



Digital Experience Maturity Index for government Services General Report 2025

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1

Introduction

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 **Digital Experience Maturity Index for Digital Services for 2025**, with the aim of measuring the level of maturity of digital government platforms and services.

The Objective of the Report

This report has been prepared to provide an overview of the Digital Experience Maturity Index for government services in 2025 .It begins with an overview of the index and its objectives along with an overview of the sub index related to Digital Inclusion, which was focused on in this cycle, with clarification of its importance in the digital experience. Moreover, it addresses the mechanism of enhancing and improving the index for this year ,in addition to reviewing the included Digital Platforms and their selection criteria. It also indicates the four mains perspectives of the digital experience maturity and the themes emphasized by the index and its measurement mechanisms which are:

<p>01</p>  <p>Beneficiary satisfaction</p>	<p>02</p>  <p>User Experience</p>	<p>03</p>  <p>Complaints Handling</p>	<p>04</p>  <p>Technologies & Tools</p>
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The report highlights the most prominent success stories that were achieved by government entities through their platforms in the areas of digital experience. It then overall results of the index for the year (2025), the (10) highest performing digital platforms, as well as the results of the digital inclusion sub-index and the most prominent advanced platforms. It concludes Key recommendations that will enhance the digital experience and achieve excellence in providing digital government services to beneficiaries in the Kingdom.

2

About the Digital Experience Maturity Index

02. About The Digital Experience Maturity Index

2.1 Digital Experience

The digital experience encompasses the full range of interactions a beneficiary has with a government entity's digital platforms and services, across all digital touchpoints and throughout the entire service journey — from the initial point of contact to post-service engagement. This journey begins at the first digital interaction channel, such as websites, digital portals, or smart applications, and continues through support systems and mechanisms for managing beneficiary feedback and complaints. It culminates in the analysis of beneficiary-provided data and inputs to enhance the quality of services, products, and digital channels. **The digital experience is shaped by several interconnected core elements that collectively contribute to building a comprehensive and effective user journey. These elements include:**



User-centered platform and service design

ensuring intuitive navigation and ease of finding information, with essential functionalities that enable beneficiaries to complete their tasks and achieve their goals with minimal effort.



Personalized experiences

tailored to user preferences and needs considering the diversity of user groups including seniors and persons with disabilities to ensure digital inclusion.



Effective engagement with beneficiaries

through prompt responses to feedback and complaints and by encouraging beneficiaries to take part in the design and development of digital solutions.

Delivering a mature digital experience plays a key role in accelerating digital transformation, enhancing quality of life, and improving beneficiary satisfaction. Moreover, a seamless digital experience motivates beneficiaries to engage positively with platforms and make consistent use of their services and offerings, amplifying the overall impact of digital transformation on individuals and society.



Therefore, it is important to measure the level of maturity of digital 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 maturity of their digital platforms and achieve their desired goals.

2.2 Digital Experience Maturity Index (DXMI)

The DXMI is an annual index designed to measure the maturity of the digital government platforms and services based on several measurable perspectives and themes. This index stems from the importance of the digital experience and its pivotal role in accelerating digital transformation, meeting the needs of beneficiaries, enhancing the quality of digital government services, and increasing beneficiary satisfaction. It also supports efforts to develop these platforms and services and to enhance the user experience. The index serves as one of the enablers to achieve the strategic directions of the digital government by analyzing its results, identifying themes that may require maturity enhancement, and providing recommendations for improvement. Additionally, the annual index sheds light on most maturity government digital platforms and services, which can be considered national success stories and learn from their experiences and business models.

To ensure alignment with modern digital experience trends, changing beneficiaries' needs and their aspirations, the methodology of the index is reviewed in each cycle according to the latest international practices and strategic trends of digital government. This is done to enhance the exchange of success stories and disseminate valuable insights.

2.3 Objectives of Digital Experience Maturity Index

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



Raising the maturity of government digital platforms and services.



Keeping pace with the National Digital Government Strategic Directions.



Establishing DX maturity measurement practices based on the best international standards



Enhancing the digital experience of beneficiaries and improving their satisfaction.



enhancing comprehensive access and effective use of digital services for all segments of society, including people with disabilities, with the aim of improving their satisfaction levels



Accelerating the digital transformation of government digital platforms and services.

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:



Beneficiary satisfaction

Raising the percentage of beneficiaries highly satisfied with digital government services.



Quality of Life

Improving the quality of life of beneficiaries by presenting digital effective governmental services



Digital Government Transformation

Improving the performance of government entities, enhancing the digital transformation of government entities and improve decision making.



Business Practices

Contribute to enhancing competitiveness and the ease of doing business



Community Participation

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



Sustainability and Environmental Impact

Reducing CO2 emissions based on digital solutions.



International Indicators and Digital Competitiveness

Achieving a leading figure in the EGDI rankings.

2.4 Digital Inclusion

Digital inclusion is the commitment to designing and developing digital services, platforms, and content in ways that ensure equal access, usability, and benefit for all segments of society including persons with disabilities and the elderly. This is achieved through the adoption of approved standards, technologies, and mechanisms that promote social equity and equal opportunity. Achieving digital inclusion is a foundational pillar for strengthening digital equity and independence, ensuring that no societal group is excluded from the digital transformation journey.

Adopting the principle of digital inclusion contributes to achieving a range of strategic benefits:

Promoting digital equity by narrowing the digital gap among all segments of society in accessing government services.

01

Enhancing the efficiency of using government platforms and services by ensuring the right to easy and accessible usage for all beneficiaries.

02

Supporting the economic and empowerment of targeted groups through their full and fair inclusion in the digital ecosystem.

03

Improving quality of life by ensuring all beneficiaries can independently access essential services such as education, healthcare, employment, and all government services.

04

Increasing beneficiary satisfaction with digital services and encouraging greater adoption and use of digital channels.

05

Achieving alignment with national strategic directions and international indicators in the fields of digital transformation.

06

Digital inclusion is gaining increasing importance amid the accelerating pace of digital transformation. Ensuring the participation of all segments of society including persons with disabilities and the elderly, as stipulated by relevant national regulations is a fundamental prerequisite for achieving social equity. It also plays a key role in maximizing the benefits of digital solutions in expanding access to economic, educational, and public service opportunities.



2.5 The Digital Inclusion Sub-Index

Based on the adoption of best practices in designing government digital experiences, and in recognition of the critical role of digital inclusion as a foundational pillar in building a comprehensive and equitable digital experience, the Digital Government Authority has, starting with 2025 Cycle, introduced Digital Inclusion as a sub-index within the broader Digital Experience Maturity Index (DXMI). The sub-index derives its criteria from the main index by identifying the specific perspectives and themes that directly support digital inclusion. This approach reflects the strategic importance of ensuring that all segments of society have equal, independent, and effective access to digital government services—ultimately reinforcing the principles of digital equity.

This strategic focus is driven by several key considerations, most notably:



People with disabilities and the elderly are considered an important sector of society, which necessitates focused efforts to enable them to independently participate in digital government services^[1]



Enhancing the digital experience of government platforms and services for all segments of society, improving service quality and user satisfaction.



Ensuring equitable, meaningful, and safe access and use of digital technologies and opportunities for everyone, everywhere^[2].



International indicators (such as OSI, EPI, GEMS, and DARE) emphasize digital inclusion and empowerment of all segments of society in digital engagement.



Alignment with the strategic directions of the Digital Government Authority, and harmonization with the National Transformation Program (a Saudi Vision 2030 initiative), the Rights of Persons with Disabilities Law, and the Elderly Rights and care Law, along with their implementing regulations—all of which emphasize digital inclusion for all citizens.

The perspectives and themes involved in calculating this sub-index are outlined in (Section 3. Methodology of the Digital Experience Maturity Index 2025).

[1] For more details, you can refer to [Overview of Digital Inclusivity in the Digital Government](#) document issued by DGA.

[2] UN definition of digital inclusion.

