

Mol.IO Strategy | Roadmap

InvestUAE.IO
Intelligence Office

This document is the "Roadmap" (Report #06) of the Mol Data Strategy. It details the set of initiatives part of the establishment for Mol's Intelligence Office

The report addresses the following target architecture perspectives:

- > *Rodmap Design*
- > *Programs Design*
- > *Projects Design*

Title: DQ DT2.0 Roadmap Report

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Table of Contents

#	Section
01	Preamble
02	Summary
03	Vision
04	Target (A B C)
05	Baseline
06	Roadmap [THIS REPORT]
07	Conclusion
08	Appendices



06. Roadmap

Milestones | Roadmap | Initiatives

Table of Contents (Roadmap)

#	Section
01	Report Context
02	Analysis Framework
03	Roadmap Phasing
04	Roadmap Programs
05	Roadmap Projects
06	Roadmap Program 01 (Data Governance)
07	Roadmap Program 02 (Data & AI Platform)
08	Roadmap Program 03 (Intelligence Factory)
09	Roadmap Program 04 (Data & AI Culture)
10	Conclusion



01. REPORT CONTEXT

Roadmap: Report Context

Given the National Growth aspirations of the UAE, and the mandate conferred to Mol to facilitate investment growth, a robust and agile data infrastructure, practice and engagement model must be quickly realised.

This report #06 of "Mol's Data & AI Strategy" details the program of work to be undertaken over the next 3 years to effectively establish the Mol.IO, as a leading intelligence hub accelerating the realisation of Mol's mandate.

The formative months and years for such a significant Data Function in an IPA organisation are critical to ensure alignment across the stakeholders within the organisation, to facilitate adequate resourcing, collaboration, partnerships for success.



02. ANALYSIS FRAMEWORK

Framework: Opportunities Identification

Opportunities identified as part of the Mol.IO maturity assessment serve as input for the roadmap. The Data Maturity Capability Assessment for Mol's Intelligence Office centres on three key areas: **DAMA DMBok**, **Data Capabilities**, and **Data Practice**. By aligning with industry standards, assessing data-handling competencies, and embedding data processes in workflows, this framework provides a structured approach to enhance data governance, analytics, and operational efficiency, supporting Mol's strategic intelligence goals.



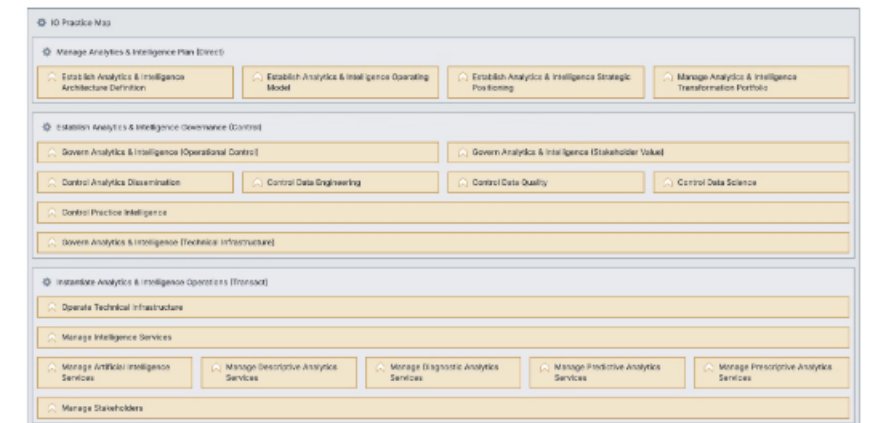
DAMA DMBok

Serving as a benchmark for best practices, the DAMA DMBok framework is used to assess and align data management against standards.



Data Capabilities

This dimension evaluates the specific abilities of the Intelligence Office to handle, analyse, and extract insights from data



Data Practice

Focused on operational excellence layer, this view examines how data processes are embedded within the organisation's workflows

Framework: Mol Functional Capabilities & Priorities

The capability map presents the landscape of functional areas to accelerate in the realisation of the the Mol.IO Strategic Roadmap. The Mol Core Capabilities define the primary functional competencies of the organisation as an IPA. These include managing investment programs, gathering intelligence, conducting investigations, fostering partnerships, and orchestrating inbound and outbound activities.

Manage Strategy (Portfolio)

- > Develop Strategies
- > Maintain Portfolio

Govern Operation (Portfolio)

- > Develop Function
- > Manage Efficiency

Manage Reforms (Advocacy)

- > Develop & Deploy Policies
- > Develop & Deploy Programs

Track Incentives (Advocacy)

- > Design Incentives
- > Monitor Incentives

Manage Intelligence (Global Market Insight)

- > Gather & Process Economic Data (Global)
- > Disseminate Insight (Knowledge & Decisions Support)

Manage Investigations (FDI Insight)

- > Gather & Process Investment Data (Global & Local)
- > Disseminate Insight (Knowledge & Decisions Support)

Manage Promotion

- > Plan & Execute Campaigns
- > Elevate National Profile

Facilitate Investment

- > Enable Investments (In | Out)
- > Guide Investors (In | Out)

Manage Relation (Outreach)

- > Foster Partnerships (Global)
- > Maintain Relationships

Manage Agreement (Outreach)

- > Manage Agreement (Global)
- > Ensure Effectiveness

Framework: Roadmap Structuring Ladder

The IO Roadmap is structured at three-levels of hierarchy for planning, prioritisation and benefits tracking. This ensures a systematic approach for achieving strategic goals while maintaining focus on practical outcomes. The initiatives undertaken as part of the strategic roadmap roll up to the Vision specified as for Mol.IO in contributing to organisation mandate.

1

Roadmap Staging (Prioritised Phasing)

Staging accounts for Mol operationalisation timeframe towards the realisation of the national strategy
(1a) The Strategy Timescale follows the national target (1b) Annual priority align with competence areas

2

Roadmap Programs (Work Streams & Milestones)

Strategic Programs are established as work streams derived from best practice frameworks specifying core capabilities for Data & Intelligence in an IPA operation

3

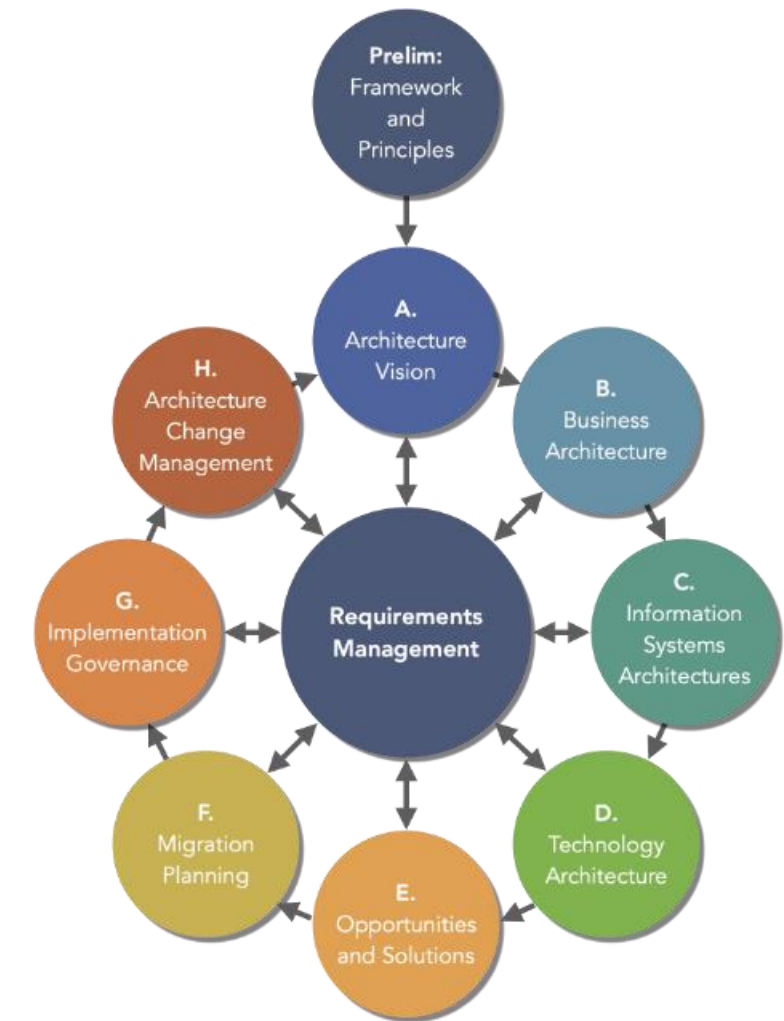
Roadmap Projects (Execution Path)

Features requested by the business are mapped to best practice data use cases to form the scope of the IO Projects

Framework: Requirement Specification (TOGAF)

The **TOGAF Framework** (The Open Group Architecture Framework) provides a structured approach to enterprise architecture design, ensuring alignment between organizational goals and technology strategies.

- **Business Architecture:** Aligns business processes with organizational goals.
- **Data Architecture:** Structures data for consistency, accessibility, and integration.
- **Application Architecture:** Defines the interactions between data and applications.
- **Technology Architecture:** Details the infrastructure supporting business and data needs.
- **Governance Framework:** Ensures compliance, accountability, and alignment with strategic objectives.



TOGAF Framework Diagram

The **TOGAF Framework** empowers organizations to streamline operations, enhance decision-making, Requirements specifications for Mol.IO roadmap follow the TOGAF lifecycle to ensure integrity and comprehensiveness.

03. ROADMAP PHASING



Roadmap Design: UAE 2031 Growth Ambitions

Mol.IO 2x part journey consider the UAE 2031 vision, and the mandate of Mol. The Ministry is working towards the realisation of national level growth aspirations set out in the UAE 2031 strategy. Mol.IO is aligning the Data Roadmap by staging 2x major Data strategies:

- > **FYE2027 IO Strategy:** A 3-year journey to establish Mol.IO as a dependable IPA Data Office
- > **FYE2031 IO Strategy:** A subsequent 4-year journey moving Mol to an AI-1st across functions



We the UAE 2031

'We the UAE 2031' aims to translate the vision of His Highness the President of the UAE for the future of the UAE into a tangible reality. Accordingly, all institutions in the UAE will work to fulfil it, leading to the achievement of the UAE Centennial Plan 2071 and the Principles of the 50.

The main areas in this document are divided into four national priorities representing the main sectors of interest, with clear focus areas and measurable targets.

[Download the vision](#)



Roadmap Design: Mol as a Data-driven Organisation

The transition of Mol as a data organisation over the course of the next 3 years (**FYE2027 IO Strategy**) implies data enablement across all functional capability areas.

Yet a firm foundation must be established for the data operation 1st. Mol should then look to reinforce its internal function in order to drive effective FDI growth for the country.

The prioritisation of data initiatives from the ground-up is critical to ensure a sustainable and highly impactful Intelligence office is matured in Mol



NB: Agile Responsiveness vs. Sustainable Scalability

Mol.IO must be responsive, yet deploy a highly sustainable and scalable operation

- **Horizontal Analytics:** Mol.IO to setup Op for cross organisation analytics (**IO Ops**)
- **Operational Analytics:** Mol.IO to enable operational insight (**Mol Performance**)
- **Vertical Analytics:** Mol.IO to deploy Investment-specific insight (**FDI Performance**)



Roadmap Design: Mol.IO Maturity (Yearly Phasing & Prioritisation)

Phasing out the Mol.IO roadmap for the next 3 years (**FYE2027 IO Strategy**) is crucial to drive successful execution of our strategy and operations model. Each phase builds on the previous and is designed to ensure a structured transformation to address all aspects of the functional structure of Mol. The annual phasing build on the sustainable scalability approach.



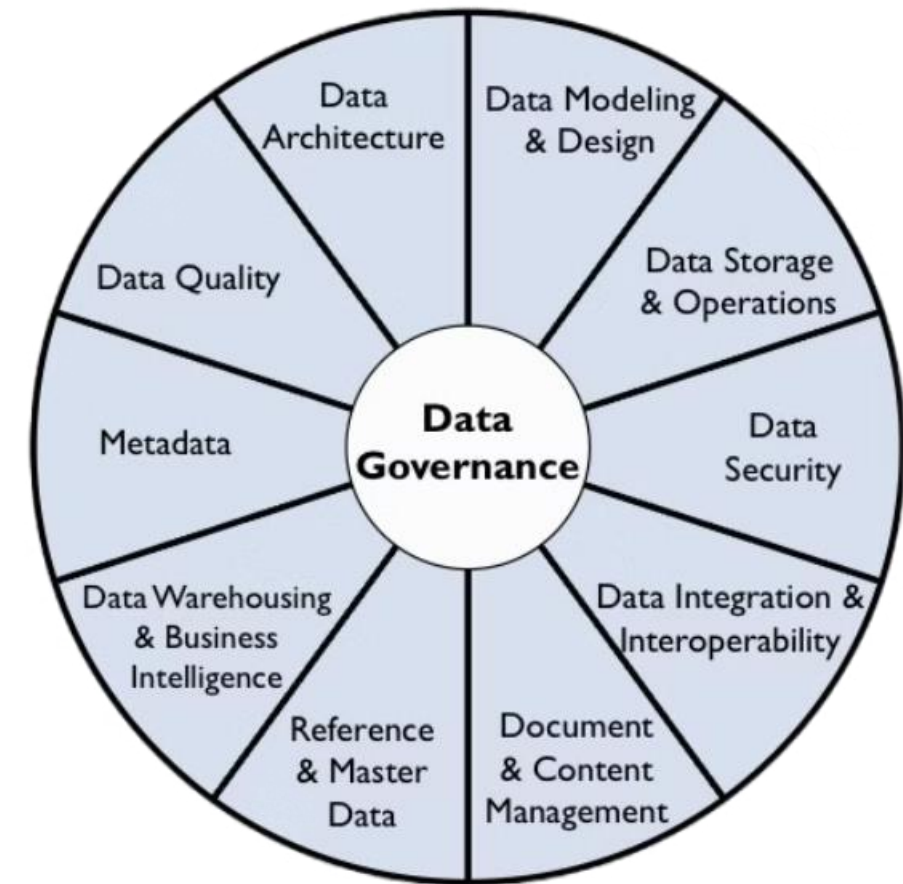
04. ROADMAP PROGRAMS

Roadmap Design: Program #01 (DAMA & Governance Foundation)

The DAMA framework prescribes a foundation for Data Governance is the necessary 1st step for any data operation. It establishes standardized processes and policies for data management, ensuring consistency and accuracy across the organization.

Without a firm operational foundation supported by well-orchestrated Data Governance, Data practices struggle to mature the required competencies and capacity to realise continual organisation impact.

As such, a top priority in the 1st year of full operation is to equip Mol.IO with the required Governance Capacity, from strategic position to policies and controls to activate data and knowledge lifecycle foundations.



DAMA-DMBOK Wheel (DAMA's DMBOK v2)

Program #01 Definition: Mol.IO Data Governance & Operation

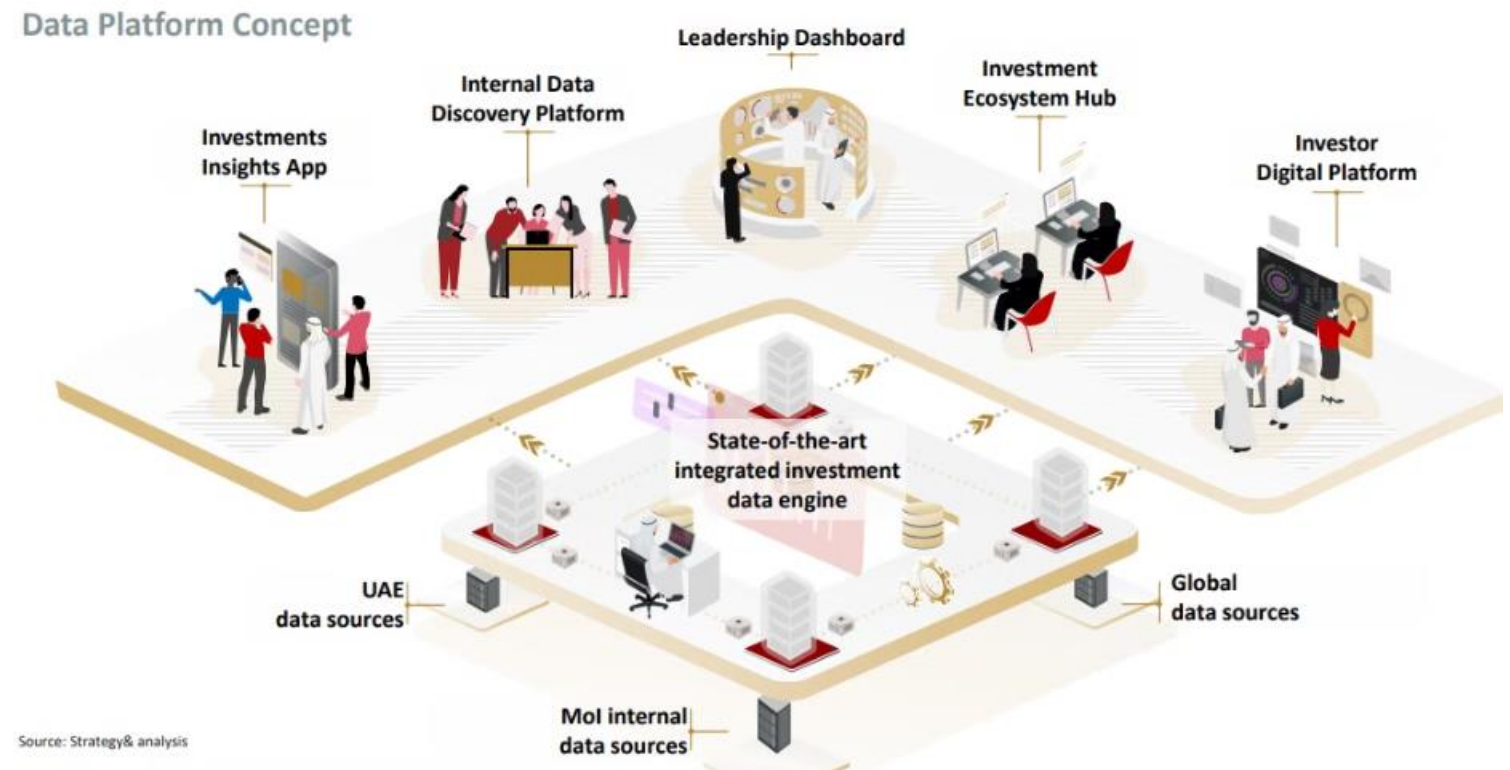
Program Purpose: To establish and develop effective Data Operation, Services and Functions that supports & equip Mol's Functions with actionable insight & knowledge

Roadmap Design: Program #02 (Data Platform)

The **NIS** (National Investment Strategy) requires the Ministry of Investment to establish a state-of-the-art Investment Data Platform designed to centralize, integrate, and leverage diverse data sources to unlock investment insight and growth opportunities.

Such platform must be well architecture to support the scalability required for both Global as well as local investment insight, along with AI modelling for deep intelligence and cognitive features.

Mol aims for a state-of-the-art Investment Data Platform



Program #02 Definition: Mol.IO Data & AI Platform

Program Purpose: To deploy, maintain and operate the unified data and AI system hosting data and content required to compile required insight

Roadmap Design: Program #03 (Intelligence Factory)

Leveraging the establish of the Data Platform, Mol.IO will lead the continuous development of Analytics and Intelligence for Mol.

The lifecycle from demand to insight between Mol.IO and stakeholders across the organisation is to be managed as an ongoing valued relationship.



