job Title (from Step 5.1.A)
 - Job Classification and HR Mapping (from Step 5.1.B)
 - CV shortlist and screening results
 - Interview evaluation forms and recommendation summary
 - Offer letter and onboarding checklist
 - b. Assign accountable approvers (e.g., Section Head, HR Manager).
 - c. Ensure audit trails and tracking logs are maintained throughout.
- iii. **Establish recruitment committee structure and decision rights:** The Talent Acquisition Specialist clarifies who will be involved in evaluating and selecting candidates.
- a. Define interview panel composition for each role level (e.g., entry, specialist, leadership):
 - Hiring Manager or Section Head
 - Technical Evaluator (see Step 5.1.E)
 - HR/Recruitment Lead
 - Optional observer (e.g., governance representative)
 - b. Specify roles in the decision process (e.g., recommendation vs. final approval).
 - c. Document escalation paths for contested or delayed decisions.
- iv. **Prepare hiring process reference materials:** The Talent Acquisition Specialist develops standard tools to support hiring teams.
- a. Prepare templates including:
 - Interview scoring sheet
 - Panel consensus form
 - Candidate recommendation memo
 - b. Store all documents in a shared HR and governance workspace.
 - c. Communicate the process and materials to all hiring teams in advance of recruitment waves.

5.1.E
(1/2)

Identify and Enable Technical Interviewers: This step guides the Entity to nominate, prepare, and equip qualified technical interviewers who will assess candidates for specialized data management roles. By selecting the right evaluators and providing them with structured tools and guidance, the Entity ensures that interview outcomes are fair, consistent, and aligned with the technical expectations of the Target Data Operating Model. The Data Management and Governance Section Head is responsible for leading this step in collaboration with the HR Department, Talent Acquisition Specialist, and relevant technical leads.

- i. **Nominate technical interviewers for each role type:** The Data Management and Governance Section Head identifies qualified SMEs from within the Entity to serve as technical interviewers.
 - a. Select individuals based on expertise in specific capability domains (e.g., data governance, data architecture, analytics).

5.1.E
Cont.
(2/2)

- b. Ensure a balanced distribution of interviewers across departments and hiring waves.
 - c. Consider engaging external reviewers if internal expertise is limited for niche roles.
- ii. **Define interviewer responsibilities and selection criteria:** The Data Management and Governance Section Head ensures that all interviewers understand their role and the criteria they will assess.
 - a. Provide each interviewer with:
 - A role-specific interview guide and scoring rubric
 - Sample technical questions or case scenarios
 - Evaluation expectations (e.g., core competencies, experience benchmarks, red flags)
 - b. Clarify their responsibilities during the hiring process:
 - Participate in technical panels
 - Submit structured feedback using approved templates
 - Flag risks or concerns for discussion with the hiring lead
- ii. **Conduct interviewer briefing and calibration sessions:** The Data Management and Governance Section Head facilitates structured sessions to align interviewers on process and expectations.
 - a. Schedule short calibration workshops prior to recruitment waves.
 - b. Walk through the hiring workflow (Step 5.1.D), scoring logic, and interview documentation requirements.
 - c. Answer questions and collect feedback to refine guidance and materials.
- iii. **Maintain a pool of active interviewers:** The Data Management and Governance Section Head maintains an up-to-date list of eligible interviewers for future recruitment cycles.
 - a. Track availability and specialization areas of each approved interviewer.
 - b. Rotate assignments to manage workloads and minimize bias or fatigue.
 - c. Update the list after each wave based on performance, feedback, or organizational changes.

5.1.F
(1/2)

- Execute Recruitment Plan:** This step guides the Entity to implement the approved recruitment plan by posting job vacancies, managing candidate pipelines, and executing interviews in a structured, timely manner. It ensures that hiring efforts are well-coordinated, transparent, and aligned with the capacity needs of the Target Data Operating Model. The Talent Acquisition Specialist is responsible for leading this step in close collaboration with the HR Department, interview panels, and Section Heads.
- i. **Launch recruitment activities by wave and sourcing plan:** The Talent Acquisition Specialist initiates role-specific hiring cycles based on the phased plan developed in Step 5.1.C.
 - a. Post job openings across designated channels (e.g., government job portal, LinkedIn, internal mobility boards).
 - b. Activate sourcing partnerships where applicable (e.g., national talent pools, outsourcing partners, approved consultancies).

5.1.F
Cont.
(2/2)

- c. Monitor application traffic and coordinate with sourcing partners to adjust outreach efforts as needed.
- a. **Screen and shortlist candidates:** The Talent Acquisition Specialist oversees application intake and leads the screening process for each role.
 - a. Conduct eligibility screening based on job description requirements (education, experience, certifications etc.).
 - b. Collaborate with Section Heads or Hiring Managers to shortlist candidates for technical interviews.
 - c. Maintain tracking logs of all applicants and progression status.
- ii. **Coordinate and conduct interviews:** The Talent Acquisition Specialist manages interview scheduling and ensures process consistency across roles.
 - a. Set interview schedules and confirm participation of hiring panels and technical interviewers (see Step 5.1.E).
 - b. Provide panel members with candidate dossiers, interview guides, and evaluation templates.
 - c. Ensure structured interview documentation is submitted for each candidate, including consensus forms and recommendations.
- ii. **Finalize selection and issue offers:** The Talent Acquisition Specialist facilitates the selection decision and onboarding handoff.
 - a. Collect feedback from all panelists and compile hiring recommendations.
 - b. Confirm final selections with the HR Business Partner and Section Head.
 - c. Issue formal offers and initiate onboarding coordination with the HR onboarding team.

5.1.G
(1/2)

Onboard New Hires to the Data Management Program: This step ensures that newly appointed data professionals are effectively onboarded into their roles, systems, and responsibilities within the Entity's data management program. Onboarding must go beyond HR system integration — it should reinforce the Entity's data strategy, governance practices, and operating model expectations. This ensures that new hires understand their function, are aligned with the national framework, and can contribute from day one.

The Data Management and Governance Section Head leads this step, in collaboration with the HR Department, IT, and Section Heads.

- i. **Deliver structured onboarding and orientation:** Provide a formal induction that introduces new data staff to the Entity's data mandate, expectations, and operating context.
 - a. Present the national data management framework, and the role of the DGO and NPC
 - b. Review the Entity's data strategy, operating model, and governance structures
 - c. Tailor onboarding sessions by role, including walkthroughs of responsibilities, committees, and reporting lines
- ii. **Enable system access and working environments:** Ensure new team members are technically equipped to begin their responsibilities.
 - a. Grant access to core data platforms (e.g., data catalog, reporting systems, dashboards)

5.1.G
Cont.
(2/2)

- b. Share onboarding kits (e.g., policy playbooks, guidelines, SOPs)
- c. Assign access to collaboration spaces (e.g., governance groups, working teams)

iii. **Assign onboarding plans and expectations:** Structure onboarding milestones and performance alignment activities across the first 30–60 days.

- a. Assign capability-specific tasks aligned with each role
- b. Schedule orientation meetings with line managers, teams, and governance leads
- c. Set clear milestones (e.g., 30-day check-in, end of probation, role-specific KPIs)

iv. **Gather feedback and continuously improve onboarding:** Use structured input to refine the onboarding experience over time.

- a. Issue a 30-day feedback form or hold check-in conversations
- b. Collect input on onboarding clarity, integration, and resource accessibility
- c. Use insights to adjust materials, formats, or onboarding workflows for future hires

RACI Matrix - Organizational Structure and Operating Model

Indicative

Sr No.	Activity	Data Management and Security Director	Data Management and Governance Section Head	Data Strategy Expert	Talent Acquisition Specialist	Data Governance Specialist	HR Team
5.1.A	Align Roles with Job Titles and Descriptions	A	R	C	C	C	
5.1.B	Map Data Management Job Families to HR Job Structures		A		R	C	C
5.1.C	Create Recruitment Plan		A	C	R	C	C
5.1.D	Outline Hiring Process		A	C	R	C	C
5.1.E	Identify and Enable Technical Interviewers	A	R	C	C	I	C
5.1.F	Execute Recruitment Plan	I	A	C	R	I	C
5.1.G	Onboard New Hires to the Data Management Program	A	R		C	I	C

RACI Matrix Legend: R: Responsible A: Accountable C: Consulted I: Informed

Based on this Activity, the Entity can



Activate the Target Data Operating Model by formalizing roles, job titles, and HR structures



Build and execute a structured, role-based recruitment and onboarding plan

5.2 Data Committee

This activity guides the Entity in operationalizing the governance bodies defined in the Target Data Operating Model—specifically, the Data Committee and its associated Working Groups. These governance bodies are responsible for overseeing, coordinating, and enabling the implementation of the Entity’s data strategy across departments and domains.

Process - Data Committee Activation

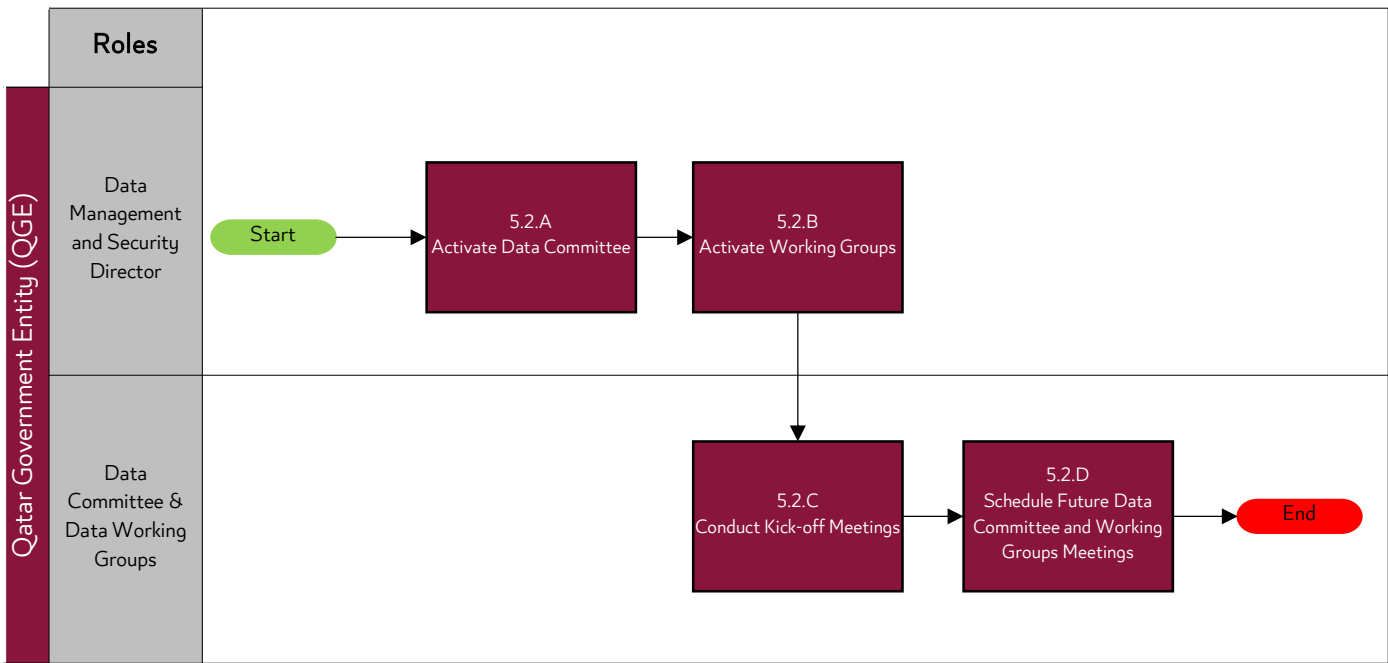


Figure 9: Data Committee Activation Process Map

Legend: Process Step Decision Process Start Process End Document Off-Page Reference