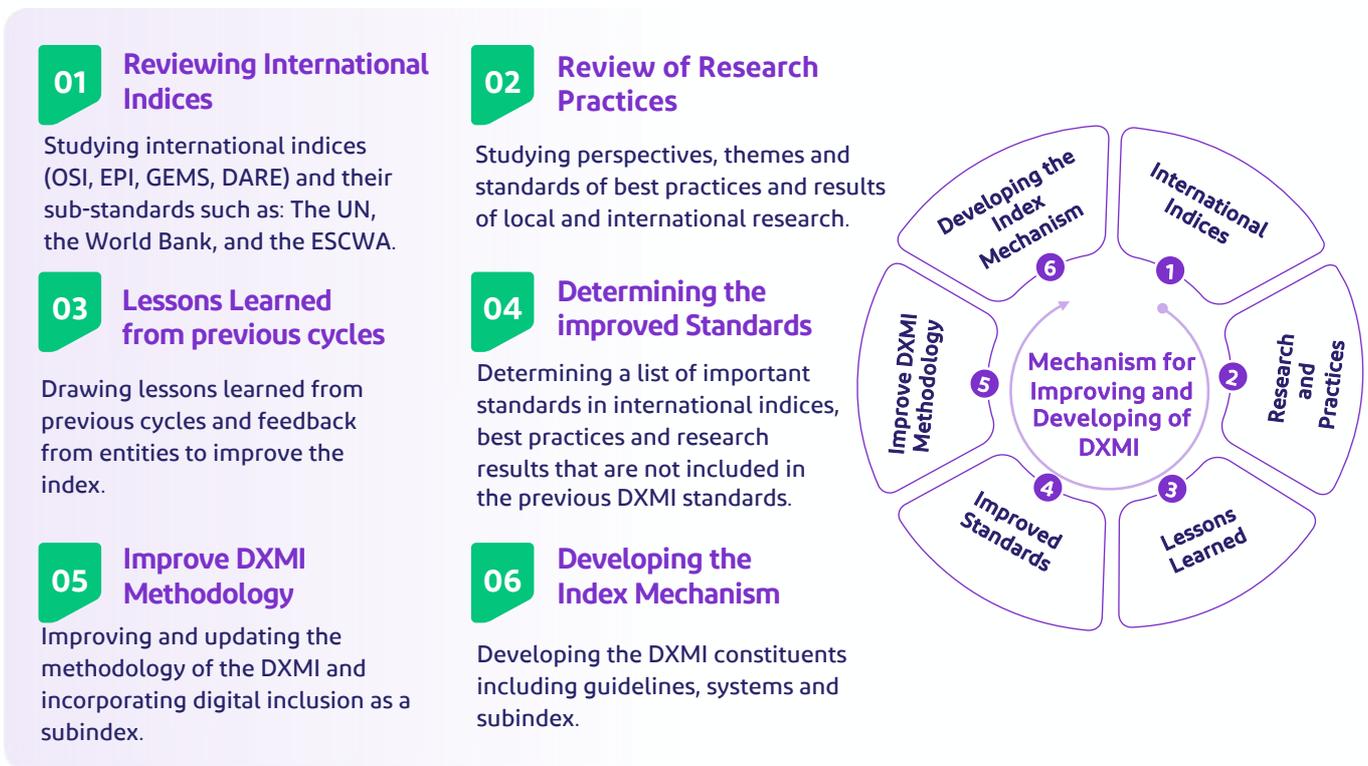
3

Methodology of DXMI In The 2025 Cycle

03. Methodology of DXMI in the 2025 Cycle

3.1 Mechanism for Improving and Developing the DXMI

The authority is dedicated to developing the Digital Experience Maturity Index (DXMI) and improving its perspectives and themes through a scientific and organized mechanism involving stages of research and refinement and in accordance with international indicators and best practices to align with the strategic directions of the digital government and gradually achieve its goals, to focus on standards playing a fundamental role in international indices and Saudi Arabia's ranking therein, and to accelerate the pace of digital transformation in Saudi Arabia, ensuring impactful outcomes. **The Mechanism for Improving includes (6) stages, as follows:**



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:

- 01** Updating the criteria for selecting targeted platforms.
- 02** Incorporating and enhancing some of the sub-criteria for various themes
- 03** Add the assessment of the services provided on "Tawakkalna" app as an authorized digital channel.
- 04** Extracting digital inclusion as a sub-index from DXMI.

3.2 Criteria for Selecting Platforms Included in the Index

The targeted platforms in (2025) cycle , which is the fourth cycle for the Index, were selected based on the following criteria:

 <p>The importance of the platform in the sector it serves.</p>	 <p>The influence of the platform on international indices.</p>	 <p>The diversity of sectors served by the platform.</p>
 <p>The volume of interactions about the platform in the social media.</p>	 <p>The volume of services and operations in the platform.</p>	
 <p>Platform connectivity with major life journeys needed by various beneficiaries in the Kingdom.</p>	 <p>The number of beneficiaries of the platform and the diversity of their segments.</p>	

The targeted digital platforms in the 2025 index were classified according to the digital channels they offer to their beneficiaries, based on the "[Definitions of Digital Platforms, Products, and Services](#)" issued by DGA. It is referred to as a 'portal' if its services are offered exclusively through a digital portal, and as an 'application' if its services are provided through a smart-device application. Platforms that offer services through both digital channels are referred to in this report as a 'digital platform'.



3.3 Platforms Included in the Index

The 2025 Index cycle included the assessment of fifty (50) high-priority digital platforms, selected based on the criteria previously outlined in this report.

		
"Absher" platform	"Ehsan" platform	"Invest Saudi" portal
		
"Etimad" platform	"Saudi business" portal	"GOSI" platform
		
"General Entertainment" portal	"FutureX" portal	"Abdea" portal
		
"Zakat, Tax authority" platform	"RER" platform	"Tourism" portal
		
"GACA" portal	"Saudi Standards" portal	"Saudi Visa" portal
		
"Saudi Water Authority" portal	"Geosa" portal	"Anat" platform
		
"Ejar" portal	"Efaa" portal	"Balady" platform
		
"Safeer" portal	"TAADEEN" portal	"Sera" portal
		
"Tawakkalna" application	"Jadarat" portal	"Haseen" portal
		
"SPL" platform	"Furas" platform	"Sakani" platform
		
"National Water company" platform	"Seha" portal	"Sehhaty" application
		
"Senaei" platform	"FAL" portal	"Najiz" platform
		
"Qiwa" portal	"Logisti" portal	"Mutasil" portal
		
"Madrasati" platform	"Madares" portal	"Musaned" platform
		
"Ministry of Sport" portal	"Visit Saudi" platform	"Naama" platform
		
"Nusuk" platform	"Nafath" platform	"Nphies" portal
		
"Noor" portal	"Riyadh Public Transportation" platform	

3.4 Key Perspectives and Themes of the DXMI

The Digital Experience Maturity Index for the year (2025) 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 (2025)

Perspective	Perspective Weight	Themes	Assessment methods
<p>1st Perspective</p>  <p>Beneficiary Satisfaction</p>	%25	<ul style="list-style-type: none"> Quality of Information & Content Usability and Ease of Use User Support and Responding to Complaints Beneficiary Participation General Satisfaction and Expectations 	User satisfaction survey using CSAT
<p>2nd Perspective</p>  <p>User Experience</p>	%50	<ul style="list-style-type: none"> Usability* Availability and Compatibility* Accessibility (for people with disabilities and elderly) * Shared Services Personalization and Preferences 	Expert assessment of the platform based on their experience of it through field visits and meetings
<p>3rd perspective</p>  <p>Complaints-Handling</p>	%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 by reviewing systems and documents related to the requirements of the perspective and holding meetings as needed
<p>4th perspective</p>  <p>Technologies & Tools</p>	%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 by reviewing systems and documents related to the requirements of the perspective and holding meetings as needed

*Themes that are included in the calculation of the digital inclusion sub-index.

1st perspective: Beneficiary Satisfaction

This perspective involves measuring beneficiaries' satisfaction with their experience in using the platforms from their standpoint. It contributes to understanding the challenges and 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, General Satisfaction and Expectations.

Themes of Beneficiary Satisfaction Perspective

Themes	Description
Quality of Information and Content	It determines the extent to which the beneficiary is satisfied with the availability, accuracy, recency, and level of usability of information and content.
Usability and Ease of Use	It determines the extent to which the beneficiary is satisfied with the digital platform's ease of use, in terms of browsing and navigation speed, platform performance and interactivity, and the absence of technical errors.
User Support and Responding to Complaints	It determines the extent to which the beneficiary is satisfied with the effectiveness of communication, technical support, speed of response and users' ability to receive help when needed while accessing the portal through different channels.
Beneficiary Participation	It determines the extent to which the beneficiary is satisfied with the participation and inclusion in activities and digital events to consult with them and welcome them to get their ideas and suggestions to improve the level of service.
General satisfaction and expectations	It determines the extent to which the beneficiary is satisfied that the services meet their aspirations compared to their actual experience.

Method of perspective Assessment

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

2nd perspective : Beneficiary 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 Compatibility, Accessibility for people with disabilities and the elderly, Shared Services, and Personalization and Preferences.

Themes of User Experience Perspective

Themes	Description
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.
Availability and Compatibility	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 devices and applications), and its appearance in search engines for full use by different segments of beneficiaries.
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.
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 and through a one-stop shop along with providing statistics about the digital platform.
Personalization and Preference	Determines the extent of the platform's ability to customize its features to align with the needs and preferences of the user.

Method of perspective Assessment

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

3rd perspective : Complaints 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

Themes	Description
Complaint 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.
Complaints & 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.
Service Level Agreements	Determines the extent of handling complaints in accordance with the service level agreements that have been specified or published
Resolving Problems & Complaints	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
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 perspective Assessment

Expert assessment of the platform by reviewing systems and documents related to the requirements of the perspective and holding meetings as needed

4th perspective: Technology and Tools

This perspective involves evaluating the availability of comprehensive innovation, designing, testing, and integrating digital experiences it also involves identifying technical systems and tools for collecting, integrating, analyzing, and visualizing data in various forms, 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 Complaint Handling Perspective

Themes	Description
Strategy & Principles	Focuses on effective methods 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.
Data collection & 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.
Data analytics & visualization	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.
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.
Digital Experience system	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 perspective Assessment

Expert assessment of the platform by reviewing systems and documents related to the requirements of the perspective and holding meetings as needed

