Smart Government Services Transformation Process in the UAE:
Role of Telecommunications Regulatory Authority and Its Policy Lessons

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Introduction

The concepts of 'Smart' and 'Smart Government' have been defined in different ways. It is perceived by Gartner as a government that "integrates information, communication and operational technologies to planning, management and operations across multiple domains, process areas and jurisdictions to generate sustainable public value" (Gartner, Inc., 2014). Whereas, the World Bank defines Smart Government using an acronym SMART - a government with "Social, Mobile, Analytics, Rational-Openness and Trust" characteristics (World Bank, 2014). By Viewing the eGovernment stage model, the characteristics of the SMART would fall under stage five of eGovernment. By that, Smart Government can be considered as the top stage of eGovernment where the ultimate goal is to have connected government entities amongst themselves and with their customers and stakeholders (Rahman, Sultan & Sarker, 2015). Studies related to mGovernment initiatives offer a twisted view of measures of success for implementation of mGovernment service. This could be its accountability (AlAwadhi & Morris, 2009) or cost effectiveness (Alateyah et al., 2013). In addition, it could be bridging the digital gap (Snellen & Thaens, 2008) or

Summary

The paper aims to understand the relationship between the Smart government services transformation index for the UAE's federal government on the one side and the factors of planning, infrastructure support and training provided by the Telecommunications Regulatory Authority (TRA) on the other. To understand these issues, the study conducted empirical investigation using questionnaire survey amongst the stakeholders of smart government across the country and interviews with key TRA officials to explore their experience in the transformation process. The study found that one of the real difficulties confronting mGovernment[1] execution in the UAE is the integration between the Federal and Emirates local level since services journey passes through both levels. Another challenge is the absence of considerable laws managing utilization of portable advancements, especially the exchange of information and data. In the United Arab Emirates, the current legitimate structure is not sufficiently capable to clarify the new improvements in mGovernment change. Thus, TRA is working intently with different partners and via its initiatives to overcome these obstacles and to achieve the strategic goals set for the upcoming stage towards the end of 2018.

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1. mGovernment is the official terminology used by the UAE Government and Telecommunications Regulatory Authority in their websites as well as strategy and other documents. In this study, mGovernment and smart government have been used interchangeably.

accessibility to mGovernment services (Mengistu et al., 2009). It could be through financial gains (Trimi & Sheng, 2008) or efficiency (Lee, Tan & Trimi, 2006) and public-private partnership (Humaidan, 2013). Lastly, it can involve process transformation (Zalesak, 2003) and infrastructural framework (Zeleti, 2010). They also do not focus on individual factors that can influence the adoption of mGovernment service in the United Arab Emirates. Researchers have been more concerned with factors such as public awareness, readiness and accessibility of e-services. It is true that the use of e-services is beneficial, but it is not clear how individual factors such as planning, infrastructure and support, and training influence the implementation of Smart government and usage of mGovernment services. The main objective of this paper is to establish the role of TRA in the successful implementation of the Smart government initiative in the United Arab Emirates. TRA's role relies on the following factors: planning, infrastructure and support, and training.

## Transition from eGovernment to mGovernment in the UAE

MGovernment in the UAE is a nationwide program initiated by His Highness Sheikh Mohammed Bin Rashid Al Maktoum. According to Sheikh Mohammed, the UAE already has one of the best ICT infrastructures in the globe with over 14 million mobile phone subscribers, which translates to two mobile phones for every person. Currently, the UAE government is operating within a special vision to provide basic services for socio-economic growth through enhanced access to government data and information. The UAE government hopes these changes will transform service delivery in the public sector. The changes involve transforming its e-services from eGovernment to Smart Government or mGovernment.

The Telecommunication Regulatory Authority (TRA) is an independent body mandated to control the ICT sector in the UAE. Part of the TRA's key obligations incorporate guaranteeing eGovernment services are accessible and open to the public by the concerned Government entities in Smart means and helping with the usage of the most fabulous prevalent innovations (TRA, 2013). MGovernment stakeholders in the UAE are willing to embrace new changes and implementing new ideas. For the UAE and its agencies to be fruitful in the implantation of mGovernment and guaranteeing mGovernment sustainability, suitable strategies are required (Younus, 2014). The MGovernment committee formed by the Telecommunication Regulatory Authority (TRA) of the UAE oversees the management of mGovernment transformation in the UAE. MGovernment committee is the Program Management Office (PMO). TRA views that mGovernment expects to complement and add value to the existing e-services, as well as provide unique advantages, for instance, mGovernment expects to mainstream e-governances by reaching out to all and sundry. The transformation of Smart government aims at consolidating the UAE's position in e-services delivery to be on parity with the global best practices (TRA, 2013). According to the TRA-UAE (2012), TRA influences mGovernment implementation through the provision of policy guidelines, management of mGovernment development roadmap, provision of support services, expansion of ICT infrastructure and the creation of public awareness.

