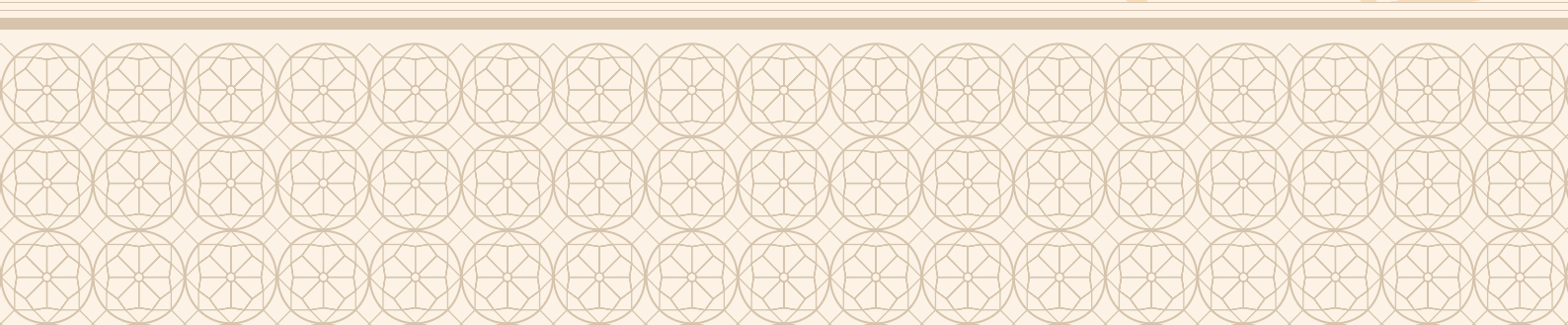




ABU DHABI GOVERNMENT **DATA MANAGEMENT POLICY**

VERSION 1.0



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Definitions

Term	Definition
Abu Dhabi Government Entity	Any Abu Dhabi Government department, agency, institution, authority, board, centre or wholly-owned company or subsidiary; whether its budget falls within the general budget of the government or is independent of it.
Abu Dhabi Systems and Information Centre (ADSIC)	Abu Dhabi Systems and Information Centre, established pursuant to Abu Dhabi Law No. 18 of 2008.
Artefact	A tangible product created during a process. May refer to documents, items stored in a data dictionary, systems architecture components etc.
Business Intelligence	A set of tools and techniques that turn data into information for use as a business tool. This will often refer to creating reports from raw data.
Composability	An attribute of services delivered as part of a Service Oriented Architecture (SOA) approach. 'Composable' services are designed to provide small units of functionality so that they can be readily combined with other such services to build increasingly more complex functions.
Content	In this context, Content refers to data and information published on the Abu Dhabi Government website.
Content Management Interoperability Services (CMIS)	An open standard that allows disparate content management systems to share content and documents using web protocols.
Controls	<p>The application of people, process and/or technology in support of transacting business and managing risk. Controls can be technical or managerial in nature.</p> <p>Control standards, as defined within the Abu Dhabi Data Management Standards, provide the definition of control categories and types to be implemented by Abu Dhabi Government Entities.</p>
Data	A set of values that have no particular meaning. When additional attributes (ie metadata) are added, the data is given context, which gives it meaning and value. This makes it useful and as such, it becomes information.
Data Centre	A facility used to house computers and their associated components, such as telecommunications and storage systems. Also known as a computer centre.
Data Management	Refers to the disciplines and techniques to manage data as an asset.
Data Management Domains	Management and functional concerns that are grouped into specific families or 'domains' (eg Data Governance, Data Architecture etc) in order to provide the foundation for a comprehensive data management programme.
Emirate	The Emirate of Abu Dhabi.
Entity Data Management Policy	A high level set of requirements and guidance, designed to enable an Entity to plan its own programme for data management.
Data Management Programme	The programme of work – at Abu Dhabi Government or Abu Dhabi Government Entity level – to manage and improve data management across the entire Abu Dhabi Government.
Data Manager	This role has accountability to the Entity's Board of Directors, for data management and operations.

