

CAPABILITY VS. GOVERNABILITY

DIAGNOSTIC SURVEY

ALQABBAT ADVISORY · SAUDI INDUSTRIAL EDGE COMPLIANCE SERIES · TOOLKIT
RESOURCE

PURPOSE

Why does this survey exist?

Saudi industrial buyers do not select the most capable vendor. They select the most governable one. This survey measures your organisation's governability posture across the five dimensions that Saudi procurement committees evaluate — before your bid reaches the technical stage.

Most foreign companies lose Saudi industrial contracts at Stage 2 — Compliance Qualification — before their technical solution is ever evaluated. The reason is consistent: the procurement committee concluded that the vendor is capable but risky. Capable but imported. Capable but not governable.

This diagnostic survey scores your organisation across the five evaluation functions that determine whether a Saudi procurement committee will advance your submission. A low score in any single dimension is sufficient to eliminate your bid, regardless of technical strength.

How to Score

Rate each statement from **0** (not present) to **3** (fully evidenced and current).
Be honest — the procurement committee will be.

0 = Not present **1** = Partially present **2** = Present but not tested or evidenced **3** = Present, tested, and evidenced

DIMENSION A: COMPLIANCE LEGIBILITY

Can the buyer read your compliance posture in Saudi terms?

A.1

Your NCA compliance declaration is signed, domain-specific, and current within 12 months — not a generic compliance statement.

0 Not present	1 Partial	2 Present, untested	3 Evidenced
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A.2

Your OTCC evidence package covers all five applicable control domains and is formatted for NCA audit review.

0 Not present	1 Partial	2 Present, untested	3 Evidenced
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A.3

Your ECC baseline documentation is current-cycle and covers the IT environment relevant to this engagement.

0 Not present	1 Partial	2 Present, untested	3 Evidenced
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A.4

All compliance references in your bid submissions use current-cycle NCA and OTCC framework versions — not prior cycles.

0	1	2	3
Not present	Partial	Present, untested	Evidenced

A.5

Your capability statement frames every claim in Saudi compliance terms — each claim passes the "so what" test against Saudi procurement evaluation criteria.

0	1	2	3
Not present	Partial	Present, untested	Evidenced

Dimension A Subtotal: _____ / 15

DIMENSION B: GOVERNANCE ACCOUNTABILITY

Can the buyer trace compliance responsibility to a named individual?

B.1

A named Saudi compliance lead is identified in every submission — with documented qualifications, role scope, and contact details.

0	1	2	3
Not present	Partial	Present, untested	Evidenced

B.2

Your governance accountability framework documents an escalation path from Saudi operations to executive leadership — not a global compliance function.

0 Not present	1 Partial	2 Present, untested	3 Evidenced
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B.3

Your supply chain security posture addresses Saudi requirements for all third-party components and services — not substituted with ISO 27001 certificates.

0 Not present	1 Partial	2 Present, untested	3 Evidenced
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B.4

Compliance accountability for this engagement is explicitly assigned — not delegated to a local partner without documented oversight.

0 Not present	1 Partial	2 Present, untested	3 Evidenced
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B.5

Your governance documentation includes a defined review cycle tied to NCA/OTCC publication and enforcement cycles.

0 Not present	1 Partial	2 Present, untested	3 Evidenced
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Dimension B Subtotal: _____ / 15

DIMENSION C: SAUDI MARKET PRESENCE

Does your localisation signal commitment or convenience?

C.1

Your Saudi commercial registration is active, with a scope that covers the services being tendered.

0 Not present	1 Partial	2 Present, untested	3 Evidenced
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C.2

Etimad registration is active and pre-qualification verified. The registered entity matches the bidding entity.

0 Not present	1 Partial	2 Present, untested	3 Evidenced
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C.3

Your Saudisation rate meets the applicable sector threshold and Nitaqat classification is Green or above.

0	1	2	3
Not present	Partial	Present, untested	Evidenced

C.4

IKTVA enrollment is active and your LCGPA-verified Saudi Content Value (SCV) score is current, mapped to applicable NIDL sector targets.

