



Digital Experience Maturity Index for Government Services

Report 2023

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Contents

1	Introduction	04
2	Overview of Digital Experience Maturity Index for Digital Services	06
	2.1 Digital Experience	06
	2.2 Digital Experience Maturity Index for Digital Services	07
	2.3 Digital Experience Maturity Index for Digital Services Objectives	07
3	Methodology of Digital Experience Maturity Index for Digital Services 2023	10
	3.1 Improvement and Development Methodology for the Index	10
	3.2 Selection Criteria for Platforms included in the Index	11
	3.3 Platforms Included in the Index	12
	3.4 Key Perspectives and Themes of the Index	13
	3.5 Equation of the Index	17
	3.6 Digital Experience Maturity Levels	18
4	Platform's Key Achievements in Digital Experience	19
5	Overall Results of Digital Experience Maturity Index for Digital Services 2023	33
	5.1 Stages of the Digital Experience Maturity Index	33
	5.2 Key Observations	35
	5.3 Overall Score of the Index	38
	5.4 Comparison of DXMI in 2022 and 2023	38
6	Top Ten Platforms in the Digital Experience Maturity Index for Digital Services 2023	40
	6.1 The Ten Highest scored platforms of the Overall Score of the Index	40
	6.2 Highest Ten Platforms in Each Perspective	41
7	Key Recommendations	43
8	Table of Definitions	47

01

Introduction

01. Introduction

Based on the Council of Ministers’ Resolution No. (418) of 25/07/1442 AH approving the Digital Government Authority (“DGA”) organization, in reference to Article (Four), Paragraphs (4) and (5) of the DGA’s mandates and functions “Coordinate with the competent authorities to work on regulating the work of digital government, platforms, websites, digital government services, government networks, and the unified national portal, and this includes developing plans, programs, indicators and measures related to digital government work, shared digital government services” and “Issue measurements, indicators, tools and reports; to measure the performance and capabilities of government agencies in the field of digital government and the satisfaction of the beneficiaries with it”.

As continuation of these efforts in enhancing the performance of the government entities, accelerating digital transformation, raising the quality of services provided to beneficiaries and improving their digital experience, in line with the strategic directions of the digital government, the Authority launched the DXMI 2023 for digital government platforms and services, with the aim of measuring the level of maturity of digital government platforms and services..

Purpose of the Report

This report introduces the Digital Experience Maturity Index (DXMI), its objectives, the targeted platforms in 2023, and its selection criteria. The report also presents the perspectives and themes, methodology of measurement, maturity levels, and the index stages of 2023. This report also demonstrates key observations, results of the ten highest platforms and key recommendations according to the four perspectives in the Digital Experience Maturity Index . Which are:

 Beneficiary Satisfaction	 User Experience	 Complaints-Handling	 Technologies and Tools
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The report further highlights the most important achievements of the included platforms, along with the significant developments and improvements that they have accomplished with regards to Digital Experience.

02

Overview of Digital Experience Maturity Index for Government Services

02. Overview of Digital Experience Maturity Index for Government Services

2.1 Digital Experience

The digital experience is the entirety of the beneficiaries' experience formed through the interactions with digital government platforms and services across all touchpoints through beneficiaries' affairs with the government entity. The experience starts with an initial contact with the government entity, across different digital channels to deliver the service, gather the voice of the customer for opinions, complaints, and feedback, and moving forward with comprehensive analysis of the beneficiaries' data to improve the services.

Therefore, a mature digital experience is a seamless and intuitive one that meets the needs and objectives of the beneficiaries in such a way that leaves a positive impact on them.

Given the importance and effect of the digital experience, 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 analysing 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.

Providing a mature digital experience is critical, as it accelerates digital transformation, improves the quality of life of beneficiaries, raises their satisfaction and loyalty, and motivates them to use the platform's digital channels, products, and services positively.

A digital experience is centered around key elements such as:

- The design that enables users to easily navigate find information and enjoy the overall functionality of a digital platform or service, leading to easily complete their tasks and achieve their goals.
- The digital experience must be adaptive to the user's preferences and needs and usable by all user's categories.
- Effective response to complaints, hearing beneficiaries, and engaging beneficiaries in stages of design and continuous improvement of the digital experience.

It is important to measure the level of digital experience maturity of platforms, especially priority platforms, so that government agencies can determine the current baseline, set the future state of the intended digital experience, and then draft a roadmap to improve the digital experience of their platforms and achieve the desired goals.

2.2 Digital Experience Maturity Index for Digital Services

To support the digital transformation process and to meet the users' needs and boost their satisfaction, as well as to accelerate the improvement of digital government platforms and service delivery, the Authority has developed the Digital Experience Maturity Index for Government Services (DXMI) to measure the maturity of the digital experience of the digital governmental platforms and services

The DXMI is an annual index that measures maturity of digital government platforms and services through several quantitative and qualitative perspectives. In conforming with modern trends of digital experience and meeting the evolving needs and aspirations of beneficiaries, these perspectives are updated in each assessment cycle as needed in accordance with the latest international standards of experiences and practices as well as strategic directions of the digital government, to promote sharing of success stories and benefits.

2.3 Digital Experience Maturity Index for Digital Services Objectives

Through the DXMI, the DGA seeks to achieve several objectives, including:



Keeping pace with the National Digital Government Strategic Directions.



Raising the maturity of digital government platforms and services.



Enhancing the digital experience of beneficiaries and improving their satisfaction.



Establishing maturity measurement practices based on international standards.



Accelerating the digital transformation of digital government platforms and services.



Benefiting from digital government platforms and services with high maturity to set as national models.

The DXMI contributes to several national targets that are part of the [National Digital Government Strategic Directions](#). The DXMI creates a positive impact on the digital transformation journey in the Kingdom, through:

<p>Quality of Life </p> <p>Improve quality of life of individuals by providing efficient digital government services.</p>	<p>Beneficiary Satisfaction </p> <p>Increase beneficiary satisfaction with digital government services.</p>	<p>Doing Business </p> <p>Contribute to enhancing competitiveness and facilitating doing business.</p>
<p>Community Engagement </p> <p>Improve beneficiary participation in public decision-making and digital government services design</p>	<p>Digital International and Competitive indexes </p> <p>Rank in top positions in the most prominent international indexes related to digital government</p>	<p>Government Digital Transformation </p> <p>Improve performance of government agencies, promote transformation of government services, and improve decision-making.</p>

03

Methodology of Digital Experience Maturity Index for Government Services 2023

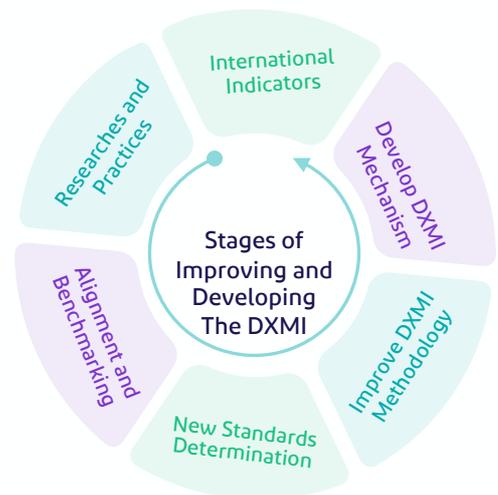
03. Methodology of Digital Experience Maturity Index for Digital Services 2023

The preparation of the DXMI began in its 2nd cycle by developing the methodology used in the previous cycle, to include more comprehensive perspectives and themes covering several aspects, in addition to the measuring mechanisms, and determining the platform selection criteria. The DXMI in its 2023 cycle consists of (24) digital platforms and focuses on(4) perspectives that include (19) themes. The improved (4) perspectives are expected to help in enhancing the digital experience, improving beneficiary satisfaction, and stimulating the use of digital technologies and tools.

3.1 Improvement and Development Methodology for the Index

In compliance with the National Digital Government Strategic Directions, gradually achievement of its objectives, and focusing on the standards playing fundamental role in international indicators and Kingdom Classification, the Authority developed the DXMI, expand its coverage, and improved perspectives via a scientific methodology and organized via Search and improvement as follows:

- | | |
|--|---|
| <p>1 International Indicators</p> <p>Studying international indicators and their sub-standards, such as: The United Nations, the World Bank, and the ESCWA.</p> | <p>4 New Standards Determination</p> <p>Determine the list of standards in international indicators, best practices, and research results that are not included in the previous standards of the DXMI.</p> |
| <p>2 Review Researches and Practices</p> <p>Studying perspectives, themes, and standards of best practices and results of local and international researches.</p> | <p>5 Improve the DXMI Methodology</p> <p>Improving and updating the perspectives, themes, and criteria of the DXMI Methodology.</p> |
| <p>3 Alignment and Comparison</p> <p>Alignment with international indicators, best practices, and research results, and comparison with the current DXMI.</p> | <p>6 Develop DXMI Mechanism</p> <p>Developing the DXMI constituents including assessment methodology.</p> |



3.1.1 Major improvements to the Index

- Adding a new perspective (Technologies and Tools).
- Adding a new theme (Participation) to the Beneficiary Satisfaction Perspective.
- Adding a new theme (Customization) to the User Experience Perspective.
- Adding a new theme (Development and Improvement) to the Complaints-Handling Perspective.
- Developing the sub-criteria for the various themes.
- Developing the measurement mechanisms in all perspectives.

3.2 Selection Criteria for Platforms included in the Index

(24) platforms were selected in the second cycle based on the following criteria:



3.3 Platforms included in the Index

The 2023 cycle includes (24) priority platforms selected based on platform selection criteria mentioned previously, namely:

 اعتماد Etimad	 استثمر في السعودية	 إحسان	
 وزارة التجارة Ministry of Commerce "Commerce" Platform	 المؤسسة العامة للتأمينات الاجتماعية General Organization for Social Insurance "Social Insurance" platform	 وزارة الخارجية MINISTRY OF FOREIGN AFFAIRS "Visa" Platform	 المركز السعودي للأعمال Saudi Business Center "Business" Platform
 توكلنا Tawakkalna	 بلدي balady	 شركة المياه الوطنية National Water Company "National Water Company" Platform	 وزارة السياحة Ministry of Tourism "Tourism" Platform
 سكني	 سبلان	 سابر saber	 هيئة الزكاة والضريبة والجمارك Zakat, Tax and Customs Authority "Zakat, Tax, and Customs" Platform
 مدرستي Madrasati	 QIWA قوى	 صناعي Sanaei	 "Sehhaty" Platform
 نما N A A M A	 نقل Naql	 نَشْك	 ناجز najiz الخدمات الإلكترونية Electronic Services

3.4 Key Perspectives and Themes of the Index

This cycle of the DXMI focuses on (4) perspectives containing (19) themes.

3.4.1 Beneficiary Satisfaction Perspective



This perspective is concerned with measuring beneficiaries' satisfaction of their experience in using the platforms, which helps in understanding challenges and development support. This perspective **includes (5) themes**.

Themes

#	Theme	Description
1	Availability & Accessibility	Beneficiary satisfaction with ease and speed of access to the digital government platform and smooth receipt of the required digital government service outputs.
2	Quality of Information and Content	Beneficiary satisfaction with availability, accuracy, up-to-date, and usability of information and content.
3	Ease and Usability	Beneficiary satisfaction with ease of use of digital platform, in terms of browsing and navigation speed, platform performance and interaction, and lack of technical errors.
4	Beneficiary Support and Response to Complaints	Beneficiary satisfaction with effectiveness of communication, technical support, and speed of response to complaints and ability of beneficiaries to obtain assistance when needed through the platform's various channels.
5	Participation	Determine beneficiary satisfaction extent on their participation in terms of inviting them to digital activities and events to obtain their advice and take their input in improving the level of digital government services.

Measurement Mechanism of the Perspective

The perspective is measured via satisfaction survey using the Customer Satisfaction Score (CSAT).

3.4.2 User Experience Perspective



User experience (UX) Perspective is concerned with UX evaluation of digital platforms from the expert point of view, with the aim of identifying improvement opportunities. This perspective includes (4) themes.

Themes

#	Theme	Description
1	Usability	The flexibility, efficiency, and smoothness of use of the digital platform in terms of the effectiveness of search and browsing, content, progress, workflow, error avoidance and handling, privacy, and trust.
2	Availability	The platform's availability, ease of access, and its use by a wide range of users, and its compatibility with the most prominent devices and browsers.
3	Shared services	Integration with the systems and government shared services when needed, which are the Unified National Access (Nafath) and the Government Payment Channel (Tahseel).
4	Customization	Evaluating the extent to which the platform's features can be customized to suit the beneficiary's needs and preferences.

Measurement Mechanism of the Perspective

“User Experience Expert” evaluation through site visits.

3.4.3 Complaints-Handling Perspective



Complaints-Handling Perspective is concerned with evaluating beneficiaries' complaints-handling on the digital government services of the digital platforms and the availability of different channels for receiving complaints. This perspective includes (5) themes.

