هيئـــة الحكومة الرقميــة
Digital Government Authority

Digital Experience Maturity Index for Government Services 2022

Public Report

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Introduction

Reference to the Council of Ministers Resolution No. (418) dated 25/07/1442 AH, in establishing of the Digital Government Authority ("DGA"), the decision stipulates, "the authority is in charge with all matters related to digital government and it is the national reference in its affairs.

Article four stipulates in its fourth and fifth paragraphs, that the DGA is mandated to "Coordinate with the relevant authorities to work on regulating the work of the digital government, platforms, websites and digital government services..." and "to issue measurements, Indexes, tools and reports; to measure the performance and capabilities of government agencies of digital government, and beneficiary satisfaction regarding that".

As part of the DGA responsibility to enhance digital performance, raise the quality of services provided and improve the experience of beneficiaries, in accordance with the ambitious vision of the Kingdom (2030) with the intention of achieving beneficiary satisfaction, DGA has launched the Digital Experience Maturity Index for Government Services, in order to achieve number of goals, particularly raising the maturity of platforms and digital government services.

Objective of the Report

This report was issued to demonstrate the results of government platforms and services maturity, that are included in the first cycle of the Digital Experience Maturity Index 2022. The report includes the general index score for all platforms covered in the index, in addition to the levels and scores achieved by these platforms according to the three perspectives of the index, which are:

☆ Beneficiary Satisfaction   ⟍ User Experience   💬 Complaints-Handling

The report also includes the most prominent observations and recommendations that were reached through the analysis of the results.

1. Digital Experience Maturity: An Overview

The digital experience is considered the result of the beneficiary's interaction with government agencies and their services through various digital channels, which affects the beneficiary's satisfaction about the quality of this experience.

Given the role of the digital experience in raising beneficiary satisfaction and improving the quality of government services; DGA realized the need to work on developing a methodology to assess the maturity of this experience through various dimensions that keep pace with the strategic directions of the digital government and national and international trends.

Based on the foregoing; An annual Index has been launched to measure the maturity of digital government platforms and services according to a number of main perspectives and themes . This Index can serve as one of the enablers to achieve strategic directions by analyzing the results and identifying the themes that may require raising their maturity and providing the recommendations to achieve that. It would also highlight the highly mature digital government platforms and services, to be considered as national success stories, and benefit from their experiences and business models. These perspectives and themes are optimized in each cycle to ensure that they align with the modern trends of digital experience.

Digital Experience Maturity Index	Scope	Perspectives	Maturity Levels	Frequency
	Digital Government Platforms and Services	Number of perspectives and themes	(5) Levels	Annual

2. Objectives of the Digital Experience Maturity Index

The Digital Experience Maturity Index pursues several important objectives:

Raising the maturity of digital government platforms and services	Accelerating digital transformation development of government platforms and services	Improving the digital experience of beneficiaries and enhancing their satisfaction
Enhancing the alignment with the strategic directions of the digital government	Measuring the maturity based on international best practices	Utilizing high-maturity digital platforms and services as national references

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3. The Strategic Alignment of the Index

The digital experience maturity Index for government services falls into four main pillars of the six pillars mentioned as part of the strategic directions of digital government:

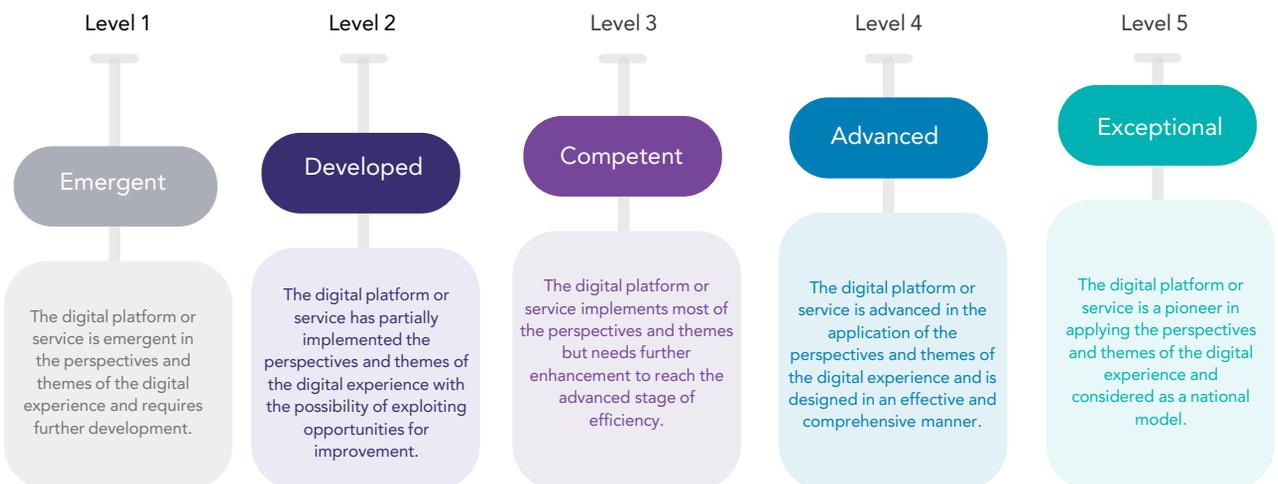|		
1 Satisfied Citizen	G2C	Provide seamless and effective government services to all beneficiaries. Beneficiaries will have a more personalized experience
2 Enabled Business	G2B	Improve ease of doing business within KSA, as well leverage available capabilities in order to improve the competitiveness of the private sector
3 Effective Government	G2G	Empower the government by adopting unified business models, launching national initiatives for digital government services
6 Expedited Transformation		Enable the entire digital government strategy by leveraging an efficient communication approach, enhancing the digital infrastructure, as well as upskilling the digital workforce. Also, we can ensure a seamless integration in the government ecosystem by leveraging a robust governance model

* To view the "Strategic Directions for Digital Government" document, visit the Digital Government Authority website.

4. Classification of Digital Experience Maturity Levels

The digital government platforms and services are classified according to the digital experience maturity index into (five) levels, that are defined based on the evaluation of those platforms and services according to the perspectives and themes in each cycle, as follows:

Level 1	Level 2	Level 3	Level 4	Level 5
Emergent	Developed	Competent	Advanced	Exceptional
The digital platform or service is emergent in the perspectives and themes of the digital experience and requires further development.	The digital platform or service has partially implemented the perspectives and themes of the digital experience with the possibility of exploiting opportunities for improvement.	The digital platform or service implements most of the perspectives and themes but needs further enhancement to reach the advanced stage of efficiency.	The digital platform or service is advanced in the application of the perspectives and themes of the digital experience and is designed in an effective and comprehensive manner.	The digital platform or service is a pioneer in applying the perspectives and themes of the digital experience and considered as a national model.

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5. Overview of Digital Experience Maturity Index of 2022

5.1. First Cycle Stages

Preparation for the Digital Experience Maturity Index began by developing a broader methodology covering number of key perspectives and themes and defining the criteria through which priority platforms were selected. Workshops were also held with representatives of these platforms, to introduce the adopted methodology and its objectives, to explain the activities related to the first cycle, and to attend to inquiries. This was followed by conducting dedicated meetings to clarify the evaluation mechanisms that will be followed in this cycle, the requirements and aspects of cooperation expected from the representatives of these platforms, and to agree on time plans.

In conjunction with launching the Index, and to feed the **Beneficiary Satisfaction** perspective, a survey was launched on social media, in cooperation with the included government platforms; with the aim of enabling the beneficiaries to assess their satisfaction with these platforms, and to participate by providing their feedback, suggestions and expectations. This data was taken advantage of after reviewing and checking its quality.

To complement the efforts related to the **User Experience** perspective, a team of specialists carried out visits to the headquarters of the included government platforms; to assess the intended themes using various tools designed for that purpose..

The perspective of **Complaints-Handling** was assessed by analyzing the data provided by government agencies, that is derived from the complaints system supporting the designated platforms. The analysis went through three stages during which the representatives were contacted; To ensure the accuracy of the data and documents provided.

Upon completing the analysis of inputs and data for all themes in accordance with the approved mechanisms, the scores of each platform were concluded along with the level of maturity. In addition, possible aspects of improvement were studied to provide recommendations that would contribute to enhancements. The results will be demonstrated in the seventh section of this report, whilst the prominent recommendations will be referred to in the eighth section..

