



هيئة الحكومة الرقمية
Digital Government Authority

The Results of the Government Agencies In the Ninth Measurement of Government Digital Transformation Executive Summary

25/11/2021

برنامج التحول
الوطني



Preamble

In the implementation of the Cabinet Resolution No. (418) dated 25/07/1442 AH, approving the organization of the Digital Government Authority, which states in Article (3) that “The Authority shall be the competent authority in everything related to the digital government, and the national reference in its affairs”, the sixth paragraph of Article (4) “Without prejudice to the competencies of the relevant authorities, the Authority shall undertake the following functions and tasks: Follow up on the commitment of government agencies to issued decisions and orders regarding digital government transactions in accordance with the frameworks and standards set by the Authority”, according to what was stated in item (Fourth) of the Resolution, the Ministry of Communications and Information Technology shall take the necessary measures regarding the cancellation of the e-Government Transactions Program (Yesser), issued by the Royal Decree No. (22290) dated 04/27/1433 AH, and Royal Decree No. (18767) dated 7/4/1440 AH, which stipulated that the “Digital Government Authority” shall replace the program in projects and initiatives for which resolutions were issued by the Council of Ministers and related Royal Decrees.

The report contains the results of the participating government agencies included in the Ninth Measurement Cycle 2021, as the evaluation relied entirely on the data provided by government agencies to the Authority. The results shown in this summary represent the agencies' response to the requirements of indicators for measuring government digital transformation.

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About the Ninth Measurement of Digital Transformation

"Measuring Government Digital Transformation" in its ninth edition aims to contribute to the development of digital government by following up periodically and motivating it in line with the trends in the field of digital transformation to achieve the objectives of the Kingdom's Vision 2030 and its executive programs, as it works on evaluating and determining the current situation of government agencies and measuring their digital transformation through a unified general framework to ensure the achievement of digital transformation in all its stages, seeking to motivate government agencies to work on developing competencies, raising the level of performance, and empowering government agencies by providing a digital mechanism to assess and measure their transformation and the extent of their performance development during the year to reach an integrated digital government.

The current measurement is an extension of the eighth measurement, as the stages of digital transformation have been maintained, with the names of some stages modified to be more clear, with a series of updates to the measurement (the ninth), based on the learned lessons and the views of government agencies.

The Concept of Digital Transformation:

Seeking to achieve organizational strategy and develop innovative and flexible business and operating models by employing technologies, developing talent, reorganizing operations, and managing change to create added value and new experiences for beneficiaries, employees, and stakeholders

What is the Ninth Measurement of Government Digital Transformation?

An assessment tool based on a specific methodology that targets government agencies to diagnose their current situation and follow up on the development of their journey in digital transformation by best practices and standards, which contributes to achieving the objectives of the Kingdom's Vision 2030



Measurement Objectives

1

Supporting government agencies' journey towards digital transformation

2

Providing a methodology and tools for evaluating digital transformation

3

Enabling innovation and adopting emerging technologies

4

Managing corporate planning for government digital transformation

5

Spreading a culture of developing services and measuring beneficiary satisfaction

6

Raising awareness of government digital transformation

7

Accuracy of updating databases and information

8

Enhancing transparency and E-participation.



Governmental Digital Transformation Measurement Indicator Approach

The government digital transformation measurement indicator consists of three sub-indicators through which the level of progress of government agencies in the field of digital transformation is measured.

- **First Sub-Indicator: The progress of government agencies in the digital transformation journey**

This indicator is responsible for measuring the level of transformation of government agencies according to the dimensions and sub-dimensions of the digital transformation journey.

- **Second Sub-Indicator: Compliance with regulations and legislation**

This indicator is responsible for measuring the extent of government agencies' compliance with government regulations and legislation related to the digital transformation journey.

- **Third Sub-Indicator: Professional digital services**

This indicator is responsible for measuring the level of professionalism of digital services.