0	1	2	3
Not present	Partial	Present, untested	Evidenced

C.5

Your localisation plan names specific Saudi partners, includes concrete Saudisation commitments with timelines, and a 12-month SCV improvement roadmap — not a generic commitment paragraph.

0	1	2	3
Not present	Partial	Present, untested	Evidenced

Dimension C Subtotal: _____ / 15

DIMENSION D: OPERATIONAL DEFENSIBILITY

Can the buyer defend selecting you to their own oversight chain?

D.1

Your Saudi references are verifiable through Saudi channels within a standard procurement timeline.

0	1	2	3
Not present	Partial	Present, untested	Evidenced

D.2

Your bid positions accountability before capability — governance clarity precedes technical strength in the submission structure.

0	1	2	3
Not present	Partial	Present, untested	Evidenced

D.3

Your public presence (website, LinkedIn) is consistent with the compliance claims in your bid submission — a searching procurement committee will not find contradictions.

0	1	2	3
Not present	Partial	Present, untested	Evidenced

D.4

Your delivery model demonstrates long-term engagement commitment — not a project-based in-and-out posture that signals transactional intent.

0	1	2	3
Not present	Partial	Present, untested	Evidenced

D.5

Your risk ownership model treats compliance as jointly shared with the buyer — not as something the vendor carries alone and the buyer merely verifies.

0 Not present	1 Partial	2 Present, untested	3 Evidenced
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Dimension D Subtotal: _____ / 15

DIMENSION E: DOCUMENTATION CURRENCY

Is your evidence current-cycle, or are you submitting yesterday's compliance?

E.1

All compliance documentation has been reviewed and updated within the current NCA enforcement cycle — not carried forward from a previous assessment.

0 Not present	1 Partial	2 Present, untested	3 Evidenced
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E.2

Your OTCC evidence was produced or reviewed within the last 12 months by a qualified assessor — not by the team that built the controls.

0 Not present	1 Partial	2 Present, untested	3 Evidenced
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E.3

Your governance documentation was signed for this specific engagement — not repurposed from a previous submission without review.

0 Not present	1 Partial	2 Present, untested	3 Evidenced
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E.4

Your organisation has a documented process for updating compliance documentation when NCA or OTCC frameworks are revised.

0 Not present	1 Partial	2 Present, untested	3 Evidenced
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E.5

Your self-assessment scorecard (SREF or equivalent) has been completed and reviewed — any dimension scoring below 2 has a documented remediation plan.

0 Not present	1 Partial	2 Present, untested	3 Evidenced
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Dimension E Subtotal: _____ / 15

SCORING SUMMARY

DIMENSION	FOCUS	SCORE	MAX
A – Compliance Legibility	Can the buyer read your posture?	-----	15
B – Governance Accountability	Can the buyer trace responsibility?	-----	15
C – Saudi Market Presence	Does localisation signal commitment?	-----	15
D – Operational Defensibility	Can the buyer defend selecting you?	-----	15
E – Documentation Currency	Is your evidence current-cycle?	-----	15
Total Governability Score		-----	75

Interpretation

SCORE	LEVEL	WHAT IT MEANS
0 – 15	Not Governable	Your bid will be eliminated at pre-qualification or compliance screening. A 90-day repositioning sprint is required before your next submission.

SCORE	LEVEL	WHAT IT MEANS
16 – 30	Partially Governable	Significant gaps remain. The procurement committee will see capability without accountability. Targeted remediation across weak dimensions before submission.
31 – 45	Developing	Baseline positioning is present but evidence gaps will surface under committee scrutiny. Strengthen documentation currency and governance accountability.
46 – 60	Governable	Competitive positioning baseline achieved. Procurement committees can advance your submission with confidence. Continue strengthening for differentiation.
61 – 75	Fully Governable	Strong governability posture. Your bid reduces buyer risk rather than creating it. This is the positioning that wins Saudi industrial contracts.

Critical Rule

A total score above 45 does not compensate for a single dimension scoring below 6. Saudi procurement committees evaluate across all five functions. One weak dimension is sufficient to eliminate an otherwise strong submission. Address your lowest-scoring dimension first.

The buyer is not asking, "Are you capable?" The buyer is asking, "Will selecting you make my environment harder to defend?" That is the governability question. This survey measures your answer.

