



DATA TO FUEL PUBLIC SECTOR GROWTH IN QATAR?

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Introduction

Background

Having hosted the most digitally advanced FIFA World Cup tournament in history, Qatar is embracing on digital transformation to foster its Qatar National Vision (QNV) 2030 for driving development across its four key pillars.



With the ambitious vision, data becomes an invaluable pillar to ensure success. The Third National Development Strategy (NDS3) was established to realize the QNV 2030 aspirations through strategic priorities for the period 2024 - 2030. As part of the NDS3's Sustainable Economic Growth model, IT & Digital services cluster will play a pivotal role in driving the digital economy and the widespread adoption of emerging technologies to fuel an average GDP Y-o-Y growth rate by 4% till 2030. To drive this, Qatar has established the National Data Program through the National Planning Council, that will lay the framework for data management and cutting-edge use cases through data. This is also expected to advance skills for employment by 2030.

Drawing parallels to similar data programs in the region

There are similar data programs to drive data-based decision-making across the public sector that have been embarked upon by several countries in the region such as Dubai Data Strategy in Dubai - UAE, Data Enablement Program (DEP) in Abu Dhabi - UAE and National Data Management Office (NDMO) in KSA.

Focus of this document

Qatar's National Data Program for Government / Semi-government sector is a vital need in the digital era. Protiviti provides an informed perspective on how such programs could be sustained and be value driven based on the experience in delivering such large transformation programs in the region.



About the National Data Program

To better understand what National Data Program is, it is imperative to understand why it is required in the first place. For Qatar Government to have 90% digitalization across its services, it needs to have robust data practices that is sustainable, and innovation driven. However, some of the common data challenges in many organizations based on Protiviti's experience in the region include

1. SILOED DATA UNDERSTANDING

Data efforts are siloed due to fragmented management of data and lack of standardized data distribution that results in complexity of obtaining data

2. INCONSISTENT DATA

Non-reliability of data from a business standpoint and organization needs along with lack of a single source of truth results in inconsistent data managed across the organization

3. DATA AVAILABILITY

Data availability with many organizations remain a struggle with poor data quality or lacking access to the necessary data

4. UNAUTHORIZED ACCESS

Lack of Data Ownership & Access Controls leads to unauthorized management of data

5. INAPPROPRIATE SHARING

Without defining appropriate data sharing governance controls such as data classification, sharing agreements, handling guidelines etc., risk of inappropriate sharing is likely

6. RELIABLE DATA

Rise of disruptive technologies such as Generative AI has fueled the need for reliable data.

IDC's Data & Analytics FutureScape Predictions 2024 predicts that by 2027, GenAI will help equalize spending on unstructured and structured data processing and analysis software doubling unstructured data's productive use. IT Groups will be required to access the impact of greater use of unstructured data on storage, data life-cycle management and data governance.

What the program entails?

To address the challenges and drive the national agenda, the National Data Program has established data policies, standards and is expected to provide guidelines across the data lifecycle that includes the following 12 data management domains:



Focus Areas from 2024 to 2030



Protiviti View

Protiviti's experience of driving organization-wide transformations around data & AI in large public sector organizations, some of the key points for organizations to ponder for a sustained and value driven data management practice include:

1. Secure Top Management Attention

- Align with the C-Suite and demonstrate how data governance can help top management achieve their vision for Business Units in the organization.
- Further it is important to obtain top-down leadership buy-in before developing a data governance plan with measurable milestones.

2. Integrate with Overall Transformation Story

- Link with ongoing transformation, highlight data as key transformation enabler, align with functional, system & product teams on data management requirements and define a business case for data governance Implementation.

3. Prioritize Data Assets

- Prioritize data domains and identify Critical Data Elements (CDEs). Link business KPIs to CDEs and ensure quality tracking of those CDEs.

4. Apply right level of Governance

- Define the right operating model, adjust governance as per your dataset, institutionalize by automation tools and appoint the right people to the data governance teams.

5. Iterative & Focused Implementation

- Balance long term vision with quick wins and adopt a tailored approach that is sustainable.
- Implement data governance use cases that are linked to business KPIs, regulatory requirements, formalize and link data governance KPIs to specific data governance teams.
- Involve business teams and address their requirements by way of data governance implementation.

6. Embrace Continuous Change

- Create the right culture, demonstrate benefits of data governance with quick wins, offer training & certificates, gamify data governance and generate excitement.
- Recognize and reward data governance team members and spread awareness through data literacy along with success stories.

7. Embed Value Realization

- Ensure value is at the core of every initiative / change by defining a framework across the data lifecycle that considers the organization strategy around driving operational efficiency, cost optimization, revenue growth opportunities and so on.

How Protiviti can Help

Protiviti has been an enabler to our partners to set up Data Transformation Offices and define the roadmap for data and digital transformation. Please reach out to us to get detailed case studies and to discover how we can support your strategic initiatives and drive your business forward.

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