A specific rate has been determined for each of these indicators, as shown in the following table:

Indicator	Rate
The progress of government agencies in the digital transformation journey	75%
Compliance with regulations and legislation	5%
Professional digital services	20%



First Sub-Indicator: the level of progress of government agencies in the digital transformation journey

The first indicator includes a framework for the digital transformation journey consisting of seven main perspectives that cover the most important aspects of the digital transformation process in a harmonious and integrated manner. Through these perspectives, the indicator measures the level of the agency's progress in the digital transformation journey.

From each of these dimensions, a group of 20 sub dimensions is branched out, measured from across 20 different indicators.

The following figure illustrates the current framework for the ninth measurement:

Dimensions	Emerging	Emerging	Availability	Improvement.	Integration	Innovation
Strategy	Planning Leadership Enterprise					
Organization and Culture	Capabilities Awareness Governance					
Processes	Process Improvement Project Management Business Continuity					
Technology	Applications Infrastructure					
Data	Data Governance Data Management Data Availability					
Services	Quality of services common Platforms Service Delivery Channels					
Beneficiary	E-Participation Beneficiary Engagement Beneficiary Experience					

Digital Transformation Journey

The progress of government agencies in the digital transformation journey is measured based on each of these dimensions, so that the agency moves in its journey towards digital transformation in five successive stages, each of which expresses a specific level of progress:

- **Emerging Stage:**

In this stage, the government agency shall establish initial steps towards digital transformation

- **Availability Stage:**

In this stage, the agency shall have finalized the plans, and developed standards and proper tools for digital transformation.

- **Improvement Stage:**

During this stage, the agency shall work on the continuous development and monitoring of all aspects of digital transformation with the aim of continuous improvement.

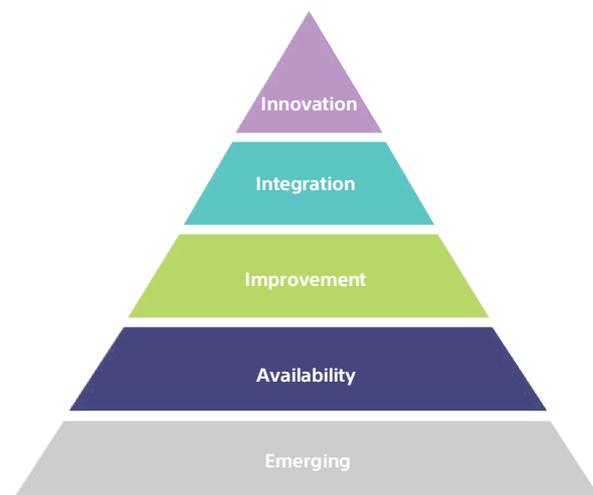
- **Integration Stage:**

At this point, the agency shall have achieved internal and external integration, achieving a key component of digital transformation.

- **Innovation Stage:**

At this point, the agency must have adopted innovation models in the context of digital transformation, taking advantage of emerging technology

The following figure shows the stages of the digital transformation journey:



Second Sub-Indicator: Compliance with Regulations and Legislation

The extent of government agencies' compliance with government regulations and legislation related to the digital transformation process is measured through this indicator, based on four levels:

Fully compliant

Partially compliant

Non-compliant

Not Applicable

Third Sub-Indicator: Professional Digital Services

The Government Services Observatory helps government agencies identify and publish their digital services, develop a road map for converting traditional services in government agencies into digital services, and help assess the level of government agencies' progress in the transition to digital services, knowing that this indicator is measured semi-annually.

Criteria for the Nomination of Agencies Included in the Ninth Measurement

The Digital Government Authority, based on the ninth measurement methodology, has developed a set of criteria to identify the segment of the measurement target audience. These criteria include:

1. To be a government agency.
2. The agency shall be administratively independent and have a legal personality.
3. To be financially independent.
4. The agency provides services to the external beneficiary, whether government agencies, the private sector, individuals, or the internal beneficiary (employees of the government agency).
5. For the newly established agencies of the Council of Ministers, it is required that 18 months have passed since its establishment.