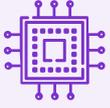
Themes

#	Theme	Description
1	Complaint channels	Availability of multiple communication channels working around the clock and providing updated and comprehensive data to help the beneficiary to review the terms and conditions of each channel.
2	Complaints and Response	Measuring the response time to complaints submitted by platform beneficiaries by starting the implementation of the first procedure and measuring the percentage of lost complaints requests, the percentage of blocked requests, and how to respond to them automatically.
3	Service level agreements (SLAs)	Measuring the extent to which complaints are handled in accordance with SLAs that have been defined or published.
4	Problems and Complaints resolution	Measuring the effectiveness of complaints-handling for beneficiaries in terms of handling time and solving the problem from the first time.
5	Development and improvement	Measuring the availability of a distinct experience for the complainant through platform's complaints system services development and handling different types of complaints causes.

Measurement Mechanism of the Perspective

“Beneficiaries Engagement Expert” assessment through site visits, meetings, and evidence verification.

3.4.4 Technologies & Tools



This holistic perspective assesses the ability to create, design, test, and integrate digital experiences, identifying technologies and tools needed to collect, integrate, analyze, and visualize customer data, enterprise content data, and transactional data. This perspective includes (5) themes.

Themes

#	Theme	Description
1	Principles	Principles for testing and employing technologies to automate processes and raise efficiency of digital experience practitioners.
2	Data	Ability to collect, classify, analyze, integrate, manage, and govern beneficiary data from a variety of sources to support the digital experience strategy.
3	Analysis	Analyze and visualize structured and unstructured data, from inside and outside the organization, and deliver closed-loop analytics (CLA) able to utilize new data for improvement.
4	Design	Ability to capture, plan, test, and improve journeys, organize journey mapping teams, and share planning processes and improvement results with all stakeholders.
5	Systems	Core systems in the digital portal that are connected to quality data and well-designed Application Programming Interface (APIs)

Measurement Mechanism of the Perspective

“Digital Experience Expert” assessment through site visits, meetings and evidence verification.

The following figure represents the new DXMI perspectives and themes with their weights and measurement mechanism.

Perspective	Perspective Weight	Themes	Evaluation Mechanism
 <p>Perspective (1) Beneficiary Satisfaction</p>	%25	<ul style="list-style-type: none"> • Availability and accessibility • Quality of Information and Content • Usability • Beneficiary Support and Response to Complaints • Participation <small>New Theme</small> 	 <p>Beneficiary Satisfaction Survey Using CSAT Equation</p>
 <p>Perspective (2) User Experience</p>	50%	<ul style="list-style-type: none"> • Usability • Availability • Shared services • Customization <small>New Theme</small> 	 <p>Expert evaluation of the platform through site visits</p>
 <p>Perspective (3) Complaints-Handling</p>	%20	<ul style="list-style-type: none"> • Complaint channels • Complaints and Response • Service level agreements • Problems and Complaints Solutions • Development and improvement <small>New Theme</small> 	 <p>Expert assessment for the platform through site visit, meetings, and evidence verification.</p>
 <p>Perspective (4) Technologies & Tools</p> <p><small>New perspective</small></p>	%5	<ul style="list-style-type: none"> • Principles • Data • Analysis • Design • Systems 	 <p>Expert assessment for the platform through site visit, meetings and evidence verification.</p>

3.5 Equation of the Index

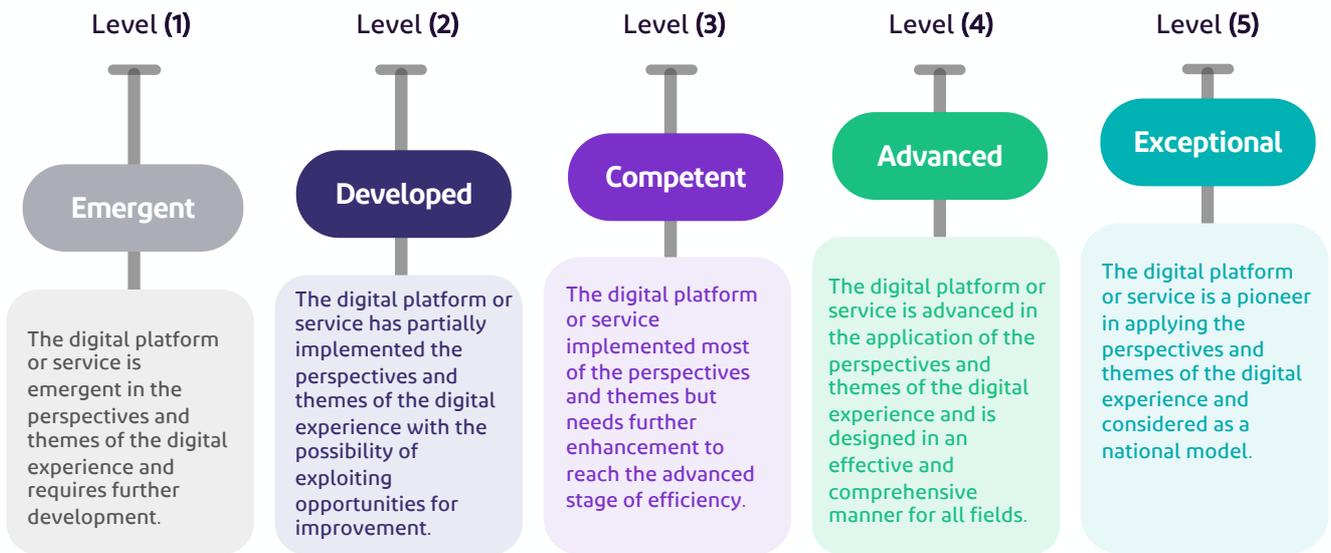
The following equation shows the calculation of the DXMI, taking into consideration the total score of platforms in each perspective.



Overall Total (Average Percentage Scores in the Perspective x The Perspective Weight)

3.6 Digital Experience Maturity Levels

The DXMI results are calculated for each platform based on the analysis of inputs and data for all perspectives and the themes that fall under them according to the approved mechanisms. As a result, the Digital Experience Maturity Index ranks the included platforms within (5) levels, which are determined based on the evaluation of these platforms, as follows :



04

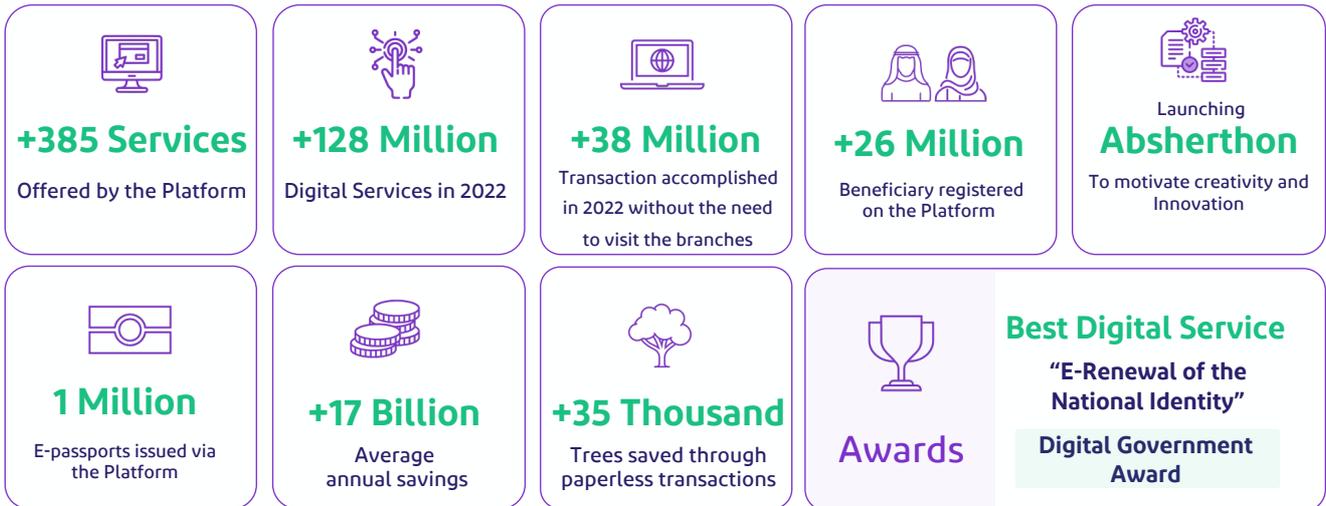
Platform's Key Achievements in Digital Experience field

0.4 Platform's Key Achievements in Digital Experience field

"Absher" Platform



The platform seeks to develop its services provided to citizens and residents by improving and facilitating the procedures for the services it provides and digitizing and analyzing the needs of beneficiaries, as it developed more than (16) new services during the first quarter of 2023. The most prominent of these services is the (Absher Travel) service, which allows land travelers to proactively register their details before arriving at the port.



"Ehsan" Platform



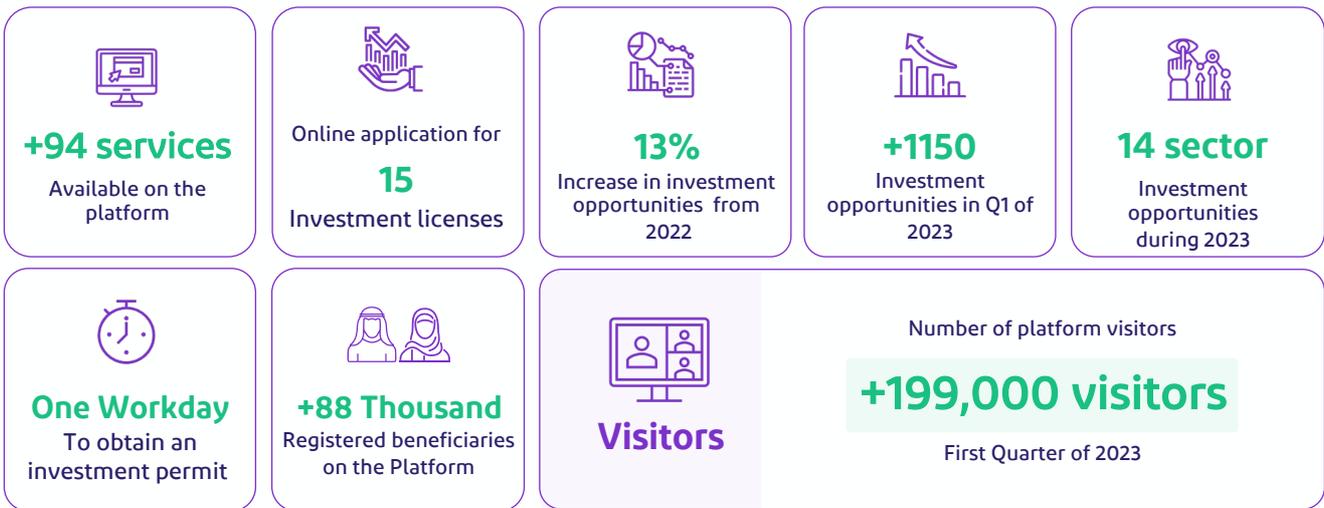
The platform aims to enhance social responsibility and humanitarian work and contributes to raising the level of trust for charity and development work. It launches seasonal initiatives, including the campaign like "Ten with Ehsan" in the first ten days of Dhul-Hijjah, as it was able to process (147) transactions per second on the day of Arafah for Hajj 1444 AH and the number of sacrifices carried out through the platform exceeded (75) thousand sacrifices.



“Invest In Saudi” Platform



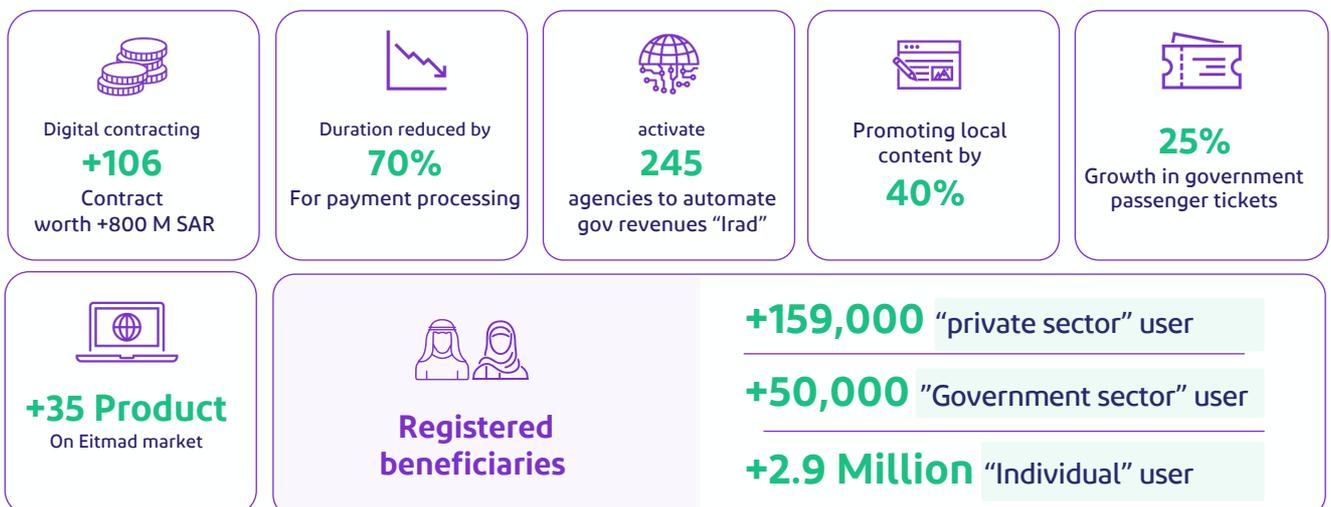
The "Invest In Saudi" platform seeks to facilitate the work of foreign investors by providing more than (94) services through the platform to support the economic growth of the Kingdom and competitive advantages and initiatives for investors. Among the most prominent initiatives launched by the platform is the national initiative for global supply chains “GSCRI”, that leverages the potential for investment in supply chains in the Kingdom and support in achieving its sustainability.



