

Digital هيئة  
Government الحكومة  
Authority الرقمية



## Regulatory Study

# Impact of Platforms Governance Regulations on the Government Expenditure Efficiency

October 2025

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# Executive Summary

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# 01. Executive Summary

## 1.1 Highlights of the Study



### 1. Analysis of the Current State

- In July 2022, the Digital Government Authority (DGA) launched the Whole-Of-Government Program to strengthen platform governance which was supported by a set of regulations embedded within the Digital Government regulatory framework.
- Platform governance includes the merge of existing platforms and the governance of new platforms creation and aims to reducing the government platforms and websites by 50% through mergers or rebuilding processes.
- As of September 2023, the number of existing platforms has been reduced by 21% (177 platforms compared to the baseline of 817 platforms) through mergers or deletions, and 187 registration applications have been rejected (total of 696 platforms New platform application).
- The study showed that the governance of the creation of new platforms will achieve an estimated savings of SAR 798 million SAR over the next 10 years (by rejecting applications to create 187 new platforms).



### 2. benchmark

- The benchmark included 3 similar international experiences were examined:
- In Australia, in 2019, the NSW Government launched the Unified Customer Experience Program (OneCx) to integrate government platforms, enabling the integration of 65 platforms and the launch of the Unified Government Services Platform (OneCx).
- In UK, the Government's Efficiency and Reform Program launched in 2010 enabling a reduction of platforms by (77%) and saved \$102 million within 4 years.
- In USA, the government spending reduction program "To Cut Waste" helped reduce the number of government websites by 25% and save \$3 billion in the IT sector.



### 3. Recommendations

- Clarifying governance and defining the (post-merger) roles and responsibilities.
- Issuing regulations and tools supporting the merger or deletion decisions.
- Adopting a unified platform inclusive of all services and designed according to the beneficiary's life journeys.
- Promoting the development and availability of shared resources and tools to facilitate designing the digital services.
- Accelerating the implementation of the Life Journey Program within the design of digital services to improve the user Experience (UX).



# Introduction

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## 02. Introduction

The Digital Government Authority (DGA) aims to keep pace with current and future requirements, contributing significantly to enhancing digital performance within government entities and improving the quality of services provided, in line with the Kingdom's ambitious Vision 2030 and with the strategic directions of DGA which emphasize the importance of providing an effective and flexible regulatory environment that adapts to future changes.

As DGA is the competent authority for all matters related to Digital Government and the national reference for its affairs and based on its mandate to regulate digital government operations and achieve integration among all government entities, and as stipulated in Article 4 of its mandate, DGA is entrusted with "Regulating digital government operations, platforms, websites, and digital government services, and enforcing them to relevant entities" as well as "Optimizing the costs of digital government services", and reference to Circular No. 1/42/5589 issued on 7/11/1442 AH, requiring prior approval from DGA to establish or launch any platform, DGA developed this study on "Impact of Platforms Governance Regulations on the Government Expenditure Efficiency".

This study aims to measure the impact of regulations issued by the Authority, which seek to evaluate both existing and new digital platforms. It concludes with an analysis of the role of these regulations in achieving the objectives of the "Integrated Government Program" launched by the Authority in July 2022, which aims to enhance government operational efficiency, unify the beneficiary experience, and play a critical role in optimizing government spending and identifying enablers to sustain its impact.





# Study of Current State

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### 03. Study of Current State

#### 3.1 General Framework of the Study: Existing Challenges

Prior to the issuance of digital platform governance regulations, government agencies in Saudi Arabia developed various digital platforms and services, This contributed to improving the efficiency of government services and enhancing the user experience, in addition to establishing a modern technological environment that accelerated the adoption of digital solutions and technological innovations. It also supported digital transformation and innovation, increased investment returns, and boosted the value of the national economy.

Statistics from the year 2022 show an increase in the number of government digital services and platforms, as illustrated in the *Figure 1*.

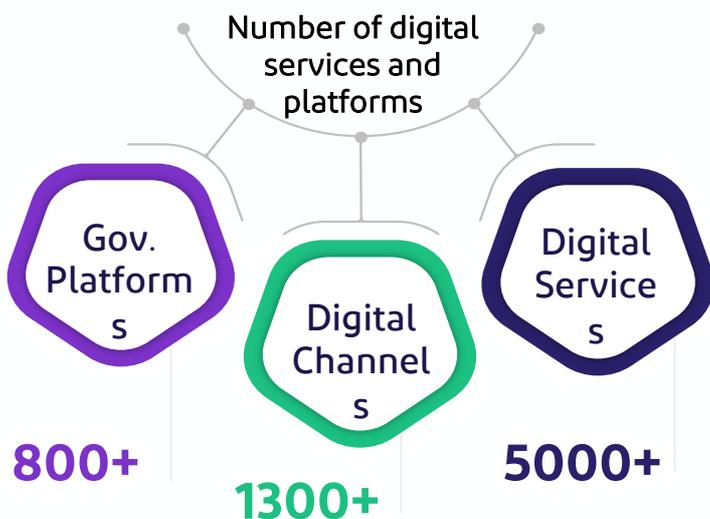


Figure 1: Government Digital Services and Platforms

On the other hand, the increase in digital services and platforms, along with the lack of coordination among government agencies, has led to the emergence of multiple challenges at various levels. These include duplication of digital platform content, redundancy in services and digital platforms, lack of consistency and integration in the user experience, and increased government spending, as detailed below.



#### Duplicate content on digital platforms

The availability of the content on more than one platform would cause duplication of the content with a high potential of contradiction.



#### Duplication of Digital Services and Platforms

Several websites and platforms that have same purpose or provide similar services may cause confusion to the beneficiary.



#### Inconsistent and Incoherent Experience

The existence of several difficulties for beneficiaries while accessing the service may reduce their satisfaction rate or prevent them to get the services they need.



#### High Government Expenditure

The increased spending on platforms and services with no clear direction to use shared resources, which may cause a waste of government resources that could have been avoided.

# 03. Study of Current State

## 3.1 General Framework of the Study: Tasks of the Authority related to the subject of study

In 2021, the Digital Government Authority was established pursuant to council of ministers Decision No. (418), dated 25/07/1442 AH, as shown in *Figure 2*.

Among the responsibilities assigned to it, as outlined in its mandate and relevant to the subject of this study, are:

- “Regulating digital government activities, platforms, websites, and government services, and standardizing them across government agencies”,
- “Rationalizing the costs of digital government services.”



Council of Ministers' Resolution No. (418) dated 1442/07/25 AH

Figure 2: The decision to establish DGA

### Tasks and Mandates of the authority and intersections with the study topic as shown in *Figure 3*.

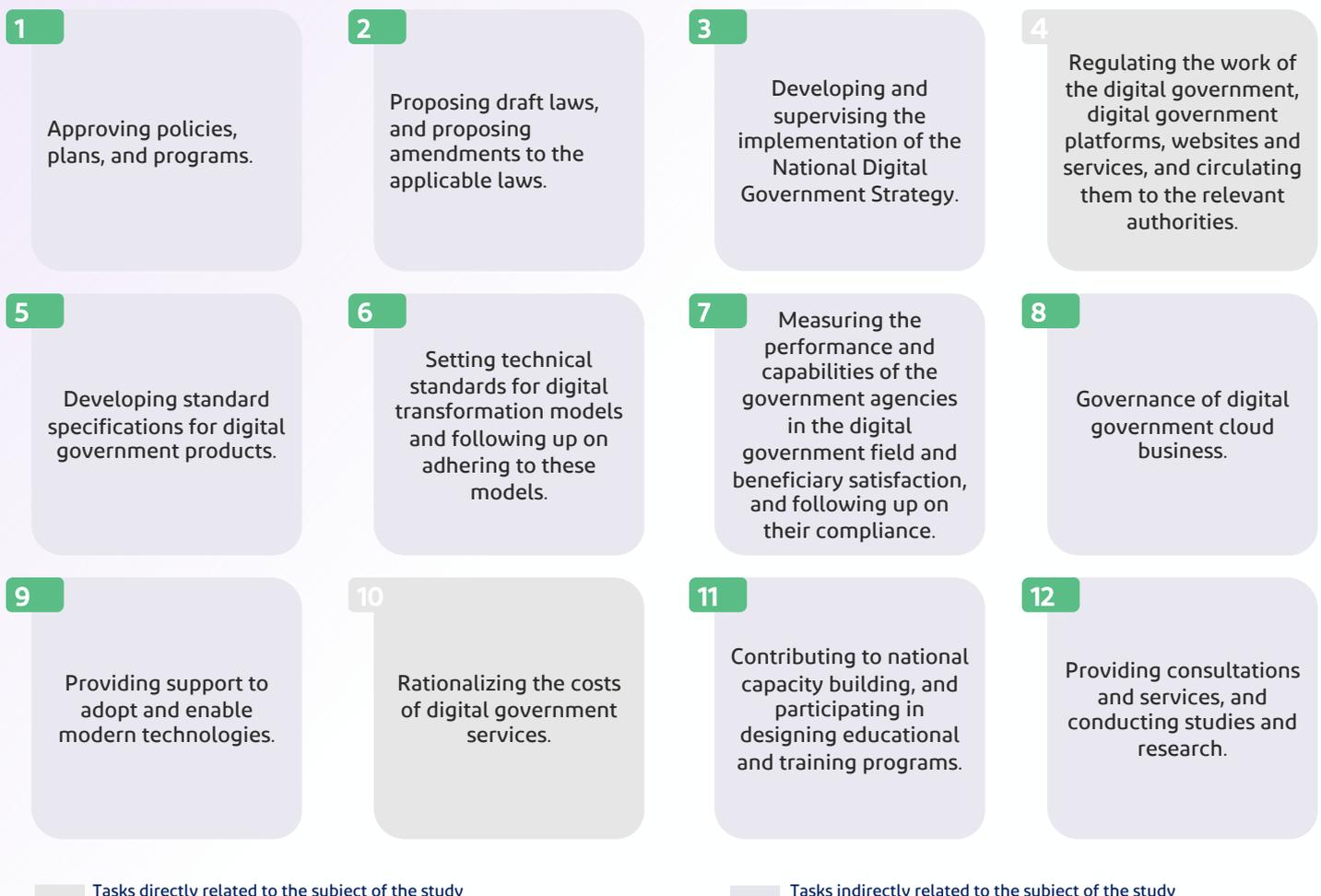


Figure 3: Tasks and Mandates of the Authority

# 03. Study of Current State

## 3.1 General Framework of the Study: Strategic Directions of the Digital Government

The Authority has adopted the strategic directions of the digital government, as illustrated in Figure 4, which supports the concept Whole-of-Government concept and governance of platforms.

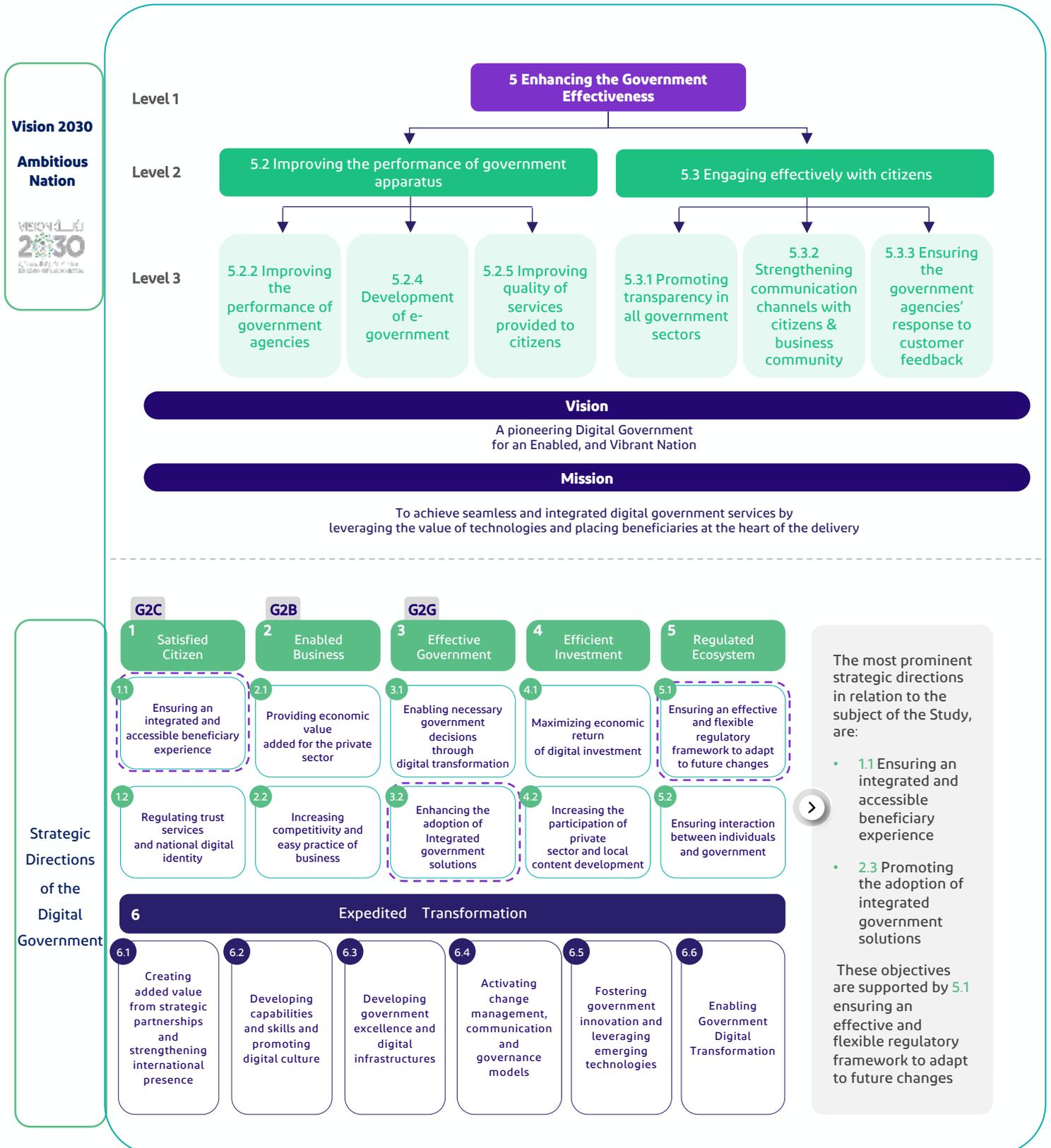


Figure 4: The Strategic Directions for Digital Government

### 03. Study of Current State

#### 3.1 General Framework of the Study: Whole-of-Government concept Program and its Objectives

Towards implementing the strategic directions, the Authority launched the Whole-Of-Government Program in July 2022 to raise the efficiency of government work and to unify the beneficiary experience. The program represents an important step toward achieving the Kingdom’s Vision 2030 in digital transformation as it contributes to establishing a connected, efficient digital government with a unified and exceptional user experience. It is fundamentally based on launching unified national platforms and supporting data exchange among government agencies.