5.2.A (1/2)

Activate Data Committee: This step guides the Entity to formally assign individuals to the Data Committee roles outlined in the Target Data Operating Model. It ensures that the governance structure is fully operational with named representatives across all functional areas and decision-making levels. Designating backups for critical roles also ensures continuity and reduces governance disruption due to turnover or unavailability. The Data Management and Security Director is responsible for executing this step in collaboration with the Section Heads.

- i. **Review approved Data Committee charter and role structure:** The Data Management and Security Director refers to the finalized Data Committee Charter and interaction model developed during operating model design.
 - a. Confirm the number of seats, required roles, and decision rights defined in the charter (e.g., voting members, observers).
 - b. Review the interaction model to ensure all business and technical domains are represented.
 - c. Identify any cross-functional or shared roles (e.g., legal, IT, analytics).
- ii. **Nominate and confirm members for each Data Committee role:** The Data Management and Security Director leads the nomination and appointment process in coordination with Section Heads.

5.2.A
Cont.
(2/2)

- a. Select individuals with the authority, experience, and cross-entity visibility required to fulfill their roles.
 - b. For each role, confirm acceptance and alignment with the role's responsibilities as defined in the charter.
 - c. Submit the full committee roster to executive leadership for endorsement.
- iii. **Assign alternates for critical governance roles:** The Data Management and Security Director ensures that critical governance roles are backed up by designated stand-ins.
 - a. Identify priority roles that require continuity—e.g., Chairperson, Strategic Sponsor, Key Domain Leads.
 - b. Assign alternates who can attend meetings, review materials, and make decisions when needed.
 - c. Communicate the primary and backup assignments in all committee documentation.
- iv. **Publish and circulate the final committee roster:** The Data Management and Security Director finalizes the membership list and formally activates the committee.
 - a. Share the approved roster internally through the data governance workspace and executive communications.
 - b. Tag all assigned members in the Entity's governance contact list and meeting platforms.
 - c. Notify members of the next steps, including kick-off and meeting schedule (covered in Steps 5.2.C and 5.2.D).

5.2.B
(1/2)

Activate Working Groups: This step guides the Entity to formally assign individuals to the Working Groups outlined in the approved governance framework. Each Working Group is responsible for overseeing operational alignment, technical execution, and issue resolution within its domain (e.g., Data Quality, Data Catalog, Data Sharing and Open Data). Assigning dedicated members and backups ensures each group is ready to begin functioning with clear accountability. The Data Management and Security Director is responsible for executing this step in coordination with Section Heads.

- i. **Review approved working group structure and charters:** The Data Management and Security Director refers to the chartered list of Working Groups and their defined roles, responsibilities, and mandates.
 - a. Confirm the number of members and roles required for each group (e.g., Chair, Domain Lead, Specialist).
 - b. Ensure each Working Group is linked to a strategic capability or initiative.
 - c. Ensure that the people selected for each working group have the right expertise, are available to participate, and represent a balanced mix of departments across the Entity.
- ii. **Assign working group members and confirm availability:** The Data Management and Security Director coordinates nominations and appointments with Section Heads.
 - a. Select individuals with domain expertise and operational insight related to the group's mandate.

5.2.B
Cont.
(2/2)

- a. Ensure that membership covers both central data governance teams and embedded domain representatives.
 - b. Confirm availability, alignment with role expectations, and obtain formal acceptance from each member.
- iii. **Designate backups for critical working group roles:** The Data Management and Security Director ensures continuity by assigning alternates for essential positions.
 - a. Identify which roles require backups (e.g., Working Group Chair, Primary Domain Expert).
 - b. Confirm that designated backups have visibility into the group's work and access to necessary documentation.
 - c. Update the governance contact list with both primary and backup assignments for each working group.
- iv. **Finalize and communicate working group rosters:** The Data Management and Security Director publishes the rosters and transitions groups to active status.
 - a. Distribute finalized rosters to all group members and Data Committee leadership.
 - b. Upload rosters into shared governance workspaces (e.g., SharePoint, internal dashboards).
 - c. Notify members of next steps, including the scheduling of kick-off meetings and recurring sessions (see Steps 5.2.C and 5.2.D).

5.2.C
(1/2)

Conduct Kick-off Meetings: This step guides the Entity to formally launch the operations of the Data Committee and Working Groups through structured kick-off meetings. These sessions ensure that members are aligned on their roles, responsibilities, workflows, and collaboration expectations. They also serve to confirm governance priorities, clarify decision-making protocols, and establish a shared sense of ownership and purpose. Kick-off meetings for the Data Committee are led by the Committee Chairperson, while those for Working Groups are led by the respective Working Group Chairs.

- i. **Prepare meeting materials and participant briefings:** Each Chairperson prepares tailored briefing materials to guide the meeting and onboard members into their governance role.
 - a. Include in the meeting deck:
 - Overview of the data strategy and governance framework
 - Role of the committee/working group within the operating model
 - Committee or working group charter highlights (mandate, decision rights, structure)
 - Overview of upcoming priorities and timeline- Summary of key stakeholders and escalation paths
 - b. Circulate pre-read materials at least 3 days in advance.
 - c. Confirm attendance of all primary and backup members.
- ii. **Facilitate kick-off meetings to launch operations:** Each Chairperson leads their respective kick-off meeting to formally initiate governance activities.
 - a. Walk through the group's scope, objectives, and interaction model.

5.2.C
Cont.
(2/2)

- b. Reiterate the expectations for member contributions, meeting participation, and decision-making roles.
 - c. Clarify how the group will collaborate with other working groups, the Data Committee, and external partners such as the DGO.
- iii. **Set operational expectations and first priorities:** Each Chairperson uses the meeting to transition from setup to execution.
 - a. Review the group's first set of priorities or deliverables (e.g., policy review, quality baseline, roadmap activation support).
 - b. Assign initial action items, such as backlog refinement, process alignment, or tool access.
 - c. Introduce any shared workspaces or dashboards the group will use going forward.
- iv. **Document kick-off outcomes and share minutes:** Each Chairperson ensures that the outcomes of the meeting are formally recorded and shared.
 - a. Assign a note-taker to capture meeting minutes, action items, and decision points.
 - b. Distribute the minutes to all members and upload them to the shared governance repository.
 - c. Include any outstanding items to be addressed in the next scheduled meeting (see 5.2.D).

5.2.D
(1/2)

Schedule Future Data Committee and Working Group Meetings: This step guides the Entity to formally schedule and manage recurring meetings for the Data Committee and each Working Group. Consistent meeting schedules are essential for maintaining governance momentum, ensuring timely decision-making, and driving strategic and operational alignment. The Data Committee Chairperson and each Working Group Chair are responsible for executing this step, in coordination with their respective secretaries or coordinators.

- i. **Confirm meeting frequency and format as defined in charters:** Each Chairperson refers to the approved governance charter to determine cadence and scope of meetings.
 - a. Review each group's mandated meeting frequency (e.g., monthly, bi-monthly, quarterly).
 - b. Determine whether meetings will be held in person, virtually, or hybrid based on member availability and organizational policy.
 - c. Ensure alignment with broader governance reporting cycles (e.g., quarterly roadmap reviews or KPI dashboards).
- ii. **Set recurring meetings and distribute invitations:** Each Chairperson or designated coordinator books the forward meeting schedule and ensures it is shared with all members.
 - a. Use official calendaring tools (e.g., Outlook, Teams) to schedule meetings for a 6–12 month cycle.
 - b. Include standing agenda blocks for updates, decisions, and open issues.
 - c. Add backup participants and alternates to meeting invites for continuity.
- iii. **Maintain a centralized calendar and governance schedule:** Each Chairperson ensures that the meeting schedule is transparent and centrally accessible.
 - a. Upload meeting dates to the Entity's governance portal or shared workspace.

5.2.D
Cont.
(2/2)

- b. Share a consolidated calendar of all Data Committee and Working Group meetings with the Data Management and Security Director.
- c. Flag key governance dates that align with external reporting (e.g., DGO submissions or roadmap milestone reviews).

iii. **Communicate expectations for participation and documentation:** Each Chairperson sets expectations for ongoing participation and meeting readiness.

- a. Remind members of quorum requirements and their responsibility to attend or coordinate backups.
- b. Communicate who is responsible for preparing agendas, sharing pre-reads, and documenting minutes.
- c. Establish a consistent rhythm for sharing materials (e.g., agendas 3 days prior, minutes within 2 business days).

Process Risks: Data Committee

Risk	Severity	Mitigation
1. Available talent is not capable of leading the Data Committee	High	Senior Leadership to secure the right leader to jumpstart the data management program by committing resources to expedite external recruitment.
2. Insufficient stakeholder engagement and support.	High	Senior Leadership to ensure proper stakeholder engagement with compelling value propositions that clearly articulate the value that their engagement will yield.
3. Striking the right balance in terms of getting the data program off the ground without overwhelming the Entity's resource capacity.	High	Dedicate top talent to the Data Management Program (i.e., do more with less.)

