From citizen experience to empowerment

Saudi Arabia's evolution toward a unified government future

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Foreword

Saudi Arabia has embarked on a transformative journey toward an interconnected, unified digital government. Driven by the ambitious goals of Vision 2030. This transformation is reshaping the citizen-government relationship, delivering seamless, proactive, and personalized experiences for every interaction, from renewing identification to accessing critical public services. By integrating advanced technologies—including AI-driven adaptive personalization, blockchain, Internet of Things (IoT), and predictive analytics—the Kingdom will transition from fragmented digital platforms into a singular, cohesive ecosystem.

This unified government model emphasizes strong governance, robust data security, and ethical AI frameworks, ensuring transparency, trust, and privacy for citizens. A dedicated focus on citizen-centric service design will embed customer experience (CX) principles deeply within public services, making interactions intuitive and accessible to all. By ensuring inclusivity across all demographic groups—including citizens of varying age groups, digital literacy levels, and lifestyle preferences, as well as expatriates with diverse relocation and integration needs—the unified platform will deliver equitable access to services. It will also accommodate the growing number of international visitors, reflecting Saudi Arabia's readiness to serve tourists and short-term residents through accessible, intuitive digital channels. Crucially, Saudi Arabia's public sector workforce will undergo significant capability enhancement, embracing digital skills, cultural transformation, and innovation-oriented mindsets to support this visionary shift.

> **In a unified government model, a dedicated focus on citizen-centric service design will embed customer experience principles deeply within public services, making interactions intuitive and accessible to all.**

Unlike countries with legacy constraints and complex federated systems, Saudi Arabia has the opportunity to enter this transformation with strategic advantages: strong leadership commitment under Vision 2030, streamlined governance, advanced digital infrastructure, and a digitally native population. These valuable contributors enable the Kingdom to seize a historic opportunity and position itself as a global leader in unified digital governance, an opportunity window that is not to be missed.

Through strategic leadership alignment and proactive citizen engagement, Saudi Arabia is poised not only to enhance governmental efficiency but also to become among leading countries in next-generation digital governance—transforming citizen experiences and reinforcing its position as a leader on the international stage.

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A vision for a unified government approach

Imagine a future where every interaction between a citizen and the government—whether renewing an ID, paying a fine, or applying for benefits—is seamless, intuitive, and personalized. This unified approach offers numerous advantages, including a consistent and coherent user experience regardless of the government entity involved, providing breadth of experience and accessibility through a single unified platform. Citizens would no longer need to navigate multiple fragmented systems; instead, they would manage all interactions uniformly, regardless of which government branch or function they engage with, ensuring simplicity, efficiency, and enhanced satisfaction.

Saudi Arabia's increasingly streamlined governance and leadership agility allow for rapid implementation of unified services compared to nations with siloed platforms. Vision 2030 offers a national mandate for integration, while high connectivity and digital engagement—particularly among a predominantly young population—create fertile ground for adoption and innovation.

This vision is at the core of Saudi Arabia's digital transformation, driven by Vision 2030, which aims to create a citizen-centric government that prioritizes efficiency, accessibility, and engagement.

In today's digital era, CX has emerged as a key differentiator in the private sector, shaping consumer expectations around convenience, personalization, and responsiveness. As these expectations evolve, governments worldwide are recognizing the need to integrate CX principles into public services, ensuring that citizens receive the same level of ease and efficiency as they do with leading digital-first brands. This shift from traditional, bureaucratic governance to a modern, technology-driven, citizen-focused model is the foundation of Citizen Experience (Cit-Ex)—the public sector adaptation of CX.

The future of Saudi Arabia's digital government is envisioned as an entirely interconnected ecosystem, consolidating the significant achievements already established through platforms such as Absher, Tawakkalna, Musaned, and Nafath—each serving millions of users and addressing critical public needs ranging from healthcare, passport and residency services, labor and domestic worker management, social insurance, digital identity verification, to public safety and mobility permits.

