



Digital Experience Maturity Index for Government Services (2024)

General Report

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Introduction

01



01. Introduction

Reference to the Council of Ministries Resolution No. (418) dated 25/07/1442 AH, of establishing the Digital Government Authority (DGA), and with reference to the fourth article, in its fourth and fifth Paragraphs of the Authority's regulations which states that the Authority is mandated to "coordinate with relevant entities to organize the activities of digital government, digital government platforms, sites, and services, government networks, and the unified national portal. This includes the development of plans, programs, indicators, and standards related to the activities of digital government and shared digital government services," and "issue measurements, indicators, tools, and reports to measure the performance and capabilities of government entities in the field of digital government, and the satisfaction of the beneficiaries".

As an extension of the Digital Government Authority's responsibilities in enhancing the performance of government agencies, accelerating digital transformation, raising the quality of services provided to beneficiaries through platforms, and improving their digital experience in line with the strategic directions of the digital government, the Authority launched the **Government Services Digital Experience Maturity Index for 2024**, in its (third) cycle, with the aim of measuring the level of maturity of digital government platforms and services.

This report provides an overview of the Digital Experience Maturity Index for Government Services 2024, its methodology and measurement mechanism. Moreover, it highlights the most prominent achievements, developments and improvements that the platforms included, have worked on in the field of digital experience , and indicates the main observations and the overall index result and the results achieved by the top ten digital platforms and the key recommendations, according to the four key perspectives of digital experience maturity, which are:



Beneficiary Satisfaction



User Experience



Complaints-Handling



Technologies & Tools

About the Digital Experience Maturity Index

02

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02. About the Digital Experience Maturity Index

2.1 Digital Experience

The digital experience is defined as 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 agency. The experience starts with an initial contact with the government agency, across different digital channels to deliver the service, gather the voice of the customer for opinions, complaints, and feedback, and moving forward with a comprehensive analysis of the beneficiaries' data to improve the services. **A digital experience is centered around key elements:**



Design Platform or digital service functionalities in a way that makes it easy for users to complete their tasks and goals.



Adaptation of the digital experience based on user's preferences and needs, making it usable by all user categories.



Effective response to user complaints, taking their opinions into account, and encouraging their participation through stages of design and continuous improvement of the digital experience.



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

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



2.2 Digital Experience Maturity Index

Based on the importance of the digital experience and its impact on accelerating the pace of digital transformation, and its essential role in meeting the needs of beneficiaries of digital government services, and considering it a means to improve the quality of these services and raise the satisfaction of beneficiaries with them, and the necessity of enabling the development of digital government platforms and services, and improving the user experience for them, the Authority has worked to develop the **Digital Experience Maturity Index for Government Services** . This index is an annual index that aims to measure the maturity of digital government platforms and services according to a number of key perspectives and themes. It works as an enabler for achieving the strategic directions of the digital government by analyzing the results and identifying the themes that may require raising their level of maturity, and providing recommendations to improve them.

To ensure alignment with modern digital experience trends, changing beneficiaries' needs, these perspectives are reviewed in each cycle as needed and according to the latest international practices and strategic trends of digital government. This is done to enhance the exchange of success stories and achieve the desired benefit.

2.3 Objectives of Digital Experience Maturity Index

The Authority aims to achieve the following objectives through the index:



Keeping pace with the National Digital Government Strategic Directions.



Raising the maturity of government digital platforms and services.



Enhancing the digital experience of beneficiaries and improving their satisfaction.



Establishing DX maturity measurement practices based on international standards.



Accelerating the digital transformation of government digital platforms and services.



Benefiting from platforms with high maturity levels to set exemplary national models.

The Digital Experience Maturity Index (DXMI) also contributes to several national goals that are part of the Digital Government Strategic Directions. DXMI creates a positive impact on the digital transformation journey in the Kingdom, through:



Quality of Life

Raising the percentage of beneficiaries highly satisfied with digital gov't services.



Beneficiary Satisfaction

Significantly improving the quality of life of Saudi Arabia citizens.



Ease of Doing Business

Enhancing digital access and inclusion of business (for the purpose of digital competitiveness).



Digital Government Transformation

Enhancing the digital transformation of government entities and improve decision making.



Environmental impact

Reducing CO2 emissions based on digital solutions.



E-Participation

Improving beneficiary participation in public decision-making and designing digital government services.



E-Government Index

Achieving a leading figure in the EGDI rankings.

Methodology of DXMI In The 2024 Cycle

03

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03. Methodology of DXMI In The 2024 Cycle

3.1 Mechanism for Improving and Developing the Digital Experience Maturity Index

The Digital Experience Maturity Index for Government Services continued its development in 2024, refining its perspectives through a methodical scientific approach involving multiple stages of research and enhancement. This process aligned with the strategic directives of the digital government transformation, gradually achieving its objectives, with a focus on the critical criteria that significantly impact international benchmarks and the Kingdom's ranking within them. These stages include:

1 International Indices

Studying international indices and their sub-standards: The United Nations, the World Bank, and the ESCWA.

4 New Standards

Determining a list of important standards in international indices, best practices and research results that are not included in the current DXMI.

2 Research & Best Practices

Studying perspectives, themes and standards of the best practices and the outcomes of local and international research.

5 Improve DXMI

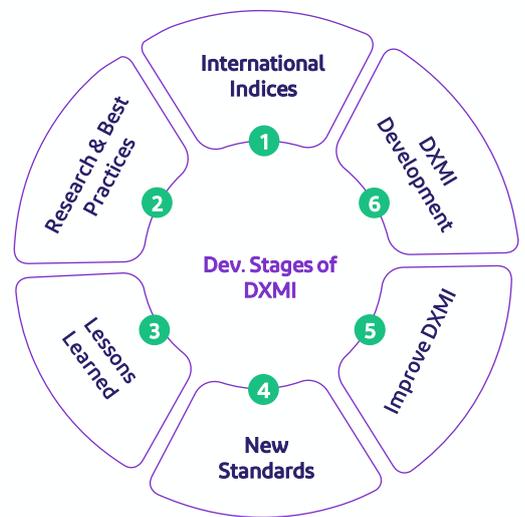
Improving the methodology of the DXMI.

3 Lessons Learned

Incorporating lessons learned from previous cycles and feedback from entities to improve the index.

6 DXMI Development

Build the new DXMI constituents including playbooks and systems.



3.1.1 Key Improvements to the Digital Experience Maturity Index

Upon completion of all stages of development and improvement of the methodology, the following enhancements were taken into consideration:



Improving the criteria for selecting targeted platforms.



Enhancing the sub-criteria for various themes.



Excluding the theme of accessibility and availability from the "Beneficiary Satisfaction" perspective, as it will be thoroughly addressed through specific criteria under the "User Experience" perspective.



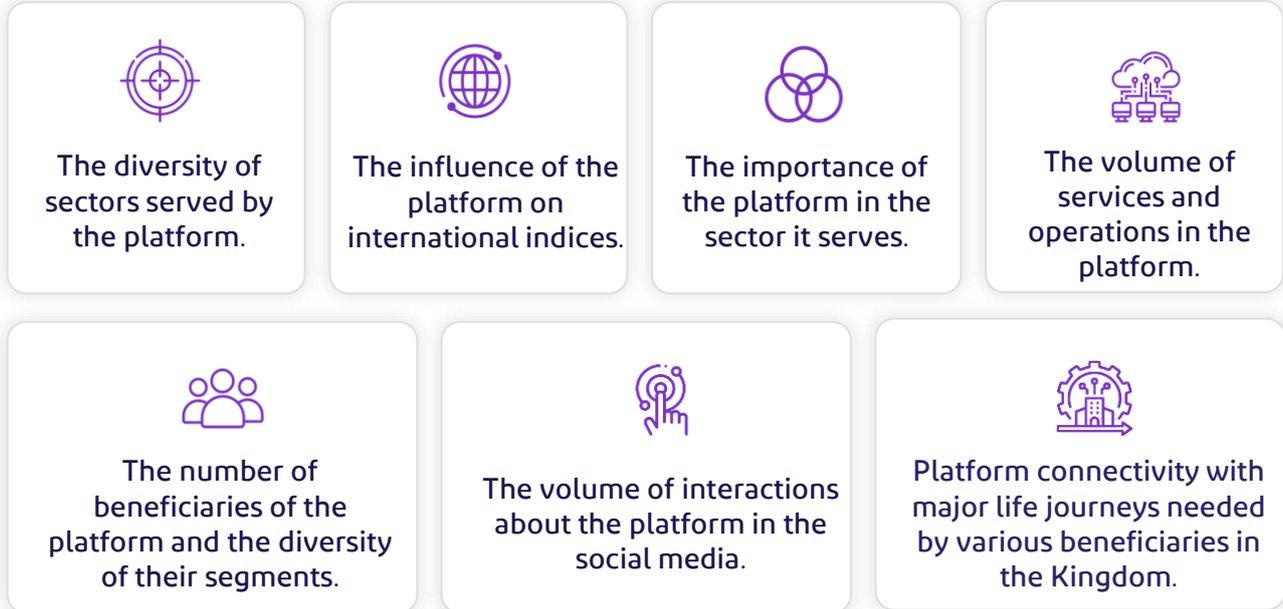
Incorporating the theme of (Beneficiary Expectations) into the "Beneficiary Satisfaction" perspective.



Incorporating the theme of (accessibility for people with disabilities and the elderly) into the "User Experience" perspective.