Based on the above, 193 government agencies were measured, of which 17 participated in the ninth measurement for the first time. Accordingly, their results are not counted among the agencies included in this report. As for the remaining 176 government agencies, they will be detailed in this report.

Classification of Government Agencies into Groups

Within the framework of the improved work for the ninth measurement, the Digital Government Authority followed a specific classification of government agencies, as government agencies were classified according to the nature of their work and the services they provide to beneficiaries in a harmonious and homogeneous manner, and this classification allows for comparison between these agencies in their journey towards digital transformation effectively and clearly.

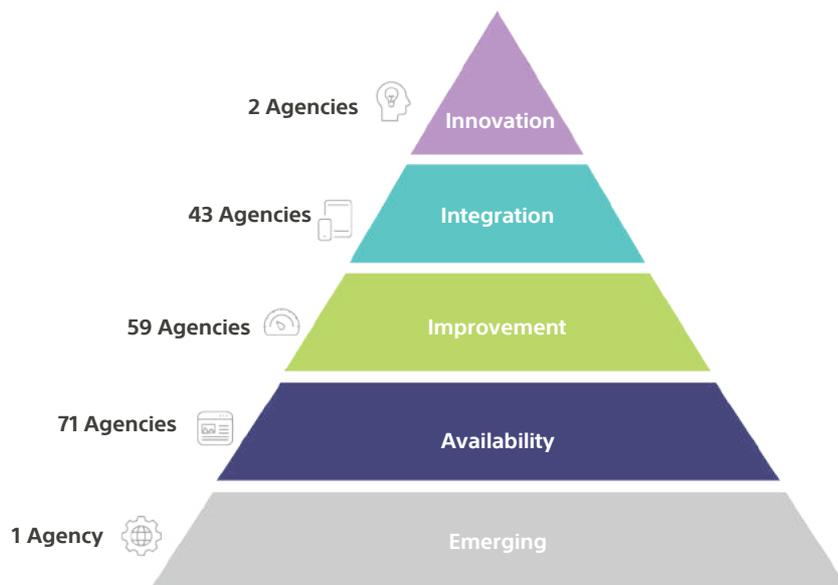
#	Group	Number of Agencies
1	Ministries	23
2	Municipalities	17
3	Health Services	11
4	Financial and Economic	26
5	Education and Training	36
6	Technology, Media, and Logistics	12
7	Security and Military	12
8	Public Agencies	26
9	Emirates of Provinces	13



The Results of Government Agencies in the Ninth Measurement

The government agencies have made progress in the ninth measurement compared to what they have made in the eighth, with an improvement rate of 3.89%. This chapter reviews the results of the 176 government agencies participating in the ninth measurement of digital transformation.

The results of the evaluation of government agencies were as follows:



Top Government Agencies According to Measurement Results

#	Government Agency	Stage
1	Saudi Standards, Metrology and Quality Organization	Innovation
2	Ministry of Health	Innovation
3	General Organization for Social Insurance (formerly Retirement)	Integration
4	Ministry of Transport and Logistics	Integration
5	Ministry of Environment, Water and Agriculture	Integration
6	Social Development Bank	Integration
7	Riyadh Municipality	Integration
8	King Fahd Medical City	Integration
9	King Faisal Specialist Hospital & Research Center	Integration
10	Ministry of Commerce	Integration
11	Ministry of Finance	Integration
12	Saudi Industrial Development Fund	Integration
13	Zakat, Tax and Customs Authority	Integration
14	Royal Court	Integration
15	National Guard Health Affairs	Integration
16	Communications and Information Technology Commission	Integration
17	Eastern Province Municipality	Integration
18	Council of Cooperative Health Insurance	Integration
19	Imam Abdulrahman bin Faisal University	Integration
20	General Directorate of Passports	Integration



