

Government Electronic and Mobile Services Maturity Index GEMS-2025

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Economic and Social Commission for Western Asia

E/ESCWA/CL4.SIT/2026/2

Government Electronic and Mobile Services Maturity Index (GEMS 2025)

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Key messages



Gradual and tangible progress in the maturity of digital government services in the Arab region.
The Arab region recorded modest but measurable progress in the maturity of digital government services in 2025, reflecting sustained institutional efforts to improve the efficiency of service delivery and advance digital transformation across the public sector.



Persistent gaps in digital government maturity across Arab countries.
Significant disparities remain between countries with very high levels of digital maturity and those still at early stages of development. This highlights the need for targeted support, stronger regional cooperation and knowledge sharing, and greater use of the experience of digitally advanced countries.



Shifts across maturity groups reflect divergent national pathways.
The distribution of Arab countries across the maturity groups suggests that some countries are beginning to reap the benefits of earlier investments in digital foundations, while others continue to face structural and contextual challenges that limit their ability to adopt digital and emerging technologies and expand their use.



Strengthening institutional foundations and digital trust while initiating the adoption of artificial intelligence (AI).
The gains achieved in 2025 were concentrated in strengthening the foundations of digital trust, infrastructure, digital identity and channel security. Progress remains limited in proactive service availability, emerging technologies adoption and user experience, particularly through mobile channels. This underscores the need to sustain efforts to leverage emerging technologies in the development of digital government services.

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Introduction

Digital government transformation is a dynamic and multidimensional process that continues to evolve alongside advances in digital technologies and changing expectations of individuals and businesses. Digital tools are advancing rapidly, expanding both their capability and their potential applications across government functions. At the same time, their integration into everyday life has reshaped users' needs and expectations of public services. As a result, the traditional model of navigating multiple government agencies, enduring lengthy procedures when submitting documents or following up on transactions is no longer acceptable or practical.

In this context, Governments are increasingly moving towards user-centred, integrated digital ecosystems in which services are designed around life events and business needs rather than institutional structures. Users are expected to complete a service through a single interface, even when it requires the integration of processes across multiple government entities behind the scenes. This is enabled through unified national platforms built on data sharing and the "once-only" principle, whereby data are provided only once to receive multiple services.

Emerging technologies—particularly artificial intelligence (AI), advanced analytics, big data and cloud computing—have become key enablers of digital government transformation. Their role now extends beyond automating processes and improving operational efficiency to include the design of proactive services, the delivery of personalized user experiences, enhanced engagement and participation, and data-driven decision-making. Growing attention is also being given to the use of generative and agentic AI, alongside an increasing emphasis on transparency, ethics and data governance.

However, the digital government transformation journey in the Arab region continues to face many challenges. Significant disparities persist across countries in terms of digital infrastructure readiness, system interoperability, and the maturity of legal and regulatory frameworks, particularly those related to data protection, data sharing and the use of emerging technologies. Additional challenges include securing sustainable financing, strengthening institutional capacities and digital skills, ensuring cybersecurity and building public trust, as well as advancing digital inclusion and guaranteeing equitable access to services for all segments of society, regardless of geographic location or social status.

In this context, there is a growing need for effective measurement and evaluation tools that enable decision makers and policymakers to monitor progress in digital transformation programmes, identify gaps and areas for improvement, and better align strategies with implementation on the ground. Digital transformation success is no longer measured solely by the number of services available online, but rather by their level of integration, quality, and tangible impact on people's lives and businesses, as well as their ability to keep pace with the accelerating rate of digital change. To support decision makers and policymakers in the Arab region, the Government Electronic and Mobile Services Maturity Index (GEMS) serves as a reference tool to guide national policies and plans that support digital transformation programmes in the public sector across the region.

GEMS index is being assessed for the seventh time since 2019, with the participation of 17 member States of the Economic and Social Commission for Western Asia (ESCWA), namely Algeria, Bahrain, Iraq, Jordan, Kuwait, Libya, Mauritania, Oman, the State of Palestine, Qatar, Saudi Arabia, Somalia, the Sudan, the Syrian Arab Republic, Tunisia, the United Arab Emirates and Yemen. This report is based on data collected from forms submitted to ESCWA by representatives of participating government agencies and it showcases findings at the national and regional levels. ESCWA continuously updates this index and, in 2025, revised a number of government services covered by the index and reviewed several key performance indicators (KPIs) to capture new aspects of digital government services.

It should be noted that GEMS results rely directly on data provided by participating government entities. The index also covers government services only. Some services may be provided by the private sector, particularly relating to transport and tourism sectors, but they fall outside the scope of the index.

1. GEMS conceptual framework



1. GEMS conceptual framework

The GEMS index aims to measure the maturity of government services provided through portals and mobile applications in Arab countries. It seeks to provide decision makers and policymakers with an index illustrating some of the dimensions that many global indicators do not measure, namely the sophistication of services, their usage and user satisfaction, and Governments' efforts to reach the public.

According to GEMS index, maturity refers to a government service that is fully digitalized across all stages, made available through multiple channels such as online portals and mobile applications, and supported by awareness and outreach campaigns encouraging its use. It further entails the actual uptake of these services by individuals and businesses, the availability of direct support and communication channels with users, and the integration of emerging technologies in service design and development. In addition, it includes a set of institutional and technical enablers that support service integration, most notably the ability of different government entities to communicate digitally and exchange data.

Figure 1. GEMS structure by pillar, sub-pillar and category, and KPI distribution



Source: Authors.

The GEMS index is based on three main pillars (figure 1), namely service availability and sophistication (supply), service usage and user satisfaction (demand), and public outreach (inclusiveness).

With growing interest in the GEMS index across the Arab region and in response to the rapid progress in government services delivery, ESCWA has worked on developing the index through revising the range of services it covers and updating KPIs.

This development is driven by the recognition that the concept of digital transformation is no longer limited to digitalizing procedures or making services available through electronic channels. Rather, it now refers to building an interconnected Government that operates as an integrated digital entity, with citizens and businesses placed at the centre of service design and delivery. In this context, the importance of Government-to-Government (G2G) connectivity is underscored, as it enables seamless data exchange and prevents duplication, alongside the adoption of a unified digital identity as a key enabler for secure and reliable access to services. In addition, other qualitative factors have gained importance as they directly affect user experience and service effectiveness, such as service uptime across all channels, and the use of emerging technologies in service design and development to enhance efficiency, strengthen proactiveness, and deliver more personalised and effective services.

A. Updating the scope of covered services

The 2025 update to the index includes revisions to a number of the government services assessed in each country. Following consultations with national GEMS coordinators in Arab countries, a list of new services proposed for inclusion in the index framework was developed. These services were selected based on the following criteria: (1) The service must be relevant to the Arab region and applicable beyond a narrow or exceptional case; (2) The service must involve a transactional process rather than the mere provision of information; (3) The service should have strong demand among the intended users. Accordingly, several services previously covered by the index were replaced with more advanced ones, bringing the total number of newly introduced services to eight (table 1).

It is worth noting that the services covered by the index are essential government services for both individuals and businesses. Their selection is based on a life-cycle approach, whereby specific services are chosen to reflect the needs of individuals at different stages of life, as well as the needs of institutions throughout their life cycle, from establishment and operation to closure.

Table 1. List of new services covered by the GEMS index

Provision of online social, family or legal counselling services
Licence to practise law
Requesting environmental services (waste collection or disposal, or reporting environmental pollution or violations)
Requesting home care or home nursing services for older persons or persons with disabilities
Virtual notary
Licence to practise a medical profession
Volunteering and community participation through a national platform
Issuance of a replacement for a lost national identity card

Source: Authors.

Services are distributed across different sectors (table 2). The full list of these services can be found in annex 1.

Table 2. Distribution of digital services across sectors

Sector	Number of services
Trade and industry	19
Transport/Traffic/Police	11
Cross-government affairs[a]	8
Interior	8
Justice	8
Education	7
Social affairs	7
Municipal affairs	7
Health	6
Finance	6
Utilities	4
Labour	4
Tourism	3
Migration	2
Total	100

Source: Authors.

a. Some services are not limited to a specific sector; instead, they require collaboration between institutions from two or more different sectors.

B. Evolution of KPIs

Several KPIs were revised and new indicators were introduced to capture additional aspects and dimensions of digital government service maturity and reflect technological advancements and their growing role in digital transformation. The additional assessment dimensions were identified based on the following criteria: (1) The indicator should measure a new aspect of digital government service maturity; (2) It should be relevant to the context of the Arab region; (3) It should be consistent with the other KPIs used in the GEMS index. As a result, the number of indicators increased from 35 in 2024 to 37 in 2025 (table 3). The indicators that were added or updated are presented below.

- Use of AI to support users: measures the extent to which generative and agentic AI is deployed in digital services.
- Ease of use of digital services: measures the extent to which a digital service is streamlined through integration with data from other government entities.
- Distribution of usage across digital channels (GEMS services): measures the balance in the distribution of digital transactions across digital channels for services covered by the index.
- Distribution of usage across digital channels (all services at the entity level): measures the balance in the distribution of digital transactions across digital channels for all services provided by the entity.
- Use of digital transactions (GEMS services): measures the percentage of digital transactions relative to the total number of transactions, for services covered by the index.
- Use of digital transactions (all services at the entity level): measures the percentage of digital transactions relative to the total number of transactions, for all services provided by the entity.

- Availability of digital channels: measures the availability of an online portal and a mobile application for each service covered by the index.

Table 4 presents the complete list of KPIs and their descriptions.

Table 3. Distribution of KPIs across the three main pillars of the GEMS index

Pillar	Number of KPIs in GEMS 2024	Number of KPIs in GEMS 2025
Service availability and sophistication	21	21
Service usage and user satisfaction	7	9
Public outreach	7	7
Total	35	37

Source: Authors.

Table 4. The KPIs and their corresponding measurement areas

Pillar	KPI	Measurement area
Pillar 1: Service availability and sophistication	**Portal services sophistication level**	End-to-end completion of the service or transaction via the portal (such as e-payment, document submission, digital signature, and receipt of the outcome).
	Portal personalization	Availability of personalization features on web pages for end users (such as dynamically adjusting content based on the user's profile).
	Mobile services sophistication level	End-to-end completion of the service or transaction via the mobile application (such as e-payment, document submission, digital signature, and receipt of the outcome).
	Availability of digital channels	Access to all digital government services through various digital channels.
	Applications availability on various mobile platforms	Availability of mobile applications on more than one operating platform.
	Availability of languages on the portal	Availability of services on the portal in several languages.
	Feedback enablement through portal	Possibility to collect user feedback via the portal on the service design, usage and development.
	Persons with disability enablement through portal	Accessibility features for persons with disabilities on the portal (such as WCAG 2.1).
	Availability of languages on mobile applications	Availability of services on mobile applications in several languages.
	Feedback enablement through mobile	Possibility to collect user feedback via mobile applications on the service design, usage and development.
	Persons with disability enablement through mobile	Accessibility features for persons with disabilities on mobile applications (such as WCAG 2.1).
	Channels interoperability	Ability to complete a transaction through the mobile application if it was initiated via the portal, and vice versa.

Pillar	KPI	Measurement area
	Channels security level	Availability of multiple authentication methods and the adoption of emerging technologies to enhance security across multiple channels.
	Service access through a digital ID	Adoption of digital identity by government institutions for access to government services.
	Service uptime across all channels	Ensuring the normal operation of every digital government service throughout the year.
	Open data provisioning	Publication of open data sets in near real-time by government institutions.
	Open data delivery format	Publication of open data sets in machine-readable formats by government institutions.
	Open data quality	Government institutions adherence to recognized open data standards in all published datasets.
	Emerging technologies adoption ecosystem	Availability of a plan for the adoption of emerging technologies in the operations of the government institution, while providing the necessary infrastructure and training the workforce.
	Emerging technologies adoption in services	Using an emerging technology to develop and improve digital government services (such as using blockchain to enhance service security, or AI to support and understand user behaviour).
	Government-to-Government (G2G) connectivity level	Connecting government institutions with each other through a unified government services bus (GSB) or application programming interfaces (APIs).
Pillar 2: Service usage and user satisfaction	**Use of digital transactions (GEMS services)**	Using GEMS services through digital channels without paper-based or manual transactions.
	Distribution of usage across digital channels (GEMS services)	Distribution of usage across digital channels (web portal and mobile applications) for GEMS services.
	Use of digital transactions (all services at the entity level)	Conducting transactions for all entity services digitally, without paper-based or manual transactions.
	Distribution of usage across digital channels (all services at the entity level)	Distribution of usage across web portal and mobile applications for all entity services.
	User satisfaction over portal	Reducing the number of complaints related to digital government services.
	User satisfaction over mobile	High ratings for mobile applications providing government services, coupled with a high user registration rate relative to the number of downloads.
	Entity responsiveness to support requests	Timeliness of government institutions' responses to enquiries and assistance requests.
	Ease of use of digital services	Using digital identity to facilitate the user experience through data integration and exchange among government institutions.
	Use of AI to support users	Using generative AI to enhance user engagement through the creation of support content, and using AI agents to assist users throughout the service delivery process.

Pillar	KPI	Measurement area
Pillar 3: Public outreach	**Percentage of services accompanied by marketing campaigns (GEMS services)**	Conducting marketing campaigns for all services included in the index through the portal and mobile applications.
	Percentage of new services accompanied by marketing campaigns (all services at the entity level)	Conducting marketing campaigns for all new digital services launched by the government institution.
	Service visibility	Convenient search and access to the service through a unified national platform with clearly defined categorization and classification.
	Availability of support tools for individuals	Availability of support and communication tools within government institutions (such as live chat and digital assistance tools).
	Availability of service-supporting digital content	Availability of helpful digital content for each government service (such as explanatory videos and procedural manuals).
	Readiness of the communication and support team	Training of a dedicated communication and support team by the institution, in both service knowledge and communication skills.
	Availability of proactive services	The ability to proactively activate digital government services and notify end users.

Source: Authors.

C. Methodology

The GEMS digital platform (gems.unescwa.org) is used to facilitate all stages of data collection, support the work of national focal points and calculate the values of the index and its various pillars. The platform was developed based on suggestions by representatives of national authorities in ESCWA member States. The digital platform offers a range of features, including:

- Development of three different user interfaces based on user roles: one for the ESCWA team, one for the national focal point authority with selected administrative privileges, and one for representatives of national entities responsible for data entry.
- Ability for national focal points to review and approve or reject submitted data forms, and provide feedback.
- Management of national entity representatives' accounts and assignment of index services to each account.
- Availability of all lists and forms in both Arabic and English.
- Access to archived data submitted in previous years.
- Calculation of index scores and provision of various administrative functions for the ESCWA team.

A national focal point is designated in each ESCWA member State to oversee all stages of data collection from various national institutions, while constantly communicating with the GEMS team at ESCWA. In the preliminary phase, the focal point undertakes the selection of electronically delivered government services, out of the services covered by the index. The focal point then identifies representatives of the national entities providing these digital services, supervises their work and reviews the data they provide before validating and transmitting it to the ESCWA team. Representatives of national entities are responsible for collecting data related to their entities and the digital services they provide, as assigned to them by the national focal point.

Throughout all stages of the process, the ESCWA working group provides the necessary technical support to the national focal points for data collection. Digital services are assessed using a dedicated electronic form (annex 3), and one form is required for each service. Institutions providing these digital services are also assessed using the entity form (annex 2). Once data collection has been completed, data are reviewed, processed and used

to calculate the KPIs needed for the calculation of the final GEMS index score. The results are then analysed and incorporated into the final report.

D. Methodology for calculating the index results

Initially, all 100 services covered by the index are weighted according to their level of complexity, the extent to which they can be digitalized and expected transaction volume. Procedural services require interaction with users at multiple stages of the service journey, from the submission of supporting documents and electronic payments to notification of transaction completion. Therefore, such services are assigned a higher weight.

Percentage weights are also assigned to the three main pillars as follows: 40 per cent for each of the first and second pillars and 20 per cent for the third pillar. The report presents the scores of the 37 KPIs, in addition to the scores of the three main pillars and the overall score. All KPI scores are calculated on a scale from 0 to 1.

It should be noted that the methodology for calculating the scores of the two KPIs "persons with disability enablement through portal" and "persons with disability enablement through mobile" has been updated, resulting in changes to their scores.

E. Interpreting results and deriving conclusions

The GEMS index is a tool for measuring the level of maturity in digital government services, as well as the progress and sustainability of national digital transformation, and for providing a comprehensive regional overview. Policymakers and decision makers can use this index to assess the current status and maturity of digital government services and to monitor overall progress in digital transformation. National results include country-specific recommendations for entities responsible for digital transformation, based on the results obtained.

The GEMS index enables the identification of areas of weakness and supports the development of national plans to enhance the maturity of digital government services. For instance, if the KPI related to providing features for persons with disabilities through the portal is low, this result can be directly leveraged by including these features in the design of new services or by adding these features to existing services.

Some KPIs are related to the overall performance of the institution, rather than to specific services. These KPIs include:

- Portal personalization.
- Channels security level.
- Service access through a digital ID.
- Open data provisioning.
- Open data delivery format.
- Open data quality.
- Emerging technologies adoption ecosystem.
- Government-to-Government (G2G) connectivity level.
- Overall usage over portal (all services at the entity level).
- Distribution of usage across digital channels (all services at the entity level).
- Entity responsiveness to support requests.
- Availability of support tools for individuals.
- Readiness of the communication and support team.
- Percentage of new services accompanied by marketing/awareness campaigns.

It is essential to interpret KPIs collectively in order to obtain a more comprehensive understanding of the entities' performance. For instance, the indicator "percentage of new services accompanied by marketing campaigns (all services at the entity level)" refers to all digital government services provided by the entity, whereas the indicator "percentage of new services accompanied by marketing campaigns" measures which of the 100 services covered in the index are accompanied by marketing campaigns. Therefore, both KPIs should be read together to better assess the extent to which services are supported by marketing campaigns.

2. GEMS results at the regional level



2. GEMS results at the regional level

A. Overview

In 2025, data were collected from 17 Arab countries among the ESCWA member States: Algeria, Bahrain, Iraq, Jordan, Kuwait, Libya, Mauritania, Oman, the State of Palestine, Qatar, Saudi Arabia, Somalia, the Sudan, the Syrian Arab Republic, Tunisia, the United Arab Emirates and Yemen. A national coordination authority responsible for index data was identified in each of these countries (table 5).

Table 5. National coordination authorities for measuring GEMS results in 2025

Country	Authority
Algeria	Ministry of Post and Telecommunications
Bahrain	Information and eGovernment Authority
Iraq	Ministry of Planning – Office of the Prime Minister
Jordan	Ministry of Digital Economy and Entrepreneurship
Kuwait	Central Agency for Information Technology
Libya	General Information Authority
Mauritania	Ministry of Digital Transformation and Modernization of the Administration
Oman	Ministry of Transport, Communications and Information Technology
State of Palestine	Ministry of Telecommunications and Digital Economy
Qatar	Ministry of Communications and Information Technology
Saudi Arabia	Digital Government Authority
Somalia	Ministry of Communications and Technology
Sudan	National Information Center – Ministry of Telecommunications and Digital Transformation
Syrian Arab Republic	Ministry of Communications and Information Technology
Tunisia	eGovernment Unit – Government Presidency
United Arab Emirates	Telecommunications and Digital Government Regulatory Authority
Yemen	Ministry of Telecommunications and Information Technology

Source: Authors.

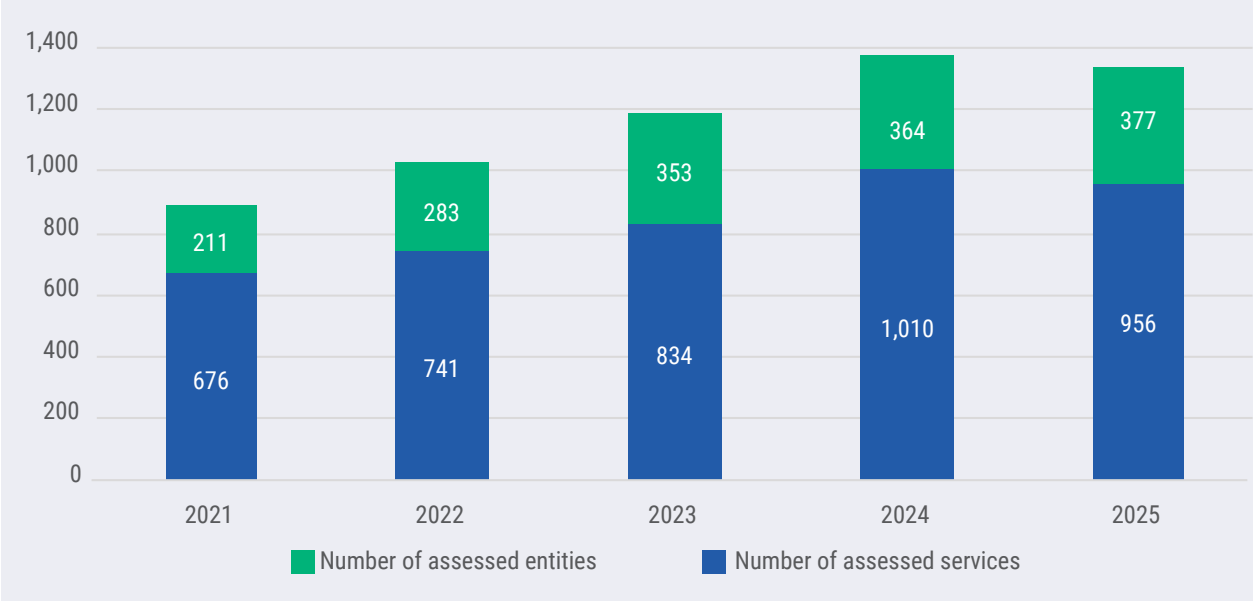
B. Services and sectors

The 2025 assessment covered 956 government services and 377 public institutions providing those services. The steady and significant increase in the number of institutions between 2021 and 2025, exceeding 78 per cent, reflects the expanding scope and growing adoption of digital transformation across government institutions in the Arab region. In contrast, digital services

recorded a decline of approximately 3 per cent, following continuous growth during the period 2021–2024. This is due to the index's shift towards the assessment of more advanced services in its current edition.

The 956 assessed services were distributed across various sectors, with the utilities, education, labour, and interior sectors receiving the largest shares. Table 6 shows the number and sectoral distribution of the assessed services.

Figure 2. Total number of services and entities assessed, 2021–2025



Source: Authors.

Table 6. Number and percentage of assessed digital services by sector

Sector	Number of index services	Maximum number of services that can be assessed for 17 countries	Total number of services assessed in 2025	Assessed services (percentage)
Utilities	4	68	49	72
Education	7	119	76	64
Labour	4	68	43	63
Interior	8	136	85	63
Trade and industry	19	323	192	59
Migration	2	34	20	59
Cross-government affairs	8	136	77	57
Municipal affairs	7	119	64	54

Sector	Number of index services	Maximum number of services that can be assessed for 17 countries	Total number of services assessed in 2025	Assessed services (percentage)
Transport/Traffic/Police	11	187	98	52
Social affairs	7	119	61	51
Tourism	3	51	26	51
Health	6	102	51	50
Justice	8	136	66	49
Finance	6	102	48	47

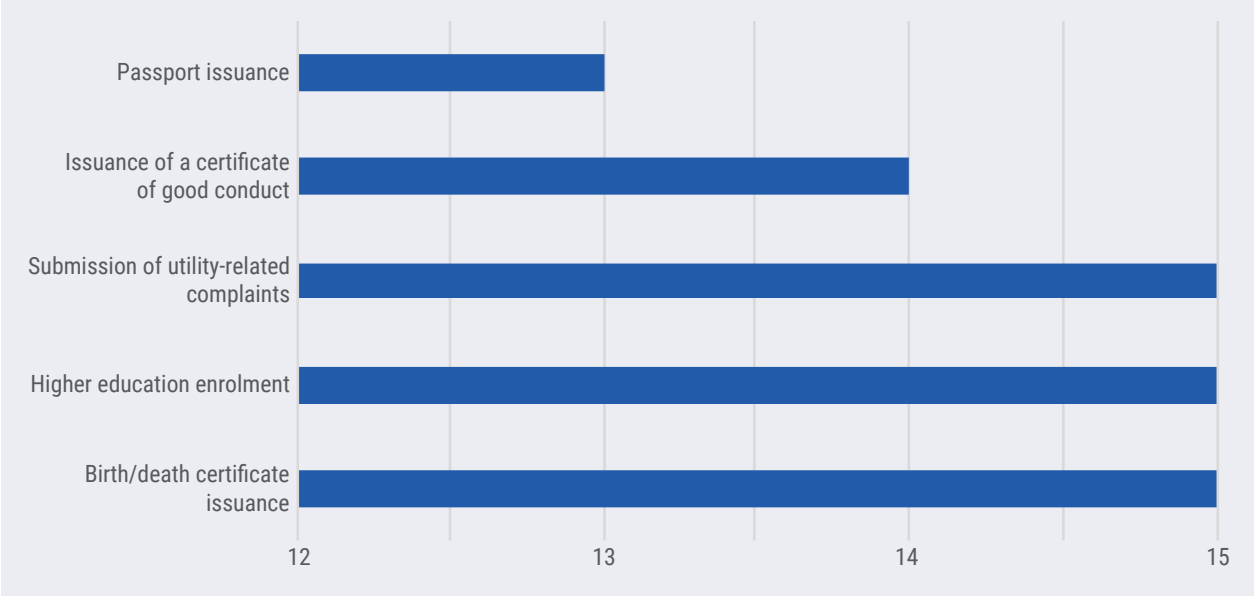
Source: Authors.