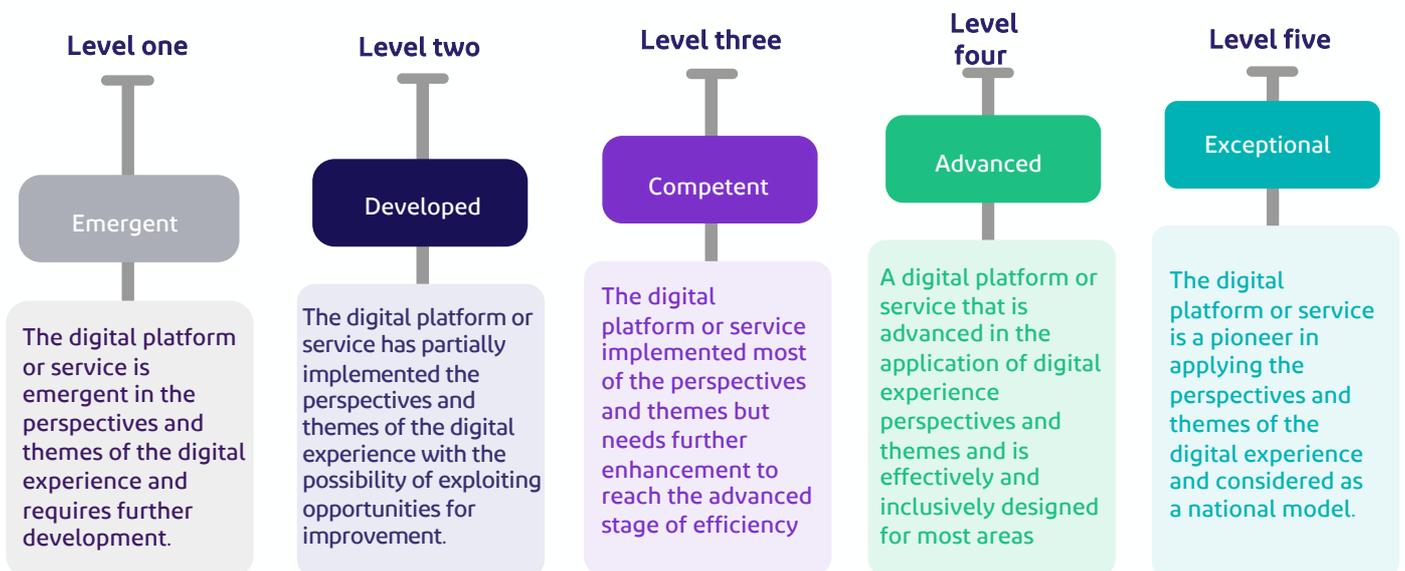
3.5 General Index Equation

The following equation illustrates the calculation of the Digital Experience Maturity Index, considering the sum of the platforms' results in each perspective.



3.6 Levels of the Index

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 themes, the Digital Experience Maturity Index classified the targeted platforms into (5) levels, which are determined based on the assessment of those platforms according to the following:





4

The Most Prominent Success Stories of Platforms in Digital Experience in 2025

04. The Most Prominent Success Stories of Platforms in Digital Experience in 2025

This year has witnessed a number of outstanding achievements accomplished by digital platforms in the field of digital experience. In this section, we highlight the success stories created by these platforms, reflecting their efforts to improve operations and user experience, while engaging effectively with beneficiaries and integrating with other platforms. These platforms also leveraged the latest technologies to elevate the quality of services provided and enhance beneficiary satisfaction.

By reviewing these stories, we are inspired by the ideas and solutions that could lead to a tangible change in the digital journey of the beneficiary. These stories are living proof of the limitless possibilities that can be achieved through careful planning towards achieving the objectives of the strategic directions of the digital government. They also point to sustainable work to improve digital experience by providing role models in accelerating digital transformation, bridging gaps and seizing them as opportunities to come up with innovative solutions that focus on the beneficiary and meet his needs efficiently and effectively.

In the following sections, we highlight the most notable initiatives launched by the platforms over the past year in various areas of the digital experience, with a focus on:

01

Accessibility to digital platforms

02

Launching new digital channels and services

03

Enhancing the usability of government services

04

Re-engineering processes to optimize the journey and maturity of the digital experience

05

Leveraging AI in the beneficiary experience

4.1 Accessibility to digital platforms

In the context of the acceleration of digital transformation in the government sector, it is necessary to expand the circle of development to include all segments of society and beneficiaries without exception to ensure their independence and fairness. This is especially crucial for groups that may face greater challenges in interacting with digital platforms, such as the elderly and people with disabilities. In this regard, significant efforts have emerged from several platforms in designing their digital services to align with digital inclusion and equity principles, by adhering to international accessibility standards such as WCAG, and applying technical tools that help facilitate use, such as screen reading, text magnification, contrast control, flexible keyboard navigation, and others.

Through the illustration of success stories in this section, it becomes clear that these efforts have not been limited to the technical aspects but extended to include direct experience testing in collaboration with beneficiaries from diverse segments such as: people with disabilities and the elderly, and adopting thoughtful implementation plans to ensure meaningful and sustainable improvement in the user experience. The results of these initiatives are clearly reflected in increased compliance with accessibility standards and a growing number of users benefiting from these features, confirming that digital inclusion is no longer an option, but a core pillar in building flexible and equitable service platforms that meet the needs of all.

صناعي
Senaei



Transformative Shift in Digital Inclusion

As part of its efforts to promote digital inclusion, “ Senaei” platform has activated a range of accessibility features that include **screen reader support, color contrast, and text enlargement**, ensuring that they are in line with international standards of accessibility



90%

The percentage of the increase in the use of the platform **by people with disabilities and the elderly** within one year.



A successful Model of Digital Inclusion

“QIWA” portal has succeeded in innovating customized solutions to support the elderly and people with disabilities, by designing accessible user interfaces that are compatible with accessibility standards, and support sign language, in addition to customizing communication channels and phone support, which facilitated access to digital services for these groups.

This innovation resulted in

- ✓ Adopting advanced accessibility features
- ✓ Priority in handling feedback and complaints
- ✓ Specialized phone support system for sign language communication

6%

of total calls were in sign language

+1,200

Transaction processed via dedicated support teams



A Digital Initiative Serving Thousands of Users with Disabilities

“Sakani” platform has enabled advanced accessibility features, including support for screen readers, text enlargement, contrast adjustment, and keyboard navigation, based on real-time experiences with users with disabilities. These features have received a great deal of interaction, reflecting the profound positive impact of the initiative and its success in promoting digital inclusion.

+70 thousand
users

Interact
With digital accessibility
tools
During the first month

Usability Facilitation Features and Techniques Adopted by the Platforms



Screen Readers

To enable users to navigate content using speech or visual reading techniques.



Text Resizing

To enable font size adjustment based on user's needs.



Keyboard Navigation

To facilitate interaction without the need for a mouse, especially for motor impairments.



Color Contrast Adjustments

To improve the clarity of texts and interfaces for the visually impaired.



Accessible Formats (documents) and Alt Text (pictures)

To provide alternative content that the user understands through screen readers.



Responsive & Flexible UI

It ensures that content is displayed appropriately on various devices while accommodating the differences in motor and visual abilities.

14

digital platforms that enable video conferencing to support sign language



4.2 Launching New Digital Channels and Services.

The efforts of government entities in launching new digital channels and services represent one of the most significant aspects of the government's digital transformation journey. Government entities are committed to providing smart and innovative services that meet the expectations of beneficiaries, keep pace with the rapid changes in the technological and digital experience environment, and fulfill the needs and aspirations of their beneficiaries. In this context, the launch of the new services reflects the commitment of the entities to provide advanced digital solutions that enhance the efficiency and quality of government services and contribute to building an integrated digital government that supports the achievement of Saudi Vision 2030 Objectives .

The launch of new digital channels and services is considered a strategic direction that aims to re-engineer the entire beneficiary journey, streamline procedures, and deliver an exceptional user experience. Through these initiatives, government entities strive to develop their digital portals and smart applications to be more flexible and integrated, and capable of meeting the needs of various beneficiary segments with high levels of accuracy and reliability.

These efforts are characterized by the integration of the latest innovative technologies such as the Internet of Things, advanced data analytics, and systems integration technologies, to provide seamless services that enhance the quality of life of citizens, residents, and visitors. Additionally, these new launches contribute to elevating effective digitization, reducing reliance on paper transactions, and accelerating access to services, which is directly reflected in raising the satisfaction of beneficiaries, and achieving operational and financial savings that enhance the efficiency and sustainability of government work.

This section reviews prominent success stories and distinguished models of new digital services and channels launched by government entities during the past periods, and the positive impact achieved by these initiatives in supporting the digital transformation journey, enhancing the satisfaction of beneficiaries, and contributing to building an advanced digital society that aligns with the ambitions of the wise leadership.



Supply Chain Efficiency with Advanced Digital Services

"LOGISTI" portal has succeeded in launching more than **40 New Digital Logistics Services**. It included advanced services for the port community, which contributed to enhancing the efficiency of supply chains and supporting the digital transformation of the sector.

The number of new beneficiaries increased to

45,730
new beneficiaries

During the first quarter of 2025

Modern Interface and Smart Technologies to Serve Beneficiaries

هيئة الزكاة والضريبة والجمارك
Zakat, Tax and Customs Authority



Zakat, Tax and Customs Authority (ZATCA) has launched a fully updated version of its official application (**ZATCA**), in a qualitative step to develop the digital experience of beneficiaries.

The new version of the app features:



Clearer and more interactive user interfaces



Easy navigation and quick access to services



Classification of services according to beneficiaries' journeys



Integrate the live chat feature via Experience

Zakat, Tax and Customs Authority (ZATCA) has relied on the latest MAUL technology, which ensures that the application is built according to the latest international tools and standards, and reflects its commitment to providing a modern and comprehensive digital experience.

+3.325 million

Operations by the end of 2024

+3.336 million

Contracts documented in the first quarter of 2025



Digital Leap in Real Estate Sector Services

"Ejar" portal has successfully enhanced its digital services for the real estate sector with the launch of the "Ejar Plus" product, which facilitated the management of daily operations and reduced effort, while supporting the accuracy of decisions through comprehensive automated reports.



A more inclusive
experience for all

"Ehsan" platform has successfully developed its digital experience by launching a range of new services, including "Rent Housing", "Little Benefactor", and "Waqf", in addition to activating technical features such as voice search and chatbot, which have contributed to improving the user journey and reducing the effort exerted.