“Etimad” Platform

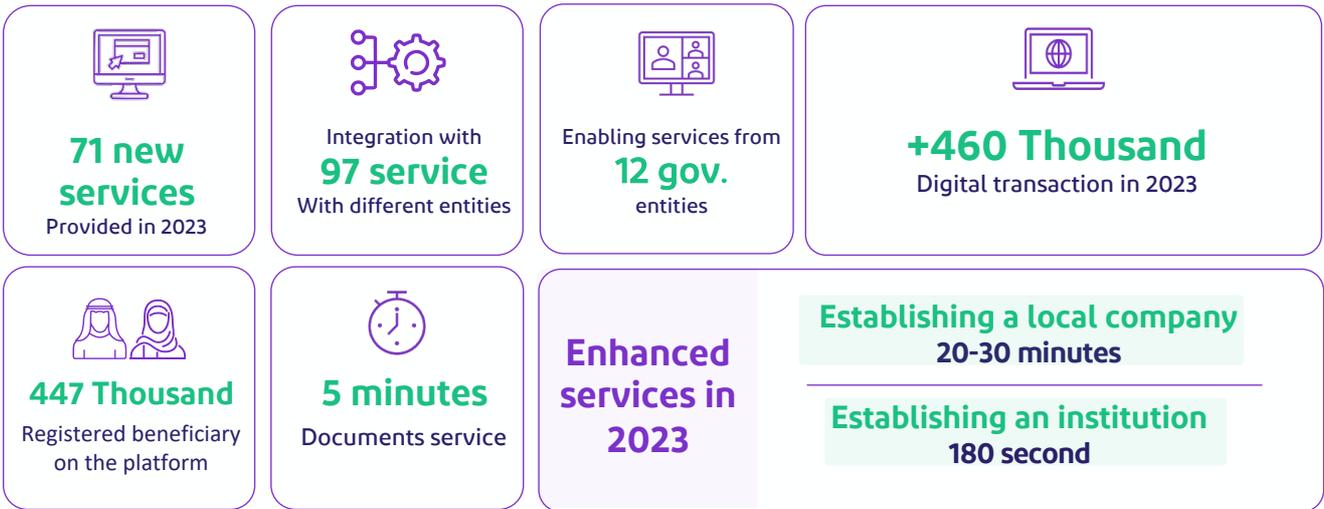


The Platform has developed a variety of financial products and services. The most prominent of which is "Etimad Electronic Market". It provides open transactions between the government agencies and private sector through purchase orders and framework agreements, which enhanced the spending efficiency. The number of products on it has reached more than 35 major products, which contributed to enhancing the local content by 40%.



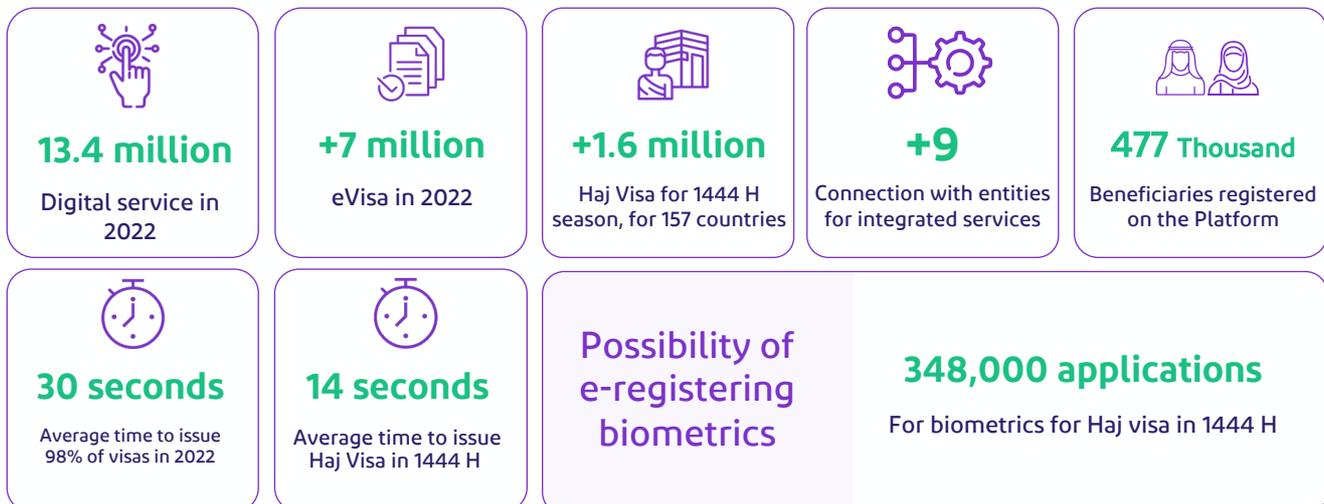
“Business” Platform

The platform is concerned with facilitating the procedures for starting and operating businesses ventures and providing all related services. It provided (71) developed digital services in 2023. Among the prominent services that have been improved is the establishment of companies and institutions. The incorporation procedures for local companies takes (30) minutes and (24) hours for foreign companies, while it does not exceed (180) seconds for institutions.



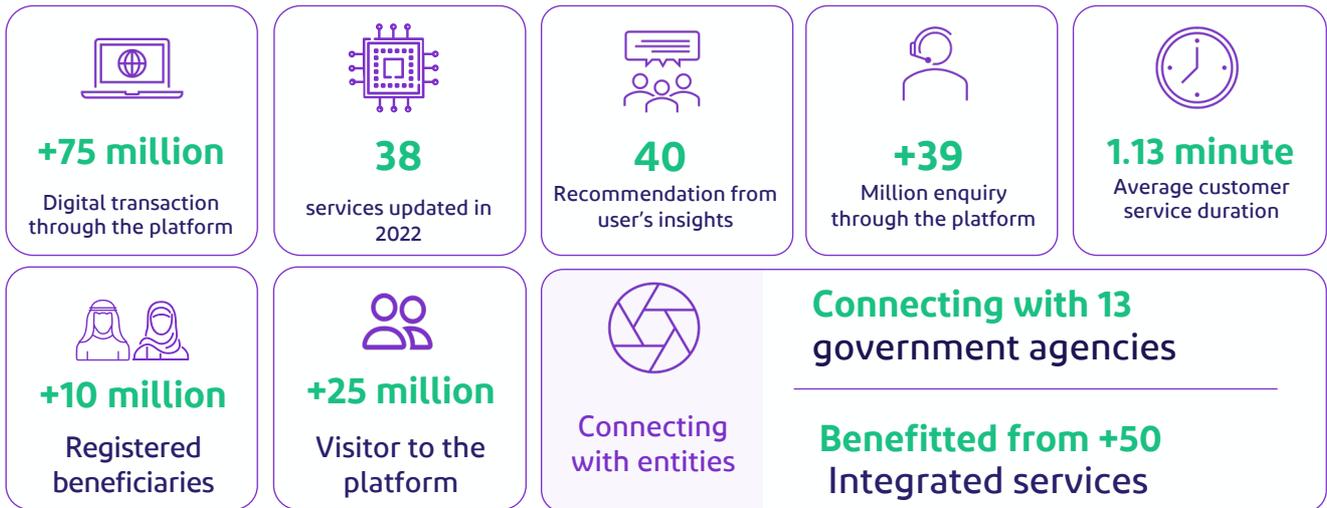
“Visa” Platform

The platform aims to facilitate e-visas of all kinds for visitors to the Kingdom of Saudi Arabia. Within the framework of digitizing and raising the quality of services, developing the visa granting mechanism, and enhancing the positive impact on the environment, the platform has improved the digital visa service, where the visa sticker on the visitor’s passport is no longer necessary and the digital visa data is issued via the QR code.



“Social Insurance” Platform

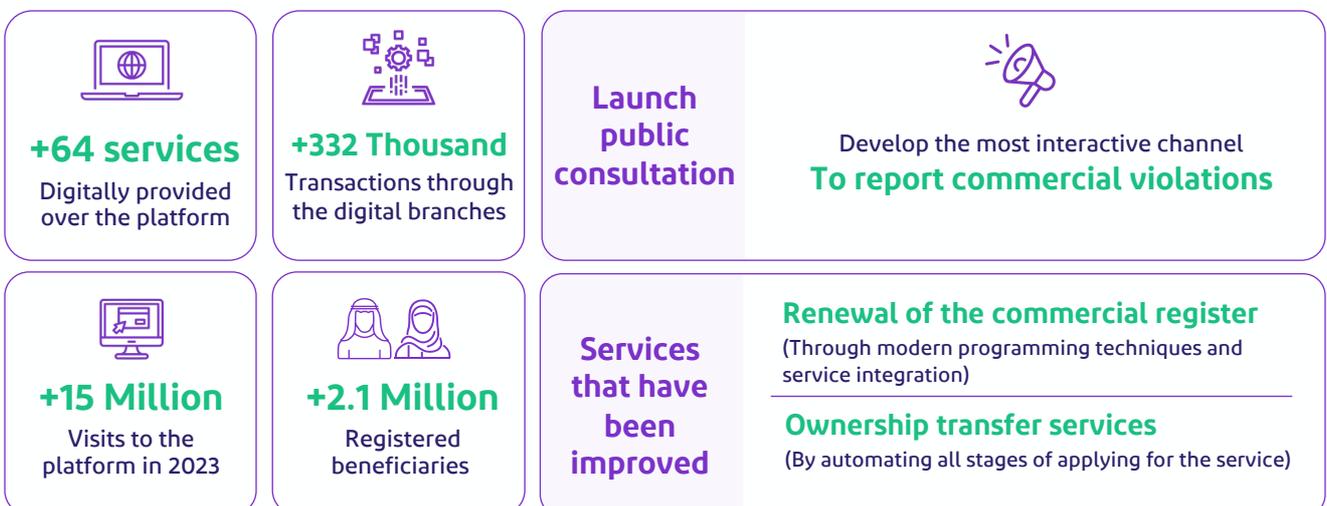
The "Social Insurance" platform has its essential role in the scope of insurance protection and social security within Saudi Arabia. The platform is keen to provide proactive services to its beneficiaries, anticipate their needs, and build products that meet their aspirations by taking advantage of emerging technologies such as the virtual visit system (Endak), which handled (308) thousand video calls during 2022.



“Commerce” Platform



The "Commerce" platform contributes to sustainability of the commercial sector within Saudi Arabia, responding to the rapid changes and developments witnessed by trade globally. It provides more than (64) digital services to more than (2) million beneficiaries. It also provides the "digital branch" to digitalize manual services by which are then reviewed by specialists without the need to visit the branches, to deliver a smooth and easy experience.



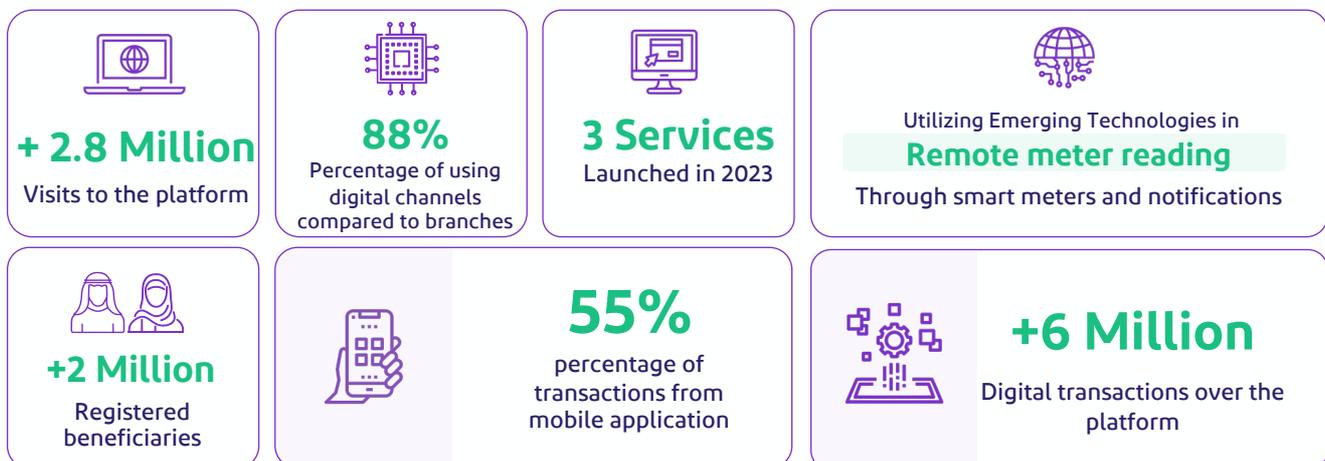
“Tourism” Platform

The "Tourism" platform provides digital services for the tourism sector with the aim of achieving sustainable development. The platform offers more than (75) services related to travel and tourism. The platform also contributes to the development of human capabilities in the sector by providing training and development programs, having offered (9) programs to +250 thousand trainees to contribute to charting out career path in the sector.