The top services reported by participating countries include birth and death certificates issuance, higher education enrolment, and the submission of utility-related complaints (figure 3). These services were available in 15 out of the 17 participating countries. A notable increase can also be observed in the availability of services in the interior affairs sector.

A notable increase can be observed in the digitalization of certain individual-related services between 2024 and 2025, such as the registration or notarization of sale contracts, as well as in the digitalization of some business-related services, including judicial approval for company closure (figure 4).

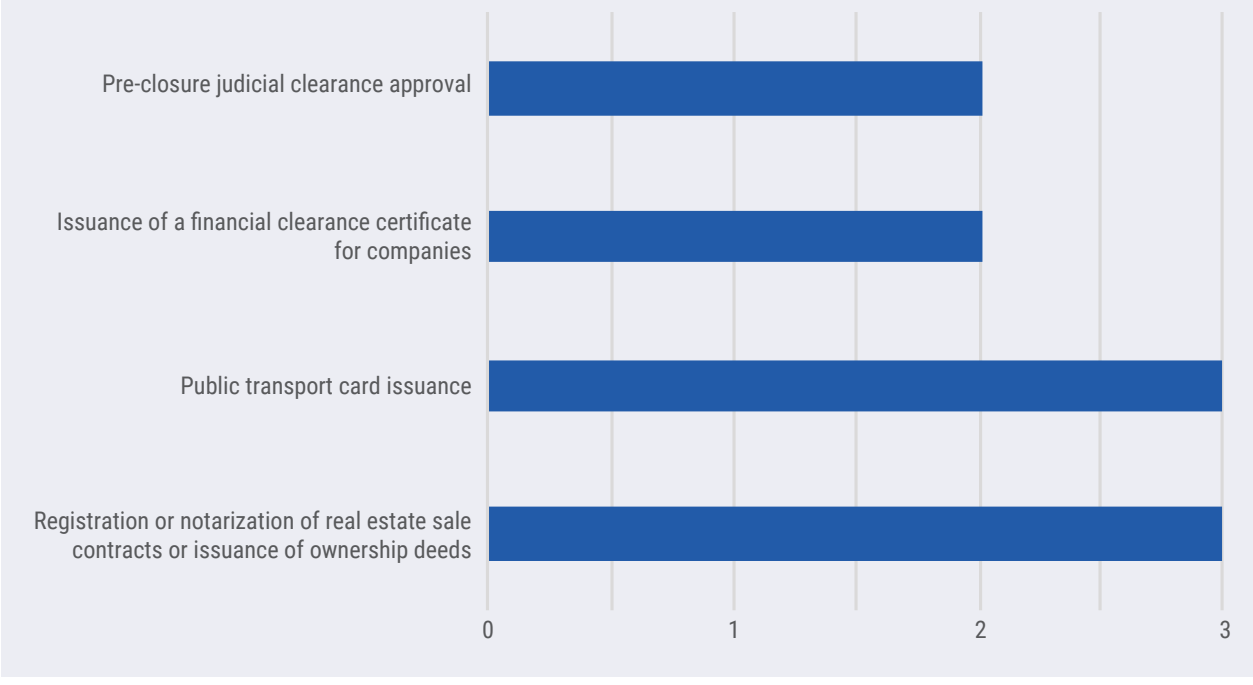
The utilities, interior affairs and labour sectors continue to lead sectoral performance, based on the results of the services assessed. The findings also highlight the need to place greater emphasis on the digitalization of services in other sectors, such as social affairs, tourism and health (figure 5).

Figure 3. Top five services in the 2025 assessment



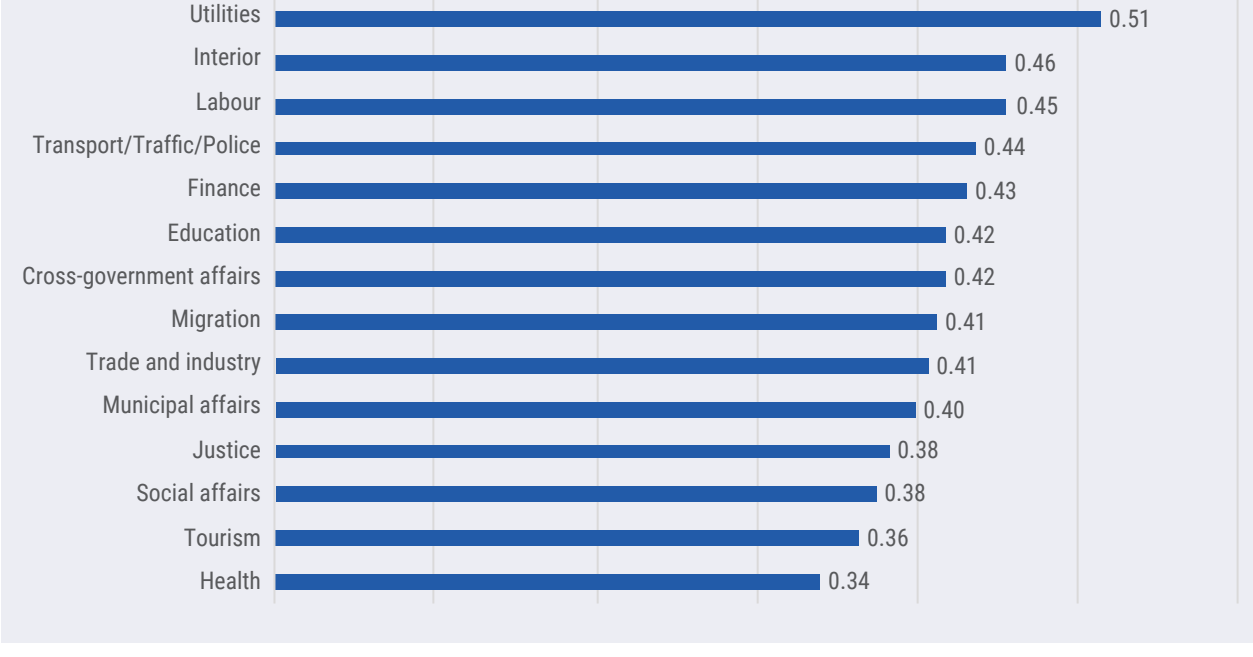
Source: Authors.

Figure 4. Top four services that increased the most in the assessment between 2024 and 2025



Source: Authors.

Figure 5. Average results of digital government services assessed by sector



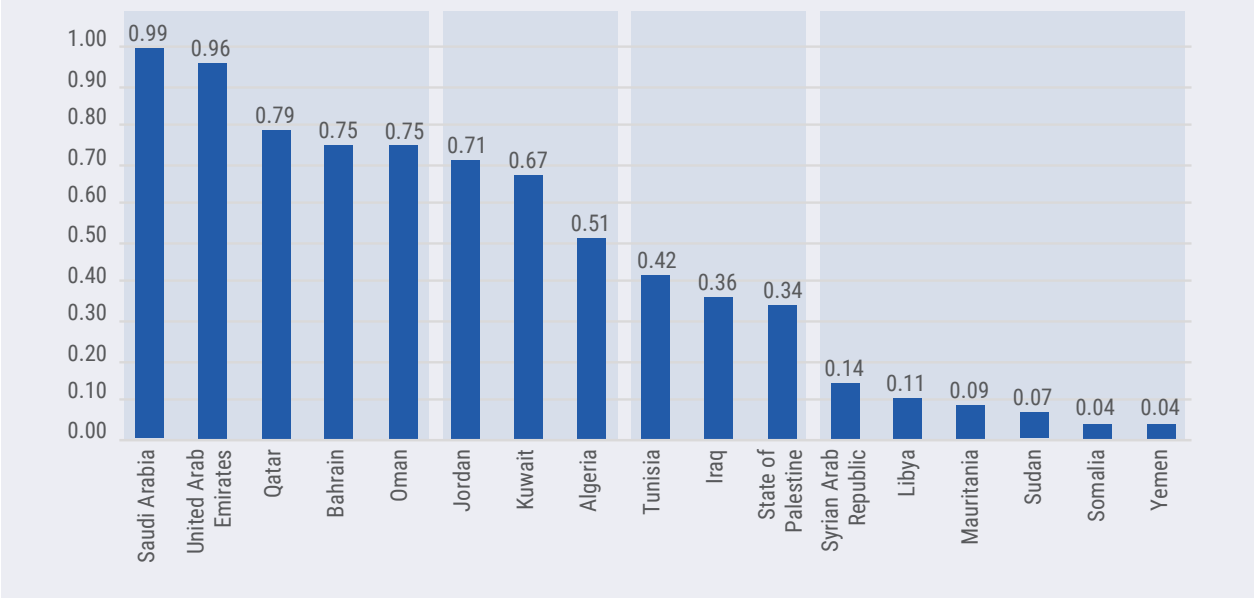
Source: Authors.

C. Overall results

Four main groups can be identified, within which the overall results are distributed as follows. The first group, representing the early stage of maturity with scores below 0.25, includes the Syrian Arab Republic, Libya, Mauritania, the Sudan, Somalia and Yemen; the second group, representing the intermediate level of maturity with scores between 0.25 and 0.50, includes Tunisia, Iraq and the State of Palestine; the third group, representing the advanced level of maturity with scores ranging between 0.50 and 0.75, includes Jordan, Kuwait and Algeria; the fourth group, representing the very advanced level of maturity with scores between 0.75 and 1, includes Saudi Arabia, the United Arab Emirates, Qatar, Bahrain and Oman (figure 6). There is a significant difference between the lowest and highest scores, ranging from 0.04 to 0.99.

Compared with 2024 results, it is evident that most Arab countries have made progress in terms of the overall index score, with the average score rising from 45 to 46 per cent (figure 7).

Figure 6. Overall GEMS results for 2025

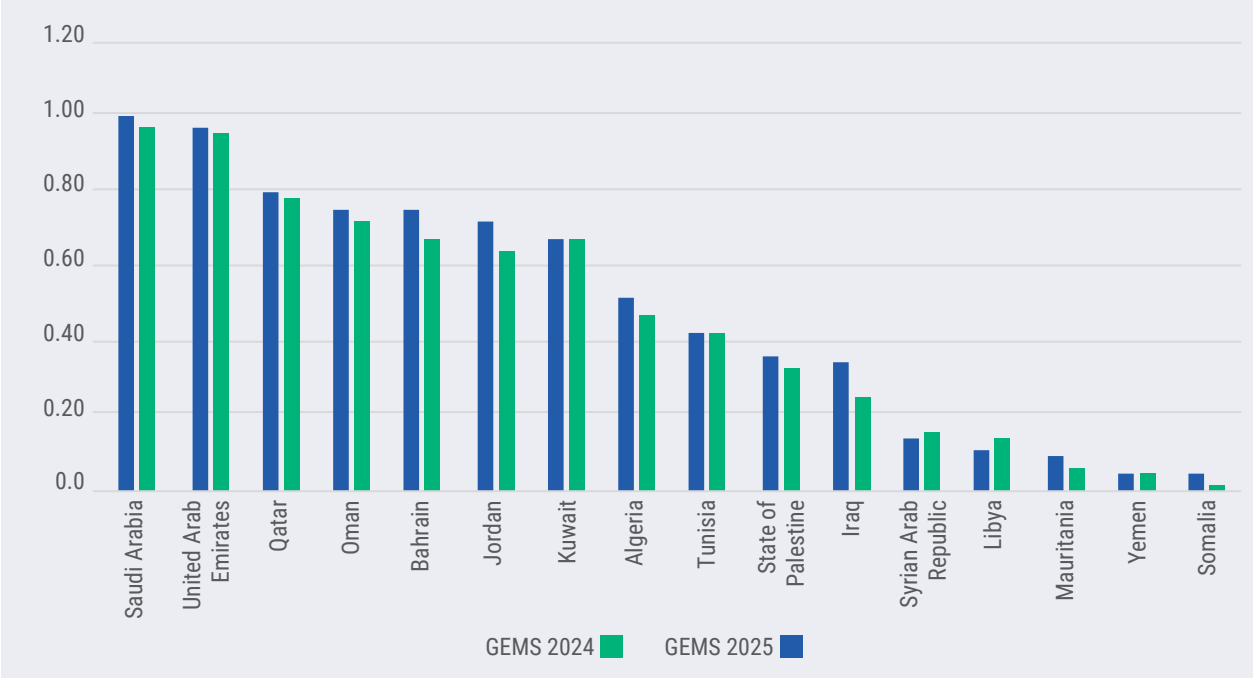


Source: Authors.

With regard to the first pillar "service availability and sophistication", the first group with values below 0.25 includes the Syrian Arab Republic, Libya, Mauritania, the Sudan, Somalia and Yemen; the second group, with values between 0.25 and 0.50, includes Algeria, Tunisia, Iraq and the State of Palestine; the third group, with values between 0.50 and 0.75, consists of Jordan and Kuwait; and the fourth group, with values above 0.75, includes Saudi Arabia, the United Arab Emirates, Qatar, Oman and Bahrain (figure 8). There is a significant difference between the lowest and highest scores, ranging from 0.04 to 1.

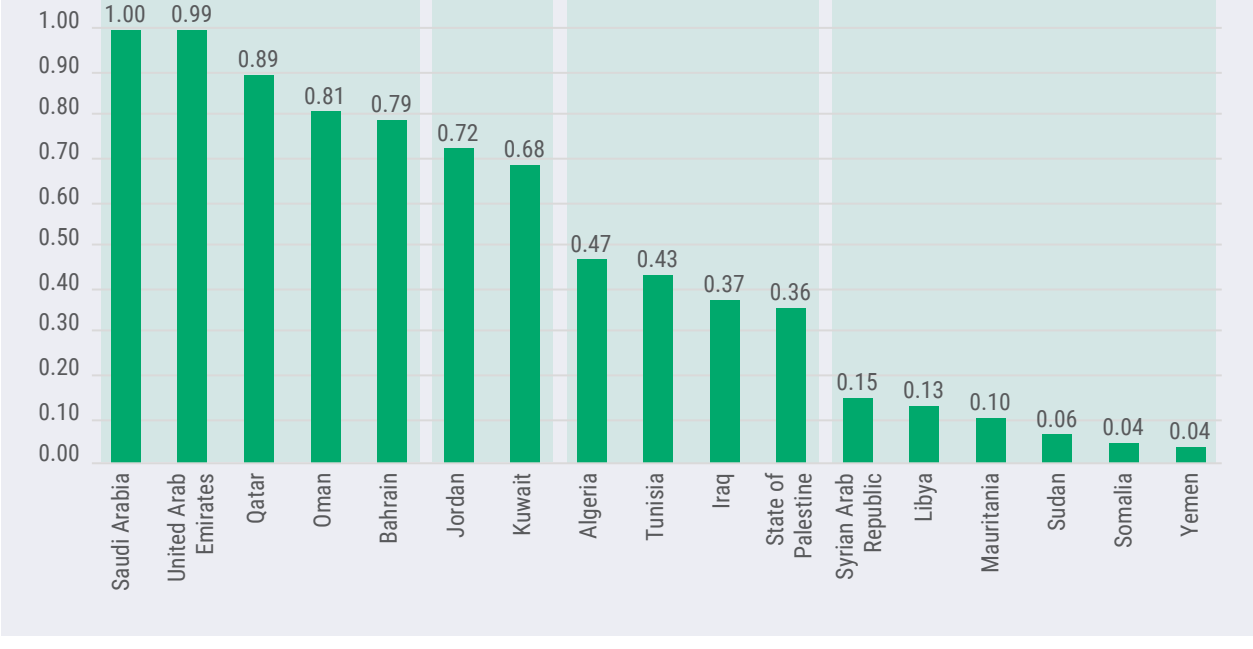
Scores of the second pillar "service usage and user satisfaction" range between 0.04 and 0.99 (figure 9). The first group with values below 0.25 includes the Syrian Arab Republic, Mauritania, Libya, the Sudan, Somalia and Yemen; the second group, with values between 0.25 and 0.50, includes Algeria, Tunisia, Iraq and the State of Palestine; the third group, with values between 0.50 and 0.75, consists of Qatar, Bahrain, Jordan, Oman and Kuwait; and the fourth group, with values above 0.75, includes Saudi Arabia and the United Arab Emirates.

Figure 7. Overall GEMS results for 2024 and 2025



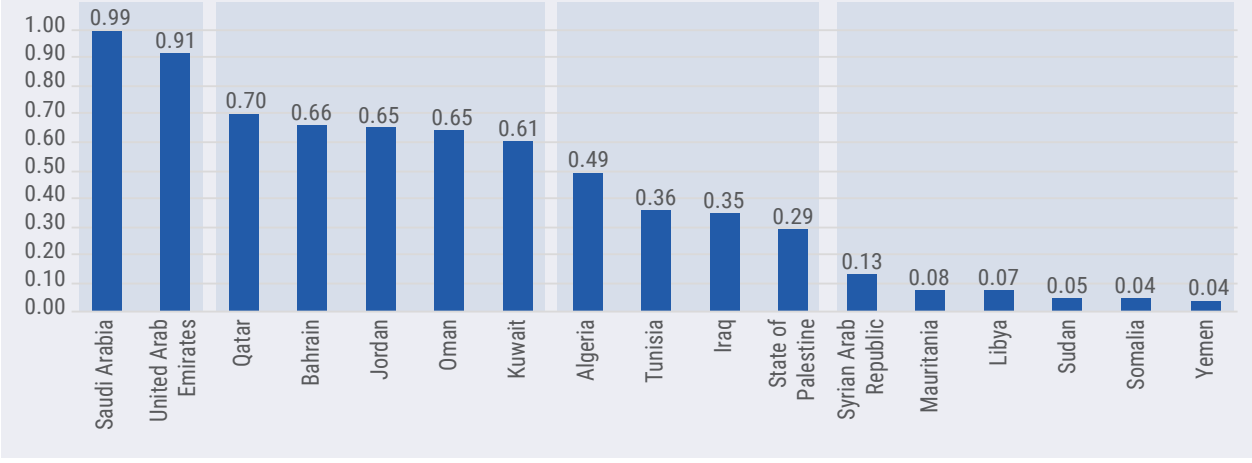
Source: Authors.

Figure 8. Countries' results for the first pillar of the GEMS index (Service availability and sophistication)



Source: Authors.

Figure 9. Countries' results for the second pillar of the GEMS index (Service usage and user satisfaction)



Source: Authors.

Scores of the third pillar "public outreach" (figure 10) range between 0.06 and 1. The first group with values below 0.25 includes Libya, the Syrian Arab Republic, the Sudan, Mauritania, Somalia and Yemen; the second group, with values between 0.25 and 0.50, includes the State of Palestine and Iraq; the third group, with values between 0.50 and 0.75, consists of Algeria and Tunisia; and the fourth group, with values above 0.75, includes Saudi Arabia and the United Arab Emirates, Bahrain, Oman, Qatar, Jordan and Kuwait.

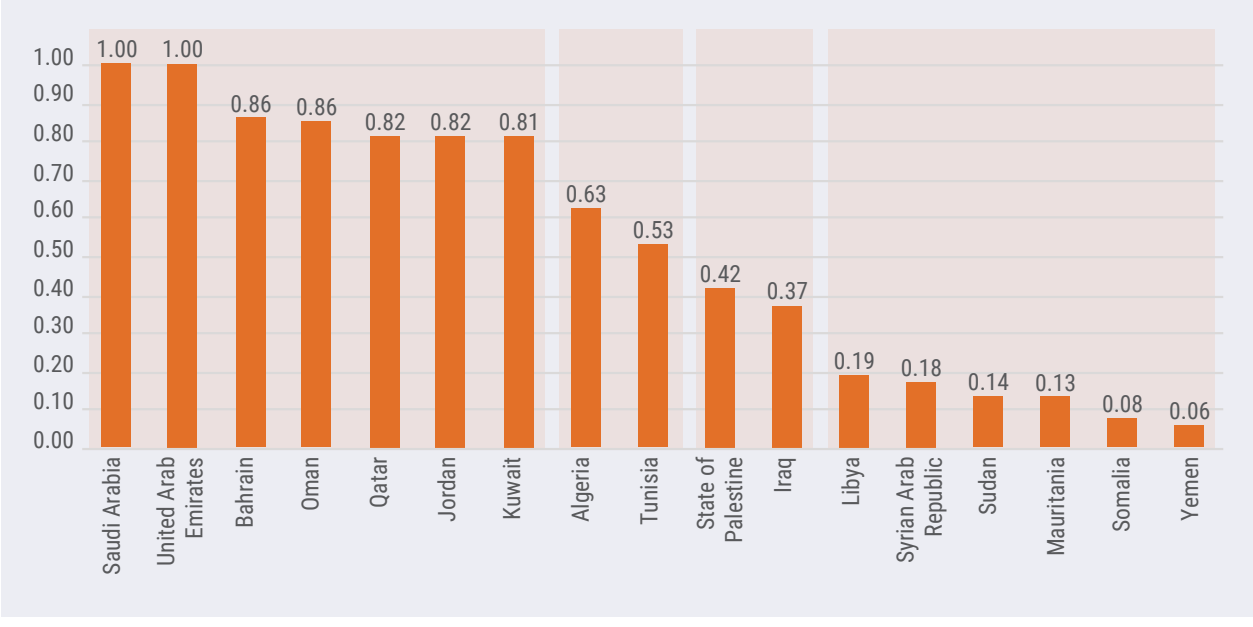
Table 7 presents the KPI heatmap for the Arab region. The results show that the indicators related to the availability of languages on mobile applications, user satisfaction over mobile, feedback enablement through mobile, availability of proactive services, emerging technologies adoption in services, persons with disability enablement through mobile and the use of AI to support users are among the lowest-scoring indicators. Conversely, indicators related to entity responsiveness to support requests, the emerging technologies adoption ecosystem, channels interoperability, channels security level and open data provisioning achieved relatively high scores.

Table 8 also presents a heatmap of the maturity of digital government services in the participating member States. The results indicate that certain digital government services have reached a higher level of maturity across the Arab region. The three most mature services are the submission of utility-related complaints, the issuance of a certificate of good conduct, and reporting damage or deterioration of public roads. These services share a number of common characteristics: they are typically administered by a single entity, follow standardized procedures, and do not require an assessment of the applicant's circumstances. Users simply submit information or request a routine document, and the system responds automatically.

The three least mature services are electronic medical prescriptions, enrolment of persons with disabilities in educational institutions, and requests for rehabilitation equipment. The digitalization of these services depends on cooperation among multiple institutions and requires professional assessments prior to service completion. For example, electronic medical prescriptions require digital integration among physicians, pharmacies and health records. Similarly, education and rehabilitation services for persons with disabilities require documented medical assessments involving the health, education and social welfare sectors. These services require foundational infrastructure, data-sharing arrangements and eligibility verification mechanisms.

Enhancing the maturity of digital government services requires investment in common foundational enablers, including interoperability, trusted digital identity and integrated registries. Achieving this objective begins with the development of clear and actionable implementation plans.

Figure 10. Countries' results for the third pillar of the GEMS index (Public outreach)



Source: Authors.