Program #03 Definition: Mol.IO Intelligence Factory

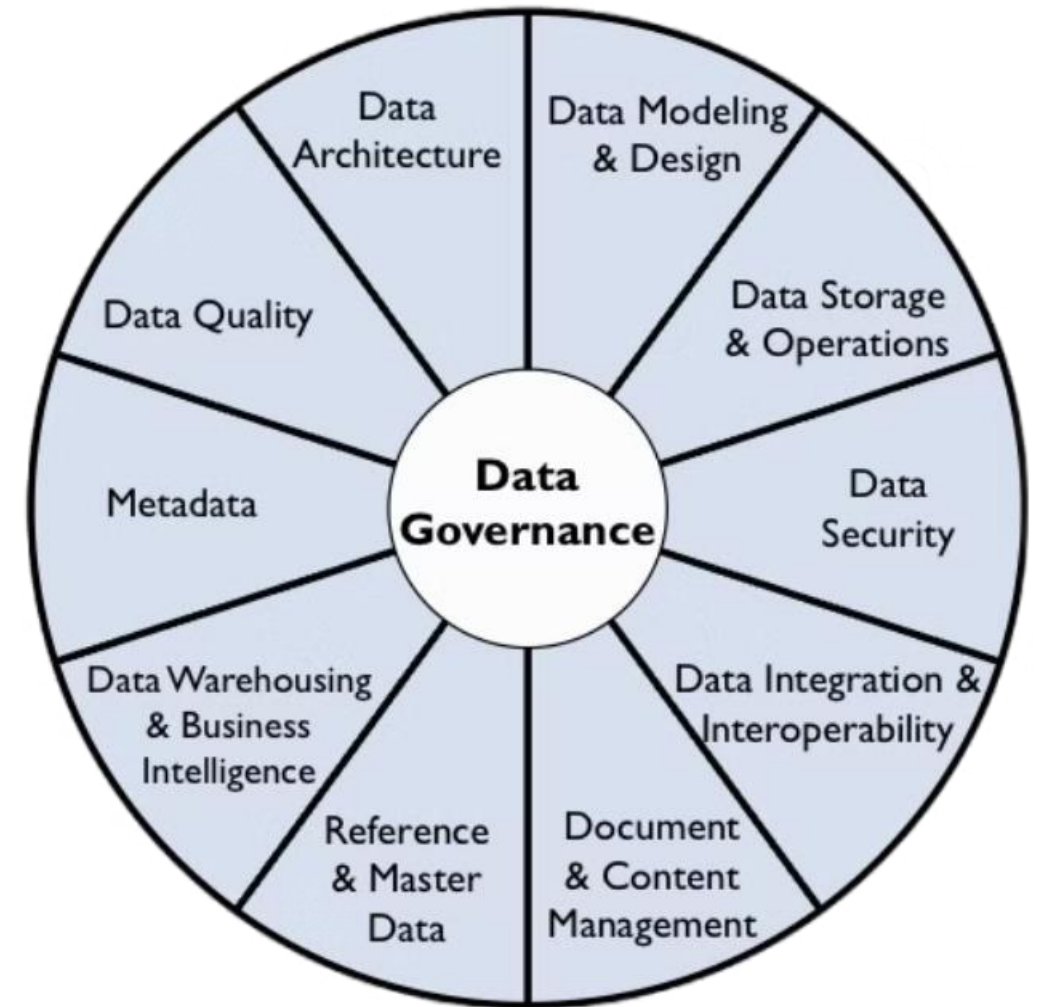
Program Purpose: To develop and deploy intelligence and insights across Mol and the Investment Ecosystem. This program enhances data collection and analysis.

Roadmap Design: Program #04 (Data & AI Culture)

The DAMA framework advocates "**Data Culture**" as a strategic approach to managing and utilizing data assets within an organization. Program #04 aims to establish and promote this data culture by implementing processes, methodologies, and training programs that align with DAMA principles. This includes fostering data literacy, promoting data governance practices, and encouraging a mindset of data-driven decision making at all levels of the organization.

Program #04 Definition: Mol.IO Data & AI Culture

Program Purpose: To facilitate the development of data and AI skills and competencies across Mol's stakeholders and ecosystem



DAMA-DMBOK Wheel (DAMA's DMBOK v2)

Roadmap Design: Mol.IO Programs

The realisation of the Mol.IO Vision is planned through deploying 4 concurrent programs. The programs are designed to work together to build and strengthen Mol's data operation; with the ultimate outcomes of accelerating the organisation functions to achieve its mandate.

Program 04: Data & AI Culture (FY2025 - FY2027)

To facilitate the development of data and AI skills and competencies across Mol's stakeholders and ecosystem

Program 03: Intelligence Factory (FY2025 - FY2027)

To manage the continuous production and delivery of insight, knowledge enabling decisions & actions in Mol

Program 02: Data & AI Platform (FY2025 - FY2027)

To deploy, maintain and operate the unified data and AI systems hosting data required to compile Mol insight

Program 01: Data Governance & Ops (FY2025 - FY2027)

To establish & develop effective Data Operation, Services and Functions that supports & equip Mol's Functions



Roadmap Design: Mol.IO Programs Maturity (KRIs Mapping)

The 4 programs of the Mol.IO roadmap are intended to run concurrently. However, to ensure agility and scalability in the IO operation, it is important for resources to be allocated in each program following the annual priority specified for phasing. To support this allocation of resource a number of KRIs (Key result indicators) are set as guidelines.

	2025 Foundation 100% KRI Matrix	2026 Mol Performance 100% KRI Matrix	2027 FDI Performance 100% KRI Matrix
P.01 Data Governance > Governance Alignment	50% Policy & Forums Activation Within the Data & IO function	20% Policy & Forums Activation Across Mol	10% Policy & Forums Across the Mol Ecosystem
P.02 Data & AI Platform > Data Platform Coverage	10% Platform Setup Design Compliance (Meta Data)	30% CPM Data Operational Data Integration	30% Investment Data Global Regional Local Integration
P.03 Intelligence Factory > Metric Coverage	10% DevOps Activation Design & Deploy Setup	30% CPM Insight Organisational Metrics	50% Investment Insight Global Investment & FDI Metrics
P.04 Data & AI Culture > Data-driven Working	30% Data Stewardship Activation Between IO and Mol Functions	20% Performance Forums Across Mol	10% Ecosystem Forums Across the Mol Ecosystem

KRI Tracking (2025 - 2027)

- The KRI portray maturity indicator and are to be considered in the activation and monitoring of projects which are part of each of the 04 programs.
- All the projects in the Mol.IO roadmap are intended to hand-over operation to the Mol.IO team (staff & augmented resources)
- Post-project, the programs outcomes and impact will be measured through tracking the relevant IO Operation activity (i.e. Data & AI Platform data loading)

05. ROADMAP PROJECTS

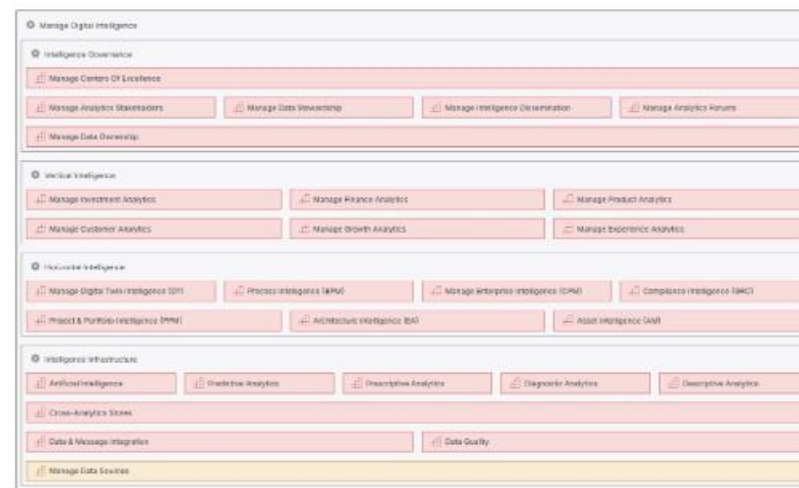
Project Backlog: Data Capability Maturity Areas

The analysis captured as part of the baseline report indicates most data capabilities and competencies are at inception stage, and will need to be matured as part the MoI.IO Strategy FYE2027. The areas for maturity will form part of the requirements area for projects being implemented as part of the roadmap. The projects in the roadmap reference the best practices and standards that have been used to conduct the maturity analysis.



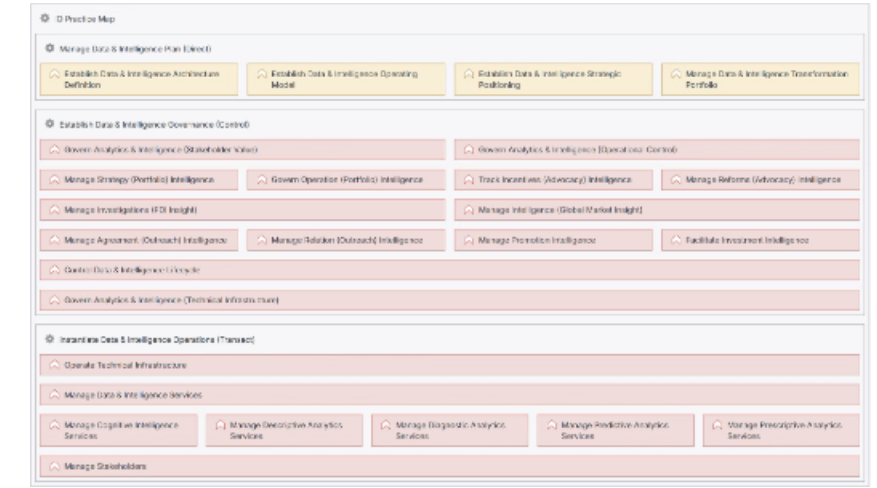
Maturity Scope Area (DAMA DMBok)

All the DAMA dimensions relevant to MoI.IO operation is captured in relevant project scope in the roadmap compiled from MoI Digital Canvas.



Maturity Scope Area (Data Capabilities)

The Data governance, architectural and solution requirement from the data capabilities are covered in the Canvas-driven project backlog

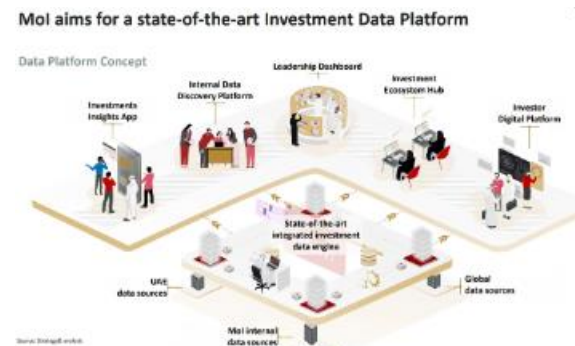
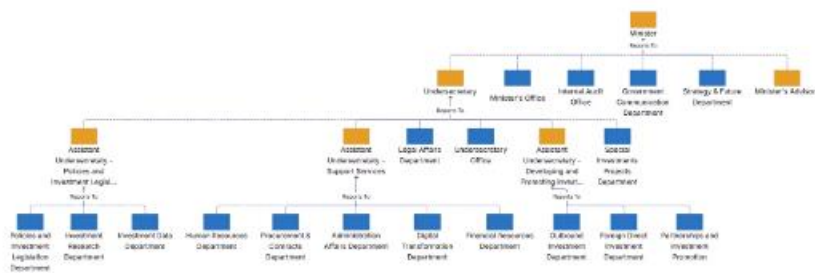


Maturity Scope Area (Data Practice)

The Data Practice requirements are included in Governance processes and specification in the Strategy report and Canvas-driven projects.

Project Backlog: Business and Functional Demand

As Mol establishes its primary functions a growing set of demands are emerging for Data, Insight and Analytics. Mol.IO is rationalising the demand into the Strategic Roadmap, by linking to required best-practice driven functional capability areas. The Strategic Roadmap will serve as a guide for prioritizing and addressing the growing demand for Data, Insight, and Analytics within Mol.IO.



User Stories (Business Demand)

User Stories and requirements from across the Mol business is captured and traced to relevant capability and functional areas in the backlog.

NIS Projects (Strategic Demand)

A number of data solutions mandated by the NIS strategy are catalog and traced back to initiatives identified from the Digital Canvas-driven analysis.

Functional Capabilities

Functional capabilities of Mol as a National IPA are captured as part of the Digital Canvas to ensure best-practice project specifications.

Project Backlog: IPA Benchmark (Top10 Countries)

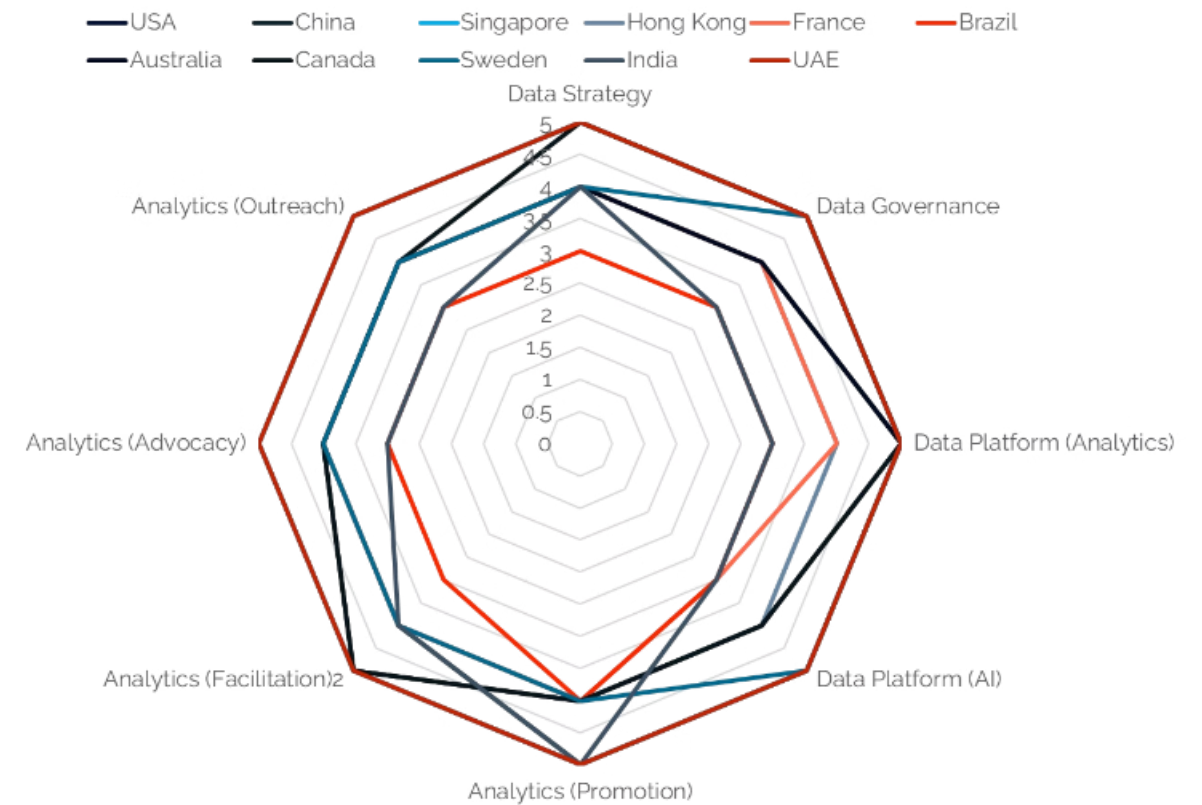
The pattern analysis undertaken in the baseline report highlights features maturity from Top 10 FDI countries to be considered by Mol.IO as part of its roadmap.

CAPABILITIES (WIDER RANGE)

The wider range indicating lowest maturity areas include (1) Data Governance and (2) Data Platform and (3) AI. These will confer significant competitive advantage for Mol.

CAPABILITIES (SHORTER RANGE)

The shorter range on (1) Analytics (Outreach) and (2) Analytics (Promotion) points to most mature capabilities; as such contribute competitive parity with countries in the Top 10.

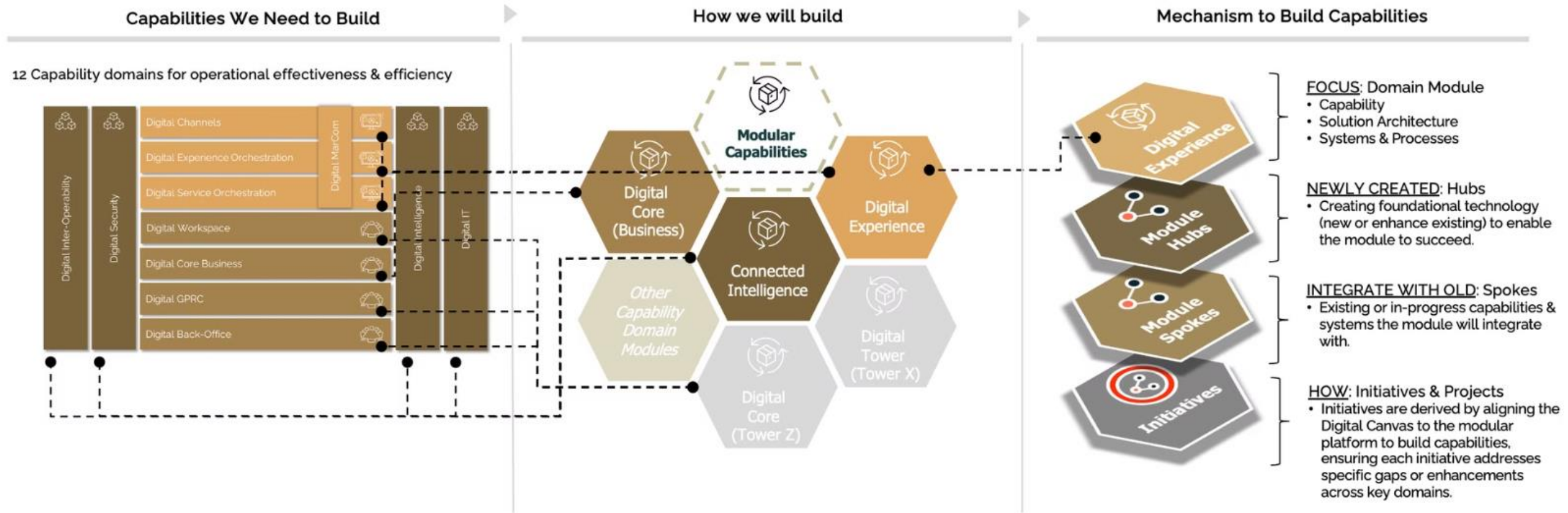


Source (Analysis): The spider map plots the rating summary from the country insight table "IPA Benchmark: Perspective (Top 10 Countries | Features Rating)

Consideration (Mol Data & AI): Considering the findings of the IPA Benchmark, the Mol's Data and AI office should focus on developing capabilities across all 8 dimensions with distinct intents as capture in the Envision Report (# 03).

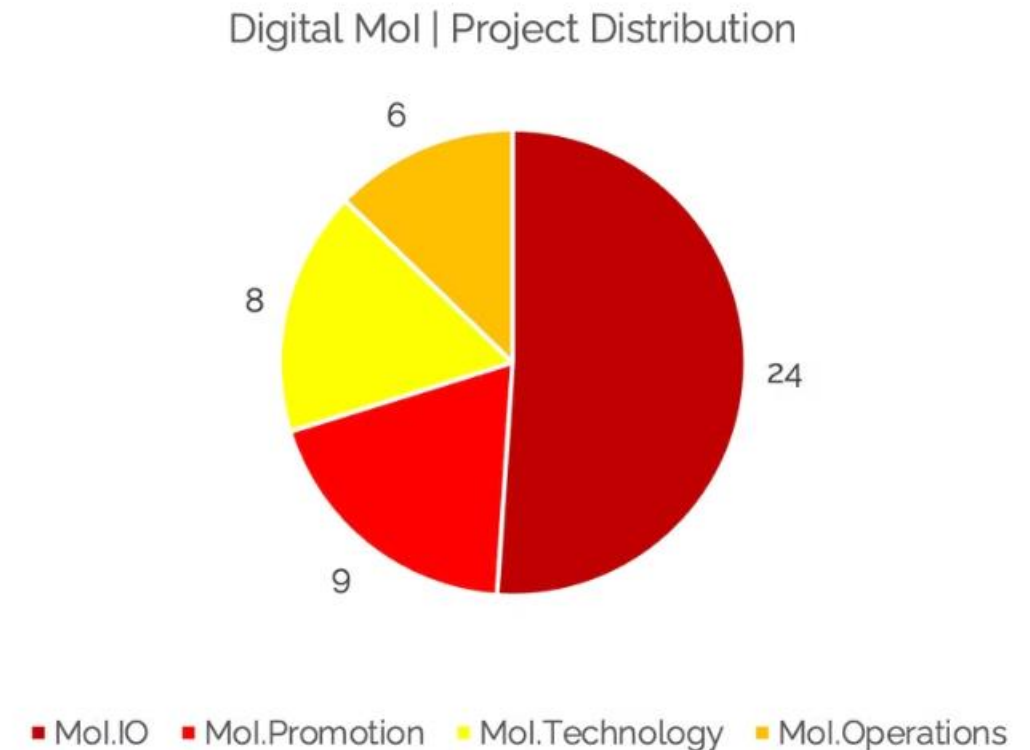
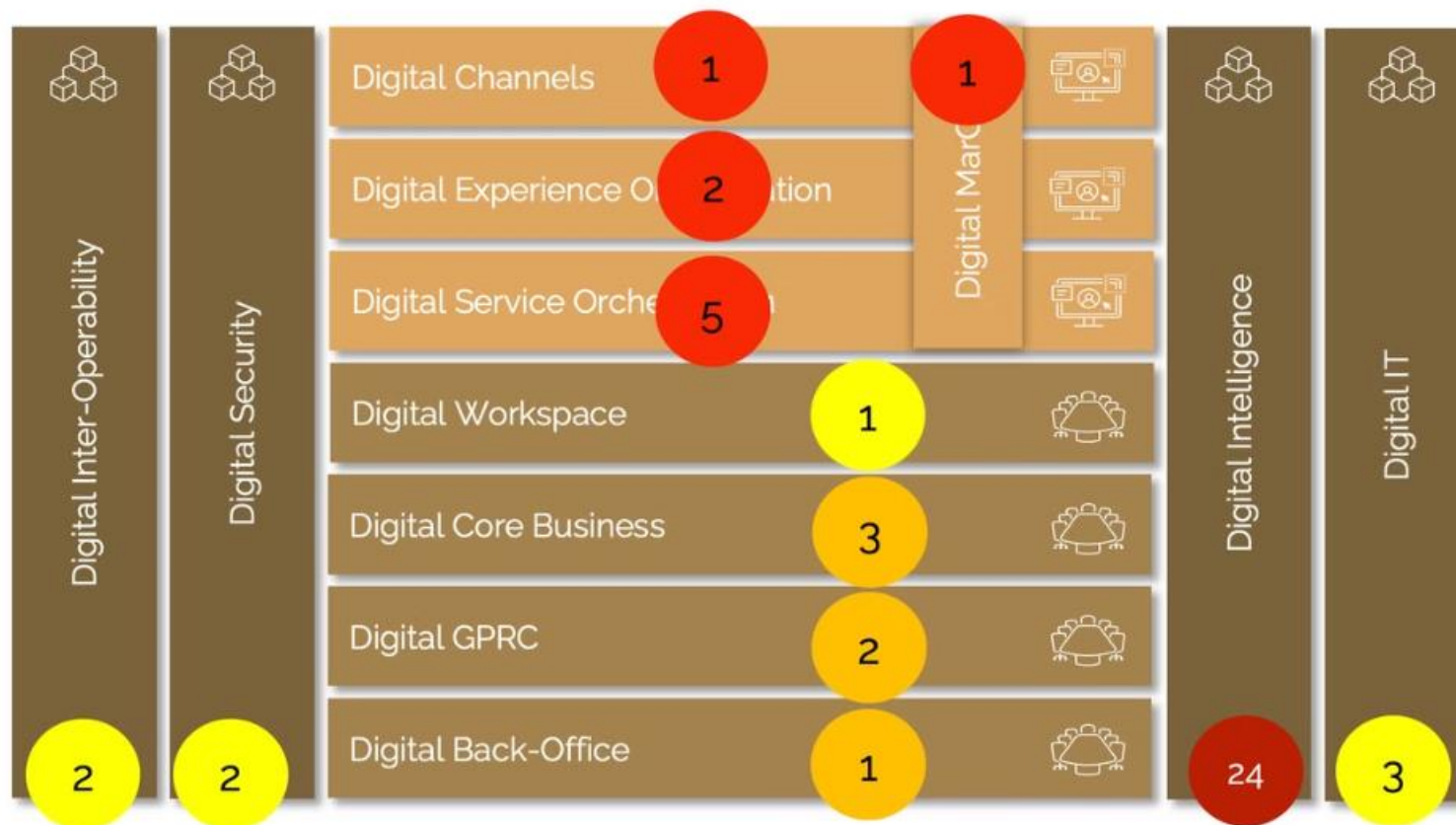
Project Backlog: Canvas-driven Initiative Harvesting