5.2 Launching the First Cycle

The Digital Experience Maturity Index for Government Services was launched on June 8, 2022 AD, which aims in its first cysle to measure the maturity of government platforms and their digital channels in aspects related to digital experience. Twelve priority government platforms were included based on specific criteria, namely: the diversity of sectors served by the covered platforms, the segments and number of beneficiaries, the volume of services and operations on these platforms, their impact on international Indexes, and digital transformation maturity of the owning government agency and its potential for development.

The first cycle of the Digital Experience Maturity Index focused on three main perspectives, with eleven themes:

☆ Beneficiary Satisfaction

It focuses on measuring the beneficiaries' satisfaction and their experience in using the platforms from their point of view; this will help in understanding the challenges to support development. Under which the following themes fall:

- Usability
- Quality of Information and Content
- Accessibility
- Beneficiary Support and Response

The general satisfaction of the beneficiaries with the platform is also taken into consideration.

⟲ User Experience

It focuses on evaluating the users' experience of the digital platforms from the specialists' point of view, with the aim of identifying opportunities for improvement. Under which the following themes fall:

- Usability
- Availability
- Shared Services

💬 Complaints-Handling

It focuses on evaluating the extent of response and treatment of beneficiaries' complaints submitted on the platform services and the availability of different channels for receiving complaints. Under which the following themes fall:

- Complaints and Response
- Complaint Solutions
- Complaints Channels
- Service Level Agreements

These perspectives and themes will contribute to enhancing the digital experience of government platforms and services, raising the quality of government services provided, improving the beneficiaries' experience, and increasing their satisfaction.

5.3 Perspectives and Themes

Perspective	Themes	Evaluation Mechanism	Perspective Weight
First Perspective **Beneficiary Satisfaction**	Satisfaction Measuring Questionnaires Using CSAT Formula	• Usability • Quality of Information and Content • Accessibility • Beneficiary Support and Response	**25%**
Second Perspective **User Experience**	Evaluating user experience by experts	• Usability • Availability • Shared Services	**50%**
Third Perspective **Complaints-Handling**	Analysis of data and documents provided from complaints systems of the concerned platform	• Complaints and Response • Complaints Solutions • Complaints Channels • Service Level Agreements	**25%**

5.4. Equation of the Digital Experience Maturity Index

(Total score of the platforms in the "beneficiary satisfaction" perspective x the weight of the "beneficiary satisfaction" perspective)

+

(Total score of the platforms in the 'User Experience' perspective x the 'User Experience' perspective weight)

+

(Total score of the platforms in the 'complaint handling' perspective x weight of 'complaint handling' perspective)

5.5. Scope

5.5.1. Criteria for selecting the platforms included in the scope

The scope of the first cycle includes twelve platforms that have been identified based on the following criteria:

Diversity of sectors served by the included platforms	The impact of the platform on international Indexes	The Impact of the platform in the sector it serves
The volume of services and operations on the platform	Segments and number of platform beneficiaries	The maturity of the owning government agency and its readiness for digital transformation

5.5.2. Government platforms included in scope

Commercial Sector	General	Municipal Sector	Financial Sector	Charitable Sector	Security Sector
Justice Sector	Education Sector	Business Sector	Transport and Logistics Sector	Medical Sector	Residential Sector

6. Highlights of the Digital Experience Maturity Index 2022

The overall score of the Digital Experience Maturity Index for Government Services reached (77.26%) at the (Competent) level, which included, in its first cycle in 2022, assessing twelve priority government platforms, in accordance with the perspectives and themes in this report. This reveals that these platforms are progressing in most themes of digital experience, and has the readiness to advance towards an integrated digital experience.

The **Beneficiary Satisfaction** perspective reached the total score of (76.98%), where it scored a level of (Competent), especially with regard to "accessibility" and "accuracy of information and content"; This means that platforms in this perspective pay great attention to providing and updating content that suits the needs of their beneficiaries, and making their services available through different devices and browsers in order to facilitate the digital experience of their beneficiaries.

While the **User Experience** perspective reached the total score of (79.73%), which is the highest among the three perspectives in the level (Competent), especially regarding "Usability" and "Availability". This points out to the accelerated application of "User-Centric" concepts in the development and updating of digital portals and smart-device applications. It also indicates the compatibility of digital portals with the most common browsers , and the compatibility of smart-device applications with different operating systems, as well as the response and compatibility of the digital portal with the most important devices and screens. In addition, it shows the interest in implementing accessibility standards for persons with disabilities.