“National Water Company” Platform

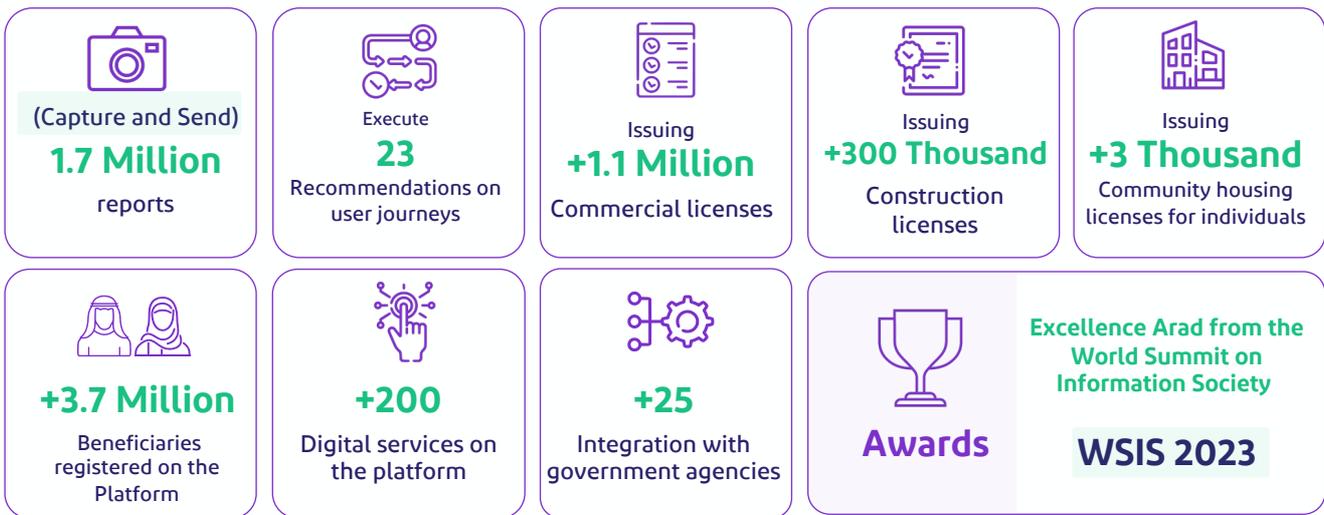
The platform aims to facilitate subscribers' access to water services and keep up with the digital transformation. The platform has launched the "Paperless Services" initiative, to eliminate the need for document submission by integrating with relevant platforms to reduce paper transactions, enhance the digital maturity of services, and improve the beneficiary's experience. This has led to the enhancement of (9) out of (13) planned services.



“Balady” Platform



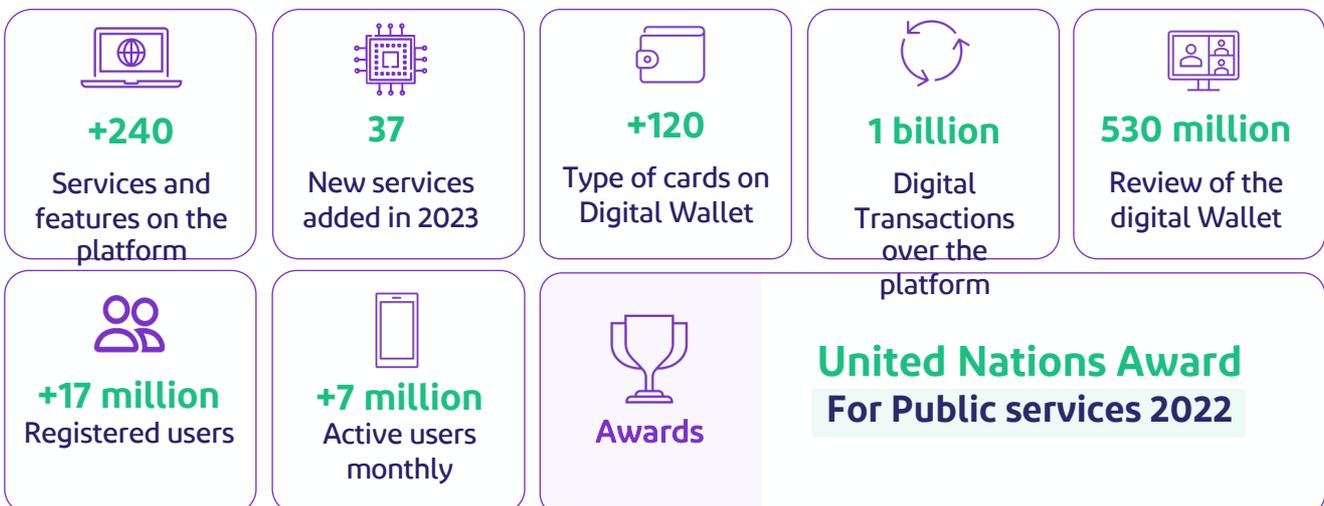
The platform aims to enhance the quality of municipal services provided by all governorates and municipalities of the Kingdom and to elevate transparency. The platform has launched the "Capture and Send" initiative, with the goal of addressing visual distortions and enhancing the role of citizens and residents in improving the urban landscape through reporting via the smart application 'Balady'. This is an effort to include them as active partners in the municipal sector.



“Tawakkalna Services” Platform



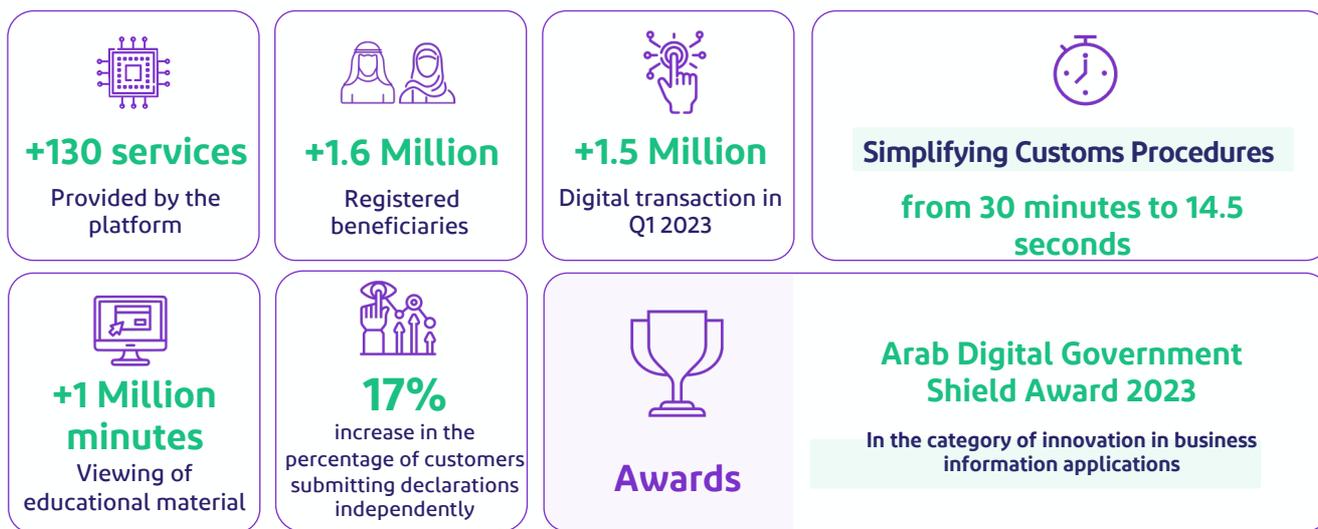
The platform allows individuals to benefit from essential services that cover various aspects of life, and most used by Individual beneficiaries. The platform provides more than (240) integrated services with other entities. Among these services is the "Incident portal" feature, which enables the submission of incident reports in collaboration with relevant entities. It incorporates new technologies such as camera authentication and location identification.



“Zakat, Tax, and Customs ” Platform



The platform aims to effectively manage zakat, taxes and customs and facilitate trade with a focus on the customer. It provides over (130) digital services, including Zakat, tax, and customs services. Also, it has comprehensively developed (32) educational journeys. These journeys aim to increase beneficiaries' awareness about the services and clarify the optimal ways to request them, with the goal of enhancing digital utilization.



“Saber” Platform



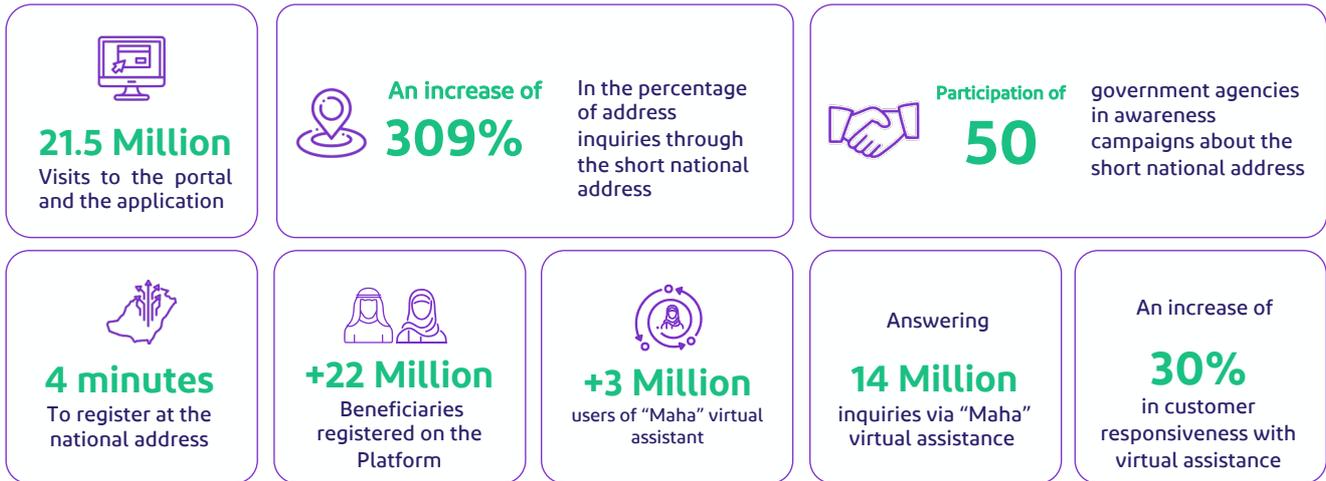
The platform aims to assist local suppliers and manufacturers in registering imported or locally manufactured consumer products for entry into the Saudi market. It has contributed to improving the overall conformity index, raising it from 72% to 82%. This annual indicator is a cornerstone of the "Product Safety" initiative sponsored by the Saudi Standards, Metrology and Quality Organization (SASO).