Platforms like Absher, which now offers over 500 services and supports more than 28 million citizens with a unified digital ID, provide a glimpse into what a personalized and centralized government interaction can look like. Tawakkalna, originally launched for health

tracking during the pandemic, has rapidly expanded to deliver over 600 government services in real-time, featuring multilingual interfaces and AI-driven updates. These platforms offer a critical foundation for a seamless, personalized digital ecosystem.

In this unified government approach, adaptive personalization serves as a powerful enabling tool. By harnessing advanced AI, machine learning, predictive analytics, and robust data governance, the government can deliver personalized services that anticipate individual needs and streamline interactions. Citizens would no longer have to navigate multiple separate platforms; instead, they would interact with a singular, coherent digital interface tailored precisely to their individual life events, behaviors, and requirements.

This unified model also emphasizes robust governance, ensuring transparency, security, and trust. Clear standards and data-sharing protocols across entities would protect privacy and build confidence in public institutions. Ethical AI principles and robust cybersecurity frameworks would ensure that personalized experiences are secure, equitable, and respectful of citizen privacy.

The integration extends beyond technology, emphasizing organizational culture, workforce capability, and leadership alignment. Government employees would be trained and empowered with digital, analytical, and CX skills necessary to fully leverage adaptive personalization and deliver consistently outstanding citizen experiences.

This vision aligns explicitly with Vision 2030's ambitions to position Saudi Arabia as a global leader in digital governance, delivering a model that other countries might emulate. By 2030, this unified digital ecosystem will not only streamline operations but fundamentally transform the citizen-government relationship, driving greater trust, engagement, and satisfaction among the citizens of Saudi Arabia.

The current state of digital government services

Saudi Arabia has been making remarkable progress in digital governance, driven by an ambitious agenda that seeks to modernize and streamline government services. The country has embraced a vision that prioritizes digital transformation, aiming to enhance citizen experience, improve efficiency, and reduce redundancies. The efforts in service standardization and the development of a unified platform reflect a significant shift towards integrated government service journeys.

The Digital Government Authority (DGA) has been at the forefront of these efforts, overseeing the evaluation and development of digital platforms across various government entities. The 2024 Digital Experience Maturity Index, which recorded an impressive score of 85.04 percent, is a testament to the success of these initiatives. This index, which saw an increase in the number of platforms evaluated— from 24 in 2023 to 39 in 2024—reflects a growing commitment to enhancing digital experiences. The evaluation process considered key perspectives such as user satisfaction, usability, complaint handling, and digital technologies, ensuring that platforms meet international standards and best practices. This approach not only boosts user trust but also fosters efficiency in government operations.

The commitment to digital governance has also translated into impressive global rankings. Saudi Arabia has climbed 25 positions in the UN E-Government Development Index (EGDI). The Kingdom ranks among the top countries in Asia, alongside digital leaders like Singapore and the Republic of Korea. Singapore, for example, is excelling in seamless service delivery through integrated platforms such as Singpass, with strong foundations in digital identity, AI integration, and citizen-centric services. While Estonia, often hailed as a pioneer in digital government, continues to lead with its comprehensive E-residency program, X-Road data exchange system, and emphasis on digital inclusion and transparency.

Saudi Arabia now ranks fourth globally, first in the region, and second among G20 countries in the Digital Services Index. Such achievements reflect the government's dedication to leveraging digital transformation as a tool for national progress, reinforcing the vision of Saudi Arabia as a leader in E-governance.

While the Kingdom has made impressive strides through strategic initiatives, such as enhancing its online service delivery and investing in AI-driven public administration, it is still working to fully match the deeply embedded digital ecosystems of Singapore and Estonia. Nevertheless, the country's rapid development positions it as a rising global player in digital governance, focusing on scalable infrastructure, regulatory frameworks, and citizen engagement to bridge the remaining gaps.

Despite these achievements, Saudi Arabia challenges remain in managing the proliferation of digital platforms. By 2021, the Kingdom had 817 government platforms offering over 5,000 digital services through more than 1,300 digital channels. This expansion, while indicative of strong digital engagement, has also led to service duplication and inconsistencies in user experience.