As for the **Complaints-Handling** perspective, its total score reached (72.58%) at the level (Developed); This indicates that these platforms continue their development process to reach an effective management of the complaints system, especially in the pursuit of diversifying digital channels of communication, submitting complaints, its availability, improving response and raising the efficiency of communication with beneficiaries..

Moreover, the scores of the top five platforms are **Absher** platform which achieved the (Advanced) level with (85.59%), while **Tawakalna** (82.76%), **Ehsan** (80.83%), **Sehaty** (80.41%), and **Najiz** (78.84%) Platforms have achieved the (Competent) Level.

In relation with the above, DGA commends the efforts made by those in charge of these platforms, and their influential role in achieving an effective proactive digital government capable of providing high quality digital services that are "Beneficiary-Centric".

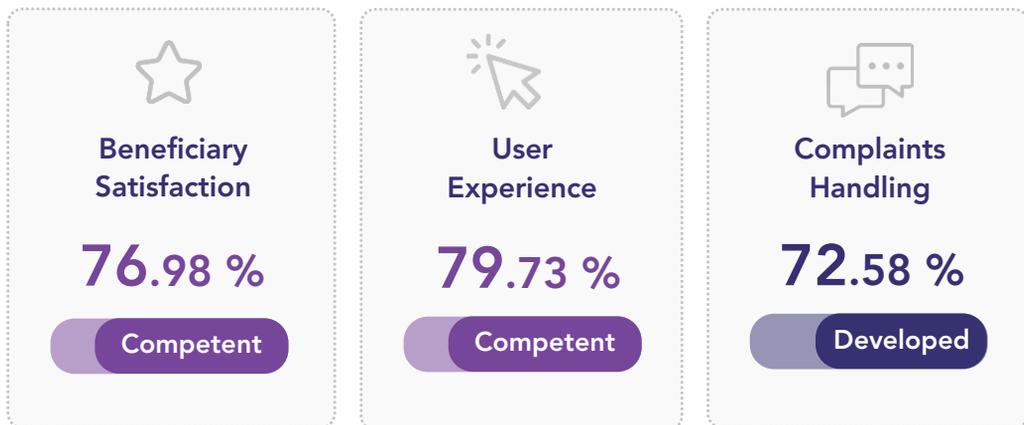# 7. Results of the Digital Experience Maturity Index 2022

7.1. Digital Experience Maturity Index 2022

The platforms included in the Index were assessed in the first cycle according to the identified perspectives, themes, and evaluation mechanisms. The Digital Experience Maturity Index 2022 score is:

77.26 %

Competent

Detailed Score of the Digital Experience Maturity Index's per Perspectives
in the First Cycle

Beneficiary Satisfaction

76.98 %

Competent

User Experience

79.73 %

Competent

Complaints Handling

72.58 %

Developed

Number of Platforms in Each Level

0 Emergent	3 Developed	8 Competent	1 Advanced	0 Exceptional

* In preparing the results, it was relied on data received from the owning government agencies.

7.2. The Top 5 Government Platforms included in the Digital Experience Maturity Index 2022

The following shows the ranking of the top 5 government platforms included in the Digital Experience Maturity Index based on their scores:

Advanced

1

أبشر

85.59 %

Competent

2

توكلنا
Tawakkalna

82.76 %

Competent

3

إحسان

80.83 %

Competent

4

صحتي

80.41 %

Competent

5

ناجز
najiz
الخدمات العدلية الإلكترونية
Judicial Electronic Services

78.84 %

Results of Top 5 Government Platforms in the Digital Experience Maturity Index 2022

1

Advanced

85.59 %

A digital platform that meets the needs of citizens and residents, and provides hundreds of services from the Ministry of Interior and its various sectors. Absher platform, with its three branches (Absher Individuals), (Absher Businesses) and (Absher Government), is keen to raise the level of satisfaction for beneficiaries, by investing the latest technologies to conduct services, and ensuring that everyone can use them without difficulties.

Platform level according to the main perspectives

Beneficiary Satisfaction	User Experience	Complaints-Handling
Advanced	**Advanced**	**Competent**

2

Competent

توكلنا
Tawakkalna

82.76 %

A digital platform that allows benefiting from the most important digital transactions in the health, educational, religious, entertainment and other aspects for both citizens and residents.