Data Modelling	The creation of a model or overall description of the data in a system, or used in a business process.
Data Warehouse	A system to store data from disparate sources, which can be used to create reports and data extracts that may be used for further data analysis.
Document	Any Record in paper, magnetic tapes or electronic media or other related documents that include public, historical, national & private documents.
Master Data	Data that is the single source of specific business data held within the system, and often available across multiple systems. A customer name or address is an example of Master Data.
Match and Merge Algorithm	Automated processes used to identify and combine records that relate to the same data. The goal is to resolve any duplication, and achieve a single and accurate view of the data. The challenge is to avoid matching data that is not related. This can prove difficult in practice, and so threshold levels are used to determine when machine matches should be trusted and when human intervention is required. Popular techniques include so-called 'fuzzy matching', 'deterministic matching' and 'probabilistic matching' algorithms.
Open by Default	The concept of data being available for general dissemination, unless justification is in place for this to be prevented.
Privacy by Design	Describes the approach to system design, whereby data privacy is considered at all stages of the development lifecycle. This does not necessarily prevent the data from being Open by Default.
Quality by Design	Describes the approach to system design, whereby data quality is considered at all stages of the development lifecycle.
Reference Data	Data that is the set of controlled values to be used in other specified areas. It is unlikely to be affected by the user's business or systems, but changes should be reflected in the system. A list of countries is an example of Reference Data.
SOA	Service-Oriented Architecture – a software architecture design approach that allows functionality to be provided by services. Combinations of multiple services can be combined (or 'orchestrated') to provide increasingly more complex functionality.
Structured Data	Structured data refers to data that is organised and constrained by a pre-defined model describing it. Structured data is often machine encoded but can equally be human readable. The structured nature of the data enables the data to be indexed and searched, and makes it widely available to the organisation at large greatly increasing its potential value to that organisation.
Unstructured Data	Unstructured data refers to data that is not organised or constrained by a pre-define model describing it. Unstructured data is often free text in documents, or tables in spreadsheets. There is often a great deal of value in unstructured data, but without a required data structure to enable it to be indexed and queried, the data is inaccessible to the organisation at large.

Document Configuration Control

Version	Release Date	Summary of Changes	Release Approval
1.0		First Release	GSEC

This document will be reviewed and updated when changes to the Data Management Policy are required. These amendments may relate to changes in roles and responsibilities, technical infrastructure, or new or changed Data Management Policy. Amendments will be approved by the General Secretariat of the Abu Dhabi Executive Council (in consultation with appropriate parties).

When approved, a new version of the Data Management Policy will be issued, and affected personnel in the Abu Dhabi Government will be advised of the changes.

The document should be distributed to:

Title	Format
Heads of all Abu Dhabi Government Entities	Electronic copy; hard copy

The document should be stored in the following locations:

Location	Format	Owner
Abu Dhabi Portal	Electronic copy	ADSIC
ADSIC website	Electronic copy	ADSIC
ADSIC office	Hard copy	ADSIC

This document affects the following parties:

Group

All Abu Dhabi Government Entity personnel, contractors, and third party individuals directly or indirectly involved in the provision of government services.

1. Executive Summary

The goal and thus the scope of the Abu Dhabi Government Data Management Programme is first to acknowledge that data is a key asset of the Abu Dhabi Government, and then to improve both the data management functions and the data stored within the Abu Dhabi Government. The benefit of owning and using high quality data is that it becomes a strategic enabler for the Abu Dhabi Government in its journey to become a world-class administration.

Data management best practice means that data must first be appropriately governed; only then can the supporting data management principles below, be applied to enable successful data management:

- Data ownership
- Clearly described and discoverable data
- Measured and thus improvable data quality
- Availability and integration of data
- Management of supporting tools to maintain and report on the data

The policy statements contained in this document are endorsed at the highest level of the Abu Dhabi Government, and every Abu Dhabi Government Entity is required to implement these policy statements and any implementation required as part of the Entity Data Management Program should be evaluated as per business need.

2. Introduction

2.1 Purpose

The Data Management Policy is intended to be the primary reference document for Abu Dhabi Government data management. The policy statements contained in this document serve to ensure that data is managed correctly and consistently, and is maintained to the highest possible standard.

The Policy specifies roles, responsibilities and ownership for the Entity Data Management Program, and thereby assigns accountability for meeting data management requirements.

The Data Management Policy is supported by additional publications – most notably, the Abu Dhabi Government Data Management Standards – together with various other guides, templates and checklists.

2.2 Scope

The Data Management Policy applies to all aspects of data management within the Abu Dhabi Government, and this necessarily includes the data itself whether it is structured or unstructured. The requirements defined in this document provide a broad explanation to Abu Dhabi Government Entities in order to ensure that all data is managed effectively and professionally.

The data management requirements are structured in 13 groupings known as Data Management Domains. The Data Management Policy covers all the domains listed below:

- Data Governance
- Metadata Management
- Data Catalogue
- Data Modelling and Design
- Data Architecture
- Data Quality
- Data Security and Privacy
- Data Storage
- Data Integration and Interoperability
- Open Data
- Reference Data Management (RDM) and Master Data Management (MDM)
- Document and Content Management
- Data Warehousing, Business Intelligence and Analytics

The success of the Data Management Programme depends upon collaboration and commitment from all Abu Dhabi Government Entities and the Abu Dhabi Systems & Information Centre (ADSIC). Each Entity will work within the mandated data management model, and ADSIC will be responsible for coordinating strategy, and providing support in executing the government-wide data management controls.