TRA is working with all government entities to ensure that mGovernment transformation spreads throughout the country. The UAE had set a target of transforming its services to mGovernment by mid-May 2015. The target relied on the Smart government services transformation index. The Smart government services transformation index is one of the six major KPIs handled by the TRA as it is the enabling body of Smart government in the UAE, it is responsible also to measure these six major KPIs for the Smart government which include: Smart government services transformation index, Smart government services usage index, Smart government services satisfaction index, Smart government services awareness index, quality of federal government entities websites and quality of federal government entities mServices. Each of these indices has sub-criteria used to measure the its success. (Emirates 24/7, 2014). The country has made great strides towards mGovernment transformation, which aims at serving the citizens through mobile devices with

Figure 1: Mobile Government Stakeholders

A View of Mobile Government Ecosystem
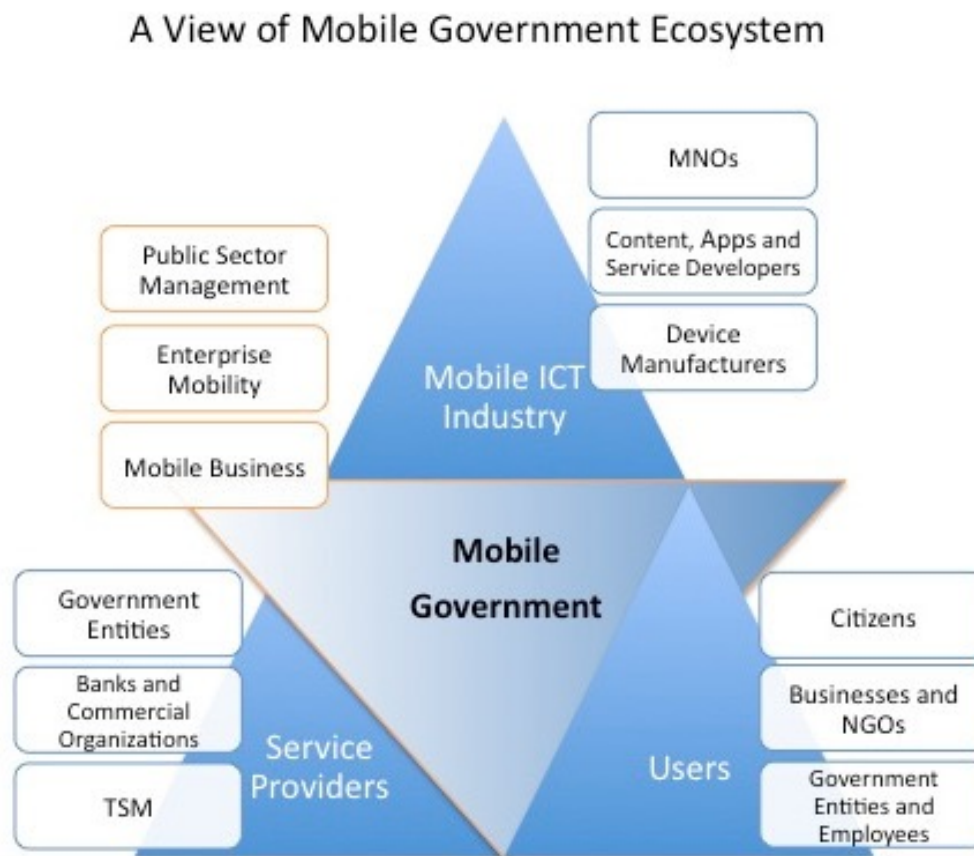
Source: TRA (2013)

the ultimate goal of improving the environment, enhancing the status and achieves user satisfaction. In fact, the country has managed to implement mGovernment transformation within a record period.

The first phase of the initiative results came out in May 2015 with a success rate of 96.3 % for the most significant 337 services, the majority of which are procedural, informative and social services. The success rate for different government departments are as follows: 100% for Infrastructure, Environment and Energy Department; 97.7% for Finance and Economic Department; 97% for Social Affairs Department; 94% for Security and Justice Department; 89% for Education Department; and 93% for other departments (Emirates 24/7, 2014).

The most significant achievement by the UAE government is the change of both staff and citizen mentality and the culture of government services. Currently, service delivery is no longer pegged on human labour, but on advanced systems technological systems (Emirates 24/7, 2014). According to His Highness Sheikh Mohammed Bin Rashid Al Maktoum, the transformation process is at the last phase. The only thing remaining is linking up all services together to enhance the quality of mobile applications and attain a high level of consumer satisfaction or happiness. Sheikh Mohammed also explains that the number of citizens using m-services is still low. He attributes this to lack of public awareness and difficulty to use the new system. Nevertheless, the government, through the Telecommunication Regulatory

Authority, is planning to launch a nationwide campaign to sensitize citizens on the benefits of mGovernment services and teach them how to use the new system (Nasri & Abbas, 2015). The UAE government is planning to increase the number of citizens using mGovernment service to over 80 percent by 2018. The plan will involve streamlining m-Service in order to make it faster and simpler. In addition, the UAE government is planning to introduce a star rating system for its mGovernment services to enhance the quality of service and improve user experience.