A compelling international benchmark is Estonia's e-Estonia platform, which exemplifies how a unified digital government ecosystem can drive both efficiency and user satisfaction. Estonia has successfully integrated nearly all government services into a single digital infrastructure using its X-Road interoperability platform and a universal digital ID system. By applying the "once-only" principle— where citizens submit their information just once and it is reused securely across services—Estonia has reduced bureaucratic burden and established one of the world's most seamless digital public service experiences. This model underscores the value of centralized digital governance, cross-agency data exchange, and citizen-centric design—principles that are increasingly relevant to Saudi Arabia's own digital transformation ambitions.

In alignment with these global best practices, the DGA launched the Whole-of-Government program in 2022, aiming to standardize and consolidate digital services under a unified framework.

The Whole-of-Government program is structured around three main components: the unified design system, platforms governance, and shared IT resources. The unified design system provides standardized guidelines to ensure consistency across government platforms, creating a cohesive user experience. platforms governance, on the other hand, seeks to unify digital services within a single platform, eliminating redundancies and enhancing operational efficiency. The introduction of shared IT resources further supports this initiative by developing reusable digital components that can be deployed across different government entities, reducing development costs and improving interoperability.

Case study: Estonia's digital government

Population	**Digital ID card holders**	**Public services available online**	**Regular digital ID usage**
1.3 million	**99%** of residents	**100%**	**64%** of residents

Annual X-Road data queries	**Organizations connected via X-Road**	**Digital services powered by X-Road**	**Digital signatures issued (2002–2022)**
2.7 billion	**450**	**3,000**	**800** million

Comprehensive digital integration

Estonia has achieved full digitalization of its public services, with 100 percent available online, facilitating seamless citizen-government interactions.

Widespread adoption of digital identity

Nearly all residents possess a digital ID card, with a significant portion using it regularly to access services, sign documents, and perform secure transactions.

Robust data exchange via X-Road

The X-Road platform enables secure and efficient data exchange between over 450 organizations, supporting more than 3,000 services and handling billions of queries annually.

High volume of digital signatures

The issuance of over 800 million digital signatures underscores the trust and reliance on digital authentication methods within Estonia's E-governance framework.
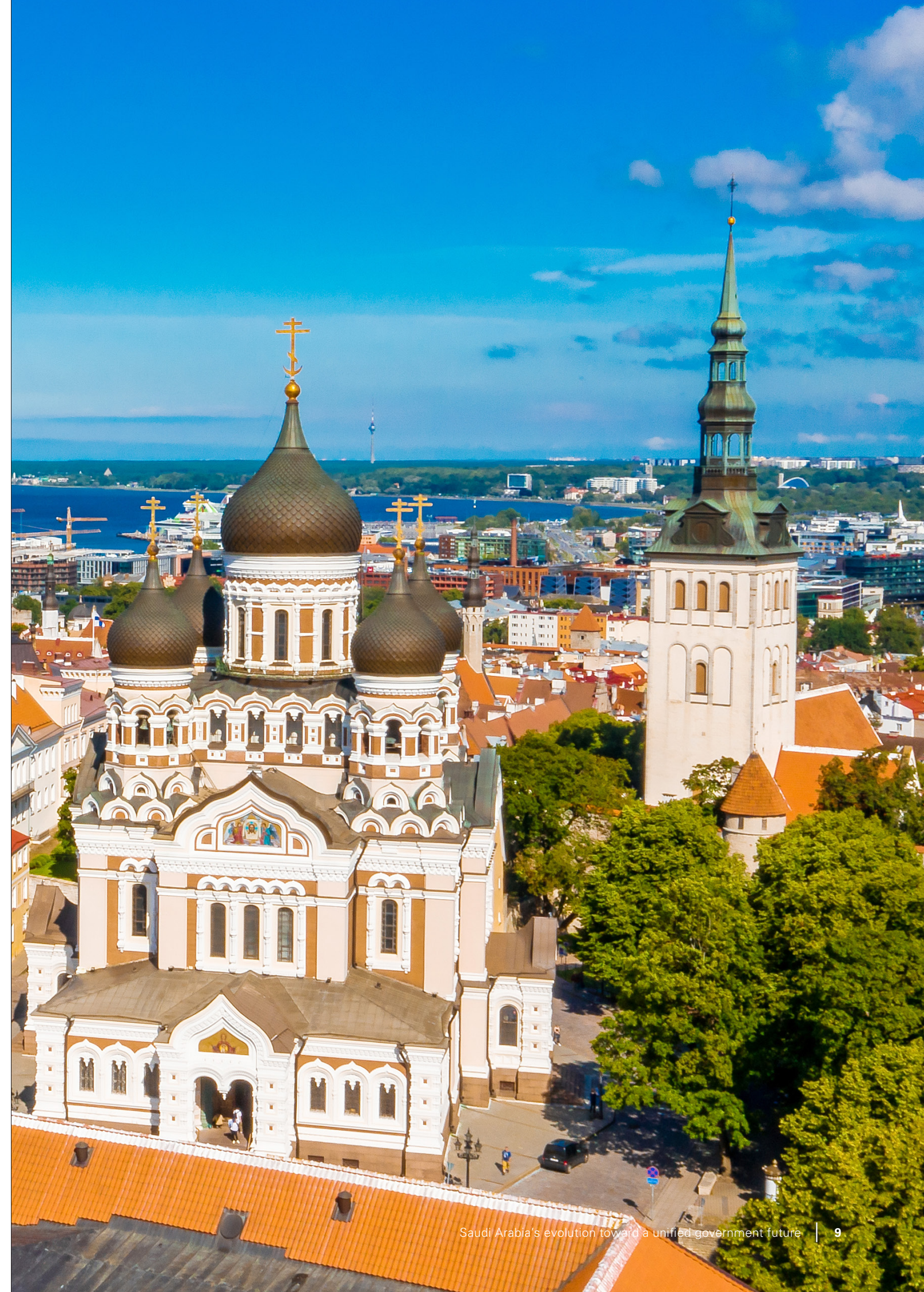
Transitioning to a unified government platform