Each Entity is responsible for implementation of the Policy, and therefore to ensure its own data is managed correctly. Key Performance Indicators shall be developed based on control specifications detailed in the Data Management Standards.

The Data Management Policy is in place to complement existing Abu Dhabi eGovernment policies and should never be executed in a manner that contradicts or overrides existing policies.

3. Compliance and Enforcement

Compliance with the Data Management Policy is mandatory. Entities are obliged to comply with the designated roles, responsibilities and policy statements defined in this document to ensure rigorous data management is applied throughout government. The Entity must also ensure that any suppliers or sub-contractors they engage abide by their obligations under the Policy and the supporting Data Management Standards.

Responsibility for enforcement and monitoring of the Policy lies with the Entity's Data Governance Board, the Entity Data Manager, or any equivalent role within the Entity, and ultimately, the Abu Dhabi Data Governance Committee.

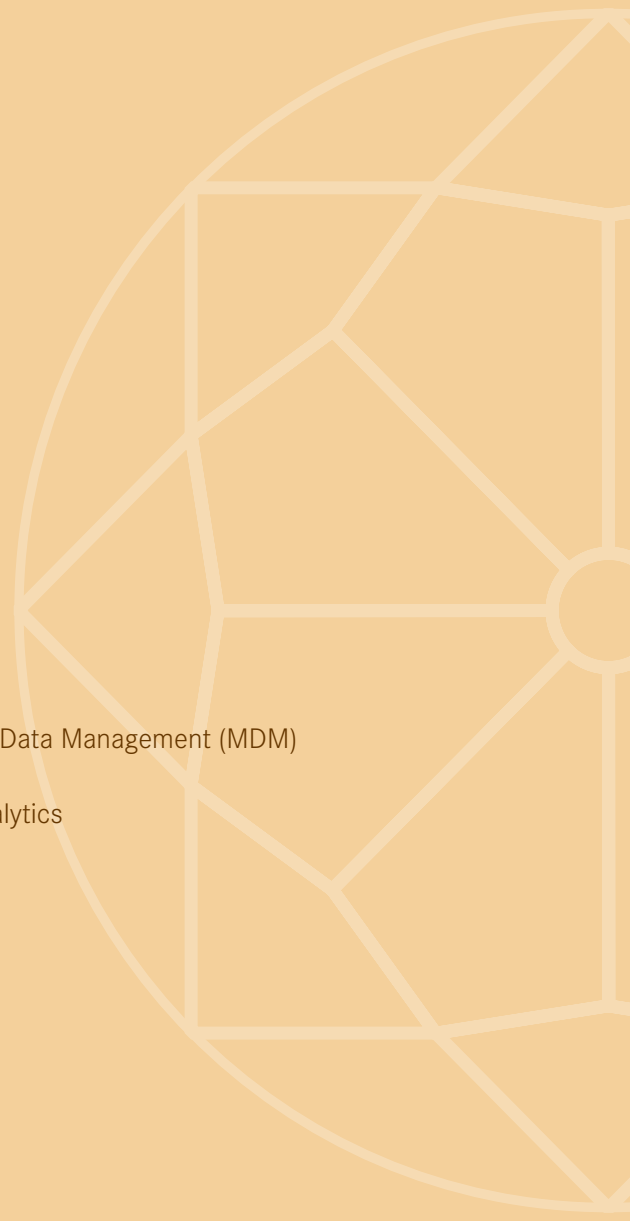
4. Authorities

- Abu Dhabi Government Policy Agenda 2030
- UAE Federal Law No. 1 of 2006 concerning Electronic Transactions & Commerce
- Federal Law No. 5 of 2012 on Combating Cyber Crimes
- Federal Law No. (7) for the year 2008 On the National Archives Law No. (1) of 2014
- By law regulation of the modified Federal Law No. (7) for the year 2008 on the National Archives Law No. (1) of 2014.
- Federal Decree Law No. 3 of 2012 On The Establishment Of The National Electronic Security Authority

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DATA MANAGEMENT DOMAINS

- 5.1 Data Governance
- 5.2 Metadata Management
- 5.3 Data Catalogue
- 5.4 Data Modelling and Design
- 5.5 Data Architecture
- 5.6 Data Quality
- 5.7 Data Security and Privacy
- 5.8 Data Storage
- 5.9 Data Integration and Interoperability
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- 5.12 Document and Content Management
- 5.13 Data Warehousing, Business Intelligence and Analytics



5. Data Management Domains

The Abu Dhabi Government intends to manage its data to high standards, in keeping with its commitment to becoming a world leader in governmental data management.

This Policy is to provide direction to Abu Dhabi Government Entities to enable them to achieve high quality, professional data management. All data held by Entities is to be managed in accordance with the Policy.