3.2 Criteria for Selecting Platforms Included in the Index

The targeted platforms which were selected in (2024) cycle based on the following criteria:



The index (2024) cycle included the assessment of (39) digital platforms from the priority platforms, which were selected based on the aforementioned criteria. The digital platforms targeted in the (2024) cycle were labeled according to the channels they provide to their beneficiaries, in accordance with the “Definitions of Digital Platforms, Products and Services” guideline previously published by the Authority. It is referred to as a “portal” if the platform provides its services via a digital portal only, while it is referred to as an “application” if it provides its services exclusively via a smart device application. As for the platforms that provide its services via both digital channels, they are referred to metaphorically as a “digital platform”.

These platforms are:



3.3 Platforms Included in the Index

The index (2024) cycle included the assessment of (39) digital platforms from the priority platforms, which were selected based on the aforementioned criteria.

 "Absher" platform	 "Ehsan" platform	 "Invest Saudi" portal	 "Etimad" platform	 "Saudi Business" portal
 "Ejar" portal	 "Social Insurance" platform	 "Commerce" portal	 "Entertainment" portal	 "FutureX" portal
 "Balady" platform	 "Tourism" portal	 "National Water Company" platform	 "General Authority of Civil Aviation" portal	 "Commercial Violation" application
 "Zakat, Tax and Customs" platform	 "Saudi Visa" portal	 "Tawakkalna" application	 "Jadarat" platform	 "Visit Saudi" platform
 "Seha" portal	 "Sehhaty" application	 "Senaei" portal	 "Safeer" portal	 "Sakani" platform
 "Saber" portal	 "Subol" platform	 "Qiwa" portal	 "Logisti" portal	 "Kollona Amn" application
 "Nusuk" platform	 "Mutasil" portal	 "Madrasati" platform	 "Musaned" platform	 "Najiz" platform
 "Nafath" platform	 "Naama" platform	 "Noor" portal	 "Saudi Electricity Regulatory Authority" portal	

3.4 Key Perspectives and Themes of the Digital Experience Maturity Index for (2024)

The Digital Experience Maturity Index for the year (2024) consists of (4) main perspectives, each index falls under several themes, with a total of (20) themes. These themes include detailed criteria through which the maturity of the digital platform is evaluated. The figure below summarizes the components of DXMI for the year (2024).

Perspective	Perspective Weight	Themes	Assessment Methods
1st Perspective Beneficiary Satisfaction	%25	<ul style="list-style-type: none"> Quality of Information & Content Usability and Ease of Use User Support and Responding to Complaints New Theme Beneficiary Participation Beneficiary Expectations 	User satisfaction survey using CSAT
2nd Perspective User Experience	%50	<ul style="list-style-type: none"> Usability (For people with disabilities and elderly) New Theme Availability and Responsiveness Accessibility Shared Services Personalization and Preferences 	Expert assessment of the platform based on their experience of it through field visits and meetings.
3rd Perspective Complaints-Handling	%15	<ul style="list-style-type: none"> Complaints Channels Complaints and Responses Service Level Agreements Resolving Complaints and Problems Development & Enhancement 	Expert assessment of the platform through field visits and meetings and evidence verification.
4th Perspective Technologies & Tools	%10	<ul style="list-style-type: none"> Strategy and Principles Data Collection and Integration Data Analytics and Visualization Digital Journeys Design Digital Experience Systems 	Expert assessment of the platform through field visits and meetings and evidence verification.

3.4.1 Beneficiary Satisfaction



This perspective involves measuring beneficiaries' satisfaction with their experience in using the platforms from their standpoint. It contributes to understanding the challenges to support the development of these platforms. This perspective includes (5) themes: Quality of Information and Content, Usability and Ease of Use, User Support and Responding to Complaints, Beneficiary Participation, and Beneficiary Expectations.

Themes of Beneficiary Satisfaction Perspective

#	Theme	Description
1	Quality of Information & Content	Availability, accuracy, validity, and level of usability of information and content.
2	Usability and Ease of Use	Speed of response of the digital portal in terms of browsing, moving around, performance and interaction with the no technical errors.
3	User Support and Responding to Complaints	Effectiveness of communication, technical support, speed of response and users' ability to receive help when needed while accessing the portal through different channels.
4	Beneficiary Participation	Level of users' satisfaction on participation and inclusion in activities and digital events to consult with them and welcome them to get their ideas and suggestions.
5	Beneficiary Expectations	It determines the extent to which the beneficiary is satisfied that the services meet their aspirations compared to their actual experience.

Method of Assessments

User satisfaction survey on digital platforms using the Customer Satisfaction Score (CSAT).

3.4.2 User Experience



This perspective involves evaluating the user experience of digital platforms from the viewpoint of specialized experts in digital user and beneficiary experience. This perspective includes (5) themes: Usability, Availability and Responsiveness, Accessibility for people with disabilities and the elderly, National Services, and Personalization and Preferences.

Themes of User Experience Perspective

#	Theme	Description
1	Usability	Determines the extent of the platform's usability in terms of effectiveness, efficiency, flexibility, and ease of digital use, including: search and browsing, content, progress and workflow, error avoidance and handling, privacy, and trust.
2	Availability and Responsiveness	Determines the extent of the platform's availability at its full efficiency, and its compatibility with prominent devices and browsers (digital portals) and operating systems (smart device applications), and its appearance in search engines for full use by different segments of beneficiaries.
3	Accessibility For people with disabilities and elderly	Accessibility of the platform and the ability to use it fully and effectively by the elderly and people with disabilities, including those with visual, hearing, and others.
4	Shared Services	Determines the extent of integration and benefits from joint government systems and services when needed, such as: unified national access (Nafath), electronic payment, and multiple payment channels through (Tahseel) system. In addition, it adheres to the principle of requesting user data once (data reuse) and through a one-stop shop along with providing statistics about the digital platform.
5	Personalization and Preferences	Determines the extent of the platform's ability to customize its features to align with the needs and preferences of the user.

Method of Assessments

Expert assessment of the platform based on firsthand experience through field visits and meetings.

3.4.3 Complaint Handling



This perspective involves the assessment of the procedures and mechanisms for handling complaints from users regarding the digital services provided by platforms. It evaluates the availability of diverse channels for receiving these complaints, the effectiveness of the solutions provided to the users. This perspective includes five (5) themes: complaints channels, complaints and responses, service level agreements, resolving complaints and problems, and development and enhancement.

Themes of Complaint Handling Perspective

#	Theme	Description
1	Complaints Channels	Determines the extent of providing multiple communication channels 24/7 and the availability of up-to-date and comprehensive information to assist the user in accessing the terms and conditions specific to each channel.
2	Complaints and Responses	Defines the response time to complaints raised by platform users through the execution of the initial action. Additionally, it includes measuring the percentage of loss in complaint requests, the percentage of prohibited requests, and the automated response mechanism to handle them.
3	Service Level Agreements	Determines the extent of handling complaints in accordance with the service level agreements that have been specified or published
4	Resolving Complaints and Problems	Determines the effectiveness of handling complaints for the beneficiaries in terms of the time taken to address and resolve the issue from the first attempt, as well as the satisfaction of the beneficiary with the solution and the service team through various communication channels in the complaints system
5	Development & Enhancement	Determines the extent to which an exceptional experience is provided for the complainant through the development of the complaints system services. It also includes addressing the root causes of various types of complaints.

Method of Assessments

Expert assessment of the platform through field visits, meetings and evidence verification.

3.4.4 Technology and Tools



This perspective involves evaluating innovative technologies and backend solutions concerning digital experience design, testing, and integration. In particular, it assesses the technological systems and tools for data collection, integration, analysis, and visualization to design, test, and improve digital experiences. This perspective encompasses (5) themes: Strategy and Principles, Data Collection and Integration, Data Analytics and Visualization, Digital Journeys Design, and Digital Experience Systems

Themes of Technology and Tools Perspective

#	Theme	Description
1	Strategy and Principles	Focuses on effective methods and principles for employing and testing modern technologies to achieve high-quality automation. The principles highlighted in this theme are considered essential for enhancing the capabilities of digital experience practitioners and improving overall processes.
2	Data Collection and Integration	Defines methods for collecting and classifying data from diverse sources and integrates them systematically according to clear principles of data governance. This theme supports the digital experiment strategy and ensures the effective use of data for the benefit of the beneficiaries.
3	Data Analytics and Visualization and Integration	Focuses on precise data analysis and presenting it in an easily understandable visual representations, whether structured or unstructured data. Advanced analytics enhances continuous learning, enabling continuous improvement.
4	Digital Journeys Design	Focuses on designing and evaluating user journeys using tools such as: journey mapping and data-driven design tools. It also emphasizes leveraging the capabilities of specialized teams and expanding awareness and knowledge through training, with the sharing of improvement results to ensure transparency and knowledge transfer.
5	Digital Experience Systems Design	Determines the extent of integration between core systems and digital platforms with accurate data and application programming interfaces (APIs), ensuring service integration and facilitating interaction with users.

Method of Assessments

Expert assessment of the platform through field visits, meetings and evidence verification.

