

Job Title:	Head of Data Governance & Management	Reports to:	Group Director/Executive Director
Unit:	Loop DFS Limited	Department:	Data Management Office (DMO)
Grade:		Date:	
Job holder:		Supervisor:	
Signature:		Signature:	

Job Purpose Statement

Enterprise Data Management ("**EDM**") is a process that seeks to ensure Data in Loop DFS is accurate and consistent to meet the strategic and business goals. "EDM" has eight key capabilities i) Data Architecture (**DA**); ii) Data retention & archiving (**DRA**); iii) Data quality management (**DQM**); iv) Metadata management ("**MM**"); v) Master data Management (**MDM**); vi) Data privacy & security (**DPS**) vii) Business Intelligence and Analytics (**BIA**) and viii) **Data governance (DG)**

This role will drive consensus on the data governance strategy and align it with business goals and priorities. This role owns and delivers on the data governance strategy and reports into the Executive Director/Chief Data Officer, CDO.

The Head of Data Governance & Management is a senior management role tasked with providing leadership and overseeing the following administrative and operational functions of the data management office:

- **Data Governance Leadership:** this function is responsible for providing leadership in all aspects of data governance in order to drive the data governance **vision, strategy** and **frameworks**. This role will drive the implementation of Data Governance across the organization to achieve desired business results. The role will work closely with the appointed community of Data stewards, through the data working groups to implement data governance strategies.
- **Data Governance Strategy:** planning and execution of the data governance strategy through effective project management process, including coaching cross-functional teams, providing guidance, managing the program, providing direction, making trade-offs, driving proactive issue resolution, communications and change management.
- **Data Protection & Privacy (DPP):** this function will support to the DPO team & the organisation in aspects of Data Privacy. This role ensures that data is collected and used when it is lawful and serves a legitimate business purpose. **DPP** stipulates transparency in dealings with customers, prospects, employees, and applicants about what information it collects and processes about them.
- **Data Security:** this function will be responsible for providing support to the IT Security Leadership on aspects of systems, processes, and procedures that protect a data/information from unintended activity.

Unintended activity can include misuse, malicious attacks, inadvertent mistakes, and access made by individuals or processes, either authorized or unauthorized. Physical equipment theft or sabotage is another consideration. Accidents and disasters are another category of threat to data security. Efforts should be made by the security practitioner to stay current on new threats so that data/information is not put at risk

The role will work closely with the appointed community of Data stewards, Privacy Champions and Data Custodians, through the data working groups to implement data protection, privacy and security strategies.

At its core, the role involves supporting the ED and other team leaders in implementing the Enterprise Data Management strategies, lead organisational change and communication, drive strategic performance in order to achieve strategic results that is, **Data is seen as a Strategic Asset** at Loop DFS and creates sustainable stakeholder value.

Key Accountabilities (Duties and Responsibilities)		
Perspective	% Weighting <i>(to add up to 100%)</i>	Output
Financial	30%	- Set the vision & strategy for data and information throughout Loop DFS & Loop DFS Group - Develop the Data Governance vision and framework – short term and long term. - Identify and initiate projects to implement the vision - Execute Loop DFS's Data Strategy & Implementation Road Map, through effective communication, collaboration and the sharing data methods across processes and systems to facilitate economies of scale and eliminate duplication of work. - Ensure annual performance measures align with Data Governance and business objectives. - Allocate budget and resources. - Own and deliver on Data Governance strategy. - Align Data Governance with the business goals and priorities. - Lead implementation of Data Governance organization. - Supporting the team in embedding analytics into “business as usual” for Loop DFS Ltd. - Accountable to Executive Director for Data Governance. - Be the voice of data and generally representing data and information as a strategic business asset at the executive table.
Customer	20%	- Build consensus for the Data Governance strategy across the leadership community. - Communicate the vision for Data Governance to the enterprise. - Collaborate with leadership within Loop DFS and NCBA Group to identify business needs and implement data capabilities and processes. - Ensure appropriate representation and participation in Data Governance across the business. - Ensure all Data Governance work efforts are in line with overall business objectives and the Data Governance vision - Link with NCBA Group Data Governance council/Team.
Internal Business Process	40%	- Design and Implement a Data Management Framework (DMF), leading to standardisation, improved & timely decisions and derived business insights. - Develop Data related Policies, Frameworks & Standards. - Define roles and responsibilities related to Enterprise Data Management and ensure clear accountabilities across business functions. - Act as a Liaison across all business functions to ensure that data governance business requirements are met. - Collaborate with leadership within the Loop DFS and Group to identify business needs and implement data capabilities and processes.