RACI Matrix – Data Committee Activation

Indicative

Sr No.	Activity	Data Management and Security Director	Data Management and Governance Section Head	Data Strategy Expert	Data Committee & Data Working Groups
5.2.A	Activate Data Committee	A/R	C	C	I
5.2.B	Activate Working Groups	A/R	C		
5.2.C	Conduct Kick-off Meetings	A	C	C	R
5.2.D	Schedule Future Data Committee and Working Groups Meetings	A	C	C	R

RACI Matrix Legend: R: Responsible A: Accountable C: Consulted I: Informed

Based on this Activity, the Entity can

- Formally activate the Data Committee and Working Groups defined in the Target Data Operating Model
- Assign qualified members and backups to all governance roles with clarity and accountability
- Launch structured governance via kick-off meetings, charters, and recurring oversight cadence

6. Change and Performance Management



6. Change and Performance Management

What is Change and Performance Management, and how does it help the Entity sustain its data strategy?

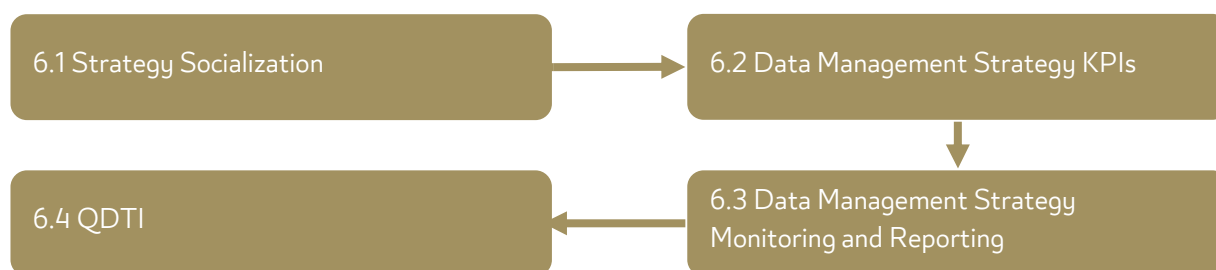
Change and Performance Management enables the Entity to operationalize, sustain, and continuously improve the execution of its data strategy. It ensures the strategy remains actionable and relevant by embedding structured performance measurement, governance reporting, and stakeholder engagement processes into routine operations. This section transforms the data strategy from a static plan into a dynamic management framework that supports accountability, adaptability, and results-driven delivery.

The activities outlined here help the Entity maintain momentum, monitor real-world execution, and drive corrective action when needed. Through targeted communications, defined KPIs, and formal monitoring mechanisms, the Entity can align its teams, manage expectations, and demonstrate progress to internal stakeholders and national governance bodies.

The remaining sections of this chapter will detail the activities of the below process that will guide the Entity on executing Change and Performance Management:

- **Strategy Socialization:** Communicates the data strategy across stakeholder groups to build awareness, alignment, and accountability.
- **Data Management Strategy KPIs:** Defines strategic and operational KPIs to measure progress and performance across roadmap priorities.
- **Data Management Strategy Monitoring and Reporting:** Establishes dashboards, reports, and governance mechanisms to review performance.
- **QDTI:** Guides the Entity in evaluating its compliance with the National Data Strategy & Governance Standards as part of the Qatar Data Trust Index.

Together, these activities help the Entity transform its governance model from design to reality, enabling sustainable execution, oversight, and accountability for data management across the Entity.



Guiding Principles for Change and Performance Management

1. **Communicate Strategy Clearly and Continuously:** Use targeted, role-specific messaging to build awareness, reinforce strategic priorities, and promote consistent understanding across the organization.
2. **Align KPIs with Strategic Objectives:** Design both strategic and operational KPIs to reflect roadmap priorities and track measurable progress against business and governance outcomes.
3. **Integrate Monitoring into Governance Routines:** Embed performance monitoring into existing governance forums to support issue resolution, escalation, and accountability.

4. **Leverage Dashboards for Real-Time Insight:** Develop centralized dashboards to visualize KPIs, roadmap progress, and emerging risks, enabling timely interventions by delivery teams and leadership.
5. **Establish Clear Review Cadence:** Set recurring review cycles and define expectations for contributors, reviewers, and decision-makers to ensure performance insights drive continuous improvement.
6. **Ensure Data-Driven Decision-Making:** Use performance data to inform planning, reallocate resources, and refine implementation priorities across departments and stakeholders.
7. **Reinforce Accountability Through Reporting:** Develop and circulate tailored performance reports to track ownership, flag risks, and sustain delivery momentum across all levels.
8. **Promote Transparency and Engagement:** Make dashboards, KPIs, and progress reports visible and accessible to relevant stakeholders to foster trust, shared responsibility, and sustained commitment.

6.1 Strategy Socialization

Strategy Socialization ensures that the data strategy is effectively communicated to key stakeholders across the Entity—creating shared understanding, alignment, and commitment to execution. This activity bridges the gap between strategy development and implementation by introducing the vision, mission, roadmap, and stakeholder-specific responsibilities in a structured and targeted manner. The following steps guide the Entity through planning, delivering, and reinforcing data strategy messaging at multiple organizational levels.

Process – Strategy Socialization

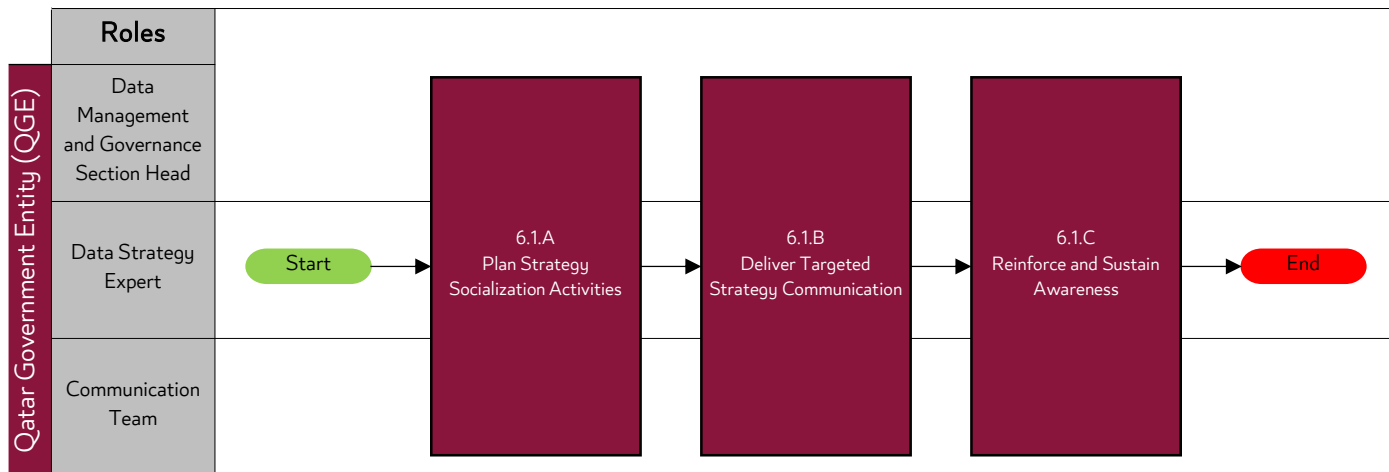


Figure 10: Strategy Socialization

Legend: Process Step Decision Process Start Process End Document Off-Page Reference

6.1.A
(1/2)

Plan Strategy Socialization Activities: This step guides the Entity to plan a structured and targeted strategy socialization process. It ensures that the right stakeholders are reached with relevant, role-specific messages and that delivery is sequenced to build support and alignment across the organization. The Data Management and Governance Section Head leads this step in collaboration with the Communications Team, and the Data Strategy Expert.

- i. **Define target audiences and engagement scope:** The Data Strategy Expert identifies the stakeholder groups who will be engaged during socialization, using the stakeholder mapping from Section 2.1.A as reference.
 - a. Confirm stakeholder clusters including but not not limited to executive leaders, department heads, data stewards, analysts, IT teams, and compliance leads.
 - b. Align engagement scope to each group's role in the strategy (e.g., sponsor, contributor, consumer).
 - c. Prioritize engagement based on influence and involvement in strategy execution.
- ii. **Develop the socialization plan and calendar:** The Communications Team, with support from the Data Strategy Expert, prepares the rollout plan to structure how and when the strategy will be communicated.
 - a. Select formats for communication (e.g., executive briefings, department presentations, town halls, newsletters).
 - b. Sequence engagement across leadership, delivery teams, and support functions.
 - c. Define the delivery timeline and logistics, including presenters, locations (physical or virtual), and communication channels.

6.1.A
Cont.
(2/2)

iii. **Prepare communication materials:** The Data Strategy Expert develops tailored messaging to suit different stakeholder groups and ensures consistency with the approved strategy.

- a. Create a summary strategy presentation deck including:
 - Vision and Mission
 - Focus Areas and Strategic Objectives
 - Initiatives (to be shared with concerned stakeholders)
 - Summary Roadmap
 - Responsibilities).
- b. Develop role-specific summaries or talking points for data owners, IT teams, analysts, and governance leads.
- c. Review and validate materials with the Data Committee prior to delivery.

6.1.B

Deliver Targeted Strategy Communication: This step guides the Entity to formally deliver the approved data strategy to key audiences across the Entity. It ensures that stakeholders understand the data strategy's vision, mission, focus areas, strategic objectives, initiatives, roadmap, and their responsibilities in implementation. The communication must be tailored to each audience and delivered through structured, role-specific sessions and internal communication channels. The Data Management and Governance Section Head leads this step in coordination with the Data Strategy Expert, and the Communications Team.

- i. **Deliver strategy briefings to functional stakeholders:** The Data Strategy Expert conducts tailored communication sessions with key implementation groups across the Entity.
 - a. Schedule separate presentations for stakeholder groups such as:
 - Data Owners and Stewards
 - Technical and analytics teams
 - Governance, compliance, and legal teams
 - b. Customize the message to reflect each group's role in executing the strategy.
 - c. Enable interactive discussion through Q&A or open feedback channels.
- ii. **Launch internal communication campaign:** The Communications Team, with input from the Data Strategy Expert, develops materials and deploys Entity-wide messaging.
 - a. Prepare a communication toolkit including:
 - One-page summary of the strategy
 - FAQ document
 - Email announcement templates and intranet content
 - b. Distribute materials across internal channels such as email, newsletters, and internal portals.
 - c. Track reach and engagement by monitoring email open rates, attendance in briefings, and downloads.