3.5 Digital Experience Maturity Index Equation

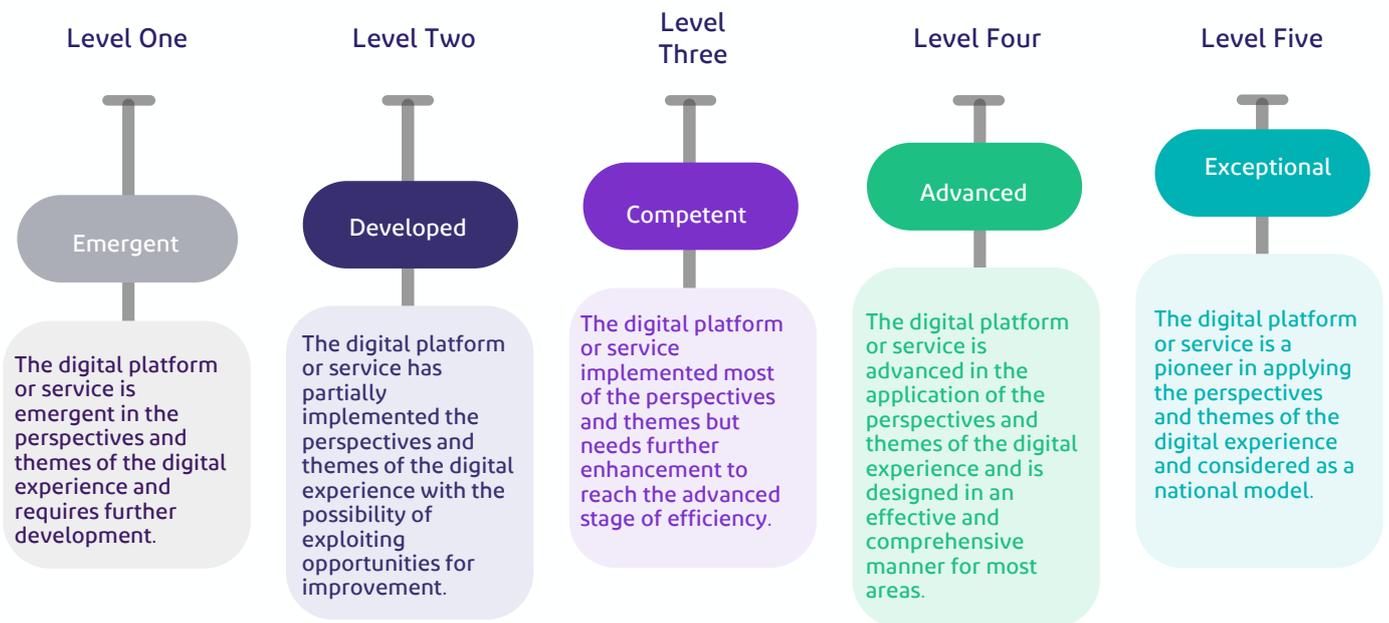
The following equation illustrates the calculation of the Digital Experience Maturity Index, taking into account the sum of the platforms’ results in each perspective.



Total (Average percentage results of platforms
in each perspective x perspective weight)

3.6 Digital Experience Maturity Levels

As a culmination of the results of the Digital Experience Maturity Index for each platform based on the analysis of inputs and data for all perspectives and their main themes, the Digital Experience Maturity Index classified the targeted platforms into (5) levels, determined based on the assessment of such platforms, as follows: As follows:



The Most Prominent Success Stories of Platforms in the Field of Digital Experience for (2024)

04



04. The Most Prominent Success Stories of Platforms in the Field of Digital Experience for (2024)

This year witnessed a number of distinguished successes achieved by government platforms in the field of digital experience. In this section, we shall review glimpses of the success stories achieved by government platforms, reflecting the efforts that made to improve processes, user experience, and initiatives in interacting with their beneficiaries, their integration with other platforms, and their use of the latest technologies, with the aim to raise the level of provided services and promoting beneficiary satisfaction.

By reviewing these stories, we are inspired by ideas and innovations that can make a tangible change in the beneficiary's digital journey. These stories are not just a narration of successful experiences, but rather a living proof of the unlimited possibilities that can be achieved through careful planning to achieve the goals of the strategic directions of the digital government, and sustainable work to improve the digital experience, to provide models to be emulated in accelerating digital transformation, bridging gaps and seizing them as opportunities to come up with innovative solutions that focus on the beneficiary and meet its needs efficiently and effectively.

In the following sections, we shall review the most prominent works undertaken by the platforms over the past year in various areas of the digital experience, focusing on:



4.1 Access to Digital Platforms

In the context of the accelerating global digital transformation, enhancing the digital experience has become increasingly critical and integral to sustainable service delivery. It is now essential to prioritize equitable access to information and digital government services for all societal segments, including persons with disabilities and the elderly. This is achieved by designing and developing digital products and services that enable high-level independent usability and accessibility, in alignment with digital accessibility standards. The goal is to improve the overall digital experience through innovative solutions tailored to the needs of people with disabilities and the elderly, ensuring they can readily benefit from government services.

In this context, it is important to note that various government agencies have made concerted efforts to facilitate access to their services for persons with disabilities and the elderly. This aims to ensure they can keep pace with the requirements of the digital age and seamlessly integrate into a society that offers them equal opportunities and active participation. Government platforms are striving to align with this digital transformation by adopting international best practices and guidelines for web content accessibility in their development processes. This includes employing alternative text for images, designing user interfaces compatible with screen readers, and incorporating interactive elements that can be accessed using solely the keyboard.

Moreover, numerous platforms proactively conduct user experience testing with all categories of people with disabilities to identify accessibility challenges and barriers. They also provide informational and illustrative content in sign language to offer the necessary support, with the aim of fostering a more inclusive environment and ensuring high-quality services for all beneficiaries.

Additionally, many platforms have established dedicated communication channels to better meet the specific needs of persons with disabilities and the elderly more effectively. Some have set up teams to provide telephone support for individuals with visual impairments or sign language interpretation services for the deaf.



A mature digital experience creates a service-rich environment, allowing all beneficiaries an easy and convenient access. Based on this concept, inspiring stories emerged reflecting the success of the digital experience:

FutureX

FutureX adopts best practices to improve the experience of beneficiaries with disabilities, and in an effort to provide a comprehensive educational experience for all.

Techniques used: (UserWay).



The entertainment portal included features that support the ability of beneficiaries of all segments to access it smoothly and equally, which contributes to increasing the rate of use and raising satisfaction.

Techniques used: (UserWay).



Ehsan platform launched the “Inclusivity in Ehsan” initiative to improve the user experience of people with disabilities and the elderly. The initiative included implementing a set of technologies and tools that facilitate the efficient use of the platform by these groups, while ensuring the provision of a distinguished user experience that meets their special needs.

Techniques used:

- (ARIA) techniques.
- Advanced web technologies for analyzing graphs and providing innovative descriptions, including the use of Audio Graphs.

10
platforms

provide a video chat channel to support sign language

اعتماد
Etimad



بلدي
balady



بلاغ
تجاري



هيئة الزكاة والضريبة والجمارك
Zakat, Tax and Customs Authority

ناجز
najiz



وزارة التجارة
Ministry of Commerce



GACA
الهيئة العامة للطيران المدني
General Authority of Civil Aviation

قي
QIWA

المؤسسة العامة للتأمينات الاجتماعية
General Organization for Social Insurance

جدارت
المنصة الوطنية الموحدة للتوظيف



Inspiring Statistics

As part of digital platforms’ commitment to improving the digital experience and facilitating access for all, various initiatives have achieved remarkable successes in supporting people with disabilities and the elderly.



17%

Increase in the number of beneficiaries with disabilities and the elderly.

%224

Increase in continuing education utilization.



+76 thousand requests submitted by the elderly.

Number of beneficiaries with disabilities and the elderly

اعتماد
Etimad



قي
QIWA

3,938

beneficiaries

78

thousand beneficiaries.

وزارة السياحة
Ministry of Tourism



The portal has made its services available in 25 languages

for 7 categories of people with disabilities and 14 tools to assist reading.



4.2 Enhancing the usability of government services.

Digital platforms strive to adopt an integrated approach to enhance the maturity and quality of the digital user experience. This involves simplifying processes and redesigning procedures to improve internal effectiveness and efficiency. Some platforms utilize systematic mechanisms, such as establishing a user experience (UX) lab, to deeply understand and analyze user behavior and preferences.

One of the key strategies employed by many digital platforms to elevate the digital experience journey is to simplify processes and re-engineer procedures. This includes analyzing and streamlining complex or unnecessary steps, identifying weaknesses and bottlenecks, then designing new, optimized procedures and automating operational processes. The goal is to reduce the time and effort required by users to access services and derive the desired value, thereby ensuring a superior user experience and achieving maximum efficiency and effectiveness.

From this perspective, the Digital Experience Maturity Index focuses its evaluation on digital government platforms and services that have adopted its standards. This allows for the identification of highly mature digital experiences, from which we can benefit by learning from their best practices and business models to:

User Experience Lab (UX Lab)

The User Experience Lab aims to thoroughly test and analyze how beneficiaries interact with digital products and services. It provides a dedicated environment that simulates real-world conditions, utilizing advanced tools to collect valuable data on user behavior. This enables the prediction of user needs and preferences by tracking their interactions, as well as the identification of defect causes, which can then be addressed. The insights gathered through the UX Lab aid in the provision of customized, exceptional experiences and proactive solutions to systematically meet beneficiary requirements



- Artificial intelligence technologies.
- Various eye tracking devices.
- Sentiment analysis tools.
- Usability testing.
- Prototype design and testing.