The platform completed **12** improvement initiatives during the past year
with an achievement rate of **%87**

صحة
Seha



Digital Health with Aynti

"SEHA" Portal launched "Aynti" product as a smart cloud solution that connects more than:

+1000

Healthcare facilities

and

+120

Laboratory Service Providers

The teleradiology service has also enhanced remote radiological diagnosis, raised the quality of medical consultations and speed of obtaining diagnoses despite technical challenges.

This solution resulted in

Perform more than

32 Million

Laboratory tests through the
Aynti platform

Accelerate
sharing results to
less than

4
Hours



Smart Digitization to Improve Healthcare Operations

"Nphies" portal has launched a comprehensive data analytics service to support health digital transformation and provide accurate insight that aid in improving healthcare decision-making. The platform provided "Dhaman Intelligence" tool, which enhanced the ability of healthcare entities to track performance and analyze transactions and claims in real time.

11 New Digital
Services

Launched by "Nphies" platform in the first quarter of (2025) with the aim of improving operations

✓ Submit treatment
eligibility
applications, pre-
approvals and
financial claims.



Multiple partners and world-class digital services

"Visit Saudi" platform launched the "Saudi Partner" platform to support service providers and tourism product and enable them to appear digitally globally, by creating dedicated booking sites and providing integrated promotional content.

+400 partner	+62 million	1% rate
Join the platform until the first quarter of (2025)	User until the first quarter of (2025)	Complaints despite the growth of beneficiaries



المركز السعودي للأعمال
Saudi Business Center

Enhancing the business environment and increasing competitiveness in the Kingdom

"Business" portal launched new services during the first quarter of (2025) such as "Telecommunications" services and "Certificates of Commitment to the Wages Protection and Saudization System" services.

This was done with the aim of unifying and simplifying government procedures in a unified digital platform, which contributes to saving time and effort and enhancing the efficiency of the business environment and competitiveness in the Kingdom.

Key Figures

89

services provided during the year (2025)

+1.6

Million Beneficiaries of the platform's services

+733

thousand Services delivered for Beneficiaries



An Innovative Digital System that Increases Recruitment Efficiency

"Jadarat" portal launched the job encounter product through a smart system for managing meetings digitally, which included registering beneficiaries, scheduling meetings, and tracking interaction in real time.

The product contributed to enhancing the efficiency of job advertising and recruitment, reducing response time, and increasing participation safely and effectively.

10.35% Rate of Reduced Escalated Tickets

7.9 million Number of Digital Operations

65% rate of Beneficiary Growth



Integrated Services that Improve Business Quality

"Furas" platform has launched **(34)** new and integrated services, to keep pace with the needs of investors and government entities, enhancing the quality of the services provided. This reflects the platform's commitment to providing innovative solutions that enhance the Kingdom's competitiveness on the global investment map.

Key Services

Interactive Investment Maps

Investment Advisor

(FurasCare) to support investors

Financing Entities Accounts



The first international wallet for the pilgrims A Safe and Fast Financial Experience

"Nusuk" platform has launched the first international digital wallet dedicated to pilgrims, enabling them to recharge their balance before arriving in the Kingdom, and make electronic payments without the need for a local bank account. The wallet is built via direct integration with Mada , Visa and Mastercard, and securely connected with the digital identity and passport system for international users' verification. It also supports for contactless payment (NFC).

The wallet has achieved a tangible impact by being ranked among

Top 6
Global Financial Solutions

for Hajj in the (IDG) report



Unified Gateway for Faster Services

"Ajwaa" unified electronic portal has been launched in its first phase as a comprehensive portal that brings all services together in one place. It enables faster and more efficient access to services .The platform aims to improve and streamline the procedures for issuing licenses and permits for various entities operating in the aviation sector.

The portal includes

+30 Beneficiary entities

+50 Interactive Dashboards

+500 Active Users



Technical innovations in the Agricultural Sector

“NAAMA” platform has succeeded in providing innovative technological solutions that supported digital transformation in the agricultural sector by launching the services offered on the platform. The most prominent of these solutions and services are:

<p>The Deployment of Drones</p>	<p>NAAMA platform utilized drones to count agricultural lands, which contributed to improving the accuracy and rapid updating of agricultural area data, and reducing the time taken to count from days to hours.</p>	<p>Using AI Technologies</p> <p>NAAMA used artificial intelligence technologies to detect agricultural pests early, helping farmers to intervene quickly and make accurate decisions to reduce damage.</p>
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0% Percentage of Paper-based Transactions

Reducing time of Service Completion

16 Million **₪** Financial savings

4.3 Enhancing the Usability of Government Services

This year, government digital platforms witnessed significant progress in improving usability. These successes reflected the significant efforts made to develop processes and elevate the level of services provided to meet the expectations of beneficiaries and enhance their satisfaction. Usability plays a pivotal role in designing and delivering these services, as it directly contributes to providing an effective interactive experience that enables beneficiaries to access and complete services easily and efficiently, which helps improve their experience. Moreover, Government entities have increasingly focused on delivering smoother and more efficient services, relying on effective communication with beneficiaries, listening to their feedback and suggestions, and responding promptly to their needs, ensuring a comprehensive positive experience that leaves a tangible impact.

The beneficiary experience is at the core of the platforms' work, as they are continuously developing their systems to provide innovative solutions based on best practices, and focus on facilitating the beneficiary's journey through all stages of obtaining the service, from the first point of contact to after the service is provided. The platforms also seek to enhance their integration with other related systems and services to ensure a seamless experience that meets the needs of beneficiaries efficiently and effectively, while minimizing any challenges or obstacles they may face.

Through the review of the following success stories, it becomes clear how these platforms have managed to set exemplary models in improving the beneficiary experience, whether through enhancing communication channels, providing more flexible and responsive solutions, or through innovative initiatives that have contributed to improving service quality, integration, and beneficiary satisfaction. These experiences serve as an inspiration for all entities to create practical solutions that prioritize the beneficiary, contributing to achieving strategic goals aimed at delivering advanced government services that ensure community satisfaction and support sustainable development.



Innovative interfaces for more efficient journeys

"Sakani" platform launched the User Experience Lab with the aim of developing the digital beneficiary experience by analyzing users' behavior and designing interfaces that facilitate them to complete their transactions. The lab relied on A/B testing to compare different design options for platform interfaces, enabling the selection of the most effective solutions based on accurate data.

+230

Workshops
To analyze beneficiary journeys

+70

Enhanced Digital Service
Speeding up the completion of transactions and significantly enhancing the quality of services



Automated Licenses for Faster Processing

The Real Estate Brokerage Portal (FAL) has launched an initiative to automate the issuance of real estate brokerage licenses and advertisements with the aim of simplifying procedures and accelerating the completion of transactions for beneficiaries.

+52

thousand real estate licenses

+600

thousand advertising licenses

This step contributed to



Increase transparency and ensure dealing with regulated brokers and advertisers



Reduce the time and effort required to obtain the required licenses



RER
السجل العقاري

Mystery Shopper



37%

Growth rate of new beneficiaries

The number of digital orders has increased

9

thousands
(م2023)

to

352

thousand
(م2025)

The Real Estate Registry Platform has implemented the "Mystery Shopper Experience" initiative to improve the user interface and the customer journey across digital channels, by simulating real-life application submissions and conducting mystery visits to evaluate the usability and efficiency of the implemented procedures.



An Integrated Digital Solution to Support Healthcare Providers

“Nphies” portal has launched a unified portal to digitally raise financial claims from healthcare providers, enabling the automation of billing procedures, reducing errors, and speeding up reimbursement. This step contributed to supporting the full digital transformation of the platform, reflecting its continued development to support the health sector with high efficiency.

Key Figures

100% Rising in financial claims

95% Rising in Applications for Treatment Eligibility

130% Rising in prior authorization approvals

The platforms had positive impacts in enhancing the beneficiaries experience , including:



Detecting Fraudulent SIM card Purchases

%55 Enhancing SIM card fraud detection speed

1.2 Million An annual saving is achieved after implementing fraud detection solution



Analytical Program for Improving Beneficiaries' Journeys

%61 Reduced training inquiries

%75 Decrease in recurring complaints



Instant Booking for the Holy Rawdah

%87 Speeding up the booking processes to enter the Holy Rawdah

%85 Reducing waste in the reserved seats at Holy Rawdah



Documentation and Stability of the Domestic Labor Sector

11 financial entities have been integrated to enhance wage payment and protection

1.4 Million insurance policies issued to enhance stability



Smart Dashboards to Support Employment Decisions

“JADARAT” portal has developed smart dashboards to analyze user categories, segment them into descriptive groups, and track their journey within the platform. Also, more than **(8)** sectoral dashboards has been developed to analyze indicators related to platform interaction, such as applicants and vacancies data .

These analyses contributed to:

Reduce manual effort to study user behaviors

Supporting decision-making to achieve the program's goals in reducing unemployment

Updating job lists to better meet the needs of each sector



Interactive Satisfaction Measurement that Supports Service Improvement

“Etimad” Platform implemented a systematic project to measure the satisfaction of beneficiaries that included all its services, using digital questionnaires and advanced analytics to monitor pain points and suggestions. The initiative aimed to evaluate various services such as contracts, financial claims, credit market, and exchange, with a focus on the ease of procedures and the quality of support and outputs.

the beneficiaries feedback resulted in the development of improvement plans, including:



Accelerating procedures



Enhancing support efficiency



Improving user interfaces

High satisfaction in some services such as

95%

In Exchange Service



Interactive Design to Enhance User Experience

Significant growth in the volume of operations carried out

69.6 million

Operations by the end of (2024)

“Noor” portal worked on developing the main dashboards with a smart and interactive design that clearly displays information and requests enabling users to complete required actions quickly and efficiently. The interface is distinguished by the direct display of personal data and support, along with redesigned information cards that simplify access to details across various devices. These efforts contributed to an improved, more comprehensive and efficient digital experience.