#	Government Agency	Stage
21	General Organization for Social Insurance	Integration
22	General Authority for Small and Medium Enterprises	Integration
23	General Intelligence Presidency	Integration
24	King Khalid University	Integration
25	Ministry of Human Resources and Social Development	Integration
26	Ministry of Justice	Integration
27	Qassim University	Integration
28	General Administration of Health Services at the Ministry of Defense	Integration
29	Saline Water Conversion Corporation	Integration
30	Taif Municipality	Integration
31	Royal Ceremonies	Integration
32	Ministry of Tourism	Integration
33	Al-Baha Municipality	Integration
34	Al-Qassim Municipality	Integration
35	General Organization for Technical and Vocational Training	Integration
36	Ministry of Municipal Rural Affairs and Housing	Integration
37	Financial Market Authority	Integration
38	Holy Makkah Municipality	Integration
39	Ministry of Investment	Integration
40	Jazan Municipality	Integration
41	Ministry of Education	Integration
42	The National Center for Measuring the Performance of Public Institutions "Aadaa"	Integration
43	General Organization for Irrigation	Integration
44	Al-Jowf Municipality	Integration
45	Institute of Public Administration	Integration

Results by Group

Ministries

Number of agencies in this group (23)



Municipalities

Number of agencies in this group (17)



Health Services

Number of agencies in this group (11)



Financial and Economic

Number of agencies in this group (26)



Education and Training

Number of agencies in this group (36)



Technology, Media, and Logistics

Number of agencies in this group (12)



Security and Military

Number of agencies in this group (12)



Public Agencies

Number of agencies in this group (26)



Emirates of Provinces

Number of agencies in this group (13)



First: Ministries Group:

The Eighth Measurement



The progression rate
for this group is
7.75%

The Ninth Measurement



#	Top Five Agencies in the Ministries Group	Stage
1	Ministry of Health	Innovation
2	Ministry of Transport and Logistics	Integration
3	Ministry of Environment, Water, and Agriculture	Integration
4	Ministry of Commerce	Integration
5	Ministry of Finance	Integration

Governmental Agencies in the Ministries Group:

- Ministry of Communications and Information Technology
- Ministry of Tourism
- Ministry of Human Resources and Development
- The Ministry of Investment
- Ministry of Islamic Affairs and Social Advocacy
- Ministry of Economy, Planning, and Guidance
- Ministry of Transport and Logistics
- Ministry of Information
- Ministry of Municipal and Rural Affairs
- Ministry of Environment, Water, and Agriculture
- Ministry of Commerce
- Ministry of Municipal and Rural Affairs and Housing
- Ministry of Education and Housing (formerly Housing)
- Ministry of Hajj and Umrah
- Ministry of Health
- Ministry of National Guard
- Ministry of Industry and Mineral Resources
- Ministry of Foreign Affairs
- Ministry of Energy
- Ministry of Defense
- Ministry of Justice
- Ministry of Sports
- Ministry of Finance



Second: Municipalities Group:

The Eighth Measurement



The progression rate
in this group is
26.33%

The Ninth Measurement



Governmental Agencies in Municipalities Group:

- Holy Makkah Municipality
- Eastern Province Municipality
- Al-Ahsa Municipality
- Taif Municipality
- Jeddah Municipality
- Hafr Al-Batin Municipality
- Al-Baha Municipality
- Al-Jowf Municipality
- Municipality of the Northern Border Municipality
- Riyadh Municipality
- Qassim Municipality
- Al-Madinah Municipality
- Tabuk Municipality
- Jazan Municipality
- Assir Municipality
- Najran Municipality



Third: Health Services Group:

The Eighth Measurement



The progression rate
in this group is
12.29%

The Ninth Measurement



#	Top Five Agencies in Health Services Group	Stage
1	King Fahd Medical City	Integration
2	King Faisal Specialist Hospital & Research Center	Integration
3	National Guard Health Affairs	Integration
4	Council of Cooperative Health Insurance	Integration
5	General Administration of Health Services at the Ministry of Defense	Integration