Table 7. KPI heatmap

KPI	Yemen	United Arab Emirates	Tunisia	Syrian Arab Republic	Sudan	Somalia	Saudi Arabia	Qatar	State of Palestine	Oman	Mauritania	Libya	Kuwait	Jordan	Iraq	Bahrain	Algeria
Portal services sophistication level	0.03	1.00	0.44	0.16	0.06	0.04	1.00	0.95	0.37	0.92	0.06	0.12	0.84	0.95	0.57	0.92	0.66
Portal personalization	0.09	1.00	0.73	0.00	0.14	0.05	1.00	0.91	0.64	0.95	0.09	0.14	0.91	0.95	0.36	1.00	0.59
Mobile services sophistication level	0.00	0.98	0.18	0.15	0.00	0.03	1.00	0.97	0.21	0.62	0.08	0.11	0.54	0.47	0.06	0.47	0.19
Availability of digital channels	0.03	0.99	0.34	0.16	0.04	0.03	1.00	0.98	0.36	0.77	0.09	0.14	0.72	0.73	0.33	0.73	0.45

KPI	Yemen	United Arab Emirates	Tunisia	Syrian Arab Republic	Sudan	Somalia	Saudi Arabia	Qatar	State of Palestine	Oman	Mauritania	Libya	Kuwait	Jordan	Iraq	Bahrain	Algeria
Applications availability on various mobile platforms	0.00	0.98	0.18	0.09	0.00	0.03	1.00	0.98	0.25	0.62	0.09	0.10	0.54	0.48	0.06	0.49	0.17
Availability of languages on the portal	0.04	1.00	0.45	0.08	0.08	0.04	1.00	0.96	0.40	0.92	0.08	0.12	0.68	0.88	0.47	0.92	0.65
Feedback enablement through portal	0.00	1.00	0.43	0.15	0.04	0.04	1.00	0.92	0.27	0.91	0.03	0.05	0.77	0.76	0.16	0.95	0.41
Persons with disability enablement through portal	0.01	1.00	0.16	0.00	0.00	0.02	1.00	0.68	0.14	0.75	0.01	0.02	0.18	0.43	0.06	0.94	0.09
Availability of languages on mobile applications	0.00	0.98	0.19	0.08	0.00	0.03	1.00	0.97	0.22	0.62	0.09	0.07	0.53	0.47	0.05	0.50	0.18
Feedback enablement through mobile	0.00	0.98	0.17	0.15	0.00	0.03	1.00	0.97	0.13	0.57	0.03	0.08	0.55	0.41	0.02	0.43	0.08
Persons with disability enablement through mobile	0.00	0.98	0.13	0.00	0.00	0.02	1.00	0.65	0.08	0.44	0.01	0.03	0.31	0.25	0.01	0.48	0.03
Channels interoperability	0.00	1.00	0.25	0.15	0.00	0.02	1.00	0.79	0.24	0.85	0.04	0.04	0.78	0.78	0.05	0.79	0.24
Channels security level	0.14	1.00	0.70	0.29	0.15	0.06	1.00	0.92	0.61	0.90	0.19	0.28	0.84	0.89	0.68	0.96	0.75
Service access through a digital ID	0.05	1.00	0.30	0.36	0.16	0.03	1.00	0.77	0.16	0.89	0.14	0.05	0.75	0.80	0.39	0.89	0.55
Service uptime across all channels	0.05	1.00	0.44	0.11	0.08	0.05	1.00	0.95	0.43	0.96	0.10	0.16	0.85	0.91	0.50	0.93	0.68
Open data provisioning	0.13	1.00	0.75	0.00	0.10	0.03	1.00	0.87	0.53	0.89	0.19	0.13	0.84	0.95	0.67	0.95	0.76

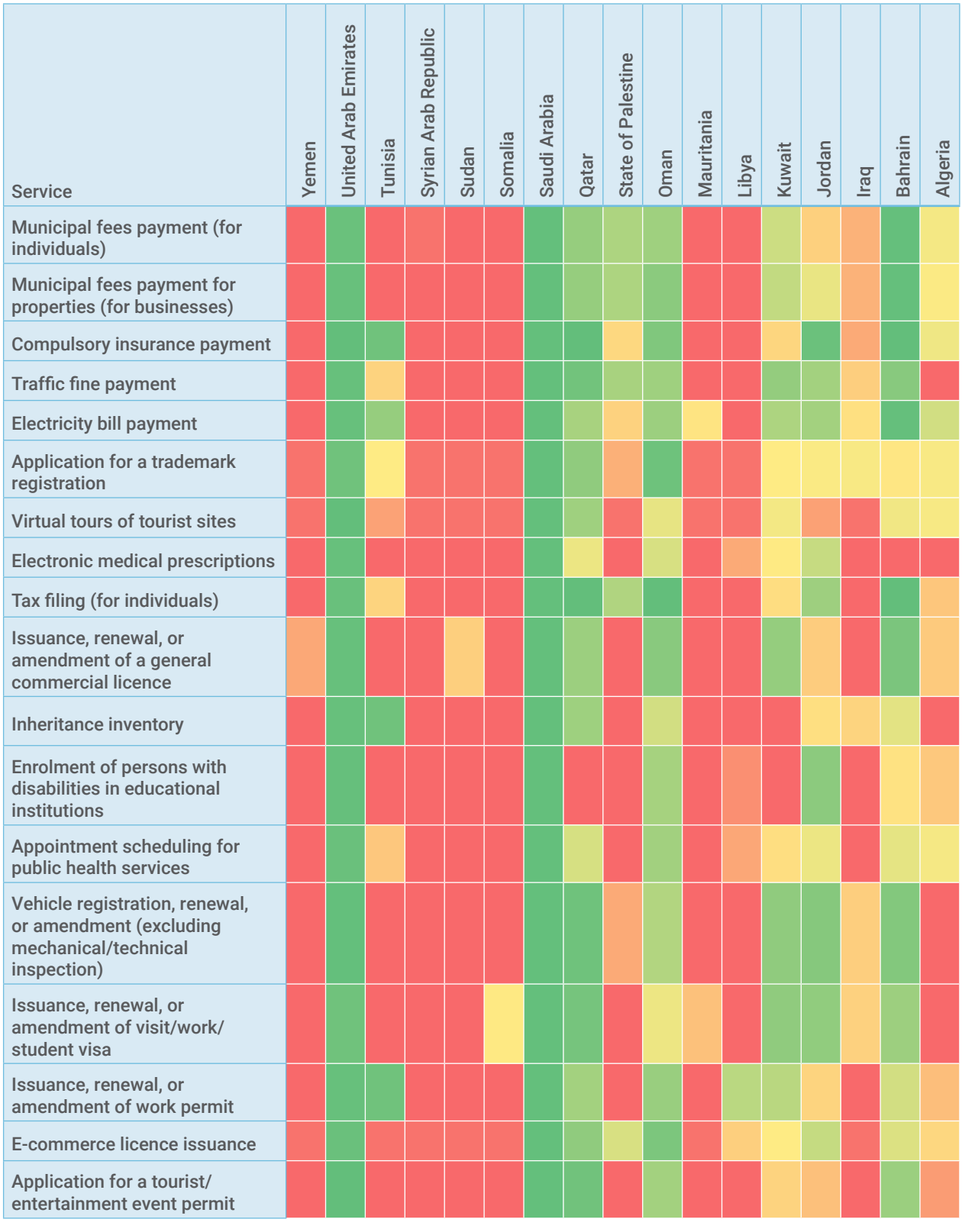
KPI	Yemen	United Arab Emirates	Tunisia	Syrian Arab Republic	Sudan	Somalia	Saudi Arabia	Qatar	State of Palestine	Oman	Mauritania	Libya	Kuwait	Jordan	Iraq	Bahrain	Algeria
Open data delivery format	0.09	1.00	0.88	0.00	0.04	0.02	1.00	0.80	0.52	0.97	0.17	0.08	0.67	0.75	0.60	0.95	0.65
Open data quality	0.08	1.00	0.74	0.00	0.05	0.03	1.00	0.81	0.38	0.91	0.14	0.10	0.70	0.75	0.57	0.93	0.55
Emerging technologies adoption ecosystem	0.09	1.00	0.82	0.32	0.16	0.09	1.00	0.94	0.59	0.96	0.15	0.35	0.84	0.90	0.75	0.98	0.84
Emerging technologies adoption in services	0.00	0.99	0.14	0.08	0.03	0.03	1.00	0.60	0.15	0.55	0.04	0.04	0.14	0.30	0.11	0.80	0.11
Government-to-Government (G2G) connectivity level	0.00	1.00	0.77	0.29	0.16	0.13	1.00	0.99	0.79	0.91	0.24	0.25	0.91	0.97	0.79	0.81	0.74
Use of digital transactions (GEMS services)	0.04	0.99	0.38	0.01	0.06	0.00	1.00	0.89	0.31	0.93	0.06	0.07	0.79	0.76	0.50	0.82	0.65
Distribution of usage across digital channels (GEMS services)	0.01	0.71	0.17	0.05	0.00	0.00	1.00	0.44	0.19	0.35	0.02	0.01	0.38	0.40	0.11	0.33	0.15
Use of digital transactions (all services at the entity level)	0.09	1.00	0.71	0.29	0.11	0.05	1.00	0.82	0.35	0.83	0.17	0.12	0.69	0.77	0.72	0.83	0.78
Distribution of usage across digital channels (all services at the entity level)	0.00	0.85	0.21	0.25	0.00	0.10	1.00	0.47	0.30	0.26	0.11	0.07	0.49	0.63	0.20	0.45	0.46
User satisfaction over portal	0.04	0.99	0.41	0.07	0.04	0.04	0.99	0.85	0.34	0.90	0.01	0.07	0.81	0.91	0.47	0.89	0.69
User satisfaction over mobile	0.00	0.98	0.20	0.07	0.00	0.01	0.99	0.76	0.20	0.63	0.02	0.04	0.58	0.54	0.05	0.63	0.24

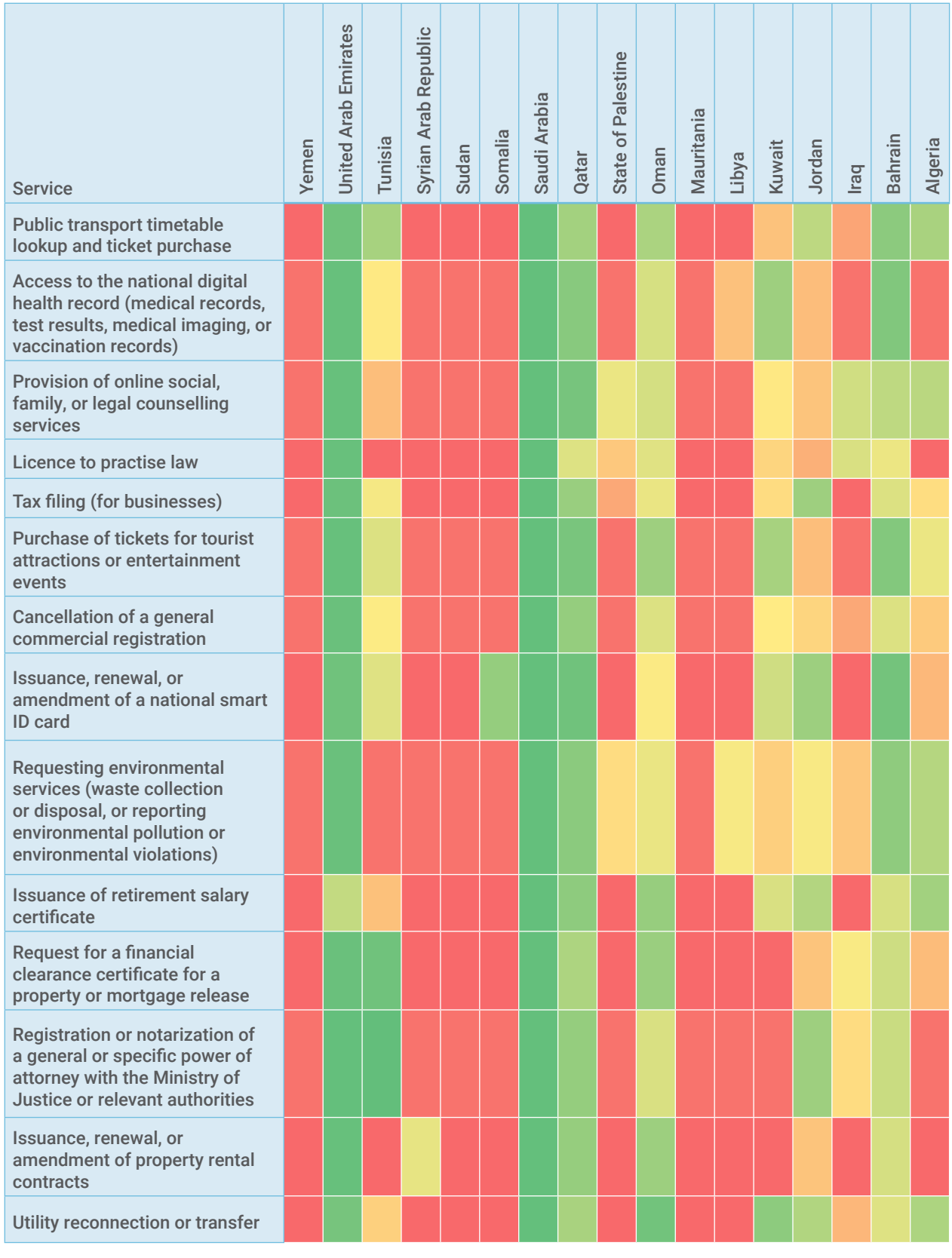
KPI	Yemen	United Arab Emirates	Tunisia	Syrian Arab Republic	Sudan	Somalia	Saudi Arabia	Qatar	State of Palestine	Oman	Mauritania	Libya	Kuwait	Jordan	Iraq	Bahrain	Algeria
Entity responsiveness to support requests	0.17	1.00	0.75	0.40	0.28	0.26	1.00	0.89	0.61	0.98	0.25	0.27	0.84	0.92	0.65	0.92	0.88
Ease of use of digital services	0.01	1.00	0.36	0.11	0.06	0.04	1.00	0.91	0.23	0.93	0.07	0.13	0.82	0.85	0.30	0.92	0.49
Use of AI to support users	0.00	0.99	0.14	0.01	0.00	0.03	1.00	0.45	0.08	0.21	0.03	0.01	0.12	0.09	0.04	0.54	0.00
Percentage of services accompanied by marketing campaigns (GEMS services)	0.01	1.00	0.35	0.09	0.08	0.04	1.00	0.90	0.29	0.97	0.08	0.12	0.85	0.71	0.31	0.93	0.46
Percentage of new services accompanied by marketing campaigns (at the entity level)	0.11	1.00	0.66	0.27	0.18	0.05	1.00	0.85	0.42	0.93	0.18	0.13	0.84	0.90	0.46	0.98	0.80
Service visibility	0.01	1.00	0.37	0.16	0.06	0.04	1.00	0.69	0.27	0.67	0.06	0.11	0.73	0.54	0.41	0.83	0.39
Availability of support tools for individuals	0.05	1.00	0.67	0.15	0.15	0.08	1.00	0.78	0.57	0.80	0.15	0.27	0.85	0.95	0.35	0.79	0.79
Availability of service-supporting digital content	0.01	1.00	0.42	0.15	0.05	0.03	1.00	0.78	0.32	0.96	0.08	0.09	0.83	0.73	0.25	0.88	0.52
Readiness of the communication and support team	0.07	1.00	0.64	0.36	0.13	0.08	1.00	0.91	0.33	0.87	0.07	0.17	0.71	0.93	0.56	0.98	0.65
Availability of proactive services	0.00	0.95	0.07	0.01	0.04	0.04	1.00	0.82	0.10	0.47	0.00	0.00	0.44	0.47	0.12	0.54	0.08

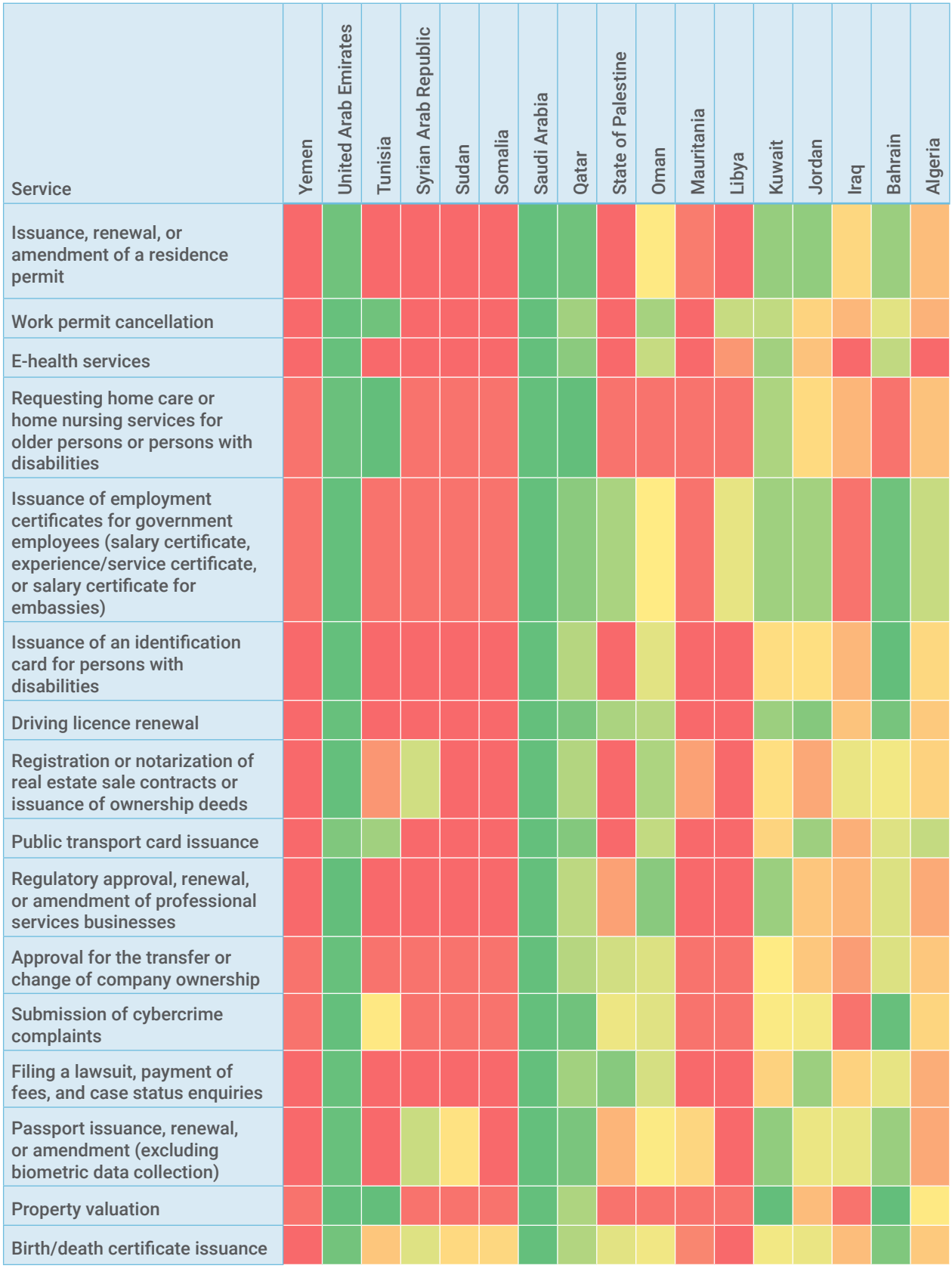
Source: Authors.

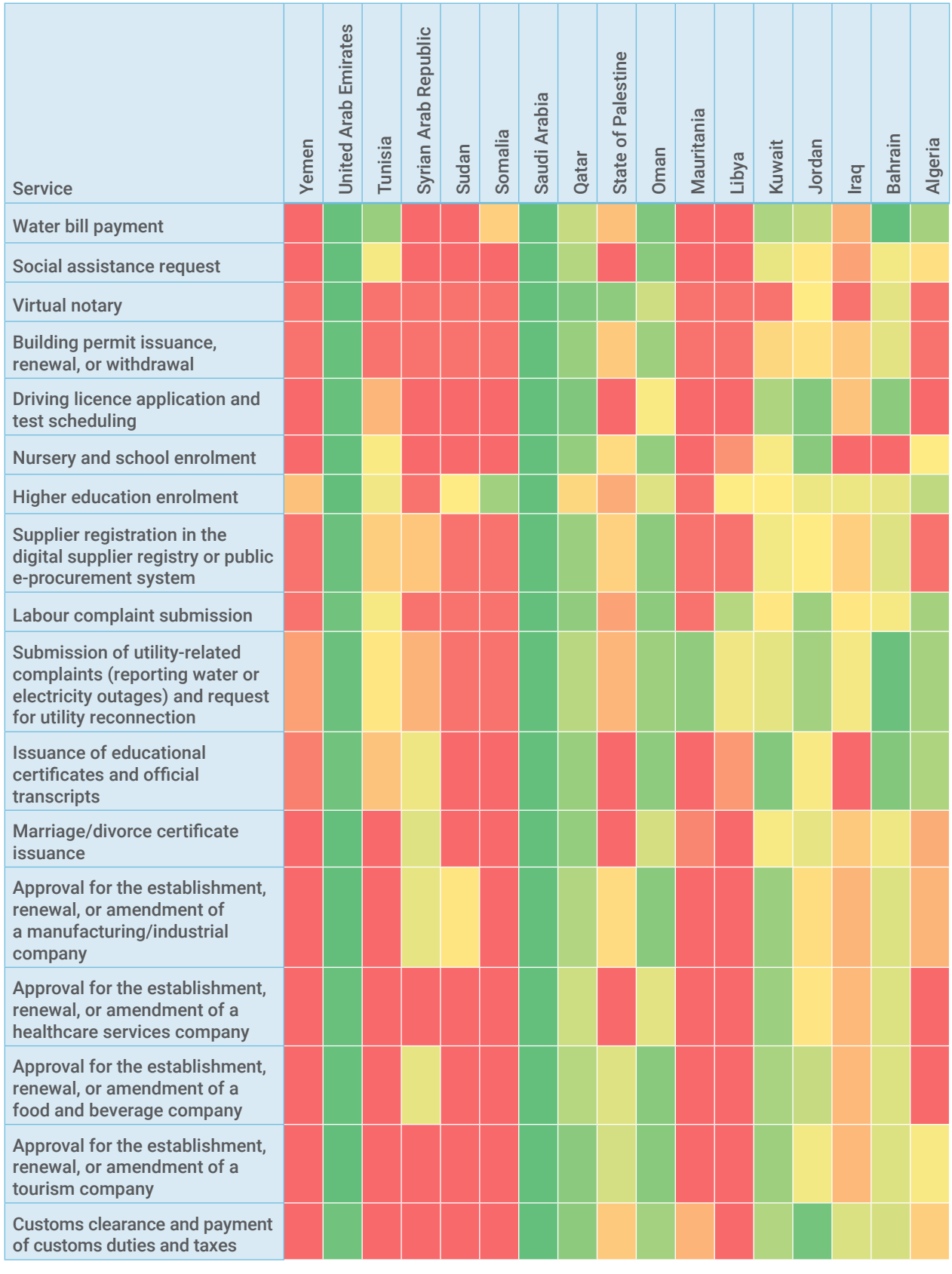
Note: The standard used in the heatmap ranges from 0 per cent (dark red) to 100 per cent (dark green), with 50 per cent being the average score.

Table 8. Heatmap of the digital government services maturity

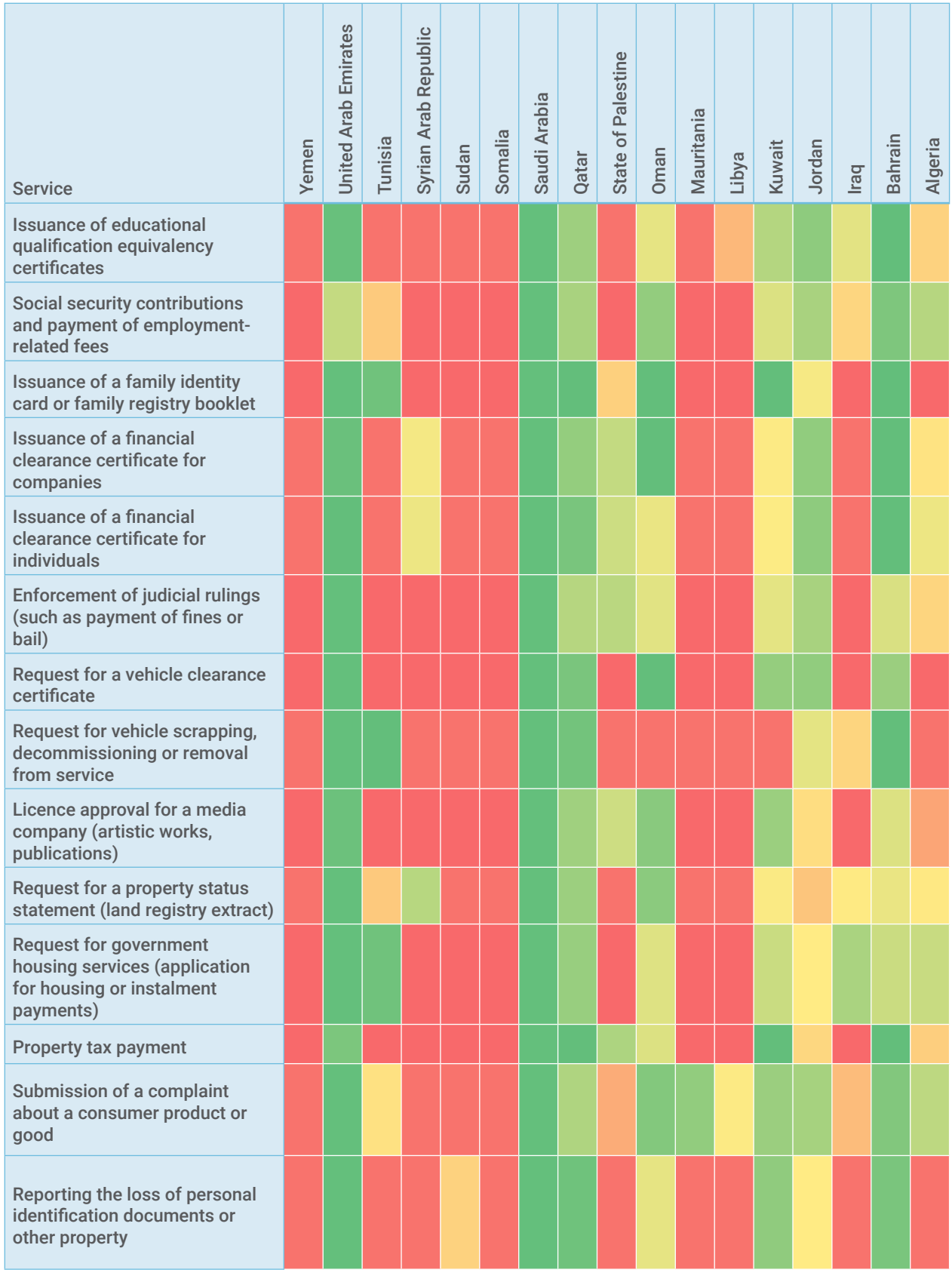



Service
Yemen
United Arab Emirates
Tunisia
Syrian Arab Republic
Sudan
Somalia
Saudi Arabia
Qatar
State of Palestine
Oman
Mauritania
Libya
Kuwait
Jordan
Iraq
Bahrain
Algeria
Public transport timetable lookup and ticket purchase
Access to the national digital health record (medical records, test results, medical imaging, or vaccination records)
Provision of online social, family, or legal counselling services
Licence to practise law
Tax filing (for businesses)
Purchase of tickets for tourist attractions or entertainment events
Cancellation of a general commercial registration
Issuance, renewal, or amendment of a national smart ID card
Requesting environmental services (waste collection or disposal, or reporting environmental pollution or environmental violations)
Issuance of retirement salary certificate
Request for a financial clearance certificate for a property or mortgage release
Registration or notarization of a general or specific power of attorney with the Ministry of Justice or relevant authorities
Issuance, renewal, or amendment of property rental contracts
Utility reconnection or transfer