The Digital Canvas is a strategic depiction of Mol as a Digital Organisation. Such a view is significant in mapping all core systems across the organisation, which are primary data source or destination for a comprehensive mapping of the data landscape. By using the 360 Reference Initiative Towers Harvesting design method, Mol can effectively identify data lifecycle and dependencies to streamline operations; as well as key metrics to make informed decisions to drive organisational effectiveness and efficiency.



Projects Backlog: 360 Initiative Identification

A comprehensive view of initiatives are derived from the Digital Canvas analysis for Mol. This allows for the identification of critical 360 initiatives that address significant functional opportunities across Mol. Through the use of capability derived initiatives, Mol can align all project to the organisation's overall objective and ensure that all actions are geared towards achieving the goal. of the 47 project specified, 24 are the responsibility of Mol. The projects aggregate the demand captured from the business to date, as well as input from Mol and NIS strategies. The capability approach ensure complete agility and scalability for the future.



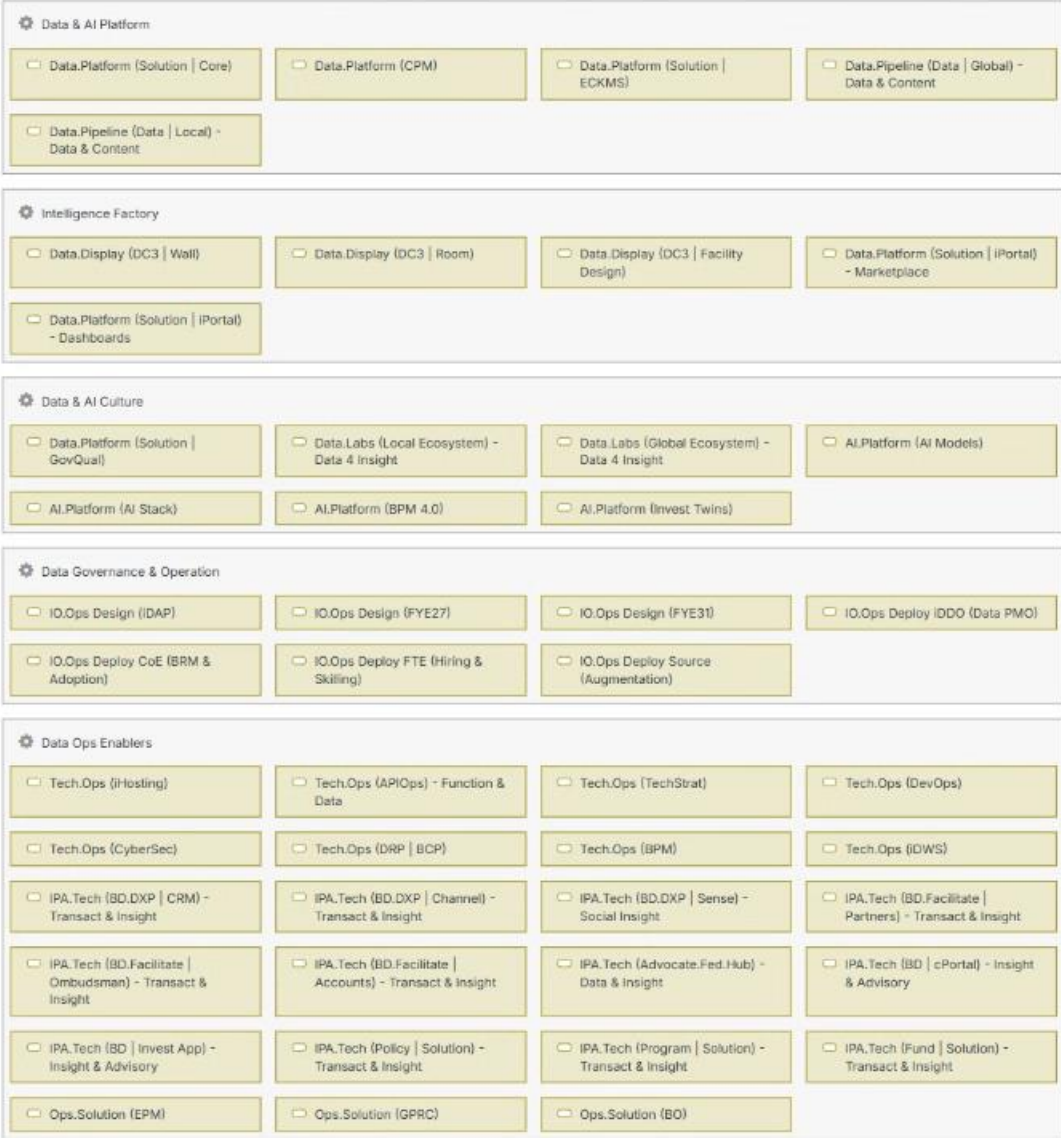
Projects Backlog: Program Grouping

A comprehensive view of initiatives are derived from the Digital Canvas analysis for Mol. This allows for the identification of critical 360 initiatives that address significant functional opportunities across Mol. Through the use of capability derived initiatives,

Mol can align all project to the organisation's overall objective and ensure that all actions are geared towards achieving the goal. Of the 47x projects specified, 24x are the responsibility of Mol. The projects aggregate the demand captured from the business to date, as well as input from Mol and NIS strategies. The capability approach ensure complete agility and scalability for the future.

Project Mol: 47x (for cross-organisation Digital in Mol)

Project Mol.IO: 24x (for comprehensive Data & AI)



Projects Backlog Architecture

Projects Backlog: Prioritisation Levels

The projects in the backlog are categorized into different prioritization levels based on their strategic importance and urgency. Given Mol is establishing its operation, dependency between solution levels is a primary driver of priority. This helps the Mol.IO allocate resources effectively and ensures that the most critical projects are given priority accounting for the dependency implications. The prioritization levels are determined through a thorough assessment of the project's impact, feasibility, and alignment with the organization's goals and objectives.

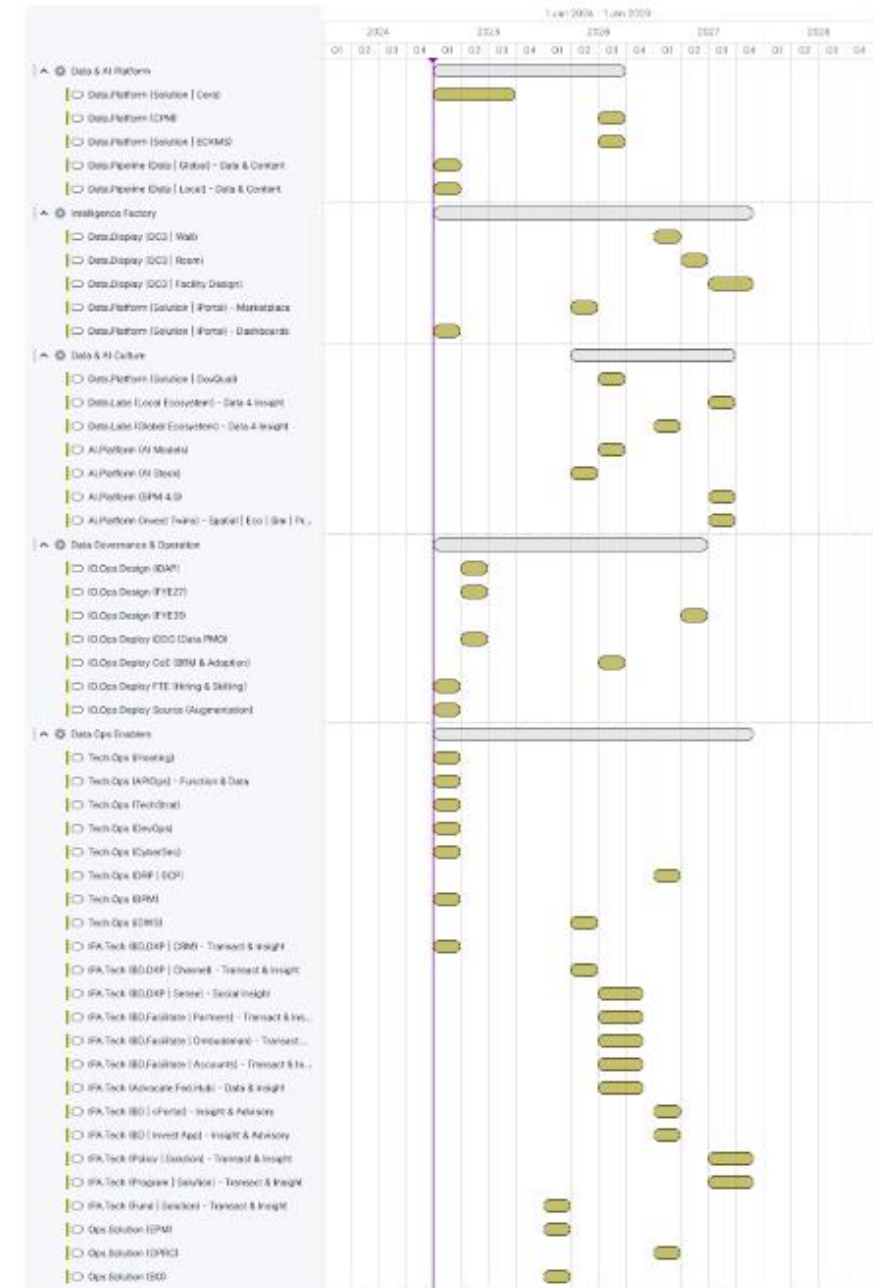
Priority Level	Priority Description	Priority Factor Illustration
P0 (Is.Seed)	To be undertaken at any cost with any available budget	i.e. Strategy Capacity Hosting
P1 (Is.Foundation)	Foundational capability to be budgeted and delivered 1st	i.e. Hosting Security Infra Input Data
P2 (Is.Urgent)	High priority business or ecosystem demand highly visible	i.e. NIS timescale Business Priority
P3 (Requires.Foundation)	Best initiated once foundation is in place to reduce waste	i.e. All deployment require strong DevOps
P4 (Requires.Substance)	Best initiated once capacity, scale and quality is in place	i.e. Insight MarketPlace require stable Dashboards
P5 (Requires.Evolution)	Best initiated once maturity is in place (competency capacity)	i.e AI models require Data Capacity in place

Project Backlog: Timeline

The execution of the strategic roadmap is done through the projects confirmed, budgeted, sourced and realised. The timeline for the project backlog is significant in ensuring the successful execution of the strategic roadmap. It outlines the sequence of projects to be completed, their estimated durations, and any dependencies or milestones that need to be considered.

This timeline serves as a guide for Mol.IO and stakeholders to plan and monitor progress and make informed decisions regarding resource allocation and project prioritization. The definitive execution schedule is to be confirmed in agreement with business stakeholders.

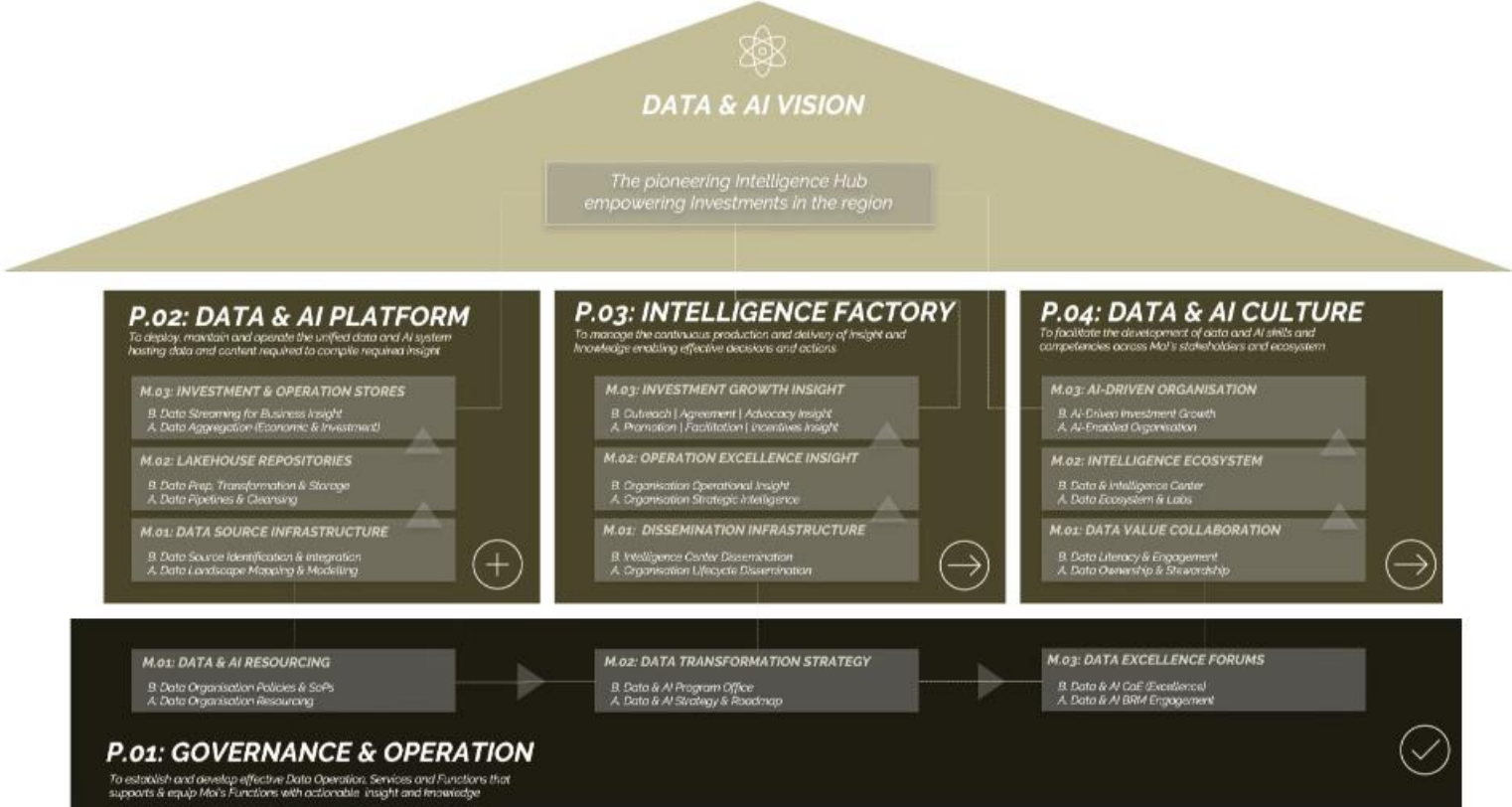
- # Strategy Duration: 3 Years**
- Year 01: 2025 (Mol.IO Foundation)*
- Year 02: 2026 (Mol Performance)*
- Year 03: 2027 (FDI Performance)*



Projects Backlog Timeline View

Project Backlog: Programs Structuring

Developing towards Data and AI leadership to drive investment development in the UAE, the 4x programs aggregate to deliver MoI.IO strategic vision, as an innovative intelligence hub empowering investment in the UAE. It is essential to have a comprehensive and accurate mapping to track progress effectively and identify potential issues. As the projects are completed, MoI can evaluate its performance and use the data to inform future decisions and improvements.