- Eye tracking using Tobii. Conducting user interviews and workshops to identify improvement opportunities.
- Conducting expert reviews to assess the user interface.



- Usability testing and user interviews.
- Various technical tools to improve the beneficiary experience and enhance interaction with the services provided.



Conducting a comprehensive user journey study and analyzing the heat map data. Conduct benchmark studies in the UX Lab. These improvements resulted in:

Addressing

10 major issues.

Increasing user browsing time

from **139** seconds to **491** seconds.

Reducing user dissatisfaction levels

By **58%**

Re-engineering Procedures

The process of engineering procedures aims to improve the efficiency and effectiveness of digital government services by analyzing current processes and redesigning them in a better way. This process relies on the use of advanced tools to understand beneficiary behavior and identify gaps, as platforms make outstanding efforts to enhance the effectiveness of their services and achieve an outstanding user experience that meets the expectations of their beneficiaries.



هيئة الزكاة والضريبة والجمارك
Zakat, Tax and Customs Authority

Improving some services

such as the ATA carnet service, shipment tracking, and customs declaration.

Increasing platform visitors by
137%



مساند
MUSANED
المنصة الوطنية لخدمات العمالة المنزلية

Improving the e-visa issuance service

which enabled customers to obtain visas without the need to visit branches.

Issuing more than
6 million domestic worker visas.



المركز السعودي للأعمال
Saudi Business Center

Priority Services Analysis

based on a comprehensive framework that addresses legislative, procedural and technical aspects.

Analysis
100 digital services



Developing a vehicle sale service

to facilitate the process of transferring vehicle ownership between individuals.

190K, processes.
380K, users benefited.

Reducing approximately
9 million hours

Saving
17 million S.R.
in fees and transportation costs.



كلنا أمن

Enhancing the quality of reports in the Kollona Amn application by restructuring the application's operational model and improving the effectiveness of handling centers, which contributed to supporting police stations and handling centers to receive reports more efficiently.

Handling reports since the application was launched. more than
3 million



جدارات
المنصة الوطنية الموحدة للتوظيف

Activating the **Queue-IT** tool, which contributed to reducing the waiting time to only **one minute**.

+12 K educational vacancies were offered

Accommodating **1.5** million visitors

Processing **+100** thousand applications



إيجار
EJAR

The contract authentication process has been facilitated. The authentication procedures for all services and products have been shortened to a maximum of **5 minutes**.

Concluding more than **9** million residential and commercial contracts

at a rate of **+12** thousand contracts per day.

4.3 Launching digital channels and services.

Digital efforts for government services necessitate continuous updating to keep pace with evolving beneficiary requirements and rapid advancements in digital experience. Leveraging innovative technologies is key to providing an exceptional user experience.

Within these initiatives, government agencies strive to develop their digital channels and launch updated digital portals and applications. This ensures meeting the needs of diverse beneficiary segments, thereby increasing the digitization rate and delivering a smooth, intuitive user experience. Through this, beneficiaries can access services easily, quickly, accurately, and reliably, enhancing quality of life and user satisfaction with government services. These launches represent a vital step towards building an integrated digital government, contributing to the realization of Saudi Vision 2030.



Launching Updated Versions of Platforms



These platforms have launched updated versions of some of their digital channels, in line with the standards of the Digital Experience Maturity Index, and have seen a tangible development in the distinction of their design, flexibility of use, and ease of access to their services, in addition to the new services they have provided that have proactively anticipated the needs of their beneficiaries.

Launching New Services to Enhance the Digital Experience

 66 New services	 51 New services	 16 New services	 9 New services	 7 New services	 7 New services
--	--	--	--	---	---

صحة
Seha



"Communicative Health"

- Taking advantage of digital medical consultations and remote referrals, using technologies to assist in early medical diagnosis of some types of radiology and detecting precise health issues.
- Helping reduce travel burdens and lower costs for the health system and patients.

+ 11 million appointments
+ 3 million patients

+ 160 thousand radiology reports
+ 60 beneficiary establishments

30% Enhancing the effectiveness of using radiology devices.

استثمر في السعودية
INVEST SAUDI

"Visiting Investor" service

- In cooperation with the Ministry of Foreign Affairs and directed to foreign investors to obtain a digital visit visa.
- Discovering investment opportunities in Saudi Arabia
- Which contributed to attracting new investments and enhancing international cooperation.

Issuing **+70** thousand digital visa.

بلدي
balady

"Visiting Investor" "Discover"

This service was recently launched to discover the cities of the Kingdom with 3D maps that provide access to various destinations and shops across the Kingdom, in addition to other daily benefits.

317 thousand users
593 thousand views

"Advanced Industrial License"

12 integrated services for the industrial project journey from establishment to construction, then production.

صناعي
Senaei

مساند
MUSANED
المنصة الوطنية لخدمات العمالة المنزلية

"Wage Protection"

To enhance transparency in the process of paying salaries to domestic workers through the use of digital wallets and approved banks.

Launching Smart Device Applications

Some platforms have launched new applications for smart devices, taking into account the requirements of different target groups and providing various channels to provide services.

مساند
MUSANED
المنصة الوطنية لخدمات العمالة المنزلية

اعتماد
Etimad

هيئة الزكاة والضريبة والجمارك
Zakat, Tax and Customs Authority



4.4 “Beneficiary Voice” programs and enhancing beneficiary interaction

The Customer Voice Program serves as a vital link between beneficiaries and service providers. It is an integrated system that aims to build strong relationships with beneficiaries, collect and analyze their feedback and opinions, and gain a deeper understanding of their needs and expectations. This enables well-informed decisions to develop a coherent strategy focused on improving products and services and achieving sustainable growth. The "Beneficiary Voice" program transforms feedback from surveys, reviews, social media, and call centers into actionable data. This enhances government agencies' ability to address beneficiary needs and deliver a distinct, integrated user experience, thereby strengthening their capacity to adapt and keep pace with evolving requirements. Several platforms have invested efforts in activating the "Beneficiary Voice" program. are:



Recorded in-person workshops were organized to listen to the needs of beneficiaries from different categories.



الاستفادة من:

- Real-time dashboards.
- Periodic electronic surveys with investors.
- Interactive workshops.



- Analysis and transcription of voice calls.
- Monitoring silences and boycotts.
- Calculating the most frequently used words.



- Providing a direct channel for interaction and exchange of ideas.
- Interactive workshops.
- Huge data analysis.



“A Cup of Coffee with Your Customer” Initiative

To foster periodic meetings between the platform team and beneficiaries, this initiative promotes open and constructive dialogue, enabling the implementation of necessary improvements to ensure that beneficiary needs are effectively met.

Key Impacts



Enhancing transparency with beneficiaries.



Wide adoption of digital services.



Improving communication and exchanging ideas.



Increasing overall satisfaction of beneficiaries.

4.5 Beneficiary support and communication systems

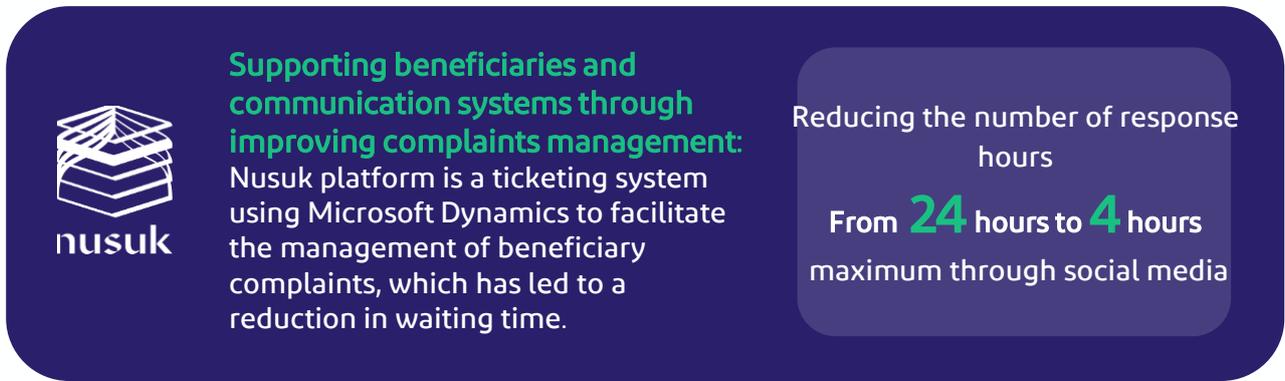
Digital transformation has driven a qualitative shift in complaints and communication systems, providing government agencies with innovative strategies to develop them. This includes leveraging modern technologies and advanced tools for immediate and effective response, tracking interactions with beneficiaries, analyzing their feedback and complaints, providing technical support to resolve issues, and ensuring satisfaction with the solutions through multiple communication channels.

Call and beneficiary support centers are crucial, serving as a focal point between the entity and its beneficiaries. They play a fundamental role in improving the user experience and enhancing confidence and satisfaction with the delivered services.

From this perspective, entities continually seek to develop their complaints systems, call centers, and beneficiary support processes and procedures. The aim is to provide round-the-clock support and improve service levels through various organized channels that deliver quick and effective solutions. This contributes to an interconnected, integrated user experience with a positive impact on beneficiaries.



