



Certificate

Registered with number 14554461

Pennsylvania British international College

IT IS HEREBY CERTIFY THAT

Suliman Nawaf Salem Altemani

Upon recommendation of the Pennsylvania British international College
and in recognition of fulfillment of the prescribed requirements

Professional Doctorate in Business Administration

With all its right and Privileges in the witness whereof the seal of the Pennsylvania British international College hereunto affixed

Crt - Code : UPN53-10000509

Grade : Excellent

UKRLP 10097269

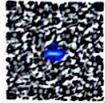
Srn : 09544320089006

IQ ZB835594

Issued on : 2025

This certificate has been given at his request to be submitted to those who are interested in it





Dean Office

شهادة

Registered with number 14554461

كلية بنسلفانيا البريطانية الدولية

تشهد بأن

سليمان بن نواف بن سالم التيماني

بناء على توصية من مجلس الكلية إقراراً منها باستيفائه المتطلبات المقررة

دكتوراه في إدارة الأعمال

ومراعاة لكامل حقوق وامتيازات الشهادة تم وضع ختم كلية بنسلفانيا البريطانية

الدولية في هذه الوثيقة

UKRLP 10097269

IQ ZB835594

رقم التسجيل : UPN53-10000509 -- التقدير - إمتياز

صدرت بتاريخ : 2025

وقد أُعطي هذه الشهادة بناء على طلبه لتقديمها الى المهتمين بها





Pennsylvania British International College

Name :Suliman Nawaf Salem Altemani

Nationality: Saudi

Student ID: UPN53-10000509

Graduation Date: 2025

Program: Professional Doctorate in Business Administration



| N | Subject | The Ratio Quality | Grade |
|---|---------------------------------------|-------------------|-------|
| 1 | Commercial law | 3.50 | B |
| 2 | The economics of money g Banking | 4.05 | A |
| 3 | Cost accounting | 4.08 | A+ |
| 4 | Team building g human relations | 3.50 | B |
| 5 | International business Administration | 4.07 | A |
| 6 | State g national accounting | 3.50 | B |
| 7 | Legislation | 4.05 | A |
| 8 | Development of Economic Thinking | 4.08 | A+ |

Evaluation Criteria for the Doctorate Programs

Study Duration = 2023 To 2025

Professional Doctorate in Business Administration

OFFICIAL TRANSCRIPT

Rating: 98%

Dean Office



FILE COPY



**CERTIFICATE OF INCORPORATION
OF A
PRIVATE LIMITED COMPANY**

Company Number **14554461**

The Registrar of Companies for England and Wales, hereby certifies that

PENNSYLVANIA BRITISH INTERNATIONAL COLLEGE LTD

is this day incorporated under the Companies Act 2006 as a private company, that the company is limited by shares, and the situation of its registered office is in England and Wales

Given at Companies House, Cardiff, on **22nd December 2022**

**CERTIFIED TRUE COPY
OF AN ORIGINAL DOCUMENT**

SIGNED.....
DATE.....

Russell Ford - Solicitor
Leicester Legal
111 Ross Walk, Leicester, LE4 5HH
russell@leicester.legal
0116 3654988



N14554461H



Companies House



THE OFFICIAL SEAL OF THE
REGISTRAR OF COMPANIES

The above information was communicated by electronic means and authenticated by the Registrar of Companies under section 1115 of the Companies Act 2006

APOSTILLE

(Convention de La Haye du 5 octobre 1961)

Country:
Pays / País:

United Kingdom of Great Britain and Northern Ireland

This public document

Le présent acte public / El presente documento público

2. Has been signed by

a été signé par
ha sido firmado por

Russell Victor Ford

3. Acting in the capacity of

agissant en qualité de
quien actúa en calidad de

Solicitor

4. Bears the seal / stamp of

est revêtu du sceau / timbre de
y está revestido del sello / timbre de

Not Applicable

Certified

Attesté / Certificado

5. at

à / en

London

6. the

le / el día

15 August 2025

7. by

par / por

His Majesty's Principal Secretary of State for
Foreign, Commonwealth and Development Affairs

8. Number

sous no / bajo el número

APO-BWEL-5ML5-KM7H-MDGA

9. Seal / stamp

Sceau / timbre
Sello / timbre



10. Signature

Signature
Firma

J. Healey

This Apostille is not to be used in the UK and only confirms the authenticity of the signature, seal or stamp on the attached UK public document. It does not confirm the authenticity of the underlying document. Apostilles attached to documents that have been photocopied and certified in the UK confirm the signature of the UK official who conducted the certification only. It does not authenticate either the signature on the original document or the contents of the original document in any way.

If this document is to be used in a country not party to the Hague Convention of the 5th of October 1961, it should be presented to the consular section of the mission representing that country.

To verify this apostille go to www.verifyapostille.service.gov.uk

the capacity
to signed par
document signed by
United Kingdom
British Government



Certificate

We hereby certify that the Doctorate degree.
after completing his professional studies,
It is an unfiled professional program.