The transformation from fragmented digital government services into an integrated, unified ecosystem marks a fundamental shift in Saudi Arabia's approach to public sector service delivery. Currently, individual platforms such as Absher, Tawakkalna, and Musaned have independently achieved remarkable success in streamlining citizen services. Despite these accomplishments, their existence as standalone entities creates unnecessary complexity, fragmented experiences, and redundant interactions that hinder Saudi Arabia's ambition of providing cohesive and personalized citizen experiences.

To overcome this challenge and realize the vision of a unified digital government, Saudi Arabia must adopt a comprehensive governance model that promotes collaboration, seamless integration, and standardized interoperability. This unified approach relies upon several critical enablers and components, ensuring a strategic, holistic, and citizen-focused transition.

Citizen-centric service design and CX principles

To create meaningful, seamless, and intuitive citizen experiences, the unified platform must embed CX principles deeply within its service design framework. This includes adopting CX best practices like macro citizen journey mapping for journeys spanning across multiple government entities, continuous user feedback loops, and iterative improvements to tailor digital services around genuine citizen needs, preferences, and expectations.

The unified platform must be inclusive and tailored to serve Saudi citizens, expatriates, domestic workers, and visitors—each with unique legal statuses, needs, and service journeys. This diversity must shape the way services are structured, accessed, and communicated.

A robust, cross-government feedback loop must be institutionalized, enabling the instant collection and aggregation of customer feedback and voice of the customer (VoC) at the macro level across all entities. This will allow decision-makers to detect pain points, monitor satisfaction trends, and implement experience-driven enhancements in near real-time. By integrating this capability into the platform's core architecture, Saudi Arabia can ensure that all services are constantly evaluated and improved based on direct citizen input.

Accessibility and inclusivity will be ensured through multiple languages, channels, and adaptive technologies such as voice recognition, screen readers, and intuitive user interfaces, addressing diverse citizen needs and digital literacy levels. Continuous monitoring and iteration using real-time analytics and dynamic dashboards will further help maintain user satisfaction and swiftly adapt services to evolving citizen expectations.

