DATA GOVERNANCE AND MANAGEMENT TOOLKIT

Scenario Workplan & Financial Considerations

SGIGs Community Well-being Tools Project

The Community Well-being Tools Project is an initiative of the Data Steering Committee (DSC). The DSC is comprised of Self-Governing Indigenous Government (SGIG) representatives and was formed to support SGIGs in building their data governance and management capacity. Since 2018, the DSC has overseen data capacity-building initiatives for the SGIGs, including an online toolkit

The DSC is building upon this previous work by developing a suite of tools to support SGIGs in understanding and reporting on community well-being:

Tool	Description
DATA CAPACITY ASSESSMENT	Support SGIGs navigating the toolkit by highlighting relevant components of those tools to an assessment of an SGIGs' readiness, capacity, and objectives
DATA GOVERNANCE FRAMEWORK	Overarching framework describing and providing guidance with respect to the component parts of a data governance program
CONCEPTUAL WELL-BEING FRAMEWORK	Starting point Well-being Framework with guidance on specific customization options
FACILITATION TOOL	Guided steps for an optional process to create a customized Conceptual Well-being Framework
INDICATOR GUIDE & RECOMMENDED INDICATORS	A list of well-being indicators aligned within the Conceptual Well-being Framework with guidance about indicator selection and customization
DATA COLLECTION AND ANALYSIS	Options and recommendations for data collection and for creating and reporting statistics
DATA VISUALIZATION DASHBOARD	Interactive platform for reporting indicator-affiliated statistics organized around the customized Well-being Framework
WORKPLAN AND COSTING GUIDANCE	Milestones and budget guidelines for implementing these tools

About this tool

Every SGIG is unique, and there is tremendous diversity across SGIGs in culture, language, geography, history, norms, capacity, budget, objectives, and more. Similarly, every SGIG will have a unique set of interests when it comes to primary data collection. For this reason, producing a single, definitive census workplan and budget for SGIGs is not possible; a cookie-cutter tool simply would not suit the needs of every SGIG. Nevertheless, there is value in providing SGIGs with a helpful starting point, including high level considerations, broad phases of work, and cost areas that can be built on and adapted by SGIGs for their unique context.

This tool presents a scenario census project workplan, including financial considerations, that draws through the core, fictional, Sulingituk Government case study utilized across the toolkit. Like all the scenarios in the toolkit, the intention is to translate concepts into concrete, accessible examples. This tool should be used in conjunction with the Data Collection and Analysis Tool to further support SGIGs in planning and costing a census project, including requesting and evaluating proposals from any external service providers.

The work plan and costing guidance provided in this tool should be understood as a fictional example, subject to significant variation across unique census projects, and current to 2023/24 prices.

Work plan summary

Figure 1.1 outlines a six-phase approach to guide the development of the Sulingituk Census. Some activities of the work plan will be carried out with internal capacity while others will require external support. The term “Census Team” is used throughout this work plan to refer to all major contributors to the project, both internal and external to Sulingituk Government.

1. *Project Management*: Develop an overarching project plan to deliver on the information needs of the project, identifying and managing risks, and coordinating the Census Team's work for the duration of the project.

2. *Policy Development*: Develop any policies required for Census-related activities that might not already exist. For example, data collection, storage, use, and dissemination policies.

3. *Communications and Engagement*: Work with the Government's Communications Department to collaboratively develop and implement a communications and engagement plan, including key messages, modes of communication, and communication assets for target audiences, as well as timing and communications and engagement process. Ensure the Census is well understood and supported by Sulingituk leadership and members.

4. *Questionnaire and Methodology* Design: Design the Census questionnaire, plan the enumeration strategy, and develop a data analysis plan to outline how the results of the Census will be developed. This phase ties the entire project together from the information needs of the project all the way through to how the data might be weighted in the development of Census products.

5. *Enumerator Training and Data Collection*: Recruit and train enumerators, carry out the Census by overseeing distribution and promoting participation according to the communications plan, and provide ongoing support to enumerators during the Census period.

6. *Reporting*: Analyze the data, produce results according to the analysis plan, and developing additional visual outputs to share findings with different audiences. The extent of this phase depends on the desired set of products.

Figure 1.1: Sulingituk Census Work Plan Timeline

Note: Timelines are rough estimates and are subject to change.

Table 1.1 summarizes the proposed work plan, while a more detailed description of the approach and work plan are subsequently described in Section 3. The proposed work plan is provided as a comprehensive starting point to inform Sulingituk Government's decision-making related to pursuing the Census.

Table 1.1: Sulingituk Census Summary Work Plan*

*All timelines are notional and subject to change. Census projects will often take longer than 40 weeks to complete.