For 2025, the program aims to achieve 4 main objectives:

#### Program Objectives:

- 01. "Raising the percentage of unified interface designs for digital platforms and websites to 80%".
- 02. "Raising the percentage of operational costs (OpEX) through framework agreements to 70%."
- 03. "Raising the use percentage of the shared services for digital government products, portal to 75%".
- 04. "Reducing the number of government digital platforms and websites by 50%

#### General Framework of the Study: Elements of the Whole-Of-Government Program

The Whole-Of-Government Program consists of three interrelated components, as shown in Figure 5, with "Platform Governance" being the primary focus of this study.

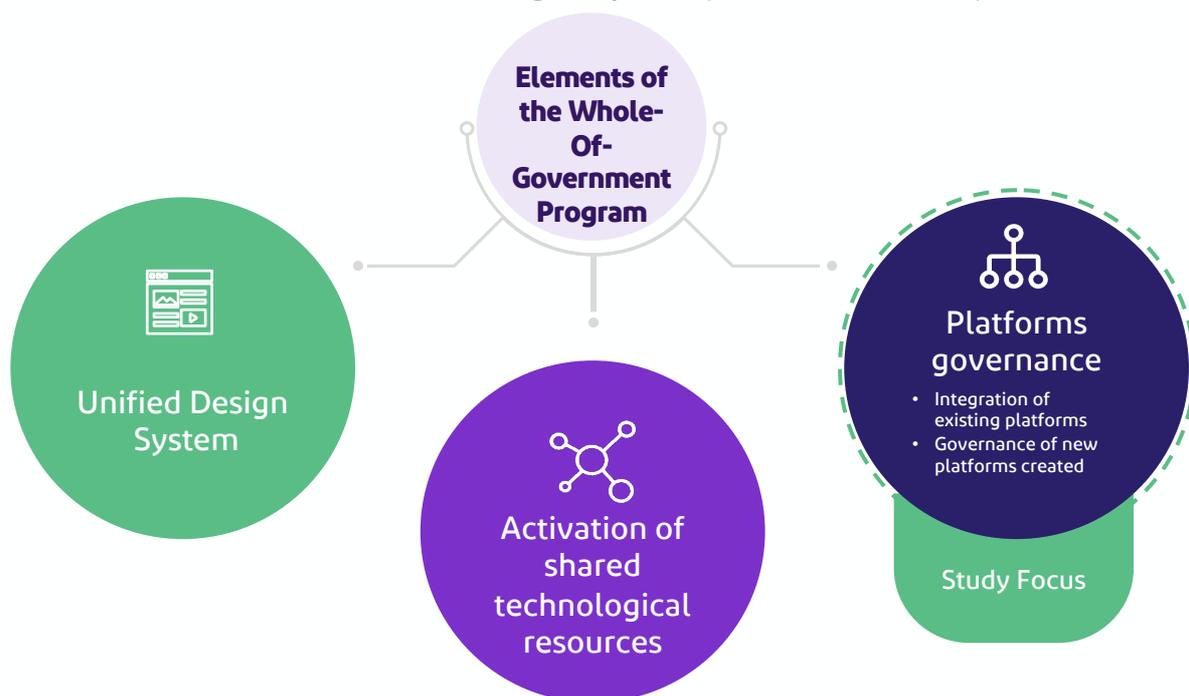
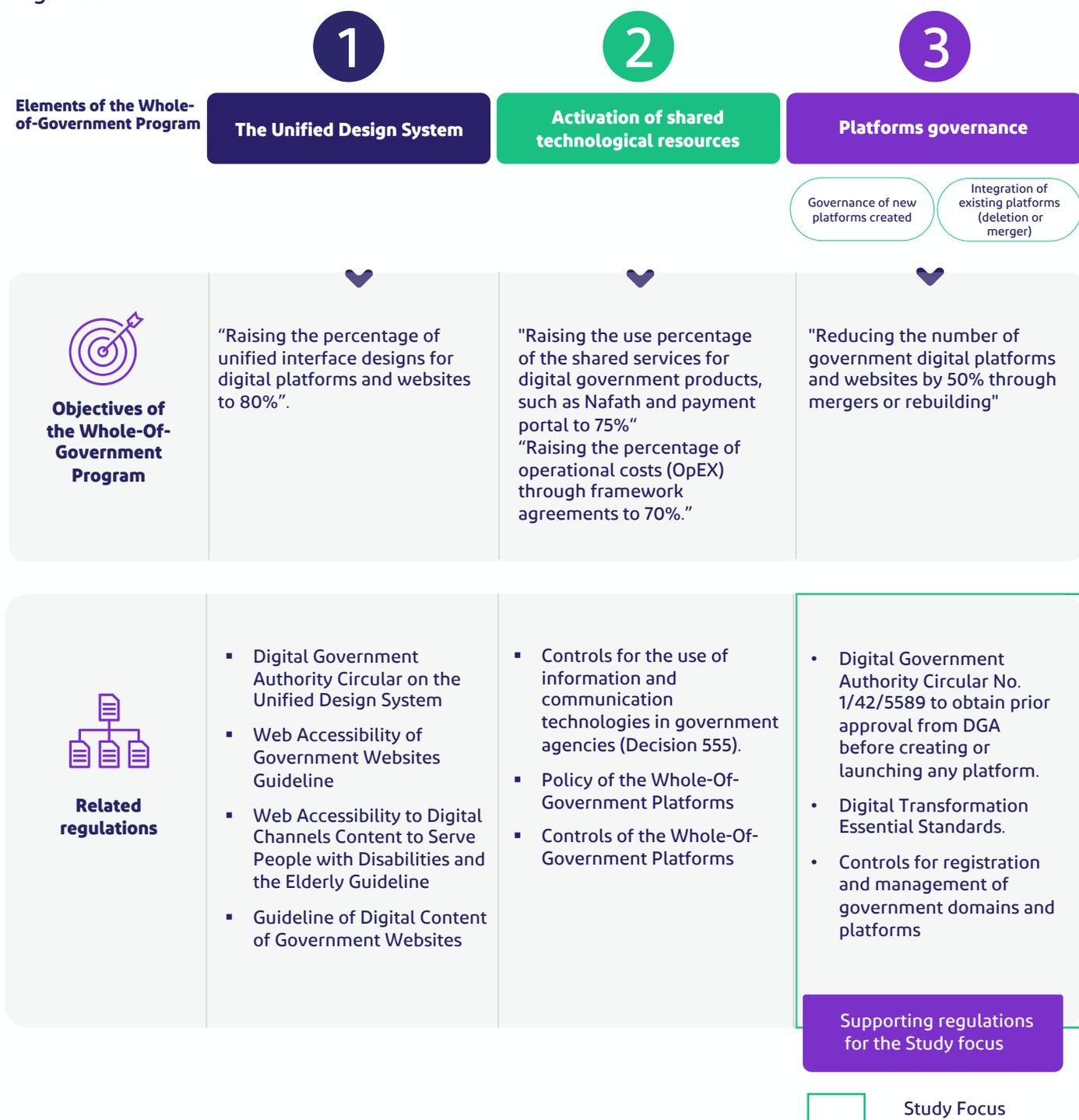


Figure 5: Elements of the Government Program

### 03. Study of Current State

#### 3.2 Role of Regulations in Achieving the Objectives of the Whole-Of-Government Program: Regulations that support the Whole-Of-Government Program

The Whole-Of-Government Program is based on the regulatory aspect to achieve its objectives and targets. The Digital Government Authority has issued a set of regulations and is currently working on finalizing others within the Digital Government Regulatory Framework. These regulations cover the components of the Whole-Of-Government Program and serve as a foundational support for the program by organizing key aspects related to electronic systems, shared government services, and the platforms used by government agencies.



### 03. Study of Current State

#### 3.2 Role of Regulations in Achieving the Objectives of the Whole-Of-Government Program: Regulations of platform governance

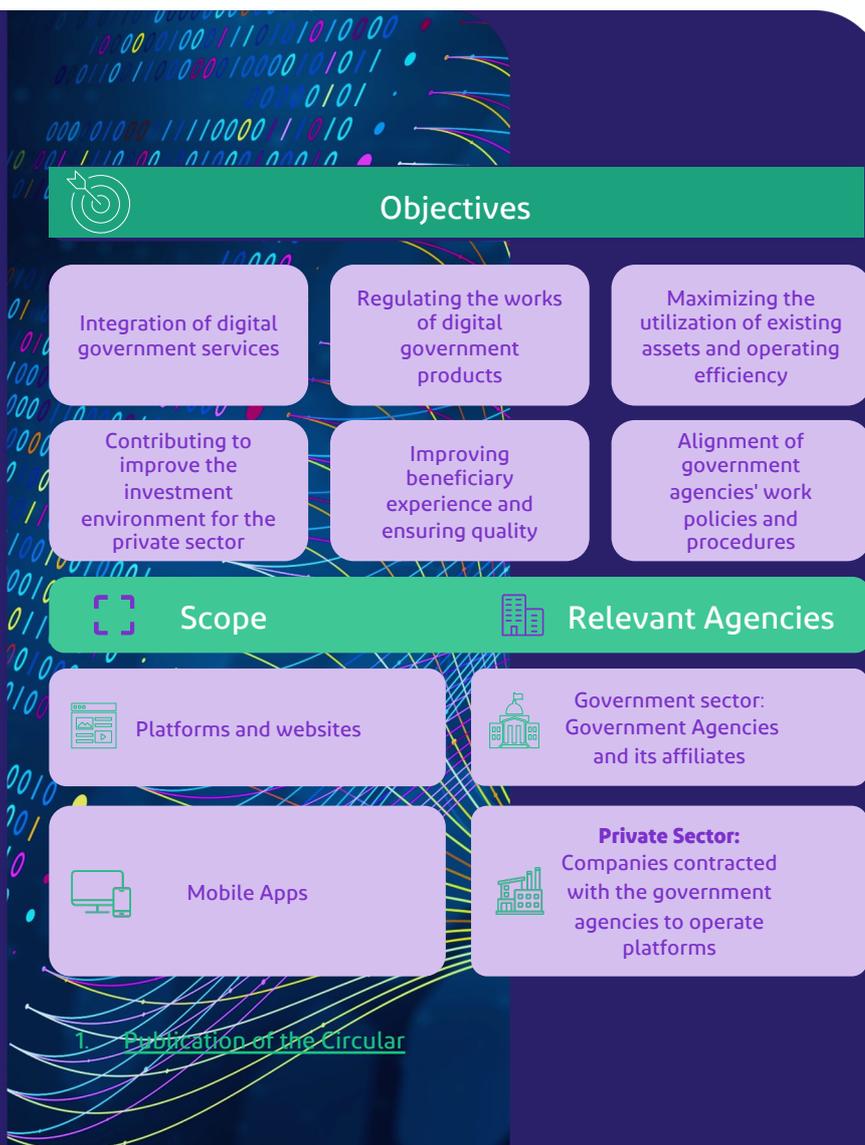
At the legislative level, the Digital Government Authority issued Circular No. 1/42/5589 in July 2021 to all government entities and their affiliated or connected bodies. The circular regulates the creation of new platforms by requiring prior approval from the Authority before establishing or launching any new platform, whether directly by the entity or through a contracted company. This measure aims to build a regulatory environment for electronic government services and to ensure integration among digital government services.

The circular covers:

- Mobile and smart device applications,
- Platforms and websites across all domains,
- Integration channels and digital services.



Digital Government Authority circular requiring prior approval from the authority before establishing or launching any platform



### 03. Study of Current State

#### 3.2 Role of Regulations in Achieving the Objectives of the Whole-Of-Government Program: Compliance Measurement Mechanism

The Digital Government Authority annually issues the Basic Standards for Digital Transformation document, which supports the Digital Transformation Index “Qiyas”. This document is one of the regulatory documents of the Digital Government regulatory Framework.

It plays an active role in enabling a regulatory environment that supports sustainable government digital transformation. Additionally, it helps enhance the capabilities of government agencies and improve their performance and effectiveness, which in turn contributes to accelerating the pace of digital transformation within the government.



Figure 6: Basic Standards for Digital Transformation

Three criteria were included, as shown in Figure 6, in the second edition of the “Basic Standards for Digital Transformation” document for 2023, aiming to measure the commitment of government entities to platform governance regulations.

- A standard that records the compliance of the government agencies to the Circulate stating on obtaining the prior approval from the Authority before establishing or creating any platform through Register New Platform Service<sup>1</sup>
- A standard that measures the compliance of the government agencies to register their existing platforms with the Digital Government Authority through Register Existing Platform Service<sup>2</sup>
- A standard that focuses on the development of the government agencies’ plan to integrate their platforms

1. [Register New Platform Service](#)  
 2. [Register Existing Platform Service](#)

### 03. Study of Current State

#### 3.2 Role of Regulations in Achieving the Objectives of the Whole-Of-Government Program: Compliance Measurement Mechanism

In the 2024 version, the standards related to the governance of digital government platforms were updated as shown in *Figure 7* follows:

- The card related to the inventory of existing platforms for government agencies and the card related to obtaining the Authority’s approval before launching a new platform have been merged into one card (5.13.8).
- The card related to preparing the merger plan has been enriched with new requirements related to following up on merger work and others related to domain governance and closing domains that are no longer needed (5.13.9).

5.13.8	حوكمة وتسجيل المنصات الحكومية الرقمية
الهدف	تيسير الجهود في تقديم الخدمات الرقمية وتقليل الأخطاء وتبسيط الإجراءات الرقمية وترسيخ ثقافة الأرقام الحكومية.
متطلبات التطبيق	(1) حصر منصات الجهة القائمة ورصيدها إلى هيئة الحكومة الرقمية. (2) الحصول على موافقة مسبقة من هيئة الحكومة الرقمية قبل تأسيس أو إطلاق أي منصة. (3) تسجيل «معلومات كافة الخدمات الرقمية لدى الجهة في الخدمة المخصصة لذلك على بوابة "رقمي" وتحديثها بشكل مستمر. (4) تمديد الخدم الرقمية لكافة المنصات المعتمدة والمسجلة.
5.13.9	توحيد ودعم منصات الجهة وإغلاق المنصات والمنصات التي انتهت الحاجة منها
الهدف	تعزيز ثقافة عمل اتحادي ودعم المنصات، بالذات في مجال العمل الإلكتروني، مع ضمان جودة الخدمات المقدمة للمواطن والمواطنة، وإغلاق المنصات والمنصات التي لم تعد لها حاجة أو نقل خدماتها ضمن المنصة الموحدة للقطاع أو المنصات الموسمية المؤقتة التي انتهت فترة الاستخدام أو المنصات التي لم تعد لها حاجة لتستمر عملها أو لإطلاق المنصة دون الحاجة لاستخدامها.
متطلبات التطبيق	(1) دراسة وتحليل الوضع الراهن لمنصات الجهة. (2) القيام بإجراء 245 دراسة للمنصات والمنصات الباردة لها والتي قد من دالة تعديلا أو إيقافها وتقييم مدى الاحتياج للاستمرار تشغيلها. (3) وضع خطة تصور لتوحيد مستشاري المنشود الرقمية للجهة بناء على تحليل الوضع الراهن لمنصات الجهة ضمن القطاع. (4) الحصول على موافقة هيئة الحكومة الرقمية على التعمير الإلكتروني اتحادي بالمنصات. (5) إعداد خطة تنفيذية لتوحيد ودعم المنصات الخاصة بالجهة ضمن خطة عمل القطاع والتي توضح قائمة المنصات التي سيتم سحبها والخدمات التي سيتم نقلها مع توضيح تاريخ اكتمال النقل. (6) وضع آلية لمراقبة خطة التوحيد وإعداد التقارير الدورية المترتبة على ذلك في إطار الخطة بما يشمل الإقرار الزمني الخاص بإغلاق المنصات والخدمات المصنفة ضمن خارطة طريق المنصة النظامية.
	متطلبات على جميع الجهات الحكومية (1) إغلاق الوصول إلى المنصات التي تم العمل على سحبها أو نقل خدماتها ضمن المنصة الموحدة وإغلاق نطاقها إلى وحيث. (2) إغلاق النطاقات غير المشغولة والتي لا يتم استخدامها إلى وحيث. (3) إغلاق المنصات المؤقتة والتي لا يوجد حاجة لاستمرار تشغيلها إلى وحيث.