Governmental Agencies in Health Services Group:

- General Administration of Health Services at the Ministry of Defense
- General Administration of Medical Services at the Ministry of Interior
- National Guard Health Affairs
- Saudi Health Council
- Saudi Commission for Health Specialties
- General Authority for Food and Drug Administration
- Council of Cooperative Health Insurance
- King Fahd Medical City
- King Khaled Eye Specialist Hospital
- King Faisal Specialist Hospital & Research Center
- Saudi Red Crescent Authority



Fourth: Financial and Economic Group:

The Eighth Measurement



The progression rate
in this group is
6.63%

The Ninth Measurement



#	Top Five Agencies in Financial and Economic Group	Stage
1	Saudi Standards, Metrology and Quality Organization	Innovation
2	General Organization for Social Security (formerly Retirement)	Integration
3	Social Development Bank	Integration
4	Saudi Industrial Development Fund	Integration
5	Zakat, Tax and Customs Authority	Integration

Governmental Agencies in Financial and Economic Group:

- Saudi Central Bank
- General Court of Accountancy
- Saudi Energy Efficiency Center
- General Organization for Social Insurance
- General Organization for Social Insurance (formerly Retirement)
- General Grain Corporation
- Saudi Authority for Industrial Cities and Technology Zones
- Saudi Authority for Intellectual Property
- Saudi Standards, Metrology and Quality Organization
- General Authority for Statistics
- General Authority for Endowments
- Real Estate General Authority
- General Authority for Exhibitions and Conferences
- General Authority for Competition
- General Authority for Small and Medium Enterprises
- Social Development Bank
- Agricultural Development Fund
- Saudi Industrial Development Fund
- Real Estate Development Fund
- Human Resources Development Fund
- Zakat, Tax and Customs Authority
- Zakat, Tax and Customs Authority (formerly Customs)
- Financial Market Authority
- Local Content and Government Procurement Authority
- Cities and Special Economic Zones Authority
- Saudi Export Development Authority



Fifth: Education and Training Group:

The Eighth Measurement



The progression rate
in this group is
0.39%

The Ninth Measurement



#	Top Five Agencies in Education and Training Group	Stage
1	Imam Abdulrahman bin Faisal University	Integration
2	King Khalid University	Integration
3	Qassim University	Integration
4	General Organization for Technical and Vocational Training	Integration
5	Institute of Public Administration	Integration

Governmental Agencies in Education and Training Group:

- The Islamic University of Medina
- The Saudi Electronic University
- General Organization for Technical and Vocational Training
- Imam Abdulrahman bin Faisal University
- Imam Muhammad Bin Saud Islamic University
- Prince Sattam bin Abdulaziz University
- Princess Nora bint AbdulRahman University
- Al Baha university
- Al-Jowf University
- Northern Border University
- Taif University
- Al Qussaim university
- University collected
- King Khalid University
- King Saud University
- King Saud bin Abdulaziz University for Health Sciences
- Institute of Public Administration
- King Abdulaziz Public Library
- King Fahd National Library
- Education and Training Evaluation Authority
- King Abdulaziz University
- King Fahd University of Petroleum and Minerals
- King Faisal University
- Umm Al Qura University
- University of Bisha
- Tabouk university
- Jazan University
- Jeddah University
- Hail University
- University of Hafr Al-Batin
- Shaqra University
- Taibah University
- Najran university
- King Abdulaziz Foundation
- King Khalid Military College
- King Fahd Security College
- Najran university

Sixth: Technology, Media, and Logistics Group:

The Eighth Measurement



The progression rate in this group is **5.37%**

The Ninth Measurement



#	Top Five Agencies in Technology, Media, and Logistics Group	Stage
1	Communications and Information Technology Commission	Integration
2	King Abdullah City for Atomic and Renewable Energy	Improvements
3	Saudi Press Agency	Improvements
4	Saudi Post	Improvements
5	Public Transport Authority	Improvements