Key Accountabilities (Duties and Responsibilities)		
Perspective	% Weighting <i>(to add up to 100%)</i>	Output
		- Ensure appropriate representation and participation in data governance across the business. - Direct appropriate involvement from support organizations (e.g., HR, IT, training, etc.) for data-driven initiatives. - Advocate data and information policies and strategies. - Liaise with Data Owners/business leads or their appointees as well as IT project leads to implement and maintain Data Governance. - Lead and guide the Data Governance organization to achieve desired business results. - Resolve escalated issues and conflicts. - Ensure effective internal controls by monitoring metrics and driving performance through improvement initiatives - Report to (Data Governance) Executive Steering Committee on Data Governance performance
Learning and growth	10%	- Encompass consideration regarding Target Operating Model, talent, risk with regards to data, information (and its usage) - Lead community of Data Stewards. - Develop the organisations Enterprise Data Management Learning & Practice Program with the aim of providing leadership on the organisations know how on Enterprise Data Management. - Design and implement various data governance roles within the organisation - Identify & Implement initiatives across the business to build data governance/ management capability - Identify external stakeholders to partner with for purposes of knowledge sharing and content development - Establish a Data Management centre of excellence - Develop own competency score & development plan with the aim of ensuring: - Employee Engagement score is achieved as per defined organisation metric - Performance expectations achieved/exceeded.
Total	100%	

Job Dimensions

Stakeholder Management: key stakeholders that the position holder will need to liaise/work with to be successful in this role.	
Internal - ED, Digital Business - Country Managing Directors - Data Owners – Unit Heads across Business/Governance & Support Teams - All Internal Departments	External - Strategic Partners - Service Providers - Regulators and Tax Authorities - External Auditors - Data Commission Offices

Head of Data Governance & Management

Reporting Relationships: jobs that report to this position directly and indirectly	
Direct Reports	2 Direct Reports - Data Governance Manager - Data Protection and Privacy Manager
Indirect Reports	Data Stewards, Data Privacy Champions (+20)

Decision Making Authority /Mandates/Constraints: the decisions the position holder is empowered to make (Indicate if it is Operational, Managerial or Strategic). Please also highlight any budgetary control responsibility if applicable for the role.											
Strategic: - Creation, development of business cases for new opportunities to make Data a Strategic Asset for Loop DFS. - Designing and developing annual business plans and budgets for the department. - Ensuring Data Management Council approvals for the annual and long term strategic plans. Managerial - The role has responsibility for managing data governance sustainability, driving data management processes & maximizing return on investment in so far as data is concerned and in line with shareholder/board expected return. Operational Opex Expenditure- in line with the approval matrix for expenditure- ~Kes 0.5bn (USD 5m) Normal Expenditure for use within one year --- limited to within budget Capital Expenditure- In line with Capex proposal requests~ Kes 1bn (USD 10m) Expenditure-customer-- refers to the limits for approval for any customers related write offs or litigation costs <table border="1"> <thead> <tr> <th>Transaction Detail</th><th>Approval Limit (Kes)</th></tr> </thead> <tbody> <tr> <td>a) Funds – Data management</td><td>0.5bn</td></tr> <tr> <td>b) Funds – Customer</td><td>1M</td></tr> <tr> <td>c) Expenditure - Digital Financial Services</td><td>As per budget</td></tr> <tr> <td></td><td></td></tr> </tbody> </table>		Transaction Detail	Approval Limit (Kes)	a) Funds – Data management	0.5bn	b) Funds – Customer	1M	c) Expenditure - Digital Financial Services	As per budget		
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Work cycle and impact: time horizon and nature of impact (Planning) (e.g. Less than 1 week, 2 weeks, 2 weeks – 1 month, 1month – 3 months, 3-6 months, 6-12 months, above 1 year)	
Data Governance & Management	Medium Term Planning: (3-5Yrs.)
Data Strategy	Long Term Planning: (+5Yrs.)

Ideal Job Specifications	
Academic: - Bachelors in Computer Science, Finance & Banking MIS, or Information Management, operations management - Masters or diploma in data management/data science, will be an added advantage Professional: - Project management - SQL Certification/Competency - Knowledge of Informatics Tools Suite, e.g. Tableau, SAS, ETLs, ORACLE, SAP etc. - Desirable - CISA/CISM/C-RISK	

Ideal Job Specifications	
▪ Knowledge of industry leading data quality and data protection management practices. ▪ Knowledge of data governance practices, business and technology issues related to management of enterprise information assets and approaches related to data protection. ▪ Knowledge of data related government regulatory requirements and emerging trends and issues. ▪ Demonstrated consulting skills, with change management concepts and strategies, including communication, culture change and performance measurement system design. ▪ Appreciation of risk data architecture and technology solutions. ▪ Effective communicator and well networked. ▪ Ability to influence decisions.	
Desired work experience: • A minimum of 10 years work experience in Middle Level Management, with 5-7 years working experience in data quality management, information architecture & governance design and implementation, with significant influence on overall direction of data governance management. • Demonstrated experience in developing and operationalizing data based guidelines, policies, procedures, and standards. • Demonstrated ability to build cross-functional relationships that result in adoption of organizational change.	