Several global platforms demonstrate how embedding CX principles can transform digital government into a truly user-driven experience. Singapore's LifeSG platform, for example, organizes services around major life events—such as marriage, childbirth, and retirement— rather than government structures, allowing citizens to navigate services intuitively and with minimal effort. The app also offers personalized dashboards and proactive nudges, improving engagement and reducing service friction. In Denmark, Borger.dk serves as a centralized digital portal that consolidates access to nearly all public services. With over 100 million visits annually and consistently high user satisfaction scores, the platform emphasizes accessibility, life-event orientation, and ease of use. It also supports a nationwide Digital Post system, ensuring secure, digital communication between citizens and government entities. These platforms reflect the power of anticipatory, inclusive, and personalized design—an approach that Saudi Arabia can adopt and scale through its unified platform strategy.

Robust technological infrastructure and integration

A central enabler of this unified government platform is a robust, integrated technological infrastructure. A secure and standardized central integration framework will facilitate seamless data-sharing across platforms and agencies, eliminating repetitive processes and redundant interactions. Introducing a unified digital identity will provide citizens with seamless authentication and effortless interaction across all government services, ensuring a consistent and frictionless user journey. Leveraging adaptive personalization with advanced artificial intelligence, predictive analytics, and machine learning will enable proactive anticipation and timely delivery of personalized public services based on individual life events, preferences, and behaviors. Employing blockchain technology will enhance security and transparency, providing secure digital identities, document verification, and immutable government transactions. Additionally, IoT integration will facilitate real-time monitoring and responsiveness, proactively identifying and addressing citizen requirements to improve overall service efficiency and satisfaction. Federating mature platforms such as Nafath within the unified ecosystem ensures continuity of service while aligning with strategic integration goals.

A compelling reference point is Finland's Suomi.fi service architecture, which serves as the backbone of digital service delivery across the country. It provides a secure and standardized integration layer that connects national and municipal systems, enabling seamless data exchange and process automation. Through the Finnish Trust Network, citizens authenticate securely across all public services using strong electronic identifications (eIDs). The platform also includes Suomi.fi E-authorizations which allows individuals and organizations to act on behalf of others, while Suomi.fi messages enable secure communication with authorities. With over 25,000 services and 800 organizations connected, Suomi.fi demonstrates how an integrated digital infrastructure can support consistent, efficient, and personalized public service delivery—offering a model highly relevant to Saudi Arabia's unified platform vision.

Strong governance, standards, and data security

While Saudi Arabia benefits from a centralized government structure, achieving alignment across diverse institutional priorities requires continued coordination and collaboration. The technical feasibility of unification is well within reach, but sustained progress depends on fostering shared ownership and harmonizing strategic objectives to support an effective amalgamation of functionality across entities.

Achieving platform unification requires a multi-tiered governance framework, with strong leadership at the central government level to steer and enforce strategic alignment. A national champion—like DGA or a designated leading body—must be empowered to oversee the unification agenda, define strategic priorities, and ensure cross-entity compliance with unified standards and policies.

To implement this ambitious initiative, KPMG envisions the establishment of a CIO council comprising technology and digital leaders from all participating government entities. Such a council can be well positioned to serve as a formal collaboration and decision-making body; driving integration by coordinating shared platforms, infrastructure, and services. One of the critical insights that come from Absher's early success is that it operated within the Ministry of Interior, enabling focused execution and streamlined governance. Scaling such success across the broader government landscape will require strong institutional support, anchored by national-level sponsorship and reinforced through structured coordination mechanisms such as the envisioned CIO Council and Governance Committees. By aligning strategies and roadmaps across entities, the council will dismantle silos, encourage interoperability, and ensure that efforts are not fragmented or duplicated.

Clear national standards and comprehensive interoperability guidelines will guide consistent, secure, and reliable interactions across government entities, promoting a standardized and seamless citizen experience. Data privacy and ethical AI frameworks will ensure that personalization efforts remain secure, equitable, and respectful of individual rights. Additionally, advanced cybersecurity measures—including end-to-end encryption, multi-factor authentication (MFA), and zero-trust architectures—will safeguard citizen data, reinforce public trust, and align with international best practices.

Given the scale and centrality of a unified platform architecture, resilience becomes a national imperative. While integration offers immense benefits, it also concentrates risk. To mitigate potential single points of disruption, the architecture must incorporate distributed cloud infrastructure, automated failover and redundancy protocols, and real-time threat detection and response. Additional measures—such as regional data centers, continuous backup systems, and regular stress-testing and simulation drills—will further ensure the platform's reliability and continuity in the face of technical or cybersecurity challenges.