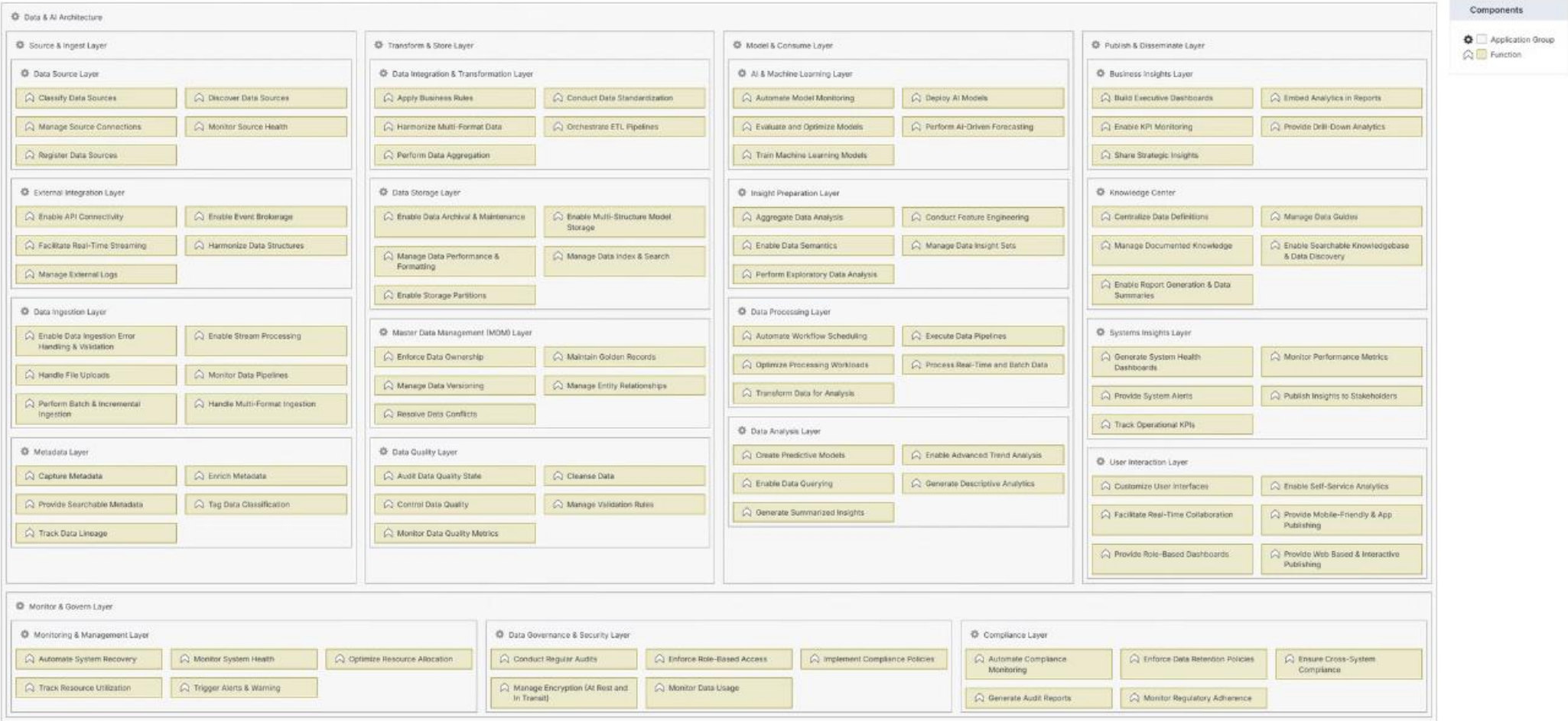


- 04** **Strategic Programs**
Roadmap Grouping
> Include Milestones
> Aggregate to the Vision
- 12** **Key Milestones**
Roadmap Achievements
> Achieved by Projects
> Aggregate to Programs
- 24** **Enabling Projects**
Roadmap Realisation Items
> Achieved by Execution
> Aggregate to Milestones

Strategic Programs

Project Backlog: Solution Conceptual Architecture

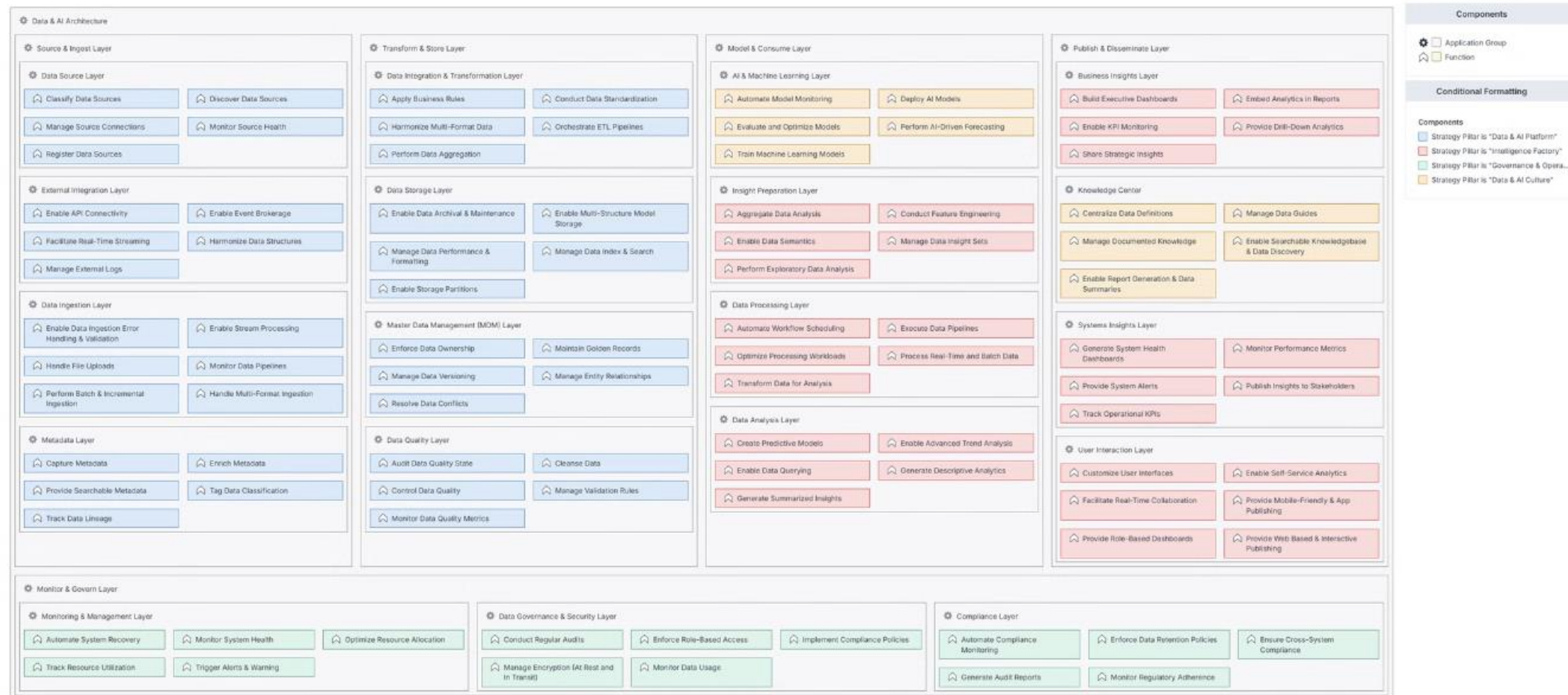
The overall solution architecture at the center of the Mol.IO operation being established is here conceptualised. This view offers a comprehensive view of components to be specified and tracked as part of the technology scope for the relevant projects in the roadmap. Such meticulous tracking starts with a view or program level coverage and traces down to actual project realisation.



Data & AI Platform Architecture (Conceptual)

Project Backlog: Program x Component Mapping

The solution components at the center of the Mol.IO operation being established is here conceptualised. This view offers a comprehensive view of components to be specified and tracked as part of the technology scope for the relevant projects in the roadmap. Such meticulous tracking starts with a view or program level coverage and traces down to actual project realisation.



Data & AI Platform Architecture (Conceptual) Pillars Heatmap

05. STRATEGIC PROGRAM.01 (DATA GOVERNANCE)

PROGRAM: DATA GOVERNANCE (Projects)

Budget (CapEx): AED3.1m
Budget (per year): AED4m

07x Projects | 3x years (2025 - 2027) | Activating YoY Augmented Resources

PROGRAM HEADLINE

This program is intended to design, deploy and orchestrate the deployment of Mol Intelligence Operation with key competencies, solutions & tools

> **Primary Drivers:** The establishment of Mol as a driver of Investment Growth in the UAE requires a robust and highly competent Data & Intelligence Practice

> **Key Outcomes:** The program implements (1) Data Strategy, (2) Data Office Operating Model, (3) Data Roadmap, (4) Data Staffing and Resourcing



01: IO.Ops Design (iDAP)

Design & Deploy the Centralized Platform to design and manage Mol transformation towards a data org.

> **Time: 3mth | AED: 0.5m.py**



02: Data Strategy (FYE27)

Design & Specify the Strategy, Ops Model and Target Architecture for Mol Intelligence Office (FYE2027)

> **Time: 6mth | AED: 0.7m**



03: Data Strategy (FYE31)

Refresh the Strategy for Mol.IO to optimise capabilities and further improve to achieve Mol's 2031 goals.

> **Time: 4mth | AED: 0.7m**



04: IO.Ops Deploy iDDO (PMO)

Detail & Activate the PMO Operation intended to oversee the running of the Mol.IO Projects

> **Time: 4mth | AED: 0.3m**



05: IO.Ops CoE (BRM & Adoption)

Detail & Deploy intelligence dissemination forums across Mol & key UAE stakeholders.

> **Time: 4mth | AED: 0.3m**



06: IO.Ops FTE (Hiring & Skilling)

Recruit & Onboard highly skilled & experienced professionals to enhance Mol.IO ops capabilities.

> **Time: 4mth | AED: 0.1m**



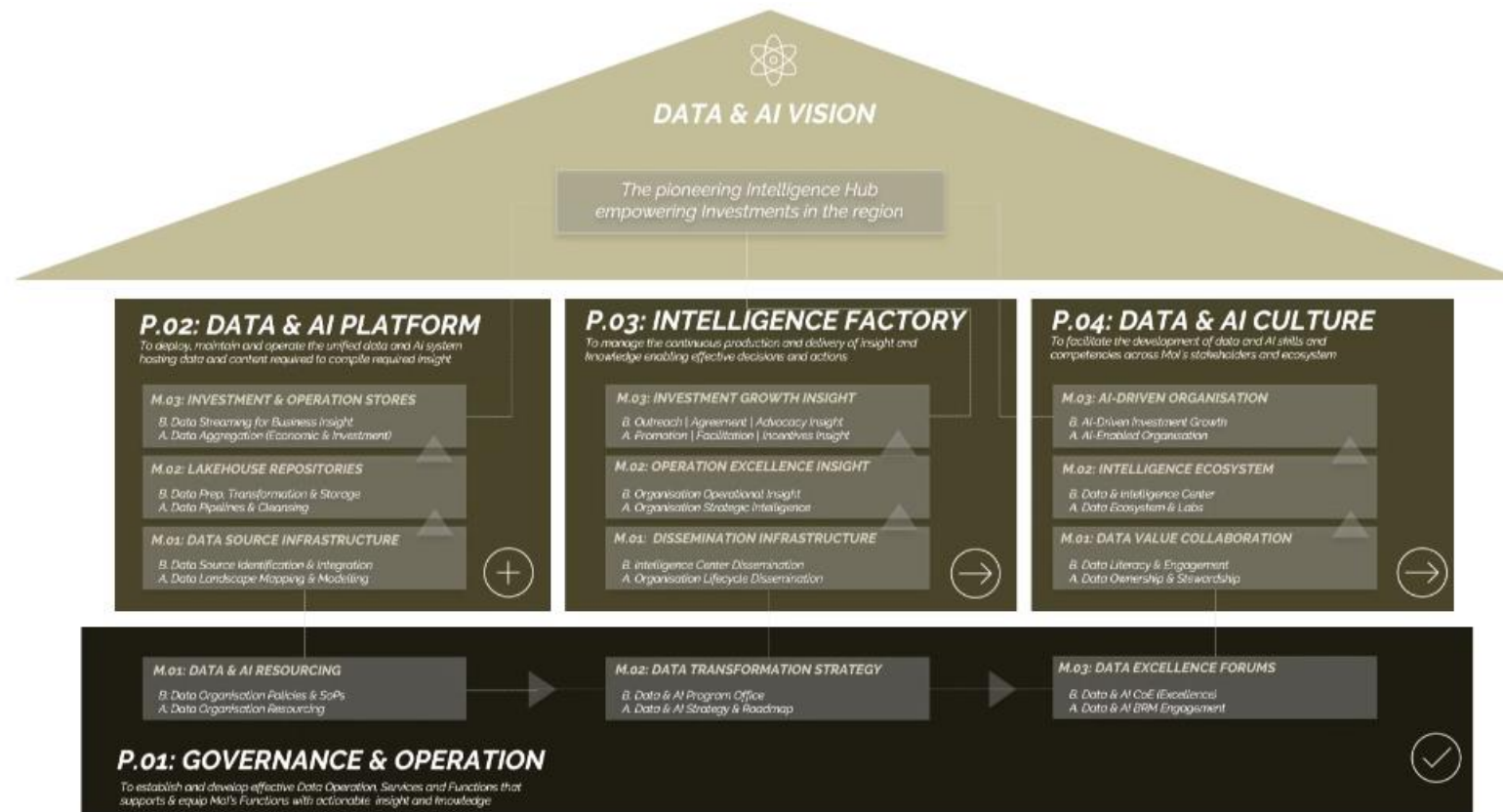
07: IO.Ops (Staff Augmentation)

Establish strategic contracts for managed services that enhance efficiency, pace, and scalability.

> **Time: 3mth | AED: 3.5m (Annual)**

PROGRAM: DATA GOVERNANCE (Enabling Projects)

The Data Operation & Governance program focuses on deploying and optimising Data and AI operations within the Mol. It aims to streamline processes, increase efficiency, and enhance overall organisation performance leveraging data and content. The initiative includes a number of project identified through a systematic analysis of Mol current establishment stage.



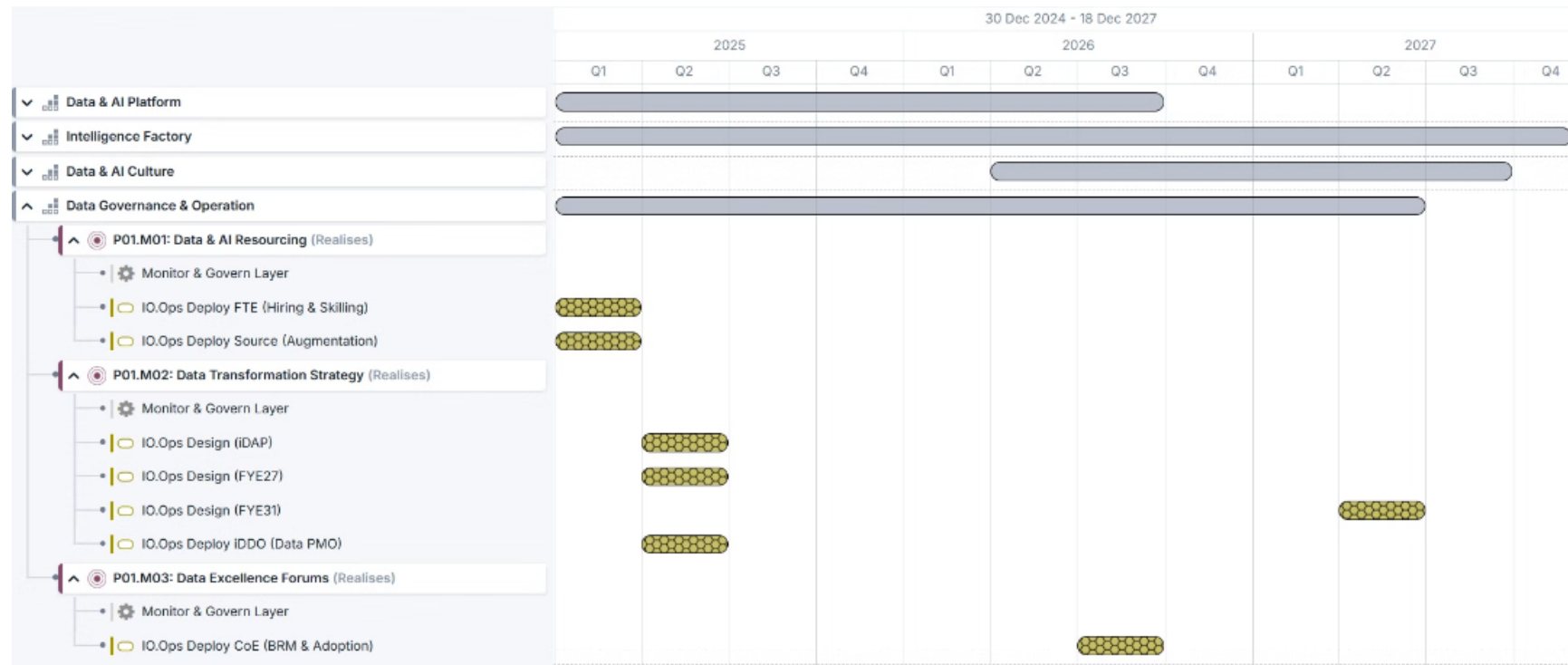
- ⚙️ Data & AI Platform
- ⚙️ Intelligence Factory
- ⚙️ Data & AI Culture
- ^ ⚙️ Data Governance & Operation
 - 🟡 IO.Ops Design (iDAP)
 - 🟡 IO.Ops Design (FYE27)
 - 🟡 IO.Ops Design (FYE31)
 - 🟡 IO.Ops Deploy iDDO (Data PMO)
 - 🟡 IO.Ops Deploy CoE (BRM & Adoption)
 - 🟡 IO.Ops Deploy FTE (Hiring & Skilling)
 - 🟡 IO.Ops Deploy Source (Augmentation)
- ⚙️ Data Ops Enablers

Strategic Programs

PROGRAM: DATA GOVERNANCE (Timeline)

Each project within the Data Governance program has a designated timeline that aligns with the 3Year MoI.IO Strategy. The timeline serves as a visual representation of the proposed sequence of projects and their estimated durations. It provides a clear roadmap for the implementation of each project and ensures that they are completed within the designated timeframe.

NB: The staff augmentation project is annually extended, as the primary resource enabler to drive all the projects over the 3y roadmap.



Data Governance Timeline View

PROGRAM: DATA GOVERNANCE (Milestones Overview)

A primary milestones for the Data Governance program is creating a centralized data governance framework, identifying critical data assets, and defining data classification and stewardship policies. By achieving these milestones, the Mol will be able to better manage and utilize its data assets while also ensuring compliance with data regulations. Additionally, the program aims to establish a culture of data-driven decision making throughout the organization.

M.01: (Data & AI Resourcing)

M.01B: Design & Deploy Policies & SoPs
M.01A: Data Organisation Resourcing

M.02: (Data Strategy)

M.02.B: Data & AI Program Office
M.02.A: Data & AI Strategy & Roadmap

M:03 (Data Excellence)

M03.B: Data & AI CoE (Excellence)
M03.A: Data & AI BRM Engagement

P.01 Program (DATA OPERATION FOUNDATION)

The overall objective of the program is to establish the foundation of an effective Data Operation that supports & enables Mol IPA Functions
This program is the foundation enabler towards realising the Vision for the Data and AI Department to ensure a robust data foundation is established

PROGRAM: DATA GOVERNANCE (MoI.IO Mandate Mapping)

The MoI program in the MoI.IO Roadmap has a strong direct contribution to mandate items assigned to MoI.IO. The direct contribution is material in either Process, Competencies, Technology and or Data, depending on the projects attached to the program. The direct contribution is here illustrated, and portray the significance of the programs to MoI.IO and MoI success.

IDD01 - Create Investment Database

IDD02 - Track Investment Flows

IDD03 - Update Invest. Opportunities

IDD04 - Analyze Investment Data

IDD05 - Unify Investment Databases

IDD06 - Share Investment Insights

IDD07 - Monitor Investment Progress

IDD08 - Set Data Policies

IDD09 - Improve Data Governance

> *P.01 | M.01.A | B (Resourcing | Policies & SoPs)*

> *P.01 | M.01.A | B (Resourcing | Policies & SoPs)*

> *P.01 | M.02.A | B (Strategy & Roadmap | PMO)*

> *P.01 | M.03.A | B (BRM | CoE)*

> *P.01 | M.03.A | B (BRM | CoE)*

IDD10 - Link to National Databases

IDD11 - Conduct Investment Research

IDD12 - Study Global Portfolios

> *P.01 | M.02.A | B (Strategy & Roadmap | PMO)*

IDD13 - Learn from Best Practices

> *P.01 | M.02.A | B (Strategy & Roadmap | PMO)*

> *P.01 | M.03.A | B (BRM | CoE)*

PROGRAM: DATA GOVERNANCE (Scope Headlines)

The Data and AI Governance and Operation program ultimately enables Data Department capabilities for Mol. The program comprises a number of key features, which include establishing formal data functioning principles, defining policies and procedures, and identifying data stakeholders across the organization. These goals are aimed at ensuring that quality data is available within a secure and compliant environment, laying the groundwork for the department to achieve its specified vision.

People

FTE Hiring: Resourcing Onboarding

Augmentation Hiring: Flexible Resourcing

Alignment Positions: BRM | CoE | Owner | Steward

Process

Data Policy: To control work patterns

Data SoP: To align work patterns

Data Forums: To align interfaces

Technology

Platform Architecture: Target Solution

Design Portal & Analytics: To engage Organisation Data Stakeholders

Data

Data Models: To establish the foundation for Data Quality

Data Framework: To activate tools and pattern

Data Platforms: For full lifecycle of Data asset across Mol

Roadmap Design: Mol.IO Programs Maturity (KRIs Mapping)

The 4 programs of the Mol.IO roadmap are intended to run concurrently. However, to ensure agility and scalability in the IO operation, it is important for resources to be allocated in each program following the annual priority specified for phasing. To support this allocation of resource a number of KRIs (Key result indicators) are set as guidelines.