Figure 7: Standards Related to Governance of Government Platforms

Each year, the Digital Government Authority issues a report presenting the results of government agencies participating in and covered by the Digital Transformation Measurement Index “Qiyas”, in implementation of Cabinet Decision No. (418) dated 25/07/1442 AH.

The purpose of the measurement is to monitor the compliance of government agencies to the decisions and directives related to digital government transactions, in accordance with the frameworks and standards established by the Authority.

The measurement results for the years 2022 and 2023 indicate in *Figure 8* that most government agencies are fully complied with the platform governance standards applicable to them.



Digital Transformation Measurement 2022

Standard Number	Partial Compliance	Compliant	Non-Compliant	Non-Applicable	Total
4.10.2	0	205	1	9	215
4.10.3	0	167	0	48	215

Digital Transformation Measurement 2023

Standard Number	Partial Compliance	Compliant	Non-Compliant	Non-Applicable	Total
5.13.8	0	201	0	16	217
5.13.9	0	134	0	83	217

Figure 8: Results of Digital Transformation Measurement for the Years 2022 and 2023 and Compliance Rate





The Authority is working to institutionalize the measurement of the impact of digital government regulations. Impact assessment/ measurement can be defined as “a series of practical steps within a specific approach to analyze and evaluate the economic, financial, social, functional, regulatory, health and environmental results and impacts of legislation/ regulations. It includes an assessment of the costs and benefits expected from the expected interventions, identification of the available options and nomination of best interventions.”

- The impact study is a regulatory requirement according to the Council of Ministers’ Decision No. 713 dated 30/11/1437 AH (which was amended by Council of Ministers’ Resolution No. 200 dated 04/04/1443 AH), and it is recommended to also conduct it for regulations, whenever necessary and to delve into it according to the nature of the subject.
- Impact measurement can be applied at any stage of the life cycle of legislation or regulation, and measurement can be ex-ante or ex-post, i.e. after a specific period has passed since the legislation or regulation came into effect.

## 03. Study of Current State

### 3.3 Expected impact

Digital Platform Governance constitutes the third pillar of the Whole-Of-Government Program and aims to ensure compliance, integration, and quality in the development and operation of government digital platforms.

Governance involves establishing regulatory frameworks and standards that enhance the efficiency of digital services, protect user rights, and ensure optimal use of technological resources. It is divided into two main components, as shown in *Figure 9*.

- **Governance of Existing Government Platforms:** The Digital Government Authority assesses the feasibility of maintaining existing government platforms registered in the Digital Fabric System “Raqmi”, and explores opportunities to reduce their number through merging or decommissioning, based on a set of standards and requirements.
- **Governance of the Creation of New Platforms:** The Authority launched a service for registering new platforms in the Digital Fabric System “Raqmi” to evaluate government entities' requests for creating new platforms—whether or not budget allocations have already been made—and to make informed decisions on these requests.

The study included an analysis of the expected impact of platform governance, with a particular focus on the governance of new platform creation.

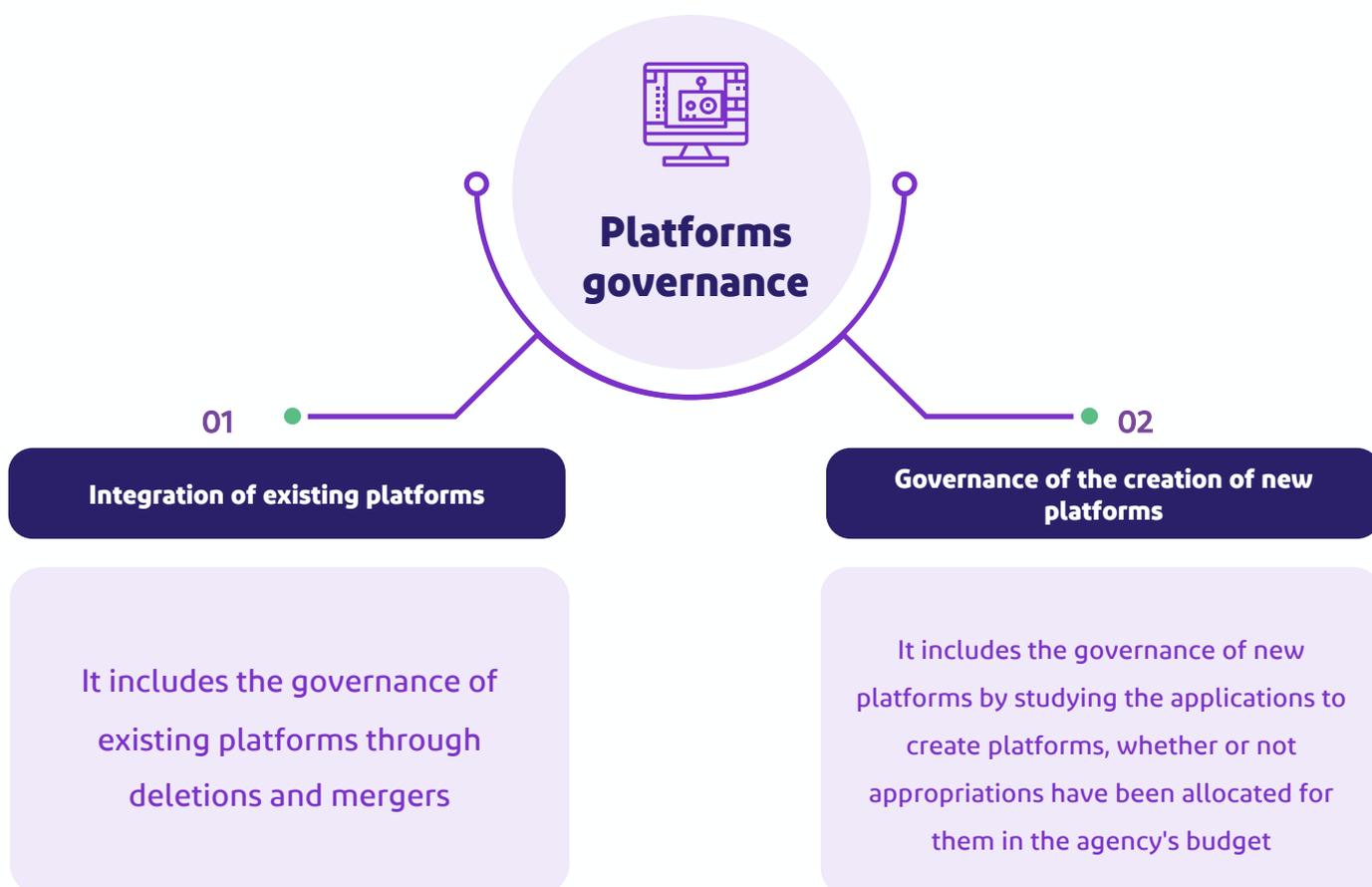


Figure 9: Platform Governance

## 03. Study of Current State

### 3.3 Expected impact

#### 3.3.1 Impact of governance of existing platforms (deletion or merger) - Governance approach of existing platforms

The Digital Government Authority has adopted a unified methodology consisting of four key phases to ensure consistency and alignment in the integration of platforms across sectors and government entities, and to strengthen inter-agency collaboration. The process begins with coordinating and aligning with relevant stakeholders to define an initial direction, and continues through to the implementation and verification phase, ensuring the successful integration of the targeted platforms.



At the conclusion of each phase, a set of deliverables is approved to document the work completed. These include:

- Alignment Phase: A Consensus Document is prepared, outlining the initial direction for the integration process, identifying the lead entity, and establishing the joint working team.
- Analysis Phase: A Solution Document is issued, which includes an analysis of the current state, the strategic direction, the identification of platforms targeted for integration, and the technical details of the proposed solution.
- Planning Phase: This phase concludes with the signing of an official agreement between the relevant agencies. The agreement defines the implementation mechanism and the specific integration timeline.
- Implementation Phase: A Quality and Completion Report is issued. It confirms the merging of the targeted platforms, the decommissioning of legacy systems, the results of performance testing, and includes a media and awareness campaign plan to support the success of the initiative.

### 03. Study of Current State

#### 3.3 Expected impact

##### 3.3.1 Impact of governance of existing platforms (deletion or merger) - Impact of the Authority's efforts in reducing the number of existing platforms

Platform governance has contributed to building a more **integrated, efficient, and secure** government ecosystem, resulting in tangible benefits at the levels of public services, society, and the economy. It has also supported progress toward a sustainable and advanced digital future that aligns with National Digital Transformation Goals.

As a result of these efforts, by September 2023 shown in *Figure 10*, a total of 177 platforms were merged or decommissioned, out of a total of 817 existing platforms.

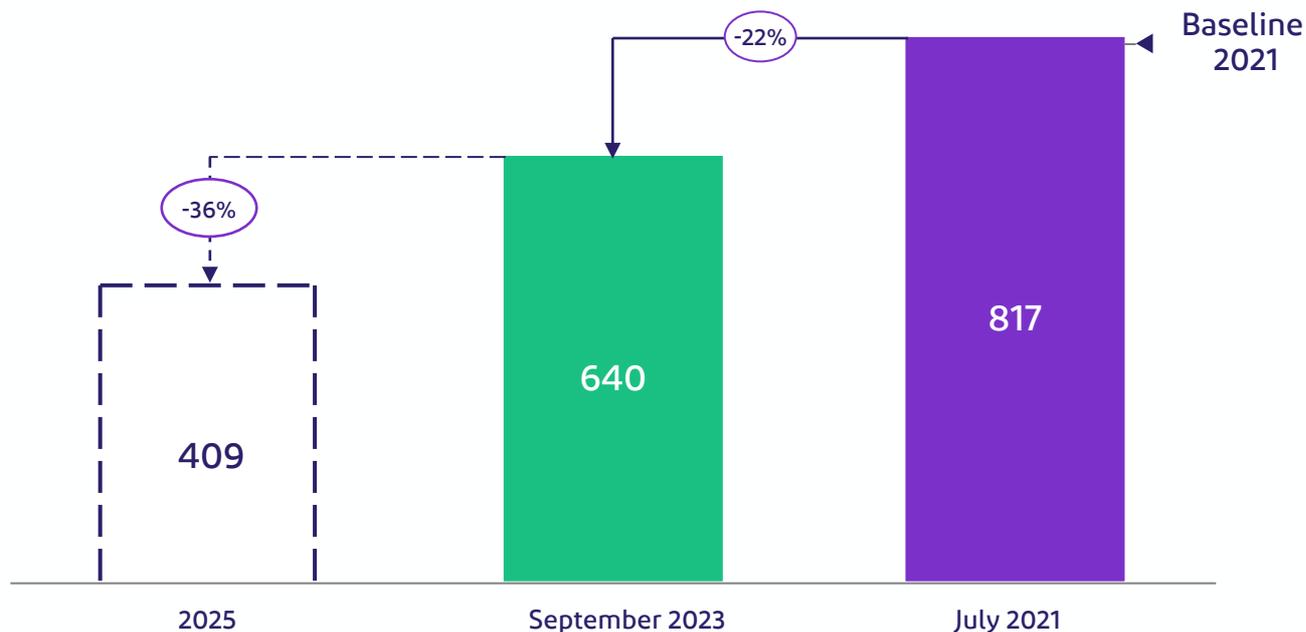


Figure 10: Number of Existing Platforms (2021 – 2025)

- Deletions of (inactive domains) and mergers contributed to a 22% reduction in the number of platforms (177 platforms), where the number of platforms decreased from 817 platforms in July 2021 to 640 in September 2023.
- Closing and merging 36% of existing platforms will help achieve the Whole-Of-Government target of “reducing the number of platforms by 50%.”

## 03. Study of Current State

### 3.3 Expected impact

#### 3.3.2 The impact of governance of the creation of new platforms - Launching a digital service through Raqmi to request the approval of the Authority to create a platform, website or application

Following the issuance of Circular No. (1/42/5589) in July 2021, the Digital Government Authority launched the New Platform Registration Request service via the “Raqmi” platform, as illustrated in *Figure 11*. This service enables government entities to register their digital services within a unified national platform, with the aim of:

- Enhancing integration among government entities by providing a unified environment for service delivery,
- Improving the quality of digital services by ensuring compliance with national standards,
- Reducing operational costs by unifying the digital services infrastructure,
- Increasing user satisfaction by offering a seamless and interconnected digital experience.