Phase 1: Project Management	
Activity 1.1 : Project Launch Meeting • Provide suggested agenda and materials before meeting • Meeting with Sulingituk Government project lead to align on scope, objectives, key informants, integration with other initiatives, and project management approach, including identifying participants for regular check-ins	Weeks 1-2
Activity 1.2 : Establish Project Oversight Meetings • Identify and maintain an appropriate cadence of project oversight meetings to to review progress, resolve any issues, adapt timelines, and confirm priorities • Seek feedback on key milestones and products, and make adjustments to ensure alignment with Sulingituk Government needs	Project Duration
Activity 1.3 : Establish Census Team • Identify core contributors to the delivery of the Census project and establish Census Team • Census Team to advance the critical aspects of project delivery, consisting of internal and external resources • Enumerate roles and accountabilities across the Census Team	Week 2
Activity 1.4 : Develop Census Team Project Charter • Draft Project Charter based on launch meeting notes and feedback • Finalize Project Charter with Sulingituk Government project lead	Weeks 2-4

Phase 2: Policy Development	
Activity 2.1 : Review Existing Relevant Policies • Assess current data governance policies • Identify gaps (if any) and propose either interim or new policy drafts	Weeks 2-3

Activity 2.2 : Draft Interim/New Policies
• If gaps exist:
  ○ Incorporate data governance best practices
  ○ Provide options and considerations for data policies and decisions and align with Government's strategic interests in accordance with the Government's Policy Framework
	Weeks 3-5

Activity 2.3 : Review Draft Policies • Meet with Sulingituk Government project lead to gather feedback on draft policies • Ensure policies provides needed guidance for Census implementation	Weeks 5-7
Activity 2.4 : Finalize Policies • Update draft based on Sulingituk Government project lead feedback • Deliver final data policies for endorsement	Week 7-9
Phase 3: Communications and Engagement	
Activity 3.1 : Identify Audiences, Objectives, and Needs • Review project materials to identify key audiences and their communications needs at each stage	Weeks 5-6
Activity 3.2 : Map Activities and Identify Rationale • Link Census project activities to communications objectives and Government priorities	Weeks 5-6

• Confirm engagement strategies through discussions with Census Team, Leadership, and Government's Communications Team, including modes of communication and communication assets for target audiences	
Activity 3.3 : Draft Communications and Engagement Plan • Work with Sulingituk Government project lead and the Government's Communications Team to collaboratively create strategy and materials for Census awareness and participation, including key messages, timing, and communications and engagement process	Weeks 6-10
Phase 4: Questionnaire and Methodology Design	
Activity 4.1 : Develop Enumeration Strategy and Confirm Population • Work with Sulingituk Government project lead to identify and access population of interest • Create enumeration plan focused on maximizing response rate	Weeks 6-10
Activity 4.2 : Design Questionnaire • Collate and validate information needs in close collaboration with Sulingituk Government project lead • Draft questionnaire and conduct internal and external review • Revise and finalize questionnaire	Weeks 10-18
Activity 4.3 : Develop Data Analysis Plan • Propose analyses, charts, tables etc. to meet data needs • Revise based on feedback from Sulingituk Government project lead	Weeks 18-20
Phase 5: Enumerator Training and Data Collection	
Activity 5.1 : Recruit and Train Enumerators	Weeks 20-24

• Develop recruitment materials, compensation strategies, priorities, and contingencies • Recruit enumerators • Develop training manual and quick reference guide • Deliver online and in-person training to enumerators	
Activity 5.2 : Conduct Census • Implement communications strategy to promote participation • Oversee distribution of Census by enumerators and other methods per strategy	Weeks 24-32
Activity 5.3 : Support Enumerator Efforts • Use tracking tool to coordinate enumeration and prevent duplication • Provide ongoing guidance and support to enumerators throughout Census	Weeks 24-32
Phase 6:a	
6.1 : Reporting • Analyze data and produce results per data analysis plan and in alignment with policies developed in the policy development phase • Develop additional visual outputs like website and infographics to share results • Develop print and web-based reports tailored to different audiences • Interactive dissemination of results integrated with community events • Implement data storage according to decisions made in the policy development phase	Weeks 32-40

Financial considerations

Maximizing the benefits of the Sulingituk Census means reaffirming trust in data collection by drawing on Sulingituk culture and teachings. For members, participating in the Census means sharing stories and experiences by transferring personal information. For leadership, the stewardship of that information demonstrates respect for the sacred knowledge of individual Sulingituk people. The Sulingituk Census is an opportunity to reclaim the Sulingituk right to Indigenous data sovereignty and restore an essential function of governance to Sulingituk Government. For Indigenous Governments across Canada, this project will demonstrate that this is possible and will provide a roadmap for accomplishing it.

There are a wide range of options in terms of the project budget for the Sulingituk Census. There are a few key factors that will drive the cost for the overall project. Sulingituk should expect to pay between $200,000 to $400,000 to external contractors for this work. Note that this excludes any broader data governance development interests and focuses specifically on the Census and associated activities. The key drivers of those contractor costs are the following:

- Extent to which the Census Team is composed of staff already working for Sulingituk Government. If the Government can leverage internal staff then contractor costs can be minimized.
- Sulingituk Government buy-in to the project and trust between members and the project, Government Administration, and Leadership. Low trust environments require a much larger investment in enumeration.
- The number and type of products desired. There is a wide range and number of products that could be developed and the cost of those products varies quite a bit (see Section 4).