	2025 Foundation 100% KRI Matrix	2026 Mol Performance 100% KRI Matrix	2027 FDI Performance 100% KRI Matrix
P.01 Data Governance > Governance Alignment	50% Policy & Forums Activation Within the Data & IO function	20% Policy & Forums Activation Across Mol	10% Policy & Forums Across the Mol Ecosystem
P.02 Data & AI Platform > Data Platform Coverage	10% Platform Setup Design Compliance (Meta Data)	30% CPM Data Operational Data Integration	30% Investment Data Global Regional Local Integration
P.03 Intelligence Factory > Metric Coverage	10% DevOps Activation Design & Deploy Setup	30% CPM Insight Organisational Metrics	50% Investment Insight Global Investment & FDI Metrics
P.04 Data & AI Culture > Data-driven Working	30% Data Stewardship Activation Between IO and Mol Functions	20% Performance Forums Across Mol	10% Ecosystem Forums Across the Mol Ecosystem

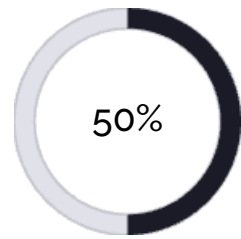
KRI Tracking (2025 - 2027)

- The KRI portray maturity indicator and are to be consider in the activation and monitoring of projects which are part of each of the 04 programs.
- All the projects in the Mol.IO roadmap are intended to hand-over operation to the Mol.IO team (staff & augmented resources)
- Post-project, the programs outcomes and impact will be measured through tracking the relevant IO Operation activity (i.e. Data & AI Platform data loading)

PROGRAM: DATA GOVERNANCE (3Y Timeline)

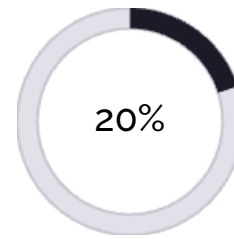
The Program is undertaken as a 3Y to ensure effective adoption & realisation of key Data & Intelligence Competencies in Mol in line with the Strategy

- **Year 01:** Program.01 is the primary contributor and enabler of the milestone targeted for year 01 (2025) to establish the foundation of Mol Data Operation
- **Year 02:** Following from establishing the foundation of Data Operation in Mol, Program.01 impact will pursue through Mol Operational Performance Impact
- **Year 03:** In the 3rd year of the program Program.01 impact will continue to impact Mol with a focus on FDI growth and facilitation insight



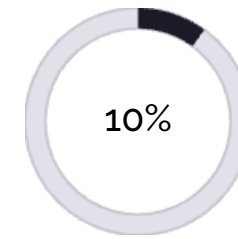
2025 (Data Foundation)

- 01. Data Policies Activation (Mol.IO)
- 02. Data Forums Activation (Mol.IO)
- 03. Data Functions Activation (Mol.IO)



2026 (Mol Performance)

- 01. Data Policies Activation (Mol)
- 02. Data Forums Activation (Mol)
- 03. Data Functions Activation (Mol)



2027 (FDI Performance)

- 01. Data Policies Activation (Mol Ecosystem)
- 02. Data Forums Activation (Mol Ecosystem)
- 03. Data Functions Activation (Mol Ecosystem)

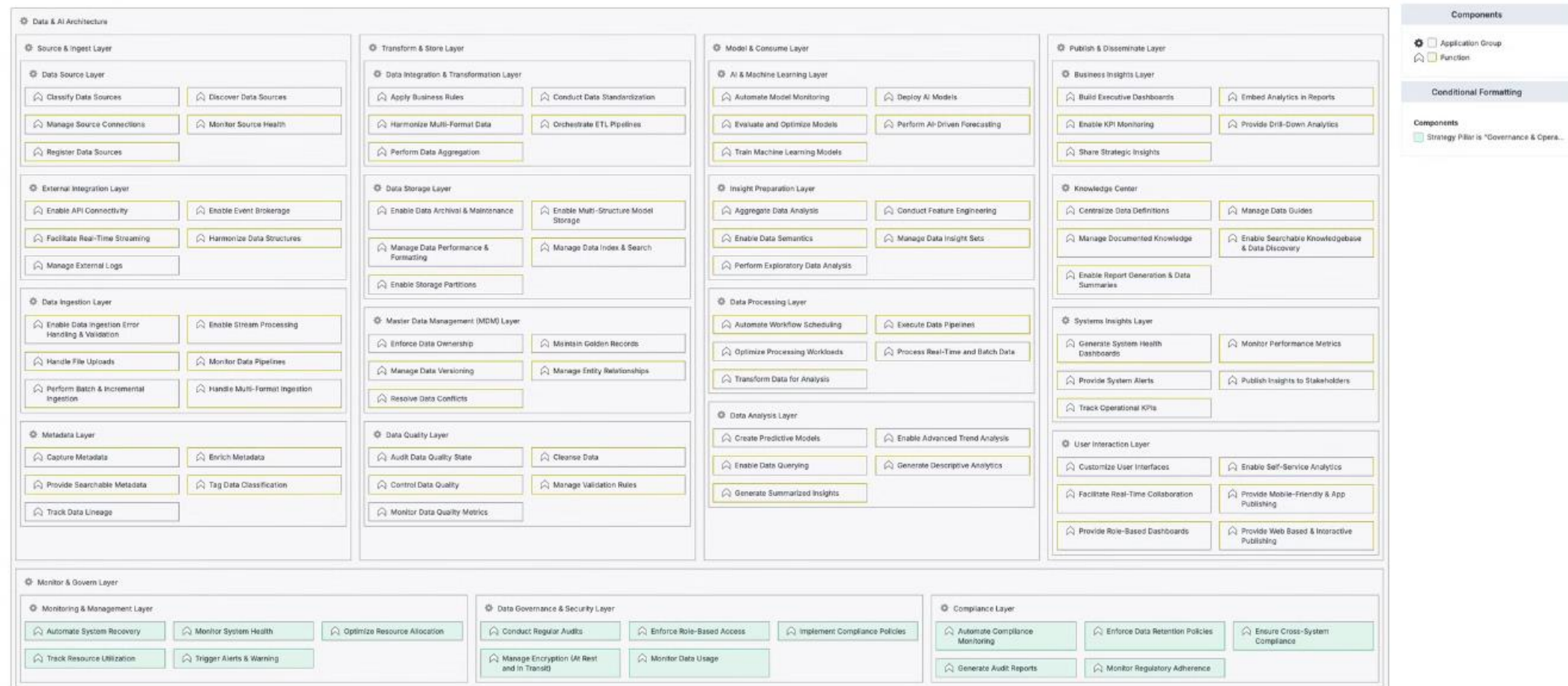
	2025	2026	2027
Prog Data Governance	50% Foundation 100% KRI Matrix	20% Mol Performance 100% KRI Matrix	10% FDI Performance 100% KRI Matrix
Prog Data & AI Platform	10% Platform Setup	30% Data Enable	30% Investment Enable
Prog Intelligence Factory	10% DevOps Activation	30% Data Enable	50% Investment Insight
Prog Data & AI Culture	30% Data Stewardship Activation	20% Performance Forum	10% Ecosystem Forum

Program vs. KRI

- The KRI track the realisation of the annual target specified in Annual Phasing & Priorisation statements
- The program contribution to achieving the annual target is approximated relative to the KRI metrics
- Post-project, the programs outcomes and impact will be measured through tracking the relevant IO

PROGRAM: DATA GOVERNANCE (Solution Components)

The overall solution architecture is realised through the projects being implemented as part of the roadmap. The components landscape illustrate components to be addressed and realised through this program. The setup of such component must ensure integration of the specific components back in the overall solution architecture.



Data Governance Architecture Heatmap

PROGRAM: DATA GOVERNANCE (Reference Mapping)

The Data Governance programs is benchmarked against industry standards and best practices. By comparing the organization's data governance processes to those of other leading organizations, the program can identify areas for improvement and develop strategies to enhance data management and utilization. This will ultimately support the organization in achieving its strategic goals and staying competitive in the ever-evolving digital landscape.



Case 01: Singapore | Data Collaboration

Singapore's Economic Development Board (EDB) is renowned for its efficiency, leveraging advanced data analytics and deep cross-entity collaboration.

> IPA Impact: across all IPA Function



Case 02: Hong Kong | Data Operation

InvestHK is highly innovative with strategic use of geospatial and economic data for Greater Bay Area promotion. with WiP initiative for better quality.

> IPA Impact: Facilitation



Reference: Standards (IPA | Data)

The program uses key data standards: DAMA | GSIM | GAMS0 | FEA | ISO8000

The program captures IPA guidelines: WBR CISF | OECD IPA | WAIPA | UN

> IPA Impact: Data & Digital Intelligence Capabilities

NIS Mapping

The program is defined to resolve initiatives scope specified in the NIS Strategy and requested for MoI to implement:

Programs: NIS.10 FDI DataConnect Platform | NIS.08 InvestUAE Platform

PROGRAM: DATA GOVERNANCE (MoI.IO Objectives Mapping)

This MoI.IO Strategic program will contribute to the realisation of the MoI Vision and Goals through the deployment of capabilities and competencies that help achieve the Objectives and associated KPIs. The program will aid in the creation of guidelines, standards, and policies to govern the usage, privacy, quality and accessibility of data. It aims to assist in enhancing data-related competencies and capabilities for sustained value creation across MoI.

<u>MoI.IO GOAL01 DIAGNOSTICS & VISIBILITY</u>	<u>MoI.IO GOAL02 FACILITATION & AGILITY</u>	<u>MoI.IO GOAL03 RETENTION & GROWTH</u>
<i>Objective 01.01 Economic Data</i>	<i>Objective 02.01 Ecosystem Data</i>	<i>Objective 03.01 Sentiment Data</i>
<i>Objective 01.02 Diagnostic Intelligence</i> > P.01 M.01. A B (Resourcing Policies & SoPs) > P.01 M.02.A B (Strategy & Roadmap PMO)	<i>Objective 02.02 Facilitation Intelligence</i> > P.01 M.02.A B (Strategy & Roadmap PMO)	<i>Objective 03.02 Retention Intelligence</i>
<i>Objective 01.03 Insight for Visibility</i> > P.01 M.01. A B (Resourcing Policies & SoPs)	<i>Objective 02.03 Insight for Agility</i> > P.01 M.03.A B (BRM CoE)	<i>Objective 03.03 Insight for Growth</i> > P.01 M.03.A B (BRM CoE)

06. STRATEGIC PROGRAM.02 (DATA & AI PLATFORM)

PROGRAM: DATA & AI PLATFORM (Projects)

Budget (CapEx): AED3.9m
Budget (per year): AED5.5m

06x Projects | 3x years (2025 - 2027) | Sustained with YoY Augmented Resources

PROGRAM HEADLINE

This program is intended to design, deploy and orchestrate the deployment of Mol Intelligence Operation with key competencies, solutions & tools

> Primary Drivers: The establishment of Mol as a driver of Investment Growth in the UAE include a highly scalable Data and AI platform driving insight across Mol

> Key Outcomes: The program implements (1) Data Strategy, (2) Data Office Operating Model, (3) Data Framework, (4) Tools automating the Data Office function



01: Data.Platform (Solution | Core)

Implement a comprehensive data platform integrating infrastructure, pipelines, processing, storage, and data preparation for Mol.IO.

> Time: 6mth | AED: 1.2 + 3m.py



02: Data.Platform (Solution | CPM)

Implement a Corporate Performance Management solution that strengthens data controls across various dimensions within Mol

> Time: 3mth | AED: 0.7 + 1.2m.py



03: Data.Platform (Solution |ECKMS)

Implement an integrated digital workspace that unifies Intranet, ECM, and KMS for improved knowledge sharing within Mol

> Time: 4mth | AED: 0.5m



04:Data.Platform(Solution|GovQual)

Implement tools and systems to enhance data quality via effective governance, stewardship, and synchronization practices.

> Time: 4mth | AED:1 + 2m.py



05: Data.Pipeline (Data | Global) - Data & Content

Design & Inject real-time data feeds from global economic & business sources to enhance the intelligence capabilities of Mol.IO.

> Time: 3mth | AED: 0.5m.py (per year)



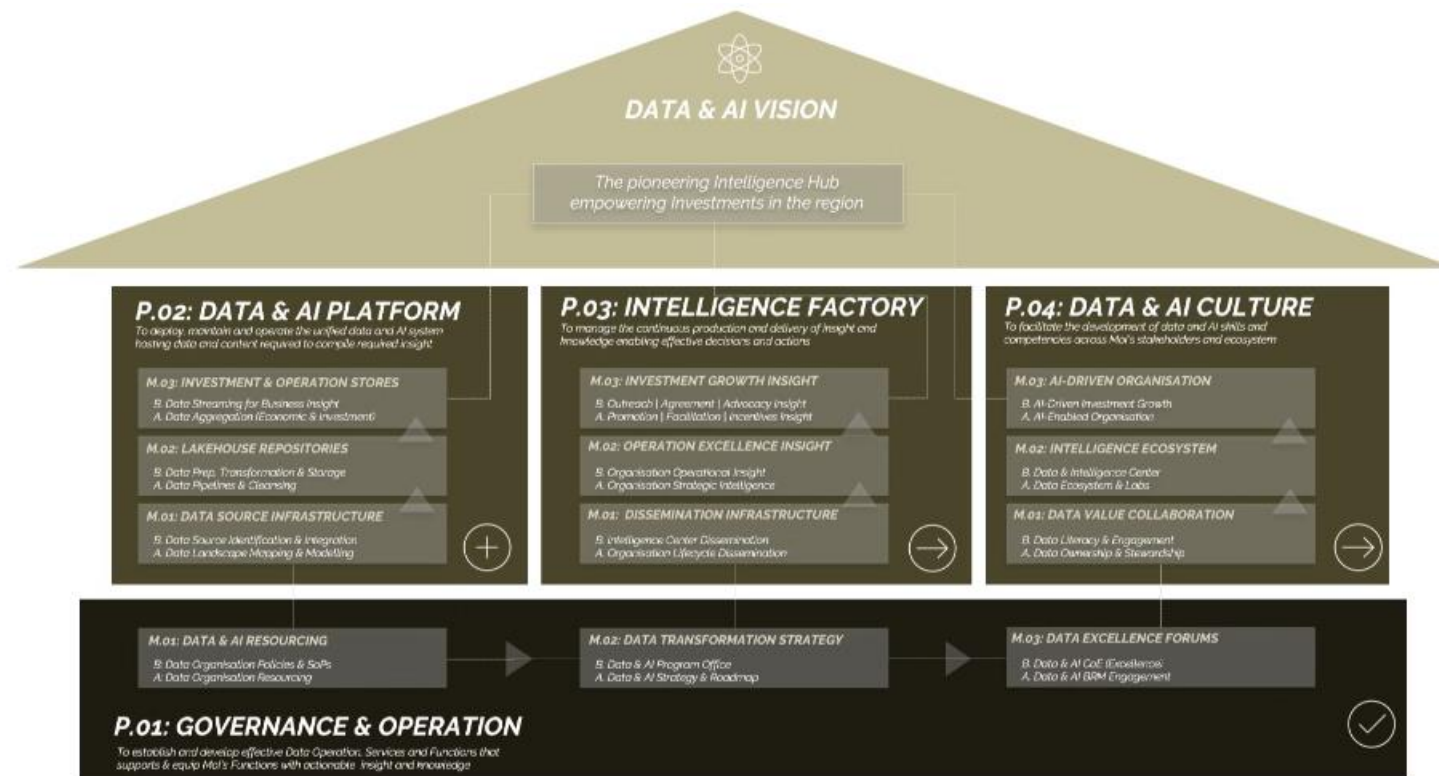
06: Data.Pipeline (Data | Local) - Data & Content

Design & Inject data feeds from local, government, & conglomerate sources to support the intelligence capabilities of Mol.IO

> Time: 6mth | AED: 0.2m

PROGRAM: DATA & AI PLATFORM (Enabling Projects)

This "Data & AI platform" program aims to establish a robust infrastructure that enables the effective management and utilization of data within Mol and the UAE investment ecosystem. By developing towards AI technologies, the program will create sophisticated data analytics capabilities, allowing Mol.IO to derive valuable insights and make pro-active data-driven decisions. This platform will enhance operational efficiency, drive innovation and accelerate the achievement of Mol's objectives.



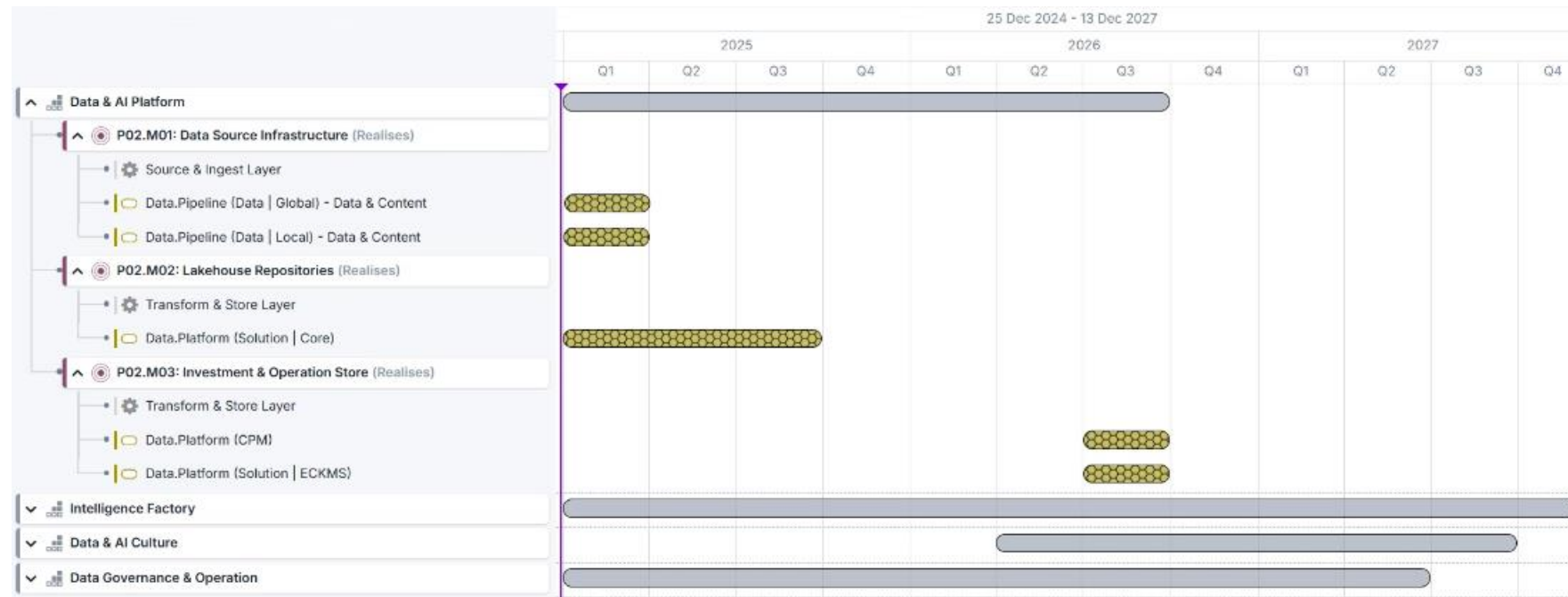
- ⌵ ⚙ Data & AI Platform
 - 🟡 Data.Platform (Solution | Core)
 - 🟡 Data.Platform (CPM)
 - 🟡 Data.Platform (Solution | ECKMS)
 - 🟡 Data.Pipeline (Data | Global) - Data & Content
 - 🟡 Data.Pipeline (Data | Local) - Data & Content
- ⌵ ⚙ Intelligence Factory
- ⌵ ⚙ Data & AI Culture
- ⌵ ⚙ Data Governance & Operation
- ⌵ ⚙ Data Ops Enablers

Strategic Programs

PROGRAM: DATA & AI PLATFORM (Timeline)

This initial timescale for projects on the Data and AI platform here illustrated provides a high-level overview of the realisation schedule. The timeline view is to be confirmed with Mol business stakeholders and resource appropriately. The scheduling should account for dependencies between the project. As an example the Display room has a dependency on the Display Wall.

NB: All the projects in the program have a dependency on the staffing projects (in Program 01) to ensure acquired capabilities are operationalised



Data & AI Platform Timeline View

PROGRAM: DATA & AI PLATFORM (Milestones Overview)

The program for the Data & AI Platform is working towards 3x key milestones. The first milestone is about setting up the data storage and management infrastructure, ensuring scalable and reliable storage for all data sources. The second milestone will be marked by the comprehensive setup of the Lakehouse repositories for Mol. The final milestone for this program will be achieved when all primary functional data stores are in place (Investment and Operational) with enrichment pipelines.

M.01: DATA SOURCE INFRASTRUCTURE

B. Data Source Identification & Integration
A. Data Landscape Mapping & Modelling

M.02: LAKEHOUSE REPOSITORIES

B. Data Prep, Transformation & Storage
A. Data Pipelines & Cleansing

M.01: INVESTMENT & OPS STORES

B. Data Streaming for Business Insight
A. Data Aggregation (Investment)

Program (DATA & AI PLATFORM)

P.02: The overall objective of the program is to deploy, maintain and operate the unified data and AI system hosting data and content required to compile required insight. The program is critical as a foundation for the organisation to be able to conduct analytics to support the business functions.

PROGRAM: DATA & AI PLATFORM (MoI.IO Mandate Mapping)

This MoI program in the MoI.IO Roadmap makes a direct contribution to mandate items assigned to MoI.IO. The contribution map is material in either Process, Competencies, Technology and or Data, depending on the projects attached to the program. The direct contribution is here illustrated, and portray the significance of the programs to MoI.IO and MoI success.