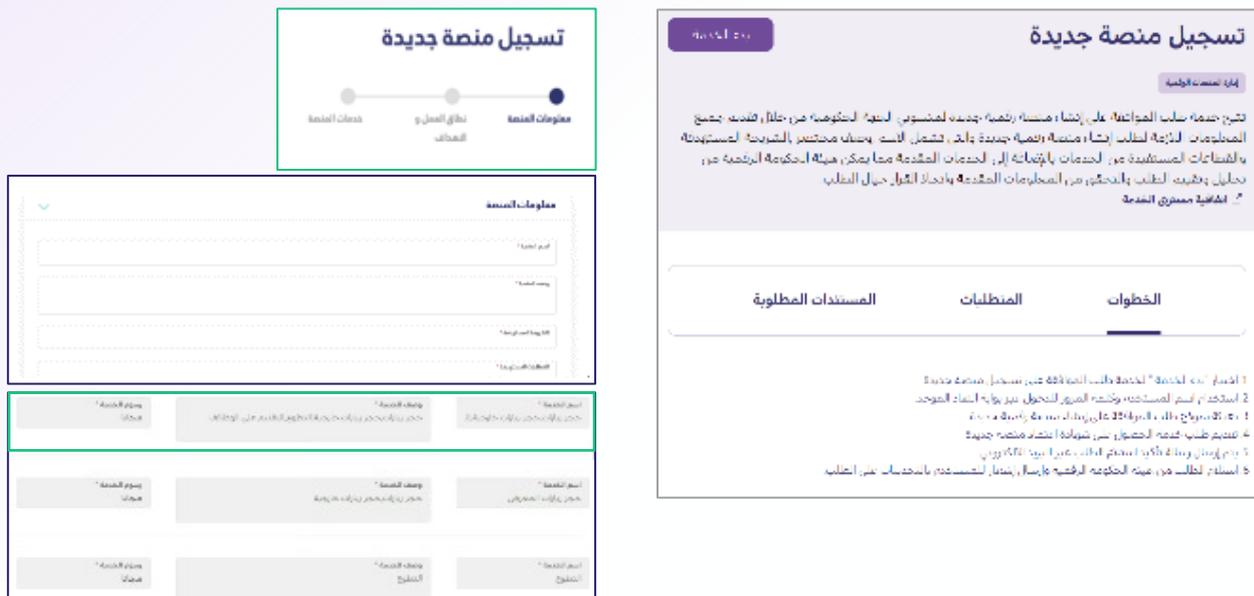


Figure 11: Registration of a new platform through the "Raqmi" platform

Launching the service of registering new platforms, where government agencies register the following data about the platform to be established:

- Platform information: Its name, description, target groups and sectors.
- Scope of Work and Objectives
- Platform services
- Services delivery channels

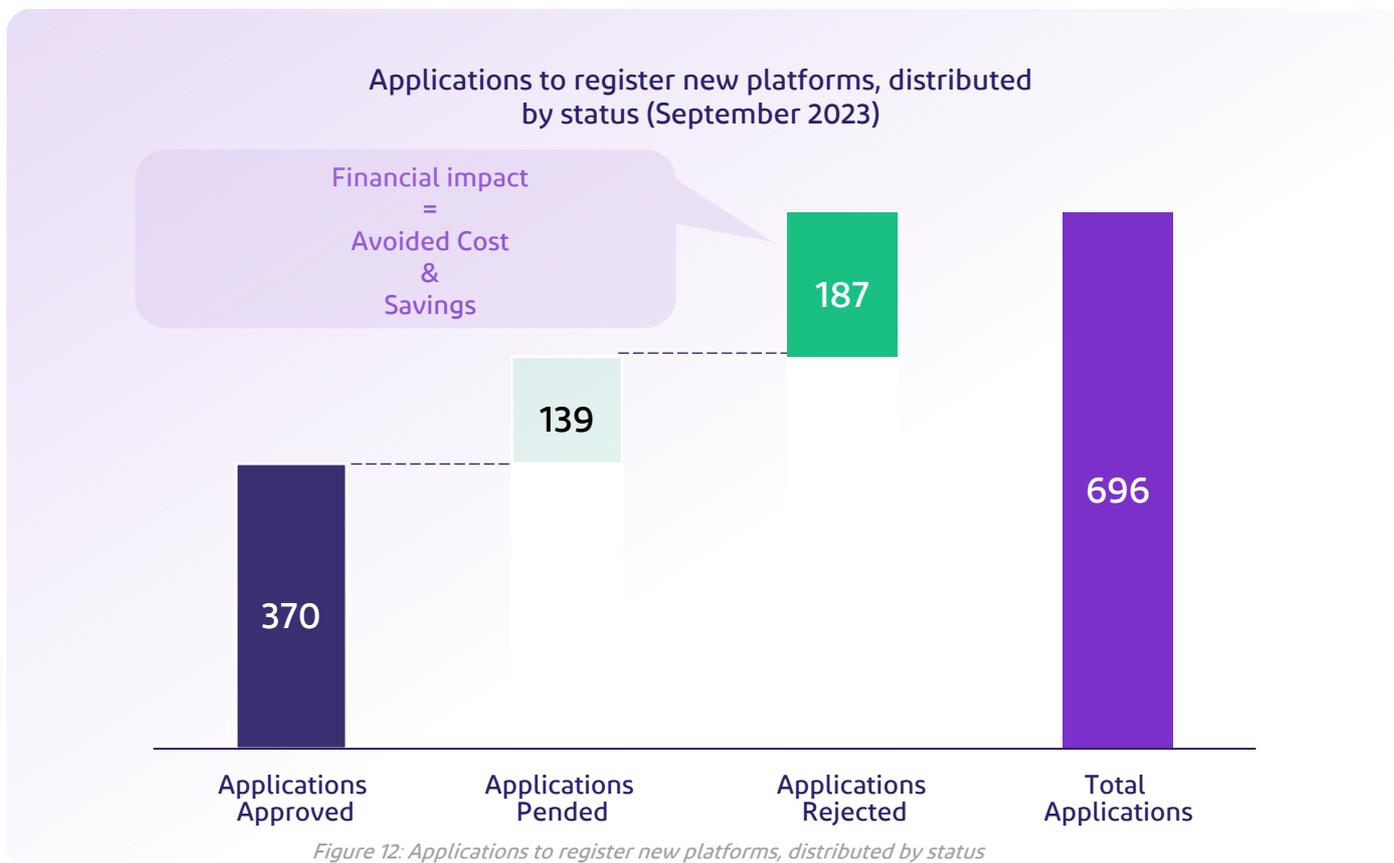
#### 1. [New Platform Registration Service ; User Guide for Digital Textile Product](#)

## 03. Study of Current State

### 3.3 Expected impact

#### 3.3.2 Impact of the governance of the creation of new platforms - impact of the Authority's efforts in relation to the governance of the launch of new platforms

The Authority processed 696 new platform registration requests received between July 2021 and September 2023.



The Authority processed and responded to 696 applications to register a new platform between July 2021 and September 2023, divided as follows:

- 187 requests were rejected for one of the following reasons:
  - Duplication with the works of existing websites and platforms
  - Absence of the need to create a new domain to provide the service
  - Interference with the mandates of another government agency
  - Similarity in platform names
- 370 applications accepted
- 139 pending applications, attaching guidance or recommendations to the relevant government agency for amendment

1. Source: Business and Digital Transformation Sector

### 03. Study of Current State

#### 3.3 Expected impact

##### 3.3.2 Impact of governance of creation of new platforms - Analysis of new platforms establishment applications

The requests for new platform registrations that were rejected by the Authority were analyzed based on their distribution over a three-year period as well as by sector. As illustrated in *Figure 13*. This analysis provides deeper insight into the needs and maturity levels of government agencies regarding the implementation of platform governance regulations.

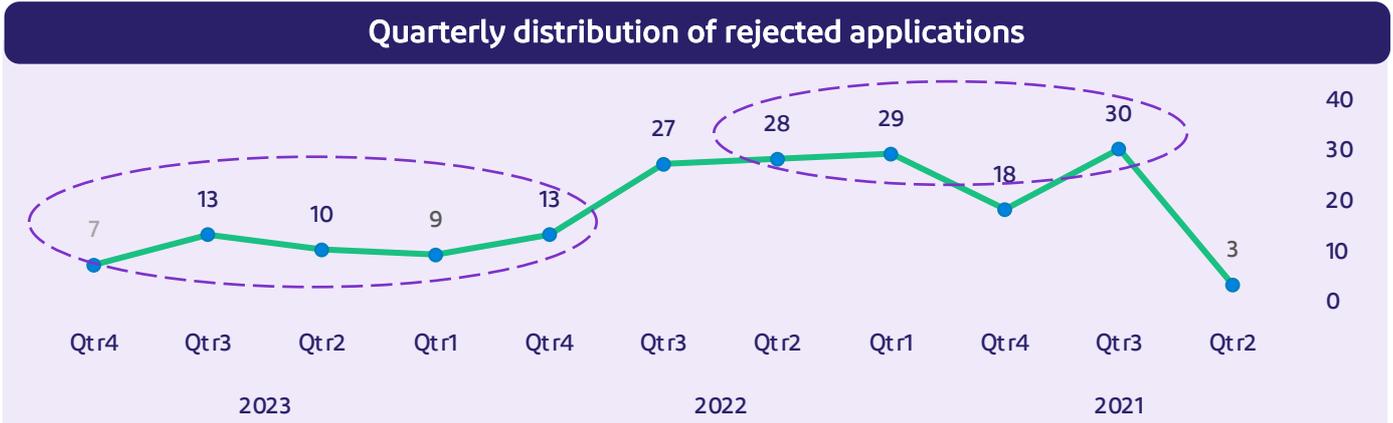


Figure 13: Quarterly distribution of rejected applications

As illustrated in *Figure 13*, There is a relative decline in the demand of government agencies to register new platforms in recent months, which can be explained relatively by the improved understanding and compliance of government agencies with platform governance regulations and the targets of the Whole-Of-Government Program.

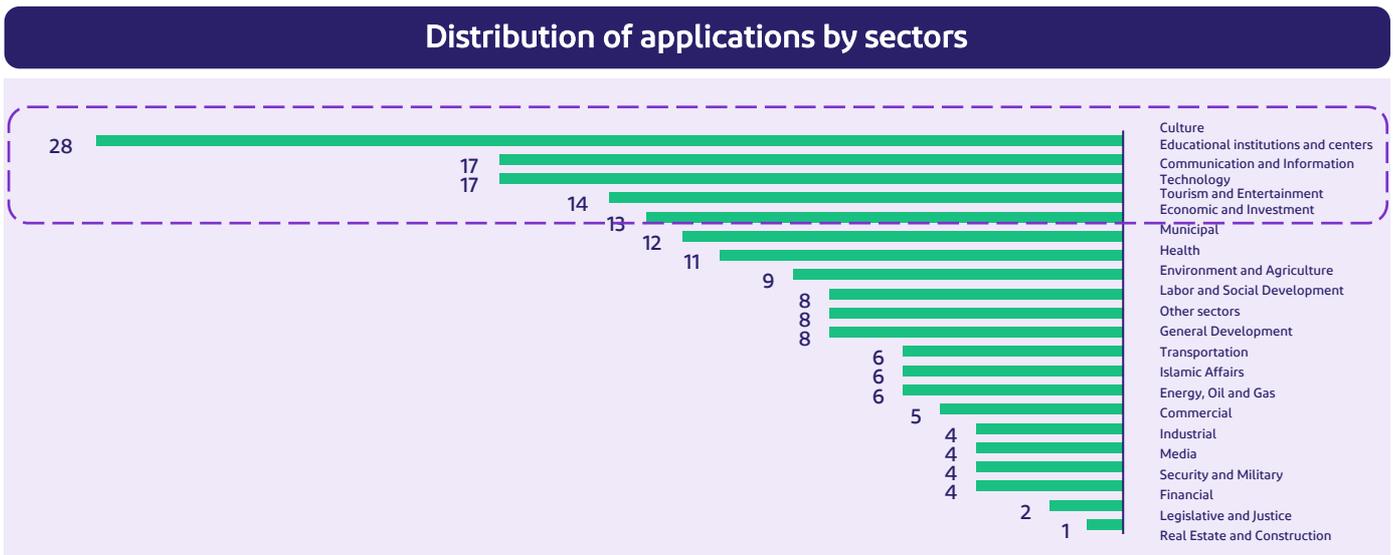


Figure 14: Distribution of applications by sectors

More than 45% of the total rejected applications for registration of new platforms came from 5 sectors (out of a total of 21 sectors), as shown in *Figure 14*, led by the following sectors: Culture, education, communications and information technology.

## 03. Study of Current State

### 3.3 Expected impact

#### 3.3.2 Impact of the governance of the creation of new platforms - Approach for calculating the financial impact resulting from the governance of the launch of new platforms

A 3-phase approach has been adopted to calculate the financial impact resulting from the governance of the creation of new platforms.

#### 1. Data Collection and Inventory

- The first phase involves preparing a unified database for new platform creation requests by implementing the following steps:
  - Preparing a matrix linking the metadata of data sources
  - Merging data according to the metadata matrix
  - Analyzing the database and removing duplicates

#### 2. Classification of requests and breakdown of development costs

The second phase involves classifying the requests based on the type of financial impact and developing a categorization of cost types. This classification is derived from the outcomes of reviewing relevant methodologies, research papers, and expert opinions.

Development and operational costs of the platforms	
Infrastructure	IT Infrastructure
Software	Operating System
	Web Content Management System
	Enterprise Content Management System
	Database
	Business Process Management
	Business Intelligence (BI)
	Project Management
Implementation	Portal or Website Development
	Mobile Application Development
	Digital Services Development
	Dashboard Development
	Support and Maintenance
	Cloud Hosting Services

#### 3. Cost Calculation

The third phase involves estimating the capital and annual operational costs based to the following steps:

- Establishing assumptions for cost estimation.
- Estimating the maximum and minimum capital and annual operational costs for each platform.
- Estimating the total financial impact over a ten-year period

### 03. Study of Current State

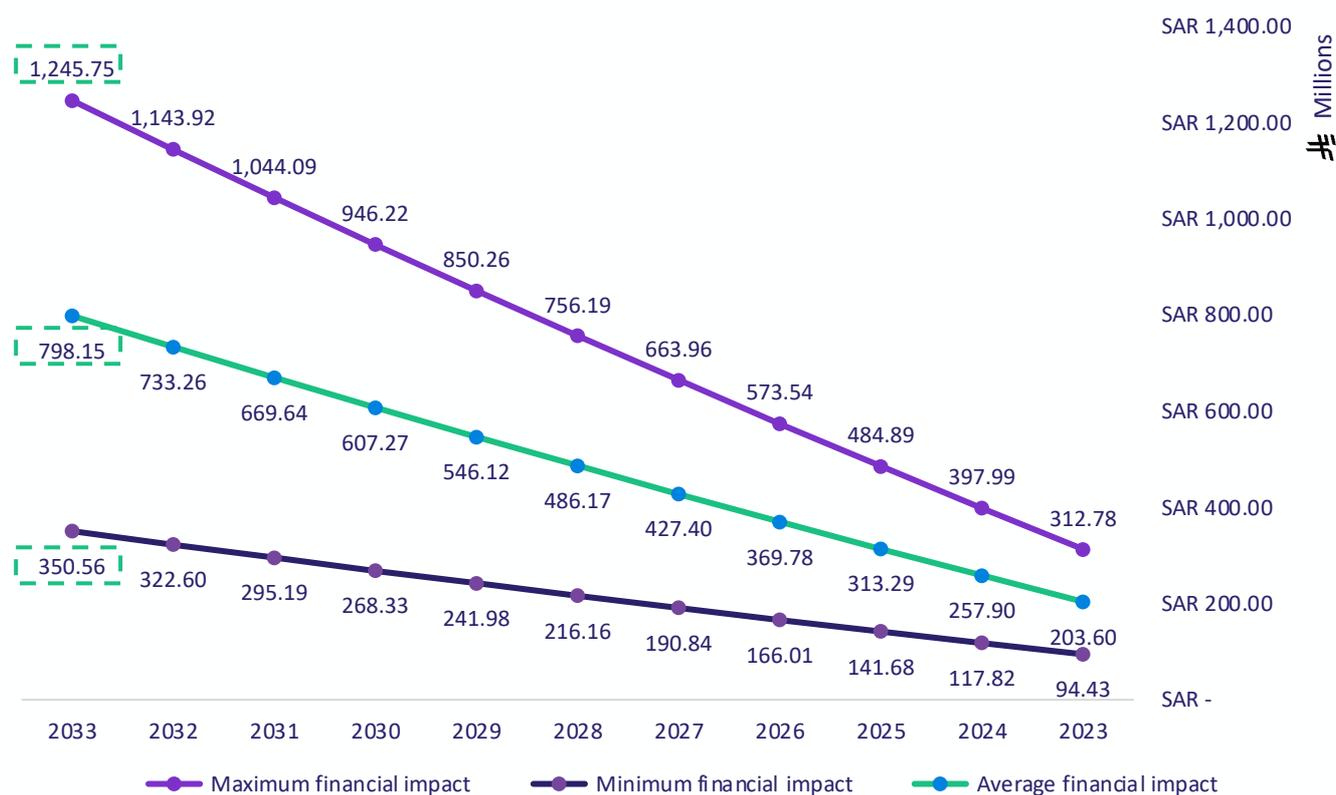
#### 3.3 Expected impact

##### 3.3.2 Impact of the governance of the creation of new platforms - Approach for calculating the financial impact resulting from the governance of the launch of new platforms

The financial impact of platform creation governance was analyzed over a 10-year period (2023–2033) based on three scenarios, as shown *Figure 15*:

- **Maximum Scenario:** Represents the highest possible financial impact, assuming maximum cost savings due to governance measures,
- **Conservative Scenario:** Represents the lowest possible financial impact, reflecting minimal savings under cautious assumptions,
- **Moderate Scenario:** Represents the average financial impact, calculated as the midpoint between the maximum and conservative scenarios.