Finally, cross-agency collaboration mechanisms, supported by central governance committees, will ensure effective knowledge-sharing, unified execution, and collective accountability. Together, these structures will enable a coherent, scalable, and secure digital government ecosystem—fully aligned with the national vision for digital transformation.

Workforce capability and cultural transformation

Transitioning to a unified platform involves substantial workforce upskilling and cultural adaptation. Comprehensive training programs will emphasize critical digital capabilities such as AI literacy, advanced analytics, blockchain, and CX methodologies, equipping government employees to effectively leverage new technologies. Upskilling efforts should extend beyond technical proficiency to include CX design thinking, agile mindsets, and continuous innovation principles. This holistic development approach ensures public servants not only operate digital tools, but also actively shape services around citizen behavior and feedback.

Additionally, promoting a cultural and mindset shift towards innovation, collaboration, and proactive engagement will empower employees to deliver personalized citizen experiences, embracing continuous improvement and adaptability. Proactive change management programs involving stakeholder engagement, transparent communication, and active employee participation will significantly reduce resistance and facilitate smooth, successful adoption.

Proactive citizen engagement and transparency

Citizen engagement and proactive communication are critical components of the transition, ensuring sustained citizen trust and active participation. Actively communicating transformation objectives, progress, and benefits will maintain public awareness, transparency, and trust. Encouraging citizens to engage proactively in shaping digital services through feedback mechanisms, consultations, and co-design sessions will ensure that the unified digital platform genuinely reflects citizen needs.

Ultimately, transitioning to a unified government platform represents far more than a technological upgrade—it symbolizes a transformative shift toward proactive, anticipatory governance. Citizens will no longer experience fragmented interactions, redundancies, or inconsistencies. Instead, every touchpoint with the government will become seamless, proactive, personalized, and intuitive, fundamentally reshaping the citizen-government relationship.

Through leveraging robust technological infrastructure, strong governance, citizen-centric service design, workforce empowerment, strategic leadership, and proactive citizen engagement, Saudi Arabia will significantly enhance governmental efficiency and citizen satisfaction. This comprehensive and integrated approach fully aligns with Vision 2030, positioning the Kingdom as a global benchmark in next-generation digital governance, with unified digital services serving as the foundation of a modern, inclusive, and deeply personalized citizen experience.

Case studies: Building toward the unified future

- **Absher:** Issued 28M+ digital IDs; potential AI-powered assistant
- **Tawakkalna:** 32M users, 600+ services, multilingual, real-time features
- **Musaned:** 400K+ contracts, AI-matching and salary transfer integration
- **GOSI:** 10M+ users; manages pensions, employment insurance, and end-of-service benefits.
- **Nafath:** National secure access gateway integrated with over 100 platforms, enabling trusted digital ID verification for 10M+ users.
- **Estonia's X-Road:** Secure data exchange across 900+ institutions and 3,000+ services
- **Denmark's Borger.dk:** In 2024, the portal recorded 111.5 million visits, 92 percent Satisfaction score, 2,000 self-service solutions
- **Finland's Suomi.fi:** 11.1 million visits in 2022, 804 different organizations, 25,700 services, 52,300 service channels. In 2025, Suomi.fi was awarded the GovTech Prize, officially recognizing it as the best public digital service globally.

Roadmap to a unified government platform

Achieving Saudi Arabia's vision of a seamless, proactive, and personalized digital government requires coordinated initiatives spanning multiple interconnected areas. Below are key initiatives that serve as a clear path toward realizing the Kingdom's ambitious digital governance goals. These initiatives align with six strategic enablers:

01 **Establishing foundations for unified digital governance**

In this initial phase, the focus can be given to the establishment of the institutional and technical foundations for a unified, interoperable government platform. Enacting a central governance model let by a central body, such as DGA or a designated national champion, supported by a CIO council, technology board, and governance committees. These bodies will ensure alignment across entities, enforce shared standards, and eliminate silos in systems and services.