6.1.C

Reinforce and Sustain Awareness: This step guides the Entity to maintain awareness and alignment around the data strategy after the initial socialization sessions are complete. It ensures that the strategy remains visible, accessible, and relevant as implementation progresses, and that all stakeholders are continuously reminded of their roles, responsibilities, and strategic priorities. The Data Management and Governance Section Head leads this step in coordination with the Communications Team, and the Data Strategy Expert.

- i. **Launch ongoing internal communication touchpoints:** The Communications Team establishes recurring touchpoints to sustain awareness and promote continuous engagement.
 - a. Schedule regular updates through existing channels such as internal newsletters, executive emails, or staff bulletins.
 - b. Highlight strategy milestones, initiative launches, and success stories to maintain interest and show progress.
 - c. Include reminders of key responsibilities or upcoming changes in each message.
- ii. **Maintain visibility through digital platforms and assets:** Data Strategy Expert ensures the strategy remains accessible and top-of-mind for all stakeholders..
 - a. Publish the strategy, roadmap, and FAQs in a central location (e.g., intranet portal or data governance page).
 - b. Update materials periodically to reflect changes in focus areas, priorities, or timelines.
- iii. **Establish feedback and re-alignment mechanisms:** The Data Strategy Expert creates opportunities for stakeholder feedback and ensures continued alignment as needs evolve.
 - a. Provide structured channels for feedback on implementation challenges, role clarity, or areas requiring clarification.
 - b. Conduct periodic check-ins with key departments to assess strategy awareness and address misconceptions.
 - c. Use feedback to refine messaging, materials, or training needs in future engagement cycles.

RACI Matrix - Strategy Socialization

Indicative

Sr No.	Activity	Data Management and Security Director	Data Management and Governance Section Head	Data Strategy Expert	Communications Team
6.1.A	Plan Strategy Socialization Activities	A	R	R	R
6.1.B	Reinforce and Sustain Awareness	A	R	R	R
6.1.C	Reinforce and Sustain Awareness	A	R	R	R

RACI Matrix Legend: **R:** Responsible **A:** Accountable **C:** Consulted **I:** Informed

Based on this Activity, the Entity can



Plan and sequence data strategy communication for targeted stakeholder groups



Deliver tailored strategy messages across functional, executive, and technical audiences



Sustain awareness through ongoing communication, digital platforms, and feedback loops

6.2 Data Management Strategy KPIs

This activity guides the Entity to define KPIs that will be used to measure the success of the data strategy. These KPIs help monitor both strategic impact and operational performance, providing leadership with the insights needed to track progress, allocate resources, and adjust direction as required.

The following steps support the definition, approval, and documentation of KPIs that reflect the Entity's priorities and enable performance monitoring across the full lifecycle of strategy execution.

Process - Data Management Strategy KPIs

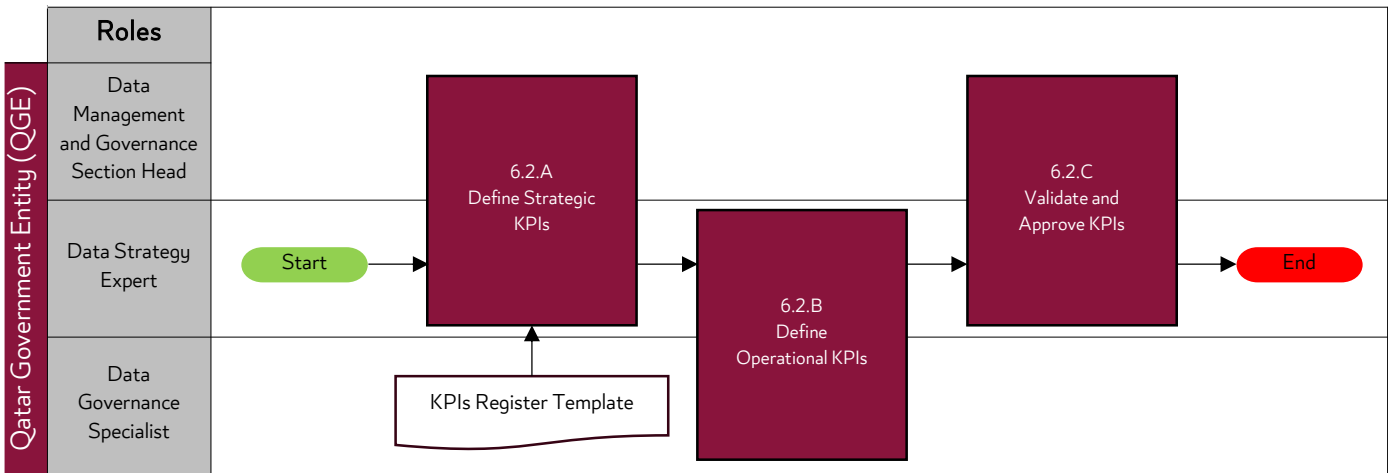


Figure 11: Data Management Strategy KPIs Process Map

Legend: Process Step Decision Process Start Process End Document Off-Page Reference

6.2.A (1/3)

Define Strategic KPIs: This step guides the Entity to define high-level, strategic KPIs that measure the long-term value, impact, and alignment of the data strategy with national priorities and the Entity's business objectives. Strategic KPIs focus on outcomes such as improved decision-making, regulatory compliance, enhanced data quality, and data-driven transformation. The Data Strategy Expert leads this step in collaboration with the Data Management and Governance Section Head, with input from strategy owners and relevant business leads.

- i. **Identify Strategic Dimensions and Outcome Areas:** The Data Strategy Expert reviews the strategic focus areas, strategic objectives, and roadmap to identify outcomes that need to be measured.
 - a. Analyze the Entity's strategy pillars (e.g., data value, governance, culture, and compliance).
 - b. Select outcome areas that align with the long-term intent of the strategy, such as:
 - Data-driven decision-making
 - Data governance maturity
 - Regulatory adherence
 - Public trust and transparency
 - Data use case value realization
 - c. Avoid operational or tactical indicators at this stage; focus on impact at the organizational or national level.
- ii. **Draft KPI Entries and Populate the Register Template:** The Data Strategy Expert prepares preliminary KPI entries using the official Data Management KPIs Register Template.

6.2.A
Cont.
(2/3)

- a. For each selected KPI:
 - Assign a KPI ID
 - Draft a KPI Name and description
 - Set the KPI Type as "Strategic"
 - Assign a preliminary owner (e.g., Data Management and Security Director, Strategy Sponsor, Program Office)
- iii. **Define Calculation Methods, Targets, and Frequencies:** The Data Strategy Expert, in consultation with executive owners, defines how each KPI will be measured and tracked.
 - a. For each KPI, populate the following fields in the register:
 - Calculation Methodology (e.g., "% of strategic decisions informed by data = # of decisions with data reference ÷ total decisions × 100")
 - Target Value (e.g., 80% by 2026)
 - Measurement Frequency (e.g., semi-annually or annually)
 - b. Ensure the data needed for measurement is accessible through systems, surveys, or governance reporting.

Asset Guidance

The **Data Management KPIs Register Template** can be used to track KPIs through a structured set of fields. Entities may use this template to define and monitor relevant KPIs along with their calculation methods, target values, current status, and ownership.

Illustrative

Field	Description
KPI ID	A unique identifier assigned to each Key Performance Indicator (KPI)
KPI Name	A short, descriptive name that summarizes what the KPI measures
KPI Type	Operational or Strategic KPI (if applicable)
Calculation Methodology	The formula / approach (if any) used to calculate the KPI value
Target Value	The predefined value or benchmark to achieve for the KPI
Measurement Frequency	Outlines how frequently the KPI needs to be measured
Last Updated Date	The date when the KPI's current value was last recorded or updated
Status	On Track/Off Track
Comments	Additional notes or explanations regarding the KPI's performance
Owner	Outlines whether the business or IT is the owner of the KPI

The following table is a template containing what is needed to provide a brief overview of the performance of data management initiatives

KPI ID	KPI Name	KPI Type (if applicable)	Calculation Methodology	Target Value

Measurement Frequency	Last Updated Date	Status	Comments	Owner

- iv. **Review Strategic KPI Drafts with Executive Stakeholders:** The Data Management and Governance Section Head engages leadership to validate strategic KPI definitions.

6.2.A
Cont.
(3/3)

- a. Share KPI drafts in an executive review session.
- b. Confirm that:
 - KPIs reflect leadership priorities
 - Ownership is accepted
 - Targets are realistic but ambitious
- c. Refine entries as needed and prepare for formal approval in Step 6.2.C.

6.2.B
(1/2)

Define Operational KPIs: This step guides the Entity to define a practical set of operational KPIs to measure the execution and performance of data strategy initiatives, governance activities, and foundational data management practices. These KPIs enable mid-level and technical stakeholders to monitor how well the strategy is being implemented and whether data governance processes are being adopted and sustained. The Data Strategy Expert leads this step in collaboration with the Data Governance Specialist, and Data Owners.

- i. **Identify Relevant Operational Dimensions:** The Data Strategy Expert coordinates with governance and delivery teams to identify areas of data strategy implementation that require routine performance tracking.
 - a. Focus on execution-critical areas aligned to the strategy roadmap, such as:
 - Initiative delivery (e.g., % of roadmap initiatives completed on time)
 - Governance activation (e.g., % of data owners/stewards appointed)
 - Policy adoption (e.g., % of departments compliant with governance policy)
 - b. Prioritize KPIs that are practical to measure and drive action or accountability.
- ii. **Draft KPI Names, Descriptions, and Ownership:** The Data Governance Specialist prepares draft KPI entries for inclusion in the official KPI Register Template.
 - a. For each selected KPI:
 - Assign a KPI ID
 - Draft a KPI Name and short description
 - Specify the KPI Type as Operational
 - Assign preliminary ownership to relevant teams or roles (e.g., Data Steward, PMO, Catalog Manager)
 - b. Ensure KPI descriptions align with national standards and the internal strategy language.
 - c. Populate these details into the Data Management KPIs Register Template as draft entries.
- iii. **Define Calculation Methods and Performance Targets:** The Data Strategy Expert finalizes how each KPI will be measured, validated, and reviewed.
 - a. For each KPI, define the following:
 - Calculation Methodology (e.g., “# of trained users ÷ total target users × 100”)
 - Target Value (e.g., 90% training completion, 100% data owner assignment)
 - Measurement Frequency (e.g., monthly, quarterly, bi-annually)

6.2.B
Cont.
(2/2)

- b. Ensure the data needed for measurement is accessible through systems, surveys, or governance reporting.

iv. **Validate KPI Entries with Stakeholders:** The Data Management and Governance Section Head reviews and confirms KPI definitions and ownership with relevant stakeholders.