Beneficiary support and communication systems through digital communication



Using Technology to Improve Complaints and Communication Systems



4.6 Successful integration between platforms

Government platforms invest in successful integration between various platforms, recognizing it as a crucial part of delivering a comprehensive digital experience and improving the quality of multiple services without complexity or duplication. This process starts from unifying data and content across different channels, ensuring smooth navigation and secure interaction between them in a way that caters to beneficiary needs. This contributes to reducing the time to complete transactions and obtain service-related data directly, without burdening beneficiaries with additional requirements. Furthermore, this integration minimizes the possibility of errors resulting from data duplication or incompatibility between different platforms.



“Saudi Business” portal launched

161 services through integration with government agencies



Central Authorization System Connection with (20) entities

To inquire about the authorized persons of commercial registers, reports and notifications.



Unified Electronic Code Connection with (9) entities

Providing key data for economic establishments electronically, which reduces manipulation.



Media Licenses connection with the General Authority for Media Regulation

Issuance, renewal and cancellation of licenses.

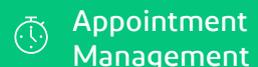


Tourism and travel services Connection with the Ministry of Tourism

including ticket sales, accommodation and guard arrangements.



The Tawakkalna application has created an integrated environment that brings together government agencies, allowing for the provision of a diverse and comprehensive set of services to citizens and residents. This connection includes access to government services, such as:

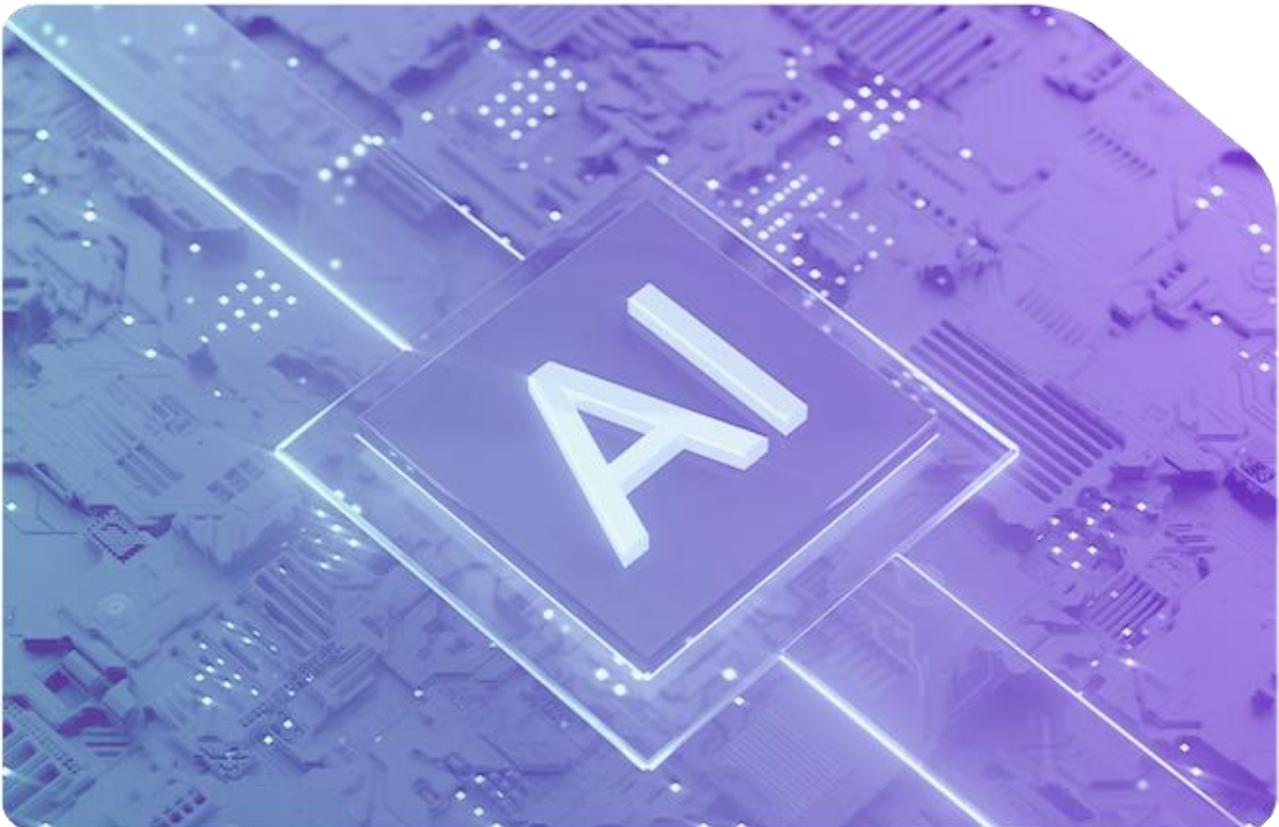


4.7 Using artificial intelligence in the beneficiary experience.

In the era of accelerating digital transformation, the use of artificial intelligence has become an essential tool for improving the experience of beneficiaries of government services. These technologies are a qualitative leap in providing customized and effective services that meet the needs of beneficiaries accurately and quickly. Also, it is an enabling strategic means on which government agencies rely on to achieve their goals in modern ways that stimulate factors of creativity, productivity and accuracy in a way that meets the changing needs of beneficiaries.

Government platforms seek to integrate artificial intelligence into their processes to facilitate access to information, provide immediate support, and analyze data to understand user behavior more deeply and provide proactive solutions to anticipated needs or problems. Moreover, the use of artificial intelligence enhances the ability to make data-based decisions, which contributes to providing innovative and effective solutions that help improve the digital maturity of services and enable beneficiaries to obtain rich and personalized experiences that increase their satisfaction and meet their expectations; thus achieving the goals of the strategic directions of the digital government.

The success stories of the platforms demonstrate the ability to achieve the desired positive results by highlighting how to integrate and adopt these technologies effectively to enhance the digital beneficiary experience.





Computer Vision Algorithms and Cloud Servers

بلدي  خدمة "عدسة بلدي"

Balady platform launched the smart visual distortion monitoring application "Balady Lens" as part of its accelerated efforts to achieve the goals of Vision 2030 by improving the quality of life in Saudi cities, facilitating immediate interaction with environmental problems, and automatically detecting visual distortions in cities and treating them quickly and efficiently. This application enables the municipal observer to automatically photograph the streets using artificial intelligence technologies to process images and identify visual distortions throughout Saudi Arabia.

99%

Increasing coverage of priority areas through the "Balady Lens" application to reach 99% in some municipalities.

4

Reducing the time taken to cover priority areas by 4 times.

82%

Reducing the need for observers by 82%.

150

Saving 150 million riyals annually.



خدمات "التحصين للحيوانات"

Based on the objectives of "Naama" platform to achieve an innovative beneficiary experience and enhance the sustainable development goals in Saudi Arabia, the platform has used artificial intelligence to provide easy solutions to its beneficiaries in various sectors, including providing vital and real-time data that supports decision-making in the field of animal health in "immunization" services, to identify pathogens and vaccination needs, while identifying areas of highest risk, which contributes to controlling the spread of diseases.



Predictive Analytics and GIS



Generative Artificial Intelligence

المساعدة الرقمية "سارة" السعودية

"Visit Saudi" platform has created the smart digital assistant "SARA" to provide an exceptional and personalized experience for users. It serves as a personal tour guide around the clock in the user's preferred language through human conversations, sharing photos and videos, and providing rich and enriching content. "SARA" contributes to creating an integrated and smooth digital tourism experience.

92%

Automating 92% of customer inquiries, improving support efficiency and reducing time and costs.

70%

Improving productivity by transferring more than 70% of service and business information to the "SARA" database to serve employee needs.



Facial recognition and biometric analysis algorithms.

خدمة نفاذ "التحقق باستخدام السمات الحيوية"

"Nafath" platform has developed the "Biometric Verification" service, such as facial recognition, as part of its efforts to enhance security and ease of access to government services. Through this, it aims to provide a smooth and secure experience for users, and enable them to access various services without the need to visit self-service centers, by verifying identity using the camera built into smart devices and computers, which contributes to enhancing beneficiaries' confidence in digital services.

Increasing the percentage of digital operations on the "Nafath" platform by

33.3%.



Within the framework of simplifying and accelerating architectural design processes while ensuring the provision of high-quality results that meet the requirements of beneficiaries, "Sakani" platform has worked on a number of unique innovative digital solutions:

"Your Own Design" service

where the beneficiary can now choose the design of its ideal home through an easy-to-use interface, and then convert such design into precise engineering plans ready for implementation according to its specific needs

"Sakani Metaverse" service

which enables beneficiaries to take virtual tours of residential projects and suburbs and communicate with real-estate developers virtually; thus the platform transcends geographical and time barriers, and enables all segments of society to access services easily and conveniently.



Immersive Technologies



Biometrics, OCR and Machine Learning Technologies



خدمة "تجديد الهوية الوطنية رقمياً"

"Absher" platform has launched pioneering initiatives to improve the user experience to align with Saudi Vision 2030, including the "Digital National ID Renewal" service, which provides an integrated digital journey for citizens by taking advantage of modern technologies to approve personal photos without the need to visit civil status branches, saving time and effort. This has contributed to the renewal of more than one million IDs in 2023 with ease and reliability.