A key emphasis during this phase should be formalizing inter-ministerial alignment frameworks, ensuring entities not only comply with central guidelines but actively co-create unified experiences. Sponsorship at the highest levels will be essential to mandate participation and sustain momentum.

A unified digital identity will provide citizens with secure single sign-on access across all government services, while a standardized integration framework will enable seamless, real-time data exchange.

Saudi Arabia can draw on Singapore's example, where the Smart Nation and Digital Government Office (SNDGO) leads national digital efforts and coordinates closely with agencies through structured governance mechanisms. This model ensures coherence, drives shared infrastructure adoption, and maintains consistency across platforms.

Early pilots will feature AI-driven personalization via platforms like Absher and Musaned. Foundational cybersecurity controls—including zero-trust architecture and multi-factor authentication—will be implemented from the outset.

A nationwide upskilling program will equip public servants with capabilities in AI, analytics, CX, and cybersecurity—ensuring long-term success and scalability.

Strategic enablers

01
Citizen-centric service design

02
Technological infrastructure and integration

03
Governance and data security

04
Workforce capability and cultural transformation

05
Strategic leadership and change management

06
Citizen engagement and transparency

02 Scaling integration and innovation

Building on foundational capabilities, the second phase focuses on expanding platform integration, scaling personalization, and enabling data-driven innovation across government entities. Unified digital identity will be extended to all major platforms, ensuring simplified, secure, and consistent interactions. AI-driven personalization will become a standard feature, tailoring services to individual behaviours, preferences, and life events. IoT sensors and real-time analytics will support dynamic, context-aware service delivery, while blockchain pilots will be deployed to explore secure identity verification and records management.

To facilitate seamless onboarding, the government will publish standardized APIs, interoperability protocols, and participation guides that clearly define integration requirements. Cloud landing zones will be built to provide entities with ready-made, compliant environments that accelerate adoption and deployment. A central team will also publish service subscription guidelines, making platform access transparent and structured.

Additionally, an assessment taskforce will be established to support entities in evaluating their current systems and defining as-is and future state roadmaps for unification readiness.

A nationwide cultural transformation program will encourage innovation and co-creation, enabling public servants to collaborate directly with citizens through real-time feedback loops, co-design workshops, and continuous service improvement initiatives.

03 Deepening unified capabilities and accessibility

This phase marks a shift toward operational maturity, with integration, accessibility, and inclusion shaping the digital experience. A centralized digital citizen portal will serve as the unified gateway to government services, streamlining access and improving usability. A central data hub will facilitate seamless interoperability across entities, eliminating redundancy and enabling data-driven service delivery. Blockchain infrastructure will scale to support secure identity management and mission-critical government processes, while cybersecurity measures will evolve to address emerging threats proactively.

This phase should also prioritize business continuity planning, introducing redundancies and decentralized failover mechanisms to mitigate systemic risk. Cyber resilience will be paramount as dependency on the unified platform increases.

To accelerate integration across diverse IT environments, the platform will leverage innovative technologies capable of interfacing with legacy systems, enabling existing services to be surfaced through modern front-end experiences without the need for extensive customization or redevelopment. This approach ensures scalability, reduces transition complexity, and maximizes reuse of existing investments.

The second wave of workforce upskilling will prioritize advanced analytics, AI governance, and secure cloud operations. Inclusivity will be a guiding principle, with services delivered in multiple languages and accessible formats, and adaptive technologies supporting users of all abilities. Services will be localized across user segments, offering multilingual interfaces, simplified flows for users with limited digital literacy, and specialized journeys for citizens, expats and domestic workers to ensure relevance and ease of use.

04 Advancing predictive governance and service excellence

With infrastructure in place, the focus turns to intelligent automation and proactive service delivery. AI will autonomously anticipate needs, offering services before they are requested. Dynamic dashboards will provide leaders with real-time insights into citizen engagement, while continuous feedback loops will refine services. Rigorous AI governance protocols will ensure fairness, transparency, and bias mitigation. Agile service delivery will be reinforced through innovation labs and digital champions across agencies.