Service
Yemen
United Arab Emirates
Tunisia
Syrian Arab Republic
Sudan
Somalia
Saudi Arabia
Qatar
State of Palestine
Oman
Mauritania
Libya
Kuwait
Jordan
Iraq
Bahrain
Algeria
Issuance, renewal, or amendment of a residence permit
Work permit cancellation
E-health services
Requesting home care or home nursing services for older persons or persons with disabilities
Issuance of employment certificates for government employees (salary certificate, experience/service certificate, or salary certificate for embassies)
Issuance of an identification card for persons with disabilities
Driving licence renewal
Registration or notarization of real estate sale contracts or issuance of ownership deeds
Public transport card issuance
Regulatory approval, renewal, or amendment of professional services businesses
Approval for the transfer or change of company ownership
Submission of cybercrime complaints
Filing a lawsuit, payment of fees, and case status enquiries
Passport issuance, renewal, or amendment (excluding biometric data collection)
Property valuation
Birth/death certificate issuance


Service
Yemen
United Arab Emirates
Tunisia
Syrian Arab Republic
Sudan
Somalia
Saudi Arabia
Qatar
State of Palestine
Oman
Mauritania
Libya
Kuwait
Jordan
Iraq
Bahrain
Algeria
Water bill payment
Social assistance request
Virtual notary
Building permit issuance, renewal, or withdrawal
Driving licence application and test scheduling
Nursery and school enrolment
Higher education enrolment
Supplier registration in the digital supplier registry or public e-procurement system
Labour complaint submission
Submission of utility-related complaints (reporting water or electricity outages) and request for utility reconnection
Issuance of educational certificates and official transcripts
Marriage/divorce certificate issuance
Approval for the establishment, renewal, or amendment of a manufacturing/industrial company
Approval for the establishment, renewal, or amendment of a healthcare services company
Approval for the establishment, renewal, or amendment of a food and beverage company
Approval for the establishment, renewal, or amendment of a tourism company
Customs clearance and payment of customs duties and taxes


Service
Yemen
United Arab Emirates
Tunisia
Syrian Arab Republic
Sudan
Somalia
Saudi Arabia
Qatar
State of Palestine
Oman
Mauritania
Libya
Kuwait
Jordan
Iraq
Bahrain
Algeria
Approval for importing or exporting agricultural products (agricultural or animal production)
Licence to practise a medical profession
Volunteering and community participation through a national platform
Issuance of a licence for a home-based business or freelance self-employment
Issuance of a certificate of origin
Authentication of official documents
Approval for the establishment, renewal, or amendment of a logistics, land transport, or maritime transport company
Unemployment registration
Transfer of vehicle ownership
Issuance of a replacement for a lost national identity card
Financial approval for company closure
Judicial approval for company closure
Import permit for industrial equipment
Issuance of product export documents
Issuance of a certificate of no criminal conviction or good conduct
Renewal, amendment or cancellation of a government university scholarship
Request for a rehabilitation assistive device


Service
Yemen
United Arab Emirates
Tunisia
Syrian Arab Republic
Sudan
Somalia
Saudi Arabia
Qatar
State of Palestine
Oman
Mauritania
Libya
Kuwait
Jordan
Iraq
Bahrain
Algeria
Issuance of educational qualification equivalency certificates
Social security contributions and payment of employment-related fees
Issuance of a family identity card or family registry booklet
Issuance of a financial clearance certificate for companies
Issuance of a financial clearance certificate for individuals
Enforcement of judicial rulings (such as payment of fines or bail)
Request for a vehicle clearance certificate
Request for vehicle scrapping, decommissioning or removal from service
Licence approval for a media company (artistic works, publications)
Request for a property status statement (land registry extract)
Request for government housing services (application for housing or instalment payments)
Property tax payment
Submission of a complaint about a consumer product or good
Reporting the loss of personal identification documents or other property

Service	Yemen	United Arab Emirates	Tunisia	Syrian Arab Republic	Sudan	Somalia	Saudi Arabia	Qatar	State of Palestine	Oman	Mauritania	Libya	Kuwait	Jordan	Iraq	Bahrain	Algeria
Reporting damage or deterioration of public roads																	
Request to transfer a student between schools (public schools)																	
Application for patent registration or issuance of a certificate of deposit and copyright protection																	
Payment to a national fund (donations, grants, zakat…)																	

Source: Authors.

Note: The standard used in the heatmap ranges from 0 per cent (dark red) to 100 per cent (dark green).

D. Results analysis

The 2025 GEMS results show a gradual shift in the maturity of digital government services in the Arab region. The main challenge is no longer limited to increasing the number of digitalized services; rather, the focus has shifted towards enhancing service maturity, improving uptake and use, and increasing the value delivered to citizens and institutions.

1. The relationship between the GEMS index and gross domestic product per capita

Based on World Bank data on gross domestic product (GDP) per capita,[1] a comparison between the GEMS index and GDP per capita reveals a generally positive relationship between economic development and the maturity of digital government services. High-income countries with advanced digital performance are concentrated in the upper segment, reflecting their ability to invest in digital infrastructure, governance and institutional capacity-building. By contrast, low-income countries and conflict-affected countries tend to cluster at the lower end, where economic challenges intersect with weaker institutional and digital stability.

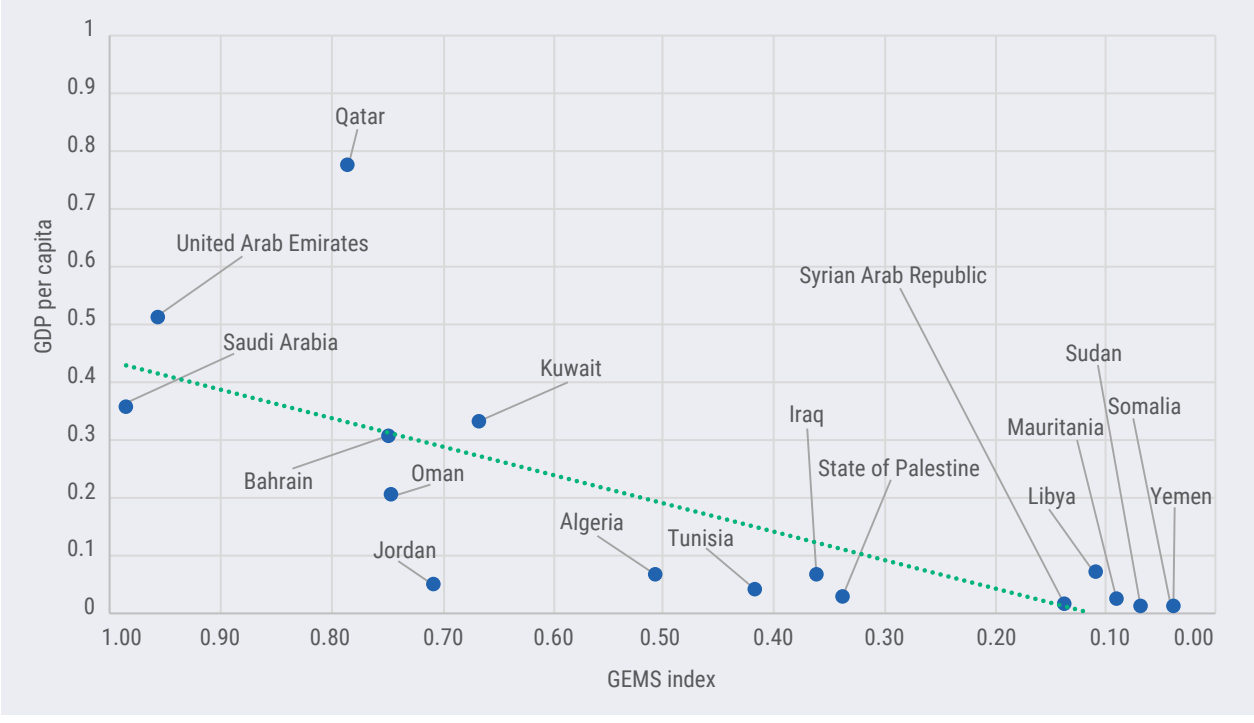
The results also show that this relationship is not guaranteed. Some middle-income countries achieve levels of digital maturity that exceed what their economic capacities alone would suggest. This highlights the critical role of public policies, reform priorities and strategic choices in shaping digital transformation pathways. The findings are consistent with the hypothesis that a favourable level of economic development enables the advancement of digital government services and that, in turn, such transformation can help create an enabling environment for economic development. At the same time, the data indicate that this relationship is not automatic and varies according to national circumstances.

2. The relationship between GEMS and the Online Service Index

Figure 12 presents a comparison between the results of the GEMS index and the Online Service Index (OSI) for 2024, the sub-index of the E-Government Development Index (EGDI) measured by the United Nations Department of Economic and Social Affairs for all countries worldwide.

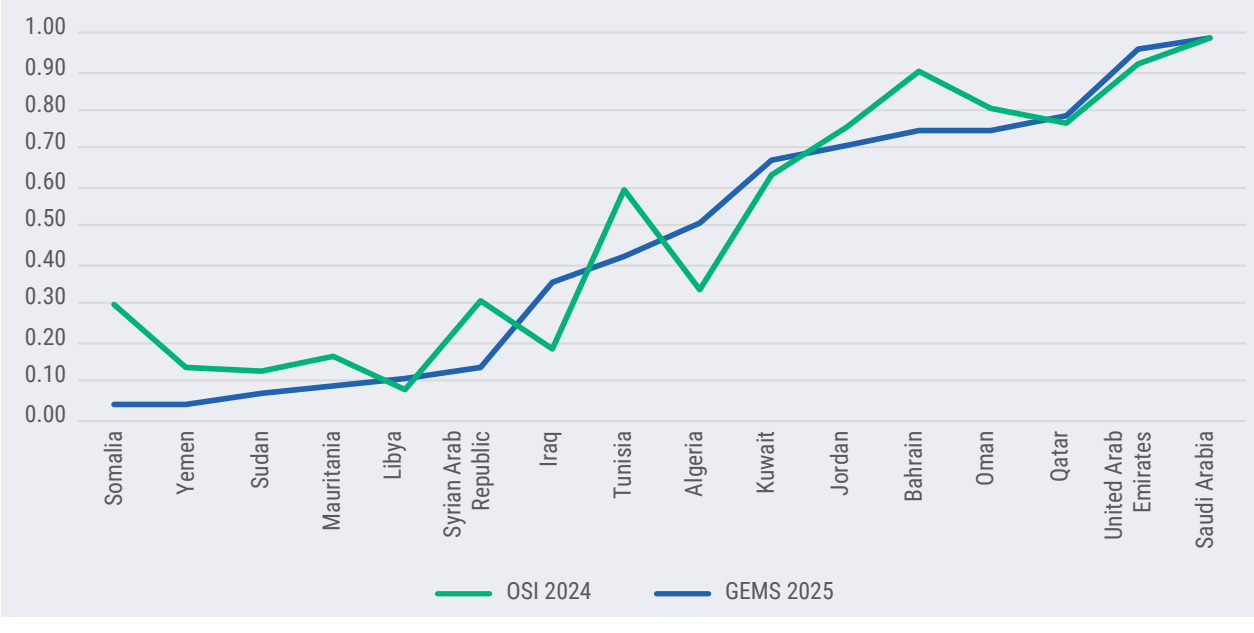
1. World Bank, GDP (current US$)- Arab World (accessed in May 2026).

Figure 11. The relationship between the GEMS index and GDP per capita



Source: Authors for GEMS results; World Bank for data related to GDP per capita.
Note: The vertical axis is GDP per capita divided by 100,000.

Figure 12. Arab region performance according to OSI (2024) and GEMS (2025)



Source: ESCWA calculations for GEMS. OSI results: publicadministration.desa.un.org.

Overall, a clear convergence can be observed between the two indices at both ends of the distribution. High-income countries perform strongly on both indices, while the least developed countries and conflict-affected countries rank low in both. However, the variation within the middle-income group highlights differences in the nature of digital maturity. Some countries have made progress in the availability of online services without corresponding improvements in usage, user satisfaction, or universal access, while other countries have achieved higher levels of maturity despite limited service coverage.

This confirms that digital government maturity is not measured solely by service availability, but also by the degree of integration between supply and demand factors, the quality of the user experience, and the capacity of services to generate tangible value. It also highlights the importance of considering both indices together to obtain a more comprehensive understanding of the state of digital transformation from both the supply and demand perspectives.

3. Observations and recommendations at the regional level

(a) Overall results

- The results show that there are still four groups of countries in the Arab region, with varying levels of digital maturity, and a widening gap between the highly advanced maturity group and the early-stage maturity group. This divergence indicates that the region has entered a "dual-speed transformation" phase, in which some countries are achieving qualitative leaps driven by structural reforms, including digital identity, interoperability, and cybersecurity, while others remain in the process of building basic digital foundations. It is also observed that transitions between maturity levels are no longer driven solely by progressive improvements, but require structural transformations in digital governance, data management, and service delivery operating models.
- Overall, the Arab region has made modest progress in digital government services, with the average GEMS index increasing from 45 per cent in 2024 to 46 per cent in 2025. This progress contributes to enhancing the efficiency of government institutions through improved services provided to individuals and entities.
- The increase in the number of assessed entities this year reflects the expanding scope and reach of digital transformation across government institutions in the Arab region.
- The gap between countries with very advanced maturity and those at the early stage remained wide in 2025, at 95 per cent. This is attributed to disparities in national efforts to advance digital transformation, as well as constraints that hinder some countries from keeping pace with the adoption of emerging technologies due to prevailing conditions. Accordingly, efforts should be strengthened to digitalize additional government services across various sectors. This calls for supporting Arab countries that are still at an early stage of digital services' maturity and leveraging knowledge exchange among countries in the region to accelerate digital transformation.
- Compared with 2024 results, a shift in the distribution of countries in the Arab region is observed. The number of countries in the very advanced level of maturity and early stage of maturity groups increased, while the number of countries in the intermediate and advanced maturity groups declined. This indicates that some Arab countries have begun to reap the benefits of earlier efforts to strengthen digital foundations, enabling them to advance in digital service maturity, while others continue to face significant challenges in effectively leveraging digital and emerging technologies in this area.

(b) Analysis by pillar

The following observations can be made at the level of the three pillars:

- **The service availability and sophistication pillar:** The range of values achieved this year has expanded compared with 2024, ranging from 0.04 to 1, indicating varying rates of service digitalization across countries and sectors.

This also suggests that service availability is increasingly linked to service complexity and levels of integration, particularly in digitally advanced countries. It further highlights the importance of regional cooperation and knowledge exchange among Arab countries to benefit from successful experiences in service availability and sophistication.

- **The service usage and user satisfaction pillar:** Disparities between countries increased this year (0.95 compared with 0.91 in 2024), while 10 countries continue to record values below 0.5. The findings show that gaps in usage and satisfaction remain wide even in countries with relatively high levels of service availability. This indicates a shift in the challenge from the supply side to the demand side, where factors such as ease of use, trust and awareness of service availability emerge as critical components of digital maturity. The results also underscore the importance of intensifying efforts to enhance usage and improve user satisfaction. Progress within each group is gradual, while transitions between groups require substantive changes in administrative capacity, infrastructure and stability. Intermediate and advanced maturity groups could further direct investments towards digital services to narrow the gap with the very advanced maturity group, while the early maturity group needs to focus on building basic digital service foundations to improve usage and user satisfaction.
- **The public outreach pillar:** The number of countries in the advanced maturity group increased this year. However, eight countries still record values below 0.50. In addition, low levels of mobile channel readiness, limited accessibility for persons with disabilities, and insufficient language diversity constrain the inclusiveness of digital transformation. This is particularly important in contexts where mobile channels constitute the primary means of access to services. Further efforts are therefore needed to enhance access for individuals.

(c) KPIs

In terms of KPIs, the following observations can be made:

- KPIs related to the applications availability on various mobile platforms, mobile services sophistication level, persons with disability enablement, feedback enablement through mobile, user satisfaction over mobile continue to record medium to low scores.
- KPIs related to the emerging technologies adoption in services and the use of AI to support users also record medium to low scores, highlighting the need to intensify efforts to harness the potential of these technologies in a safe and effective manner.
- The distribution of digital channel usage remains unbalanced, due to the limited availability of mobile applications covering government services at scale.
- KPIs related to the G2G connectivity level and the enabling environment for the adoption of emerging technologies score relatively well, indicating a foundation for leveraging these technologies and improving the user experience.
- Improvements have been recorded in KPIs related to responsiveness to support requests, the percentage of new services accompanied by marketing campaigns, the readiness of the communication and support team, channels security level and service access through a digital ID.

Overall, the 2025 GEMS index results show increasing maturity in the institutional foundations of digital government in several Arab countries, alongside persistent challenges in inclusion, innovation and service usage. Current trends suggest that the future of digital transformation in the region will depend on countries' ability to move from service digitalization to redesigning services around users' lives, and from building infrastructure to leveraging it to deliver proactive, integrated and inclusive services that harness emerging technologies, including generative and agentic AI, to enhance efficiency and improve the user experience.

3. GEMS results at the national level



3. GEMS results at the national level

The following section presents the detailed results for each member State that provided data for GEMS 2025, and offers country-specific suggestions based on these results.



A. Algeria

The following table shows the overall score of the index and the number of assessed services and entities in 2025.

	2025
GEMS overall score	0.51
Number of assessed services	74
Number of assessed entities	60

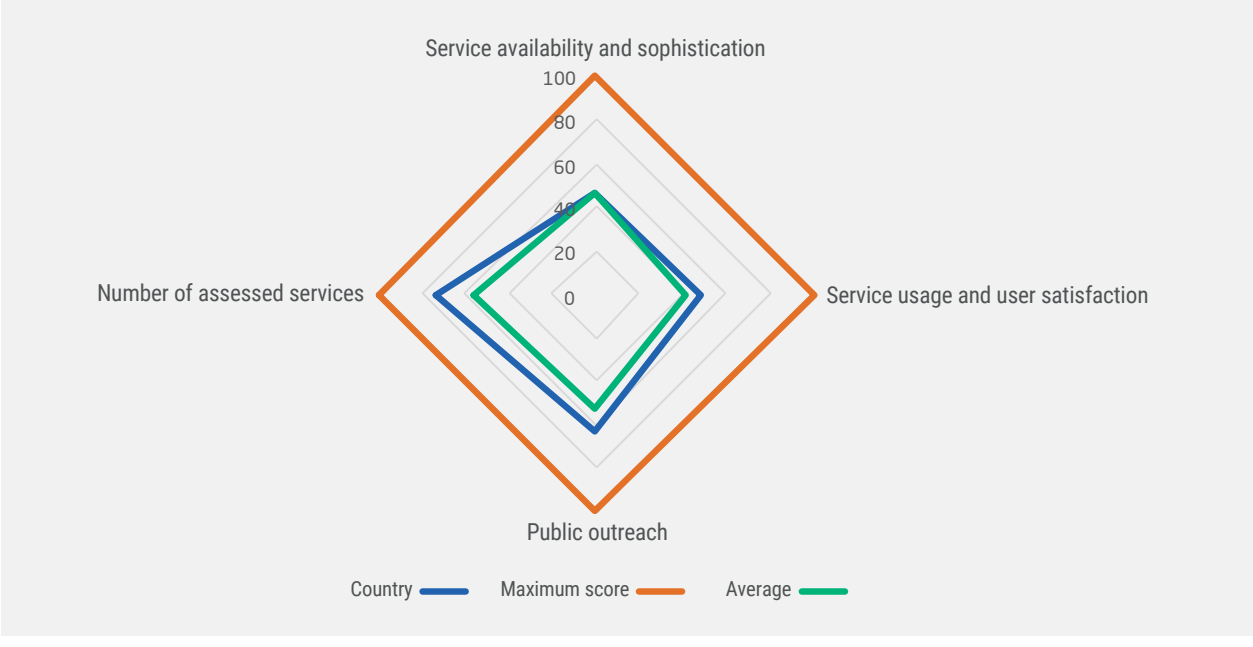
The following table illustrates the distribution of assessed services by sector and their percentage of the index services.

Sector	Number of assessed services	Percentage of assessed services
Trade and industry	16	84
Cross-government affairs	7	88
Education	7	100
Finance	6	100
Interior	6	75
Social affairs	6	86
Municipal affairs	5	71
Transport/Traffic/Police	5	45
Labour	4	100
Utilities	4	100
Justice	3	38
Tourism	3	100
Health	1	17
Migration	1	50
Total	74	74

The following table shows the scores for the three main pillars in 2025.

Pillar	Score in 2025
Service availability and sophistication	0.47
Service usage and user satisfaction	0.49
Public outreach	0.63

The following radar chart shows the country's scores relative to the Arab region's average, the highest score achieved across the three pillars and the number of services assessed.



The following tables show the KPI scores in 2025, according to each main pillar.

1. KPIs for service availability and sophistication

KPI	Score in 2025
Portal services sophistication level	0.66
Portal personalization	0.59
Mobile services sophistication level	0.19
Availability of digital channels	0.45
Applications availability on various mobile platforms	0.17
Availability of languages on the portal	0.65

KPI	Score in 2025
Feedback enablement through portal	0.41
Persons with disability enablement through portal	0.09
Availability of languages on mobile applications	0.18
Feedback enablement through mobile	0.08
Persons with disability enablement through mobile	0.03
Channels interoperability	0.24
Channels security level	0.75
Service access through a digital ID	0.55
Service uptime across all channels	0.68
Open data provisioning	0.76
Open data delivery format	0.65
Open data quality	0.55
Emerging technologies adoption ecosystem	0.84
Emerging technologies adoption in services	0.11
Government-to-Government (G2G) connectivity level	0.74

2. KPIs for service usage and user satisfaction

KPI	Score in 2025
Use of digital transactions (GEMS services)	0.65
Distribution of usage across digital channels (GEMS services)	0.15
Use of digital transactions (all services at the entity level)	0.78
Distribution of usage across digital channels (all services at the entity level)	0.46
User satisfaction over portal	0.69
User satisfaction over mobile	0.24
Entity responsiveness to support requests	0.88
Ease of use of digital services	0.49
Use of AI to support users	0.00

3. KPIs for public outreach

KPI	Score in 2025
Percentage of services accompanied by marketing campaigns (GEMS services)	0.46
Percentage of new services accompanied by marketing campaigns (at the entity level)	0.80
Service visibility	0.39
Availability of support tools for individuals	0.79
Availability of service-supporting digital content	0.52
Readiness of the communication and support team	0.65
Availability of proactive services	0.08

Observations and recommendations

A large number of government services were assessed across various sectors. The overall index score reflects an advanced level of maturity in digital government services, based on acceptable levels of service availability and sophistication, service usage and public outreach.

KPIs related to the emerging technologies adoption ecosystem, open data provisioning, use of digital transactions at the entity level, G2G connectivity and entity responsiveness to support requests scored high.

In contrast, KPIs related to mobile service availability and sophistication and persons with disability enablement through portal and mobile showed lower scores.

More digital government services can be made available through mobile applications and across different platforms. There is also an opportunity to leverage emerging technologies, such as AI and blockchain, in the development of government services. It is recommended to deploy generative and agentic AI to enhance the user experience and deliver proactive services.



B. Bahrain

The following table shows the overall score of the index and the number of assessed services and entities in 2025.

	2025
GEMS overall score	0.75
Number of assessed services	86
Number of assessed entities	32

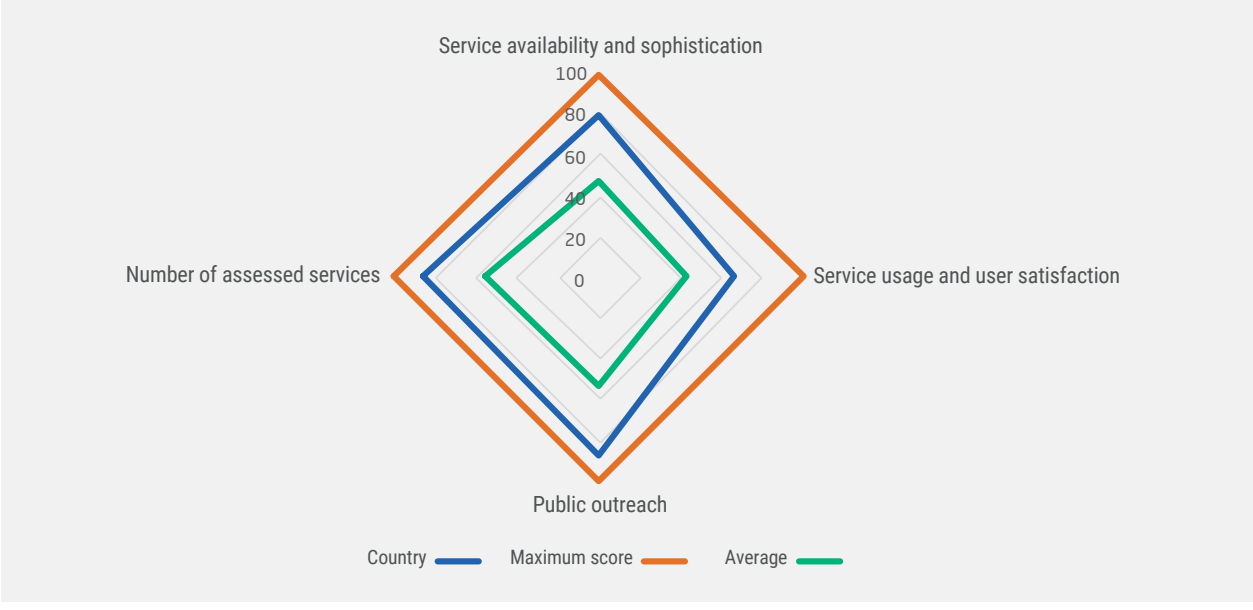
The following table illustrates the distribution of assessed services by sector and their percentage of the index services.