IDD01 - Create Investment Database

> *P.02 | M.01.A | B (Model | Integrate)*

> *P.02 | M.02.A | B (Pipeline | Storage)*

IDD02 - Track Investment Flows

> *P.02 | M.02.A | B (Pipeline | Storage)*

> *P.02 | M.03.A | B (Aggregation | Streaming)*

IDD03 - Update Invest. Opportunities

> *P.02 | M.03.A | B (Aggregation | Streaming)*

IDD04 - Analyze Investment Data

> *P.02 | M.02.A | B (Pipeline | Storage)*

> *P.02 | M.03.A | B (Aggregation | Streaming)*

IDD05 - Unify Investment Databases

> *P.02 | M.01.A | B (Model | Integrate)*

IDD06 - Share Investment Insights

IDD07 - Monitor Investment Progress

IDD08 - Set Data Policies

IDD09 - Improve Data Governance

IDD10 - Link to National Databases

> *P.02 | M.01.A | B (Model | Integrate)*

IDD11 - Conduct Investment Research

IDD12 - Study Global Portfolios

IDD13 - Learn from Best Practices

PROGRAM: DATA & AI PLATFORM (Scope Headlines)

The "Data and AI Platform" program is focused on the deployment of a scalable infrastructure and data pipelines. Yet for effective realisation adequate platform competencies and lifecycle processes must be deployed and matured. These competencies and processes are crucial in order to ensure that the data and AI platform can effectively support the organization's analytics needs. Additionally, the program will also reinforce governance and security measures to safeguard data and ensure compliance.

People

- Data Platform Solution (Core): Data Engineering Competencies*
- Data Platform Solution (Core): Data Architecture & Modelling*
- Data Platform Solution (GovQual): Data Ownership & Stewardship*

Process

- Data Platform Solution (Core): Data Engineering Lifecycle*
- Data Platform Solution (GovQual): Governance Lifecycle*
- Data Platform Solution (CPM): Performance Management*

Technology (Platform)

- Data Platform Solution (Core): Business & Intelligence Data Store*
- Data Platform Solution (CPM): Operational Performance Configuration*
- Data Platform Solution (ECKMS): Content & Knowledge Management*
- Data Platform Solution (GovQual): Data Quality & Go*

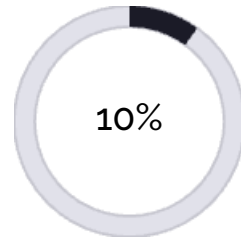
Data

- Data Pipeline (Global Data): Global data capture from various sources*
- Data Pipeline (Local Data): Data capture from local ecosystem*
- Data Pipeline (Internal Data): Data integration from operational systems, platforms and tools*

PROGRAM: DATA & AI PLATFORM (3Y Timeline)

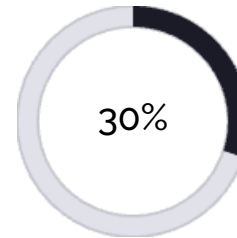
The program is for 3Y and runs throughout to ensure comprehensive design, deployment and activation of a scalable data platform & operation.

- > **Year 01:** Program.02 is activated in 2025 with a primary milestone success tracked against the quality of the platform being implemented as a foundation
- > **Year 02:** The program contribution in year 02 (Mol Performance) is measured with a result indicator tracking Strategy & Performance data quality and integration
- > **Year 03:** In the the 3rd year of the roadmap the success of Program.02 connected to the confirmation of quality data integration from all global data sources



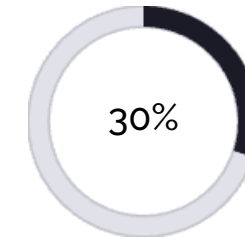
2025 (Data Foundation)

1. Data & AI Platform Setup
2. Design Compliance (Meta-data)
3. Design Compliance (Data specs)



2026 (Mol Performance)

1. Strategy & Performance Data Quality
2. Operational Data Pipeline & Integration
3. Strategy Data Aggregation & Stores



2027 (FDI Performance)

1. Investment Data Quality Controls
2. Investment Data Pipeline & Integration
3. Investment Data Aggregation & Stores

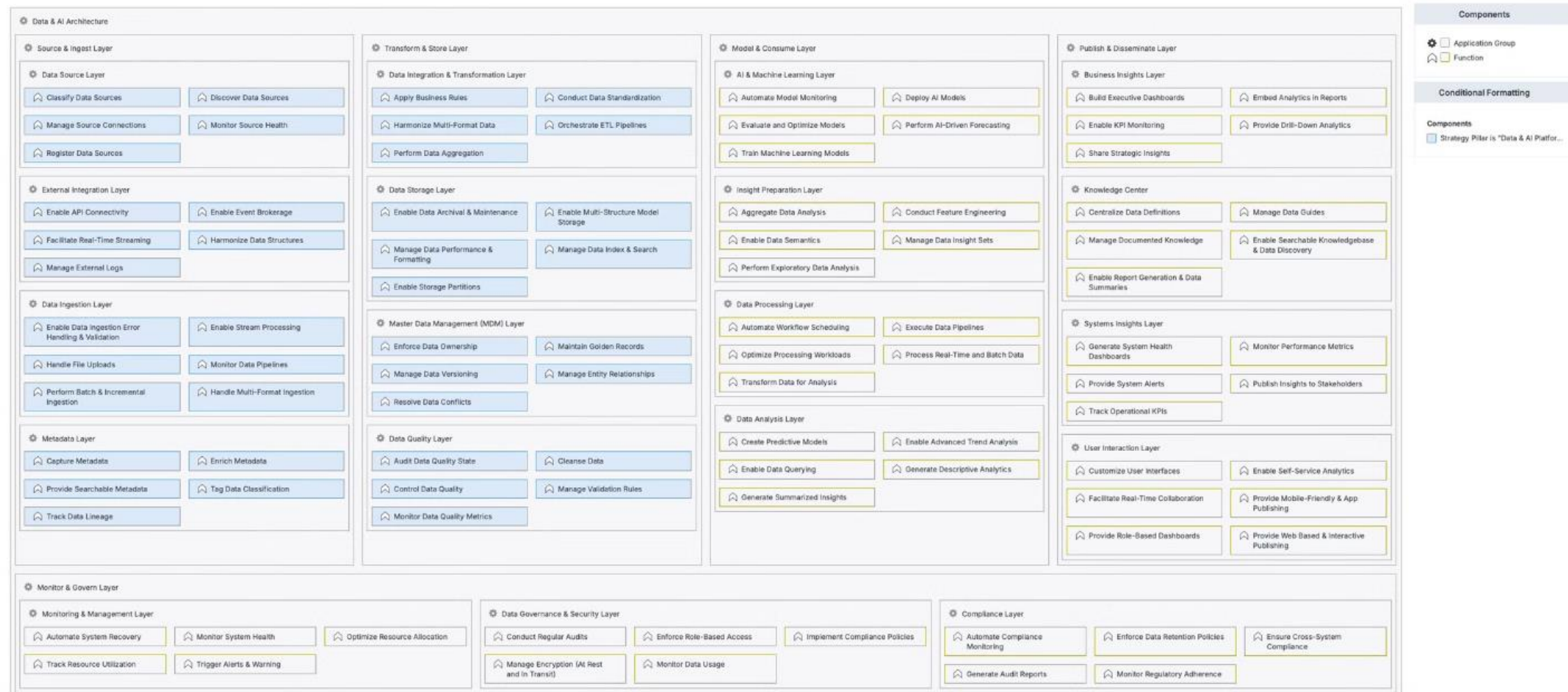
	2025 Foundation 100% KRI Matrix	2026 Mol Performance 100% KRI Matrix	2027 FDI Performance 100% KRI Matrix
Pa1 Data Governance - Governance Alignment	50% Policy & Forum Activation Within the Data & AI Function	20% Policy & Forum Activation Across Mol	10% Policy & Forum Activation Across the Mol Ecosystem
Pa2 Data & AI Platform - Data Platform Coverage	10% Platform Setup Design Compliance (Meta-Data)	30% Core Data Operational Data Integration	30% Investment Data Global Regional Local Integration
Pa3 Intelligence Factory - MQL Coverage	10% DevOps Activation Design & Deploy Setup	30% CPH Insight Operational Metrics	50% Investment Insight Global Investment & FDI Metrics
Pa4 Data & AI Culture - Data-driven Working	30% Data Stewardship Activation Between AI and Mol Functions	20% Performance Forums Across Mol	10% Ecosystem Forums Across the Mol Ecosystem

Program vs. KRI

- The KRI track the realisation of the annual target specified in Annual Phasing & Priorisation statements
- The program contribution to achieving the annual target is approximated relative to the KRI metrics
- Post-project, the programs outcomes and impact will be measured through tracking the relevant IO

PROGRAM: DATA & AI PLATFORM (Solution Components)

The Data & AI platform contribution to the overall Solution Capabilities are here illustrated through the solution architecture heatmap. The tracing to solution components reinforce specifications areas to be considered as the program is being realised.



Data & AI Platform Architecture Heatmap

PROGRAM: DATA & AI PLATFORM (Reference Mapping)

The Data & AI platform program designs, deploys and operates a unified data platform. This comprehensive initiative aligns with established benchmarks for Data & AI for IPAs in leading FDI countries. By aligning with such benchmarks, the initiative enables MoI Data & AI Department to compare progress and identify areas of improvement, and drive efficiency. This ensures that IO deployments are continually optimized and aligned with leading practices, ultimately contributing to the organisation success.



Case 01: USA | Advanced Data Infrastructure

The USA uses Advanced digital infrastructure that supports data-driven decision-making for investment promotion and orchestration.

> IPA Impact: Core IPA Function (Promotion | Facilitation | Advocacy)



Case 02: Australia | AI for Realtime & Predictive Analytics

Australia's strong infrastructure and facilitation capabilities attract diverse FDI. AI is used for real-time analytics and predictive modeling,

> IPA Impact: Core IPA Function (Promotion | Facilitation | Advocacy)



Reference: Standards (IPA | Data)

The program builds on data standards: DAMA | GSIM | GAMS0 | TOGAF

The program include IPA guidelines: WBR CISF | OECD IPA | WAIPA

> IPA Impact: Data & Digital Intelligence Capabilities



NIS Mapping

The scope of this program is defined to address initiatives specified in the NIS Strategy to be addressed by MoI in the UAE Investment Ecosystem:

Programs: NIS.10 FDI DataConnect Platform | NIS.08 InvestUAE Platform

PROGRAM: DATA & AI PLATFORM (MoI.IO Objectives Mapping)

The MoI.IO Data Platform program addresses the need for a centralized and standardized data management system that will support data-driven decision making and enable effective analysis of FDI data. The main target of the program include developing a scalable and secure data infrastructure, implementing advanced analytics tools, and ensuring data quality and integrity. By achieving these targets, the program aims to enhance the overall data intelligence capabilities and contribute to evidence-based decision making in the context of FDI, hence enabling the IO Strategic Objectives as here illustrated.

MoI.IO GOAL01 | DIAGNOSTICS & VISIBILITY

Objective 01.01 | Economic Data

- > *P.02 | M.01.A | B (Model | Integrate)*
- > *P.02 | M.02.A | B (Pipeline | Storage)*

Objective 01.02 | Diagnostic Intelligence

- > *P.02 | M.02.A | B (Pipeline | Storage)*

Objective 01.03 | Insight for Visibility

- > *P.02 | M.03.A | B (Aggregation | Streaming)*

MoI.IO GOAL02 | FACILITATION & AGILITY

Objective 02.01 | Ecosystem Data

- > *P.02 | M.01.A | B (Model | Integrate)*

Objective 02.02 | Facilitation Intelligence

Objective 02.03 | Insight for Agility

- > *P.02 | M.03.A | B (Aggregation | Streaming)*

MoI.IO GOAL03 | RETENTION & GROWTH

Objective 03.01 | Sentiment Data

- > *P.02 | M.01.A | B (Model | Integrate)*

Objective 03.02 | Retention Intelligence

Objective 03.03 | Insight for Growth

07. STRATEGIC
PROGRAM.03
(INTELLIGENCE FACTORY)

PROGRAM: INTELLIGENCE FACTORY (Projects)

Budget (CapEx): AED5.6m
Budget (per year): AED0m

05x Projects | 3x years (2025 - 2027) | Sustained with YoY Augmented Resources

PROGRAM HEADLINE

This program is required for the continuous design, development and dissemination of Insights & Intelligence to the Mol Ecosystem

> **Primary Drivers:** *The establishment of Mol to drive the growth of Investment requires the implementation of key insights for functional decision making*

> **Key Outcomes:** *The program deploys (1) Dissemination Infrastructure, (2) Development of Dashboards, (3) Distribution of Insight to Ecosystem Stakeholders*



01: Data.Display (DC3 | Wall)

Design & Develop a digital wall that disseminates insights & analyses, enhancing decision-making capabilities at Mol for continuous insight & learning

> **Time: 3mth | Budget: AED0.2m**



02: Data.Display (DC3 | Room)

Design & Develop a digital comm. center that effectively disseminates investment insights across Mol for continuous insight & deep learning.

> **Time: 3mth | Budget: AED0.9m**



03: Data.Display (DC3 | Facility Design)

Design a facility that functions as a digital command and control hub, delivering real-time insights for investment learning & s.decision

> **Time: 6mth | Budget: AED3m**



04: Data.Platform (Solution | iPortal) - Marketplace

Establish a platform for sharing investment insights and data with local and global entities, making InvestUAE a global custodian of investment data.

> **Time: 6mth | Budget: AED0.5m**



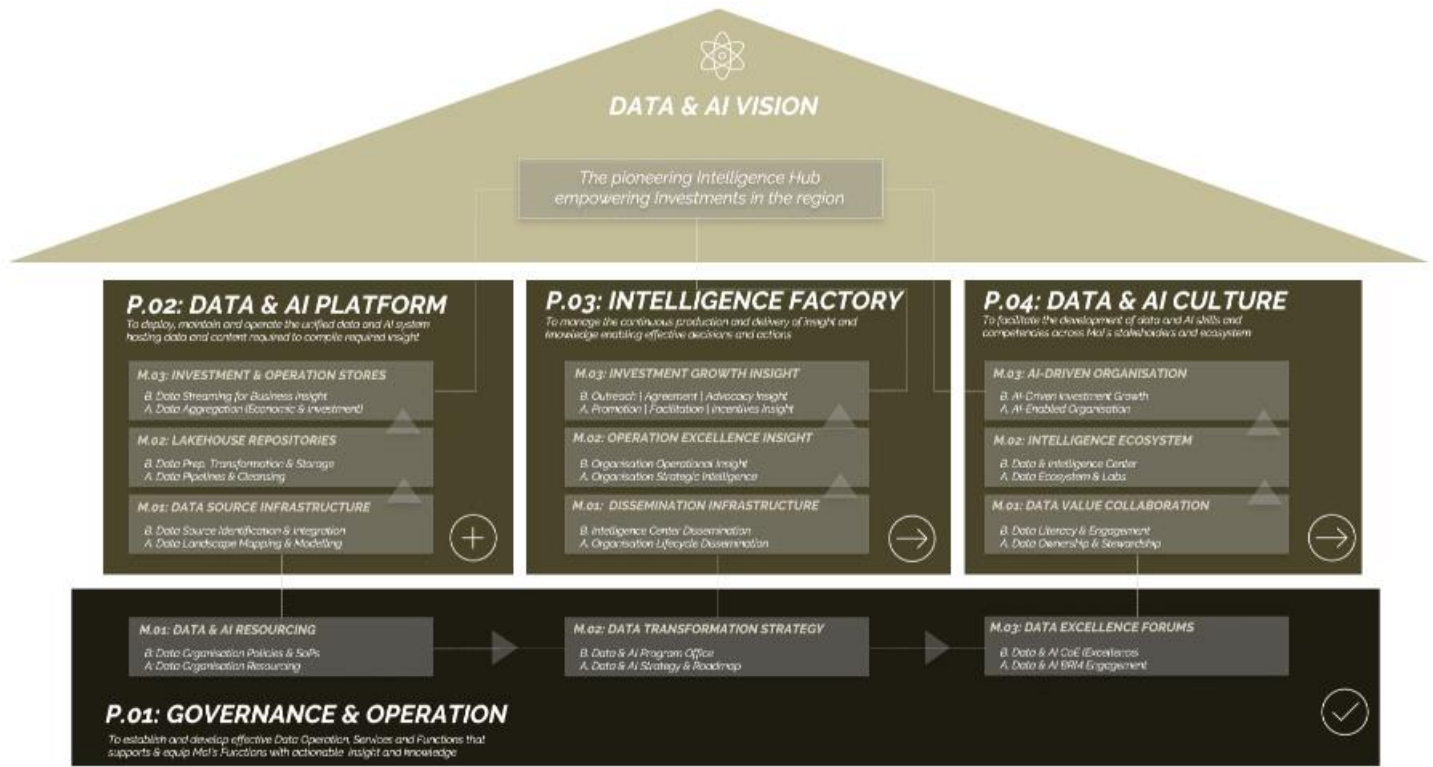
05: Data.Platform (Solution | iPortal) - Dashboards

Establish demand dashboarding for investment insights and data for internal & external entities, making InvestUAE.IO the prime intelligence enabler.

> **Time: 6mth | Budget: AED1m**

PROGRAM: INTELLIGENCE FACTORY (Enabling Projects)

The Intelligence Factory program aims to enable projects by providing comprehensive and accurate intelligence. By aligning with IPA best practices and standards, as well as leading data best practices, the program ensures that it delivers impactful results and utilizes data intelligence effectively. The initiative includes a number of project identified through a systematic analysis of Mol current establishment stage.



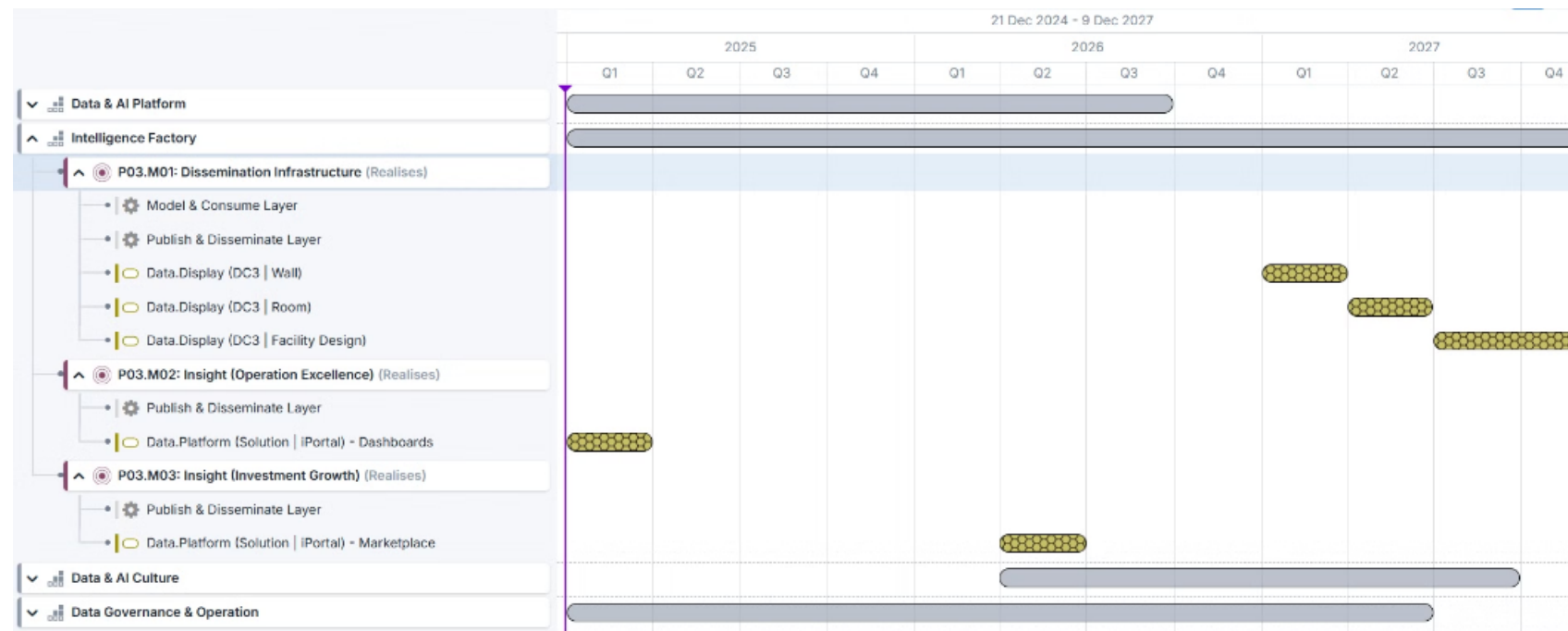
- ▼ ⚙ Data & AI Platform
- ^ ⚙ Intelligence Factory
 - Data.Display (DC3 | Wall)
 - Data.Display (DC3 | Room)
 - Data.Display (DC3 | Facility Design)
 - Data.Platform (Solution | iPortal) - Marketplace
 - Data.Platform (Solution | iPortal) - Dashboards
- ▼ ⚙ Data & AI Culture
- ▼ ⚙ Data Governance & Operation
- ▼ ⚙ Data Ops Enablers

Strategic Programs

PROGRAM: INTELLIGENCE FACTORY (Timeline)

This projects in the intelligence factory are activated as short focused projects; yet are maintained as continuous Devops activities. The continuous Devops activity implies a strong dependency on Program 01 (staffing), as well as the Technology Enablers with Mol IT (i.e. DevOps | API.Ops | hosting | Security).