“SPL” Platform



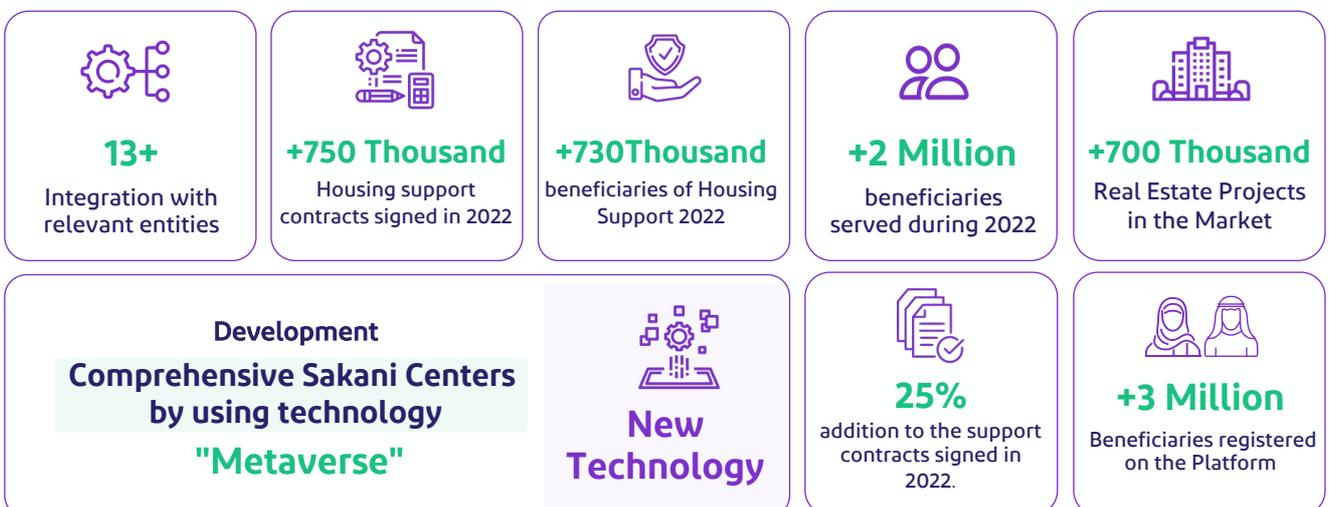
The platform offers a package of non-traditional postal and logistical services, such as the "Short National Address" service. To provide a seamless experience, the platform has developed "Maha," the virtual assistant, as a reliable source for swiftly delivering information through interaction with over (13) options for users, using voice messages, 24 hours a day throughout the week, in both Arabic and English languages.



“Sakani” Platform



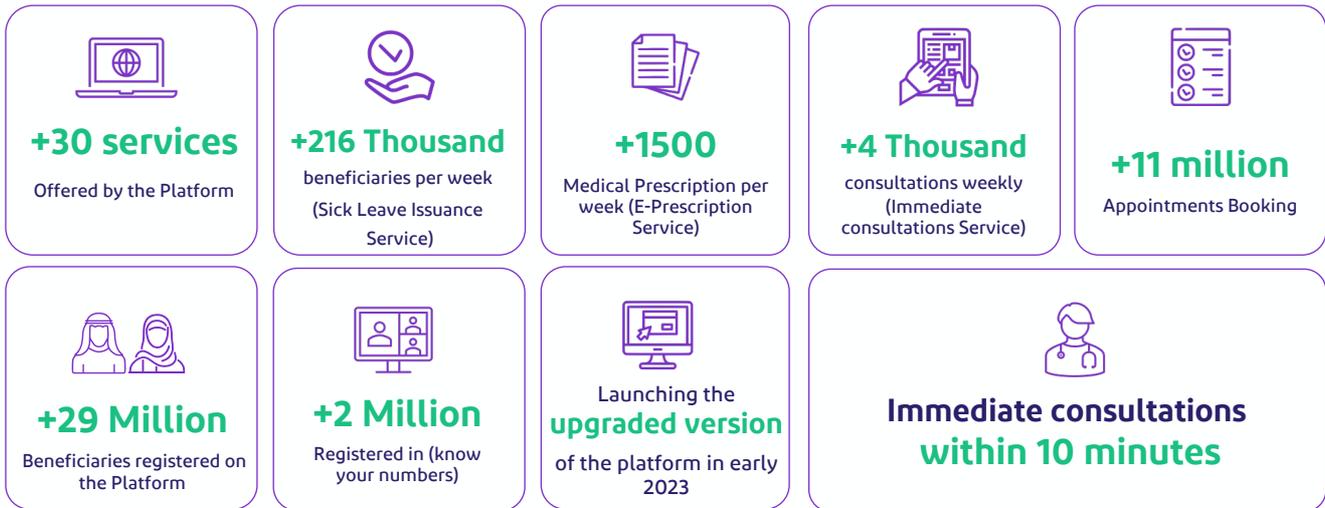
The platform aims to provide housing solutions that contribute to improving the quality of life and keeping up with global trends in harnessing emerging technologies. The platform has launched "Sakani Metaverse" as a new virtual window to expand its services to beneficiaries and enhance their experience in property ownership without the need for field visits. This is with the goal of overcoming time and geographical barriers and improving the quality of life.



“Sehatty” Platform



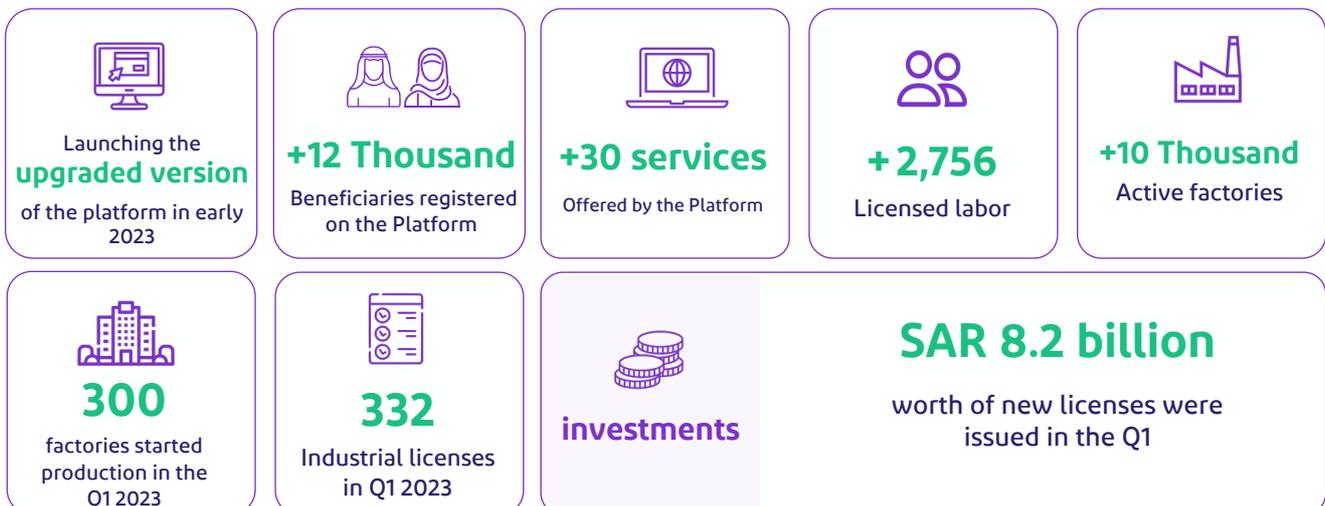
The platform provides health services to individuals in the Kingdom. The platform has improved the procedures in the (Immediate consultations) services to be available 24/7 in order to reduce the percentage of emergency visits and (virtual appointments) to facilitate the appointment process without the need to visit the clinics in person, which relieves the burden of waiting on patients and promotes positive lifestyles.



“Senaai” platform



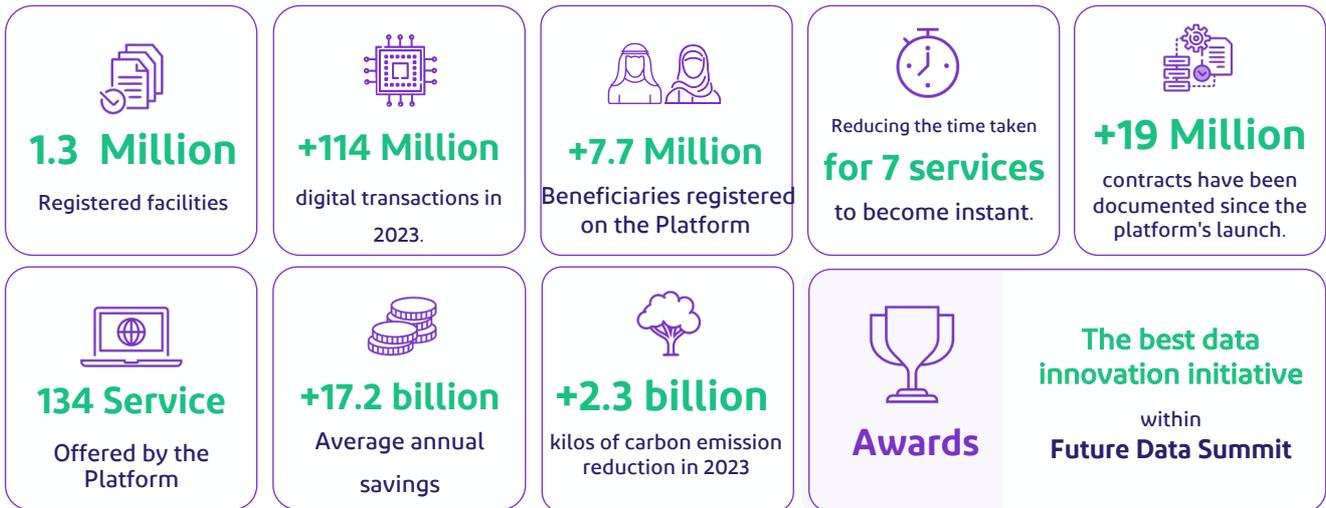
The platform provides more than 30 digital services to the industrial sector. One of the most prominent newly added services is the (Investment Opportunities) service, which aims to build a database for the purpose of studying the industrial market, empowering industrial partners, identifying gaps in the industrial market, and displaying opportunities based on a study of behavior and interests using Artificial Intelligence.



“Qiwa” Platform



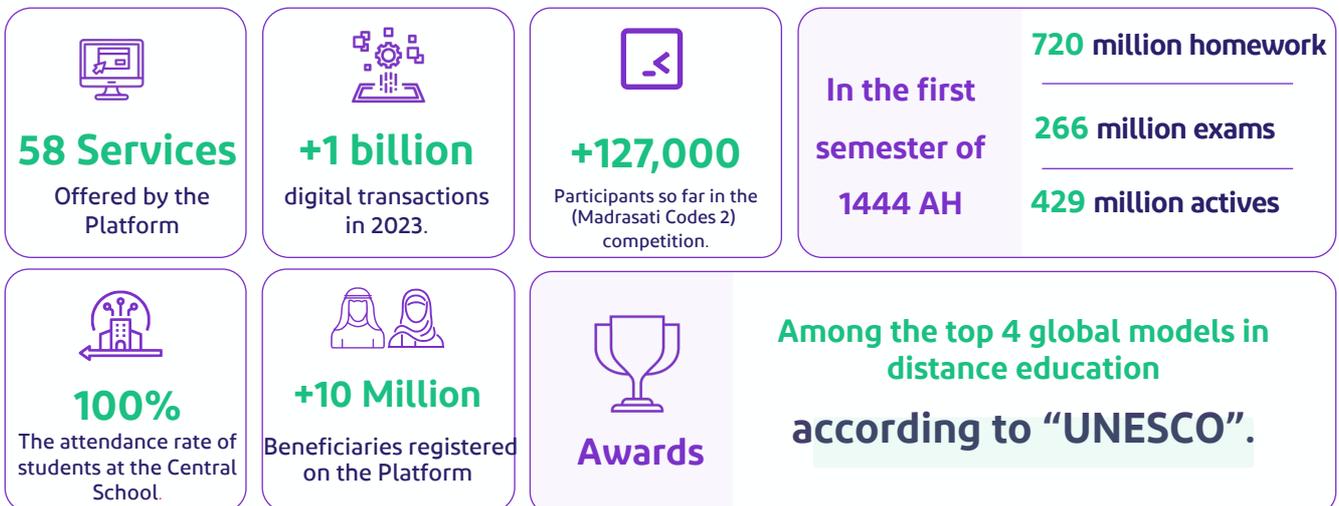
The platform enables access to all labor sector services digitally. It has adopted automation and artificial intelligence to provide interactive services to beneficiaries such as "E-Advisor" service to automatically evaluate the institution and the "Monthly Executive Reporting" service aimed at supporting business owners, raising their awareness, and expediting decision-making. This is in pursuit of organizing the business environment and building a robust economy.



“Madrasati” platform



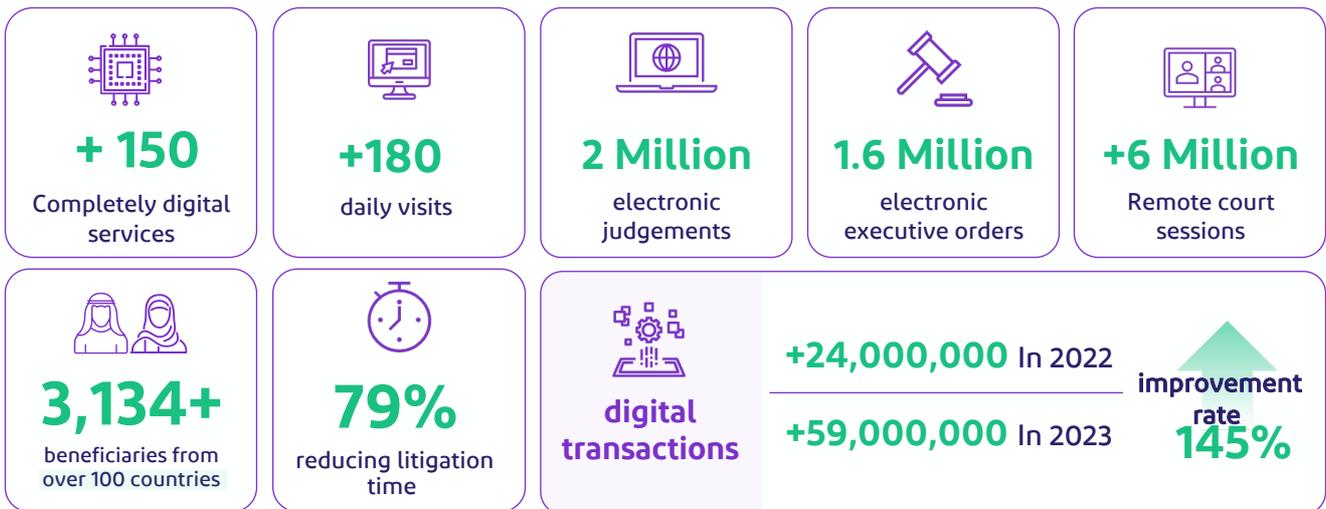
The platform offers a variety of digital educational tools that support the processes of teaching and learning for students at all stages, including the "Central School" initiative, which encompasses schools in remote areas and provides them with remote educational staff. As for digital empowerment, "Madrasati Codes" competition has been sponsored to encourage creativity, innovation, and software development in education.