05 Consolidation and operational maturity

In the final phase, Saudi Arabia will achieve a fully proactive, predictive government ecosystem. All platforms and services will function as one, eliminating silos and friction. A data-driven government, powered by real-time AI, will respond to needs before citizens realize them. Public sector practitioners will emerge as specialists in digital governance, ethical AI, and secure data infrastructure, positioning Saudi Arabia at the forefront of public service excellence.

Realizing a unified digital future

Saudi Arabia's ambitious journey toward a unified digital government represents a transformative evolution in public service delivery, redefining global standards through a profound commitment to citizen-centric design and exceptional CX. By embedding adaptive personalization, intuitive service design, and seamless interactions across a singular platform, the Kingdom will significantly enhance the quality, responsiveness, and satisfaction of citizen engagements.

The Kingdom's favorable conditions—including political will, technical advancement, and a youthful, connected society—are all supporting mechanisms that strengthen this change. Capturing this momentum now is essential for establishing a future-proof, globally recognized model of digital government.

Central to realizing this unified digital vision is the proactive empowerment of the public sector workforce with essential digital and CX competencies, alongside robust governance frameworks that prioritize transparency, trust, and data security. The integration of advanced technologies such as AI-driven predictive analytics, blockchain, and IoT will ensure consistently personalized and efficient services that proactively anticipate citizen needs.

Global experiences offer valuable lessons. Estonia's X-Road platform illustrates the importance of secure, standardized interoperability and the once-only principle to eliminate redundancy. Denmark's shared infrastructure, including NemLog-in and the Data Distributor, highlights how coordinated governance and technical frameworks can support seamless digital interactions. Singapore's Smart Nation model underscores the role of strong central leadership and cross-agency collaboration in driving innovation and aligning services around citizens' life events.

KPMG envisions that the path to successful digital government transformation lies not only in the deployment of advanced technologies, but also in the establishment of strong governance structures, institutional coordination, and sustained capability-building within the public sector. Elements such as unified digital identity, interoperable data frameworks, AI-driven personalization, and inclusive service design must be supported by governance models that strike the right balance between innovation, security, trust, and transparency. KPMG is fully aligned with these principles, drawing on global insights to inform the evolution of national digital strategies in support of long-term public value.

As Saudi Arabia advances its Vision 2030 objectives, these global practices provide a foundation to guide a phased, scalable, and citizen-first approach to digital government transformation.

About KPMG Middle East

KPMG Middle East is a part of the KPMG global organization of independent member firms that operate in 143 countries and territories and are affiliated with KPMG International Limited. We provide audit, tax and advisory services to public and private sector clients across Saudi Arabia, United Arab Emirates, Jordan, Lebanon, Oman, and Iraq, contracting through separate legal entities. We have a strong legacy in the region, where we have been established for over 50 years. KPMG Middle East is well-connected with its global member network and combines its local knowledge with international expertise.

KPMG serves the diverse needs of businesses, governments, public-sector agencies, not-for-profit organizations, and the capital markets.

Our commitment to quality and service excellence underpins everything we do. We strive to deliver to the highest standards for our stakeholders, building trust through our actions and behaviors, both professionally and personally.

Our values guide our day-to-day behavior, informing how we act, the decisions we make, and how we work with each other, our clients, and all our stakeholders. Integrity: We do what is right. Excellence: We never stop learning and improving. Courage: We think and act boldly. Together: We respect each other and draw strength from our differences. For Better: We do what matters.

Our purpose is to inspire confidence and empower change. By inspiring confidence in our people, clients and society, we help empower the change needed to solve the toughest challenges and lead the way forward.

KPMG's Impact Plan guides our commitments to serving our clients, people and communities across four categories: Planet, People, Prosperity, and Governance. These four priority areas assist us in defining and managing our environmental, social, economic and governance impacts to create a more sustainable future. We aim to deliver growth with purpose. We unite the best of KPMG to help our clients fulfil their purpose and deliver against the United Nations Sustainable Development Goals, so all our communities can thrive and prosper.

We are dedicated to delivering growth with purpose, helping our clients achieve their goals, and advancing sustainable progress to ensure that all our communities thrive. Empowered by our values, and committed to our purpose, our people are our greatest strength. Together, we are building a values-led organization of the future. For better.

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