NB: The projects in this factory program have a dependency on the staffing projects (in Program 01) to ensure acquired capabilities are operationalised



Intelligence Factory Timeline View

PROGRAM: INTELLIGENCE FACTORY (Milestones Overview)

The Intelligence Factory program outlines critical milestones designed to enhance the Ministry's data-driven capabilities. These milestones focus on creating robust dissemination infrastructure, optimizing operational insights, and fostering investment growth intelligence. By achieving these objectives, the program aims to establish a centralized framework for intelligence management, enabling better strategic alignment, operational excellence, and informed decision-making across the Ministry's functions.

M.01: DISSEMINATION INFRASTRUCTURE

- B. Intelligence Center Dissemination*
- A. Organisation Lifecycle Dissemination*

M.02: OPS EXCELLENCE INSIGHT

- B. Organisation Operational Insight*
- A. Organisation Strategic Intelligence*

M.03: INVESTMENT GROWTH INSIGHT

- B. Outreach | Agreement | Advocacy*
- A. Promotion | Facilitation | Incentives*

Program (DATA OPERATION FOUNDATION)

- P.01: The overall objective of the program is to establish the foundation of an effective Data Operation that supports & enables Mol IPA Functions*
- This program is the foundation enabler towards realising the Vision for the Data and AI Department to ensure a robust data foundation is established*

PROGRAM: INTELLIGENCE FACTORY (Mandate Mapping)

This Mol program in the Mol.IO Roadmap makes a direct contribution to mandate items assigned to Mol.IO. The contribution map is material in either Process, Competencies, Technology and or Data, depending on the projects attached to the program. The direct contribution is here illustrated and portray the significance of the programs to Mol.IO and Mol success.

IDD01 - Create Investment Database

IDD02 - Track Investment Flows

IDD03 - Update Invest. Opportunities

IDD04 - Analyze Investment Data

IDD05 - Unify Investment Databases

IDD06 - Share Investment Insights

> P.03 | M.01.A| B (Lifecycle | Dissemination)

> P.03 | M.03.A| B (Insight - Promote 2 Advocate)

IDD07 - Monitor Investment Progress

> P.03 | M.01.A| B (Lifecycle | Dissemination)

> P.03 | M.02.A| B (Insight - Ops | Strategic)

IDD08 - Set Data Policies

IDD09 - Improve Data Governance

IDD10 - Link to National Databases

IDD11 - Conduct Investment Research

> P.03 | M.02.A| B (Insight - Ops | Strategic)

> P.03 | M.03.A| B (Insight - Promote 2 Advocate)

IDD12 - Study Global Portfolios

> P.03 | M.03.A| B (Insight - Promote 2 Advocate)

IDD13 - Learn from Best Practices

PROGRAM: INTELLIGENCE FACTORY (Scope Headlines)

The Intelligence Factory program aims to leverage data and insights to drive investment progress and inform decision-making. Through the implementation of data policies and improvements in data governance, the program seeks to ensure the accuracy and reliability of the information used. Additionally, the program aims to establish links with national databases and conduct investment research to stay informed about market trends and opportunities.

People

- Organisation Design: To setup functions realising the Data Mandate*
- Role & Position Design: To hire relevant Data competencies*
- Resourcing Model: To effectively resource the Data Department*

Process

- Data Policy: To clarify data lifecycle and stakeholders roles*
- Data SoP: To ensure data lifecycle quality and predictability*
- Data Forums: To ensure prompt data stakeholders alignment*

Technology

- Design Platform: To align Data, Systems and Business features*
- Design Portal & Analytics: To engage Organisation Data Stakeholders*
- Data Tools: To deploy a factory setup to conduct research*

Data

- Data Models: To establish the foundation for Data Quality & value*
- Data Framework: To activate tools and pattern for Data Success*
- Data Platforms: To manage the full lifecycle of Data asset across Mol*

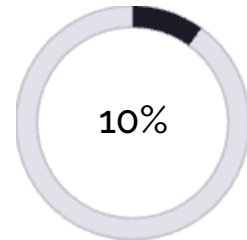
PROGRAM: INTELLIGENCE FACTORY (3Y Timeline)

The Program is undertaken as a 3Y to ensure effective adoption & realisation of key Data & Intelligence Competencies in Mol in line with the Strategy

> **Year 01:** Program.01 is the primary contributor and enabler of the milestone targeted for year 01 (2025) to establish the foundation of Mol Data Operation

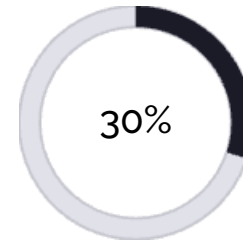
> **Year 02:** Following from establishing the foundation of Data Operation in Mol, Program.01 impact will pursue through the PMO, Forums and Resourcing

> **Year 03:** Following from establishing the foundation of Data Operation in Mol, Program.01 impact will pursue through the PMO, Forums and Resourcing



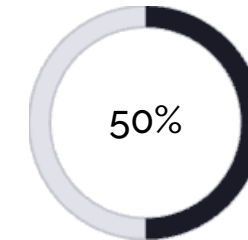
2025 (Data Foundation)

- 01. DevOps Activation
- 02. Design Setup
- 03. Deploy Setup



2026 (Mol Performance)

- 01. CPM Insights
- 02. Organisational Metrics



2027 (FDI Performance)

- 01. Investment Insight
- 02. Global Investment
- 03. FDI Metrics

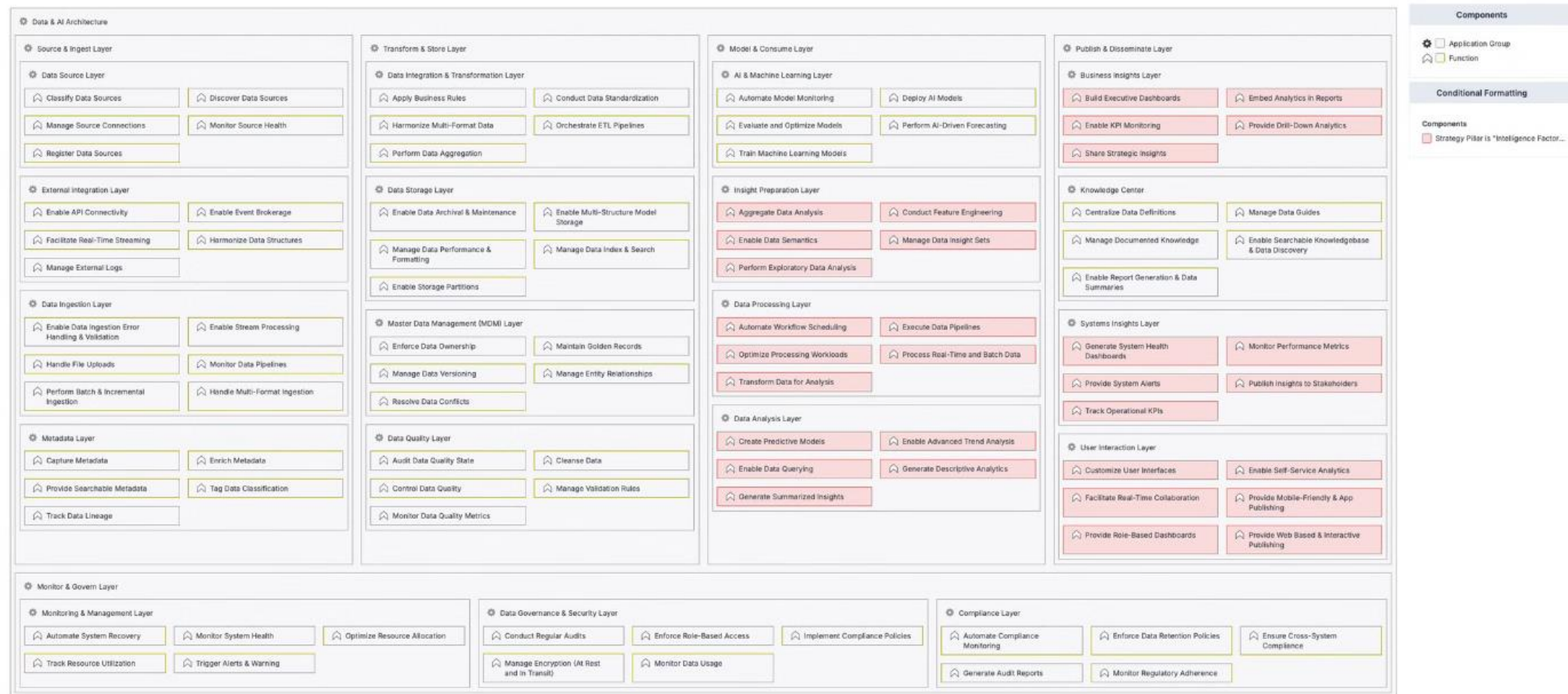
	2025 Foundation: Key KPI Metric	2026 Mol Performance: Key KPI Metric	2027 FDI Performance: Key KPI Metric
Plan Data Governance - Governance Alignment	100% Policy & Process Activation Within the Data & Analytics	100% Policy & Process Activation Across Mol	100% Policy & Process Activation Across the Mol Ecosystem
Plan Data & AI Platform - Data Platform Coverage	100% Platform Setup Design, Compliance, Pilot, Output	100% CPM Data Integration & Data Integration	100% Investment Data Output (Regional & Local Integration)
Plan Intelligence Factory - Data Coverage	100% DevOps Activation Design & Deploy Setup	100% CPM Insights Operational Metrics	100% Investment Insight Global Investment & FDI Metrics
Plan Data & AI Culture - Data-Driven Working	100% Data Literacy & Knowledge Between ID and Non-ID	100% Performance Factors Across Mol	100% Ecosystem Factors Across the Mol Ecosystem

Program vs. KRI

- The KRI track the realisation of the annual target specified in Annual Phasing & Priorisation statements
- The program contribution to achieving the annual target is approximated relative to the KRI metrics
- Post-project, the programs outcomes and impact will be measured through tracking the relevant IO

PROGRAM: INTELLIGENCE FACTORY (Solution Components)

The Intelligence Factory program will gradually develop and deploy insight across Mol and the UAE Investment Ecosystem. The contribution of the program to the components to the overall solution architecture for the end-to-end platform is here portrayed.



Intelligence Factory Architecture Heatmap

PROGRAM: INTELLIGENCE FACTORY (Reference Mapping)

The Intelligence Factory program aligns with global benchmarks to ensure the Ministry's Data and AI initiatives remain competitive and effective. By leveraging insights from best practices and standards, the program fosters continuous improvement, identifies opportunities for efficiency, and drives alignment with international frameworks. These benchmarks provide a proven foundation for informed decision-making and enhance the Ministry's ability to achieve its strategic objectives.



Case 01: France | Data & Analytics Infrastructure

France utilises robust data analytics and sector-specific insights through platforms like Business France for investments in aerospace & key sectors.

> IPA Impact: Cross IPA Functions



Case 02: Singapore | AI-driven Intelligence

AI and AI-derived Intelligence is used to enable highly efficient facilitation, outreach and Ops by the Economic Development Board (EDB),

> IPA Impact: Core IPA Function (Facilitation | Outreach)



Reference: Standards (IPA | Data)

The program uses key data standards: DAMA | GSIM | GAMS0 | TOGAF | FEA
The program include IPA guidelines: WBR CISF | OECD | WAIPA | UNCTAD

> IPA Impact: Data & Digital Intelligence Capabilities



NIS Mapping

The scope of this program encompasses initiatives specified in the NIS Strategy to be addressed by MoI on behalf of the UAE Investment Ecosystem

Programs: NIS.10 FDI DataConnect Platform

PROGRAM: INTELLIGENCE FACTORY (IO Objectives Mapping)

The Intelligence Factory program ensure the timely development and deployment of intelligence and insight across MoI and the Investment Ecosystem. This program addresses key MoI.IO objectives such as enhancing data collection and analysis capabilities, facilitating knowledge sharing across MoI stakeholders, and supporting evidence-based decision making. It aims to leverage advanced data management techniques and technologies to provide accurate and actionable intelligence for enhanced UAE investment outcomes.

<u>MoI.IO GOAL01 DIAGNOSTICS & VISIBILITY</u>	<u>MoI.IO GOAL02 FACILITATION & AGILITY</u>	<u>MoI.IO GOAL03 RETENTION & GROWTH</u>
Objective 01.01 Economic Data	Objective 02.01 Ecosystem Data	Objective 03.01 Sentiment Data > P.03 M.03.A B (Insight - Promote 2 Advocate)
Objective 01.02 Diagnostic Intelligence > P.03 M.01.A B (Lifecycle Dissemination) > P.03 M.02.A B (Insight - Ops Strategic)	Objective 02.02 Facilitation Intelligence > P.03 M.01.A B (Lifecycle Dissemination) > P.03 M.02.A B (Insight - Ops Strategic) > P.03 M.03.A B (Insight - Promote 2 Advocate)	Objective 03.02 Retention Intelligence > P.03 M.01.A B (Lifecycle Dissemination) > P.03 M.02.A B (Insight - Ops Strategic)
Objective 01.03 Insight for Visibility > P.03 M.01.A B (Lifecycle Dissemination) > P.03 M.02.A B (Insight - Ops Strategic)	Objective 02.03 Insight for Agility > P.03 M.01.A B (Lifecycle Dissemination) > P.03 M.02.A B (Insight - Ops Strategic)	Objective 03.03 Insight for Growth > P.03 M.01.A B (Lifecycle Dissemination) > P.03 M.02.A B (Insight - Ops Strategic)

08. STRATEGIC PROGRAM.04 (DATA & AI CULTURE)

PROGRAM: DATA & AI CULTURE (Projects)

Budget (CapEx): AED3.0m
Budget (per year): AED2.2m

06x Projects (PART.02) | 3x years (2025 - 2027) | Sustained with YoY Augmented Resources

PROGRAM HEADLINE (PART #02 | AI Learning & Enablement)

The 2nd stream of the program is planned for deployment of AI-focused solution along with required organisation cultural and operational adaptation

> **Primary Drivers:** IPA agencies in leading FDI countries leverage AI for growth, yet the scale of AI impact requires deep ecosystem engagement to maximise ROI.

> **Key Outcomes:** The AI stream of this program complement the other programs with (1) AI platform, (2) AI Governance, (3) Data Ecosystem Engagement



01: AI.Platform (AI Models)

Design & Develop AI models that assist with business development, FDI, policy analysis foresight, prediction, & data processing.

> **Time: 6mth | Budget: AED0.5m**



02: AI.Platform (AI Stack)

Design & Develop advanced AI infrastructure focusing on a hybrid cognitive platform that seamlessly integrates AI services & frameworks.

> **Time: 6mth | Budget: AED1.0m py**



03: AI.Platform (BPM 4.0)

Design & Deploy cross organizational AI solutions, including bots & workflows. Improve efficiency with embedded AI workers at InvestUAE.

> **Time: 6mth | Budget: AED0.5m**



04: AI.Platform (Invest Twins)

Design & Develop advanced data twins for economic analysis, Spacial, investment simulations, driving decisions in the Mol Ecosystem

> **T: 6mth | Budget: AED1.5 + 1.2m py**



05: Data.Labs (Global Ecosystem)

Detail & Activate programs connecting global academic institutions, research labs for data sharing & innovation in Mol.IO; driving deep insight & literacy.

> **Time: 6mth | Budget: AED0.25m**



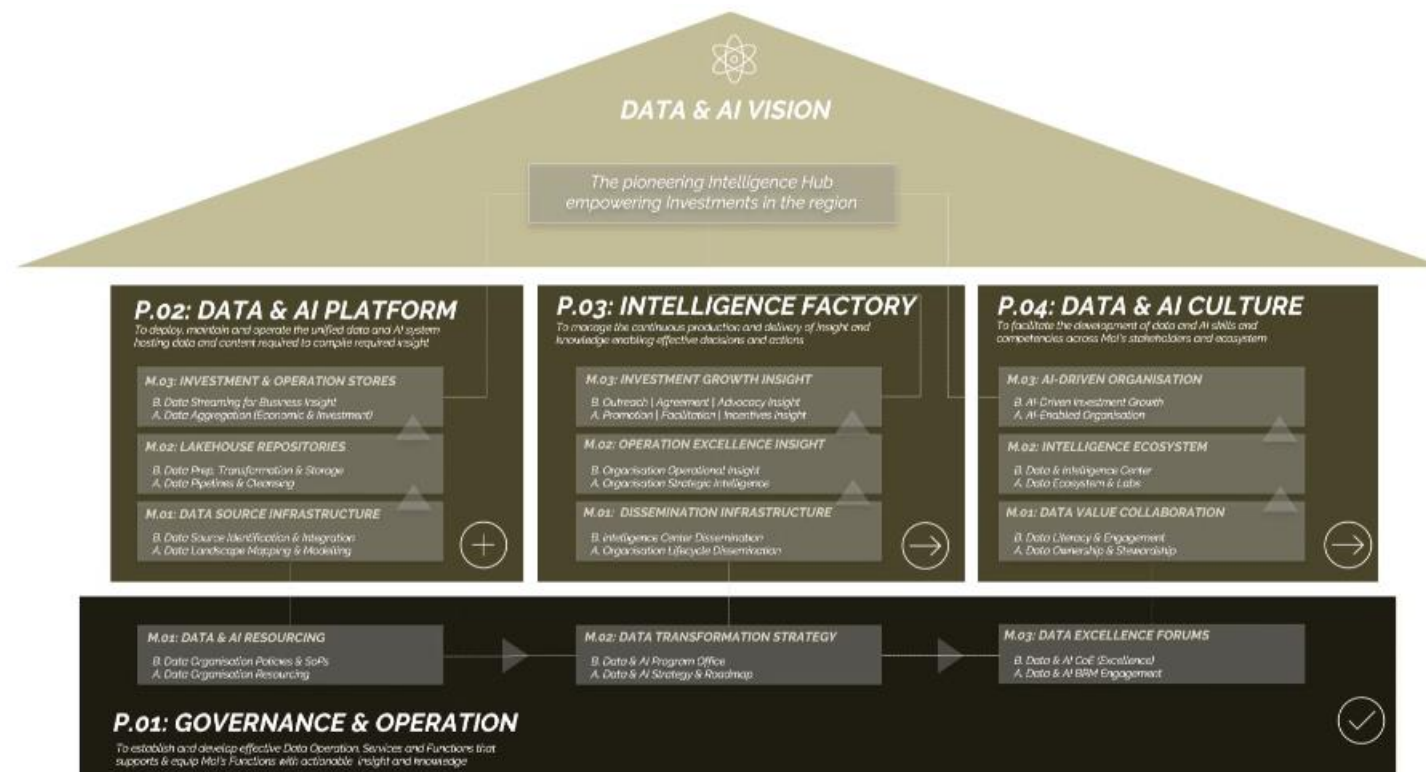
06: Data.Labs (Local Ecosystem)

Detail & Activate programs connecting local (UAE | Regional) academic institutions, research labs for data sharing & innovation in Mol.IO

> **Time: 6mth | Budget: AED0.25m**

PROGRAM: DATA & AI CULTURE (Enabling Projects)

The Data & AI Culture program focuses on enabling projects that foster a data-driven and AI-oriented environment within the organization. This program aims to promote a culture that values and utilizes data and artificial intelligence for decision-making and innovation. Through various initiatives, such as training, education, and awareness campaigns, the program seeks to encourage employees at all levels to embrace data and AI in their daily work.