“Najiz” Platform



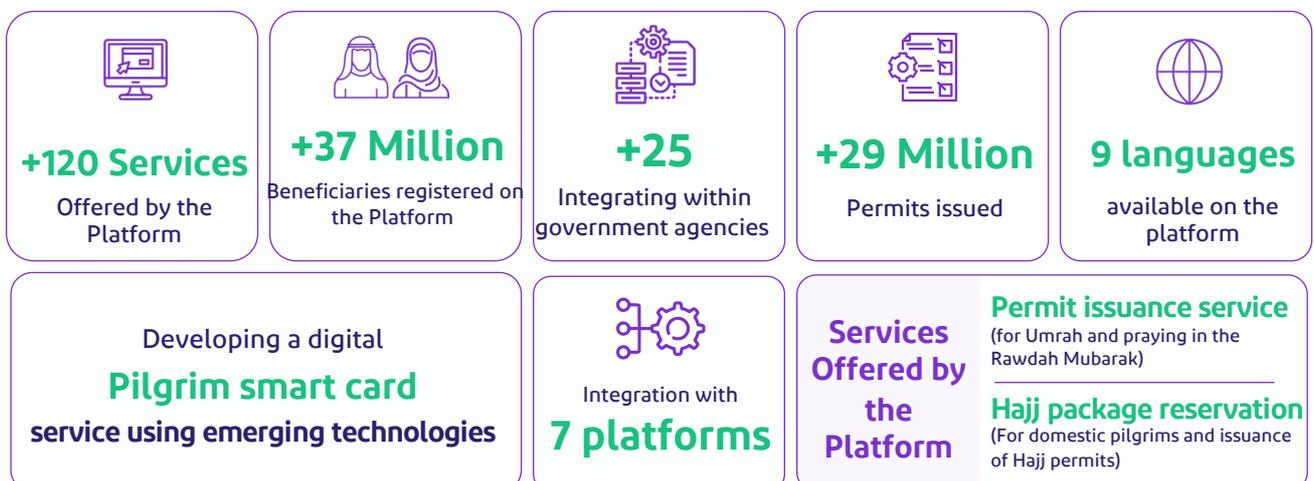
The platform offers all digital services pertaining to Ministry of Justice and is committed to excellence in digital transformation by enhancing user experience, such as reducing litigation time and fully digitizing processes of documentation, judicial verdicts, and execution orders. It has facilitated the average of (65) million virtual judicial sessions without attending premises, which is equivalent to (90) million sheets of paper annually.



“Nusuk” platform

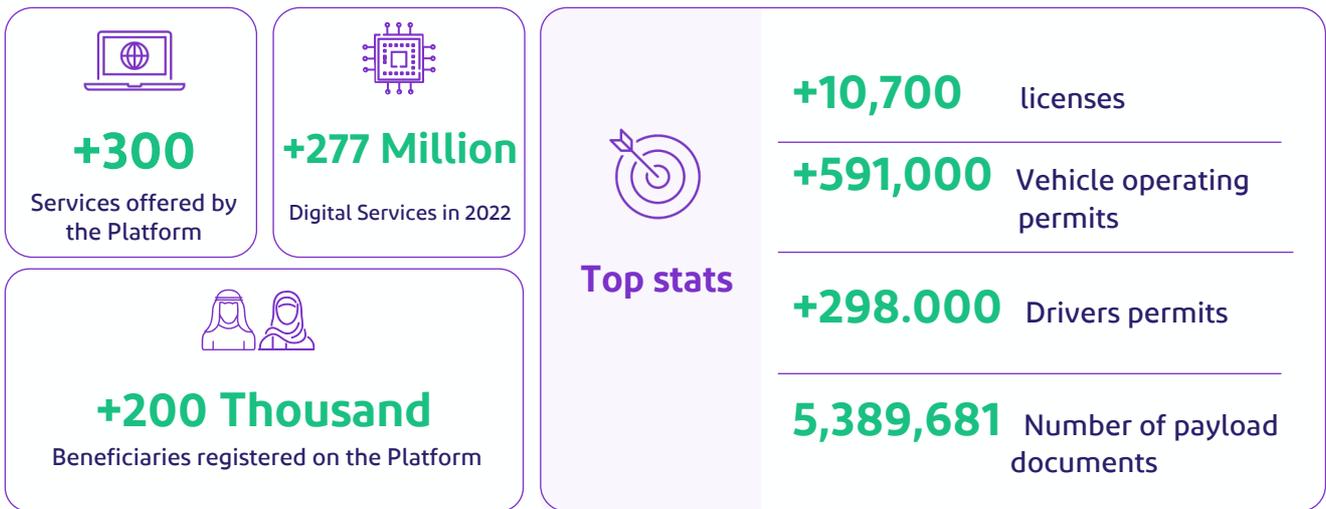


The platform provides high-quality services to the guests of Mecca and Medina, utilizing the latest technologies. This includes the development of the "Smart Pilgrim Card" which contains detailed data, ensuring a smooth journey for the pilgrims and enriching their religious experience. It also contributes to controlling access to the camps, managing crowd timing, reducing unauthorized pilgrimage, and facilitating this spiritual journey.



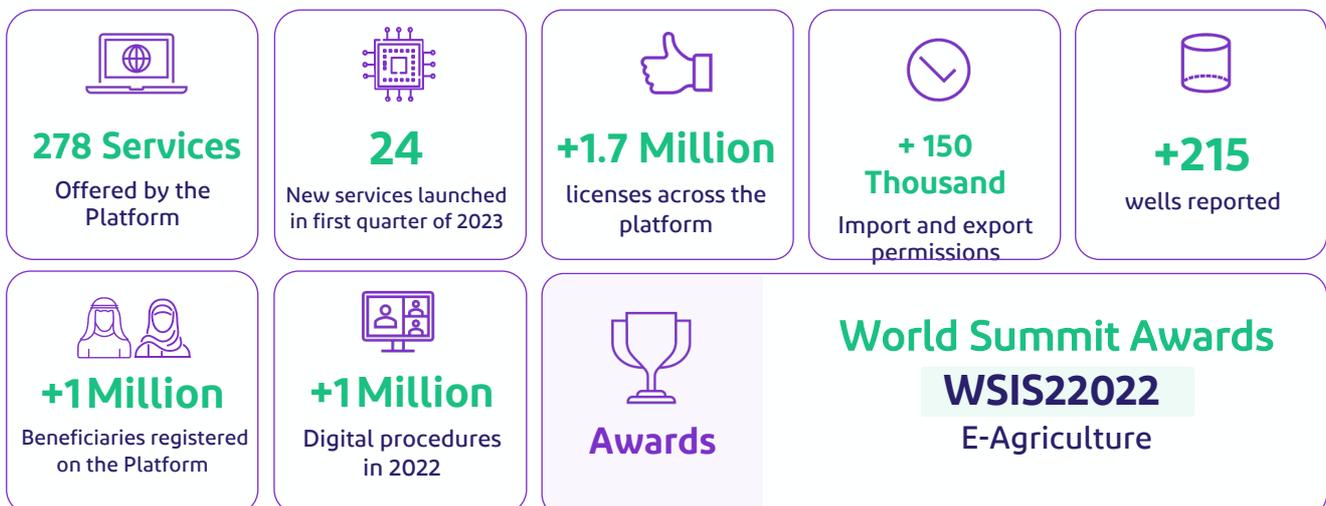
“Naql” Platform

It is the platform for licensing and partner care in all transportation activities. It offers more than 300 services to more than 200,000 beneficiaries. In 2023, the platform improves the digital experience for its beneficiaries and reduce the time required to complete procedures for several services. It also developed a seasonal driver's card permits for the Hajj season, in an effort to organize and enable smooth transportation.



“Naama” platform

The platform aims to improve and facilitate services provided in the sectors of agriculture, environment, water, livestock, and fisheries. In line with the digital transformation and sustainable development, the platform launched the "Wells Inventory" initiative to encourage beneficiaries to disclose unlicensed wells, by taking advantage of the technologies of drones, satellite technologies, and e-SIM.



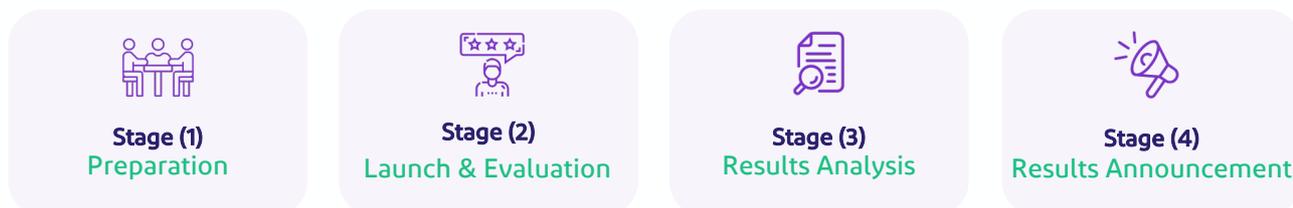
05

Overall Results of Digital Experience Maturity Index for Digital Services 2023

05. Overall Results of Digital Experience Maturity Index for Digital Services 2023

5.1 Stages of the Index

In its 2023 cycle, the DXMI went through four main stages, namely:



Stage (1): Preparation

During the preparation stage, a series of workshops were implemented. This series of workshops kicked off with an **introductory workshop** that targets the work teams representing the platforms with the DXMI. It also views the latest DXMI updates, reviews different perspectives and themes, and answers general inquiries. Following that, **detailed workshops** were conducted with the platform teams individually to elaborate on the indicator methodology in detail. The requirements to be provided during the evaluation period were specified and the respective timeline for each platform was presented.



Stage (2): Launch & Evaluation

After sharing the requirements and timelines with the platforms, the index was launched concurrently with the publication of “**Evaluate Your Digital Experience**” survey on social media platforms. The goal was to enrich the perspective of **beneficiary satisfaction**, in collaboration with the platforms included in the index. This aims to empower beneficiaries to assess their satisfaction levels with these platforms and provide them with the opportunity to contribute suggestions and desired improvements. These data were utilized following analysis and review to pinpoint potential areas for improvements.



The “**Evaluate Your Digital Experience**” survey was launched on 20 March 2023. **Beneficiaries participating exceeded 134 Thousand**

As a continuation of the index activities related to the **User Experience** perspective, a specialized team from the Authority conducted field visits to the premises of the digital platforms covered by the index. This was done to evaluate the user experience criteria in both the production and live environment of the platform. Various tools specifically designed for this purpose were used to gather observations regarding the actual users' experience.

Complaints-Handling and **Technologies and Tools** perspectives were also evaluated by analyzing the data and evidence provided by the owner entities. This was achieved through three rounds of review during which visits were made to the headquarters of the platforms covered by the index and meetings were held with their representatives. This was done to verify the quality of the data and documents provided. An examination was conducted of complaint handling systems and their channels. The examination was further conducted of the digital technologies used on the platform to enhance the user experience and the extent of adoption of modern technologies for the collection and analysis of data related to platform beneficiaries.