Assessing the Role of TRA in the Implementation of mGovernment

The Telecommunication Regulatory Authority, through its Program Management Office, handles a roadmap for the development and implementation of mGovernment in the United Arab Emirates. The roadmap models to bridge the gap between eGovernment efforts and national agenda (TRA-UAE, 2012; TRA, 2013). The UAE's mobile government is devoted to delivering government services to citizens across the country, regardless of their socioeconomic status and level of education. The roadmap splits into four faces, each with a number of milestones. The first phase involves the establishment of a favourable environment for mGovernment services to thrive (TRA, 2013).

The second phase involves the assessment of capability and capacity of state agencies. The third phase concentrates on the establishment of shared resources across state agencies at the top level. The last phase is the realization of citizens' happiness or satisfaction. This phase includes milestones that support citizen-oriented mGovernment transformation, particularly the underprivileged or minority groups. It also focuses on the endorsement of mGovernment services to accelerate the adoption process (TRA, 2013).

State agencies are very much aware of the pressure linked to mGovernment transformation. However, the majority still lacks understanding of the whole process, and, therefore, treated with care (TRA-UAE, 2012; TRA, 2013). The national

and local government employees still need direction and clarity on the nature of mGovernment transformation to build the capacity needed for the actualization process. The Telecommunication Regulatory Authority, through the Mobile Centre Innovation Centre, usually provides training to all public servants, especially those who lack the capacity (TRA, 2013). TRA is also planning to launch a countrywide public awareness campaign to sensitize and educate citizens on the benefits of m-Services, as well as train them on how to use the new system (TRA-UAE, 2012).

The Telecommunication Regulatory Authority has created a beneficial environment for all state departments during the transition period through shared ICT infrastructure (application programming interfaces and data sharing platform architecture) and services, as well as providing proper guidelines and instructions. This has helped to remove inefficiencies and duplications in various areas. Furthermore, shared infrastructure has led to a strategic partnership and cooperation among the key stakeholders, which has created an all-inclusive environment. TRA has also rolled out a plan to integrate mobile payment systems with other public and private services. In addition, TRA always carries our regular analysis on the technology needed for various operations.

To shape the dynamics of the mobile industry towards supporting mGovernment programs, the industry requires regulation. With the headship of the Telecommunication Regulatory Authority, the country has been able to come up with innovative models of public and private partnerships, where the Telecommunication Regulatory Authority has integrated the concept of outsourcing and partnership and came up with the inter-business outsourcing relationship. TRA (2013) explains that the relationship/partnership between IT outsourcing firms and their clients helps in minimizing risks, increases predictability and, therefore, reduces uncertainty.

Considering the exploratory and descriptive natures of the research study, the research will adopt the mixed research design. The study will take into account the qualitative and quantitative research

designs. The choice of the mixed research design has arisen from the need to improve the quality of the research study. First, the integration of the qualitative research design will aid in the generation of adequate data from the field to support the study. Moreover, the research will have an opportunity to collect data from the natural setting, hence improving the relevance of the research study.

Insights from Survey

The questionnaire survey targeted 164 respondents, who are employees of 42 UAE federal government entities, who are also called (transformation champions) engaged in the Smart Government Services Transformation Index. The study assumes that the selected research sample will be representative of the transformation champions perception of the relationship between the role of TRA and the Smart Government Services transformation index. Key demographic information on the respondents, including the distribution of gender, age, education level, and length of service are presented below.

Table 1 Gender distribution

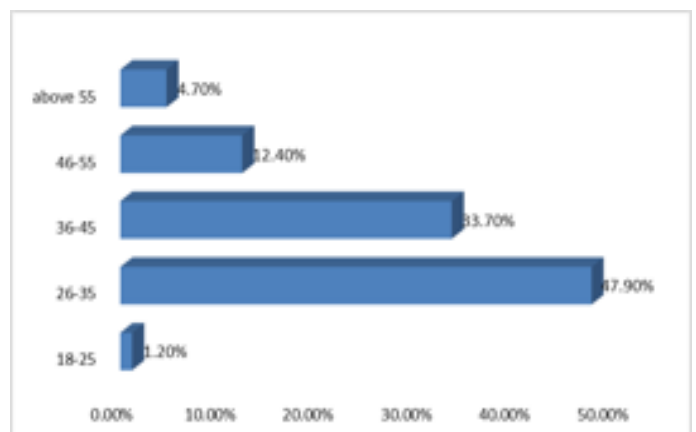| Gender	N=164
Female	76 (46.2 %)
Male	88(53.8 %)
Total	164 (100%)