To provide assurance that all aspects of data management are encompassed by the Policy, this section of the document presents the 13 Data Management Domains that represent all aspects of data management required to protect and maximise the value of data assets.

5.1 Data Governance

The Abu Dhabi Government Entity shall:

- 5.1.1 Establish a Data Management Programme within its organisation in compliance with the Abu Dhabi Data Management Standards, aligned to the Entity's own overall Strategic Plan and the Abu Dhabi eGovernment Strategy.
- 5.1.2 Appoint a Data Manager, who is responsible for strategic guidance, implementation and resourcing of an internal governance board, and implementation of the Data Management Programme requirements within the Entity.
- 5.1.3 Define and implement a programme governance structure to oversee rollout of the Data Management Programme.
- 5.1.4 Ensure that the appropriate resources and budgets exist to implement the Programme.
- 5.1.5 Conduct risk-based assurance audits to ensure the Programme is progressing to schedule, and within its boundaries.
- 5.1.6 Align itself – and audit and monitor its compliance – with Abu Dhabi Government Data Management Standards. It shall ensure that corrective actions are documented and implemented in case of deviation from these Standards.
- 5.1.7 Set Key Performance Indicators for all Data Management Domains, based on control specifications detailed in the Data Management Standards.
- 5.1.8 Define and implement a steady state governance organisation to assume responsibility for data management in perpetuity.
- 5.1.9 Report to the Data Governance Committee to steer future strategic change.
- 5.1.10 Establish a data governance process, which will include appropriate monitoring to allow programmes to show compliance with the Standards at the appropriate points in their lifecycles. Each Entity shall therefore set measurable objectives for its Data Management Programme.
- 5.1.11 Build the capabilities it requires to support the objectives of its Data Management Programme, and those of the overall Abu Dhabi Government Data Management Programme.
- 5.1.12 Continuously monitor the effectiveness of all its data management capabilities, and plan and implement improvements as appropriate.
- 5.1.13 Establishes technical capabilities to support of policy statements for any given Data Management Domain. The Entity shall ensure that a path exists to integrate with equivalent capabilities provided as a centralised service as and when they may emerge.
- 5.1.14 Undertake a classification of its data assets (including information systems, as defined in the Data Management Standards) based on criticality, data hierarchy and the importance of those assets to the Entity and to the government as a whole.

- 5.1.15 Ensure that its information users and information system administrators are trained in their data management responsibilities.
- 5.1.16 Communicate relevant information about the Data Management Programme status to stakeholders as appropriate.
- 5.1.17 Support ADSIC in the process of evaluating the Entity's Data Management Programme status, and will provide ADSIC with the requested inputs to complete the evaluation. This will extend to regularly reporting the Programme's status to ADSIC, against the Data Management Programme Plan's milestones and other key metrics.

5.2 Metadata Management

The Abu Dhabi Government Entity shall:

- 5.2.1 Ensure that the set of metadata keys used to describe its data is sufficiently comprehensive to meet its business needs and the objectives of the Data Management Programme. The Entity shall also ensure that values are supplied for all mandatory metadata keys.
- 5.2.2 Describe a number of dimensions for any given dataset (eg security attributes, quality metrics, business rules, data provenance, ownership, financial value, intended use, usage rights, licences, business continuity risk and lifecycle state).
- 5.2.3 Review its current metadata usage and establish a plan to capture any missing information.
- 5.2.4 Develop processes to ensure that metadata is appropriately managed.

5.3 Data Catalogue

The Abu Dhabi Government Entity shall:

- 5.3.1 Create and implement a Data Catalogue to describe the data that is owned by the Entity. The Catalogue will provide business, technical and semantic descriptions of master profiles, reference data and datasets. At a minimum, Catalogue entries will provide information about the following dimensions: naming, description, purpose, ownership, provenance, composition, quality requirements and semantic links. The Catalogue shall be populated in both English and Arabic, as appropriate to the specific catalogue entries. The Entity shall create a glossary of terms within the Data Catalogue. The Entity shall ensure the Data Catalogue is kept up to date.
- 5.3.2 Use the Data Catalogue as the source to derive common formats for exchanging data
- 5.3.3 Ensure that data is exchanged using formats that comply with the eGovernment Interoperability Framework (eGIF) requirements.
- 5.3.4 Check the Data Catalogue to determine if an equivalent resource already exists before creating a new data definition, dataset or business term.

5.4 Data Modelling and Design

The Abu Dhabi Government Entity shall:

- 5.4.1 Ensure that its data is comprehensively modelled to provide an enterprise data model.
- 5.4.2 Establish a data modelling-and-design capability sufficient to support its modelling activities.
- 5.4.3 Ensure that the modelling process involves an appropriate mix of skilled modellers and business subject matter experts (with accountability to ensure the correctness and completeness of the outcome).
- 5.4.4 Structured as well as unstructured data shall be modelled, and the Entity shall favour structured data when designing new data and data structures.