47

Reducing operating costs by **47 million Saudi riyals.**

6

Improving the citizen experience and saving **6 million hours.**

25%

Reducing identity theft by **25%.**

Advanced Analytics and Content Transfer Network



تطوير "محرك المواءمة الوظيفية المتقدمة"

As part of the Unified National Platform for Employment "Jadarat's" efforts to facilitate the job-seeking journey and explore all opportunities in the Saudi labor market, the platform has developed the "Advanced Job Matching Engine." This engine aims to improve the quality of life for citizens and support their continued professional development. The matching engine helps employers select the most suitable personnel for their needs. It also serves job seekers by allowing them to set their preferred job criteria, helping them find and apply for appropriate positions that align with their preferences.

28.08 %

Increasing the number of registered people by 28.80% in the first half of 2024.

+2 million

Number of job applications



نظام القياس "قيّم" (Qayem)

In its efforts to provide a satisfactory experience for its beneficiaries, the "Najiz" platform launched the "Qayem" system, which utilizes artificial intelligence to analyze user satisfaction with the services offered. The system relies on sentiment analysis of user feedback after they have benefited from the services, enabling continuous improvement of the overall user experience.

Additionally, modern technical tools were employed to securely monitor beneficiaries' experiences. These tools record user sessions, allowing for the analysis of user behavior, detection of errors, identification of problems, and performance enhancement through continuous learning..



Huge data analysis



Overall automation and OCR

هيئة الزكاة والضريبة والجمارك
Zakat, Tax and Customs Authority



الموظف الرقمي
"زياد"

"Zakat, Tax and Customs Authority" platform is keen to facilitate the experience of beneficiaries, achieve their expectations and raise the level of services provided by ZATCA, by developing advanced digital solutions that ensure speed and efficiency. Among such solutions is the digital employee "Ziyad", to contribute to improving the efficiency of services by automating processes, such as: data entry and sorting; with the aim of accelerating the pace of automation and reducing the margin of human error.

Automating

18

services to be completed by the digital employee "Ziyad".



Techniques used:
Machine Learning Model

صحة
Seha



محرك
"التعيين السكاني"

The health system in the Kingdom of Saudi Arabia has made concerted efforts to establish a robust healthcare ecosystem that provides reliable, fast, and high-quality medical services efficiently. In pursuit of this goal, the Seha platform has developed several digital solutions leveraging artificial intelligence to enhance the patient experience.

Population Distribution: One such solution is the Population Distribution engine, which nominates beneficiaries to healthcare centers based on factors such as insurance status and proximity.

Distribution of
+20 million

beneficiaries
in Saudi Arabia to health
centers and clusters.

توكلنا
Tawakkalna



تطوير
"المساعد الذكي"

"Tawakkalna" application leverages artificial intelligence to analyze historical and real-time data, enabling it to predict and anticipate the future needs of its users. This data-driven approach helps the platform provide proactive solutions that cater to users' needs based on their current behavior, thereby enhancing the overall user experience.

Furthermore, "Tawakkalna" application aims to improve the quality of life for the community by offering comprehensive, integrated, and harmonious services that enrich the experience of citizens, residents, and visitors. As part of these efforts, the platform has developed a "smart assistant" capable of real-time analysis, pattern discovery, and trend identification. This allows the platform to immediately improve its services and provide timely recommendations and proactive solutions tailored to users' data and preferences.



Smart
agent and
predictive
analytics

Overall Results of the Digital Experience Maturity Index for (2024)

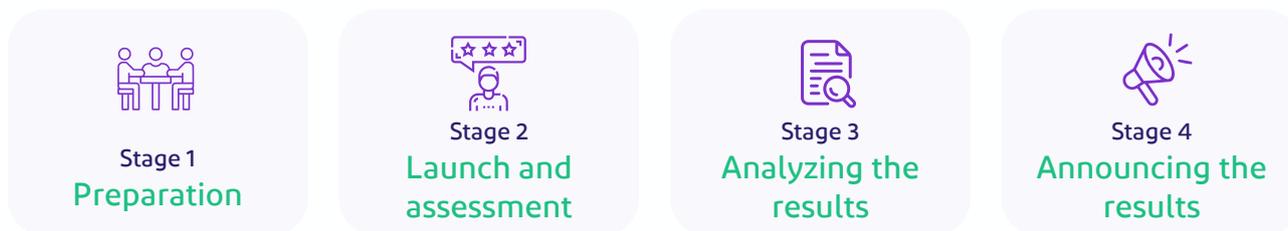
05



05. Overall Results of the Digital Experience Maturity Index for (2024)

5.1 Stages of DXMI

DXMI, in its cycle for the year (2024), operates within (4) main stages, as follows:



Stage 1: Preparation

At this stage, a series of workshops were implemented, starting with the introductory workshop for the index, which targeted the teams representing the platforms in the Digital Experience Maturity Index. Also, the workshop reviewed the index updates and reviewed the various perspectives and themes, in addition to answering general inquiries. Subsequently, **detailed workshops** were held with the teams representing the platforms separately, to explain the index methodology in detail, determine the requirements that must be provided during the assessment period, and present the time plan for each platform.

Stage 2: Launch and assessment

After sharing the requirements and time plans with the platforms, the index was launched in conjunction with the publication of the "Evaluate Your Digital Experience" survey on social media platforms; with the aim of feeding the perspective of beneficiary satisfaction, in cooperation with the platforms included in the index; seeking to enable beneficiaries to evaluate their satisfaction with these platforms, and to provide them with the opportunity to participate in submitting the suggestions and improvements they are looking for. This data was used, after being analyzed and reviewed, to identify possible points of improvement.



The "Evaluate Your Digital Experience" survey was launched on 28 February.

The number of participating beneficiaries exceeded **175** participating

In continuation of the index's work related to the **User Experience Perspective**, the specialized team at the Authority carried out field visits to the headquarters of the digital platforms that covered by the index; to assess the user experience standards on the experimental and live environment of the platform, through various tools designed for this purpose, to collect observations about the actual experience of users.

The **Complaints-Handling**, **Technology and Tools** perspectives were also assessed by analyzing the data and evidence provided by the owners, through three review cycles during which the headquarters of the platforms covered by the index were visited and their representatives were met to verify the quality of the data and documents provided, where the complaint handling systems and submission channels were reviewed, in addition to reviewing the digital technologies used in the platform to improve the user experience and the extent of adopting modern technologies to collect and analyze data related to the platform’s beneficiaries.

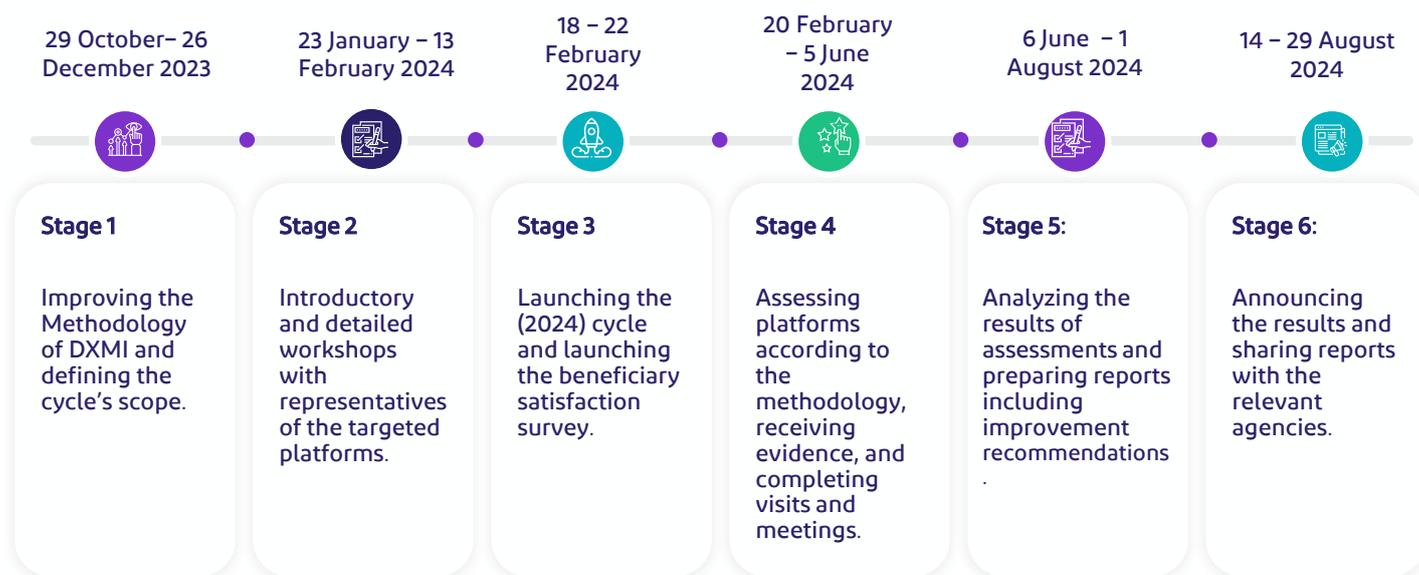
 **Stage 3: Analyzing the results and preparing reports**

The assessment results were analyzed according to the approved mechanisms, the results of each platform were monitored, its maturity level was determined, possible areas of improvement were studied, and recommendations were identified that would contribute to raising the level of maturity of the platform, in order to achieve beneficiary satisfaction.

 **Stage 4: Announcing the results**

At this stage, the results of the Digital Experience Maturity Index were announced and the report was published, showing the overall results of the index and the top-rated platforms for 2024. During this stage, detailed reports are prepared for the platforms included in this cycle, to be shared with the platforms’ owners.