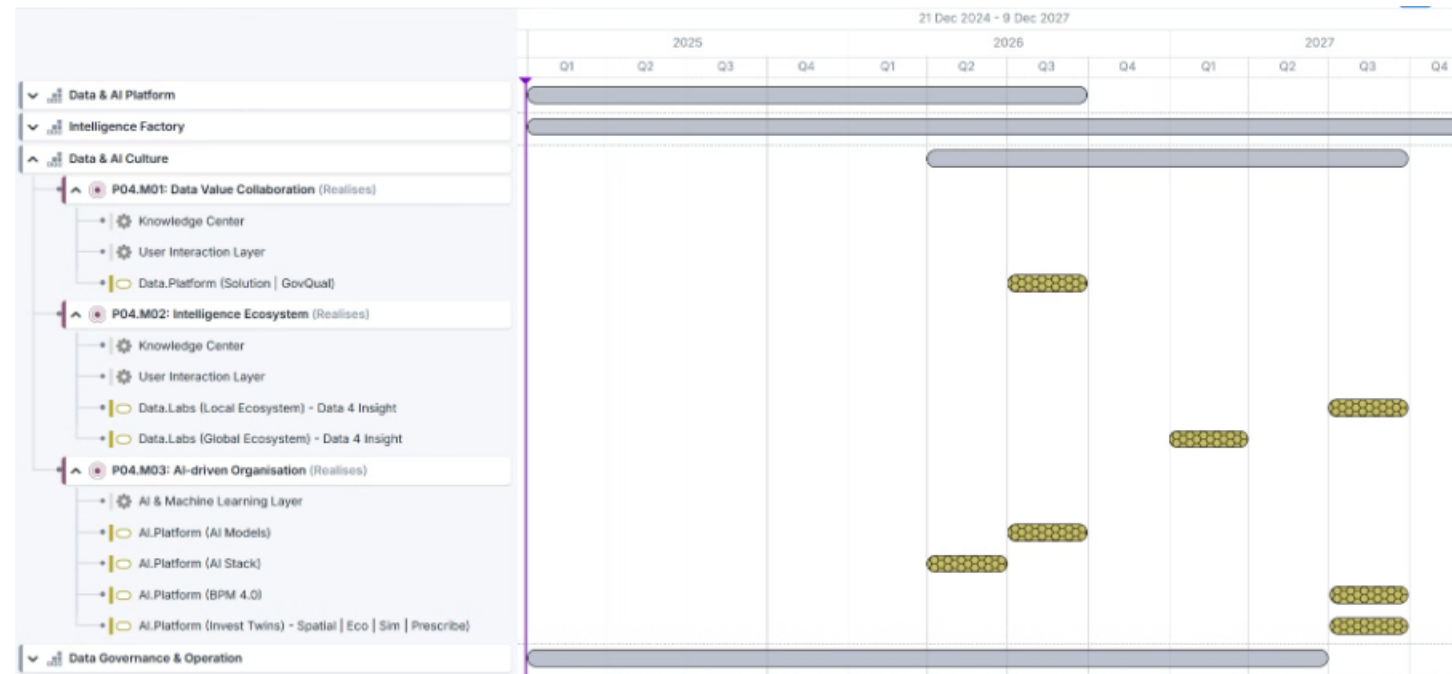
- ▼ ⚙ Data & AI Platform
- ▼ ⚙ Intelligence Factory
- ^ ⚙ Data & AI Culture
 - Data.Platform (Solution | GovQual)
 - Data.Labs (Local Ecosystem) - Data 4 Insight
 - Data.Labs (Global Ecosystem) - Data 4 Insight
 - AI.Platform (AI Models)
 - AI.Platform (AI Stack)
 - AI.Platform (BPM 4.0)
 - AI.Platform (Invest Twins) - Spatial | Eco | Sim | Prescribe)
- ▼ ⚙ Data Governance & Operation
- ▼ ⚙ Data Ops Enablers

Strategic Programs

PROGRAM: DATA & AI CULTURE (Timeline)

The Data & AI Culture program will focus on developing advanced data twins for economic analysis, spatial, investment simulations, and optimization to help drive strategic decisions within the Mol ecosystem. Additionally, the program aims to improve data literacy across Mol and other functions within the ecosystem.

NB: The projects in the Data & AI program have a dependency on the staffing projects (in Program 01) to ensure acquired capabilities are optimised and sustained, with the required resource to operationalise. Culture improvements require habits building backed into the solutions being deployed.



Data & AI Culture Timeline View

PROGRAM: DATA & AI CULTURE (Milestones Overview)

The Data & AI Culture program is designed to foster a robust data-driven environment within the Ministry. This initiative focuses on establishing foundational frameworks, enhancing data stewardship, and driving organizational transformation through artificial intelligence. By achieving the defined milestones, the program aims to create a culture of collaboration, innovation, and data literacy, enabling the Ministry to harness the full potential of its data and AI capabilities while ensuring compliance and strategic alignment.

M.01: DATA VALUE COLLABORATION

- B. Data Literacy & Engagement*
- A. Data Ownership & Stewardship*

M.02: INTELLIGENCE ECOSYSTEM

- B. Data & Intelligence Center*
- A. Data Ecosystem & Labs*

M.03: AI-DRIVEN ORGANISATION

- B. AI-Driven Investment Growth*
- A. AI-Enabled Organisation*

Program (DATA OPERATION FOUNDATION)

- P.01: The overall objective of the program is to establish the foundation of an effective Data Operation that supports & enables MoI IPA Functions*
- This program is the foundation enabler towards realising the Vision for the Data and AI Department to ensure a robust data foundation is established*

PROGRAM: DATA & AI CULTURE (MoI.IO Mandate Mapping)

This MoI program in the MoI.IO Roadmap makes a direct contribution to mandate items assigned to MoI.IO. The contribution map is material in either Process, Competencies, Technology and or Data, depending on the projects attached to the program. The direct contribution is here illustrated, and portray the significance of the programs to MoI.IO and MoI success.

IDD01 - Create Investment Database

IDD02 - Track Investment Flows

IDD03 - Update Invest. Opportunities

> *P.04 | M.02.A| B (Labs | Collaboration)*

IDD04 - Analyze Investment Data

IDD05 - Unify Investment Databases

IDD06 - Share Investment Insights

> *P.04 | M.03.A | B (AI - Insight | Org)*

IDD07 - Monitor Investment Progress

IDD08 - Set Data Policies

IDD09 - Improve Data Governance

> *P.04 | M.01.A| B (Literacy | Engagement)*

> *P.04 | M.01.A | B (Literacy | Engagement)*

IDD10 - Link to National Databases

IDD11 - Conduct Investment Research

IDD12 - Study Global Portfolios

> *P.01 | M.02.A| B (Labs | Collaboration)*

> *P.01 | M.02.A| B (Labs | Collaboration)*

> *P.04 | M.03.A | B (AI - Insight | Org)*

IDD13 - Learn from Best Practices

> *P.01 | M.02.A| B (Labs | Collaboration)*

> *P.04 | M.03.A | B (AI - Insight | Org)*

PROGRAM: DATA & AI CULTURE (Scope Headlines)

The Data & AI Culture program will focus on cultivating a data-driven mindset and promoting the understanding and adoption of artificial intelligence within the organization. Through ecosystem training and AI initiatives, employees will be empowered to make data-informed decisions and leverage AI technologies to drive innovation and efficiency. The program will also aim to create a collaborative environment where data sharing and experimentation are encouraged, fostering a culture of learning.

People

- Organisation Maturity: To adopt data as a primary asset*
- Role & Position Design: Working with AI for efficiency*
- Resourcing Model: To account for AI as Digital Workers*

Process

- Data & AI Policy: To establish policies for the use of Data & AI*
- Data SoP: To embed Data & AI in day-to-day working patterns*
- Data Forums: To ensure effective Data & AI engagement*

Technology

- AI Platform: To enable the realisation of AI processing across Mol*
- AI Models: To deploy specialised AI competence across Mol lifecycle*
- BPM4.0: To integrate AI in the working systems across Mol Functions*

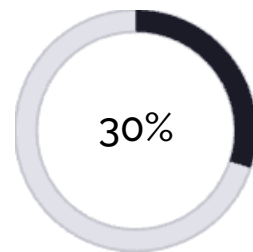
Data

- Data & AI Models: To extend data and meta-data for AI working*
- AI Framework: To establish data lifecycle accounting for AI working*
- AI Training: To establish & harvest adequate data scale for AI training*

PROGRAM: DATA & AI CULTURE (3Y Timeline)

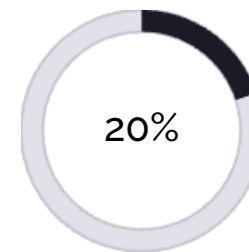
The Program is undertaken as a 3Y to ensure effective adoption & realisation of key Data & Intelligence Competencies in Mol in line with the Strategy

- > **Year 01:** Program.01 is the primary contributor and enabler of the milestone targeted for year 01 (2025) to establish the foundation of Mol Data Operation
- > **Year 02:** Following from establishing the foundation of Data Operation in Mol, Program.01 impact will pursue through the PMO, Forums and Resourcing
- > **Year 03:** Following from establishing the foundation of Data Operation in Mol, Program.01 impact will pursue through the PMO, Forums and Resourcing



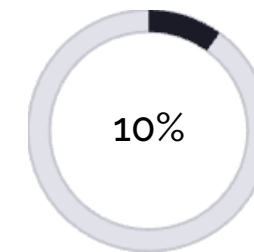
2025 (Data Foundation)

- 01. Data Stewardship Activation
- 02. Between IO and Mol Functions



2026 (Mol Performance)

- 01. Performance Forums
- 02. Across Mol



2027 (FDI Performance)

- 01. Ecosystem Forums
- 02. Across the Mol Ecosystems.

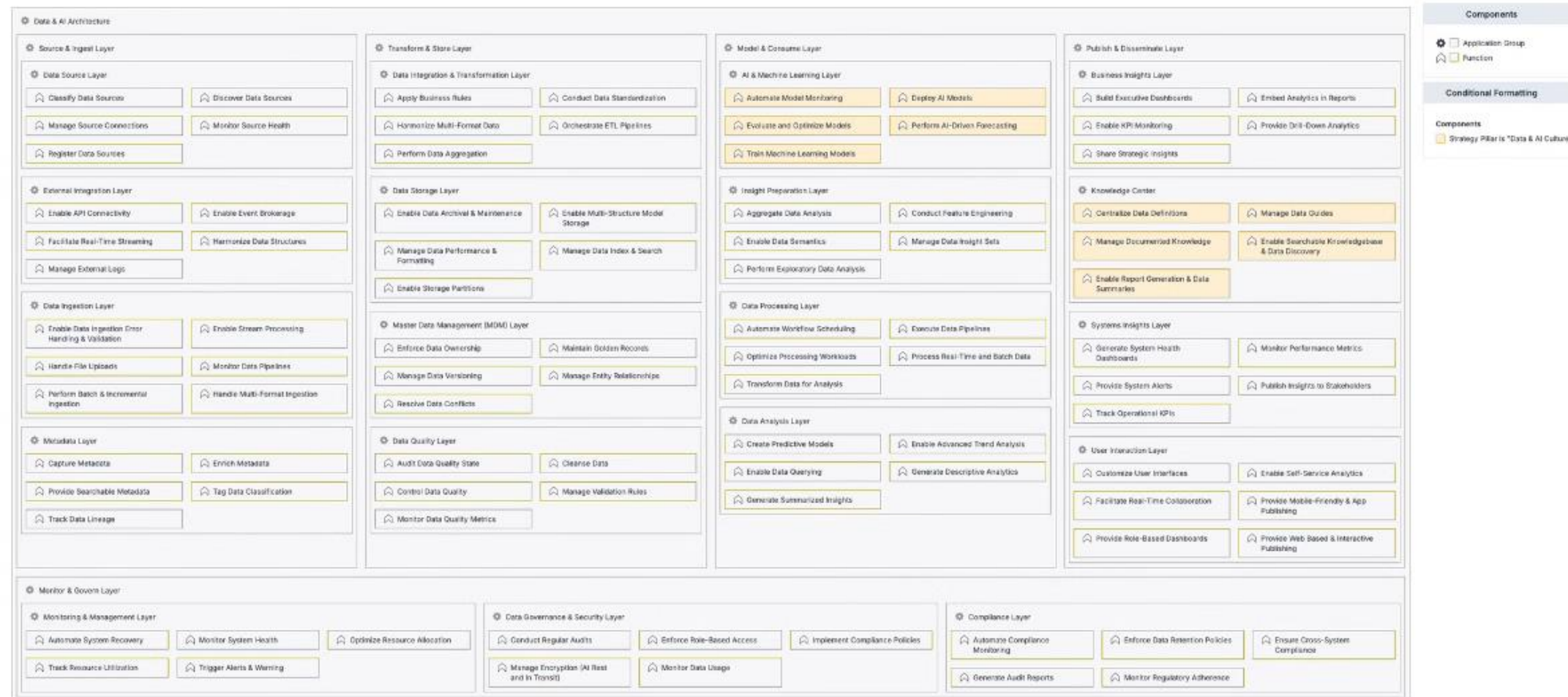
	2025 Foundation 100% KPI Metric	2026 Mid Performance 100% KPI Metric	2027 20% Performance 100% KPI Metric
P.01 Data Governance > Governance Alignment	50% Policy & Forum Activation Write the Data & AI Function	20% Policy & Forum Activation Across Mol	10% Policy & Forum Activation Across the Mol Ecosystem
P.02 Data & AI Platform > Data Platform Coverage	100% Platform Setup Design Compliance (Meta Data)	30% ICPM Data Operational Data Integration	30% Investment Data Global Regional Local Integration
P.03 Intelligence Factory > Metric Coverage	10% DevOps Activation Design & Deploy Setup	30% ICPM Insight Operational Metrics	50% Investment Insight Global Investment & FDI Metrics
P.04 Data & AI Culture > Data-driven Working	30% Data Stewardship Activation Between IO and Mol Functions	20% Performance Forums Across Mol	10% Ecosystem Forums Across the Mol Ecosystem

Program vs. KRI

- The KRI track the realisation of the annual target specified in Annual Phasing & Priorisation statements
- The program contribution to achieving the annual target is approximated relative to the KRI metrics
- Post-project, the programs outcomes and impact will be measured through tracking the relevant IO

PROGRAM: DATA & AI CULTURE (Related Solution Components)

The Data & AI Culture contribution to the overall solution architecture is a general indication of most impacted or utilised component as the projects are realised. Data Culture would typically impact across, considering the significance of data literacy in features adoption be it in the Mol.IO office or in any function within Mol or the broader Mol ecosystem.



Data & AI Culture Architecture Heatmap

PROGRAM: DATA & AI CULTURE (Reference Mapping)

Related benchmark for the "Data & AI Culture" program is a crucial aspect of understanding its impact and relevance for Mol. By comparing and analyzing data from similar programs in the industry, Mol.IO can assess its progress and identify areas for improvements. This benchmark will serve as a valuable reference point for evaluating the success and effectiveness of the program and ensure that it stays aligned with industry standards and best practices.



Case 01: Sweden | Advanced Data Culture & Collaboration

Along its advanced infrastructure, Sweden has sustainability-focused policies. GDPR drive governance and transparency, fostering intelligence collaboration

> IPA Impact: Cross IPA Functions



Case 02: Canada | Strong Data Engagement & Governance

The investment ecosystem in Canada has established a strong governance ensures secure and effective data & intelligence use among stakeholders,

> IPA Impact: Cross IPA Functions



Reference: Standards (IPA | Data)

The program embodies data standards: DAMA | GSIM | ISO8000 | TOGAF | FEA
The program includes IPA guidelines: WBR CISF | OECD | WAIPA | UNCTAD

> IPA Impact: Data & Digital Intelligence Capabilities



NIS Mapping

The Data & AI program covers initiatives specification from the NIS Strategy to be addressed by Mol on behalf of the UAE Investment Ecosystem

Programs: NIS.10 FDI DataConnect Platform

PROGRAM: DATA & AI CULTURE (MoI.IO Objectives Mapping)

The Data Culture program resolves challenges related to data and AI adoption within organizations. It aims to promote a culture that values and utilizes data-driven decision making and leverages AI technologies to drive innovation and growth. By providing training, resources, and support, the program helps organizations develop the necessary skills and understanding to effectively work with and derive insights from data and AI, which overall contributes to the MoI.IO goals as here illustrated.

MoI.IO GOAL01 | DIAGNOSTICS & VISIBILITY

Objective 01.01 | Economic Data

Objective 01.02 | Diagnostic Intelligence
> P.04 | M.01.A| B (Literacy | Engagement)

Objective 01.03 | Insight for Visibility

MoI.IO GOAL02 | FACILITATION & AGILITY

Objective 02.01 | Ecosystem Data
> P.04 | M.02.A| B (Labs | Collaboration)

Objective 02.02 | Facilitation Intelligence
> P.04 | M.01.A| B (Literacy | Engagement)

Objective 02.03 | Insight for Agility

MoI.IO GOAL03 | RETENTION & GROWTH

Objective 03.01 | Sentiment Data

Objective 03.02 | Retention Intelligence
> P.04 | M.01.A| B (Literacy | Engagement)

Objective 03.03 | Insight for Growth
> P.04 | M.03.A | B (AI - Insight | Org)

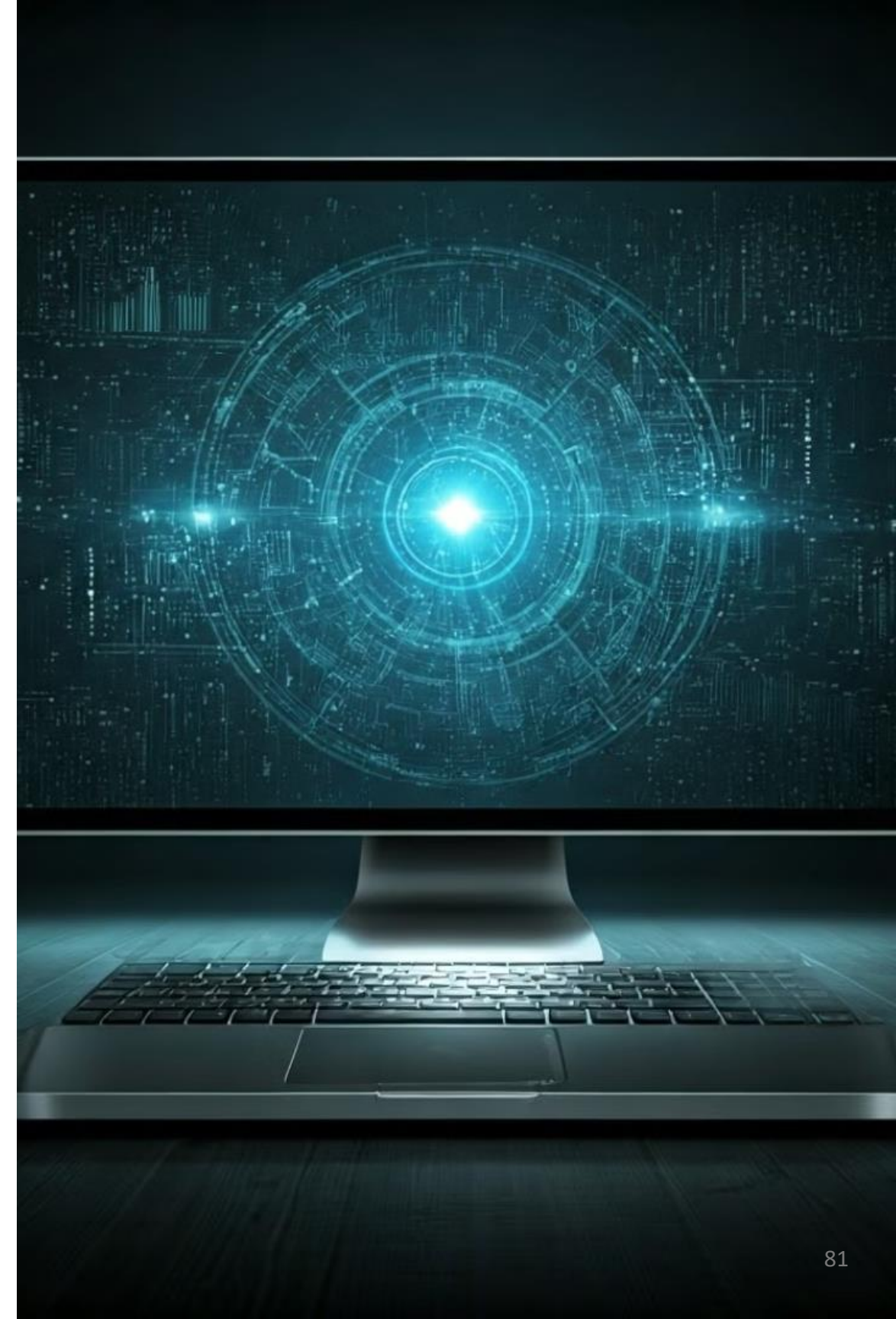
09. CONCLUSION

Roadmap: Report Conclusion

The Mol.IO Roadmap Report includes a comprehensive summary of projects to be undertaken for the realisation of Mol.IO Vision as a pioneering investment hub, accelerating Investments in the UAE.

The report shows that the initiative aligns with primary IPA best practices and standards as well as leading Data best practices. These alignments demonstrate the commitment to ensuring the deployment of Mol.IO operation.

Moving forward, it is important to regularly evaluate progress and verify project outcomes to ensure continued success. Sustaining alignment with key decision makers in Mol for support and change enablement is the primary success factor for the Strategic Roadmap.



END REPORT

Thank You