- a. Present the completed KPI Register entries to Data Owners, and Stewards.
- b. Validate that:
 - Each KPI is measurable
 - The owner can access the data required
 - The frequency and targets are feasible
- c. Refine KPI entries based on stakeholder input and finalize the register for approval in 6.2.C.

6.2.C
(1/2)

Validate and Approve KPIs: This step guides the Entity to review, finalize, and secure executive approval for the full set of strategic and operational KPIs. It ensures that all KPIs are realistic, measurable, and aligned with both strategic objectives and day-to-day responsibilities. Once approved, the KPIs become the basis for ongoing performance monitoring in Section 6.3. The Data Management and Governance Section Head leads this step in collaboration with the Data Strategy Expert.

- i. **Conduct stakeholder validation of draft KPIs:** The Data Strategy Expert organizes validation sessions with business and technical stakeholders to confirm the feasibility and clarity of each KPI.
 - a. Review the draft KPI Register with assigned owners to validate:
 - Accuracy of KPI definitions
 - Availability of required data sources
 - Realism of target values and frequencies
 - Relevance to the strategy roadmap and focus areas
 - b. Conduct walkthroughs with functional teams (e.g., analytics, governance, platform teams) to confirm operational KPIs.
 - c. Log all comments and proposed adjustments for incorporation.
- ii. **Secure formal review and approval from leadership:** The Data Management and Governance Section Head presents the finalized KPI set to the Entity's Data Committee for approval.
 - a. Share a summary KPI dashboard or briefing pack highlighting:
 - Strategic alignment
 - Measurement coverage across roadmap pillars
 - Assigned owners and performance expectations
 - b. Capture final approval decisions, updates, and timeline for activation.
 - c. Update the Status and Last Updated Date fields in the KPI Register Template to reflect approval.

6.2.C
Cont.
(2/2)

- iii. **Store the KPI Register and communicate responsibilities:** The Communications Team ensure the approved KPI Register is accessible and understood by all responsible parties.
- Store the finalized KPI Register in the Entity's data governance workspace or document portal.
 - Notify all assigned owners and stakeholders of their role in maintaining and reporting on KPIs.
 - Include KPI expectations in project charters, initiative plans, or performance review materials as appropriate.

RACI Matrix - Data Management Strategy KPIs

Sr No.	Activity	Data Committee	Data Management and Security Director	Data Management and Governance Section Head	Data Strategy Expert	Data Governance Specialist	Data Owners	Communications Team
6.2.A	Define Strategic KPIs		A	R	R			
6.2.B	Define Operational KPIs		I	A	R	R	C	
6.2.C	Validate and Approve KPIs	C	A	R	R			R

RACI Matrix Legend: **R:** Responsible **A:** Accountable **C:** Consulted **I:** Informed

Based on this Activity, the Entity can



Define strategic KPIs to measure high-level impact and alignment with national and Entity priorities



Establish operational KPIs to track delivery, governance adoption, and roadmap performance



Validate, approve, and communicate KPI ownership, targets, and tracking responsibilities across teams

6.3 Data Management Strategy Monitoring and Reporting

This activity guides the Entity to establish a structured and recurring process for monitoring and reporting on the implementation of its data strategy. It ensures that leadership has visibility into performance against strategic and operational KPIs, roadmap progress, resource utilization, and emerging risks. The following steps support the implementation of a dynamic and governance-aligned performance monitoring process.

Process - Data Management Strategy Monitoring and Reporting

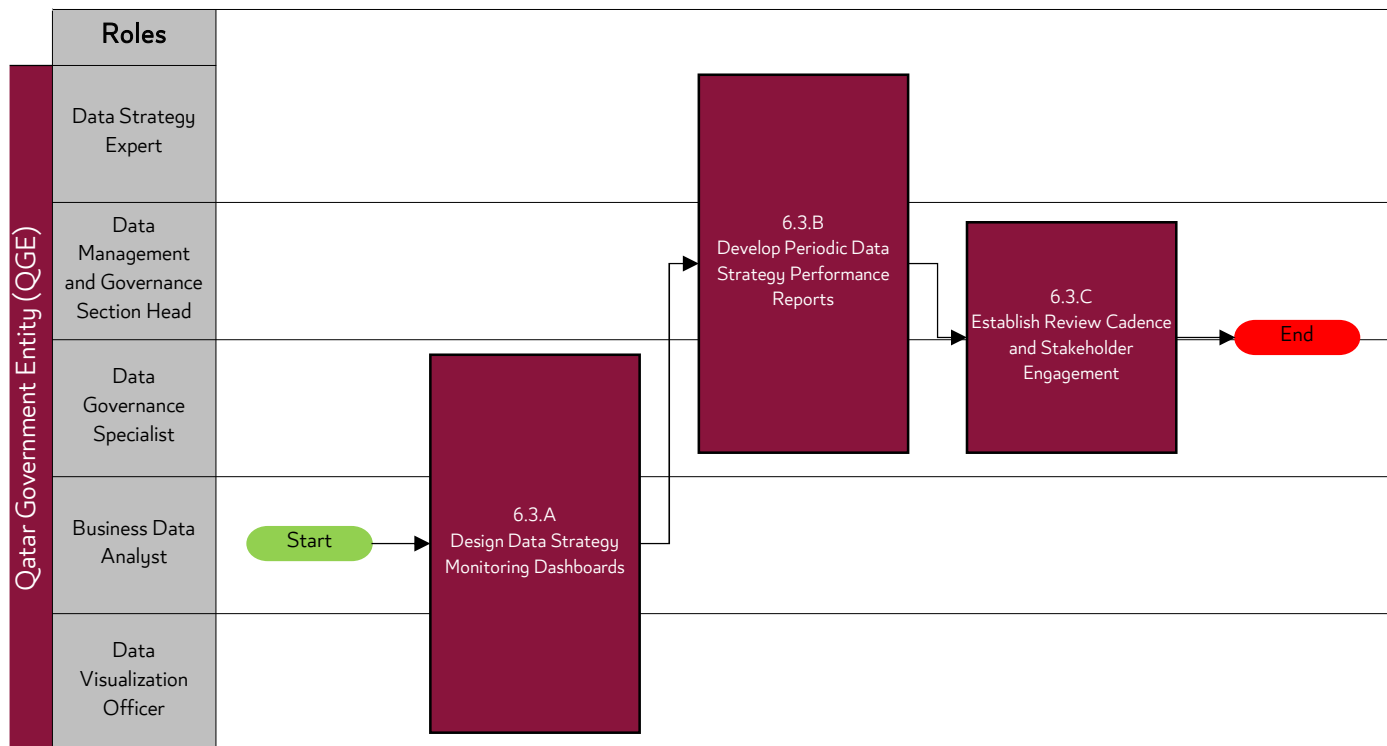


Figure 12: Data Management Strategy Monitoring and Reporting Process Map

Legend: Process Step Decision Process Start Process End Document Off-Page Reference

6.3.A
(1/2)

Design Data Strategy Monitoring Dashboards: This step guides the Entity to design interactive dashboards that track the execution and performance of the data strategy. These dashboards allow stakeholders to visualize KPI trends, monitor roadmap progress, and identify areas requiring intervention—all in real time. They serve as operational and governance tools, enabling informed, data-driven decisions across leadership and delivery teams. The Business Data Analyst and Data Visualization Officer lead this step in collaboration with the Data Strategy Expert, and the Data Governance Specialist.

- i. **Define dashboard structure and content areas:** The Business Data Analyst and Data Visualization Officer outline the main sections of the dashboard based on the approved KPIs and strategy roadmap.
 - a. Group KPIs by strategic theme or objective (e.g., Governance, Capability Building, Data Value Realization).
 - b. Include visualizations that display:
 - KPI performance trends (line or bar graphs)
 - Progress against roadmap milestones (Gantt or stage indicators)
 - Overall initiative status (e.g., % completed, delayed, upcoming)

6.3.A
Cont.
(2/2)

- c. Design with both executive and operational users in mind—supporting both high-level summaries and drill-down detail.
- ii. **Build dashboard components using reporting tools:** The Business Data Analyst and Data Visualization Officer develop the dashboard components using the Entity's approved business intelligence or reporting platform.
 - a. Pull data directly from the Data Management KPI Register, project trackers, and relevant system logs.
 - b. Use automated data refresh where feasible to reduce manual updates.
 - c. Apply filters and dynamic views to allow users to segment data by time period, owner, or initiative.
- iii. **Validate and publish dashboards for stakeholder access:** The data governance specialist tests dashboards with key users and finalizes access permissions.
 - a. Conduct review sessions with the Data Committee, and selected KPI Owners to validate dashboard accuracy and usability.
 - b. Apply access controls to differentiate views for executives, data stewards, and operational leads.
 - c. Publish the finalized dashboard in the Entity's governance workspace or performance portal and communicate its availability.

6.3.B
(1/2)

Develop Periodic Data Strategy Performance Reports: This step guides the Entity to develop structured reports that summarize the performance and implementation status of the data strategy. These reports offer a periodic, in-depth snapshot of KPI results, initiative progress, budget adherence, and emerging risks—helping leadership and governance bodies make informed decisions and course-correct when necessary. The Data Governance Specialist leads this step in collaboration with the Data Management and Governance Section Head, the Finance Team, and the Data Strategy Expert.

- i. **Define the structure and reporting components:** The Data Governance Specialist, with input from strategy stakeholders, defines the structure and content required in each reporting cycle.
 - a. Include core sections such as:
 - Executive Summary: Key achievements, blockers, and strategic highlights
 - KPI Performance Summary: Results and trends from both strategic and operational KPIs
 - Roadmap Progress: Initiative status, milestone completions, and deviations from plan
 - Budget Analysis: Spend-to-date vs. budget allocation per initiative
 - Risk Log: Identified issues, mitigations in place, and escalated concerns
 - b. Use visuals and summaries to ensure readability for senior audiences.
- ii. **Draft and compile each reporting cycle:** The Data Strategy Expert compiles the relevant inputs and prepares the draft report for review.