The following timeline illustrates the stages of the 2024 index cycle:



5.2 Main Observations

The overall result of the Digital Experience Maturity Index for Government Services for 2024 reached (85.04%) at the (Advanced) level, which included (39) digital platforms, that whose maturity level was assessed according to the perspectives and themes referred to in the report. The results showed the proficiency of these platforms in most themes of the digital experience, and their improved readiness to provide an integrated digital experience.

The assessment results showed an improvement in the overall index result, with the improvement amounting to (4.36%) compared to the index result in 2023. The top ten government platforms in the 2024 index were: “Tawakkalna” application (91.29%), the “Social Insurance” platform (91.18%), the “Zakat, Tax and Customs” platform (90.42%), the “Absher” platform (90.39%), the “Etimad” platform (90.27%), the “Ehsan” platform (90.19%), the “Musaned” platform (87.28%), the “Qiwa” portal (87.18%), the “Visit Saudi” platform (86.21%), and the “Najez” platform (86.09%).



Beneficiary Satisfaction

The total percentage of platform results in terms of beneficiary satisfaction reached (82.34%) at the (competent) level, an improvement of (2.32%) over the 2023 index cycle. The top results were in the “Quality of Information and Content” and “Usability and Ease of Use” themes, which means that the platforms, in this perspective, pay great attention to providing and updating content that suits the needs of their beneficiaries, and to making their services available across different devices and browsers in order to facilitate their beneficiaries and enhance their digital experience. Moreover, the results showed a significant development in the “Beneficiary Support and Response to Complaints” themes, indicating continuous improvements in interaction with beneficiaries and resolving their problems. The advanced digital platforms in this perspective came based on the observations of the beneficiaries participating in the “Evaluate Your Digital Experience” survey, as follows The “Musaned” platform, the “Tawakkalna” application, the “Absher” platform, the “Zakat, Tax and Customs” platform, the “Ehsan” platform, the “Invest in Saudi Arabia” portal, the “Nafath” platform, the “Social Insurance” platform, the “Nusk” platform, and the “Etimad” platform.”.



User Experience

As for the user experience, the total percentage of platform results reached (88.43%), the highest among the four perspectives, at the (Advanced) level, with an improvement of (5.41%) over the 2023 index cycle, reflecting the development in the “Usability” and “Personalization and Preferences” themes, and the increasing interest in providing services that are compatible with users’ needs and expectations. Furthermore, this progress indicates an effective application of user-centered design concepts, which include improving the compatibility of digital portals with different browsers and devices. Also, the perspective has seen improvements in “accessibility” for people with disabilities, which enhances the inclusiveness and diversity of digital services.

The advanced digital platforms in this perspective, which achieved an (advanced) level, are as follows: The “Tawakkalna” application, the “Absher” platform, the “Ehsan” platform, the “Qiwa” portal, the “Social Insurance” platform, the “Najez” platform, the “Nama” platform, the “Sehhaty” application, the “Visit Saudi” platform, and the “National Water Company” platform.



Complaint Handling

As for the total percentage of platform results in terms of dealing with complaints, it reached (79.93%) at the (competent) level, with an improvement rate of (1.68%) over the 2023 index cycle. Looking at the perspective results, we find that “Service Level Agreements” and “Resolving Problems and Complaints” are the most improved, indicating that the platforms are continuing their efforts and development to achieve effective management of the complaints system and listen to the beneficiary’s voice, especially in seeking to diversify the digital channels dedicated to communication and submitting complaints and making them available to beneficiaries, improving response, and speeding up problem resolution. The advanced digital platforms in this perspective, as follows: “Etimad” platform, “Social Insurance” platform, “Zakat, Tax and Customs” platform, the “Future X” portal, “Saber” portal, “Qiwa” portal, “Sehhaty” application, “Nama” platform, “Tawakkalna” application, and “Musaned” platform.



Technology and Tools

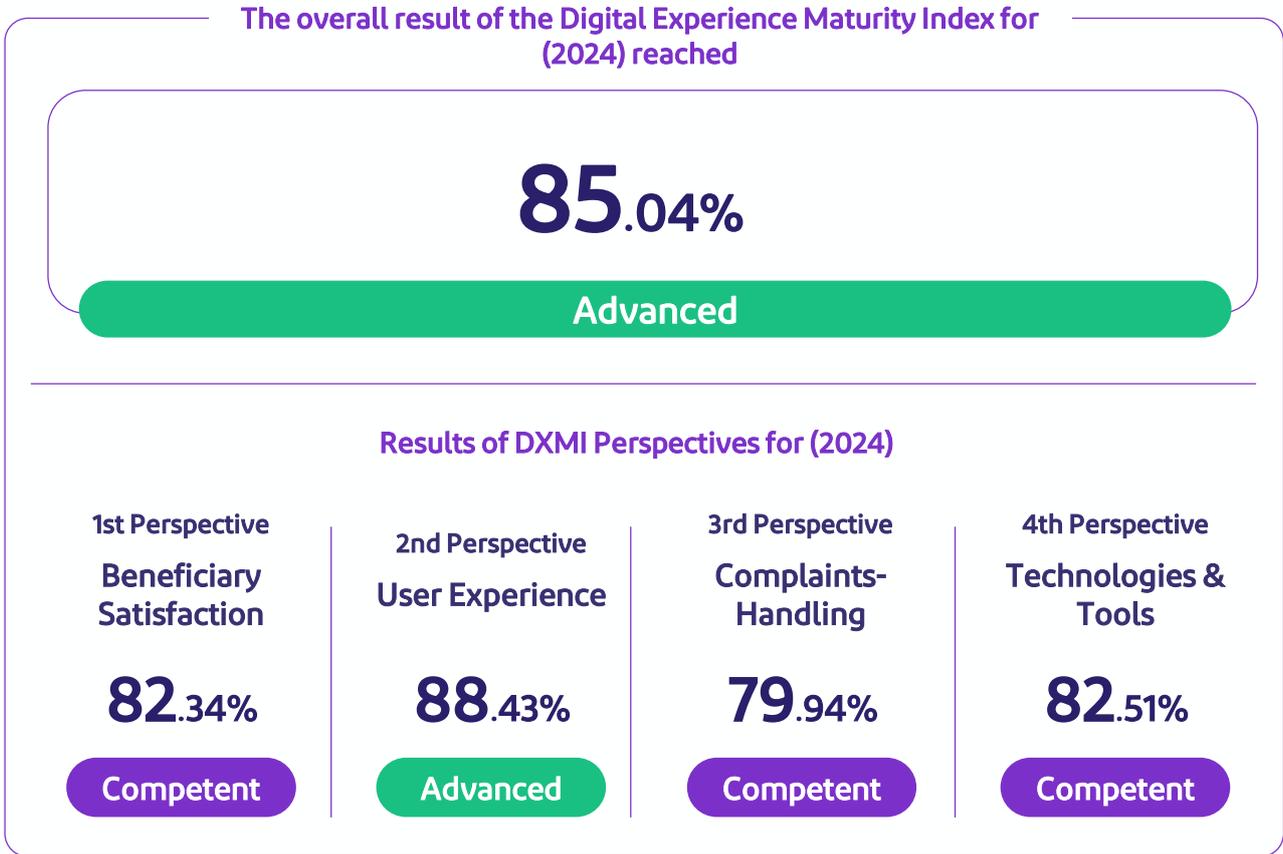
Finally, the total percentage of platform results in terms of technologies and tools reached (82.51%) at the (competent) level, an improvement of (12.08%) over the 2023 index cycle. This indicates that platforms have moved towards adopting emerging technologies and modern tools to improve the digital experience of beneficiaries, and highlights the efforts of platforms in adopting technological innovations to improve the quality of digital services provided. This perspective has seen a significant improvement in the adoption of emerging and modern technologies, such as: artificial intelligence, huge data, machine learning, and data analysis, which contribute to the collection and analysis of beneficiary data from various channels. This data is effectively used to design seamless and easy digital experiences, which enhances beneficiary satisfaction and raises the efficiency of digital services provided.

The advanced digital platforms in this perspective, which achieved an (advanced) level, are as follows: The “Etimad” platform, the “Social Insurance” platform, the “Visit Saudi” platform, the “Najez” platform, the “Zakat, Tax and Customs” platform, the “National Water Company” platform, the “Ehsan” platform, the “Nama” platform, the “Qiwa” portal, and the “Tourism” portal.

Finally, the Authority appreciates the efforts made by those in charge of all the included digital platforms, and their influential role in achieving an effective, proactive digital government capable of providing high-quality digital services centered on the centrality of the beneficiary.

5.3 Overall Result of the Digital Experience Maturity Index

The platforms included in the index in (2024) were assessed according to the perspectives, themes and measurement mechanisms mentioned above in this report.