Certified in the UK

**Which measures the required skills
For postgraduate studies**

**College reference number I have the British government.
number 14554461**

Nature of business (SIC)

- 85320 - Technical and vocational secondary education**
- 85421 - First-degree level higher education**
- 85422 - Post-graduate level higher education**
- 85600 - Educational support services**





Certificate

Professional Doctorate in Business Administration

Certificate that Suliman Nawaf Salem Altemani
Registered in the Doctorate of Business Administration

Registration No.: UPN53-10000509 Under the su

pervision of Dr. Arthur Alexander

He accepted and submitted
a Doctorate degree at the end of his studies

Graduation project entitled

"The Effectiveness of Digital Transformation in Enhancing the Efficiency of Government
Services: An Applied Field Study on the Ministry of Human Resources and Social
Development in Riyadh City"

Accepted by:

Major Professor: Jon Edoar
Committee Member - Meshel Jon
Committee Member, Tsherl Couto,
External Reader Mariam Samon



Copyright By Suliman Nawaf Salem Altemani
All Rights Reserved 2025



Certificate Graduation letter

To whom it May concern

Based on the approval of Pennsylvania British international College
and the approval of the college president in
accordance with the powers delegated to him by
the Council in accordance with Resolution No. (425)

We acknowledge granting
the student Suliman Nawaf Salem Altemani
Doctorate in Business Administration

"The Effectiveness of Digital Transformation in Enhancing the Efficiency of Government
Services: An Applied Field Study on the Ministry of Human Resources and Social
Development in Riyadh City"

Crt - Code : UPN53-10000509

Srn 09544320089006



The Research Presented

Thesis Title

"The Effectiveness of Digital Transformation in Enhancing the Efficiency of Government Services: An Applied Field Study on the Ministry of Human Resources and Social Development in Riyadh City"

This study aims to explore the effectiveness of digital transformation in improving the efficiency of government services. This study examines the Ministry of Human Resources and Social Development in Riyadh, one of the Kingdom's most vital ministries, given the diverse nature of its services and the broad segment of beneficiaries it serves. The importance of this study lies in light of the national drive toward comprehensive digitization as part of achieving the goals of Saudi Vision 2030, which focuses on improving the quality and efficiency of public services through the adoption of modern technologies. The study relied on a descriptive-analytical approach and used a questionnaire as the primary tool for collecting data from a selected sample of ministry employees and beneficiaries of its digital services. The questionnaire was designed to measure several dimensions related to the reality of digital transformation within the ministry, such as the availability of technical infrastructure and beneficiary satisfaction with services provided electronically. It also assessed the impact of these services on the speed of transaction

completion and the reduction of effort and time. The study results showed a significant improvement in the efficiency of government services provided through digital channels. Participants confirmed that digital transformation has contributed to accelerating procedures and reducing the need for paperwork. It has also enhanced access to services at any time and from any location. The results also indicated a high level of beneficiary satisfaction with the quality of digital services, particularly with the multiple electronic options and diverse platforms provided by the Ministry, such as the "Qiwa" portal and the "Social Support and Protection Platform." Despite the notable positives, the study revealed some challenges that continue to hinder the optimal implementation of digital transformation. Most notable among these are the need to develop employees' skills in dealing with digital systems, the difficulty of use faced by some categories of beneficiaries, and the need to further enhance information security and protect digital privacy. In light of the above, the study recommends the continued support and expansion of digital transformation projects within the Ministry of Human Resources and Social Development by investing in the training and qualification of human resources, working to improve the user experience, and expanding the use of artificial intelligence tools and digital analytics. The study emphasizes that the effectiveness of digital transformation is not achieved solely by providing technology; it also requires an integrated strategy based on a clear vision, sound planning, and continuous engagement with citizens' needs to ensure the provision of high-quality and efficient government services that keep pace with modern requirements and support the aspirations of comprehensive national development.



Dear Office





Name : Suliman Nawaf Salem Altemani
ID NO.Y521737

Nationality: Saudi
ID Student: UPN53-10000509



Degree Program: Professional Doctorate in Business Administration

Congratulations, it is a pleasure for Penn International College to accept you as a student in Professional Doctorate in Business Administration
We would like to welcome you to Pennsylvania British International College
We thank you for choosing us to help you build your future
Discussion of a Doctorate in Business Administration

Business Administration Placement Exam

All Penn College International Program students are required to take a Business Administration proficiency test and the number of courses you will be required to take before or during regular academic study. Courses at Pennsylvania British International College Please see the competency standards in the field of communication, behavior modification, and communication. With regard to the field of Business Administration

Guidance Orientation

The Office of International Affairs will provide a new student orientation (date TBD) to educate you about Penn International College. International Student Issues and Immigration Matters, Fall 2022, 2024
Classes begin in 2022

Immigration Information

The International Affairs Office will provide you with all data and information about the subjects to be studied, through your e-mail
For questions, please contact





**PENNSYLVANIA BRITISH
INTERNATIONAL- COLLEGE**

WHEN TO OPEN / WHEN TO OPEN
OPEN / WHEN TO OPEN
WHEN TO OPEN
WHEN TO OPEN



STU-ID : 53-10000509

F-NAME: Suliman Nawaf Salem Altemani

Program : Professional Doctorate in Business Administration