NCBA Bank Core Value Behaviours (Performance Drivers)	
Driven.	Describes people who are decisive, bold, and passionate, aiming to deliver to the highest standards of expectations with ease. People who seek new challenges and appreciate different views constantly raising the bar and exploring full potential.
Open.	Describes people who are inclusive, listening to each other and our customers. We always respect each other and hold candid interactions with honesty and transparency.
Responsive.	Describes people who are proactive, act quickly and resolutely to deliver results. We put our customer's interests at the heart of all that we do. We keep it simple and seek new ways to innovate.
Trusted.	Describes people who value teamwork, have high standards of integrity. We keep our word and are accountable and believe in each other. Seek to be trusted partner, always doing what is morally right.

Ideal Job competencies

Technical Competencies	
Commercial Awareness	• Identifies opportunities and problems in ambiguous situations that requires complex commercial evaluation. • Considers alternative scenarios and applies judgement to help drive great decisions. • Identifies benchmarking opportunities and seeks new financial analysis techniques for enhanced business decision making. • Coaches and embeds commercial knowledge and understanding with business partners to ensure focus on supporting the right initiatives and business decisions.

Technical Competencies	
Data Management	• Strong advocate for Data Governance • Visionary: aware of new capabilities in the field of data governance and is capable of translating those into the enterprise's needs • Understand the uses of data in the enterprise including transaction processing, reporting, and analytics. • Highly skilled in recognising patterns in data that reveal potential for value creation and creative insight into strategic issues and opportunities that open up new possibilities for the business. • Demonstrates a deep understanding of areas of real competitive advantage across the business • Communicates a coherent view of key changes in the future operating environment and consistently challenges the business to respond • Supports the business to select the best value alternative • Challenges stakeholders/business leaders to align current actions with medium and long-term implications
General Management	• Knowledge of Banking Operations: Well round knowledge of the Bank's operations and processes and excellent knowledge of Bank policies and procedures • Knowledge of business operations: well round knowledge of business operations and data flows • Technology Skills: Knowledge of Audit Techniques, Computerized accounting and financial systems, banking applications and spreadsheets • Project management skills; Rigorous with respect for good governance and procedures, intolerant of poor quality • Compliance and Regulatory Framework: Top notch understanding of the regulatory issues, reporting and operational requirement as provided by CBK, BOT, BOU, KRA, URA, TRA, KBA, CRB, Data Commission, etc.

Leadership Behaviours - Competencies (Performance Drivers)	
Leadership	• Leadership Skills: Team Building and ability to train, develop and mentor staff; Presents new challenges and opportunities to the team to enable them to demonstrate and achieve their full potential; encourages and inspires team learning. • Interpersonal Skills: Ability to lead, build and influence motivated teams. • Negotiation Skills: Must be a good negotiator, particularly in changing behaviour and work practices but always Win/Win. • Innovative: Creative and adaptive to change. A team player who is supportive of other's ideas and innovations, collaborates in a culture of knowledge-sharing and team learning to strengthen the organisation's work. • Reliable: Ability to take responsibility and exercise it well. A flexible and "hands on" approach.
Communication	• Promotes a free flow of information throughout the organisation (upward, downward and across). • Communicates effectively to a wide variety of audiences' at all organisational level. • Presents a compelling rationale to support one's position and manage the expectations of key stakeholders. • Strong communication skills: well developed oral and report-writing skills; the ability to present ideas and financial processes with conviction.
Selling the Vision	• Vividly communicating a compelling view of the future state in a way that helps others understand and feel how business outcomes will be different when the vision and values become a reality

Leadership Behaviours - Competencies (Performance Drivers)	
Raises the Bar	Establishes challenging goals that continuously raise expectations of performance in line with the strategy; creates a team performance culture of continuous improvement and development
Fostering Collaboration	Working effectively and cooperatively with others; establishing and maintaining good working relationships to facilitate the accomplishment of work goals; actively participating as a member of a team to move the team toward the completion of goals; acts as a positive role model.
Coaching & Developing Others	Providing feedback, instruction, and development guidance to help others excel in their current or future job responsibilities; planning and supporting the development of individual's skills and abilities.
Empowerment & Delegation	Sharing authority and responsibilities with others to move decision making and accountability downward through the organization, enable individuals to stretch their capabilities, and accomplish the business unit's strategic priorities.
Building Organisational Talent	Establishing systems and processes to attract, develop, engage, and retain talented individuals; providing challenging and stretch tasks and assignments; holding frequent development discussions; constructing compelling talent development plans and executing them.
Business Savvy/Acumen	Demonstrates a keen understanding of basic business operations and the organizational levers that drive profitable growth; Understands the operating environment, the customers, competition and how their strategies and tactics work in the marketplace; applies knowledge to develop and execute strategies and tactics to drive business results.
Driving for Results	Driving high standards for individual, team, and organizational accomplishment; tenaciously working to meet or exceed challenging goals; deriving satisfaction from goal achievement and continuous improvement.