6.3.B
Cont.
(2/2)

- a. Extract KPI results from the Data Management KPIs Register and dashboards (see 6.3.A).
 - b. Coordinate with initiative owners and finance to collect updates on project status and budget performance.
 - c. Summarize risks and mitigation actions with input from the governance and delivery teams.
- iii. **Review, finalize, and distribute the report:** The Data Management and Governance Section Head oversees the review and approval process, and the Data Governance Specialist coordinates distribution.
 - a. Share the report with the Data Committee for review and feedback.
 - b. Finalize the report and archive it in the Entity's governance document repository.
 - c. Distribute to executive stakeholders, KPI owners, initiative leads, and other relevant audiences via email and governance channels.

6.3.C
(1/2)

Establish Review Cadence and Stakeholder Engagement: This step guides the Entity to formalize how often strategy performance is reviewed and which stakeholders are involved in interpreting results, making decisions, and driving accountability. A structured review cadence ensures that KPI insights, roadmap progress, and risk updates are integrated into governance routines and operational management. The Data Management and Governance Section Head leads this step in coordination with the Data Governance Specialist.

- i. **Define review frequency and format:** The Data Governance Specialist works with leadership to define how often the strategy performance will be reviewed and how reviews will be structured.
 - a. Establish a regular review cycle—e.g., quarterly for executive review.
 - b. Set calendar invites for recurring meetings aligned with reporting cycles (see 6.3.B)
 - c. Determine review formats based on audience:
 - Strategy Steering Committee: Presentation of KPI summary, roadmap highlights, and escalated issues
 - Delivery Teams: Working session on initiative progress, risks, and tactical blockers
 - DGO: Formal submission of performance summaries and roadmap status to demonstrate compliance, share progress updates, and receive strategic feedback
- ii. **Assign ownership and participant responsibilities:** The Data Management and Governance Section Head defines the roles and expectations of participants in each review session.
 - a. Assign facilitators to organize and guide the meetings.
 - b. Clarify expectations for contributors—KPI owners, initiative leads, and financial analysts—to prepare inputs in advance.
 - c. Designate decision-makers (e.g., Sponsor, Data Committee Chair) to approve changes, escalate issues, or reallocate resources.
- iii. **Integrate outcomes into governance processes:** The Data Governance Specialist ensures that the results of each strategy review session are documented and acted upon through formal governance channels.
 - a. Maintain a log of key decisions, follow-ups, and updates to KPIs, roadmap timelines, or risk mitigation plans.

6.3.C
Cont.
(2/2)

- b. Feed relevant insights into broader governance forums (e.g., enterprise PMO reviews, quarterly planning cycles).
- c. Update dashboards or performance reports to reflect approved changes and next steps.

RACI Matrix - Data Management Strategy Monitoring and Reporting

Indicative

Sr No.	Activity	DGO	Data Committee	Data Management and Security Director	Data Management and Governance Section Head	Data Strategy Expert	Data Governance Specialist	Business Data Analyst	Data Visualization Officer	Finance Team
6.3.A	Design Data Strategy Monitoring Dashboards					C	R	R	R	
6.3.B	Develop Periodic Data Strategy Performance Reports			A	R	R	R			C
6.3.C	Establish Review Cadence and Stakeholder Engagement	C/I	C/I	A	R		R			

RACI Matrix Legend: **R:** Responsible **A:** Accountable **C:** Consulted **I:** Informed

Based on this Activity, the Entity can



Design dashboards to track KPIs, roadmap progress, and initiatives for visibility.



Create regular reports that summarize results, flag risks, and guide informed decisions.

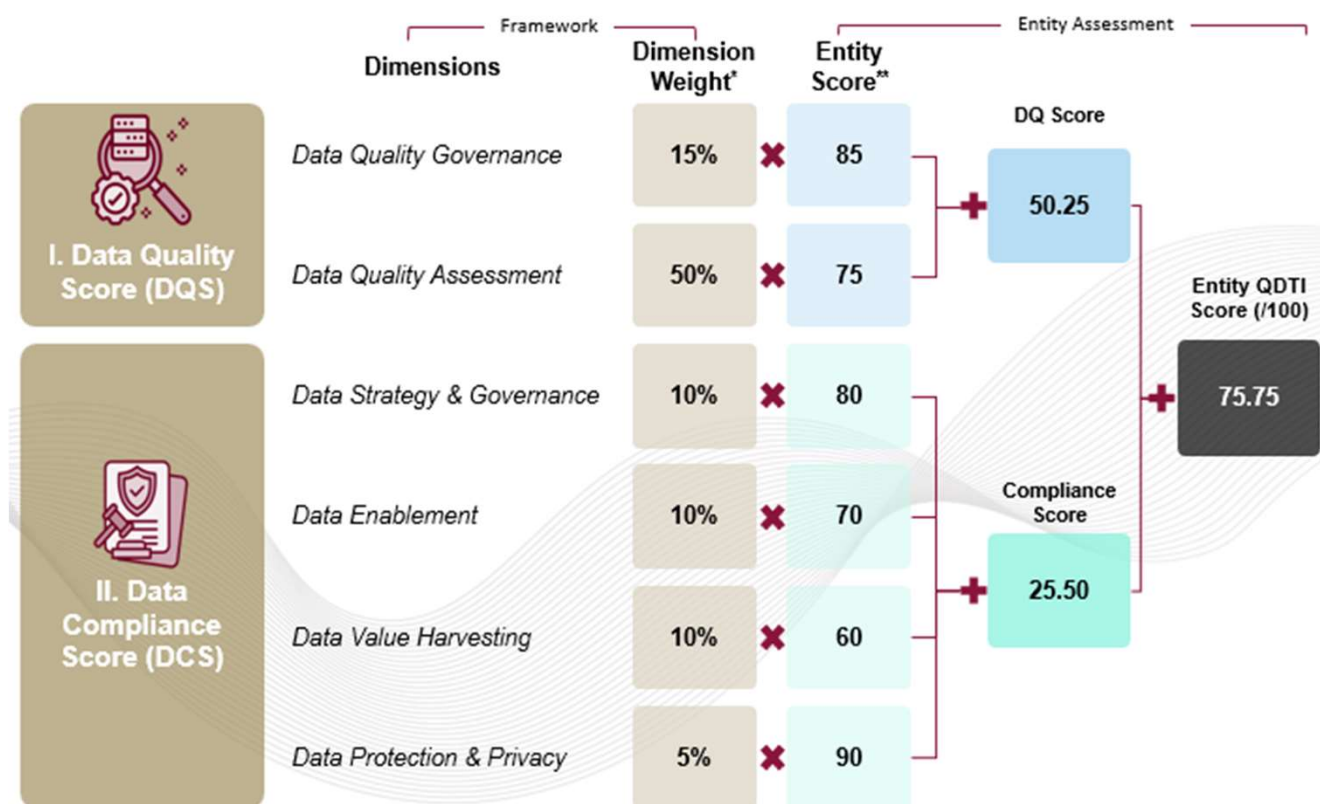


Set review cycles and engagement steps to ensure alignment and accountability.

6.4 QDTI

The Qatar Data Trust Index (QDTI) is designed to measure and enhance data integrity across national entities by promoting adherence to governance standards and ensuring the accuracy, reliability, and responsible management of data. This initiative aims to build trust and support a robust digital economy. The overall QDTI score is derived from two dimensions: the Data Quality Score (DQS) and the Data Compliance Score (DCS), which together combine to determine the Entity's QDTI score.

This section outlines the steps needed to gather the necessary information for calculating the DCS.



***Note:** The sum of the weights across all dimensions should add up to 100%

****Note:** This score is calculated by computing the weighted average score of all the sub-dimensions under each respective Dimension (scores are on a scale of 0 to 100)

Figure 13: Illustrative QDTI Scoring Methodology for an Entity

6.4.A

Initiate Data Management Strategy and Governance Compliance Assessment: The Data Management and Governance Section Head assigns the Data Compliance Specialist to oversee the assessment process. The specialist is responsible for managing the evaluation of the Entity's adherence to the Data Management Strategy and Governance specifications within National Data Standards.



Key Message / Information

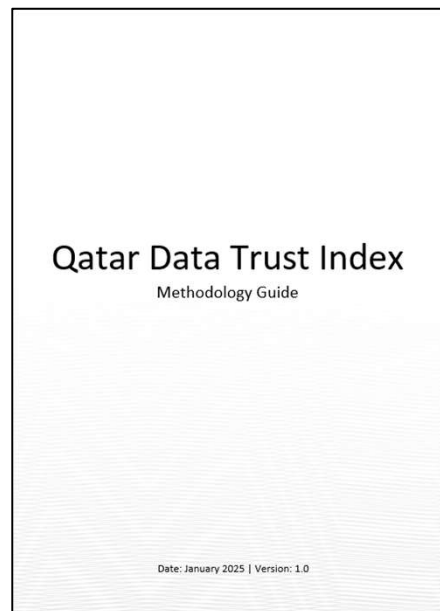
The Data Management Strategy and Governance Domain falls under the Data Strategy & Governance Dimension in the National Data Management Framework and, consequently, within the QDTI Dimension.

6.4.B

Conduct Data Management Strategy and Governance Compliance Assessment: Initiate the self-assessment to evaluate adherence to the National Data Management Strategy and Governance Domain Standards. This assessment will ensure compliance and accountability while identifying areas for improvement.

 Asset Guidance

The **Qatar Data Trust Index Methodology Guide** can be leveraged to guide the Entity through the steps required to conduct the self-assessment.

Illustrative **Asset Guidance**

The **QDTI Assessment Template** can be used to document compliance with the National Data Standards. This template is intended for use prior to the DGO launching the self-assessment on its platform to calculate the overall QDTI Score.