- 5.4.5 Establish a single repository for the storage and management of its modelling and design artefacts. The repository will contain all model and design artefacts in any one of a number of lifecycle states (eg new, work-in-progress, approved, published), with the lifecycle managed by a workflow. The repository will allow authorised users to locate, manage and use its artefacts.
- 5.4.6 Employ appropriate data modelling tools, with a view that the data models might eventually require migration to a centralised repository. The Entity shall standardise its use of data modelling and design methods.
- 5.4.7 Ensure that all initiatives to develop information systems reference the enterprise data model appropriately during design, development, and testing phases.

5.5 Data Architecture

The Abu Dhabi Government Entity shall:

- 5.5.1 Ensure, as far as possible, that all components of its data architecture align with standardised patterns and government Enterprise Architecture principles. Accordingly, the Entity shall establish a Data Architecture capability supported by a design repository.
- 5.5.2 Document its existing data architecture, and will define an appropriate target data architecture roadmap (referencing relevant patterns where these are established within the government). The documentation created shall be embedded into existing architecture and design processes and artefacts, where these exist.
- 5.5.3 Share its design artefacts for moderation by the Design Authority of the government-wide Data Management Programme, so that they can be shared and re-used elsewhere within the government.
- 5.5.4 Ensure its data architectures can be aligned to any centralised services if and when they may emerge.

5.6 Data Quality

The Abu Dhabi Government Entity shall:

- 5.6.1 Ensure its data is up-to-date, complete and of sufficient quality appropriate to support its intended use.
- 5.6.2 Establish quality metrics for its data, and create a data quality profiling and cleansing plan. The plan shall prioritise the effort based on the following classifications (in order of importance): metadata, reference data, master data, transactional data, audit data and other data. Within any given category, the order of priority for addressing one dataset before another should be determined by business need (eg data that supports key business functions – or contributes to the production of management KPIs – is likely to be considered important). The plan will profile the quality of data assets based on the established metrics, and will produce a data cleansing roadmap.
- 5.6.3 Select appropriate and effective tools to facilitate the data quality improvement initiative.
- 5.6.4 Perform data quality profiling and data cleansing as part of its Data Management Programme.
- 5.6.5 Introduce measures for continuously assessing data quality, and shall make improvements to processes or information systems to improve data quality on an ongoing basis.
- 5.6.6 Promote the principle of ‘Quality by Design’ (QbD).

5.7 Data Security and Privacy

The Abu Dhabi Government Entity shall ensure its data is securely protected, based on the approved Information Security Standards in Abu Dhabi Government. In addition to that, the Abu Dhabi Government Entity shall ensure the following in to protect the data:

- 5.7.1 Adapt its information systems development approach, as appropriate, to embrace the concept of 'Privacy by Design', and plan its own security measures to align with the approved Information Security Standards in Abu Dhabi Government.
- 5.7.2 Ensure that data masking is employed appropriately.
- 5.7.3 Introduce Data Loss Prevention (DLP) measures.
- 5.7.4 Implement Database Activity Monitoring (DAM).

5.8 Data Storage

The Abu Dhabi Government Entity shall:

- 5.8.1 Ensure its data and information systems are stored/hosted in an environment that is secure, robust and resilient. The Entity shall resolve to adopt a consistent approach towards data server hosting, and exploit the benefits of using a centrally managed and virtualised private 'cloud'.
- 5.8.2 Undertake a data centre utilisation audit to determine its storage capacity and utilisation, and to project future requirements.
- 5.8.3 Develop and execute a plan to migrate its data and information systems into a new environment commensurate with Abu Dhabi Government Data Management Standards.
- 5.8.4 Establish continuous operational monitoring of its data storage and information systems, and improve, stabilise and resolve issues with these systems as necessary.
- 5.8.5 Determine and document lifecycle attributes for all data – with particular emphasis on when data should be archived and/or destroyed – and manage its data within these parameters.
- 5.8.6 Ensure data is protected by an adequate back-up schedule, and establish that data can be restored from backups.
- 5.8.7 Create, implement and rehearse a disaster recovery plan to ensure service disruption is minimised in the event of a prolonged system outage. It shall also ensure that the Plan is aligned with requirements such as recovery point objectives (RPO) and recovery time objectives (RTO).