Stage (3): Results Analysis & Reporting

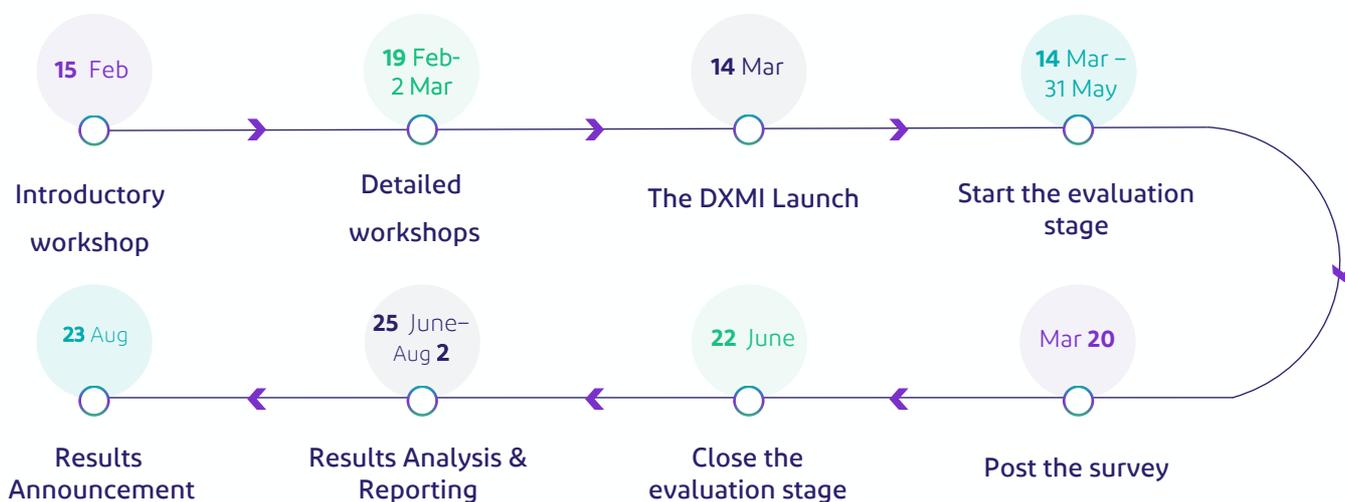
This stage included identifying a set of improvement opportunities and sharing them with platform representatives in order to develop them as **quick wins**. Subsequently, the evaluation results were analysed according to the established mechanisms, the specific results for each platform were calculated, their maturity level was determined, potential areas of improvement were studied, and recommendations that could contribute to elevating the platform's maturity level were identified, all aimed at achieving beneficiary satisfaction.



Stage (4): Results Announcement

At this stage, the announcement of the Digital Experience Maturity Index results has been made and the report illustrating the overall results of the index and the top rated platforms for the year 2023 has been published. Additionally, detailed reports are prepared for the covered platforms and shared with the owner entities.

The following timeline illustrates the stages of the 2023 Index cycle.



5.2 Key Observations

The overall result of the Digital Experience Maturity Index for government services has reached **(80.68%)** at the level of **(Competent)** in its 2023 cycle. This cycle included twenty-four digital platforms that were assessed for their maturity according to the perspectives and themes mentioned earlier in the report. The results demonstrated the proficiency of these platforms in most dimensions of the digital experience, and an improvement in their readiness to provide an integrated digital experience.

The evaluation results also revealed a significant improvement in the overall score of the Index, with an improvement rate of **(3.42%)**. The results of the top ten government platforms in the index for the year 2023 were the following:

At the **(Advanced)** level: "Ehsan" platform **(89.40%)**, "Absher" platform **(89.28%)**, "Social Insurance" platform **(88.10%)**, "Sehhaty" platform **(86.50%)**, "Zatca" platform **(86.09%)**, "Tawakkalna Services" platform **(85.35%)**

At the **(Competent)** level: "Etimad" platform **(83.20%)**, "Najiz" platform **(83.04%)**, "Saber" platform **(82.44%)**, "Business" platform **(81.59%)**



Beneficiary Satisfaction Perspective

The percentage of platform results in the Beneficiary Satisfaction perspective has reached **(80.02%)**, achieving a level of **(Competent)**, with an improvement rate of **(3.04%)** compared to the 2022 cycle. The highest results were in the aspects of "Accessibility" and "Quality of Information and Content". This indicates that platforms, from this perspective, prioritize providing and updating content that aligns with the needs of beneficiaries, and facilitate their services across various devices and browsers to enhance their digital experience. The results also show a notable improvement in the aspects of "Ease of Use" and "Beneficiary Support and Complaint Response". Advanced digital platforms excelled in this perspective based on the feedback of participating beneficiaries in the "Evaluate Your Digital Experience" survey, including "Invest Saudi" platform, "Absher" platform, "Ehsan" platform, "Visa" platform, "Nusuk" platform, "Tawakkalna Services" platform, "Commerce" platform, "Senaei" platform, "Zatka" platform, and "Sehhaty" platform.



User Experience Perspective

In the **User Experience** perspective, the platforms' results reached a percentage of **(83.02%)**, the highest among the perspectives, at the level of **(Competent)**, with an improvement rate of **(3.29%)** compared to the 2022 cycle. This reflects the ongoing development in the themes of "availability" and "shared services". It indicates the accelerating application of user-centric concepts in the development and updating of digital portals and smart device applications, the digital platform's compatibility with a wide range of browsers, devices, and screens, and the compatibility of smart device applications with various operating systems. It underscores the focus on applying accessibility standards for people with disabilities. The advanced digital platforms in this perspective, which achieved an **(Advanced)** level, are "Sehhaty" platform, "Ehsan" platform, "Social Insurance" platform, "Absher" platform, "Najiz" platform, "Tawakkalna Services" platform, "Business" platform, "Sakani" platform, and "Balady" platform, while "Invest Saudi" platform achieved **(Competent)** level.



Complaints-Handling Perspective

The percentage of platform results in the **Complaints-Handling** perspective has reached **(78.25%)** at the level of **(Competent)** showing an improvement of **(5.67%)** compared to the 2022 cycle. Looking at the indicator results, we find that "Service Level Agreements" and "Problem and Complaints Resolution" have shown the most improvement. This indicates that the platforms continue their efforts and development towards achieving effective complaint management system and listening to the beneficiary's voice, especially in diversifying dedicated digital channels for communication and complaint submission, making them available to beneficiaries, enhancing response, and attempting to enhance communication efficiency with beneficiaries. The advanced digital platforms in this perspective, which achieved an **(Advanced)** level, are "Etimad" platform, "Zatka" platform, "Social Insurance" platform, "Saber" platform, "Commerce" platform, "Balady" platform, "Naama" platform, and "Absher" platform, while "Ehsan" platform and "Qiwa" platform achieved **(Competent)** level.



Technologies and Tools Perspective

Finally, the percentage assessment of the platform in the **Technologies and Tools** perspective -that was added recently to the index - reached **(70.43%)**, at the level of **(Developed)**.

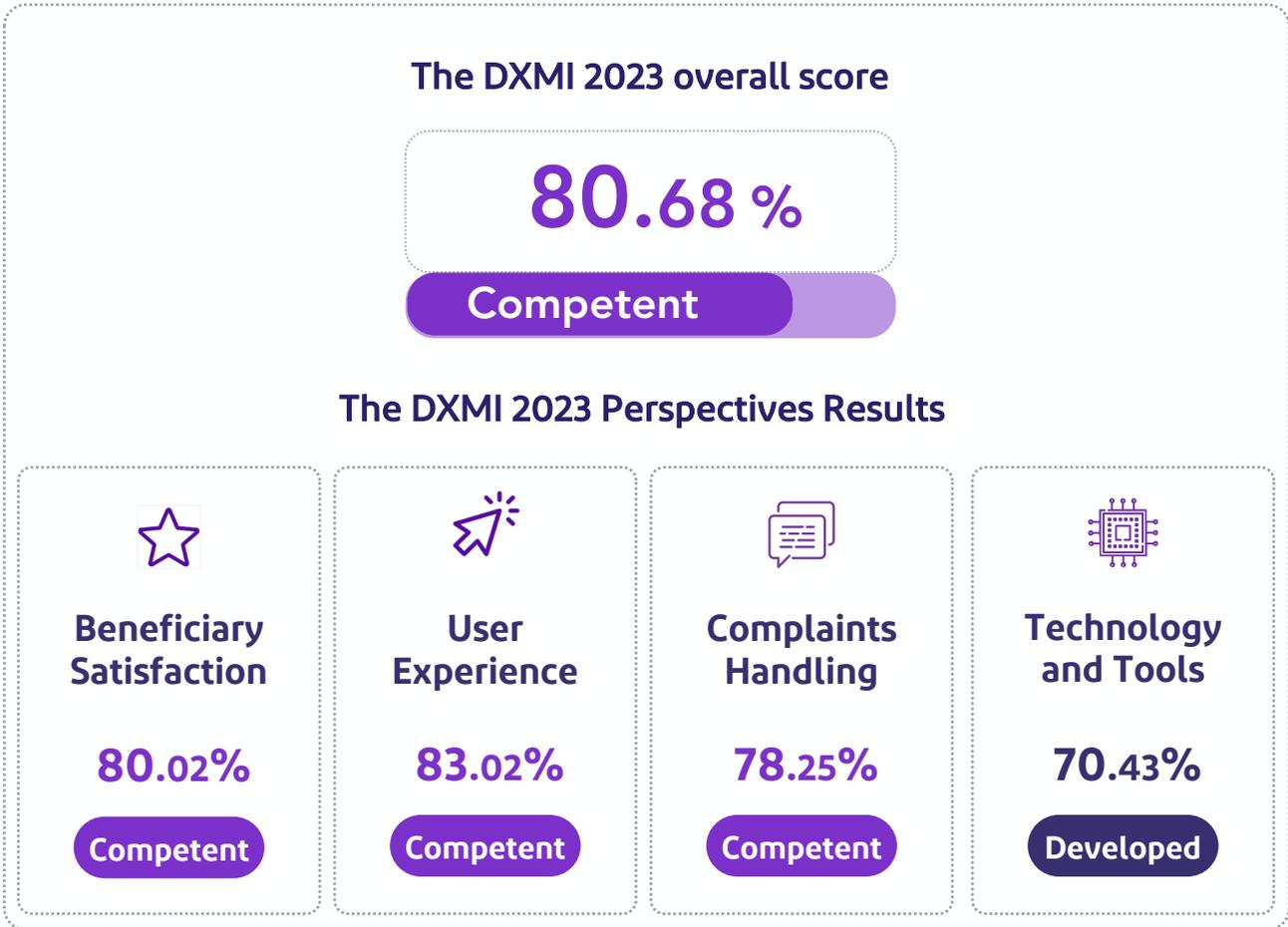
This indicates that many platforms have shifted towards adopting emerging and modern technologies to enhance the digital user experience by collecting and analyzing user data from various channels and leveraging this data to design smoother and easier journeys for beneficiaries. The advanced government platforms in this perspective, which achieved the **(Competent)** level, are "Social Insurance" platform, "Zatka" platform, "Najiz" platform, and "Ehsan" platform, while "National Water Company" platform, "Sakani" platform, "Etimad" platform, "Absher" platform, "Tawakkalna Services" platform, and "Naql" platform achieved **(Developed)** level.

The Authority appreciates the efforts made by those in charge of all the digital platforms included, and its influential role in reaching an effective, proactive digital government that can provide digital services of high quality and centered around the beneficiaries.

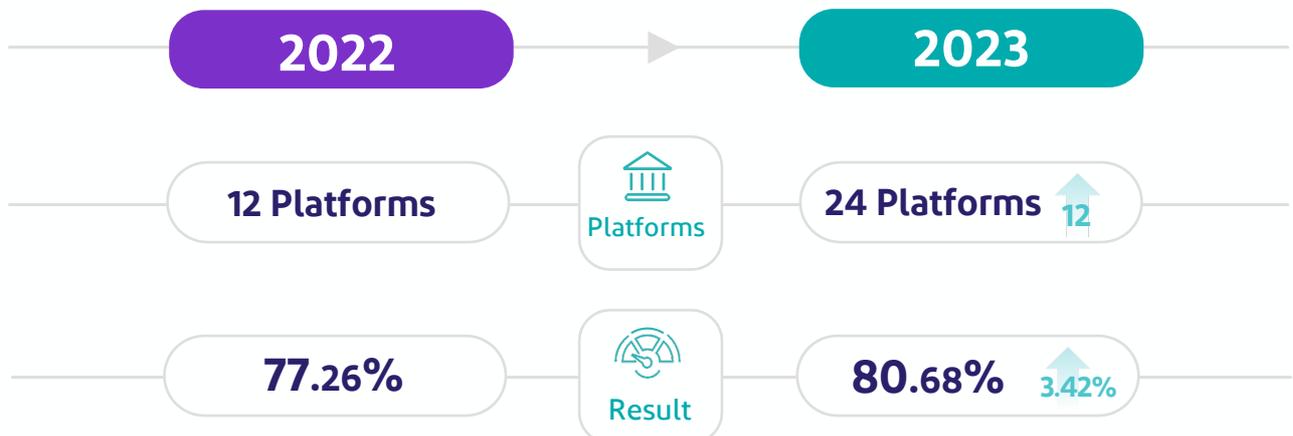
The Authority also appreciates the productive cooperation with the (Water Regulator) and the (National Water Company), to include the "National Water Company" Platform in the 2023 indicator cycle, given its status as a public utility and recognizing its services as fundamental needs for citizens and residents. This is a pursuit of effective integration across different sectors and progressing towards achieving the targets of Saudi Arabia Vision 2030.