User Experience Lab

Some platforms have developed UX Labs to contribute to providing customized experiences and proactive solutions that keep pace with the requirements of beneficiaries in a thoughtful manner



Early Errors Detection and Enhanced Application Readiness



Automation has reduced the time needed to prepare data and execute tests from:

7 Hours into **2.5** minutes

The automation of testing processes contributed to accelerating tests execution and enhancing the quality of the digital infrastructure. It enabled technical teams in "Tawakkalna" application to monitor test cases daily after each development phase, helping to **detect issues early** before they reach the end users. The automation also helped accelerate issues analysis and **identify their root causes**, accurately classify them by type and severity, and track the **failure rates** to support accurate decisions making based on a better understanding of the system behavior.



Open Systems Interaction to Enhance Efficiency

As a part of its efforts to improve the user experience, "Madrasati" platform launched an initiative to host open interactive workshops, targeting beneficiaries including teachers, students and school leaders.

The workshops focused on topics selected based on actual interests, most notably:



Improving user interface of the platform



Modern Teaching Strategies



Activating digital educational tools

Invitations were sent to beneficiaries and pre workshop surveys were conducted to gather participants' opinions and identify their interests, which helped to tailor the content to their needs.



Real-Time experience measurement and continuous service quality improvement

"Anat" platform faced a challenge in improving the quality of its services provided to health practitioners, due to the lack of a clear mechanism that measures user satisfaction directly and continuously. The platform responded to this challenge by linking with an **instantaneous and easy-to-use evaluation system**, which allowed for the collection of real-time feedback that is used to improve the user experience and enhance services performance.

This solution resulted in

- ✓ Increased engagement
- ✓ Accelerate response
- ✓ Achieving a continuous improvement cycle
- ✓ Increase in Practitioner Satisfaction and Quality of Service

Successful Integration of Platforms to Simplify the User Journey



"Ministry of Tourism" portal succeeded in improving the experience of accessing "tourist guidance" services by reengineering procedures and adopting innovative technical solutions to address the challenges related to issuing professional licenses and providing specialized training.

The Digital Experience team connected:



FutureX

To enable access to specialized training programs

In addition to adopting artificial intelligence technologies and process automation to verify licensing application data.

This led to a reduction in the Processing time by **80%**

"Anat" platform launched the "Professional Practice Verification" service in integration with "Seha" portal to address the challenge of the absence of a digital service that enables healthcare practitioners to verify their contractual relationship with the facility. This service was developed to provide reliable and digital verification of the relationship with the healthcare facility

أنات
Anat



صحة
Seha



This has contributed to the increase in the coverage of health practitioners to

78%



"Najiz" platform worked on enhancing internal integration between services, achieving **45 fully integrated services** to reduce attachment requirements to zero. Additionally, integration was carried out with **13 external entities** to improve services and reduce the effort required from beneficiaries.

The following were also analyzed:

145 Services On the portal

84 services On the App



"General Entertainment Authority" Portal launched an initiative to integrate the "Digital Licenses" product with the Saudi Business Center, enabling investors to apply for licensing services digitally. This contributed to reducing the time required for procedures and simplifying the investor journey.

It is now possible to apply for services such as



- New License
- Technical Facilities Development
- Operating Licenses
- Request Certificate of accreditation

Through a unified platform that connects the relevant authorities

4.4 Re-engineering procedures to improve the journey and maturity of the digital experience

Amid the continuous expansion of service requirements and the increasing complexity of operational processes, service-providing platforms have turned to adopting more effective models for resource management and performance efficiency. Smart digital transformation has played a key role in enabling these platforms to re-engineer procedures and design processes with the aim of reducing complexity in the beneficiaries' journey, achieving integration, and enhancing service quality.

Platforms have developed intelligent operational frameworks relying on real-time data and advanced analytics tools, enabling them to monitor performance, direct interventions swiftly and effectively, especially during critical times and sensitive turning points. Additionally, process re-engineering has facilitated the integration of monitoring and control systems with precise field sensors, contributing to proactive responses, reduced complaint rates, and improved beneficiary satisfaction.

These efforts have helped unify the vision across different platforms through integration and direct data exchange, enhancing work teams' ability to coordinate instantly and make precise decisions supported by field indicators.

The value of process re-engineering is not limited to improving internal operations but extends to enhancing service sustainability, reducing operational waste, and increasing platforms' readiness to deliver effective services that meet user needs with a high level of reliability. This section highlights several success stories that showcase process re-engineering, leveraging smart digitalization as an enabling tool for tangible and effective operational transformation.



A number of platforms have witnessed improvements in operational efficiency thanks to reengineering processes supported by advanced digital technologies, resulting in:

35% Decreasing in complaint rates

200% Growth in e-services

80% Improving execution speed

Key Technologies Used in Process Reengineering

Smart Control

Panels

To Monitor Operating Commands in Real Time

Field Sensors

for Pressure and Flow to Predict Failures and Enable Proactive Intervention.

AI Tools

To verify data and automated decision-making to support improved services.

Methodologies

(Service Recovery)

For Proactive Interaction with Dissatisfied Customers



Listen to users and facilitate digital journeys

In response to feedback from users and scholarship students regarding the difficulty of applying for the study plan service, 'SAFEER' portal improved the user experience by redesigning the service, breaking down the application into clear sections, and enabling the issuance of the financial guarantee immediately after the study plan is approved, instead of requiring a separate application as was previously the case.

This improvement has contributed to:

Simplifying procedures

Accelerating order processing

Improving Student Satisfaction with the Service



Business Visit Visas to Promote Investment Opportunities

"Invest Saudi" portal has developed the second phase of the Business Visit Visa service 'Visiting Investor' in collaboration with the Ministry of Foreign Affairs. This is an electronic service that enables foreign investors to apply for a digital visit visa to explore investment opportunities in the Kingdom of Saudi Arabia, contributing to the attraction of new investments and the enhancement of international cooperation.

+70
thousand

Visa To explore diverse investment opportunities

22%

Increase in operations on the platform

+4
thousands

Increase in the number of beneficiaries for the year 2025



A personalized Experience that Elevates Investor Service

“Senaei” platform successfully reengineered its service delivery processes through a strategic initiative to personalize digital journeys based on the type of establishment and nature of the request. **16 specialized primary journeys** were designed to meet the needs of investors at various stages of their interaction with the platform. This customization was supported by a comprehensive redesign of procedures, focused on linking services to the beneficiary’s life journey..

These initiatives have contributed to:



Providing personalized, seamless digital experience.



Simplify steps and reduce ambiguity.



Automatically guide users to complete their transactions efficiently and flexibly



شركة المياه الوطنية
National Water Company

Process re-engineering through real-time sensing and analysis

“National Water Company” platform implemented digital initiatives to reengineer operational procedures, including the development of operating orders via **smart panels** that speed up tasks and enhance accuracy. The water and sewage network was monitored during the Hajj season **using pressure and flow sensors**, enabling proactive intervention, ensuring service continuity, and improving coordination efficiency.



Improved interfaces and innovative automation

“Sakani” platform has redesigned core user journeys, particularly in the search, booking, and ownership phases, by simplifying procedures, automating steps, and improving interfaces.

These improvements contributed to

The number of operations increased to

1.7 million

Operations by the end of (2024)

Increase in the number of beneficiaries to

570 thousand

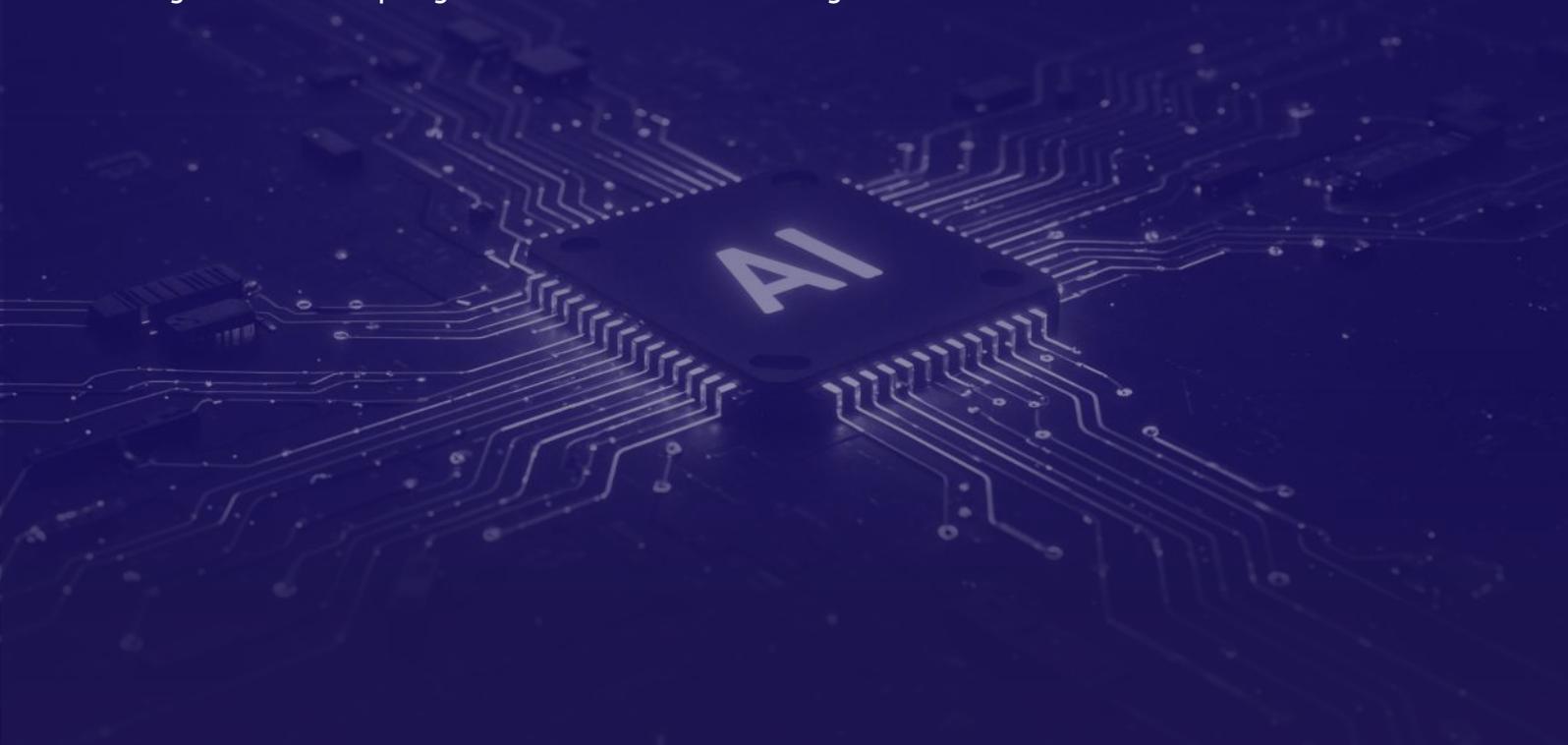
Beneficiaries by the end of (2024)