#### Estimates of financial impact (cumulative) during the period 2023-2033



**Maximum Scenario: Impact Financial Impact**

~1246 MSAR  
During the years 2023-2033

**Average financial impact**

~798 MSAR  
During the years 2023-2033

**Conservative scenario: Impact Financial Impact**

~350 MSAR  
During the years 2023-2033

Figure 15: Cumulative Financial Impact Estimates for the Period 2023-2033

**798**

**million  
SAR**



**Value of the financial  
impact resulting from the  
governance of the creation  
of new platforms**

**10-year estimates based on team analysis**



# Benchmark

4

## 04. Benchmark

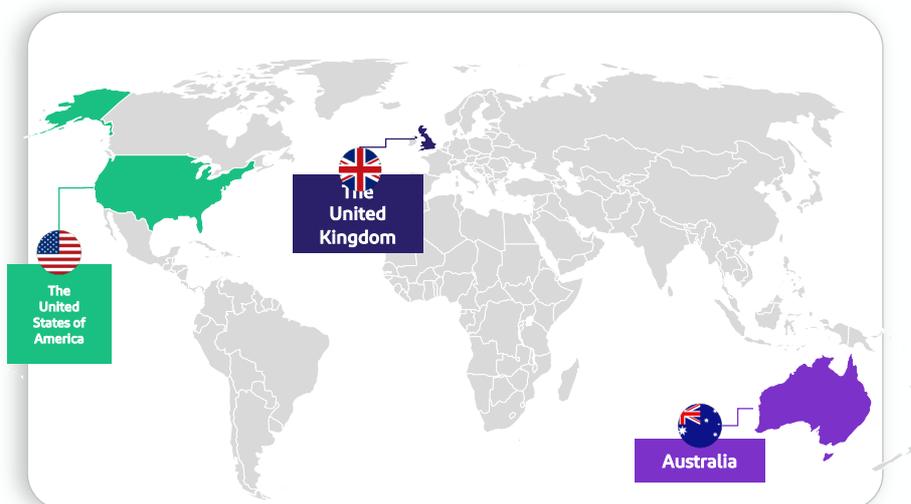
### 4.1 Benchmarked countries

The objective of the benchmark is to draw on the experiences and practices of successful and similar international entities in the field.

The following criteria were used to select the countries:

- The country's ranking in digital government (leading nations),
- The country's excellence in the specific subject of the study,
- Relevance and applicability of the experience to the Kingdom,
- Availability of key information sources through research or open data.

Based on these criteria, three leading countries with comparable and relevant experiences were selected for the benchmark analysis.



#### 4.1 Benchmarked States: Benchmark dimensions

Four dimensions were identified for the Benchmark analysis, as illustrated in the below.



##### Motives and Objectives

Compared states' motives for launching Whole-Of-Government Programs include the platform governance aspect.



##### Tools used

Tools that have been used to implement the plan to be completed, and enforce the governance of government platforms.



##### Achieved impact

Results achieved through the announced initiative.



##### Sustainability enablers

Enablers used by benchmarked states to sustain and enhance results

# 04. Benchmark

## 4.1 Benchmarked countries: United Kingdom (1/4)



In UK, Program of Efficiency and Reform covering the governance of government digital platforms was launched in 2010

Responsible Party	 (COI : Central Office of Information	General Framework of the Initiative	The United Kingdom recorded a rise in government expenditures and external borrowing, which necessitated rapid intervention by the government to rationalize spending in several sectors, including the ICT sector, and accordingly the government program of efficiency and reform was launched in 2010.
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### Drivers and Objectives<sup>2</sup>

After the publication of the report of the National Audit Office and in coordination with the Committee of Public Accounts, the following challenges have been concluded:

 High government expenditures on IT <sup>1</sup>	> 10.4 billion US dollars <sup>3</sup>
 The number of government websites and platforms is not specified	> +2500 websites

  
 House of Commons  
 Committee of Public Accounts  
**Government on the Internet**

**Conclusions and Recommendations**

1. **After ten years of uncoordinated growth, the Government does not know exactly how many websites it operates, although it could be as many as 2,500.** The Cabinet Office and the Central Office for Information are reducing the number of websites, beginning with the closure of 951 by 2011. To prevent a recurrence of the proliferation of government websites, no new ones should be established without the agreement of the Government's Chief Information Officer in the Cabinet Office.

HC 143  
 Published on 29 April 2008  
 by authority of the House of Commons  
 London: The Stationery Office Limited  
 £8.00

  
 HM Treasury | Cabinet Office

**Digital:**

In 2010, central government spent around £6.5 billion each year on ICT goods and services. Some contracts stretched to billions of pounds across their lifetime and locked government into expensive commercial arrangements. For example, even though the cost of data storage approximately halves every year, the Government had multi-year contracts, the cost of which was updated each year in line with inflation. One department had a contract which required it to spend £30,000 to change a word on its website.

December 2014

1. [Efficiency and reform in the next parliament](#)
2. [House of Commons Committee of Public Accounts: Government on the Internet: Progress in delivering information and services online 2008](#)
3. The amount was converted from GBP to USD according to the average exchange rate in 2010 (1 GBP = 1.5458 USD)

# 04. Benchmark

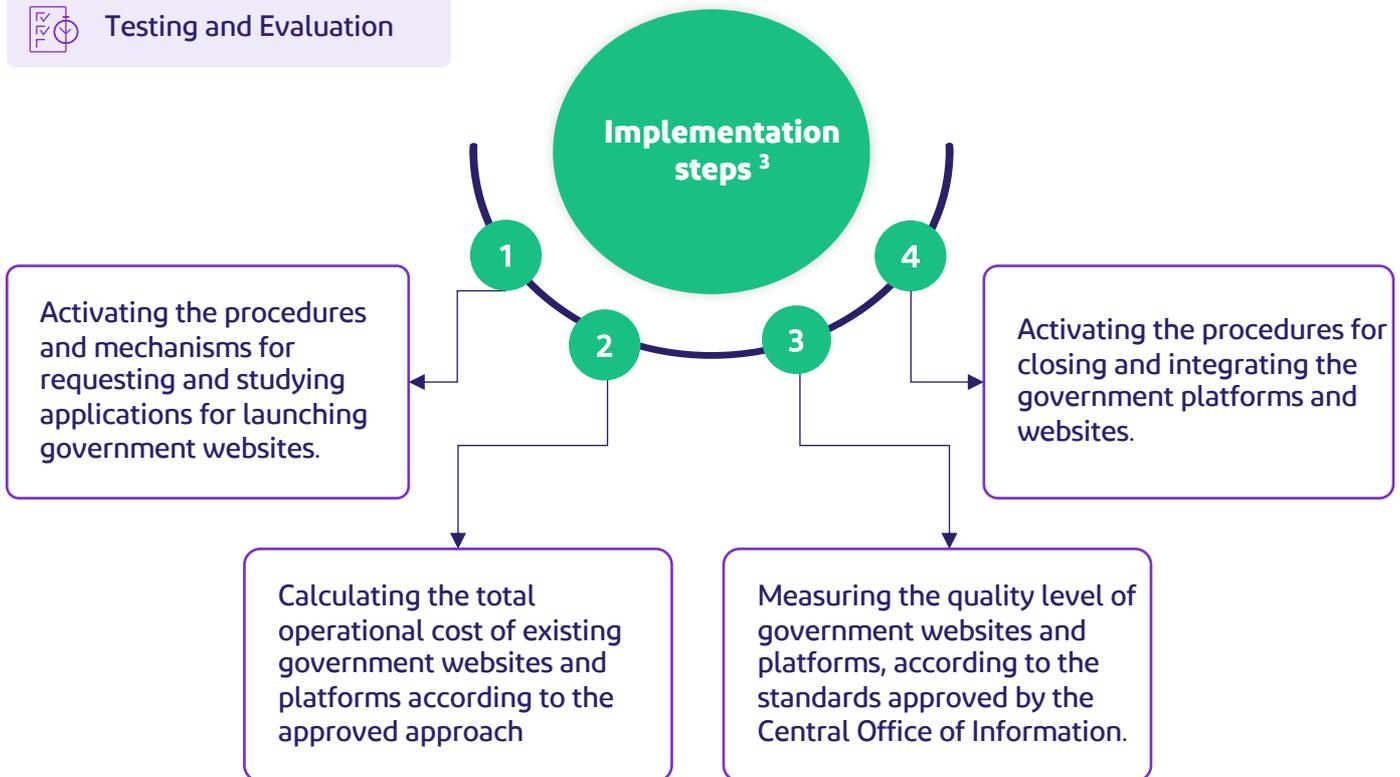
## 4.1 Benchmarked countries: United Kingdom (2/4)



UK has adopted several tools and steps that enabled it to govern the platforms and make decisions on merging, deleting or excluding.

### Tools used

<p><b>Approach for calculating the operational cost of websites and platforms, according to the following categories<sup>1</sup></b></p> <ul style="list-style-type: none"> <li>Strategy and Planning</li> <li>Hosting and Infrastructure</li> <li>Design and Build</li> <li>Content Provision</li> <li>Testing and Evaluation</li> </ul>	<p><b>Standards and guidelines on the quality of websites and platforms<sup>2</sup></b></p> <ul style="list-style-type: none"> <li>Service Availability</li> <li>Visitors Satisfaction</li> <li>Supporting the government agency's directions</li> <li>Non-beneficial visitors</li> </ul>	<p><b>Guidelines for measuring the use of digital websites<sup>3</sup></b></p> <ul style="list-style-type: none"> <li>Auditing requirements</li> <li>Measurement Standards</li> <li>Design and Planning standers</li> <li>Websites analysis tools</li> </ul>
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1. [Measuring website costs](#)  
 2. [Measuring website quality](#)  
 3. [Measuring website usage](#)

## 04. Benchmark

### 4.1 Benchmarked countries: United Kingdom (3/4)



In 3 years, UK has reduced the cost of platforms by 60% and saved an estimated amount of US \$102 million.

**UK has made a tangible impact on many levels, most notably the following:**



#### Decreasing the number of platforms<sup>1</sup>

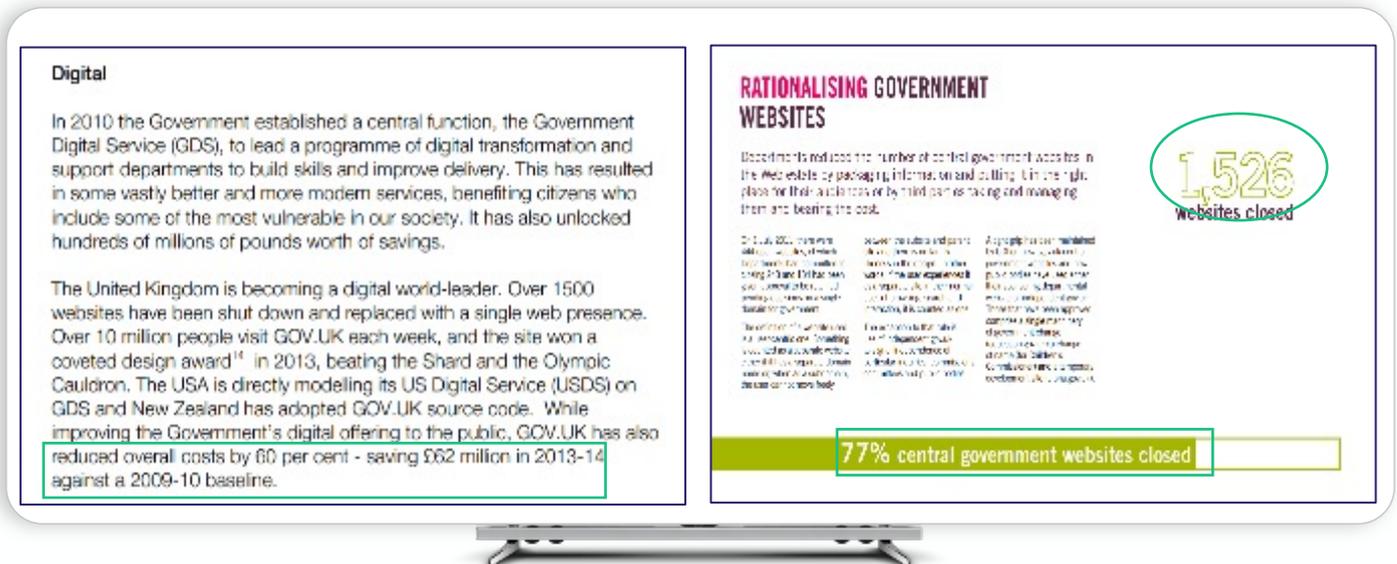
1,526 platforms were closed by the end of 2011, equivalent to (77%) of the government agencies' websites in the government center.

They are websites and platforms that mostly have independent domain names.



#### Financial savings<sup>2</sup>

The total cost of government websites has been reduced by 60%, equivalent to (102) million USD<sup>3</sup> (Comparison between 2009 and 2013).



1. [Reporting on Progress Central government websites 2011](#)
2. [Efficiency and reform in the next parliament](#)
3. The amount was converted from GBP to USD according to the average exchange rate in 2010 (1 GBP = 1.6474 USD)

## 04. Benchmark

### 4.1 Benchmarked countries: United Kingdom (4/4)



To sustain the achieved impact, UK established GDS unit and developed the Unified Platform for Government Services.

#### Sustainability enablers

Incorporation the Whole-Of- Government principles within the mandates of the Government Digital Service (GDS)<sup>1</sup>, a unit affiliated to the Office of the Council of Ministers, established in 2011 and supervised by the Executive Body for Public Expenditure (Efficiency and Reform)<sup>2</sup>, and this unit has been assigned the following responsibilities:

1

Maintain a clear, easy-to-navigate and welcoming front door to government

2

Build common platforms to help departments make better digital services

3

Use our unique position at the center of government to join the dots

4

Also maintain and improve these cross-government platforms and tools

Preparing to launch the unified platform for government services (GOV.UK), which will host all information and services provided by government agencies, which will reduce the need for separate government platforms<sup>3</sup>

The screenshot displays the Government Digital Service (GDS) website. The 'About us' section states: 'We are here to make digital government simpler, clearer and faster for everyone.' The 'Responsibilities' section lists three key points: 'maintain a clear, easy to navigate and welcoming front door to government', 'build common platforms to help departments make better digital services', and 'use our unique position at the centre of government to join the dots'. It also notes: 'We also maintain and improve these cross-government platforms and tools:'. The 'GOV.UK' section is highlighted in blue and reads: 'The best place to find government services and information'. A navigation menu on the left includes 'Home', 'About us', 'What we do', and 'Contact us'. A footer note mentions: 'Our software products and services are used by more than 13 million people each week, and are relied upon by more than 1,800 public sector organisations.'