Platform level according to the main perspectives

Beneficiary Satisfaction	User Experience	Complaints-Handling
Advanced	**Competent**	**Competent**

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Results of Top 5 Government Platforms in the Digital Experience Maturity Index 2022

3

Competent

إحسان

80.83 %

A digital platform that aims to enable charitable work, invest data and artificial intelligence to maximize the impact and sustainability of development projects and services, by providing advanced technical solutions and building an effective system through partnerships with the private and non-governmental sectors; With the aim of strengthening the Kingdom's leading role in development and charitable work.

Platform level according to the main perspectives

Beneficiary Satisfaction	User Experience	Complaints-Handling
Advanced	Advanced	Developed

4

Competent

صحتي

80.41 %

A digital platform that provides access to the unified application of the Ministry of Health, which provides many health services to individuals by reviewing their health information, and achieving an integrated health strategy to reach a vibrant and healthy society, and provides a wide range of health services; To facilitate the provision of integrated health care for individuals.

Platform level according to the main perspectives

Beneficiary Satisfaction	User Experience	Complaints-Handling
Competent	Competent	Developed

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Results of Top 5 Government Platforms in the Digital Experience Maturity Index 2022

5

Competent

78.84 %

najiz

A digital platform that aims to enable charitable work, invest data and artificial intelligence to maximize the impact and sustainability of development projects and services, by providing advanced technical solutions and building an effective system through partnerships with the private and non-governmental sectors; With the aim of strengthening the Kingdom's leading role in development and charitable work.

Platform level according to the main perspectives

Beneficiary Satisfaction	User Experience	Complaints-Handling
Developed	**Competent**	**Competent**

8. Prominent Recommendations (1/2)

After analyzing the results of the Digital Experience Maturity Index 2022, it was concluded that most of the platforms included in the index are "Competent" in applying the digital experience themes referred to in this report, and can improve and progress in this area by focusing on the following:

1. Providing various channels of communication and interaction with beneficiaries, through which their views and opinions can be collected, hence, taking the beneficiary's voice as one of the important inputs for the development and improvement of the government platform and its digital services, which will help in identifying the challenges faced by the beneficiaries, and developing appropriate plans to overcome them.

2. launching awareness and marketing campaigns and initiatives to introduce government platforms and their digital services and enhance their use, and to reach the public more broadly by diversifying the means of collecting the views and opinions of beneficiaries, whether through the digital portal or smart device applications, and making sure to benefit from their opinions in the early stages of development and design..

3. Integrating with shared government systems and services; To enhance the efficiency of spending and reach the optimal use of government resources, that is; by providing electronic payment service through the integration with the (Tahseel) system, in addition to the other payment channels provided by the platform - if available - and activating the login service through the national unified access (NAFA) ;in an attempt to simplify the access to the digital platform and unify the experience on a digital government level.

4. Continuing to apply the concepts of "User-centricity" when developing and enhancing government platforms, by analyzing their needs and improving their experience, which will reflect positively on the quality of the provided services and the beneficiary satisfaction. the end user should also be involved in the development and design of these services..

8. Prominent Recommendations (2/2)

5. Accelerating the implementation of accessibility standards for persons with disabilities at the level of government sector; As this has a positive impact on the Kingdom's ranking in international Indexes. moreover, increasing the interest in applying a larger number of Web Content Accessibility standards launched by the World Wide Web Association (W3C), with the aim of achieving advanced levels and reaching AA level, which is the second level, Then AAA level, which is the third level, in order to make Internet content more accessible through the use of assistive tools and technologies.

6. Improving and developing the complaints system that supports the government platforms, and deploying advanced and interconnected systems that enhance analysis processes and performance, and effectively facilitate communication with beneficiaries.

7. Recruiting qualified capabilities to strengthen technical support teams and provide them with continuous training to ensure the speed and effectiveness of response to beneficiaries. Moreover, the need to develop appropriate mechanisms and improve the processes related to the complaints system. this will result in raising the quality of the provided solutions and will eventually reflect on raising the beneficiary satisfaction.

8. Continuous compliance to the policies and standards issued by the Digital Government Authority, and to benefit from the guidelines it provides in this regard.

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