5.9 Data Integration and Interoperability

The Abu Dhabi Government Entity shall:

- 5.9.1 Ensure its data is readily shareable and re-usable, and that interoperability conforms to the Abu Dhabi Government Interoperability Framework (e-GIF) using standard open methods.
- 5.9.2 Review and document the sharing arrangements of its data. The review shall describe the current use and purpose of the data (both internal to the Entity and externally), the method used for exchanging data, and will indicate the potential and appropriateness for re-use (this will include consideration of the security and privacy concerns related to all data).
- 5.9.3 Ensure that the data it shares is up-to-date ie it will not include any out-of-date copies obtained from another internal or external source. The review will assess whether existing data services comply with e-GIF requirements, whether they promote the SOA principle of composability and re-use, and whether duplicates exist. The review should also highlight instances where data has been exchanged directly between parties (ie point-to-point).

- 5.9.4 Create a plan to expose its data – as far as possible – through services via an enterprise service bus (ESB, such as the central service operated by ADSIC or one developed by the Entity).
- 5.9.5 Take steps to exploit the SOA feature of orchestrating composable services.

5.10 Open Data

The Abu Dhabi Government Entity shall:

- 5.10.1 Treat data as being ‘open by default’ so that data is only withheld from publication on an exceptional basis unless there is security and/or quality concerns. ‘Open by default’ refers to data published for use by other Entities; data destined for public use shall be considered on an individual basis.
- 5.10.2 Review its existing data and the arrangements for data publishing. The Entity shall execute a plan to publish the data it owns. This will take account of data quality standards, data use, data rights, and data security and privacy categorisation.
- 5.10.3 Publish data as raw data (ie rather than aggregated) if possible. The data shall not contain duplicate information, shall be up-to-date, and shall not contain out-of-date data received from other internal sources.
- 5.10.4 Ensure that all published data is covered by an appropriate legal authority.
- 5.10.5 Actively promote the data that has been published.

5.11 Reference Data Management (RDM) and Master Data Management (MDM)

The Abu Dhabi Government Entity shall:

- 5.11.1 Manage and maintain reference data in order to standardise data input, establishing control and allowing greater clarity and confidence when making information-based business decisions.
- 5.11.2 Manage and maintain master data in order to preserve a single view of business data across the Entity’s functions.
- 5.11.3 Identify (ie categorise) what data under its ownership qualifies as reference or master data.
- 5.11.4 Establish Reference Data Management and Master Data Management capability to manage its reference and master data (as appropriate).
- 5.11.5 Establish a plan to migrate its reference data into an RDM toolset, and to modify systems to integrate with the toolset. The plan will include any data cleansing required. The Entity will establish the processes and resources required to manage and maintain its reference data.
- 5.11.6 Establish a plan to capture its master data from the various source systems into an MDM toolset, and to modify systems to integrate with the toolset. The plan will include establishing the ‘match and merge’ algorithms, and will also include any data cleansing required. The Entity will establish the processes and resources required to manage and maintain its master data.
- 5.11.7 Monitor the quality and effectiveness of its reference and master data, and action improvements where these are warranted.

5.12 Document and Content Management

The Abu Dhabi Government Entity shall:

- 5.12.1 Manage its documents using – where possible – standardised document formats, metadata and document management workflows, supported by a document repository. The Entity shall manage content published via web pages using a content management system.
- 5.12.2 Review its current requirement and usage of documents and the supporting document management capabilities, and establish a plan to standardise document formats, bring all documents under management of defined workflows, describe documents using appropriate metadata, and manage the storage of and access to documents using a repository. A document migration path will be formulated to move the documents into and under management of the document repository, so that the documents that would benefit the organisation most by being added to a repository, are moved first.
- 5.12.3 Review its current usage and approach to publishing content via web pages, and establish a plan to manage all such content using a content management system. The plan will ensure that all required capabilities and resources are established to support content management. A content migration path will be formulated to move all content published via web pages under control of a content management system.
- 5.12.4 Establish a document-and-content lifecycle, which should include sufficient coverage to ensure that obsolete documents and content are archived and eventually destroyed at the appropriate time, after taking the consent written approval from the National Archives on the relevant national archives requirement.
- 5.12.5 Establish a service-level agreement (SLA) with its stakeholders to agree service provision and capacity levels with responsibility for operating the document and content management services.