1. [Government Digital Service](#)
2. [Directgov 2010 revolution not evolution](#)
3. [Hundreds of government websites closed - GOV.UK \(www.gov.uk\)](#)

## 04. Benchmark

### 4.1 Benchmarked countries: Australia (1/3)



In Australia, in 2019, the New South Wales Government launched OneCX Program for digital platform governance.



#### Drivers and Objectives

Based on the recommendations of a report evaluating government platforms and websites, the OneCX Program was launched, which aims to improve the governance of platforms, to:

- Create a better customer experience (CX)**
- Design a customer journey that is centered around the needs of the beneficiary rather than the internal processes of the government agencies.
  - Use standardized and consistent design interfaces so that the beneficiary does not have difficulty using government websites.
  - Use a data-driven approach to support continuous improvement.

- Achieve financial savings**
- Reduce the operational cost and the cost of designing and building government websites by canceling duplicate content and associated works (design, maintenance, ... etc.), and reuse the designs and functional characteristics of existing government websites.

#### Tools used

In support of the OneCX Program, CS-2020-01 was issued in December 2019 for government websites consolidation.



**Customer Service**

Type: Department of Customer Service Circular  
 Identifier: DCS-2020-01  
 Status: Active

**DCS-2020-01 NSW Government website consolidation**

**Description**

The Department of Customer Service is improving the customer experience of digital information and service channels through a whole of government website consolidation program. NSW Government agencies should not launch new websites if the content meets criteria to be published on the central NSW Government website.

**Detailed Outline**

**Website Consolidation**

The Department of Customer Service is leading a program of work to consolidate information on NSW Government websites into fewer websites, which will result in an improved customer experience of government information and services.

Consolidation will be carried out in partnership with agency digital officers and subject matter experts.

Key components of the whole of government website consolidation strategy and project updates will be published at [www.nsw.gov.au/OneCX](http://www.nsw.gov.au/OneCX), <http://www.nsw.gov.au/OneCX/>.

Agencies are encouraged to review the portfolio of website that they manage. Sites that are no longer required or identified as being superfluous to agency core business should be decommissioned, with content consolidated into nsw.gov.au, an existing agency website, or archived.

1. [OneCX Program](#)
2. [Publication No. CS-2020-01](#)

## 04. Benchmark

### 4.1 Benchmarked countries: Australia (2/3)



The OneCX Unified Customer Experience Program for digital platform governance was implemented in three phases, as illustrated in the *Figure 16* below. The phases include elimination and consolidation of platforms, followed by the development of two main platforms, and then continuous review and ongoing efforts to enhance the user experience.

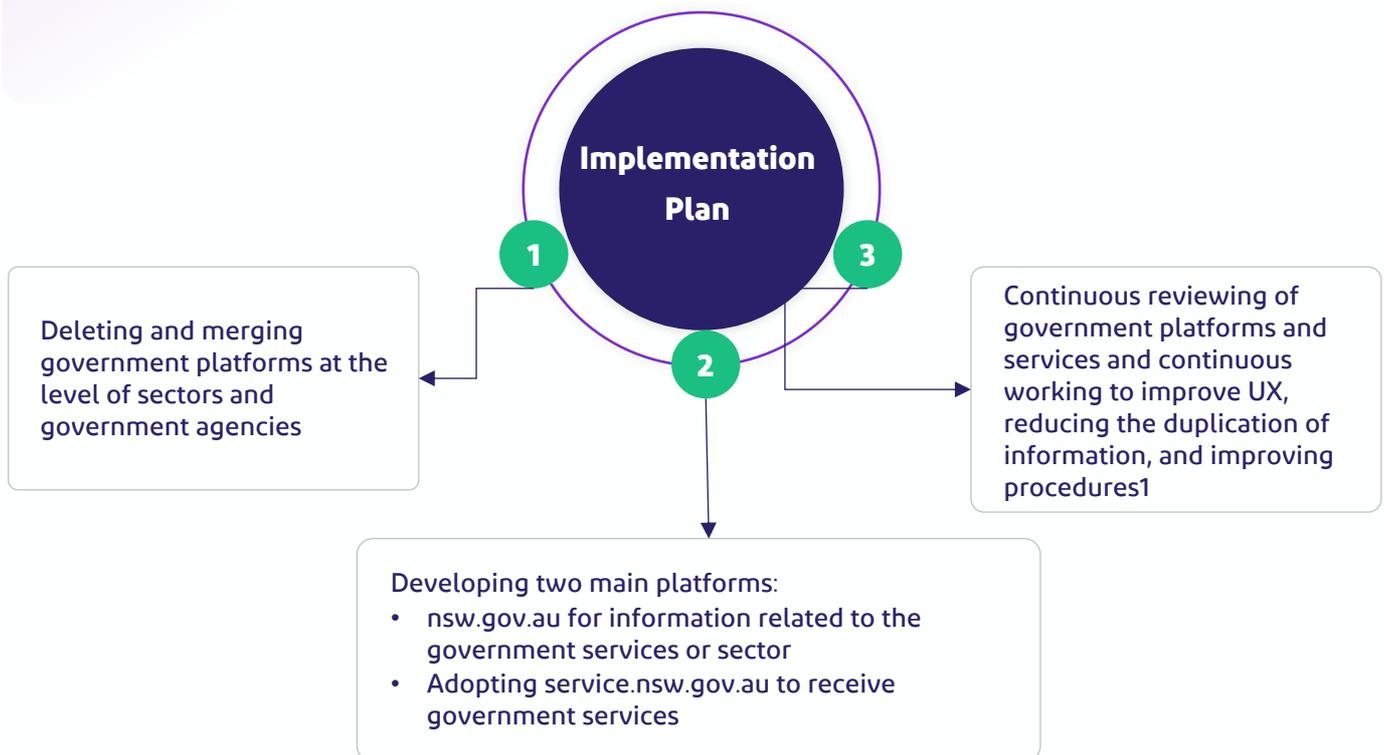


Figure 16: OneCX Customer Experience Program Plan

The OneCX Unified Customer Experience Program for digital platform governance contributed to reducing the total number of platforms by 25% and launching the unified services platform

#### Achieved impact<sup>2</sup>



Launching nsw.gov.au  
**integrating 65 platforms**



Reducing the number of government websites from **1000 to 750** websites

1. [OneCX Program Strategy and Roadmap](#)  
2. [OneCX Program Scope](#)

# 04. Benchmark

## 4.1 Benchmarked countries: Australia (3/3)



The action plan of One CX is updated periodically to ensure the progress of the integration process and impact sustainability

### Sustainability enablers

#### Continuous governance of existing and new platforms

Continuing work on updating the action plans periodically (every six months). These updates revolve around three main areas, each covers three focus points.

**Areas**

-  A unified customer experience
-  De-duplication of information
-  Improving our processes and functionality



**A unified customer experience** ^

- **Citizen:**
  - Making it seamless for citizens to engage with NSW government.
  - Creating a single source of trusted government information for citizens.
- **Business:**
  - Creating an easy to navigate central source of information for business audiences.
  - Streamlining messaging and reducing content duplication.
  - Building a centralised content gateway of business advice and concierge to support business owners.
- **Initiatives:**
  - Further developing a centralised portal for all NSW Government grant and funding opportunities.
  - Ensuring continuous improvement in the delivery of customer information.
  - Centralising content and tools for 'tell us once' customer experience.

**De-duplication of information** v

**Improving our processes and functionality** v

# 04. Benchmark

## 4.1 Benchmarked countries: United States of America (1/3)



In the United States of America, the government initiative launched program "To Cut Waste" that helped to reduce the number of government websites by 25% and saved 3 billion US dollars in the IT sector. The program aimed to reduce waste and unnecessary spending in the federal government.

- Reducing unnecessary government expenditures by reviewing spending and eliminating unjustified costs,
- Improving the efficiency of government operations by promoting the use of technology and digitization to lower expenses.

This initiative was part of a broader effort to enhance government efficiency and reduce the federal deficit in the aftermath of the 2008 global financial crisis.

<p>Responsible Party</p>	 <p>Office of Management and Budget</p>	<p>General Framework of the Initiative</p>	<p>In 2011, the President of the USA launched the "To Cut Waste" campaign, and an oversight and accountability board was established and regular meetings launched to showcase progress in many areas, including government platforms and websites.</p>
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### Drivers and objectives

The "To Cut Waste" campaign targeted government websites and platforms (which exceeded 24,000 websites), for the following reasons:

### Tools used

A range of legislative and executive tools have been used, most notably:

- Executive Order 13576<sup>2</sup>
- Memorandum for Heads of Executive Departments and Agencies<sup>3</sup>

 The inability of American people to determine the appropriate website or platform to serve them

 To cut waste of state resources

*Administration of Barack Obama, 2011*  
**Executive Order 13576—Delivering an Efficient, Effective, and Accountable Government**  
June 13, 2011

By the authority vested in me as President by the Constitution and the laws of the United States of America, and in order to make certain that the Government operates, and ensures the performance and management reform gains my Administration has achieved, it is hereby ordered as follows:

**Section 1. Policy.** My Administration is committed to ensuring that the Federal Government serves the American people with the utmost effectiveness and efficiency. Over the last seven years, we have made good progress and have saved taxpayer dollars by cutting waste and increasing the efficiency of Government operations by curbing uncontrolled growth in contract spending, terminating poorly performing information technology projects, deploying state-of-the-art fraud detection tools to crack down on waste, focusing agency leaders on achieving ambitious improvements in high-priority areas, and opening Government up to the public to increase accountability and accelerate innovation.

The American people must be able to trust that their Government is doing everything in its power to stop wasteful practices and earn a high return on every tax dollar that is spent. To strengthen that trust and deliver a smarter and leaner Government, my Administration will revitalize the performance and management reform gains achieved thus far, systematically identify additional reforms necessary to eliminate wasteful, duplicative, or otherwise inefficient programs, and publicize those reforms so that they may serve as a model across the Federal Government.

The implementation of the American Recovery and Reinvestment Act of 2009 (Public Law 111-5) (Recovery Act) has seen unprecedented transparency. The Recovery Accountability and Transparency Board (RATB) has developed innovative technologies and approaches for preventing and identifying fraud and abuse that have the potential to improve performance across all of Government spending.

**Sec. 2. Accountable Government Initiative.** (a) On September 14, 2010, in a Memorandum to the Senior Executive Service, my Administration introduced goals for the Accountable Government Initiative (Initiative). The mission of the Initiative is to monitor and promote agency progress in making Government work better, faster, and more efficiently. To hold executive departments and agencies (agencies) accountable for obtaining results consistent with this mission, the Vice President shall convene periodic meetings in which Cabinet members and the Director of the Office of Management and Budget (OMB) report to him on improvements implemented under this direction.

By the Federal Chief Performance Officer (CPFO), who also serves as the Deputy Director for Management of OMB and the Chair of the President's Management Council (PMC), shall work with the PMC to support agencies' performance and management reform and cost-cutting efforts. The CPFO will lead OMB and the PMC in identifying practices that should be adopted across agencies and in facilitating reforms that require cross-agency coordination and cooperation. The CPFO shall work with agencies to ensure that each area identified as critical to performance improvement has related performance metrics in place.

EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET  
WASHINGTON, D.C. 20503

June 13, 2011

M-11-24

MEMORANDUM FOR HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

FROM: Jeffrey D. Zients, Federal Chief Performance Officer and Deputy Director for Management

SUBJECT: Implementing Executive Order 13576 on Streamlining Service Delivery and Improving Customer Service

In Executive Order (EO) 13576, issued on April 27, 2011, the President stated that, "with advances in technology and service delivery systems in other sectors, the public's expectations of the Government have continued to rise," and that the Government "must keep pace with and even exceed those expectations." In addition, the President made clear that the Government "must also address the need to improve its services, not only to individuals, but also to private and Government entities to which the agency directly provides significant services."

The President instructed the Federal Chief Performance Officer, who also serves as Deputy Director for Management of the OMB, to issue any necessary guidance for implementing the activities outlined in the order. This memorandum provides guidance for implementing EO 13576.

**I. Improve Customer Service Delivery.**

To keep pace with the public's expectations and to respond to budget pressures that demand we do more with less, the Federal Government must deliver services better, faster, and at lower cost. Each Chief Financial Officer (CFO) and agency ("agency" or "agencies") that directly provides significant services to individuals or to private and governmental entities will improve customer service through the following activities:

- **Public Customer Service Plan.** Within 180 days, each agency will post a customer service plan ("plan") to its Open Government website. The plan will identify implementation steps for the customer service initiative outlined in EO 13576, including a high-level discussion of the process by which a "signature initiative" to use technology to improve the customer experience will be designed and executed. The plan will prepare agencies to integrate specific customer service goals into annual agency performance plans and reports, as called for by the Government Performance and Results Modernization Act (GPRMA) of 2010. Additional details about the nature and scope of the customer service plan are in the appendix.

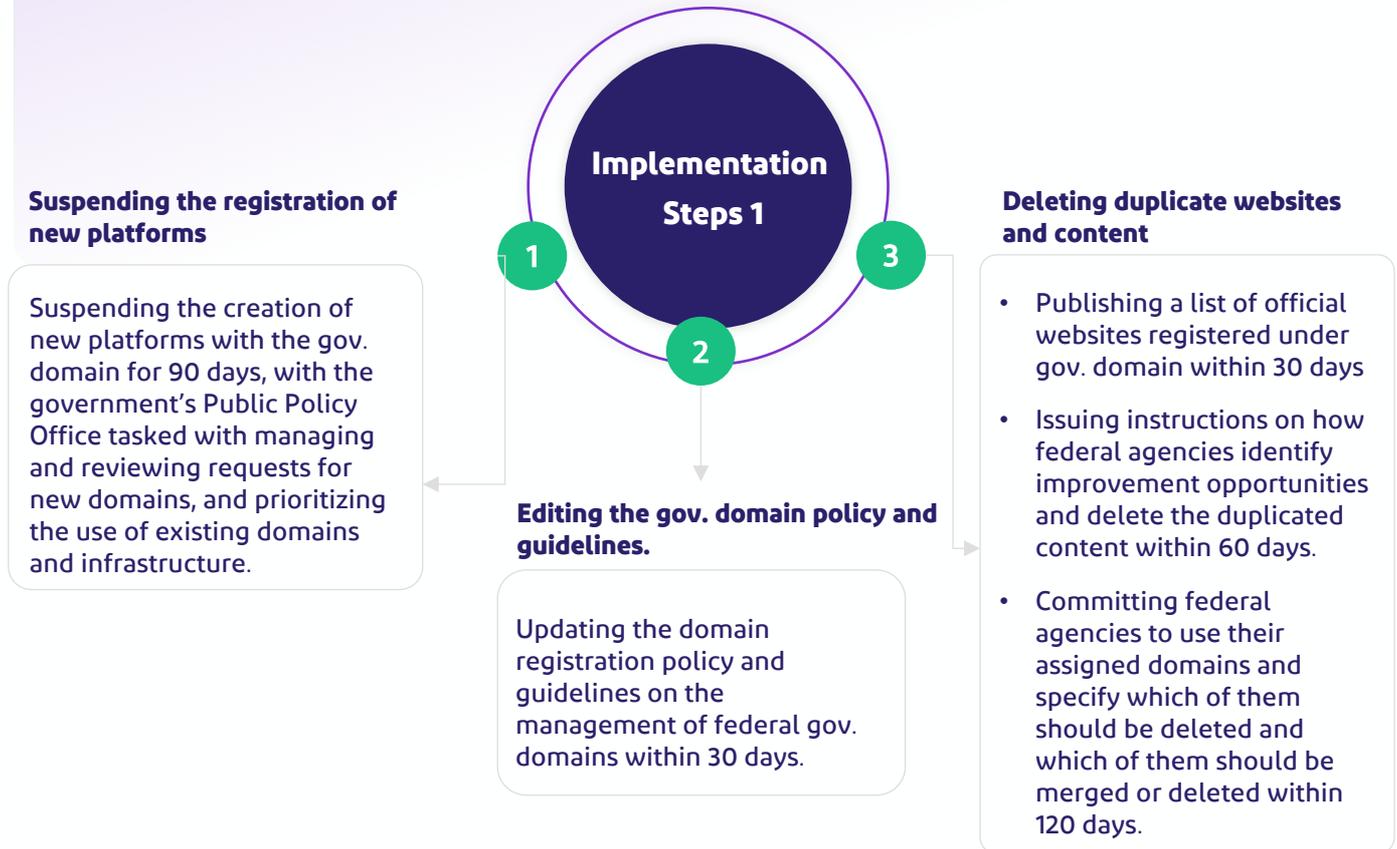
1. [Campaign to Cut Waste](#)
2. [Executive No. Order 13576](#)
3. [MEMORANDUM FOR HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES](#)

## 04. Benchmark

### 4.1 Benchmarked countries: United States of America (2/3)



The unified Customer Experience program (OneCX) for governing digital platforms was implemented in three phases as shown below, starting with the elimination and consolidation of platforms, followed by the development of two main platforms, and then continuous review and ongoing efforts to improve the user experience.