4.5 Utilizing Artificial Intelligence in the Beneficiary Experience

In today's era of rapid digital transformation, artificial intelligence (AI) is no longer just a supporting technical tool, it has become the cornerstone of developing government services and achieving strategic ambitions. It now stands as a foundational pillar in the journey of innovation and progress toward the future. AI has surpassed its traditional role to become an integrated enabler force, contributing to fostering an innovative work environment that promotes creativity and strengthens institutional competitiveness at all levels.

Recent success stories of government platforms highlight how entities have integrated advanced AI technologies including generative AI, large language models, and machine learning into their daily operations to create user experiences that are rich, secure, and reliable. These technologies have enabled real-time support, automated services to reduce waste and enhance operational efficiency, and improved decision-making through in-depth data analysis, all of which have positively impacted user satisfaction and advanced the maturity of digital services.

These successive successes confirm the ability of government entities to harness artificial intelligence in delivering smart and proactive solutions that can anticipate needs, respond to challenges effectively, and integrate big data with modern technologies within a unified ecosystem that advances the goals of digital government. Such efforts contribute to providing seamless, integrated experiences for beneficiaries that align with their evolving expectations and support the objectives of Saudi Vision 2030 towards building a smart, digital, and efficient government that places people at its core, upholds transparency and quality, and reinforces the Kingdom's regional and global leadership in government innovation and digital transformation



AI technologies have helped **reduce the time spent** on procedures by ranging from **50%** into **75%**

- Reduced ticket processing time by an average of **30%**
- Reducing research time by an average of **75%**
- Reducing response time to inquiries Average **25%**



Smart verification... Faster National ID

Reduce time Monthly by

60%

To match photos, reduce errors, and increase national identity renewal processes.

At the beginning of 2025, "Absher" platform adopted an AI-powered smart technology to verify the quality and suitability of personal photos when delivering national ID services. This contributed to accelerating procedures, reducing errors, and enhancing the efficiency, accuracy, and security of ID issuance and renewal.



A smart investment journey

"Senaei" platform has successfully leveraged artificial intelligence technologies to support the investor journey by automating request processing and delivering intelligent preliminary decisions. It also developed a dedicated Digital Experience Platform (DXP) powered by AI tools to analyze investor data, behavior, and activities from multiple sources, enabling the digital experience team to better understand investor behavior and drive a significant increase in user engagement..

Increasing in the number of new beneficiaries

60%

With more than 5,000 new beneficiaries in the first half of this year



Choosing a domestic worker

"MUSANED" platform leveraged artificial intelligence technologies to support the selection of the most suitable **domestic worker** through **machine learning**, along with a **smart chatbot** service that simulates human conversation. This enabled users to receive instant responses without human intervention, improved selection efficiency, increased user satisfaction, and delivered a smoother and more reliable experience



الهيئة السعودية للمياه
Saudi Water Authority

Intelligent Robot

“Saudi Water Authority” portal leveraged artificial intelligence technologies to enhance user experience by developing a **smart chatbot** that responds to beneficiary inquiries quickly and accurately without human intervention, relying on the latest AI and natural language processing technologies

This has contributed to facilitating access to information and saving time and effort for beneficiaries

Robot Responded to

+4000
Messages accurately

With Average Time

7
seconds max



Smart Conversations for Continuous Service

“Abde’a” portal launched an **intelligent chatbot** service to provide instant responses to inquiries, reducing response time, easing the load on call centers, and significantly enhancing user experience. The platform leveraged AI technologies to classify inquiries and deliver fast, consistent, and accurate responses, while reducing the volume of internal processes required, such as complaint follow up.

This has resulted in:

- ✓ Faster response to beneficiaries and improved satisfaction.
- ✓ Reduced load on call centers.
- ✓ Lower operational costs.



Virtual Assistant

“NAAMA” platform launched a virtual ticket assistant aimed at enabling support staff to quickly and accurately access information while handling tickets. This was achieved using AI technologies that extract **keywords** and display relevant articles in **real-time** within the same interface. This contributed to:



Reduce search time

By
75%



Improving resolution rate from first

Contact



Reduced processing time

By
30%



Shortening the duration of training For new employees to

50%

Over 300,000 Inquiries

Processed accurately and quickly via AI technologies such as



Etimad GPT

Ask Ziad

Smart Advisor

Noura



Smart Tourist Coach (MT Coach)

"Ministry of Tourism" portal has developed the "MT Coach" product, enhanced with **generative AI** technologies, to elevate skill levels, guide trainees toward suitable job opportunities, and address the challenges associated with career paths, such as high training costs and limited access to employment.

Desired

Impacts



+100 ﷲ

Financial saving per applicant



300%

Reduce time for CV building and career development



Smart Shipping

- ✓ Accelerating processing of procedures
- ✓ Reducing human errors
- ✓ Reducing operational cost
- ✓ Increasing Beneficiaries Satisfaction

SPL platform has implemented **robotic technology** at the processing center in Riyadh with the aim of enhancing operational efficiency and improving service quality. The initiative relied on intelligent robots integrated within a comprehensive system connected to shipment management systems. This contributed to increasing the Centre's capacity by improving processing speed and delivery accuracy, making it a successful experience and a scalable model for other centers



Smart Assistant

AI technologies help save thousands of hours of human labor time

2,250+
Working Hours

Provided by the Etimad platform by leveraging **smart assistant** technologies



"Sehhaty" application has launched the **"Digital Twin"** project , a technological innovation that integrates patient data with artificial intelligence to create a virtual replica that enables disease prediction and supports precise medical decision-making. It enables proactive health monitoring and is currently available to over **30 million** users across the Kingdom. The Digital Twin contributes to:

A New Dimension for your Health with Your Digital Twin

	✓ Improving the quality of preventive care	✓ Accelerating medical response
	✓ Enhancing healthcare economic efficiency	✓ Reducing treatment Costs



Cities of the future. Start Today

"Balady" platform has progress in the **Smart Cities** track by developing and activating 8 tracks, including smart municipal services in 2024, with a key focus on leveraging artificial intelligence in:

- Smart Map
- "Balady Lifestyle" Platform
- Smart monitoring through the "Lens Balady" app
- Activate the Optical detection recognition Engine

"Baladi Lens" App

95% Raising Geographical Coverage

90 Reducing in the number of inspectors

76% Reducing cost



Smart Solutions for Beneficiaries' Complaints

Zakat, Tax and Customs Authority developed an integrated AI model connected to the Customer Relationship Management (CRM) system to analyze beneficiary complaints. This enabled accurate identification of key issues and users pain points, leading to immediate corrective actions and improved digital experiences, relying on analytics to support strategy and effectively serve users.

Technologies Used The model uses machine learning techniques To understand language, AI models, and data classification



Smart pricing for a more accurate investment

“Furas” platform has developed a smart pricing model for telecommunications tower licenses, leveraging **machine intelligence geographic, and economic data** to calculate license value based on tower location, population distribution, and local demand—instead of relying on fixed pricing.

The model contributed to



Achieving pricing fairness, enhancing resource efficiency, and aligning investment policies with smart pricing.



Reducing the gap between the pricing of licenses and the actual return on investment



Enabling investors to make informed decisions based on reliable data.



Intelligent Communication Protection

“Mutasil” portal has developed an innovative solution based on artificial intelligence (AI) and **machine learning** to proactively detect fraudulent SIM card registration attempts. This contributed to enhancing digital security and protecting users from threats associated with telecom misuse. The solution leveraged algorithms such as (Random Forest) and (Isolation Forest) and was integrated into the operational systems of the authority and service providers.

This innovation resulted in

98%

Real-time detection of suspicious patterns

97.7%

Reduced response time



Smart notifications with digital warmth

+1500 Notifications in different dialects within the notification bank

+400 Thank you messages from users and influencers

“Nusuk” platform has launched an AI-powered interactive notification system that adapts to the user's temporal, spatial, and emotional state, delivering messages in a humanized tone, highlighting the platform's success in fostering emotional connection and digital engagement.

The platform relied on contextual AI.



Anticipate Risks Intelligently

“QIWA” portal developed an intelligent suspicion detection tool powered by artificial intelligence and **large language models (LLMs)** to analyze user behavior and identify unusual patterns using **Natural Language Processing (NLP)** techniques. The tool enables real-time and accurate violation detection and allows authorities to proactively predict potential Fraud attempts.