Sector	Number of assessed services	Percentage of assessed services
Trade and industry	19	100
Transport/Traffic/Police	9	82
Cross-government affairs	8	100
Interior	7	88
Justice	7	88
Municipal affairs	6	86
Education	5	71
Health	5	83
Social affairs	5	71
Labour	4	100
Utilities	4	100
Tourism	3	100
Finance	2	33
Migration	2	100
Total	86	86

The following table shows the scores for the three main pillars in 2025.

Pillar	Score in 2025
Service availability and sophistication	0.79
Service usage and user satisfaction	0.66
Public outreach	0.86

The following radar chart shows the country's scores relative to the Arab region's average, the highest score achieved across the three pillars and the number of services assessed.



The following tables show the KPI scores in 2025, according to each main pillar.

1. KPIs for service availability and sophistication

KPI	Score in 2025
Portal services sophistication level	0.92
Portal personalization	1.00
Mobile services sophistication level	0.47
Availability of digital channels	0.73
Applications availability on various mobile platforms	0.49
Availability of languages on the portal	0.92
Feedback enablement through portal	0.95
Persons with disability enablement through portal	0.94
Availability of languages on mobile applications	0.50
Feedback enablement through mobile	0.43
Persons with disability enablement through mobile	0.48

Channels interoperability	0.79
Channels security level	0.96
Service access through a digital ID	0.89
Service uptime across all channels	0.93
Open data provisioning	0.95
Open data delivery format	0.95
Open data quality	0.93
Emerging technologies adoption ecosystem	0.98
Emerging technologies adoption in services	0.80
Government-to-Government (G2G) connectivity level	0.81

2. KPIs for service usage and user satisfaction

KPI	Score in 2025
Use of digital transactions (GEMS services)	0.82
Distribution of usage across digital channels (GEMS services)	0.33
Use of digital transactions (all services at the entity level)	0.83
Distribution of usage across digital channels (all services at the entity level)	0.45
User satisfaction over portal	0.89
User satisfaction over mobile	0.63
Entity responsiveness to support requests	0.92
Ease of use of digital services	0.92
Use of AI to support users	0.54

3. KPIs for public outreach

KPI	Score in 2025
Percentage of services accompanied by marketing campaigns (GEMS services)	0.93
Percentage of new services accompanied by marketing campaigns (all services at the entity level)	0.98
Service visibility	0.83
Availability of support tools for individuals	0.79
Availability of service-supporting digital content	0.88
Readiness of the communication and support team	0.98
Availability of proactive services	0.54

Observations and recommendations

A very high number of government services were assessed across various sectors. The overall index score indicates a very advanced level of maturity for digital government services, attributed to the high scores of the two main pillars, service availability and sophistication, and public outreach.

KPIs show very high results, particularly those related to the services sophistication and availability on portal, portal personalization, use of digital transactions, entity responsiveness to support requests, ease of use of digital services, readiness of the communication and support team and indicators related to service marketing.

Conversely, further efforts can be made to improve the distribution of service usage across digital channels by further developing mobile applications to cover a wider range of government services.



C. Iraq

The following table shows the overall score of the index and the number of assessed services and entities in 2025.

	2025
GEMS overall score	0.36
Number of assessed services	60
Number of assessed entities	22

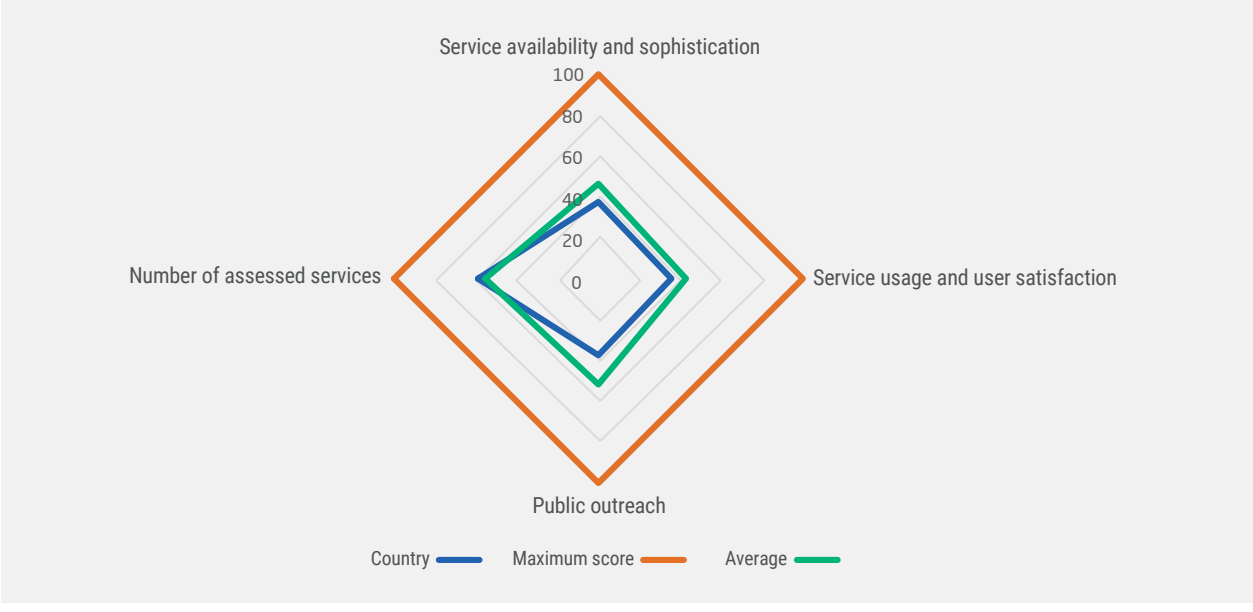
The following table illustrates the distribution of assessed services by sector and their percentage of the index services.

Sector	Number of assessed services	Percentage of assessed services
Trade and industry	13	68
Transport/Traffic/Police	9	82
Interior	5	63
Justice	5	63
Municipal affairs	5	71
Social affairs	5	71
Cross-government affairs	4	50
Utilities	4	100
Education	3	43
Labour	3	75
Migration	2	100
Finance	1	17
Health	1	17
Tourism	0	0
Total	60	60

The following table shows the scores for the three main pillars in 2025.

Pillar	Score in 2025
Service availability and sophistication	0.37
Service usage and user satisfaction	0.35
Public outreach	0.37

The following radar chart shows the country's scores relative to the Arab region's average, the highest score achieved across the three pillars and the number of services assessed.



The following tables show the KPI scores in 2025, according to each main pillar.

1. KPIs for service availability and sophistication

KPI	Score in 2025
Portal services sophistication level	0.57
Portal personalization	0.36
Mobile services sophistication level	0.06
Availability of digital channels	0.33
Applications availability on various mobile platforms	0.06
Availability of languages on the portal	0.47
Feedback enablement through portal	0.16
Persons with disability enablement through portal	0.06
Availability of languages on mobile applications	0.05
Feedback enablement through mobile	0.02
Persons with disability enablement through mobile	0.01

Channels interoperability	0.05
Channels security level	0.68
Service access through a digital ID	0.39
Service uptime across all channels	0.50
Open data provisioning	0.67
Open data delivery format	0.60
Open data quality	0.57
Emerging technologies adoption ecosystem	0.75
Emerging technologies adoption in services	0.11
Government-to-Government (G2G) connectivity level	0.79

2. KPIs for service usage and user satisfaction

KPI	Score in 2025
Use of digital transactions (GEMS services)	0.50
Distribution of usage across digital channels (GEMS services)	0.11
Use of digital transactions (all services at the entity level)	0.72
Distribution of usage across digital channels (all services at the entity level)	0.20
User satisfaction over portal	0.47
User satisfaction over mobile	0.05
Entity responsiveness to support requests	0.65
Ease of use of digital services	0.30
Use of AI to support users	0.04

3. KPIs for public outreach

KPI	Score in 2025
Percentage of services accompanied by marketing campaigns (GEMS services)	0.31
Percentage of new services accompanied by marketing campaigns (all services at the entity level)	0.46
Service visibility	0.41
Availability of support tools for individuals	0.35
Availability of service-supporting digital content	0.25

KPI	Score in 2025
Readiness of the communication and support team	0.56
Availability of proactive services	0.12

Observations and recommendations

A large number of services from various sectors were assessed, with the trade and industry and transport/traffic/police sectors receiving the largest share of assessed services. The overall index score reflects an intermediate level of maturity in digital government services, based on the results of the three main pillars.

KPIs related to emerging technologies adoption ecosystem, G2G connectivity level, channels security level, use of digital transactions at the entity level recorded relatively high scores. However, KPIs related to mobile applications, interoperability and use of AI to support users received low scores.

Efforts can be made to further develop mobile applications to cover a wider range of government services, accompanied by marketing or awareness campaigns. In addition, supportive digital content should be provided for each service, and these services should be equipped with features that enable persons with disabilities to access them. Efforts can also be made to deploy generative and agentic AI to enhance the user experience and deliver proactive services.



D. Jordan

The following table shows the overall score of the index and the number of assessed services and entities in 2025.

	2025
GEMS overall score	0.71
Number of assessed services	99
Number of assessed entities	41

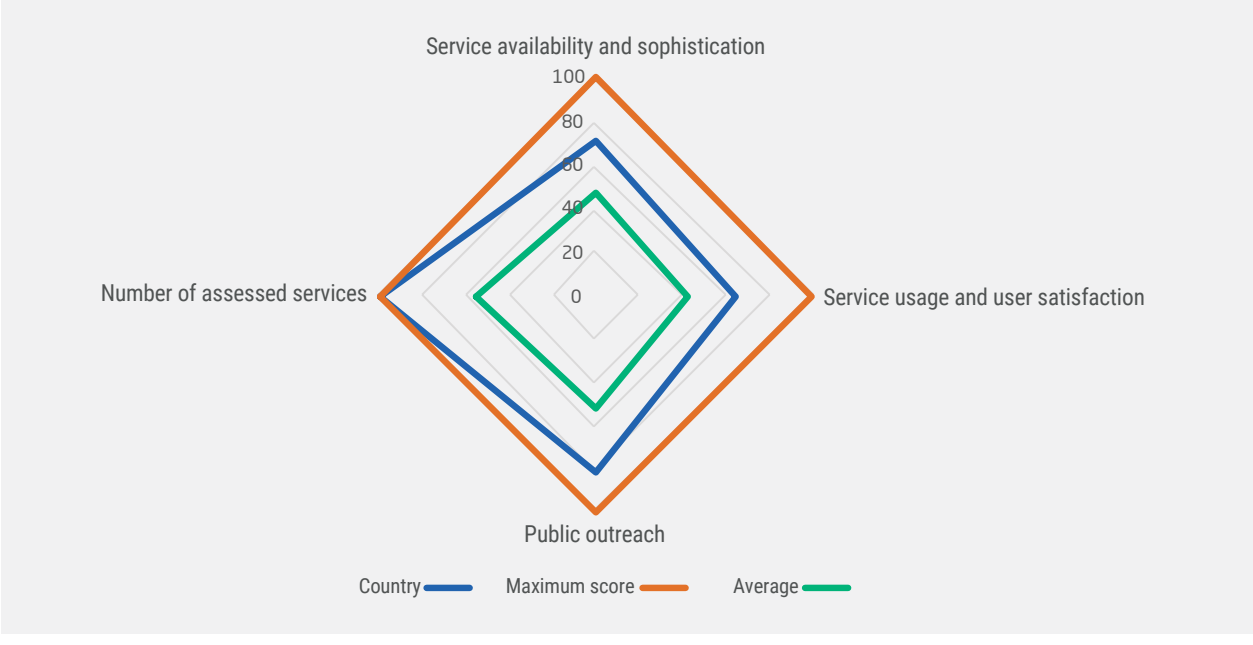
The following table illustrates the distribution of assessed services by sector and their percentage of the index services.

Sector	Number of assessed services	Percentage of assessed services
Trade and industry	19	100
Transport/Traffic/Police	11	100
Interior	8	100
Justice	8	100
Cross-government affairs	7	88
Education	7	100
Municipal affairs	7	100
Social affairs	7	100
Finance	6	100
Health	6	100
Labour	4	100
Utilities	4	100
Tourism	3	100
Migration	2	100
Total	99	99

The following table shows the scores for the three main pillars in 2025.

Pillar	Score in 2025
Service availability and sophistication	0.72
Service usage and user satisfaction	0.65
Public outreach	0.82

The following radar chart shows the country's scores relative to the Arab region's average, the highest score achieved across the three pillars and the number of services assessed.



The following tables show the KPI scores in 2025, according to each main pillar.

KPIs for service availability and sophistication

KPI	Score in 2025
Portal services sophistication level	0.95
Portal personalization	0.95
Mobile services sophistication level	0.47
Availability of digital channels	0.73
Applications availability on various mobile platforms	0.48
Availability of languages on the portal	0.88
Feedback enablement through portal	0.76
Persons with disability enablement through portal	0.43
Availability of languages on mobile applications	0.47
Feedback enablement through mobile	0.41
Persons with disability enablement through mobile	0.25
Channels interoperability	0.78
Channels security level	0.89
Service access through a digital ID	0.80
Service uptime across all channels	0.91
Open data provisioning	0.95
Open data delivery format	0.75
Open data quality	0.75
Emerging technologies adoption ecosystem	0.90
Emerging technologies adoption in services	0.30
Government-to-Government (G2G) connectivity level	0.97

2. KPIs for service usage and user satisfaction

KPI	Score in 2025
Use of digital transactions (GEMS services)	0.76
Distribution of usage across digital channels (GEMS services)	0.40
Use of digital transactions (all services at the entity level)	0.77
Distribution of usage across digital channels (all services at the entity level)	0.63
User satisfaction over portal	0.91
User satisfaction over mobile	0.54
Entity responsiveness to support requests	0.92

Ease of use of digital services	0.85
Use of AI to support users	0.09

4. KPIs for public outreach

KPI	Score in 2025
Percentage of services accompanied by marketing campaigns (GEMS services)	0.71
Percentage of new services accompanied by marketing campaigns (all services at the entity level)	0.90
Service visibility	0.54
Availability of support tools for individuals	0.95
Availability of service-supporting digital content	0.73
Readiness of the communication and support team	0.93
Availability of proactive services	0.47

Observations and recommendations

The number of assessed services is considered very high and covers a wide range of sectors. The overall index score indicates an advanced level of maturity in digital government services, with advanced performance in the pillars of service availability and sophistication and service usage and user satisfaction, and a very advanced level in the public outreach pillar.

At the KPIs level, very high scores were recorded for indicators related to portal services sophistication level, portal personalization, the availability of languages on the portal, channels security level, service access through a digital ID, service uptime across all channels, open data provisioning, delivery format and quality, the emerging technologies adoption ecosystem, G2G connectivity level, user satisfaction over portal, entity responsiveness to support requests, availability of support tools for individuals and readiness of the communication and support team.

However, more efforts can be made in the upcoming period to improve KPIs related to the persons with disability enablement through mobile and the availability of proactive services, and to increase the use of generative and agentic AI to enhance the user experience. Continuing to develop mobile applications to cover as many essential government services as possible and making them available across different platforms would increase their usage on various channels.



E. Kuwait

The following table shows the overall score of the index and the number of assessed services and entities in 2025.

	2025
GEMS overall score	0.67
Number of assessed services	89
Number of assessed entities	25

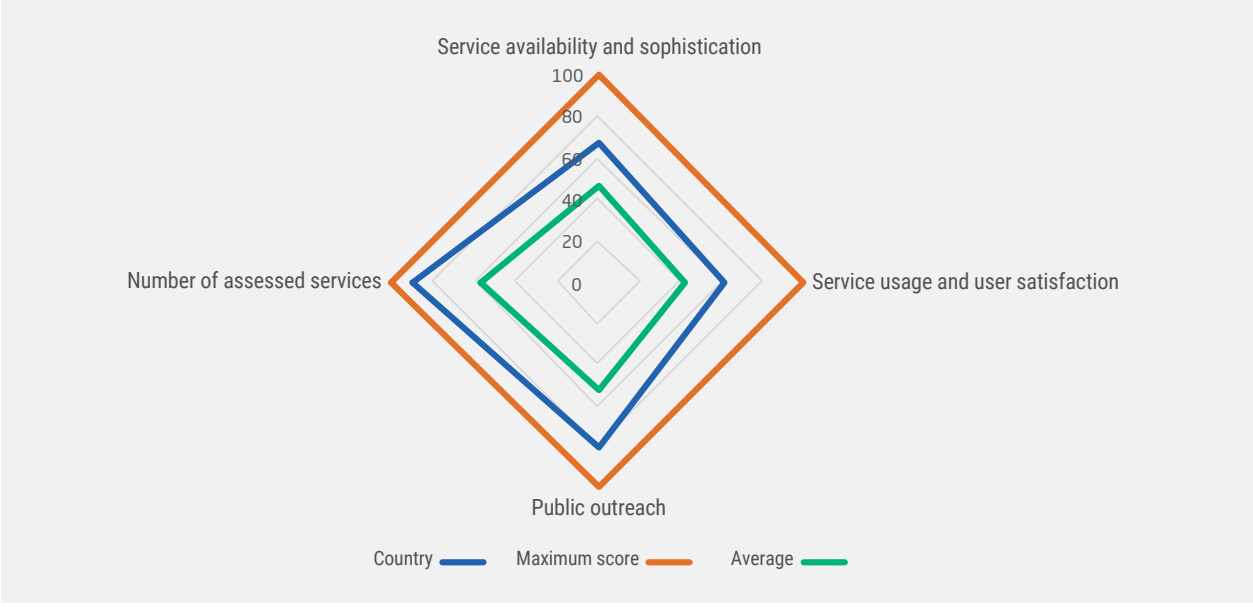
The following table illustrates the distribution of assessed services by sector and their percentage of the index services.

Sector	Number of assessed services	Percentage of assessed services
Trade and industry	19	100
Transport/Traffic/Police	10	91
Cross-government affairs	8	100
Interior	7	88
Social affairs	7	100
Education	6	86
Health	6	100
Municipal affairs	5	71
Finance	4	67
Justice	4	50
Labour	4	100
Utilities	4	100
Tourism	3	100
Migration	2	100
Total	89	89

The following table shows the scores for the three main pillars in 2025.

Pillar	Score in 2025
Service availability and sophistication	0.68
Service usage and user satisfaction	0.61
Public outreach	0.81

The following radar chart shows the country's scores relative to the Arab region's average, the highest score achieved across the three pillars and the number of services assessed.



The following tables show the KPI scores in 2025, according to each main pillar.

1. KPIs for service availability and sophistication

KPI	Score in 2025
Portal services sophistication level	0.84
Portal personalization	0.91
Mobile services sophistication level	0.54
Availability of digital channels	0.72
Applications availability on various mobile platforms	0.54
Availability of languages on the portal	0.68
Feedback enablement through portal	0.77
Persons with disability enablement through portal	0.18
Availability of languages on mobile applications	0.53
Feedback enablement through mobile	0.55
Persons with disability enablement through mobile	0.31

Channels interoperability	0.78
Channels security level	0.84
Service access through a digital ID	0.75
Service uptime across all channels	0.85
Open data provisioning	0.84
Open data delivery format	0.67
Open data quality	0.70
Emerging technologies adoption ecosystem	0.84
Emerging technologies adoption in services	0.14
Government-to-Government (G2G) connectivity level	0.91

2. KPIs for service usage and user satisfaction

KPI	Score in 2025
Use of digital transactions (GEMS services)	0.79
Distribution of usage across digital channels (GEMS services)	0.38
Use of digital transactions (all services at the entity level)	0.69
Distribution of usage across digital channels (all services at the entity level)	0.49
User satisfaction over portal	0.81
User satisfaction over mobile	0.58
Entity responsiveness to support requests	0.84
Ease of use of digital services	0.82
Use of AI to support users	0.12

3. KPIs for public outreach

KPI	Score in 2025
Percentage of services accompanied by marketing campaigns (GEMS services)	0.85
Percentage of new services accompanied by marketing campaigns (all services at the entity level)	0.84
Service visibility	0.73
Availability of support tools for individuals	0.85
Availability of service-supporting digital content	0.83
Readiness of the communication and support team	0.71
Availability of proactive services	0.44

Observations and recommendations

A very high number of digital government services were assessed, spanning a wide range of sectors. The overall index score reflects an advanced level of maturity in digital government services, based on the high results achieved across the three main pillars.

Some KPIs received very high scores, particularly those related to the portal services sophistication level, the portal personalization, channels security level, service uptime, open data provisioning, the emerging technologies adoption ecosystem, G2G connectivity level, user satisfaction over portal, entity responsiveness to support requests, the availability of support tools for individuals, readiness of the communication and support team, ease of use of digital services, and service marketing.

More efforts can be made to enhance the persons with disability enablement through portal and mobile, emerging technologies adoption in government services development, supporting service usage across various channels, increasing the availability of proactive services, and using generative and agentic AI to enhance the user experience.

F. Libya

The following table shows the overall score of the index and the number of assessed services and entities in 2025.

	2025
GEMS overall score	0.11
Number of assessed services	22
Number of assessed entities	12

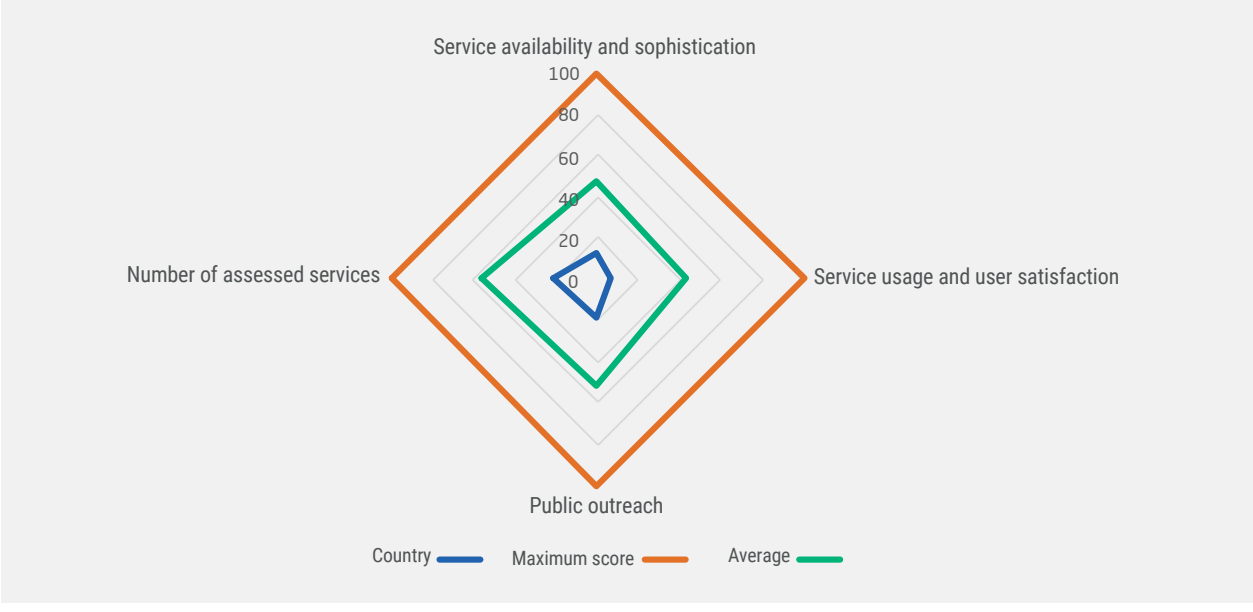
The following table illustrates the distribution of assessed services by sector and their percentage of the index services.

Sector	Number of assessed services	Percentage of assessed services
Education	6	86
Health	4	67
Labour	4	100
Trade and industry	3	16
Cross-government affairs	1	13
Interior	1	13
Municipal affairs	1	14
Transport/Traffic/Police	1	9
Utilities	1	25
Finance	0	0
Migration	0	0
Justice	0	0
Social affairs	0	0
Tourism	0	0
Total	22	22

The following table shows the scores for the three main pillars in 2025.

Pillar	Score in 2025
Service availability and sophistication	0.13
Service usage and user satisfaction	0.07
Public outreach	0.19

The following radar chart shows the country's scores relative to the Arab region's average, the highest score achieved across the three pillars and the number of services assessed.



The following tables show the KPI scores in 2025, according to each main pillar.

