

INDUSTRY ADVISORY | QATAR | GCC

GOVERNMENT & PUBLIC SECTOR

EXECUTIVE REALITY

Government and public-sector organisations deliver mandates through programmes, suppliers and shared services, under scrutiny that expects both outcome and evidence.

Delivery increasingly depends on contracted partners and technology platforms. As programme scale and supplier ecosystems grow, accountability has to move as quickly as delivery does.

WHERE GOVERNANCE PRESSURE APPEARS

PROGRAMME ACCOUNTABILITY

Large initiatives require clear ownership and escalation before delay becomes public rather than internal.

ASSURANCE AND AUDIT EXPECTATION

Oversight bodies require evidence that controls operate, not confirmation that they exist.

TECHNOLOGY AND DATA STEWARDSHIP

Digital services concentrate citizen and operational data into systems that must be visibly governed.

SUPPLIER AND CONTRACTOR GOVERNANCE

Delivery partners execute the mandate while accountability for the outcome remains with the entity.

SERVICE CONTINUITY

Essential services must continue through disruption, and preparedness is assessed after the event.

WHAT THIS MEANS COMMERCIALLY

- 01 Programme delay becomes a public accountability issue, not only a delivery one.
- 02 Supplier failure or concentration transfers delivery risk without transferring accountability.
- 03 Assurance and audit findings cost more to resolve than to prevent, and slow procurement in the meantime.
- 04 Transformation increases the number of decisions leadership must be able to see and evidence.

WHERE HARBORSTONE FITS

— Enterprise Governance & Risk

— Operational Resilience & Continuity

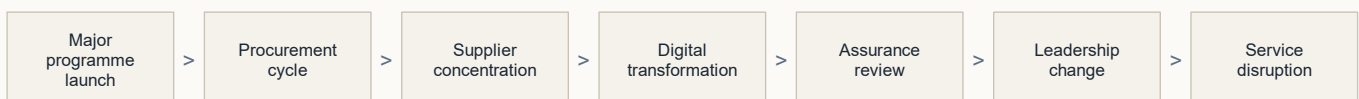
— Audit Readiness & Assurance

— Information Security, Privacy & Digital Trust

— Enterprise AI Governance

— Strategic Advisory & Fractional Leadership

WHEN GOVERNANCE BECOMES A BUSINESS ISSUE



When a programme, supplier or essential service comes under scrutiny, is accountability as visible as the mandate itself?