Illustrative

Domain	Control	Control Description	Specification
DQM	DQM.1.1: Data Quality Policy	As part of the Data Quality Policy control, the Entity shall establish and publish a Data Quality Management Policy.	DQM.1.1.1: Data Quality Policy Creation
DQM	DQM.1.1.1: Data Quality Policy	As part of the Data Quality Policy control, the Entity shall establish and publish a Data Quality Management Policy.	DQM.1.1.2: Data Quality Policy Publication
DQM	DQM.1.2: Data Quality Planning	As part of the Data Quality Planning control, the Entity shall profile its data and develop a data quality plan.	DQM.1.2.1: Data Profiling
DQM	DQM.1.2: Data Quality Planning	As part of the Data Quality Planning control, the Entity shall profile its data and develop a data quality plan.	DQM.1.2.2: Data Quality Plan

Control Specification	CapabilityLevel	Compliance
The Entity shall create a data quality policy in alignment with (NQAF) published by the NPC.	Foundational	Compliant
The Entity shall publish its data quality policy	Foundational	Compliant
The Entity shall identify CDEs and perform initial data profiling for the identified CDEs.	Foundational	Compliant
Based on the initial data profiling results, the Entity shall develop a data quality plan, in alignment with the Entity's data strategy.	Foundational	Compliant

**Key Message / Information**

The DGO will launch the self-assessment on its platform and will provide toolkits and host workshops to guide entities through the self-assessment process during the first year.

6.4.C

Submit Data Management Strategy and Governance Score to the DGO: Submit the Data Management Strategy and Governance Compliance Score to the DGO for evaluation.



Key Message / Information

The DGO will calculate the Entity's overall Qatar Data Trust Index (QDTI) score only after the Entity has completed both the Data Quality Score (DQS) assessment and the required self-assessments for all other data management domains to determine the Data Compliance Score (DCS). Once all assessments are completed, the DGO will aggregate the compliance scores across domains to finalize the DCS, which will then be combined with the DQS to determine the Entity's overall QDTI score.

RACI Matrix - QDTI

Sr No.	Activity	DGO	Data Management & Security Director	Data Management and Governance Section Head	Data Compliance Specialist	Data Governance Specialist
6.4.A	Initiate Data Management Strategy and Governance Compliance Assessment		I	A	R	
6.4.B	Conduct Data Management Strategy and Governance Compliance Assessment		I	A	R	C
6.4.C	Submit Data Management Strategy and Governance Score to the DGO	I	I	A	R	I

RACI Matrix Legend: R: Responsible A: Accountable C: Consulted I: Informed

Based on this Activity, the Entity can



Calculate Data Management Strategy and Governance Compliance Score

7. Data Management Strategy and Governance Policy Refresh



7. Data Management Strategy and Governance Policy Refresh

What is a Data Management Strategy and Governance Policy Refresh, and why is it important for the Entity?

A Data Management Strategy and Governance Policy Refresh is the formal process through which the Entity ensures that its strategic direction and governance framework remain current, relevant, and effective over time. This includes conducting scheduled reviews, typically on an annual basis, as well as triggering unscheduled updates in response to major shifts in the regulatory landscape, national priorities, or internal business needs.

This process ensures that the Entity does not treat the strategy or policy as static documents, but rather as living instruments that evolve with organizational realities. It involves structured stakeholder engagement to surface gaps, improvement opportunities, or implementation challenges, and the use of templates, such as the Change Request & Impact Assessment Template, to manage and track changes.

Once updates are finalized, the Entity is expected to share the refreshed versions of both documents with the National DGO for visibility, strategic alignment, and optional feedback. This reinforces national consistency and accountability.

The remaining section of this chapter will detail the below activity that will guide the Entity on executing Data Management Strategy and Governance Policy Refresh:

7.1 Data Management Strategy and Governance Policy Refresh

Guiding Principles for Data Management Strategy and Governance Policy Refresh

1. **Adapt Strategy and Policy to Change:** Maintain flexibility to respond to new regulations, evolving priorities, and organizational changes.
2. **Institute Regular Review Cycles:** Conduct scheduled evaluations to proactively keep the strategy and policy aligned with internal and national expectations.
3. **Enable Responsive Unscheduled Reviews:** Establish protocols to trigger reviews in response to urgent or emerging developments.
4. **Ground Updates in Stakeholder Input:** Use feedback from business, technical, and governance teams to ensure updates reflect operational realities.
5. **Prioritize Based on Strategic Impact:** Assess and implement changes that improve clarity, execution, and alignment with long-term objectives.
6. **Ensure Transparency and Traceability:** Maintain clear documentation, version control, and communication around all updates.
7. **Use Standardized Change Protocols:** Leverage formal change request templates and approval workflows to streamline governance.
8. **Communicate and Reinforce Updates:** Share revised documents and key changes with all relevant parties to promote adoption and accountability.

7.1 Data Management Strategy and Governance Policy Refresh

This activity guides the Entity to establish a structured and repeatable process for reviewing and updating its data management strategy and governance policy. This process ensures that both documents remain relevant, actionable, and aligned with evolving internal needs and external regulatory expectations.

Process - Data Management Strategy and Governance Policy Refresh

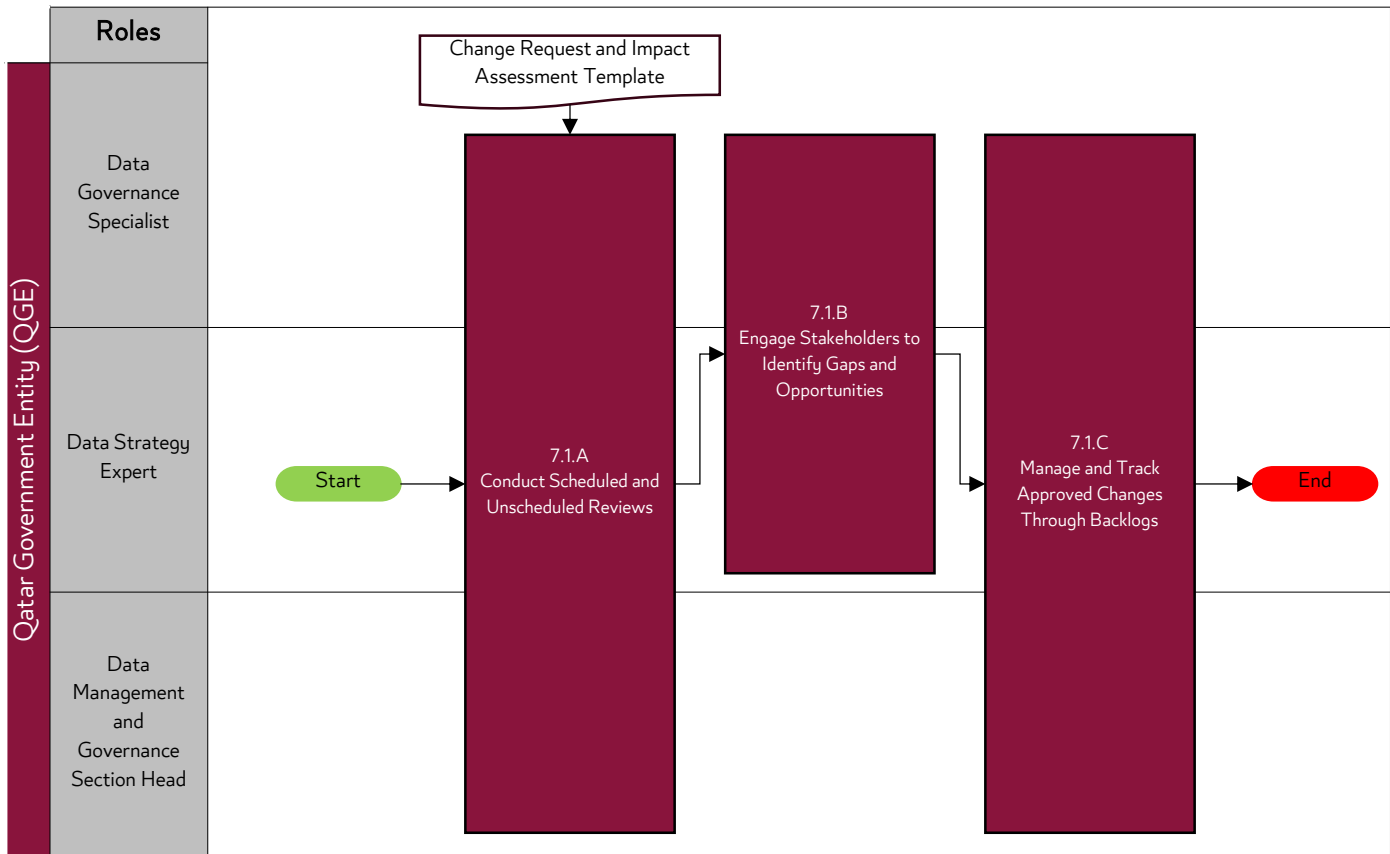


Figure 14: Data Management Strategy and Governance Policy Refresh Process Map

Legend: Process Step Decision Process Start Process End Document Off-Page Reference

7.1.A
(1/2)

Conduct Scheduled and Unscheduled Reviews: This step guides the Entity to implement a structured process for reviewing the data management strategy and governance policy at predefined intervals, as well as in response to external or organizational triggers. These reviews ensure both documents remain relevant, aligned with national directives, and responsive to real-world developments. The Data Management and Governance Section Head leads this step in coordination with the Data Strategy Expert, and Data Governance Specialist.

- i. **Schedule annual reviews for the data strategy and policy:** The Data Governance Specialist establishes a recurring review cycle to proactively assess both the strategy and the governance policy.
 - a. Schedule reviews at least once per year, aligned with strategic planning or fiscal cycles.
 - b. Set calendar holds for kickoff and review meetings with the Data Committee and relevant working groups.
 - c. Prepare review materials including:
 - Performance summaries from KPIs (see Section 6.3)

- Risk logs and audit findings
- Stakeholder feedback collected over the past year

ii. **Trigger unscheduled reviews based on external developments:** The Data Strategy Expert monitors external conditions and initiates unscheduled reviews when needed.

- a. Monitor for changes such as:
 - New or updated national regulations (e.g., PDPPL, NIA Standard)
 - Significant shifts in internal priorities or leadership
- b. Document the rationale for each unscheduled review using the Change Request & Impact Assessment Template
- c. Coordinate early engagement with impacted teams to assess the scope of updates.

ii. **Prepare and submit revised documents for internal and external alignment:** The Data Management and Governance Section Head ensures that reviewed versions are documented, approved, and communicated.

- a. Apply minor revisions directly and flag major revisions for formal approval through the Data Committee.
- b. Store reviewed and updated versions in a version-controlled repository with change history.
- c. Share the refreshed documents with the National DGO for visibility and feedback.