1. KPIs for service availability and sophistication

KPI	Score in 2025
Portal services sophistication level	0.12
Portal personalization	0.14
Mobile services sophistication level	0.11
Availability of digital channels	0.14
Applications availability on various mobile platforms	0.10
Availability of languages on the portal	0.12
Feedback enablement through portal	0.05
Persons with disability enablement through portal	0.02
Availability of languages on mobile applications	0.07
Feedback enablement through mobile	0.08
Persons with disability enablement through mobile	0.03

Channels interoperability	0.04
Channels security level	0.28
Service access through a digital ID	0.05
Service uptime across all channels	0.16
Open data provisioning	0.13
Open data delivery format	0.08
Open data quality	0.10
Emerging technologies adoption ecosystem	0.35
Emerging technologies adoption in services	0.04
Government-to-Government (G2G) connectivity level	0.25

2. KPIs for service usage and user satisfaction

KPI	Score in 2025
Use of digital transactions (GEMS services)	0.07
Distribution of usage across digital channels (GEMS services)	0.01
Use of digital transactions (all services at the entity level)	0.12
Distribution of usage across digital channels (all services at the entity level)	0.07
User satisfaction over portal	0.07
User satisfaction over mobile	0.04
Entity responsiveness to support requests	0.27
Ease of use of digital services	0.13
Use of AI to support users	0.01

3. KPIs for public outreach

KPI	Score in 2025
Percentage of services accompanied by marketing campaigns (GEMS services)	0.12
Percentage of new services accompanied by marketing campaigns (all services at the entity level)	0.13
Service visibility	0.11
Availability of support tools for individuals	0.27
Availability of service-supporting digital content	0.09
Readiness of the communication and support team	0.17
Availability of proactive services	0.00

Observations and recommendations

A very small number of services were assessed across a limited number of sectors, primarily labour and education. The overall index score indicates an early stage of maturity in digital government services, due to low results recorded for the three main pillars.

Efforts can be made to further digitalize essential government services across various sectors, and make them available through multiple channels, including web portals and mobile applications. In addition, establishing an emerging technologies adoption ecosystem to develop services and supporting these services with marketing or awareness campaigns would positively impact their usage levels.



G. Mauritania

The following table shows the overall score of the index and the number of assessed services and entities in 2025.

	2025
GEMS overall score	0.09
Number of assessed services	14
Number of assessed entities	8

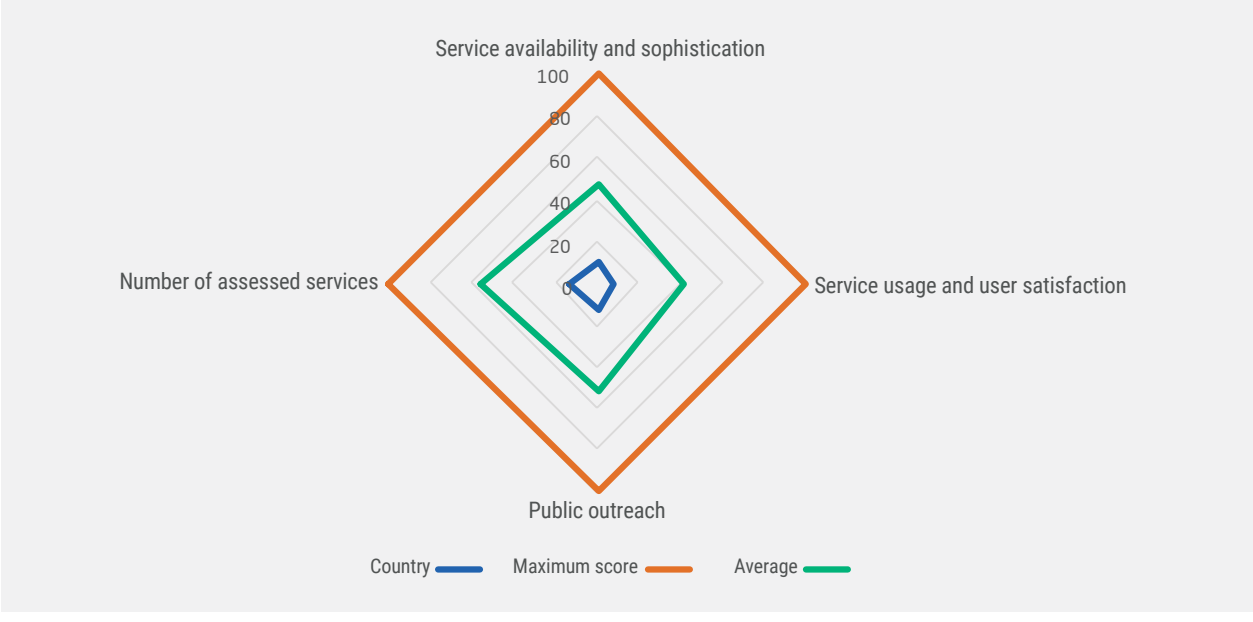
The following table illustrates the distribution of assessed services by sector and their percentage of the index services.

Sector	Number of assessed services	Percentage of assessed services
Interior	5	63
Migration	2	100
Trade and industry	2	11
Utilities	2	50
Education	1	14
Municipal affairs	1	14
Transport/Traffic/Police	1	9
Cross-government affairs	0	0
Finance	0	0
Health	0	0
Justice	0	0
Labour	0	0
Social affairs	0	0
Tourism	0	0
Total	14	14

The following table shows the scores for the three main pillars in 2025.

Pillar	Score in 2025
Service availability and sophistication	0.10
Service usage and user satisfaction	0.08
Public outreach	0.13

The following radar chart shows the country's scores relative to the Arab region's average, the highest score achieved across the three pillars and the number of services assessed.



The following tables show the KPI scores in 2025, according to each main pillar.

1. KPIs for service availability and sophistication

KPI	Score in 2025
Portal services sophistication level	0.06
Portal personalization	0.09
Mobile services sophistication level	0.08
Availability of digital channels	0.09
Applications availability on various mobile platforms	0.09
Availability of languages on the portal	0.08
Feedback enablement through portal	0.03
Persons with disability enablement through portal	0.01
Availability of languages on mobile applications	0.09
Feedback enablement through mobile	0.03
Persons with disability enablement through mobile	0.01

Channels interoperability	0.04
Channels security level	0.19
Service access through a digital ID	0.14
Service uptime across all channels	0.10
Open data provisioning	0.19
Open data delivery format	0.17
Open data quality	0.14
Emerging technologies adoption ecosystem	0.15
Emerging technologies adoption in services	0.04
Government-to-Government (G2G) connectivity level	0.24

2. KPIs for service usage and user satisfaction

KPI	Score in 2025
Use of digital transactions (GEMS services)	0.06
Distribution of usage across digital channels (GEMS services)	0.02
Use of digital transactions (all services at the entity level)	0.17
Distribution of usage across digital channels (all services at the entity level)	0.11
User satisfaction over portal	0.01
User satisfaction over mobile	0.02
Entity responsiveness to support requests	0.25
Ease of use of digital services	0.07
Use of AI to support users	0.03

3. KPIs for public outreach

KPI	Score in 2025
Percentage of services accompanied by marketing campaigns (GEMS services)	0.08
Percentage of new services accompanied by marketing campaigns (all services at the entity level)	0.18
Service visibility	0.06
Availability of support tools for individuals	0.15
Availability of service-supporting digital content	0.08
Readiness of the communication and support team	0.07
Availability of proactive services	0.00

Observations and recommendations

The number of assessed services is very low and has covered a limited range of sectors such as interior, migration, and trade and industry. The overall index result indicates an early stage of maturity in digital government services, which is attributed to the low scores across the three main pillars.

Efforts could be made to digitalize more essential government services in various sectors and make them available across multiple channels, including portals and mobile applications. Establishing an emerging technologies adoption ecosystem to develop services and supporting these services with marketing or awareness campaigns would positively impact their usage levels.



H. Oman

The following table shows the overall score of the index and the number of assessed services and entities in 2025.

	2025
GEMS overall score	0.75
Number of assessed services	93
Number of assessed entities	27

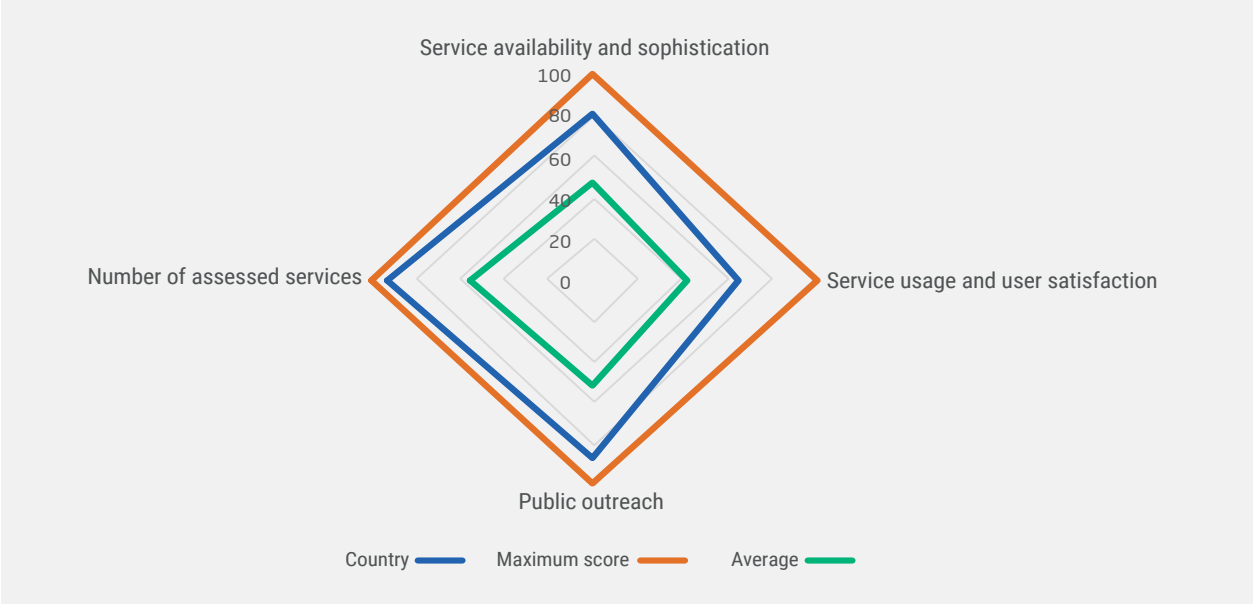
The following table illustrates the distribution of assessed services by sector and their percentage of the index services.

Sector	Number of assessed services	Percentage of assessed services
Trade and industry	19	100
Transport/Traffic/Police	9	82
Cross-government affairs	8	100
Justice	8	100
Education	7	100
Interior	7	88
Health	6	100
Municipal affairs	6	86
Social affairs	6	86
Finance	4	67
Labour	4	100
Utilities	4	100
Tourism	3	100
Migration	2	100
Total	93	93

The following table shows the scores for the three main pillars in 2025.

Pillar	Score in 2025
Service availability and sophistication	0.81
Service usage and user satisfaction	0.65
Public outreach	0.86

The following radar chart shows the country's scores relative to the Arab region's average, the highest score achieved across the three pillars and the number of services assessed.



The following tables show the KPI scores in 2025, according to each main pillar.

1. KPIs for service availability and sophistication

KPI	Score in 2025
Portal services sophistication level	0.92
Portal personalization	0.95
Mobile services sophistication level	0.62
Availability of digital channels	0.77
Applications availability on various mobile platforms	0.62
Availability of languages on the portal	0.92
Feedback enablement through portal	0.91
Persons with disability enablement through portal	0.75
Availability of languages on mobile applications	0.62
Feedback enablement through mobile	0.57
Persons with disability enablement through mobile	0.44

Channels interoperability	0.85
Channels security level	0.90
Service access through a digital ID	0.89
Service uptime across all channels	0.96
Open data provisioning	0.89
Open data delivery format	0.97
Open data quality	0.91
Emerging technologies adoption ecosystem	0.96
Emerging technologies adoption in services	0.55
Government-to-Government (G2G) connectivity level	0.91

2. KPIs for service usage and user satisfaction

KPI	Score in 2025
Use of digital transactions (GEMS services)	0.93
Distribution of usage across digital channels (GEMS services)	0.35
Use of digital transactions (all services at the entity level)	0.83
Distribution of usage across digital channels (all services at the entity level)	0.26
User satisfaction over portal	0.90
User satisfaction over mobile	0.63
Entity responsiveness to support requests	0.98
Ease of use of digital services	0.93
Use of AI to support users	0.21

3. KPIs for public outreach

KPI	Score in 2025
Percentage of services accompanied by marketing campaigns (GEMS services)	0.97
Percentage of new services accompanied by marketing campaigns (all services at the entity level)	0.93
Service visibility	0.67
Availability of support tools for individuals	0.80
Availability of service-supporting digital content	0.96
Readiness of the communication and support team	0.87
Availability of proactive services	0.47

Observations and recommendations

A very large number of government services were assessed, covering a diverse range of sectors. The overall index score reflects a very advanced level of maturity in digital government services, based on high scores across the three main pillars, particularly service availability and sophistication, and public outreach.

Some KPIs recorded very high results, especially those related to portal services sophistication level, portal personalization, availability of languages on the portal, feedback enablement through portal, persons with disability enablement through portal, channels interoperability, channels security level, service access through a digital ID, service uptime, the emerging technologies adoption ecosystem, G2G connectivity level, use of digital transactions, user satisfaction over portal, availability of support tools and digital content for individuals, entity responsiveness to support requests and services marketing.

Ongoing efforts can focus on expanding the coverage of government services through mobile applications and across various platforms, as well as continuing to adopt emerging technologies in digital government services, such as AI for proactive service delivery and blockchain for authenticating government transactions and using generative and agentic AI to enhance the user experience.



I. State of Palestine

The following table shows the overall score of the index and the number of assessed services and entities in 2025.

	2025
GEMS overall score	0.34
Number of assessed services	50
Number of assessed entities	21

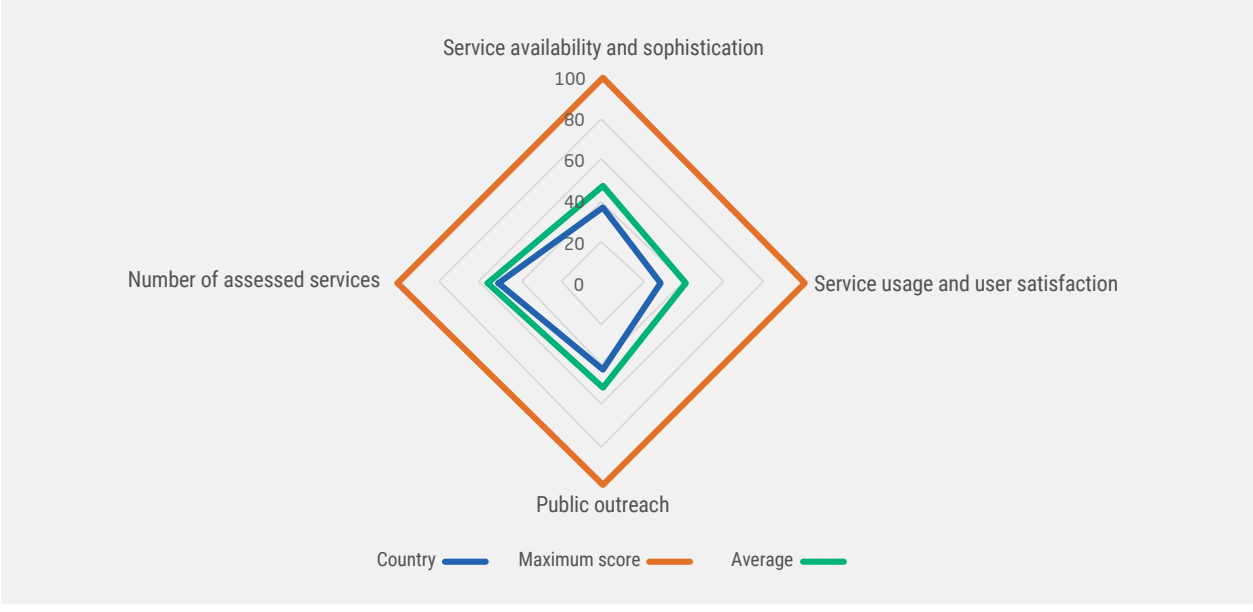
The following table illustrates the distribution of assessed services by sector and their percentage of the index services.

Sector	Number of assessed services	Percentage of assessed services
Trade and industry	12	63
Justice	6	75
Finance	5	83
Transport/Traffic/Police	5	45
Cross-government affairs	4	50
Education	4	57
Interior	4	50
Municipal affairs	4	57
Utilities	3	75
Labour	2	50
Social affairs	1	14
Health	0	0
Migration	0	0
Tourism	0	0
Total	50	50

The following table shows the scores for the three main pillars in 2025.

Pillar	Score in 2025
Service availability and sophistication	0.36
Service usage and user satisfaction	0.29
Public outreach	0.42

The following radar chart shows the country's scores relative to the Arab region's average, the highest score achieved across the three pillars and the number of services assessed.



The following tables show the KPI scores in 2025, according to each main pillar.

1. KPIs for service availability and sophistication

KPI	Score in 2025
Portal services sophistication level	0.37
Portal personalization	0.64
Mobile services sophistication level	0.21
Availability of digital channels	0.36
Applications availability on various mobile platforms	0.25
Availability of languages on the portal	0.40
Feedback enablement through portal	0.27
Persons with disability enablement through portal	0.14
Availability of languages on mobile applications	0.22
Feedback enablement through mobile	0.13
Persons with disability enablement through mobile	0.08

Channels interoperability	0.24
Channels security level	0.61
Service access through a digital ID	0.16
Service uptime across all channels	0.43
Open data provisioning	0.53
Open data delivery format	0.52
Open data quality	0.38
Emerging technologies adoption ecosystem	0.59
Emerging technologies adoption in services	0.15
Government-to-Government (G2G) connectivity level	0.79

2. KPIs for service usage and user satisfaction

KPI	Score in 2025
Use of digital transactions (GEMS services)	0.31
Distribution of usage across digital channels (GEMS services)	0.19
Use of digital transactions (all services at the entity level)	0.35
Distribution of usage across digital channels (all services at the entity level)	0.30
User satisfaction over portal	0.34
User satisfaction over mobile	0.20
Entity responsiveness to support requests	0.61
Ease of use of digital services	0.23
Use of AI to support users	0.08

3. KPIs for public outreach

KPI	Score in 2025
Percentage of services accompanied by marketing campaigns (GEMS services)	0.29
Percentage of new services accompanied by marketing campaigns (all services at the entity level)	0.42
Service visibility	0.27
Availability of support tools for individuals	0.57
Availability of service-supporting digital content	0.32
Readiness of the communication and support team	0.33
Availability of proactive services	0.10

Observations and recommendations

A moderate number of government services were assessed, distributed across various sectors. The utilities, finance, justice and trade and industry sectors accounted for the largest share of these services. The overall index score reflects an intermediate level of maturity in digital government services, based on the average results achieved across the three main pillars.

KPIs related to portal personalization, the emerging technologies adoption ecosystem, G2G connectivity level, channels security level, availability of support tools for individuals and entity responsiveness to support requests scored moderately to relatively high. However, KPIs related to persons with disability enablement through both the portal and mobile platforms, the availability of proactive services and distribution of usage across digital channels showed low results.

Efforts can be made to digitalize more government services and make them available across multiple channels, including portals and mobile applications. These services should be accompanied by marketing and awareness campaigns, as well as supportive digital content explaining how each service is performed, to encourage usage by both individuals and entities.

J. Qatar

The following table shows the overall score of the index and the number of assessed services and entities in 2025.

	2025
GEMS overall score	0.79
Number of assessed services	94
Number of assessed entities	31

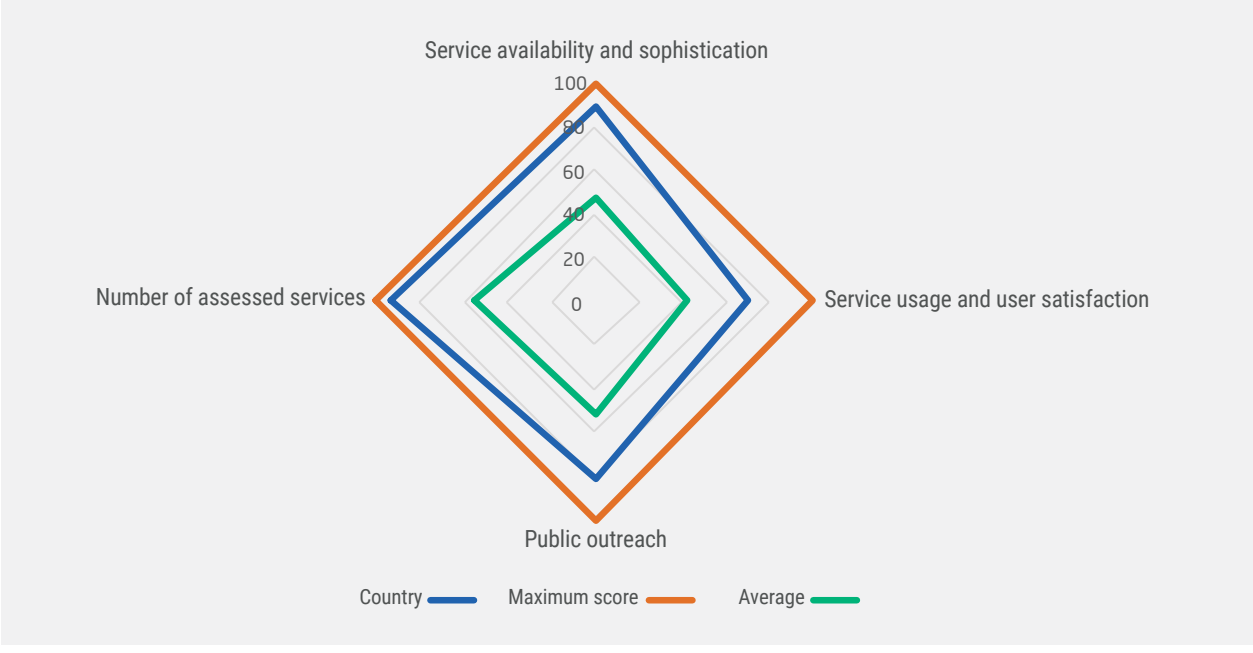
The following table illustrates the distribution of assessed services by sector and their percentage of the index services.

Sector	Number of assessed services	Percentage of assessed services
Trade and industry	19	100
Transport/Traffic/Police	10	91
Cross-government affairs	8	100
Justice	8	100
Interior	7	88
Municipal affairs	7	100
Education	6	86
Health	6	100
Social affairs	6	86
Finance	4	67
Labour	4	100
Utilities	4	100
Tourism	3	100
Migration	2	100
Total	94	94

The following table shows the scores for the three main pillars in 2025.

Pillar	Score in 2025
Service availability and sophistication	0.89
Service usage and user satisfaction	0.70
Public outreach	0.82

The following radar chart shows the country's scores relative to the Arab region's average, the highest score achieved across the three pillars and the number of services assessed.



The following tables show the KPI scores in 2025, according to each main pillar.

1. KPIs for service availability and sophistication

KPI	Score in 2025
Portal services sophistication level	0.95
Portal personalization	0.91
Mobile services sophistication level	0.97
Availability of digital channels	0.98
Applications availability on various mobile platforms	0.98
Availability of languages on the portal	0.96
Feedback enablement through portal	0.92
Persons with disability enablement through portal	0.68
Availability of languages on mobile applications	0.97
Feedback enablement through mobile	0.97
Persons with disability enablement through mobile	0.65

Channels interoperability	0.79
Channels security level	0.92
Service access through a digital ID	0.77
Service uptime across all channels	0.95
Open data provisioning	0.87
Open data delivery format	0.80
Open data quality	0.81
Emerging technologies adoption ecosystem	0.94
Emerging technologies adoption in services	0.60
Government-to-Government (G2G) connectivity level	0.99

2. KPIs for service usage and user satisfaction

KPI	Score in 2025
Use of digital transactions (GEMS services)	0.89
Distribution of usage across digital channels (GEMS services)	0.44
Use of digital transactions (all services at the entity level)	0.82
Distribution of usage across digital channels (all services at the entity level)	0.47
User satisfaction over portal	0.85
User satisfaction over mobile	0.76
Entity responsiveness to support requests	0.89
Ease of use of digital services	0.91
Use of AI to support users	0.45

3. KPIs for public outreach

KPI	Score in 2025
Percentage of services accompanied by marketing campaigns (GEMS services)	0.90
Percentage of new services accompanied by marketing campaigns (all services at the entity level)	0.85
Service visibility	0.69
Availability of support tools for individuals	0.78
Availability of service-supporting digital content	0.78
Readiness of the communication and support team	0.91
Availability of proactive services	0.82

Observations and recommendations

A very large number of digital government services were assessed, spanning a wide range of sectors. The overall index score reflects a very advanced level of maturity in digital government services, based on the high results achieved across the three main pillars, particularly in service availability and sophistication, and public outreach.

Most KPIs achieved very high scores across the three main pillars. Ongoing efforts can be supported by enhancing the use of digital transactions through mobile applications, expanding the digital content that supports the completion of each service and increasing the availability of services on the unified national platform.



K. Saudi Arabia

The following table shows the overall score of the index and the number of assessed services and entities in 2025.