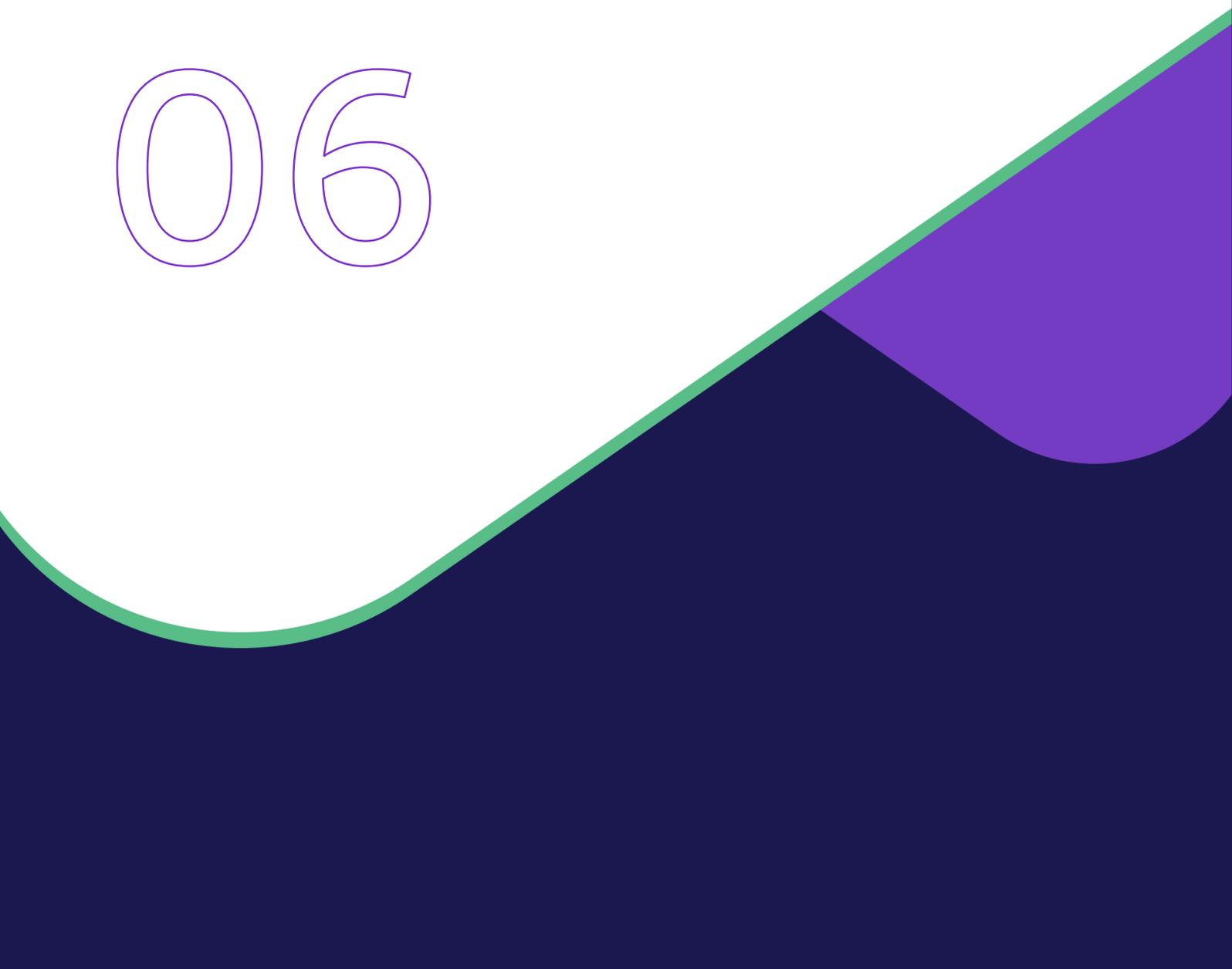


5.4. Comparison between the Digital Experience Maturity Index for 2023 and 2024



Top Ten Digital Platforms in the Digital Experience Maturity Index for (2024)

06



06. Top Ten Digital Platforms in the Digital Experience Maturity Index for Government Services for (2024)

6.1 Top Ten Platforms in Overall Index Result

Below is an explanation of the ranking of the top ten platforms in the 2024 Digital Experience Maturity Index, based on their overall results in the index:



6.2 Top Ten Platforms in Every Perspective

The table below shows the ranking of the top ten platforms in the 2024 Digital Experience Maturity Index, based on their results in each of the four perspectives:



Key Recommendations in the Digital Experience Maturity Index for (2024)

07

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07. Key Recommendations

The results of the 2024 Digital Experience Maturity Index indicate a significant improvement in the implementation of the digital experience themes compared to previous years. Many platforms have demonstrated an increasing ability to provide integrated and effective digital services, reflecting a remarkable digital maturity. Despite these achievements, the results also reveal promising opportunities for further improvement and innovation. To achieve these goals, digital platforms can enhance performance and leverage modern technologies by focusing on the following areas:

- 1. Expanding access to the platform to the largest possible segment of beneficiaries**, with the aim of listening to the voice of beneficiaries in all their segments, whether people with disabilities, the elderly, or residents of remote areas, and taking their views as a basic entry point to improve, expand and develop services in a way that meets their needs and requirements.
- 2. Improving and developing the efficiency of search on platforms**, by making them visible, stable, more interactive and responsive to beneficiary inputs through the experience, providing relevant search results and providing assistance in correcting spelling errors. Also, behavioral analytics can be used to understand how users use the platform, and identify areas for improvement.
- 3. Improving the user experience and satisfaction with the sense of appearance**, interaction and achievement of goals by improving ease of use and browsing, unifying the experience in all sections of the platform within the overall browsing structure, and the sufficiency of the content and ease of understanding and benefiting from it.
- 4. Providing a set of tools designed to support people with disabilities and the elderly**, including controlling color contrast, enlarging and reducing the size of content to facilitate reading, in addition to providing clear information on how to use a screen reader and offering a platform-built text reader, in an effort to achieve a comprehensive and fair user experience that ensures easy access to information and services for all users.
- 5. Working to ensure the continuity of services and provide a smooth and stable experience for users**, implementing effective strategies to monitor performance, and responding quickly to failures to ensure that the service is not interrupted and to provide a reliable and sustainable user experience.
- 6. Working on diversifying the digital channels through which beneficiaries' complaints and inquiries can be received**, to meet the needs of all segments of beneficiaries, and finding regular periodic measurement mechanisms for the outputs and performance of these channels, in addition to providing a guide to the terms and conditions for using each channel, in addition to striving for these channels to operate around the clock to be available to all beneficiaries, through the mechanisms that the platform deems appropriate.

7. **Preparing and publishing service level agreements regarding handling beneficiary complaints to inform them of the expected time to process and resolve complaints**, in addition to providing them with the opportunity and engaging them before closing complaints to ensure the quality of the solution provided in line with the published service level agreements, in order to enhance transparency and build trust among beneficiaries.
8. **Launching initiatives to improve and develop the complaints system that supports digital platforms**, by activating programs to listen to the beneficiary's voice, collecting the opinions and complaints of beneficiaries from various digital channels, and working on special initiatives to develop the complaints system services to enhance performance and effective response, address the causes of complaints to reduce them, and improve the quality of solutions provided with the aim of raising beneficiary satisfaction.
9. **Expanding the scope of the technology strategy to include investment in digital experience technology tools**, such as: tools for collecting, classifying, integrating, analyzing and managing beneficiary data, content and transactions, beneficiary journey planning tools, and digital experience tools; to enhance the digital beneficiary experience.
10. **Continuing to use artificial intelligence features and robotic process automation tools to simplify and automate operational processes**, improving performance efficiency and enhancing the digital experience for beneficiaries.
11. **Leveraging predictive analytics tools based on advanced machine learning to make proactive decisions**, supporting the digital experience team in improving and personalizing digital journeys for beneficiaries based on data analysis, and using data visualization tools and business intelligence tools to provide in-depth analyses and data-driven strategic improvements, which supports experience designers in improving the design of digital experiences and improving the quality of services provided to beneficiaries.
12. **Working on using modern technology tools to listen to the beneficiary's voice and collect data from various channels**, such as: social media and others, analyzing and using the data to redesign the experience, engineer procedures, and improve services, and benefiting from technologies to integrate beneficiary data from social media and internal systems data to update and enrich beneficiary records with information that helps experience designers design digital experiences designated for the beneficiary.

08. Definitions Table

Term	Definition
Authority	Digital Government Authority
Beneficiary	Citizen, resident, visitor, government agencies, private or non-profit sector organizations inside or outside the Kingdom who need to interact with a government agency to obtain a service.
Digital Transformation	Strategically transform and develop business models to be digital models based on communication data, technologies, and networks.
Digital Government	Support the administrative, organizational, and operational processes within and between government sectors to achieve digital transformation, develop, improve, and enable easy and effective access to government information and services.
Governmental Agency/Entity	Ministries, public authorities and institutions, national councils and centers.
Digital Channels	A digital communication method for displaying information or providing digital products and services to beneficiaries, such as: websites, digital portals, smart device applications, e-mail, self-service kiosks, or automated response services. The Services may be provided on all channels or selectively on some of these channels.
Digital Portal	A web application that constitutes a unified portal designed to access all services and information of a government agency in one station. The portal is used to provide a range of digital services in an interactive and customized way, requiring a login.
Smart Device Application	A software application that is specifically programmed for smart devices, such as: Smartphones and tablets to provide informative content or interactive services.
Digital Platform	Technical solutions through which digital products and digital services are provided, as they provide beneficiaries with an enhanced digital experience through digital portals or smart device applications (digital channels). The digital platform allows these channels to connect and integrate, as well as integrate their services with other external services, such as: Absher Platform
Digital Service	A set of transactions linked to each other to perform a complete function provided by the government agency to the beneficiary through digital channels, such as: digital portals and smart device applications so that they have one main exit defined and specified. A group of services can be linked together to form a digital product, such as: Passport issuance, passport renewal, driving license renewal, traffic violation inquiry, and 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.

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هيئة الحكومة الرقمية
Digital Government Authority