Asset Guidance

The **Change Request and Impact Assessment Template** in DM Change Management Template helps in maintaining records of the requested changes.

Illustrative

Change Request & Impact Assessment						
The following table serves as a template for documenting changes related to data management and their impact						
Field	Description					
Change ID	Unique identifier for the change request or project					
Change Title	A short, descriptive title summarizing the change request or project					
Change Description	Detailed description of the requested change, including what is being modified or introduced and the rationale for the change					
Request Date	The date when the change request was submitted					
Requested By	Name and department of the individual or team requesting the change					
Change Owner	Person or department responsible for managing and overseeing the change implementation					
Priority Level	The urgency of the change request (e.g., High, Medium, Low)					
Impact Level/Change Severity	Estimated impact or severity of the change (High, Medium, Low) on departments, systems, or processes					
Impacted Departments/Teams	List of departments, teams, or individuals impacted by the change					
Change Type	Type of change (Process Change, Technology Change, Role Change)					
Impacted Areas	Specific areas affected by the change (Systems, Processes, Data, Roles)					
Stakeholders Affected	Key stakeholders who will be impacted by the change					
Potential Risks	Risks associated with the change (e.g., Resistance to Change, System Downtime)					
Mitigation Approach	Strategies to mitigate risks (e.g., training, early communication, technical support)					
Requested Implementation Date	Proposed date by which the change should be implemented					
Change Qualification Status	Classification indicating whether the change request meets the necessary criteria for further review and assessment					
Change Assessment Date (If Applicable)	Date when the change impact assessment was conducted					
Assessment Outcome (if Applicable)	Outcome of the assessment (e.g., Change approved, Change Rejected, Further Review Needed)					
Approval Status	The status of approval for the change (Pending, Approved, Rejected)					
Change Status	The current status of the change request or project (In Progress, Completed, Deferred)					
Comments	Any additional notes or comments regarding the request or project					

Change ID	Change Title	Change Description	Request Date	Requested By	Change Owner	Priority Level

Impact Level/Change Severity	Impacted Departments/Teams	Change Type	Impacted Areas	Stakeholders Affected	Potential Risks	Mitigation Approach

Requested Implementation Date	Change Qualification Status	Change Assessment Date (If Applicable)	Assessment Outcome (If Applicable)	Approval Status	Change Status	Comments

7.1.B

Engage Stakeholders to Identify Gaps and Opportunities: This step guides the Entity to consult with relevant stakeholders to gather diverse perspectives on the effectiveness of the current data management strategy and governance policy. These consultations help surface real-world challenges, highlight improvement areas, and ensure that future revisions are grounded in practical needs and organizational insight. The Data Strategy Expert leads this step in coordination with the Data Management and Governance Section Head, and the Data Governance Specialist.

- i. **Identify and invite a representative group of stakeholders:** The Data Strategy Expert selects participants with a range of functional, technical, and strategic perspectives.
 - a. Include representatives from:
 - Business departments using data for decision-making
 - Data Owners and Data Stewards
 - IT and data platform teams
 - Risk, legal, and compliance functions
 - Analytics, digital transformation, and project delivery offices
 - b. Ensure representation from both executive sponsors and operational roles.
 - c. Tailor the engagement format to the group (e.g., workshops, interviews, surveys).
- ii. **Facilitate structured engagement sessions:** The Data Governance Specialist supports the planning and facilitation of discussions focused on identifying gaps, opportunities, and alignment issues.
 - a. Use facilitation tools such as SWOT analysis, issue logs, or maturity gap discussions.
 - b. Focus on gathering insights across key strategy and policy areas, including:
 - Implementation challenges
 - Role clarity and accountability gaps
 - Regulatory alignment and risk mitigation
 - c. Document key findings and categorize them into themes or backlog items.
- iii. **Translate insights into actionable updates:** The Data Strategy Expert, with input from the governance team, synthesizes feedback into clear, actionable changes.
 - a. Map stakeholder input to proposed modifications in the strategy or governance policy.
 - b. Use the Change Request & Impact Assessment Template to log and assess the impact of substantial changes.
 - c. Prioritize changes for inclusion in the formal backlog for tracking and review in Step 7.1.C.

7.1.C
(1/2)

Manage and Track Approved Changes Through Backlogs: This step guides the Entity to document, prioritize, and formally incorporate approved changes to the data management strategy and governance policy. By maintaining structured backlogs and using a standardized change process, the Entity ensures version control, traceability, and governance over strategic and policy updates. The Data Governance Lead drives this step in collaboration with the Data Management and Governance Section Head, and the Data Strategy Expert.

- i. **Maintain structured change backlogs for the data strategy and policy:** The Data Governance Specialist creates and manages two separate but aligned backlogs—one for the data strategy and one for the governance policy.
 - a. Log each approved change with the following information:
 - Title and description of the change
 - Source (e.g., stakeholder feedback, KPI trend, regulatory update)
 - Approval reference (e.g., meeting minutes, Data Committee endorsement)
 - b. Assign priority levels (e.g., Immediate, Mid-Term, Future Consideration)
 - c. Tag entries with themes (e.g., Operating Model, KPIs, Governance Structure) for easier tracking
- ii. **Use the Change Request & Impact Assessment Template for major updates:** The Data Governance Specialist applies the template to document significant changes that require formal review.
 - a. Complete the template fields including:
 - Change Title, Description, Type, Priority
 - Impacted Areas and Stakeholders
 - Risks and Mitigation Approach
 - Assessment Outcome and Approval Status
 - b. Store completed templates in a version-controlled change log linked to the backlogs
 - c. Share assessed changes with the Data Committee and, where appropriate, the National Data Governance Office (DGO) for visibility
- iii. **Apply backlog items to refresh the data strategy and governance policy:** The Data Strategy Expert and Governance Lead are responsible for incorporating approved backlog items into updated documents.
 - a. Update the relevant sections in the data strategy or policy document
 - b. Update the version history and document metadata (e.g., version number, update date, change summary)
 - c. Circulate the updated documents to all stakeholders and publish on the Entity's internal governance portal
 - d. Share the finalized versions with the DGO along with a summary of changes

RACI Matrix - Data Management Strategy and Governance Policy Refresh

Indicative

Sr No.	Activity	DGO	Data Management and Security Director	Data Management and Governance Section Head	Data Strategy Expert	Data Governance Specialist
7.1.A	Conduct Scheduled and Unscheduled Reviews		A	R	R	R
7.1.B	Engage Stakeholders to Identify Gaps and Opportunities			A/C	R	R
7.1.C	Manage and Track Approved Changes Through Backlogs	I	A	R	R	R

RACI Matrix Legend: **R:** Responsible **A:** Accountable **C:** Consulted **I:** Informed

Based on this Activity, the Entity can



Implement structured review cycles for the data strategy and governance policy.



Integrate internal and external triggers into a responsive update process.



Maintain formal change logs to support traceability, version control, and stakeholder visibility.



Prioritize and incorporate improvements using standardized change request templates.

8. Appendix



8.1. Templates and Frameworks

Asset No.	Asset Name	Description	File Name
1	Business Objectives Template	Template that the Entity can leverage to capture information about its overarching business objectives.	NPC_DGO_QDKC_DMSG_Business Objectives Template
2	Analytics Use Case Library Template	Template containing what details the analytics use cases library should capture.	NPC_DGO_QDKC_DMSG_Analytics Use Case Library Template
3	Analytics Use Case Prioritization Framework	Framework reflecting the method to qualifying and prioritizing analytics use cases.	NPC_DGO_QDKC_DMSG_Analytics Use Case Prioritization Framework
4	Analytics Use Case Charter Template	Template containing what details to capture per each analytics use case.	NPC_DGO_QDKC_DMSG_Analytics Use Case Charter Template
5	Data Management Current Maturity Assessment Framework	Framework detailing a structured approach to evaluate an organization's existing data management capabilities.	NPC_DGO_QDKC_DMSG_DM Current Maturity Assessment Framework
6	Source Systems Analysis Template	The Source Systems Analysis Template offers a standardized approach to gathering information on each source system.	NPC_DGO_QDKC_General_Source Systems Analysis Template
7	Strategic Objective Card Template	The Strategic Objective Card Template can be leveraged to draft and document program strategic objectives.	NPC_DGO_QDKC_General_Strategic Objective Card Template
8	Initiative Card Template	An Initiative Card Template provides a structured format to document key information related to prioritized initiatives, such as initiative overview, key activities, and owner to name a few.	NPC_DGO_QDKC_General_Initiative Card Template
9	Data Management Initiatives Plan Template	Template used for detailing data DM initiatives, including activities, milestones, timelines, resource allocation, and risk management.	NPC_DGO_QDKC_DMSG_DM Initiatives Plan Template

Asset No.	Asset Name	Description	File Name
10	Data Organization, Committee, and Working Groups Template	Template providing guidance on the potential departments, sections, committees, and working groups needed for your data organization.	NPC_DGO_QDKC_DMSG_Data Organization, Committee and Working Group Charter
11	Data Governance Policy Template	Template containing a sample table of contents the Entity can refer to when drafting its policy.	NPC_DGO_QDKC_DMSG_Data Governance Policy Template
12	Data Management Policy Communication Email Template	Template containing a sample email the Entity can use to announce the publishing of its new policy.	NPC_DGO_QDKC_General_DM Policy Communication Email Template
13	Data Management KPIs Register Template	Template used to define and monitor relevant KPIs along with their calculation methods, target values, current status, and ownership	NPC_DGO_QDKC_General_Data Management KPIs Register Template
14	Data Management Change Management Template	Template that can be used to track change management activities such as Change Request & Impact Assessment, Communication Plan and Training Plan.	NPC_DGO_QDKC_General_DM Change Management Template
15	Data Management Maturity Model	This document is to provide a structured framework for assessing the maturity level of data management practices across DM dimensions.	NPC_DGO_QDKC_DMSG_Data Management Maturity Model
16	Qatar Data Trust Index Methodology Guide	The Qatar Data Trust Index Methodology Guide can be leveraged to guide the Entity through the compliance self-assessment.	22012025_NPC_QDTI Methodology Guide_V1.0
17	QDTI Assessment Template	The QDTI Assessment Template can be used to document compliance with the National Data Standards.	23012025_NPC_QDTI Assessment Template_V1.0



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