Solutions included

40% Increasing the efficiency of oversight

Acceleration of Decision-Making Reduce reliance on manual verification

Solutions included



Fraud detection engine



Advanced visual Analysis Tools

FutureX Smart Educational License

“FutureX” portal has developed an AI-powered educational licensing system that accelerates the verification process of compliance with technical and educational requirements. The system analyzes inputs and automatically assesses compliance levels in real-time, reflecting a shift toward intelligent automation.

The System contributed to:

- ✓ Reduce human intervention
- ✓ Provide immediate recommendations for corrective action
- ✓ Connectivity for integration and easy updating



شركة المياه الوطنية
National Water Company

Process automation for higher efficiency

“National Water Company” platform has worked to automate repetitive rule-based operational tasks through the application of **Robotic Process Automation (RPA)**, with the aim of reducing the operational and financial burden, achieving higher levels of accuracy and speed in executing processes, and ensuring effective integration between different systems

resulted in

+50 processes have been automated

₪ 21.5 million Annual savings

+180 thousand hours saved annually.



5

**Overall Results
of the Digital
Experience
Maturity Index
for 2025**

5. Overall Results of the Digital Experience Maturity Index for (2025)

5.1 Stages of DXMI

The Digital Experience Maturity Index (DXMI) for its 2025 cycle operates within five main Stages: preparation, launch, assessment, analysis of results, and announcement of results.



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 for 2025. 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. In addition, (three) public workshops were held to address inquiries from platform representatives regarding the index activities and requirements for 2025.



Stage 2: Lunch

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 and the digital channels of the platforms included in this cycle; 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 26 February.

The number of participating beneficiaries exceeded **370k** participating



Stage3: Assessment

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 are included in the index; to assess the user experience standards on the Pre-production and Production 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 representatives, through three review cycles, in which the complaint handling systems and channels were reviewed, in addition to reviewing the digital technologies used in the platform to improve the user experience and the extent of adopting advanced technologies to collect and analyze data related to the platform’s beneficiaries. During this stage, (10) guidance workshops were held to clarify the concepts and requirements of the **Complaints-Handling and Technology and Tools** perspectives in depth.



Stage 4: Analyzing the Results

The assessment results were analyzed according to the approved mechanisms, monitoring the results of each platform, determining its maturity level, studying possible areas of improvement, and identifying recommendations that would contribute to raising the maturity level of the platform, to achieve beneficiary satisfaction.



Stage5 : Announcing the Results

At last, 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 2025. During this stage, detailed reports were prepared for the platforms included in this cycle and shared with the platforms’ owners

The following timeline illustrates the stages of the 2025 index cycle



5.2 Main Observations

The overall result of the Digital Experience Maturity Index for Government Services for 2025 reached 86.71% at the (Advanced) level, which included (50) digital platforms, which 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 1.67% compared to the [index result in 2024](#). The top (ten) government platforms in the 2025 index were: "Absher" platform 93.95%, "Zakat, Tax and Customs Authority" platform 93.25%, "Tawakkalna" application 91.89%, "Etimad" platform 91.43%, "Qiwa" portal 91.06%, "Ehsan" platform 90.95%, "Ministry of Tourism" portal 90.78%, "GOSI" platform 90.35%, "Sehhaty" application 89.71% and "Senaiei" platform 89.58%.



Beneficiary Satisfaction

The total percentage of platform results in terms of beneficiary satisfaction reached (87.09%) at the (Advanced) level, an improvement of 4.75% over the 2024 index cycle. The top results were in the "Quality of Information & Content" and "General satisfaction and Expectations" 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 making their services available across different devices and browsers to enhance beneficiaries' 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: "Tawakkalna" application, "Nafath" platform, "Absher" platform, "Qiwa" portal, "Nusuk" platform, "Ehsan" platform, "Mutasil" portal, "Abdea" portal of the Ministry of culture, "Seha" portal and "Haseen" portal.



User Experience

As for the user experience, the total percentage of platform results reached 88.53%, the highest among the four perspectives, at the (Advanced) level, with an improvement of 0.10% over the 2024 index cycle, reflecting the development in the "Usability" and "Availability and Compatibility" 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.

The advanced digital platforms in this perspective are as follows: "Absher" platform, "Zakat, Tax and Customs Authority" platform, "Tawakkalna" application, "Ministry of Tourism" portal, "Naama" platform, "Sehhaty" application, "Etimad" platform, "Qiwa" portal, "Ehsan" platform, and "Senaiei" platform.



Complaints Handling

As for the total percentage of platform results in terms of dealing with complaints, it reached 80.05% at the (Competent) level, with an improvement rate of 0.11% over the 2024 index cycle. Looking at the perspective results, we find that “Complaints Channels” is 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: “Zakat, Tax and Customs Authority” platform, “Absher” platform, “Etimad” platform, “Sehhaty” application, “GOSI” platform, “Logisti” portal, “Senaei” platform, “Musaned” platform, “Balady” platform, and “Ehsan” platform.



Technology and Tools

Finally, the total percentage of platform results in terms of technologies and tools reached (86.64%) at the (Advanced) level, an improvement of 4.13% over the 2024 index cycle. This indicates that platforms have moved towards adopting emerging technologies and advanced tools to improve the digital experience of beneficiaries and highlights the efforts of platforms in adopting innovations to improve the quality of digital services provided. This perspective has seen a significant improvement in the adoption of emerging and advanced technologies, such as artificial intelligence, big 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 are as follows: “Etimad” platform, “Naama” platform, “Ministry of Tourism” portal, “Qiwa” portal, “GOSI” platform, “Zakat, Tax and Customs Authority” platform, “Ehsan” platform, “Balady” platform, “National Water Company” platform and “Mutasil” 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 around the needs of the beneficiary.

5.3 Overall result of the digital experience maturity Index

The overall result of the Digital Experience Maturity Index for (2025) Reached

86.71%

↑
1.67%
Percentage of improvement from previous cycle

Advanced

Results of DXMI Perspectives for (2025)



5.4. Comparison between the Digital Experience Maturity Index for 2024 and 2025





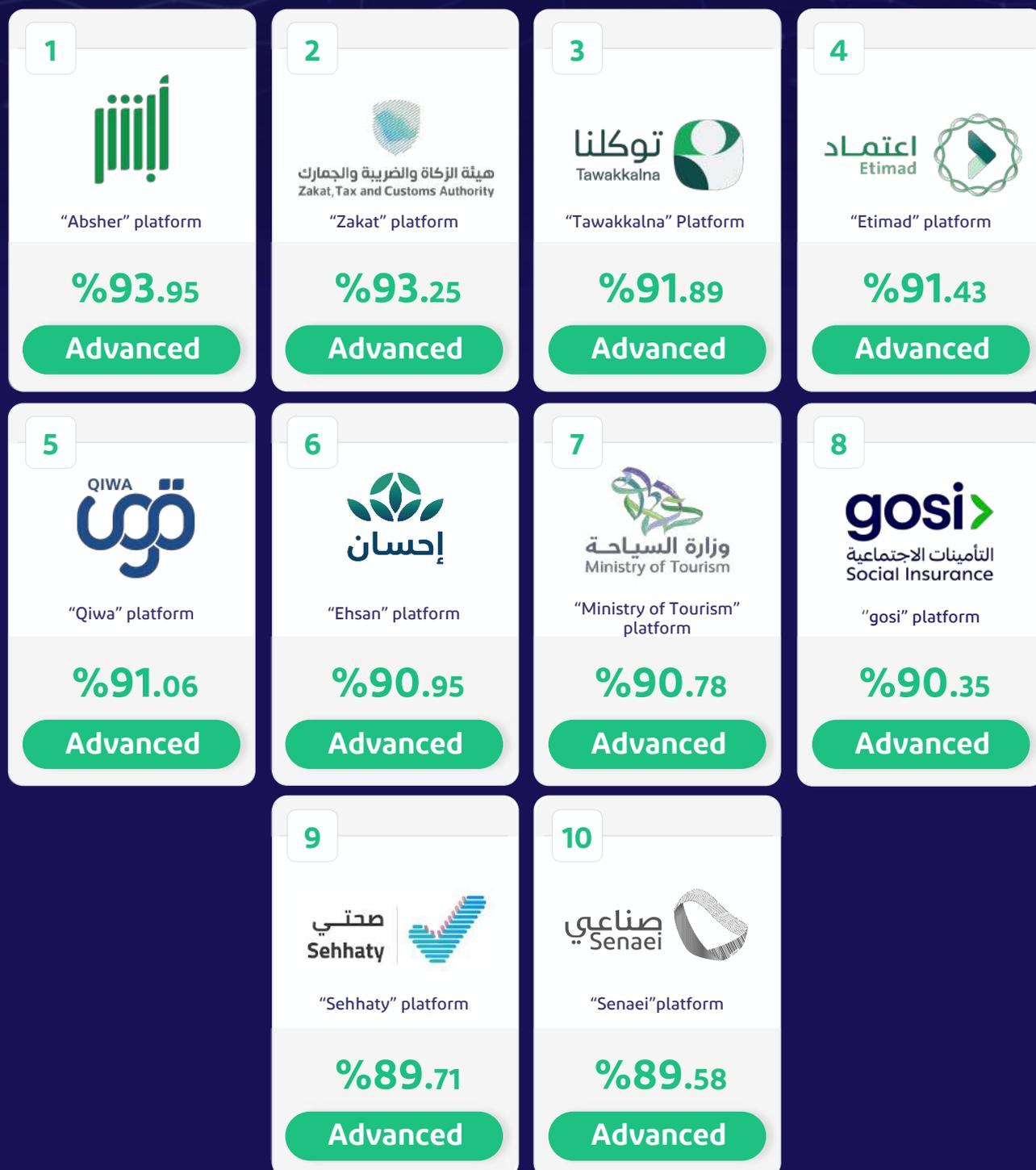
6

Top Ten Digital Platforms in Digital Experience Maturity Index 2025

06. Top Ten Digital Platforms in the Digital Experience Maturity Index for Government Services for 2025

6.1 Top Ten Platforms in Overall Index Result

Below is a ranking of the top ten platforms in the 2025 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 2025 Digital Experience Maturity Index, based on their results in each of the four perspectives:

Beneficiary Satisfaction	User Experience	Complaint Handling	Technologies & Tools
 <p>1 exceptional %96.00</p>	 <p>1 advanced %94.00</p>	 <p>1 exceptional %98.29</p>	 <p>1 exceptional %96.33</p>
 <p>2 advanced %94.76</p>	 <p>2 advanced %93.68</p>	 <p>2 exceptional %97.19</p>	 <p>2 exceptional %95.02</p>
 <p>3 advanced %94.35</p>	 <p>3 advanced %93.53</p>	 <p>3 advanced %93.22</p>	 <p>3 advanced %94.24</p>
 <p>4 advanced %94.27</p>	 <p>4 advanced %93.28</p>	 <p>4 advanced %92.83</p>	 <p>4 advanced %94.19</p>
 <p>5 advanced %93.88</p>	 <p>5 advanced %91.24</p>	 <p>5 advanced %92.47</p>	 <p>5 advanced %92.29</p>
 <p>6 advanced %93.52</p>	 <p>6 advanced %91.22</p>	 <p>6 advanced %90.50</p>	 <p>5 advanced %92.29</p>
 <p>7 advanced %93.09</p>	 <p>7 advanced %91.10</p>	 <p>7 advanced %90.02</p>	 <p>7 advanced %91.21</p>
 <p>8 advanced %92.07</p>	 <p>8 advanced %90.97</p>	 <p>8 advanced %88.93</p>	 <p>7 advanced %91.21</p>
 <p>9 advanced %91.15</p>	 <p>9 advanced %90.91</p>	 <p>9 advanced %87.57</p>	 <p>9 advanced %90.83</p>
 <p>10 advanced %91.06</p>	 <p>10 advanced %90.86</p>	 <p>10 advanced %86.62</p>	 <p>10 advanced %89.32</p>

A photograph of two men in traditional Arab attire (white thobes and ghutras) sitting at a desk in a modern office. They are both using wheelchairs. The man on the left is wearing glasses and is typing on a keyboard. The man on the right is looking at a computer monitor. There are two computer monitors on the desk, a keyboard, and a mouse. A coffee cup is visible on the desk. The background shows a large window with a view of a city skyline.

7

Results of the Digital Inclusion Sub-Index 2025

7. Results of the Digital Inclusion Sub-Index for 2025

7.1 Overall result for the digital inclusion sub-index

The overall result for the digital inclusion sub-index in 2025 was :

%75.30

Competent

7.2 Top ten platforms in the digital inclusion sub-index result

The following is the ranking of the ten highest-rated platforms included in the Digital Experience Maturity Index (2025), based on their overall results across the perspectives and themes that were derived in calculating the digital inclusion sub-index





8

Key Recommendations in the Digital Experience Maturity Index for 2025

8. Key Recommendations

The results of the 2025 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. Enhancing the principle of digital inclusion by building a digital environment that supports the needs of all segments**, including providing all documents and files in accessible formats for people with disabilities, the elderly and users with different technical abilities. Also, providing voice alternatives to CAPTCHA codes to ensure easy completion of digital operations.
- 2. Continuing efforts to align digital platforms with the Web Content Accessibility Guidelines (WCAG)** by narrowing existing gaps and addressing all non-compliance points, with the goal of achieving full conformance with these standards. This will be accomplished through comprehensive technical and design reviews covering all platform components, including code and interface updates, to ensure compliance with digital accessibility requirements at levels (A) and (AA). This also includes improving content structure, ensuring clarity of interactive elements, supporting all assistive technologies, and providing alternatives for all types of non-text content.
- 3. Enhancing the clarity of error messages on digital platforms** to ensure they are comprehensive and easy to understand for all users, by phrasing them in clear, simple language free of technical terminology. These messages should include a simplified explanation of the error and its possible causes, along with clear, actionable steps to help users resolve or bypass the issue. It is also recommended to provide direct links or additional support tools (such as, live assistance or instructional articles) to ensure a seamless user experience that enhances satisfaction and promotes continued engagement with the platform.
- 4. Ensuring the availability and support of the app across all approved platforms**, such as Android and iOS, and ensuring a unified user experience across the app versions on different smart mobile systems used; this guarantees a consistent and seamless experience regardless of the device type or system used.

5. **Enabling beneficiaries to register their own complaints** through the platform's various channels, such as the call center, email, and chatbot, ensuring that no less than 60% of the total complaints submitted through these channels are registered directly by the beneficiaries themselves..
6. **Continue improving and developing the complaints system** that supports digital platforms by activating voice-of-beneficiary programs and collecting feedback and complaints through various digital channels, with a particular focus on the most in need groups, such as people with disabilities and the elderly. This includes launching dedicated initiatives to enhance the complaints system's services, improve performance and responsiveness, establish **mechanisms to monitor the availability of complaint channels**, track and analyze complaints, address their root causes to reduce recurrence, and enhance the quality of provided solutions to increase beneficiary satisfaction.
7. **Increase compliance with handling complaints in accordance with the published Service Level Agreement (SLA)**, in order to maintain beneficiary trust and increase satisfaction levels.
8. **Developing a mechanism to monitor and track technical obstacles** within the call center, as well as to monitor and manage call line occupancy, while maintaining low levels of service interruptions in the call center.
9. **Adopting and implementing modern process automation and artificial intelligence solutions**, encompassing data and specific processes related to enhancing the digital experience, and establishing a framework to integrate these technologies for the benefit of digital experience designers and developers in driving improvements.
10. **Utilizing predictive analytics based on advanced machine learning techniques** to assist in proactive decision-making by analyzing data collected from social interactions, internal sources, and digital experience-related data. This supports the digital experience team in enhancing user journeys on the platforms, considering Artificial Intelligence features and solutions, as well as machine learning related to improving the digital experience for people with disabilities and the elderly.
11. **Providing a detailed framework for beneficiary categories**, including precise identification of the approved data collection channels for each category, the nature of the data to be collected, and the characteristics of each group; this contributes to customizing and developing beneficiary journey designs according to their needs and expectations. The framework should also clarify the stages of the journey, its steps, definitions of each stage, and other elements, taking into consideration groups such as people with disabilities and the elderly.

9

Definitions and Abbreviations Tables

9. Tables of Definitions and Abbreviations

9.1 Definitions Table

The following terms -wherever they appear in this document- shall have the meanings stated opposite each of them, unless the context requires otherwise:

Term	Definition
DGA	Digital Government Authority.
Beneficiary	A citizen, resident, visitor, government agencies, private sector, non-profit sector, inside or outside the Kingdom, that require to interact with a government agency to receive any of the services provided in Saudi Arabia.
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 agencies 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 agency.
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 a 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 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.
Digital Product	Digital solutions serving the same scope and offered as one group through digital channels such as electronic portals and smart device applications, and these solutions enable the beneficiary to complete a request or a service. Products may include software, information, or a related set of services that are associated with providing a specific outputs to beneficiaries, such as: Passports, Traffic and Civil Affairs.
User Experience (UX)	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
Digital Experience	The entirety of the beneficiary's interactions with digital platforms and services across all points of contact throughout the beneficiary's journey with the agency, starting from the first point of contact through the digital channels of the platform that provides the service, through the systems for dealing with the opinions and complaints of beneficiaries, and ending with the analysis of the opinions and inputs of the beneficiaries to improve the services, products and digital channels of the platform.

Term	Definition
Digital Experience Platform (DXP)	Integrated software frameworks designed to engage users across a wide range of digital touchpoints. The ultimate goal of a DXP is to place the customer at the center, delivering an exceptional and personalized customer experience.
Accessibility	Ensure easy access to services by all beneficiary segments, including inclusiveness, equality, and accessibility guidelines (W3C).
Web Content Accessibility Guidelines (WCAG)	It is an internationally recognized guideline for web content accessibility, created by the World Wide Web Consortium (W3C) to meet the needs of individuals, organizations, and governments.
Digital Inclusion	Ensuring access to digital services for various segments of society through the design and development of digital products and services that empower persons with disabilities and the elderly to use them independently and effectively
Sub-Indicator	It refers to the Digital Inclusion Indicator, which is measured based on a set of perspectives, themes, and approved relevant criteria within the "Digital Experience Maturity for Government Services" index. It focuses on promoting digital equity, ensuring easy access to services, and providing an inclusive and independent user experience for all segments of society, including people with disabilities and the elderly.

9.2 Table of Abbreviations

Abbreviation	Meaning
CSAT	Customer Satisfaction Score.
EGDI	E-Government Development Index.
EPI	E-Participation Index.
GEMS	Government Electronic and Mobile Services.
GTMI	GovTech Maturity Index.
APIs	Application Programming Interface.
W3C	World Wide Web Consortium.
WCAG	Web Content Accessibility Guidelines.
A,AA	The first and second levels of the three conformance levels of the Web Content Accessibility Guidelines (WCAG).
DXP	Digital Experience Platform.
CAPTCHA	Completely Automated Public Turing test to tell Computers and Humans Apart.



هيئة الحكومة الرقمية
Digital Government Authority