5.13 Data Warehousing, Business Intelligence and Analytics

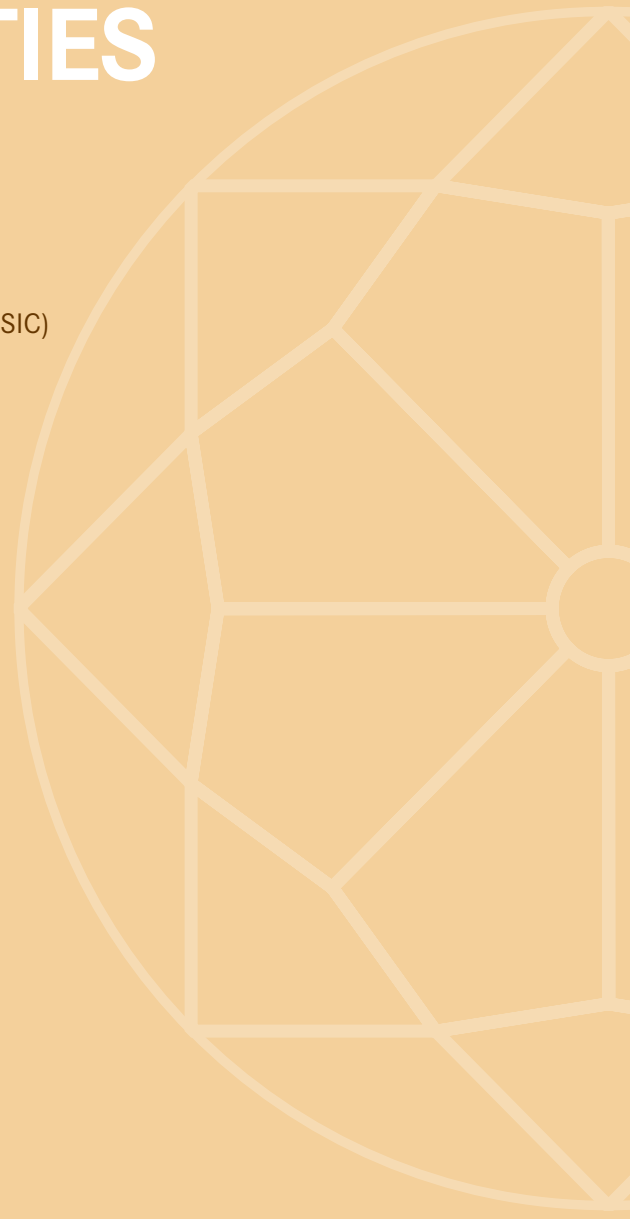
The Abu Dhabi Government Entity shall:

- 5.13.1 Plan and implement a data warehousing approach, supported by analytics and business intelligence capabilities and processes to provide strategic, tactical and operational insight into their business.
- 5.13.2 Review its current reporting usage and supporting capabilities, establishing a plan to store all data required for analytical and business intelligence purposes within a data warehouse, and report from this source. The plan will ensure that all required capabilities and resources are established to support data warehousing and reporting. A data migration path will be formulated to move the necessary data into the data warehouse, so that the data with the highest business value – in reporting terms – is moved first.
- 5.13.3 Implement procedures and measures to promote a consistent approach to business intelligence and analytics throughout the organisation.
- 5.13.4 Establish a service-level agreement (SLA) with its stakeholders to agree service provision and capacity levels with responsibility for operating the data warehousing service.

06

ROLES AND RESPONSIBILITIES

- 6.1 Abu Dhabi Executive Council
- 6.2 Data Governance Committee
- 6.3 Abu Dhabi Systems and Information Centre (ADSIC)
- 6.4 Data Management Sub-Working Groups
- 6.5 Abu Dhabi Government Entities



6. Roles and Responsibilities

The Data Management Policy exists to guide Abu Dhabi Government Entities in their implementation of data management improvements. The partnership that will make this successful can be encapsulated by the strategic guidance that comes from the Abu Dhabi Government, and execution of that strategy at the Entity level.

6.1 Abu Dhabi Executive Council

The Executive Council shall provide strategic leadership and sponsorship for data management across the Government of Abu Dhabi. The Executive Council provides authority to ADSIC to manage the Government's data management framework. It requires all Government Entities to adhere to the Data Management Policy and the associated Abu Dhabi Data Management Standards.

6.2 Data Governance Committee

The Data Governance Committee is a government-level body accountable for governing the implementation of Abu Dhabi Government Data Management Policy and Standards across all Government Entities, which acts as the final point of escalation and decision making below the Executive Council. The Data Governance Committee is made up of the Primary Data Manager, Data Managers from some or all Entities, and a liaison officer to manage communications with the Abu Dhabi Government Executive Council.

The Primary Data Manager sits on the Data Governance Committee. The main responsibility of the Data Governance Committee is to protect and maximise the value of government data assets.

The responsibilities of the Data Governance Committee shall include, though not be limited to:

- Governance to ensure the objectives of the Data Management Programme are realised during rollout, and sustained into 'steady state'. This includes, but is not limited to:
 - Approving all key plans and authorising any deviation from agreed plans.
 - Committing resources required for the Data Management Programme and Steady State.
 - Establishing Sub-Working Groups as required.
 - Ensuring compliance with Abu Dhabi Government directives.
 - Providing assurance that all data management products have been delivered satisfactorily.
- Ensuring that government data strategy and architecture aligns with wider government strategy
- Approval of government-wide data strategy.
- Commissioning all centralised data management platforms and services (eg Government Data Catalogue); this includes establishing Sub-Working Groups (as required) to specify, evaluate, procure and oversee the implementation of centralised platform services.
- Acting as arbiter to approve or reject proposed introductions of – or changes to – common data profiles, architecture blueprints, data security/privacy concerns, or other strategic aspects related to data management.
- Sharing knowledge and information to help Sub-Working Groups to operate efficiently and effectively.
- Ensuring quality standards as defined in the Abu Dhabi Government Data Management Standards are satisfied across government.