	2025
GEMS overall score	0.99
Number of assessed services	100
Number of assessed entities	28

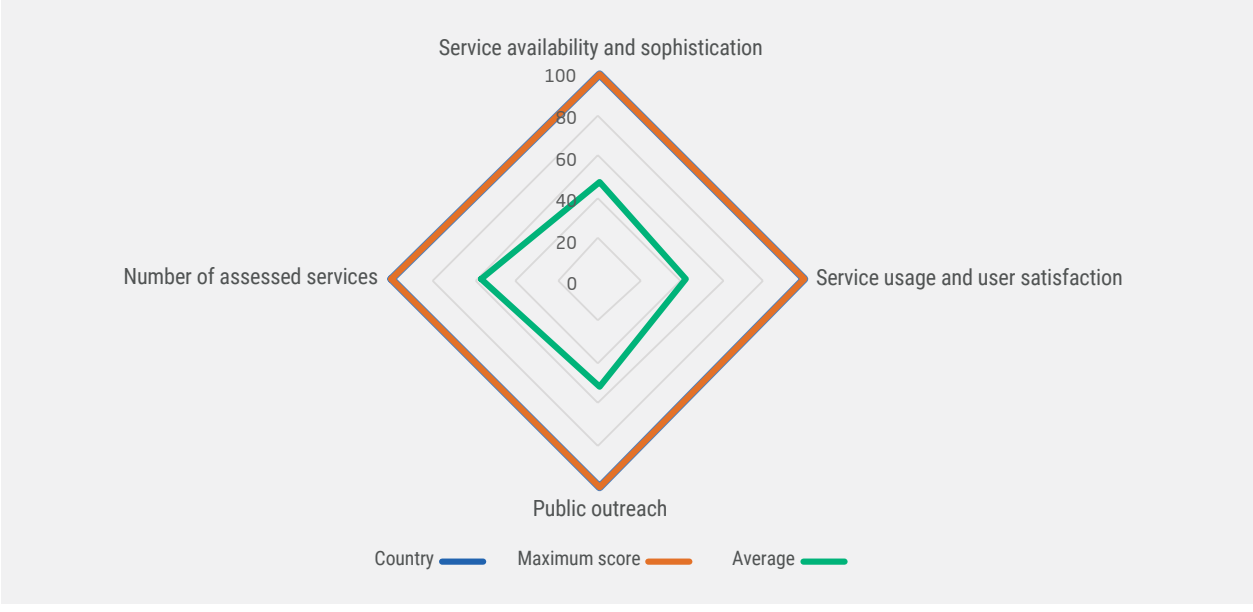
The following table illustrates the distribution of assessed services by sector and their percentage of the index services.

Sector	Number of assessed services	Percentage of assessed services
Trade and industry	19	100
Transport/Traffic/Police	11	100
Cross-government affairs	8	100
Interior	8	100
Justice	8	100
Education	7	100
Municipal affairs	7	100
Social affairs	7	100
Finance	6	100
Health	6	100
Labour	4	100
Utilities	4	100
Tourism	3	100
Migration	2	100
Total	100	100

The following table shows the scores for the three main pillars in 2025.

Pillar	Score in 2025
Service availability and sophistication	1.00
Service usage and user satisfaction	0.99
Public outreach	1.00

The following radar chart shows the country's scores relative to the Arab region's average, the highest score achieved across the three pillars and the number of services assessed.



The following tables show the KPI scores in 2025, according to each main pillar.

1. KPIs for service availability and sophistication

KPI	Score in 2025
Portal services sophistication level	1.00
Portal personalization	1.00
Mobile services sophistication level	1.00
Availability of digital channels	1.00
Applications availability on various mobile platforms	1.00
Availability of languages on the portal	1.00
Feedback enablement through portal	1.00
Persons with disability enablement through portal	1.00
Availability of languages on mobile applications	1.00
Feedback enablement through mobile	1.00
Persons with disability enablement through mobile	1.00

Channels interoperability	1.00
Channels security level	1.00
Service access through a digital ID	1.00
Service uptime across all channels	1.00
Open data provisioning	1.00
Open data delivery format	1.00
Open data quality	1.00
Emerging technologies adoption ecosystem	1.00
Emerging technologies adoption in services	1.00
Government-to-Government (G2G) connectivity level	1.00

2. KPIs for service usage and user satisfaction

KPI	Score in 2025
Use of digital transactions (GEMS services)	1.00
Distribution of usage across digital channels (GEMS services)	1.00
Use of digital transactions (all services at the entity level)	1.00
Distribution of usage across digital channels (all services at the entity level)	1.00
User satisfaction over portal	0.99
User satisfaction over mobile	0.99
Entity responsiveness to support requests	1.00
Ease of use of digital services	1.00
Use of AI to support users	1.00

3. KPIs for public outreach

KPI	Score in 2025
Percentage of services accompanied by marketing campaigns (GEMS services)	1.00
Percentage of new services accompanied by marketing campaigns (all services at the entity level)	1.00
Service visibility	1.00
Availability of support tools for individuals	1.00
Availability of service-supporting digital content	1.00
Readiness of the communication and support team	1.00
Availability of proactive services	1.00

Observations and recommendations

A very large number of services were assessed across various sectors. The overall index score indicates a very advanced level of maturity in digital government services, based on the results achieved across the three main pillars. All KPIs reflect a very advanced level of progress across the different areas.

L. Somalia

The following table shows the overall score of the index and the number of assessed services and entities in 2025.

	2025
GEMS overall score	0.04
Number of assessed services	5
Number of assessed entities	3

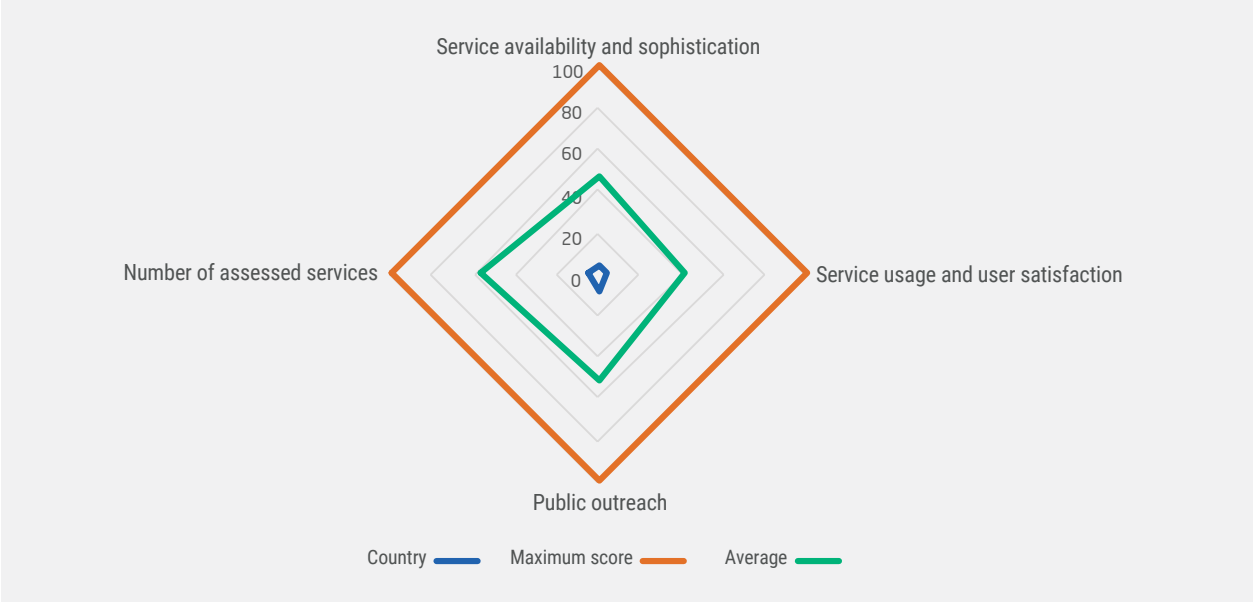
The following table illustrates the distribution of assessed services by sector and their percentage of the index services.

Sector	Number of assessed services	Percentage of assessed services
Interior	2	25
Education	1	14
Migration	1	50
Utilities	1	25
Cross-government affairs	0	0
Finance	0	0
Health	0	0
Justice	0	0
Labour	0	0
Municipal affairs	0	0
Social affairs	0	0
Tourism	0	0
Trade and industry	0	0
Transport/Traffic/Police	0	0
Total	5	5

The following table shows the scores for the three main pillars in 2025.

Pillar	Score in 2025
Service availability and sophistication	0.04
Service usage and user satisfaction	0.04
Public outreach	0.08

The following radar chart shows the country's scores relative to the Arab region's average, the highest score achieved across the three pillars and the number of services assessed.



The following tables show the KPI scores in 2025, according to each main pillar.

1. KPIs for service availability and sophistication

KPI	Score in 2025
Portal services sophistication level	0.04
Portal personalization	0.05
Mobile services sophistication level	0.03
Availability of digital channels	0.03
Applications availability on various mobile platforms	0.03
Availability of languages on the portal	0.04
Feedback enablement through portal	0.04
Persons with disability enablement through portal	0.02
Availability of languages on mobile applications	0.03
Feedback enablement through mobile	0.03
Persons with disability enablement through mobile	0.02
Channels interoperability	0.02
Channels security level	0.06

Service access through a digital ID	0.03
Service uptime across all channels	0.05
Open data provisioning	0.03
Open data delivery format	0.02
Open data quality	0.03
Emerging technologies adoption ecosystem	0.09
Emerging technologies adoption in services	0.03
Government-to-Government (G2G) connectivity level	0.13

2. KPIs for service usage and user satisfaction

KPI	Score in 2025
Use of digital transactions (GEMS services)	0.00
Distribution of usage across digital channels (GEMS services)	0.00
Use of digital transactions (all services at the entity level)	0.05
Distribution of usage across digital channels (all services at the entity level)	0.10
User satisfaction over portal	0.04
User satisfaction over mobile	0.01
Entity responsiveness to support requests	0.26
Ease of use of digital services	0.04
Use of AI to support users	0.03

3. KPIs for public outreach

KPI	Score in 2025
Percentage of services accompanied by marketing campaigns (GEMS services)	0.04
Percentage of new services accompanied by marketing campaigns (all services at the entity level)	0.05
Service visibility	0.04
Availability of support tools for individuals	0.08
Availability of service-supporting digital content	0.03
Readiness of the communication and support team	0.08
Availability of proactive services	0.04

Observations and recommendations

The number of assessed services is considered very low and covers a very limited range of sectors, such as interior and education. The overall index score indicates an early stage of maturity in digital government services, due to low results across the three main pillars.

Efforts can be made to digitalize more essential government services across different sectors and make them available through multiple channels, including portals and mobile applications. It is also important to establish an emerging technologies adoption ecosystem in the development of these services, and to accompany them with marketing or awareness campaigns, which would help increase their usage.



M. Sudan

The following table shows the overall score of the index and the number of assessed services and entities in 2025.

	2025
GEMS overall score	0.07
Number of assessed services	8
Number of assessed entities	4

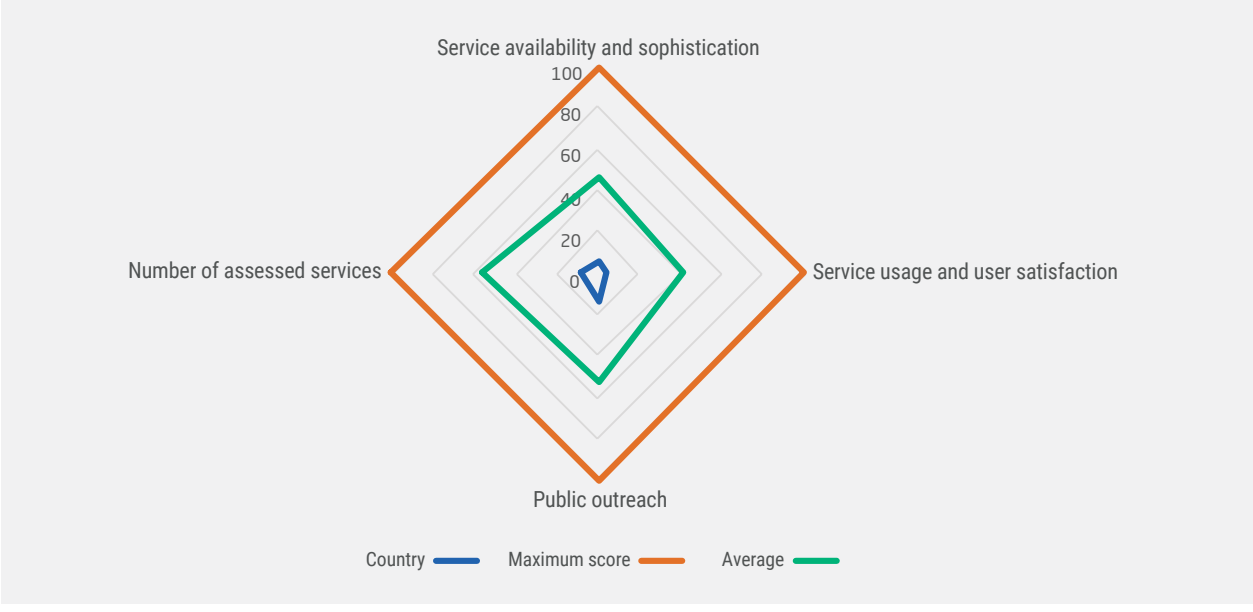
The following table illustrates the distribution of assessed services by sector and their percentage of the index services.

Sector	Number of assessed services	Percentage of assessed services
Interior	3	38
Education	2	29
Trade and industry	2	11
Health	1	17
Cross-government affairs	0	0
Finance	0	0
Migration	0	0
Justice	0	0
Labour	0	0
Municipal affairs	0	0
Social affairs	0	0
Tourism	0	0
Transport/Traffic/Police	0	0
Utilities	0	0
Total	8	8

The following table shows the scores for the three main pillars in 2025.

Pillar	Score in 2025
Service availability and sophistication	0.06
Service usage and user satisfaction	0.05
Public outreach	0.14

The following radar chart shows the country's scores relative to the Arab region's average, the highest score achieved across the three pillars and the number of services assessed.



The following tables show the KPI scores in 2025, according to each main pillar.

1. KPIs for service availability and sophistication

KPI	Score in 2025
Portal services sophistication level	0.06
Portal personalization	0.14
Mobile services sophistication level	0.00
Availability of digital channels	0.04
Applications availability on various mobile platforms	0.00
Availability of languages on the portal	0.08
Feedback enablement through portal	0.04
Persons with disability enablement through portal	0.00
Availability of languages on mobile applications	0.00
Feedback enablement through mobile	0.00
Persons with disability enablement through mobile	0.00
Channels interoperability	0.00
Channels security level	0.15

Service access through a digital ID	0.16
Service uptime across all channels	0.08
Open data provisioning	0.10
Open data delivery format	0.04
Open data quality	0.05
Emerging technologies adoption ecosystem	0.16
Emerging technologies adoption in services	0.03
Government-to-Government (G2G) connectivity level	0.16

2. KPIs for service usage and user satisfaction

KPI	Score in 2025
Use of digital transactions (GEMS services)	0.06
Distribution of usage across digital channels (GEMS services)	0.00
Use of digital transactions (all services at the entity level)	0.11
Distribution of usage across digital channels (all services at the entity level)	0.00
User satisfaction over portal	0.04
User satisfaction over mobile	0.00
Entity responsiveness to support requests	0.28
Ease of use of digital services	0.06
Use of AI to support users	0.00

3. KPIs for public outreach

KPI	Score in 2025
Percentage of services accompanied by marketing campaigns (GEMS services)	0.08
Percentage of new services accompanied by marketing campaigns (all services at the entity level)	0.18
Service visibility	0.06
Availability of support tools for individuals	0.15
Availability of service-supporting digital content	0.05
Readiness of the communication and support team	0.13
Availability of proactive services	0.04

Observations and recommendations

The number of assessed services is considered very low and covers a very limited range of sectors, such as interior and education. The overall index score indicates an early stage of maturity in digital government services, due to low results across the three main pillars.

Efforts can be made to digitalize more essential government services across different sectors and make them available through multiple channels, including portals and mobile applications. It is also important to establish an emerging technologies adoption ecosystem in the development of these services, and to accompany them with marketing or awareness campaigns, which would help increase their usage.



N. Syrian Arab Republic

The following table shows the overall score of the index and the number of assessed services and entities in 2025.

	2025
GEMS overall score	0.14
Number of assessed services	16
Number of assessed entities	1

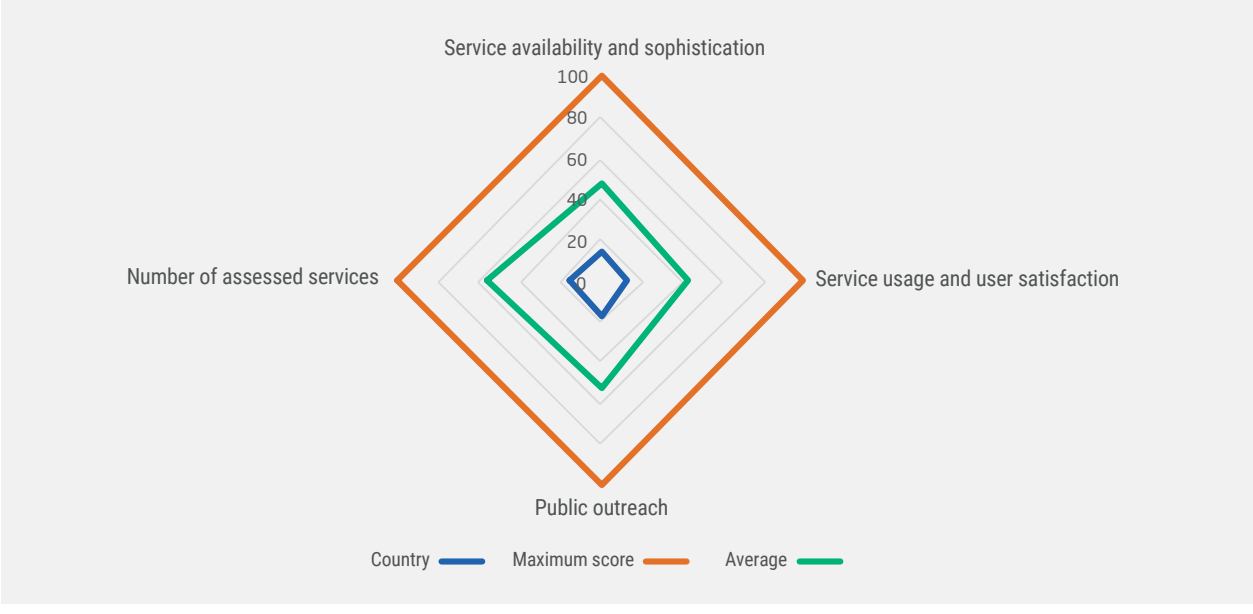
The following table illustrates the distribution of assessed services by sector and their percentage of the index services.

Sector	Number of assessed services	Percentage of assessed services
Interior	4	50
Cross-government affairs	3	38
Finance	2	33
Municipal affairs	2	29
Trade and industry	2	11
Education	1	14
Health	1	17
Utilities	1	25
Migration	0	0
Justice	0	0
Labour	0	0
Social affairs	0	0
Tourism	0	0
Transport/Traffic/Police	0	0
Total	16	16

The following table shows the scores for the three main pillars in 2025.

Pillar	Score in 2025
Service availability and sophistication	0.15
Service usage and user satisfaction	0.13
Public outreach	0.18

The following radar chart shows the country's scores relative to the Arab region's average, the highest score achieved across the three pillars and the number of services assessed.



The following tables show the KPI scores in 2025, according to each main pillar.

1. KPIs for service availability and sophistication

KPI	Score in 2025
Portal services sophistication level	0.16
Portal personalization	0.00
Mobile services sophistication level	0.15
Availability of digital channels	0.16
Applications availability on various mobile platforms	0.09
Availability of languages on the portal	0.08
Feedback enablement through portal	0.15
Persons with disability enablement through portal	0.00
Availability of languages on mobile applications	0.08
Feedback enablement through mobile	0.15
Persons with disability enablement through mobile	0.00
Channels interoperability	0.15
Channels security level	0.29

Service access through a digital ID	0.36
Service uptime across all channels	0.11
Open data provisioning	0.00
Open data delivery format	0.00
Open data quality	0.00
Emerging technologies adoption ecosystem	0.32
Emerging technologies adoption in services	0.08
Government-to-Government (G2G) connectivity level	0.29

2. KPIs for service usage and user satisfaction

KPI	Score in 2025
Use of digital transactions (GEMS services)	0.01
Distribution of usage across digital channels (GEMS services)	0.05
Use of digital transactions (all services at the entity level)	0.29
Distribution of usage across digital channels (all services at the entity level)	0.25
User satisfaction over portal	0.07
User satisfaction over mobile	0.07
Entity responsiveness to support requests	0.40
Ease of use of digital services	0.11
Use of AI to support users	0.01

3. KPIs for public outreach

KPI	Score in 2025
Percentage of services accompanied by marketing campaigns (GEMS services)	0.09
Percentage of new services accompanied by marketing campaigns (all services at the entity level)	0.27
Service visibility	0.16
Availability of support tools for individuals	0.15
Availability of service-supporting digital content	0.15
Readiness of the communication and support team	0.36
Availability of proactive services	0.01

Observations and recommendations

The number of assessed services is considered low and covers a limited range of sectors such as interior and cross-government affairs. The overall index result indicates an early stage of maturity for digital government services, due to low scores in the three main pillars.

Efforts can be made to digitalize more essential government services and make them available across various sectors, such as trade and industry, municipal affairs and social affairs. These services should be accessible through different channels, including portals and mobile applications, with the appropriate infrastructure provided to adopt emerging technologies in service development. In addition, accompanying these services with marketing or awareness campaigns would increase their usage.

0. Tunisia

The following table shows the overall score of the index and the number of assessed services and entities in 2025.

	2025
GEMS overall score	0.42
Number of assessed services	39
Number of assessed entities	24

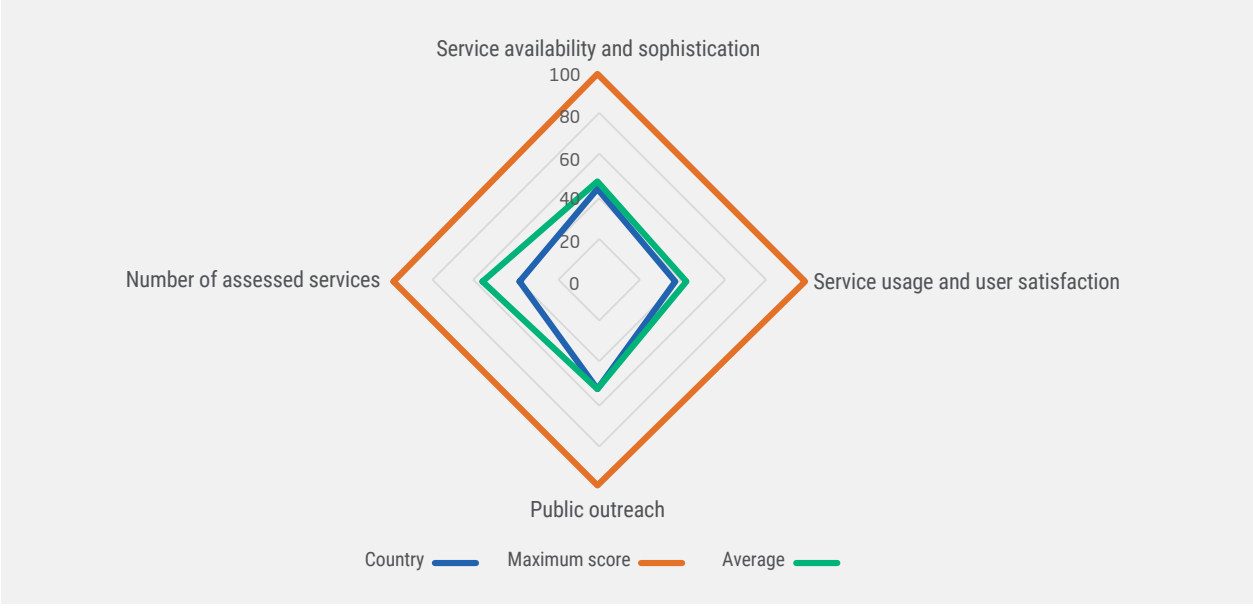
The following table illustrates the distribution of assessed services by sector and their percentage of the index services.

Sector	Number of assessed services	Percentage of assessed services
Trade and industry	7	37
Transport/Traffic/Police	6	55
Social affairs	4	57
Utilities	4	100
Education	3	43
Interior	3	38
Cross-government affairs	2	25
Finance	2	33
Health	2	33
Labour	2	50
Tourism	2	67
Justice	1	13
Municipal affairs	1	14
Migration	0	0
Total	39	39

The following table shows the scores for the three main pillars in 2025.

Pillar	Score in 2025
Service availability and sophistication	0.43
Service usage and user satisfaction	0.36
Public outreach	0.53

The following radar chart shows the country's scores relative to the Arab region's average, the highest score achieved across the three pillars and the number of services assessed.



The following tables show the KPI scores in 2025, according to each main pillar.