Governmental Agencies in Technology, Media, and Logistics Group:

- Saudi Post
- Saudi Space Authority
- General Authority for Audiovisual Media
- General Entertainment Authority
- General Authority of Civil Aviation
- General Authority of Ports
- Public Transport Authority
- King Abdulaziz City for Science and Technology
- King Abdullah City for Atomic and Renewable Energy
- Communications and Information Technology Commission
- Radio and Television Commission
- Saudi Press Agency



Seventh: Security and Military Group:

The Eighth Measurement



The progression rate in this group is 5.57%

The Ninth Measurement



#	Top Five Agencies in Security and Military Group	Stage
1	General Directorate of Passports	Integration
2	General Intelligence Presidency	Integration
3	General Directorate of Border Guard	Improvements
4	General Directorate of Civil Defense	Improvements
5	Agency of the Ministry of Interior for Passports and Civil Affairs	Improvements

Governmental Agencies in Security and Military Group:

- General Directorate of Border Guard
- General Directorate of Passports
- General Directorate of Civil Defense
- Directorate General of Prisons
- General Directorate of Narcotics Control
- General Organization for Military Industries
- Public Prosecution
- General Authority for Military Industries
- General Intelligence Presidency
- Facilities security forces
- Directorate of general security
- Agency of the Ministry of Interior for Passports and Civil Affairs



Eighth: Public Agencies Group:

The Eighth Measurement



The progression rate in this group is **4.61%**

The Ninth Measurement



#	Top Five Agencies in Public Agencies Group	Stage
1	Royal Court	Integration
2	Saline Water Conversion Corporation	Integration
3	Royal Ceremonies	Integration
4	The National Center for Measuring the Performance of Public Institutions "Aadaa"	Integration
5	General Organization for Irrigation	Integration

Governmental Agencies in Public Agencies Group:

- Royal Court
- General Presidency for the affairs of the Grand Mosque and the Prophet's Mosque
- The General Presidency for Scholarly Research and Ifta
- The General Presidency of the Commission for the Promotion of Virtue and the Prevention of Vice
- Royal Ceremonies
- National Center for Wildlife Development
- The National Center for Measuring the Performance of Public Institutions "Aadaa"
- National Center for Monitoring Environmental Compliance
- National Center for Documents and Archives
- Saline Water Conversion Corporation
- General Organization for Irrigation
- General Authority for Survey
- The General Authority for Jurisdiction over the Funds of Minors and Their Equivalentents
- Royal Commission for Jubail and Yanbu
- Royal Commission for AIUla
- Royal Commission for Riyadh City
- Board of Grievance
- Consultative Council
- Cabinet of Experts
- Nuclear and Radiological Regulatory Authority
- Control and Anti-Corruption Authority
- Saudi Geological Survey



Ninth: Emirates of Provinces group:

The Eighth Measurement



The progression rate in this group is 3.16%

The Ninth Measurement



#	Top Five Agencies in Emirates of Provinces Group	Stage
1	Emirate of Riyadh Province	Improvements
2	Emirate of Tabuk Province	Availability
3	Emirate of Makkah Province	Availability
4	Emirate of Assir	Availability
5	Emirate of Madinah Province	Availability

Governmental Agencies in Emirates of Provinces Group:

- Emirate of Eastern Province
- Emirate of Al Baha Province
- Emirate of Al-Jowf Province
- Emirate of Northern Borders Province
- Emirate of Riyadh Province
- Emirate of Qassim Province
- Emirate of Madinah Province
- Emirate of Tabuk Province
- Emirate Of Jazan Province
- Emirate of Hail Province
- Emirate of Assir Province
- Emirate of Makkah Province
- Emirate of Najran Province



The Next Phase

In the next assessment cycle, the DGA shall develop the measurement tool to align with the new trend and best practices of digital government. The focus shall be on compliance with regulations related to digital transformation, measures aligned with the DGA framework, and approved policies and standards to achieve digital government outcomes at the national level.

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