6.3 Abu Dhabi Systems and Information Centre (ADSIC)

The Abu Dhabi Systems and Information Centre (ADSIC) shall provide leadership and strategic direction for the Data Management Programme. It shall develop the necessary policy, standards, and guidance to ensure data management is effectively implemented and maintained across the Abu Dhabi Government.

ADSIC shall be responsible for leading the government-wide Abu Dhabi Data Management Programme. These responsibilities shall include, but are not limited to:

- Development of a pan-governmental data management implementation strategy.
- Development, publication, maintenance and revision of:
 - Abu Dhabi Government Data Management Policy (this document)
 - Abu Dhabi Government Data Management Standards
 - Supporting implementation guides
- Strategic coordination of the Data Management Programme. ADSIC will involve Abu Dhabi Government Entities, strategic partners and other stakeholders in order to achieve the Programme's objectives.
- Facilitating the activities of the Data Governance Committee.
- Facilitating the activities of the Data Management Sub-Working Groups.
- Designing and delivering data management-related training and awareness to Abu Dhabi Government Entities.
- Developing and submitting a regular report to the Executive Council regarding the progress and strategic direction of the Data Management Programme.
- Aggregation, consolidation and review of data management status reports from Abu Dhabi Government Entities.
- Communicating and escalating, when necessary, serious data management issues and concerns to the relevant parties.
- Undertaking assessments of Abu Dhabi Government Entities' Data Management Programmes and associated managerial control.
- Undertaking assessment of Abu Dhabi Government Entities' technical and information system-specific controls.
- Establishing and managing central services in support of the objectives of the Data Management Programme.

6.4 Data Management Sub-Working Groups

Data Management Sub-Working Groups are commissioned, as required, by the Data Governance Committee. They may be formed around various themes and goals (eg MDM, Data Catalogue, Data Modelling, Governance etc) and composed of a subset of Entity Data Manager representatives aligned to their areas of interest and influence, possibly grouped by the Executive Council Portfolios (eg Transport, Water and Electric, Finance, Energy, Health etc). Data Management Sub-Working Groups will be consultative and information exchange bodies. They will not be decision-making bodies.

The responsibilities of Sub-Working Groups shall include, but not be limited to:

- Analysing, specifying, evaluating, procuring and overseeing the implementation of centralised platform services.
- Providing consultative advice for Entities undertaking projects related to specific Data Management Domains.
- Providing 'real world' feedback on implementation challenges and opportunities arising within Entities' Data Management Programmes.
- Receiving programme status updates from ADSIC and cascading key points from within their own organisations.
- Reviewing draft data management documents ahead of their publication.
- Sharing best practice concepts with peers in other Government Entities.
- Reporting on their activities to the Data Governance Committee.

6.5 Abu Dhabi Government Entities

All Abu Dhabi Government Entities shall have the primary responsibility for ensuring that a Data Management Programme is implemented and effective within their own organisations. They have explicit responsibility to protect and maximise the value of government data assets within their custody.

Additional responsibilities shall include, but not be limited to:

- Appointing a Data Manager and establishing a supporting Data Management organisation (as necessary, based on the organisation's size, complexity, service portfolio and risk profile).
- Constituting a Data Governance Board, which meets regularly, to provide executive-level oversight of the Entity's Data Management Programme and the work of the Data Manager.
- Publishing – and verifying conformance with – an Entity-level Data Management Policy.
- Undertaking a categorisation of the Entity's data assets (including information systems) based on criticality and the importance of those assets to the Entity and to the Government as a whole.
- Developing and resourcing an Data Management Programme Plan, which shall align with the Entity's Strategic Plan.
- Implementing a set of common controls in support of the Data Management Programme Plan.
- Implementing a set of tailored controls, as necessary, for individual information systems.
- Training information users and information system administrators in their data management responsibilities.
- Communicating relevant information about the status of the Data Management Programme to relevant stakeholders.
- Supporting ADSIC in the process of testing and evaluation of the Entity's Data Management Programme status, and providing ADSIC with the requested inputs to achieve the objective of testing and evaluation.
- Regularly reporting status to ADSIC against the Data Management Programme Plan's milestones and other key metrics.
- Building the required capabilities within the Entity to support the objectives of the Abu Dhabi Government Data Management Programme.