### Impacts

#### Platform Reduction

 The campaign achieved financial savings in the IT sector worth \$ 3billion (savings not detailed)

#### Financial savings

 The campaign achieved financial savings in the IT sector worth \$ 3billion (savings not detailed)

1. [Objectives of the "To Cut Waste" Campaign](#)  
 2. [Outcomes of the "To Cut Waste" Campaign](#)

# 04. Benchmark

## 4.1 Benchmarked countries: United States of America (3/3)



Based on the deliverables of the campaign, the USA launched its digital strategy.

### Sustainability enablers

Launching of the Digital Government Strategy 2012, which focuses on beneficiary experience, use of shared platforms, privacy and cybersecurity.

This strategy aims to:



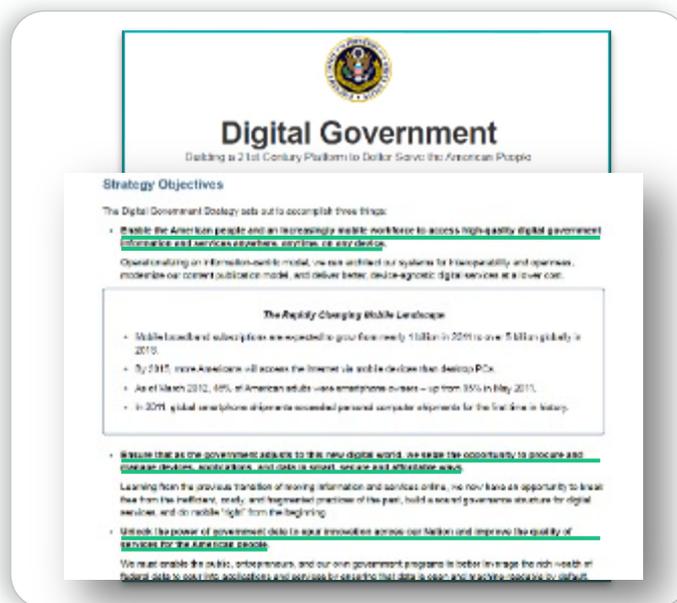
Enable the American people and workforce to access high-quality digital government information and services anywhere, anytime, on any device.



Ensure that as the government adjusts to this new digital world, we seize the opportunity to procure and manage devices, applications, and data in smart, secure, and affordable ways.



Unlock the power of government data to spur innovation across our nation and improve the quality of services for the American people.



#### 1. [Digital Government Strategy](#)

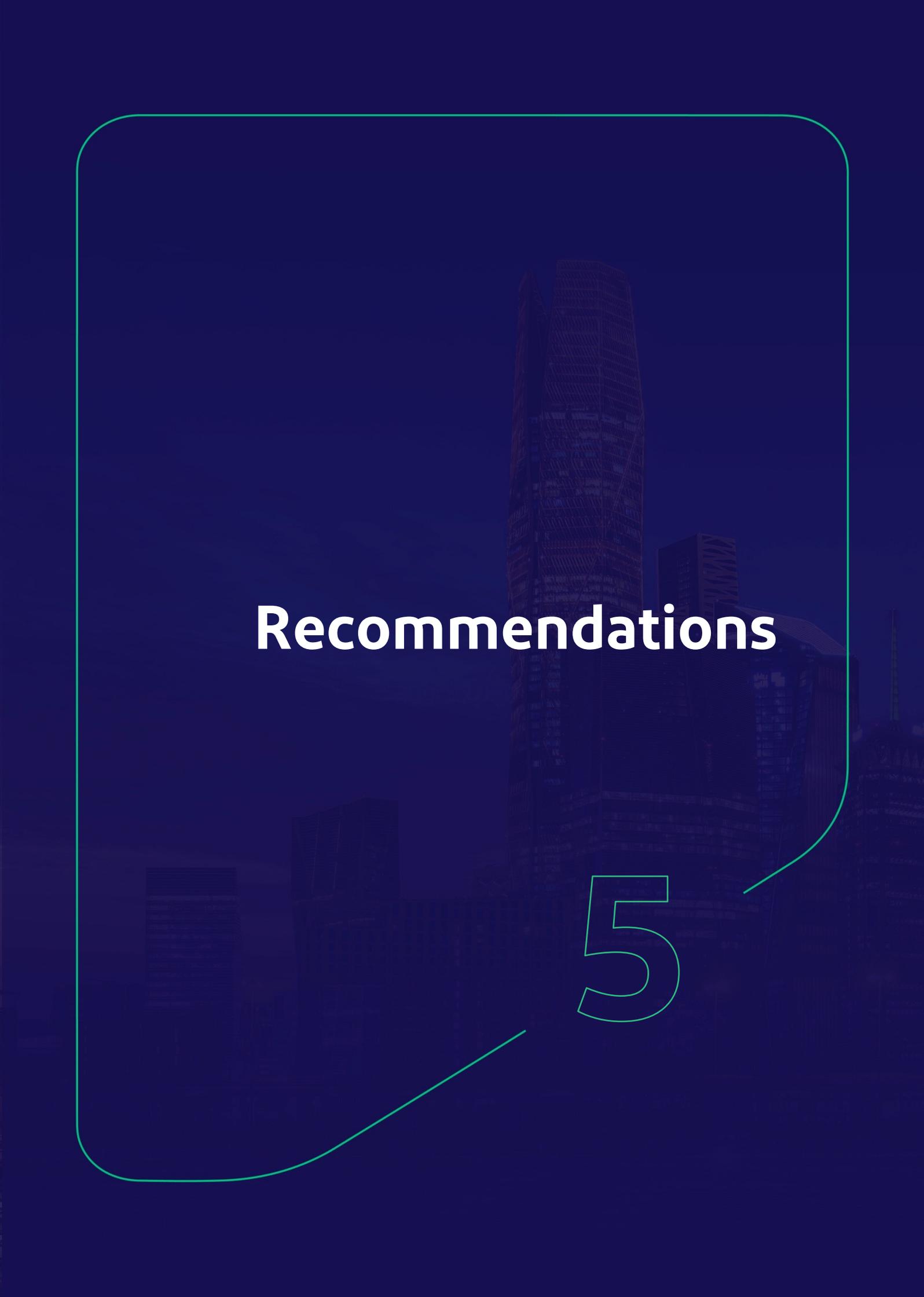
## 04. Benchmark

### 4.1 Benchmarked countries: Summary of Benchmark Study

The Benchmark presents a summary of the findings based on the previously defined dimensions. The summary shown in *Figure 17* highlights that most of the benchmarked countries have adopted mandatory legal and regulatory tools to enforce whole-of-government programs and platform governance. This approach has led to a reduction in the total number of digital platforms in those countries and resulted in greater spending efficiency.

	General Framework of the Initiative	Drivers and objectives	Tools used	Impacts
 Australia	OneCX It was launched in 2019	<ul style="list-style-type: none"> <li>Improving UX by reducing the number of government websites</li> <li>Achieve financial savings</li> </ul>	<ul style="list-style-type: none"> <li>Publication # CS-2020-01 (December 2019)</li> </ul>	<ul style="list-style-type: none"> <li>Reducing the number of government websites from 1000 to 750 websites</li> <li>Launching nsw.gov.au and integrating 65 platforms therein</li> </ul>
 United Kingdom	program of efficiency and Reform) It was launched in 2010	<ul style="list-style-type: none"> <li>Rationalizing government spending in all sectors (including the digital sector)</li> <li>Improving digital services provided to citizens</li> </ul>	<ul style="list-style-type: none"> <li>Approach for calculating the cost of websites</li> <li>Standards and guidelines for measuring the quality of websites</li> <li>Guidelines for measuring the use of digital websites</li> </ul>	<ul style="list-style-type: none"> <li>Closing 77% of government websites and platforms</li> <li>The total operational cost of government websites has been reduced by 60%, equivalent to (102) USD million (between 2010 and 2014).</li> </ul>
 United States of America	(To Cut Waste) campaign was launched in 2011	<ul style="list-style-type: none"> <li>Reducing the number of government websites by 25%</li> </ul>	<ul style="list-style-type: none"> <li>Executive Order # 13576 (2011)</li> <li>Memorandum for Heads of Executive Departments and Agencies (2011)</li> </ul>	<ul style="list-style-type: none"> <li>Financial savings in the IT sector worth \$ 3billion (savings not detailed)</li> </ul>

Figure 17: Summary of Benchmark outcomes



# Recommendations

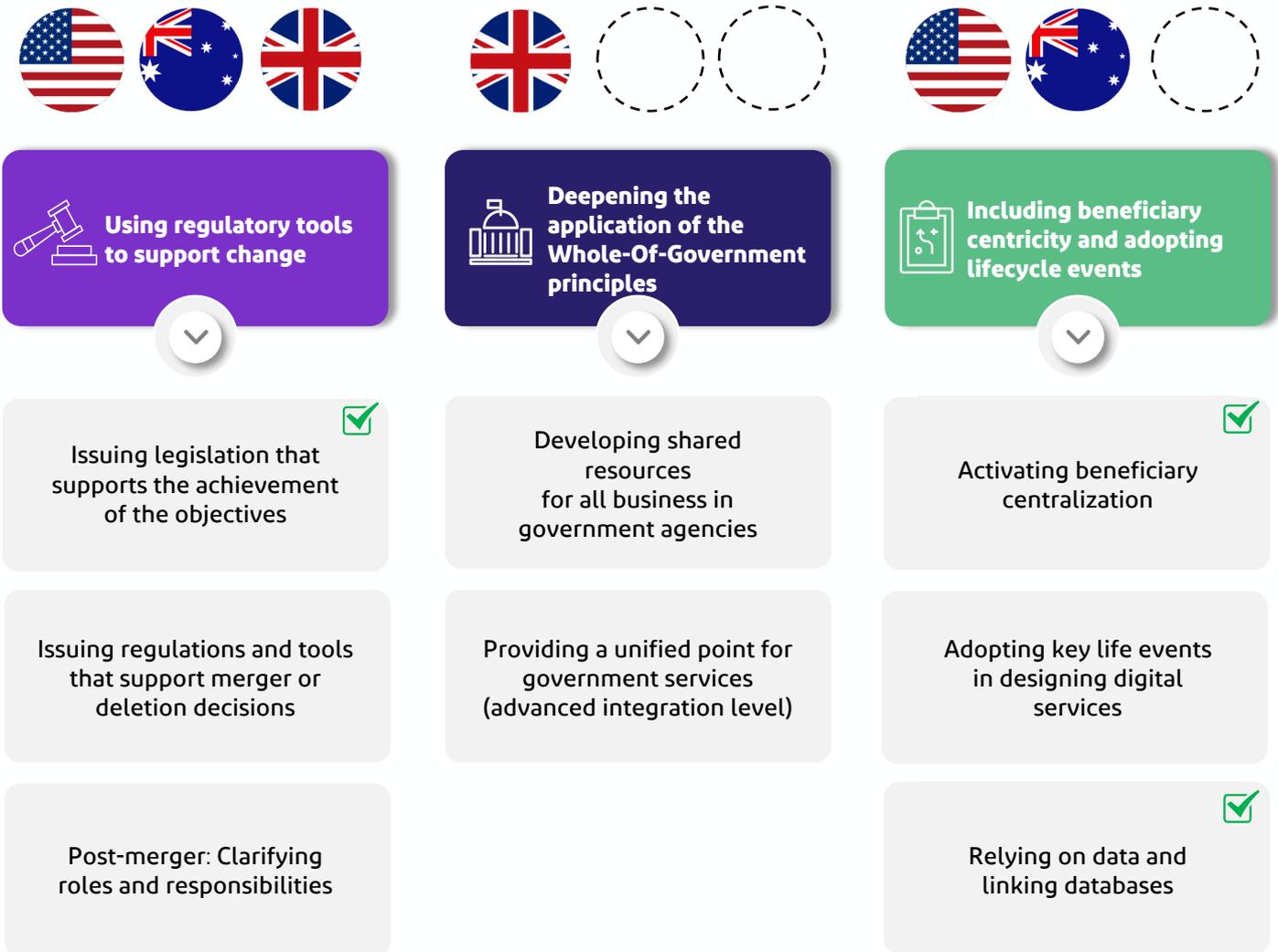
5

# 05. Recommendations

The countries were divided into three groups based on the areas of comparison. The study concluded that some international practices are already reflected in the Kingdom of Saudi Arabia’s Whole-of-Government Program, such as enacting legislation to support strategic objectives, promoting user-centricity and leveraging data-driven decision-making.

At the same time, the study identified several areas for improvement and key lessons learned aimed at sustaining long-term impact in the Kingdom. These include:

- Issuing regulations and tools to support informed decisions on platform deletion and consolidation,
- Clarifying roles and responsibilities post-merger,
- Developing shared resources among government entities,
- Providing a unified access point for government services,
- Adopting a "life events" approach in the design of digital services to better meet citizen needs.



## 05. Recommendations



Issuing regulations and tools that support merger or deletion decisions.

Based on the findings of the benchmark study, regulations can be issued that further support the consolidation and the unification of digital platforms, helping government entities to redesign their platforms and evaluate their websites based on data-driven decisions.