5.3 Overall Score of the Index

The platforms covered by the DXMI 2023 were evaluated according to the perspectives, themes, and evaluation mechanisms that were above identified.



5.4 Comparison of DXMI in 2022 and 2023



06

Top Ten Platforms in Digital Experience Maturity Index for Digital Services 2023

06. Top Ten Platforms in Digital Experience Maturity Index for Digital Services 2023

The following shows the ranking of the top ten platforms among the platforms assessed through the Digital Experience Maturity Index 2023 based on their results :



6.2 Highest Ten Platforms in Each Perspective

The following table shows the ranking of the top ten platforms in each perspective within the Digital Experience Maturity Index, based on their scores:

Beneficiary Satisfaction	User Experience	Complaints Handling	Technology and Tools
<p>1</p> <p>استثمر في السعودية</p> <p>Advanced 93.30%</p>	<p>1</p> <p>Sehhaty Platform</p> <p>Advanced 93.29%</p>	<p>1</p> <p>اعتماد Etimad</p> <p>Advanced 94.05%</p>	<p>1</p> <p>المؤسسة العامة للتأمينات الاجتماعية General Organization for Social Insurance "Social Insurance" Platform</p> <p>Competent 80.55%</p>
<p>2</p> <p>إحسان</p> <p>Advanced 93.00%</p>	<p>2</p> <p>إحسان</p> <p>Advanced 92.33%</p>	<p>2</p> <p>هيئة الزكاة والضريبة والجمارك Zakat, Tax and Customs Authority "Zakat, Tax, and Customs" Platform</p> <p>Advanced 93.23%</p>	<p>2</p> <p>هيئة الزكاة والضريبة والجمارك Zakat, Tax and Customs Authority "Zakat, Tax, and Customs" Platform</p> <p>Competent 78.33%</p>
<p>3</p> <p>إحسان</p> <p>Advanced 92.20%</p>	<p>3</p> <p>المؤسسة العامة للتأمينات الاجتماعية General Organization for Social Insurance "Social Insurance" Platform</p> <p>Advanced 91.94%</p>	<p>3</p> <p>المؤسسة العامة للتأمينات الاجتماعية General Organization for Social Insurance "Social Insurance" Platform</p> <p>Advanced 90.98%</p>	<p>3</p> <p>ناجز najiz</p> <p>Competent 77.66%</p>
<p>4</p> <p>وزارة الحج والعمرة Ministry of Hajj and Umrah "Visa" Platform</p> <p>Advanced 91.60%</p>	<p>4</p> <p>إحسان</p> <p>Advanced 90.54%</p>	<p>4</p> <p>سابر saber</p> <p>Advanced 87.41%</p>	<p>4</p> <p>إحسان</p> <p>Competent 76.68%</p>
<p>5</p> <p>فرتك</p> <p>Advanced 90.20%</p>	<p>5</p> <p>ناجز najiz</p> <p>Advanced 89.24%</p>	<p>5</p> <p>وزارة التجارة Ministry of Commerce "Commerce" Platform</p> <p>Advanced 86.55%</p>	<p>5</p> <p>شركة المياه الوطنية National Water Company "National Water Company" Platform</p> <p>Developed 73.75%</p>
<p>6</p> <p>توكلنا Tawakkalna</p> <p>Advanced 89.40%</p>	<p>6</p> <p>توكلنا Tawakkalna</p> <p>Advanced 88.46%</p>	<p>6</p> <p>بلدي balady</p> <p>Advanced 86.00%</p>	<p>6</p> <p>سكني</p> <p>Developed 73.59%</p>
<p>7</p> <p>وزارة التجارة Ministry of Commerce "Commerce" Platform</p> <p>Advanced 87.20%</p>	<p>7</p> <p>المركز السعودي للأعمال Saudi Business Center "Business" Platform</p> <p>Advanced 87.46%</p>	<p>7</p> <p>نما NAAMA</p> <p>Advanced 85.78%</p>	<p>7</p> <p>اعتماد Etimad</p> <p>Developed 72.56%</p>
<p>8</p> <p>صناعي Senaei</p> <p>Advanced 86.70%</p>	<p>8</p> <p>سكني</p> <p>Advanced 87.42%</p>	<p>8</p> <p>إحسان</p> <p>Advanced 85.74%</p>	<p>8</p> <p>إحسان</p> <p>Developed 72.20%</p>
<p>9</p> <p>هيئة الزكاة والضريبة والجمارك Zakat, Tax and Customs Authority "Zakat, Tax, and Customs" Platform</p> <p>Advanced 86.50%</p>	<p>9</p> <p>بلدي balady</p> <p>Advanced 85.41%</p>	<p>9</p> <p>إحسان</p> <p>Competent 81.76%</p>	<p>9</p> <p>توكلنا Tawakkalna</p> <p>Developed 72.15%</p>
<p>10</p> <p>Sehhaty Platform</p> <p>Advanced 85.50%</p>	<p>10</p> <p>استثمر في السعودية</p> <p>Competent 83.95%</p>	<p>10</p> <p>QIWA قري</p> <p>Competent 80.98%</p>	<p>10</p> <p>نقل Naql</p> <p>Developed 69.99%</p>

07

Key Recommendations

07. Key recommendations

The results of the Digital Experience Maturity Index (DXMI) 2023 indicate that most of the platforms covered by the DXMI are competent in implementing the perspectives of digital experience referenced in this report, with opportunities for further enhancement as per the current progress in this field. Platforms can continue to evolve and achieve the strategic goals of the digital government by focusing on the following:

1. Regularly studying **beneficiary needs** and persistently applying “user - centric” concepts, providing additional services that users may require, and digitizing all stages of these services. These should be made available through various digital channels such as digital portals or smart device applications.
2. Providing accompanying **marketing and awareness campaigns** for launching new digital government services, in addition to periodic campaigns for the services offered by the platform. These campaigns clarify the procedures, objectives, and expected outcomes, aiming to raise awareness and optimize utilization across all segments of society. This includes services tailored for people with disabilities and the elderly.
3. Enhancing and increasing **beneficiary participation** to become part of the decision-making process and experience design for the platform at all levels. This starts with the beneficiary role in service improvement and extends to policy and procedure formulation for the platform. This can be achieved by providing statistics on usage data and user satisfaction, incorporating user feedback through various digital channels, engaging users in shaping the user journey, and crafting platform policies and procedures.
4. The digital experience is an integral part of the overall beneficiary experience. Therefore, we recommend considering **integration and alignment in digital government service delivery** across various channels. This ensures smooth transitions for users between digital and non-digital channels when needed. This transition should be consistent, optimized, seamless, orchestrated, and collaborative.
5. Expanding **platform accessibility** to reach the widest possible range of beneficiaries, with a focus on listening to the voices of all segments, whether they are people with disabilities, the elderly, or residents of remote areas, and incorporating their perspectives as a primary input is crucial for improving, expanding, and developing digital government services to meet their needs and requirements.

6. An improvement in the implementation of **accessibility standards** at the government sector has been noted, and this improvement is considered a positive step in the right direction. We recommend continuing to work on accelerating the application of all accessibility standards and guidelines (Web Content Accessibility Guidelines) launched by the World Wide Web Consortium (W3C) to achieve advanced levels and reach the third Level (AAA) and ensure comprehensive access for people with disabilities to digital government services.
7. The effort in implementing "**Responsive Design**" in line with the "**Mobile-First**" principle aims to prioritize smart device compatibility. This means that government entities will begin by designing versions of their portals for small screens, specifically for smart devices. Subsequently, these versions can be redesigned for use on larger screens such as computer screens.
8. Improving the user's experience in feeling satisfied with the portal **appearance, interaction, and achieving goals**. This is realized through improving the ease of use and browsing, in addition to unifying the experience in all sections and interactions of the site within the overall browsing experience, ensuring content sufficiency, ease of comprehension, and utility.
9. Platforms should be developed to be more **interactive and user-aware** upon signing into the platform. This can be achieved by offering tailored services based on users' needs and interests and highlighting preferred or relevant services, including requesting beneficiary data and documents only once, enabling platforms to reuse shared data available from other government entities and integrating with them, standardizing the use of shared government services like electronic payment channels and unified national access, etc.
10. The platform should be **proactive** in providing notifications and alerts to beneficiaries in order to avoid errors and violations, especially during updates or early procedures.
11. Improving and enhancing the **search efficiency** within the platforms involves making them visible, stable, more interactive, and responsive to beneficiary inputs throughout the experience. Relevant search results should be provided, along with assistance in correcting spelling errors. Behavioral analysis can also be used to understand user platform usage and identify areas for improvement.

12. Make the **language** used in platforms **clear and easy** to understand for the user, avoid difficult and technical terms, and make the platforms available in one or more alternative languages as required by the platform's objectives.
13. Work on the **diversity of digital channels** through which complaints and inquiries of beneficiaries can be received, to meet the needs of all segments of beneficiaries, to find regular periodic mechanisms to measure the outputs and performance of these channels, to provide a guide to the terms and conditions of using each channel, and to strive for these channels to operate 24 hours a day to be available to all beneficiaries through the mechanisms that the platform deems appropriate.
14. Prepare and publish **service level agreements (SLAs)** for handling customer complaints to inform them of the expected time for processing and resolving complaints and provide them with the opportunity to participate before closing the complaints to ensure the quality of the solution provided in line with the published SLAs, in order to enhance transparency and build trust with customers.
15. Unify the procedures related to the submission of **feedback and complaints** by the beneficiary and use technical tools to receive and automatically direct complaints to ensure quick response without the need for human intervention, within the services of the call center, live chat, and other channels.
16. Launch **initiatives to improve and develop the complaint system** that supports digital platforms, by activating programs to listen to the voice of the beneficiary, collecting the opinions and complaints of beneficiaries from various digital channels, and working on special initiatives to develop the services of the complaint system to enhance performance and effective response, address the causes of complaints to reduce them, and improve the quality of the solutions provided in order to raise the satisfaction of beneficiaries.
17. Benefit from **future technologies and emerging and modern technologies**, such as advanced analytics, artificial intelligence and machine learning algorithms, and create periodic reports on the performance of digital government services and analyze them, in order to improve the beneficiary experience.

18. Use **modern technology tools** in listening to the voice of the beneficiary and **collecting data** from various channels such as social media and others, analyzing the data and benefiting from it in redesigning the experience, engineering procedures, and improving services, and benefiting from the techniques of integrating the data of beneficiaries from social media and the data of internal systems to update and enrich the **records of beneficiaries** with information that helps experience designers in designing customized digital experiences for the beneficiary.

18. Forming a **specialized team** to design digital experiences and a methodology for mapping beneficiaries' journeys, **giving priority** to designing them so that they are fully digitally presented and made available through various digital channels. This should include also developing parallel designs to be presented through other channels. This helps to identify obstacles and challenges that prevent the government service from becoming 100% digital, whether by the regulations, legislation, resources, requirements, etc. Appropriate solutions to overcome them should be found and implemented whenever possible.

19. Continue to comply with the **policies, standards, and controls** approved by the Digital Government Authority, and use the **guidelines** documents it provides in this regard.

07. Table of Definitions

Term	Definition
DGA	Digital Government Authority
Beneficiary	Citizens, residents, visitors, government agencies, private sector, non-for-profit sector, inside or outside the KSA that require to interact with a government entity to receive any of the services offered in the Kingdom.
Digital Transformation	Digitally and strategically transforming and developing business standards and models that would rely on data, technologies, and ICT
Digital Government	Promotes administrative, organizational and operational processes between the various government entities in their transitioning to a comprehensive digital transformation to allow easy and effective access to government digital information and services.
Government Entities	Ministries, authorities, public institutions, councils, national centers including any additional form of a public entity.
Digital Channel	A digital means of communication to display information or offer digital services and products to beneficiaries, such as websites, digital portals, smart device applications, e-mail, self-service kiosks, call center services, social networking sites and applications or Chabot's. The services may be provided on all channels or selectively on some of these channels.
Digital Portal	A web application work through the browser that acts as a single point designed to access all services and information of an agency in one station. The portal is used to provide a range of digital services in an customized way, often requiring a login. .
Smart Device Application	A software application that is specifically programmed for smart devices such as smartphones and tablets to provide a set of services or informative content. The software application can be downloaded from the official application stores
Digital Platform	Technical solutions on which digital products and digital services are built, that 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 among themselves, and it also allows the integration of their services with other external services, for example: Absher Platform
Digital Service	A group of digital procedures linked to each other to perform a full function offered by the government agency to the beneficiary through digital channels such as electronic portals and smart device applications. It provides one main and specific deliverable. A group of related services may linked to each other to form a product, such as: Issue Passport, Renew Driving License, Query Traffic Violations, National ID Renewal
User Experience	The process that designers use to create products that provide meaningful user-centered experiences. This involves designing the entire experience including design for value and functionality as well as ease of use, content, navigation, branding, and interface design.



هيئة الحكومة الرقمية
Digital Government Authority