1. KPIs for service availability and sophistication

KPI	Score in 2025
Portal services sophistication level	0.44
Portal personalization	0.73
Mobile services sophistication level	0.18
Availability of digital channels	0.34
Applications availability on various mobile platforms	0.18
Availability of languages on the portal	0.45
Feedback enablement through portal	0.43
Persons with disability enablement through portal	0.16
Availability of languages on mobile applications	0.19
Feedback enablement through mobile	0.17
Persons with disability enablement through mobile	0.13
Channels interoperability	0.25
Channels security level	0.70

Service access through a digital ID	0.30
Service uptime across all channels	0.44
Open data provisioning	0.75
Open data delivery format	0.88
Open data quality	0.74
Emerging technologies adoption ecosystem	0.82
Emerging technologies adoption in services	0.14
Government-to-Government (G2G) connectivity level	0.77

2. KPIs for service usage and user satisfaction

KPI	Score in 2025
Use of digital transactions (GEMS services)	0.38
Distribution of usage across digital channels (GEMS services)	0.17
Use of digital transactions (all services at the entity level)	0.71
Distribution of usage across digital channels (all services at the entity level)	0.21
User satisfaction over portal	0.41
User satisfaction over mobile	0.20
Entity responsiveness to support requests	0.75
Ease of use of digital services	0.36
Use of AI to support users	0.14

3. KPIs for public outreach

KPI	Score in 2025
Percentage of services accompanied by marketing campaigns (GEMS services)	0.35
Percentage of new services accompanied by marketing campaigns (all services at the entity level)	0.66
Service visibility	0.37
Availability of support tools for individuals	0.67
Availability of service-supporting digital content	0.42
Readiness of the communication and support team	0.64
Availability of proactive services	0.07

Observations and recommendations

A moderate number of services were assessed, across different sectors. The overall index result indicates an intermediate level of maturity in digital government services, with an acceptable level for “service availability and sophistication” and “service usage” pillars and a relatively high score for the “public outreach” pillar.

The results of KPIs related to open data provisioning, delivery format and quality indicate an advanced level of maturity. Similarly, high scores were recorded for KPIs related to the emerging technologies adoption ecosystem, G2G connectivity level, entity responsiveness to support requests and use of digital transactions at the entity level.

Efforts can be made to increase the number of digital government services to cover a wider range of sectors. It is also possible to enhance the availability of mobile applications that cover essential government services and make them accessible across different platforms and provide features for persons with disabilities through the portal and mobile applications.

There is also a significant opportunity to leverage emerging technologies, such as AI and blockchain, in the development of government services, and to use digital identity to access these services. Further efforts can also be made to deploy generative and agentic AI to enhance the user experience and deliver proactive services.

P. United Arab Emirates

The following table shows the overall score of the index and the number of assessed services and entities in 2025.

	2025
GEMS overall score	0.96
Number of assessed services	100
Number of assessed entities	32

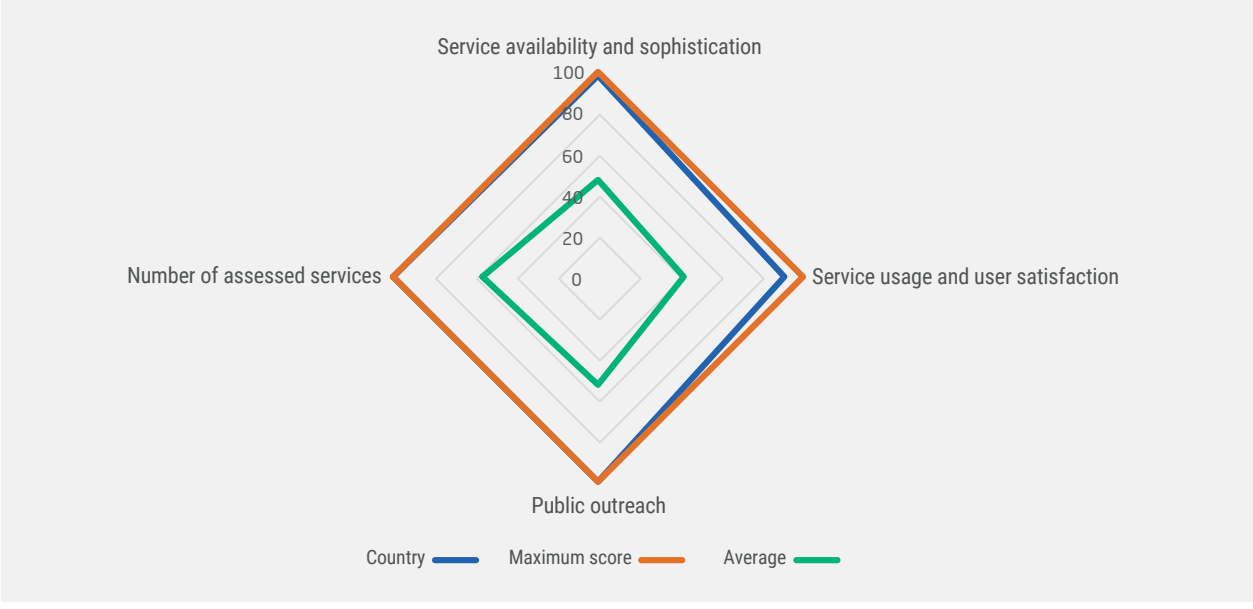
The following table illustrates the distribution of assessed services by sector and their percentage of the index services.

Sector	Number of assessed services	Percentage of assessed services
Trade and industry	19	100
Transport/Traffic/Police	11	100
Cross-government affairs	8	100
Interior	8	100
Justice	8	100
Education	7	100
Municipal affairs	7	100
Social affairs	7	100
Finance	6	100
Health	6	100
Labour	4	100
Utilities	4	100
Tourism	3	100
Migration	2	100
Total	100	100

The following table shows the scores for the three main pillars in 2025.

Pillar	Score in 2025
Service availability and sophistication	0.99
Service usage and user satisfaction	0.91
Public outreach	1.00

The following radar chart shows the country's scores relative to the Arab region's average, the highest score achieved across the three pillars and the number of services assessed.



The following tables show the KPI scores in 2025, according to each main pillar.

1. KPIs for service availability and sophistication

KPI	Score in 2025
Portal services sophistication level	1.00
Portal personalization	1.00
Mobile services sophistication level	0.98
Availability of digital channels	0.99
Applications availability on various mobile platforms	0.98
Availability of languages on the portal	1.00
Feedback enablement through portal	1.00
Persons with disability enablement through portal	1.00
Availability of languages on mobile applications	0.98
Feedback enablement through mobile	0.98
Persons with disability enablement through mobile	0.98
Channels interoperability	1.00
Channels security level	1.00

Service access through a digital ID	1.00
Service uptime across all channels	1.00
Open data provisioning	1.00
Open data delivery format	1.00
Open data quality	1.00
Emerging technologies adoption ecosystem	1.00
Emerging technologies adoption in services	0.99
Government-to-Government (G2G) connectivity level	1.00

2. KPIs for service usage and user satisfaction

KPI	Score in 2025
Use of digital transactions (GEMS services)	0.99
Distribution of usage across digital channels (GEMS services)	0.71
Use of digital transactions (all services at the entity level)	1.00
Distribution of usage across digital channels (all services at the entity level)	0.85
User satisfaction over portal	0.99
User satisfaction over mobile	0.98
Entity responsiveness to support requests	1.00
Ease of use of digital services	1.00
Use of AI to support users	0.99

3. KPIs for public outreach

KPI	Score in 2025
Percentage of services accompanied by marketing campaigns (GEMS services)	1.00
Percentage of new services accompanied by marketing campaigns (all services at the entity level)	1.00
Service visibility	1.00
Availability of support tools for individuals	1.00
Availability of service-supporting digital content	1.00
Readiness of the communication and support team	1.00
Availability of proactive services	0.95

Observations and recommendations

A very large number of services were assessed across various sectors. The overall index score indicates a very advanced level of maturity in digital government services, as evidenced by the high results of the three main pillars. All KPIs point to a very advanced level of progress across different areas.



Q. Yemen

The following table shows the overall score of the index and the number of assessed services and entities in 2025.

	2025
GEMS overall score	0.04
Number of assessed services	7
Number of assessed entities	6

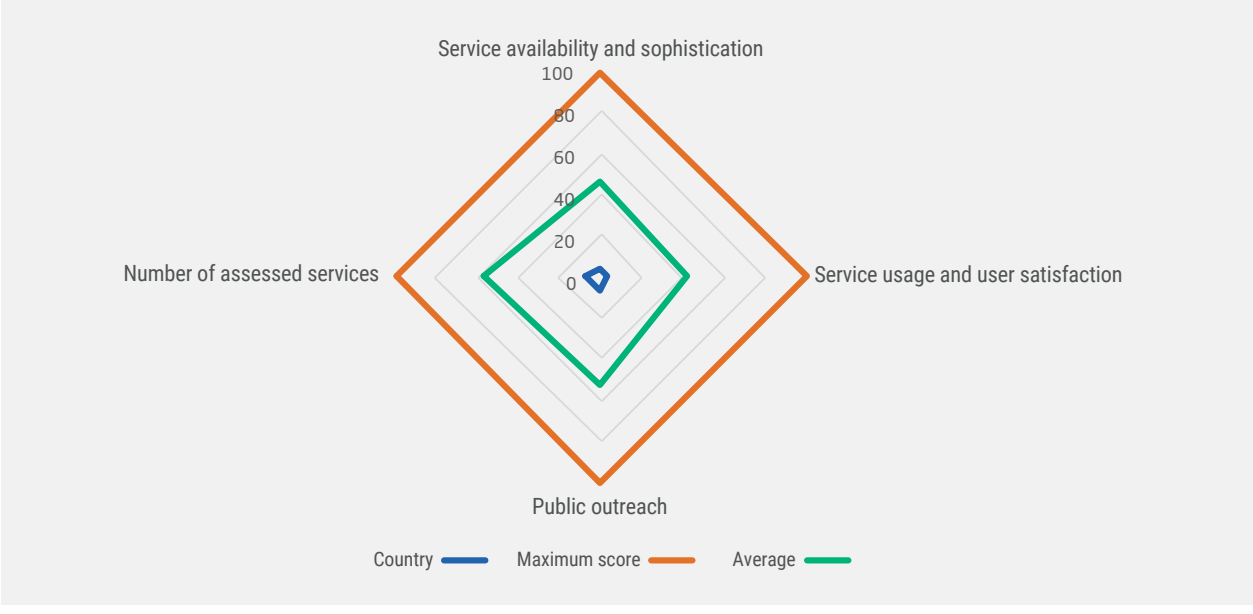
The following table illustrates the distribution of assessed services by sector and their percentage of the index services.

Sector	Number of assessed services	Percentage of assessed services
Education	3	43
Trade and industry	2	11
Cross-government affairs	1	13
Utilities	1	25
Finance	0	0
Health	0	0
Migration	0	0
Interior	0	0
Justice	0	0
Labour	0	0
Municipal affairs	0	0
Social affairs	0	0
Tourism	0	0
Transport/Traffic/Police	0	0
Total	7	7

The following table shows the scores for the three main pillars in 2025.

Pillar	Score in 2025
Service availability and sophistication	0.04
Service usage and user satisfaction	0.04
Public outreach	0.06

The following radar chart shows the country's scores relative to the Arab region's average, the highest score achieved across the three pillars and the number of services assessed.



The following tables show the KPI scores in 2025, according to each main pillar.

1. KPIs for service availability and sophistication

KPI	Score in 2025
Portal services sophistication level	0.03
Portal personalization	0.09
Mobile services sophistication level	0.00
Availability of digital channels	0.03
Applications availability on various mobile platforms	0.00
Availability of languages on the portal	0.04
Feedback enablement through portal	0.00
Persons with disability enablement through portal	0.01
Availability of languages on mobile applications	0.00
Feedback enablement through mobile	0.00
Persons with disability enablement through mobile	0.00
Channels interoperability	0.00
Channels security level	0.14

Service access through a digital ID	0.05
Service uptime across all channels	0.05
Open data provisioning	0.13
Open data delivery format	0.09
Open data quality	0.08
Emerging technologies adoption ecosystem	0.09
Emerging technologies adoption in services	0.00
Government-to-Government (G2G) connectivity level	0.00

2. KPIs for service usage and user satisfaction

KPI	Score in 2025
Use of digital transactions (GEMS services)	0.04
Distribution of usage across digital channels (GEMS services)	0.01
Use of digital transactions (all services at the entity level)	0.09
Distribution of usage across digital channels (all services at the entity level)	0.00
User satisfaction over portal	0.04
User satisfaction over mobile	0.00
Entity responsiveness to support requests	0.17
Ease of use of digital services	0.01
Use of AI to support users	0.00

3. KPIs for public outreach

KPI	Score in 2025
Percentage of services accompanied by marketing campaigns (GEMS services)	0.01
Percentage of new services accompanied by marketing campaigns (all services at the entity level)	0.11
Service visibility	0.01
Availability of support tools for individuals	0.05
Availability of service-supporting digital content	0.01
Readiness of the communication and support team	0.07
Availability of proactive services	0.00

Observations and recommendations

The number of assessed services is considered very low and covers a very limited range of sectors, such as trade and industry, and education. The overall index score indicates an early stage of maturity in digital government services, due to low scores across the three main pillars.

Efforts can be made to digitalize more essential government services across various sectors and make them available through multiple channels, including portals and mobile applications. It is also important to establish an emerging technologies adoption ecosystem in service development and to accompany these services with marketing or awareness campaigns, which would increase their usage.

Annex 1. Services covered by the GEMS index

	Service
1	Municipal fees payment (for individuals)
2	Municipal fees payment for properties (for businesses)
3	Compulsory insurance payment
4	Traffic fine payment
5	Electricity bill payment
6	Application for a trademark registration
7	Virtual tours of tourist sites
8	Electronic medical prescriptions
9	Tax filing (for individuals)
10	Issuance, renewal, or amendment of a general commercial licence
11	Inheritance inventory
12	Enrolment of persons with disabilities in educational institutions
13	Appointment scheduling for public health services
14	Vehicle registration, renewal, or amendment (excluding mechanical/technical inspection)
15	Issuance, renewal, or amendment of visit/work/student visa
16	Issuance, renewal, or amendment of work permit
17	E-commerce licence issuance
18	Application for a tourist/entertainment event permit
19	Public transport timetable lookup and ticket purchase
20	Access to the national digital health record (medical records, test results, medical imaging, or vaccination records)
21	Provision of online social, family, or legal counselling services
22	Licence to practise law
23	Tax filing (for businesses)
24	Purchase of tickets for tourist attractions or entertainment events
25	Cancellation of a general commercial registration
26	Issuance, renewal, or amendment of a national smart ID card

	Service
27	Requesting environmental services (waste collection or disposal, or reporting environmental pollution or environmental violations)
28	Issuance of retirement salary certificate
29	Request for a financial clearance certificate for a property or mortgage release
30	Registration or notarization of a general or specific power of attorney with the Ministry of Justice or relevant authorities
31	Issuance, renewal, or amendment of property rental contracts
32	Utility reconnection or transfer
33	Issuance, renewal, or amendment of a residence visa
34	Work permit cancellation
35	E-health services
36	Requesting home care or home nursing services for older persons or persons with disabilities
37	Issuance of employment certificates for government employees (salary certificate, experience/service certificate, or salary certificate for embassies)
38	Issuance of an identification card for persons with disabilities
39	Driving licence renewal
40	Registration or notarization of real estate sale contracts or issuance of ownership deeds
41	Public transport card issuance
42	Regulatory approval, renewal, or amendment of professional services businesses
43	Approval for the transfer or change of company ownership
44	Submission of cybercrime complaints
45	Filing a lawsuit, payment of fees, and case status enquiries
46	Passport issuance, renewal, or amendment (excluding biometric data collection)
47	Property valuation
48	Birth/death certificate issuance
49	Water bill payment
50	Social assistance request
51	Virtual notary
52	Building permit issuance, renewal, or withdrawal
53	Driving licence application and test scheduling
54	Nursery and school enrolment
55	Higher education enrolment
56	Supplier registration in the digital supplier registry or public e-procurement system
57	Labour complaint submission

	Service
58	Submission of utility-related complaints (reporting water or electricity outages) and request for utility reconnection
59	Issuance of educational certificates and official transcripts
60	Marriage and/or divorce certificate issuance
61	Approval for the establishment, renewal, or amendment of a manufacturing/industrial company
62	Approval for the establishment, renewal, or amendment of a healthcare services company
63	Approval for the establishment, renewal, or amendment of a food and beverage company
64	Approval for the establishment, renewal, or amendment of a tourism company
65	Customs clearance and payment of customs duties and taxes
66	Approval for importing or exporting agricultural products (agricultural or animal production)
67	Licence to practise a medical profession
68	Volunteering and community participation through a national platform
69	Issuance of a licence for a home-based business or freelance self-employment
70	Issuance of a certificate of origin
71	Authentication of official documents
72	Approval for the establishment, renewal, or amendment of a logistics, land transport, or maritime transport company
73	Unemployment registration
74	Transfer of vehicle ownership
75	Issuance of a replacement for a lost national identity card
76	Financial approval for company closure
77	Judicial approval for company closure
78	Import permit for industrial equipment
79	Issuance of product export documents
80	Issuance of a certificate of no criminal conviction or good conduct
81	Renewal, amendment or cancellation of a government university scholarship
82	Request for a rehabilitation assistive device
83	Issuance of educational qualification equivalency certificates
84	Social security contributions and payment of employment-related fees
85	Issuance of a family identity card or family registry booklet
86	Issuance of a financial clearance certificate for companies
87	Issuance of a financial clearance certificate for individuals
88	Enforcement of judicial rulings (such as payment of fines or bail)
89	Request for a vehicle clearance certificate

	Service
90	Request for vehicle scrapping, decommissioning or removal from service
91	Licence approval for a media company (artistic works, publications)
92	Request for a property status statement (land registry extract)
93	Request for government housing services (application for housing or instalment payments)
94	Property tax payment
95	Submission of a complaint about a consumer product or good
96	Reporting the loss of personal identification documents or other property
97	Reporting damage or deterioration of public roads
98	Request to transfer a student between schools (public schools)
99	Application for patent registration or issuance of a certificate of deposit and copyright protection
100	Payment to a national fund (donations, grants, zakat or other)

Annex 2. The entity assessment form

What is the name of the entity or institution?

Are personalization features available on web pages for end users (customization, profile creation, dynamic interface)?

Are Secure Socket Layer (SSL) or Transport Layer Security (TLS) certificates available for the entity's digital services?

For services provided through the portal or mobile, what is the most secure authentication approach implemented by the entity?

Is the entity using emerging technologies (such as blockchain, AI and cloud computing) to increase the security level of services provided over portal or mobile?

Does the entity rely on the unified digital ID for individuals to access digital services?

To what extent does the entity share open data (structured and non-structured) with individuals?

In what format is open data provided?

Do the datasets published by the entity comply with international data quality standards, including accessibility, accuracy, description, timeliness, regularity, recency, completeness, data validation, comprehensiveness and consistency?

Does the entity have implemented policies or plans for leveraging or adopting emerging technologies in digital services (such as an AI, blockchain, Internet of Things or other emerging technology policy or implementation plan)?

Are there activities aimed at building and developing the skills of employees (all staff, not just IT personnel) in using emerging technologies?

Does the institution have an advanced technology infrastructure that supports cloud computing and emerging technologies? (for example, connectivity to a central data centre, a dedicated computing centre, high-speed connectivity or data infrastructure)

Does the entity exchange or share government data with other government entities to facilitate the completion of user transactions? (G2G connectivity)

Service usage and user satisfaction
How many (digital or manual) transactions have been completed by the entity over the past 12 months?

How many transactions have been completed through the portal only over the past 12 months?

How many transactions have been completed over the mobile only over the past 12 months?

During users' interaction with the entity's digital services, what was the total number of requests for assistance and enquiries received by the entity over the past 12 months, whether by email, chat or other communication channels?

How many of these requests have been processed, out of the total number of requests for assistance and enquiries received by the entity?

What is the average time that the entity should allocate to respond to requests for assistance and enquiries related to digital services?

Public outreach
How many new services have been launched by the entity (on the portal and mobile) over the past 12 months?

Of the new services launched by the entity over the past 12 months, how many were accompanied by marketing or awareness campaigns, whether in print or digital formats?

How many of the following channels are used to market and raise awareness of new services? (social media, television, radio, magazines and newspapers, text messages, email and posters)

What support tools does the entity offer individuals when using digital services?

Over the past 12 months, to what extent has the team responsible for user support, communication and follow-up (including newly recruited staff) been trained and equipped to facilitate the completion of transactions?

Annex 3. Digital service assessment form

Name of the digital government service (Please select the service from the list sent to you.)

Name of the entity responsible for providing the service

Link to the digital government service (website)

Name of the mobile application through which the service is carried out (if any)

The service consists of several steps. Please indicate whether each step is digitalized and carried out electronically through the portal.
Availability of information about the service online (required documents, etc.)
Online identification and authentication (national ID number or similar means)
Completion of the required form online
Electronic submission of required documents
Online payment
Online enquiry about the status of the transaction
Receipt of online notifications (such as notification of the successful completion of a transaction or other notifications)
The service consists of several steps. Please indicate whether each step is digitalized and carried out electronically through a mobile device.
Availability of information about the service online (required documents, etc.)
Online identification and authentication (national ID number or similar means)
Completion of the required form online
Electronic submission of required documents
Online payment

Online enquiry about the status of the transaction
Receipt of online notifications (such as notification of the successful completion of a transaction or other notifications)
Through which digital channels is this service available?

If there is a mobile application, how many mobile operating systems (such as Android, iOS or Windows Phone) support the application?

For services provided through the portal, how many languages are supported by the portal?

For services provided through the portal, are there any electronic means for collecting user feedback on the design, use or development of the service?

For services provided through the portal, how many features are available for older persons and persons with disabilities? (for example, compatibility with screen readers, text alternatives for images and tables, colour contrast, text resizing options, audio-supported pages and automated sign language interpretation)

For services provided through mobile, how many languages are supported by the mobile application?

For services provided through mobile, are there any electronic means for collecting user feedback on the design, use or development of the service?

For services provided through mobile, how many features are available for older persons and persons with disabilities? (for example, compatibility with screen readers, text alternatives for images and tables, colour contrast, text resizing options, audio-supported pages and automated sign language interpretation)

Is it possible to complete a service through the mobile application if it were initiated on the portal, or vice versa? (In case no mobile applications were available, please select N/A.)

During the past 12 months, how long has the service been unavailable or down due to technical reasons (either continuously or intermittently)?

Are emerging technologies (such as AI, the Internet of Things, blockchain, Virtual Reality (VR) or other technologies) used to develop and enhance this digital service? Example 1: Blockchain technology is used to enhance service security or enable digital verification of procedural transactions. Example 2: AI is used to design and develop the service.

Service usage and user satisfaction
What is the number of transactions for this service, which were fully completed through all channels (digital, manual and paper-based) during the past 12 months?
What is the number of transactions for this service, which were fully completed through the portal only during the past 12 months?
What is the number of transactions for this service, which were fully completed through mobile only during the past 12 months?
For the service provided through the portal or platform, what is the number of complaints submitted through all electronic communication channels (such as social networks, the portal and mobile channels) after the completion of the transaction related to this service?
For the service provided through mobile, what is the user rating of the latest version of applications available in your country (App Store, Google Play Store or Windows Store)?
For the service provided through mobile, how many times has the application related to the service been downloaded since its launch date?
For the service provided through mobile, how many users are registered for this service?

Is the user required to visit the relevant entity in person, or can the service be completed entirely remotely? (excluding mandatory visits, such as biometric data collection or blood donation)

Digital identity and data integration among government institutions facilitate the user experience by eliminating the need to visit multiple entities to complete one service. Is digital identity used, or is data from another government source reused, to complete this service?

Are AI agents used to assist users in accessing the service and throughout its delivery stages, such as helping to complete forms, verify documents and carry out service procedures?

Is generative AI used to improve communication with users by creating visual or audio support content, or by providing personalized or user-specific content?

Public outreach
Has the entity conducted electronic or print marketing campaigns for the service provided through the portal or mobile, in the past 12 months?

How many channels from the following list are used to market and raise awareness of the service? (social media, television, radio, magazines and newspapers, text messages, email and posters)

How can the user access this service?

Is detailed digital content available to explain the steps to perform the service, such as a video demonstrating how to use the service, a detailed digital guide for the service stages or explanations related to each step?

Is this service activated as a proactive service? (Proactive service means proposing a new procedural service and notifying the user based on changes in their data or life events. It may also include reminders to repeat the same service if it is periodic). Example 1: After a business licence is issued, the business/entity is notified of related services, such as creating a customs file. Example 2: The user receives a reminder to pay municipal fees when a new due date approaches.

The Government Electronic and Mobile Services (GEMS) Maturity Index measures the level of maturity of government services delivered through electronic portals and mobile applications in Arab countries. It serves as a tool for decision-makers and policymakers to monitor progress in digital transformation programmes. GEMS is designed to highlight certain aspects not fully captured by many international indicators, namely the level of service availability and sophistication, the service usage and user satisfaction and the extent of government efforts to achieve public outreach.

To this end, 100 government services have been identified that each country should provide electronically to both individuals and businesses. A life-cycle approach was adopted in selecting these services, ensuring they cover the needs of individuals throughout different stages of life and of institutions from establishment to closure. These services are updated annually to align with the evolving needs of individuals and institutions.

This report presents the results of the 2025 assessment of the maturity of electronic and mobile government services at the regional and national levels, across 17 countries in the Arab region. It also offers policy recommendations to support the digital transformation of government services at the national level and ensure their availability through digital channels (electronic portals and mobile applications). Overall, the results point to a transitional phase in the digital transformation of government services in the Arab region, where the focus is gradually shifting from expanding the scope of service digitalization to maximizing service maturity and value.

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