### Illustrative Example

#### Regulations and tools for evaluating government platforms and websites

Regulation/ Tool

Guidelines for measuring websites usage

Guidelines for measuring websites quality

Guidelines for measuring websites cost

Supporting Examples



These guidelines outline the methodology and indicators used to measure website visits.



These guidelines help estimate the added value of the website compared to its cost.



This Guide provides government agencies with a standardized method for measuring website costs.

### Analysis and Observations

- It is proposed to issue 3 regulations or tools that enable the evaluation of existing government platforms and websites.
- These regulations and tools would enable to make data-driven decisions.
- These regulations and tools can also be used for the improvement and development of existing platforms and websites.

## 05. Recommendations



Developing the necessary regulations to clarify the roles and responsibilities of the platforms (post-merger phase)

Based on the benchmark study, regulations can be developed to clarify the roles and responsibilities related to integrated platforms, in order to avoid overlap and conflicts between government entities and to improve platform management.

### Illustrative Example

#### Regulatory tools

Circulars

Controls

Standards

Guides

#### Example of works related to the management of unified platforms

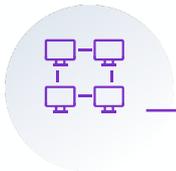
	Hosting	Operation	Maintenance	Revenue collection	Services Improvement
Concerned Agencies	Developer Company				
	Supervisor Agency				
	Government Agency 1				
	Government Agency 2				
	Government Agency 3				
	Government Agency 4				

RACI matrix

### Analysis and Observations

- It is important to define and clarify the **roles and responsibilities** between the agencies concerned with the unified platforms management after the integration is completed.
- Regulation tools (controls, standards, guides) can help regulate the methods of co-work among concerned agencies, contributing to avoid overlap and conflict in roles and responsibilities.

## 05. Recommendations



Promoting the development and availability of shared resources and tools to facilitate designing the digital services.

Based on the Benchmark study, it is recommended to enhance and further develop shared resources and tools to facilitate the design of digital services and reduce development and maintenance costs.

- Key shared tools that can be leveraged include:
- Prototype builders for service design and user testing,
- Notification systems for sending alerts and updates,
- Payment gateways for processing government transactions,
- Survey tools for collecting user feedback and data.

### Illustrative Example

#### Common tools to facilitate the design of digital services



Create interactive prototypes

#### Building prototypes

A tool provides a simple way to make interactive prototypes that look like pages.



Send your users email, text messages or letters

#### Send notifications

A tool that enables sending users emails, text messages and letters - cheaply and easily.



Take payments

#### Take payments

This tool enables government agencies to be ready to take online payments in minutes and run reports on all your payments.



IN DEVELOPMENT  
Build a form

#### Build a form

A tool that enables Creating online forms using a simple interface with no need for coding or design skills.

<https://platforms.service.gov.uk/>

#### Analysis and Observations

The development and availability of common tools contributes to:

- Reducing the cost of developing digital services
- Promoting consistency in the beneficiary experience
- Benefiting the assets that have been tested and experienced by other government agencies

## 05. Recommendations

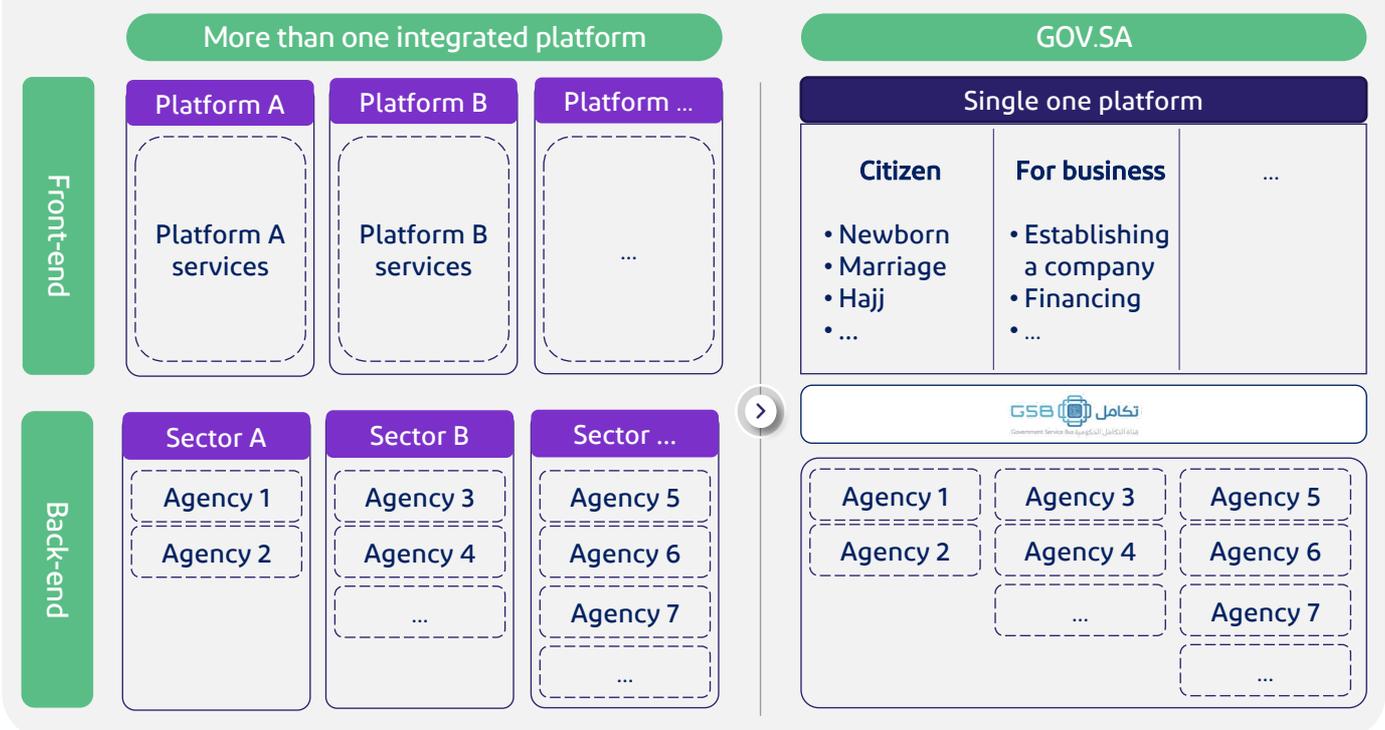


Enhancing the integration of the backend of the unified national platform for government services.

Based on the benchmark study, the integration of back-end interfaces for the National Unified Platform can be improved to provide beneficiaries with a simplified and seamless experience in accessing all government services through a single access point.

### Illustrative Example

#### Common tools to facilitate the design of digital services



#### Analysis and Observations

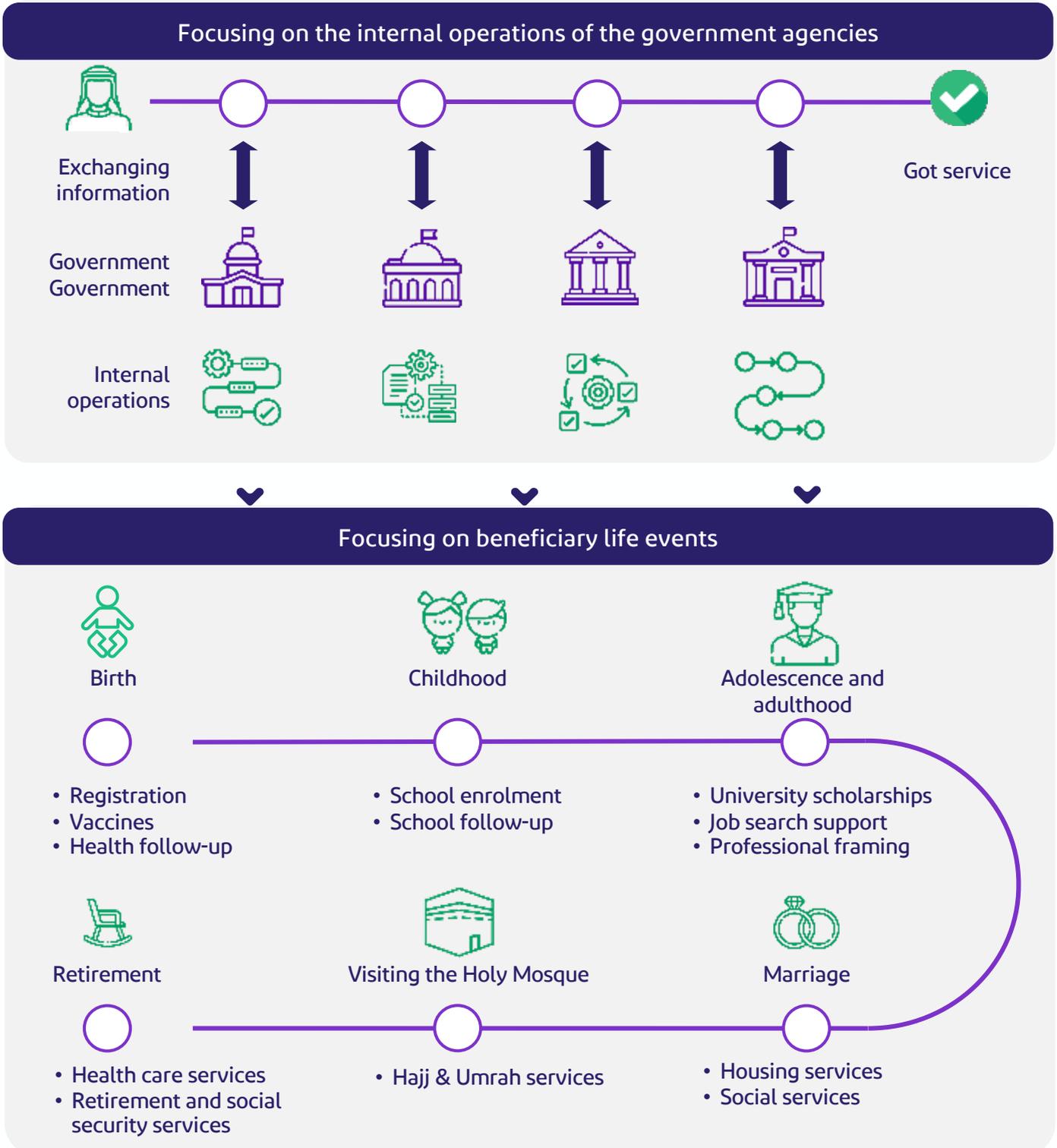
- Enhanced back-end integration of GOV.SA will contribute to integrated and consistent service delivery
- The recommended trend will ensure that digital services are consolidated into a single platform, providing the beneficiary with a one channel to access and benefit from these services.
- This trend will contribute to raising the standardization percentage of interface designs for digital platforms and websites, which will improve the experience and journey of the beneficiary
- This trend will enhance expenditure efficiency as savings will be made in support and maintenance costs.

## 05. Recommendations



Enhancing the integration of the backend of the unified national platform for government services.

Based on the benchmark study, the implementation of the Life Events Program in digital service design can be accelerated to ensure service delivery and improve the beneficiary experience by shifting the focus from internal government processes to external user-facing processes.





# Table of Definition

6

## 06. Table of Definitions

The Following table shown a summary term used in this study with definition of each term:

Term	Definition
The authority	Digital Government Authority
Spending Efficiency	Maximizing the impact achieved from expenditure in all its fields, compared to the deliverables and services provided to beneficiaries
Spending Efficiency Opportunity	A work aimed at raising the efficiency of government expenditures, by, for example, achieving a financial and/or time impact or/and raising the panning efficiency.
Impact Measurement	The process of detailing the calculation of the impact on the elements of the opportunity and relevant dimensions.
Direct Financial Impact	The financial impact resulting from implementing the recommendations of the teams to achieve opportunities at the level of approved costs and annual appropriations, including: Reduce total approved cost, and reduce unit price.
Indirect Financial Impact - Avoiding new/ additional costs	The financial impact resulting from implementing the recommendations of the teams to achieve opportunities at the level of unapproved costs.
Digital Platform	Technological solutions through which digital products and digital services are provided, as they provide beneficiaries with an enhanced digital experience through digital portals or smart device applications (digital channels). The digital platform allows these channels to communicate and integrate with each other, and also allows the integration of their services with other external services, such as the Absher platform.
Digital Channel	A digital communication method for displaying information or providing digital products and services to beneficiaries, such as: websites, digital portals, smart device applications, email, self-service kiosks, automated response services, call center services, social media websites and applications, or Chatbot. Services may be offered on all channels or selectively on some.
Digital Service	A set of digital procedures linked together to perform a complete function provided by the government agency to the beneficiary through digital channels, such as: Electronic portals and smart device applications, which have one main, defined and specific output, and a group of services can be linked to each other to form a digital product.



# Appendices

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## 07. Appendices – Financial Impact Calculation

### Assumptions and Limits of the Study

1. Since Whole-Of-Government Program is still ongoing, the deliverables of the Study can be considered as preliminary results of the application of platforms governance regulations.
2. According to Gartner experts, reducing the number of platforms has a positive impact on the beneficiaries' experience, the cybersecurity of the platforms, and the financial impact. This Study was limited to measuring the financial impact.
3. The data obtained is limited compared to the data necessary to calculate the financial impact, such as: Number of users, number of transactions, maximum number of simultaneous users, precise description of services to be launched, etc.

### Assumptions for calculating the cost of platforms that have been prevented

#### Platform Development and Operation Cost Segmentation Model:

4. It is assumed that all applications will be submitted to the Authority in 2023.
5. Depreciation and impairment of technological assets were not considered.
6. It was assumed that digital services would not provide revenue to government agencies.
7. During the cost segmentation process of the development and operation of the platforms, the following costs were disregarded due to lack of data, and to simplify the cost assessment process:
  - Electricity consumption costs for operating technological devices and infrastructure supporting devices such as air conditioning.
  - Costs related to technological infrastructure: Management, Upgrade, and IT Hardware spare parts.
  - Platforms management costs.
  - Communication networks costs.
  - Costs of labor not directly related to IT business (HR, marketing, financial management, etc.).

#### Estimating the costs of developing and operating platforms:

8. Quantities were estimated based on experts' evaluation of data provided in platforms registration applications.
9. Platform development, business analysis, and project management work were estimated in "workday" units.
10. Most platforms are considered to be developed with an annual maintenance and support contract.
11. The cost of Applications of (3) applications has not been estimated because since they are for developing API and VPN software, which need a different cost segmentation method than the platforms and need more data.
12. The costs of platforms that contain the name of a supplier in their application were considered as a direct financial impact (savings)
13. The costs of platforms that do not contain the name of a supplier in their application were considered as an indirect financial impact (costs avoidance).
14. The cost of servers only in the Hardware category was calculated in the maximum capital costs.
15. On-premises licenses costs were considered in the maximum capital costs.
16. Implementation works include Project management, platform update (Full SDLC), digital services development, mobile App update, dashboard.
17. Support and maintenance costs for maximum operational costs include 23% of the values of software licenses, as technical support, platform support, and maintenance costs over a year
18. Annual software subscriptions costs were considered at the minimum operational costs.
19. It was assumed that the cost of cloud hosting represents the number of servers needed, multiplied by the costs of providing 1 server, according to STC prices.
20. The cost of developing and operating a platform for 1 year represents the capital costs and operational costs for 1 year.



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