Following is the summation of a fictional example project budget with a range of broad figures that would be rescoped based on the foregoing drivers. Italicized line items are highly dependent on the specific requirements of the Sulingituk Census, as defined throughout the project. Estimates should be considered approximate.

Table 1.2: Sulingituk Census Budget Example

*All costs are notional and subject to change.

PHASE	ACTIVITY	ESTIMATED COSTS
Phase 1: Project Management	1.1 Project Launch Meeting	$5,000
	1.2 Project Oversight Meetings	$15,000
	1.3-4 Establish Census Team and Develop Project Charter	$5,000
	Phase 1 Subtotal	**$25,000**
Phase 2: Policy Development	2.1 Review Policies	$3,000
	2.2-4 Draft and Finalize Policies	$12,000
	Phase 2 Subtotal	**$15,000**
Phase 3: Communications and Engagement	3.1-2: Identify Audiences and Map Activities	$5,000
	3.3 Draft Communications/Engagement Plan	$10,000
	Communications Products (e.g., videos, graphics, etc.)	*$20,000 - $50,000**
	Phase 3 Subtotal	***$35,000 - $65,000***
Phase 4: Questionnaire and Methodology Design	4.1 Develop Enumeration Strategy and Confirm Population	$15,000
	4.2 Design Questionnaire (incl. Information Needs)	$45,000
	4.3 Develop Data Analysis Plan	$15,000
	Phase 4 Subtotal	**$75,000**
Phase 5: Enumerator Training and Data Collection	5.1 Recruit and Train Enumerators	$20,000
	5.2-3 Conduct Census and Support Enumerator Efforts	$30,000
	Incentives, Honoraria, Gifts, Ads	*$30,000*
	Enumerator Salaries	*$80,000*
	Community Engagement	*$25,000*
	Phase 5 Subtotal	***$185,000***
Phase 6: Reporting	6.1 Reporting	$100,000
	Additional Census Products	*Variable*
	Phase 6 Subtotal	***$100,000***

*Italicized line items are highly dependent on the specific requirements of the Sulingituk Census, as defined throughout the project. Estimates should be considered preliminary.

Census products

To make the most of the Census, some potential products with a variety of uses to communicate the findings from the Census have been identified as a starting point to inform Sulingituk Government's decision-making. These products are at different levels of complexity and can be customized based on what works best for Sulingituk and for the Government's priorities. Further planning will inform the final choice of products.

Summary reporting

The form of the final report will be confirmed in the course of the project. It could include one final major report composed of subsections that can stand alone, multiple shorter summary reports concisely compiling key Census findings on major topics into brief documents, or some combination of the two. Regardless of what form the final report takes, topic-based summaries are useful tools for gathering insights into Census findings on core topics important to the Sulingituk Government. They can provide vital evidence to support funding requests, development projects, and supportive programming across departments. For instance, these summaries could cover topic areas such as cultural vitality and identity, governance and jurisdiction, health and wellness, labour market indicators, housing, and environmental stewardship.

Ad hoc data requests

Custom data tables and analyses are often ideal for addressing specialized information needs that emerge during and after the Census project. A streamlined "self-serve" request mechanism can be developed, such as an online intake form or template, in which authorized Sulingituk staff can submit specific questions or data they require. Analysts would then review the inquiry, follow up with the requester to clarify details, pull the relevant Census datasets, perform additional analysis if applicable, and deliver the output in the appropriate format.

The deliverables could range from basic cross-tabulation summaries exported into Excel to more advanced integrated data visualizations and reports. While more complex ad hoc requests may require deeper research paired with the existing Census inputs, creating a centralized process can facilitate rapid turnaround to address emergent needs.

Knowledge transfer and capacity building

Knowledge Transfer Workshops or similar capacity-building tools can support Sulingituk staff to increase their capacity to derive insights from the Census continuously. The workshops could include detailed discussions and practical activities, including finding and interpreting key indicators, using analysis software tools, and applying insights to program planning.

The knowledge transfer workshops could also focus on practical applications of the insights gained from the Census. Attendees can learn how to use the insights to inform program planning and decision-making processes. The knowledge transfer workshops aim to provide Sulingituk staff with the necessary skills and knowledge to use Census data for program planning and decision-making.

Interactive web tools

Immersive and interactive web-based tools are a way to present Census findings in a visually appealing and user-friendly manner. These tools can provide custom insights and allow users to explore specific indicators through charts, graphs, gauges, maps, and filters. Some of the interactive web tools that can be produced using Census data to support Sulingituk's priorities are:

1. *Census Information Hub*: A public-facing website designed to promote transparency and provide a comprehensive overview of major Census takeaways, including statistical snapshots and high-level trends and comparisons. An interactive dashboard can allow visitors to filter demographic dimensions, export, or share personalized views.
2. *Internal Census Analytics Portal*: A business intelligence platform providing staff with powerful tools to quickly answer research questions related to key planning needs. The platform would allow staff to gain insights into the Government's needs and priorities, identify service gaps, and make data-driven decisions.