Figure 1 Gender percentages
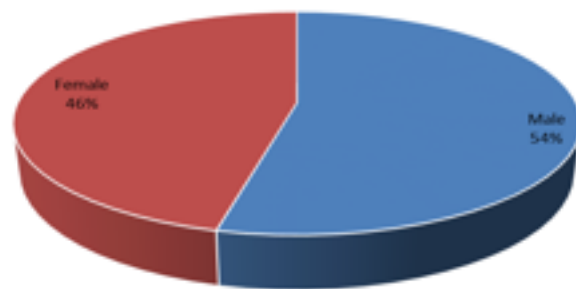
The distribution of gender is in Table 1 and Figure 1. According to the results, there are 78 females and 91 males, composed 46.2% and 53.8% of the sample respectively.

Table 2 Age distribution

| Age	N=164 (%)
18-25	2(1.2%)
26-35	78(47.9%)
36-45	55(33.7%)
46-55	21(12.4%)
Above 55	8(4.7%)
Total	164(100%)

Figure 2 Age percentages

The distribution of age is in Table 2 and Figure 2 above. According to the results, there are 47.9% of the participants aged between 26 and 35, which is the largest proportion, followed by participants aged between 36 and 45, composed 33.7% of the sample, and participants aged between 46 and 55, accounted 12.4% of the sample. Finally, participants aged above 55 or between 18 and 25 composed 4.7% and 1.2% of the sample respectively.

Table 3 Education distribution

Education	N=164 (%)
High school or below	4(2.4%)
Diploma	19(11.8%)
Bachelor degree	60(36.7%)
Postgraduate degree or above	81(49.1%)
Total	164(100%)
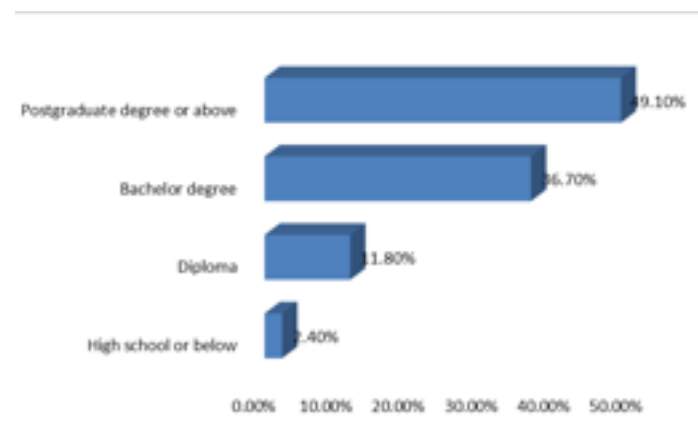
In terms of the education level, nearly half of the participants (49.1%) have a postgraduate degree or above, which is the largest proportion, followed by participants who have a bachelor degree, composed 36.7% of the sample, and participants who have a diploma, composed 11.8% of the sample. There are only 2.5% of the participants have high school or below degree.

Table 4 Time period employed in the organization

Figure 4 Time period employed in the organization

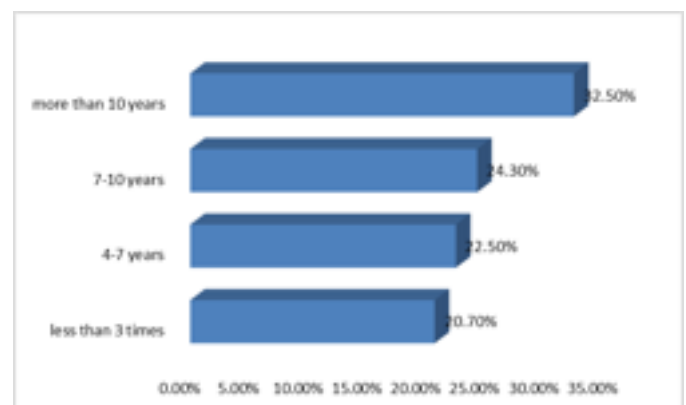| Times	N=164 (%)
Less than 3 years	34(20.7%)
4-7 years	37(22.5%)
7-10 years	40(24.3%)
More than 10 years	53(32.5%)
Total	164(100%)

Table 4 and Figure 4 above summarized the employment period of the participants in the organization. According to the results, 32.5% of the participants have stayed more than 10 years, which is the largest proportion, followed by participants who have stayed between 7 and 10 years, composed 24.3% of the sample, and participants who have stayed between 4 and 7 years, composed 22.5% of the sample. In addition, there are 35 participants have stayed for less than 3 years, comprised 20.7% of the sample.
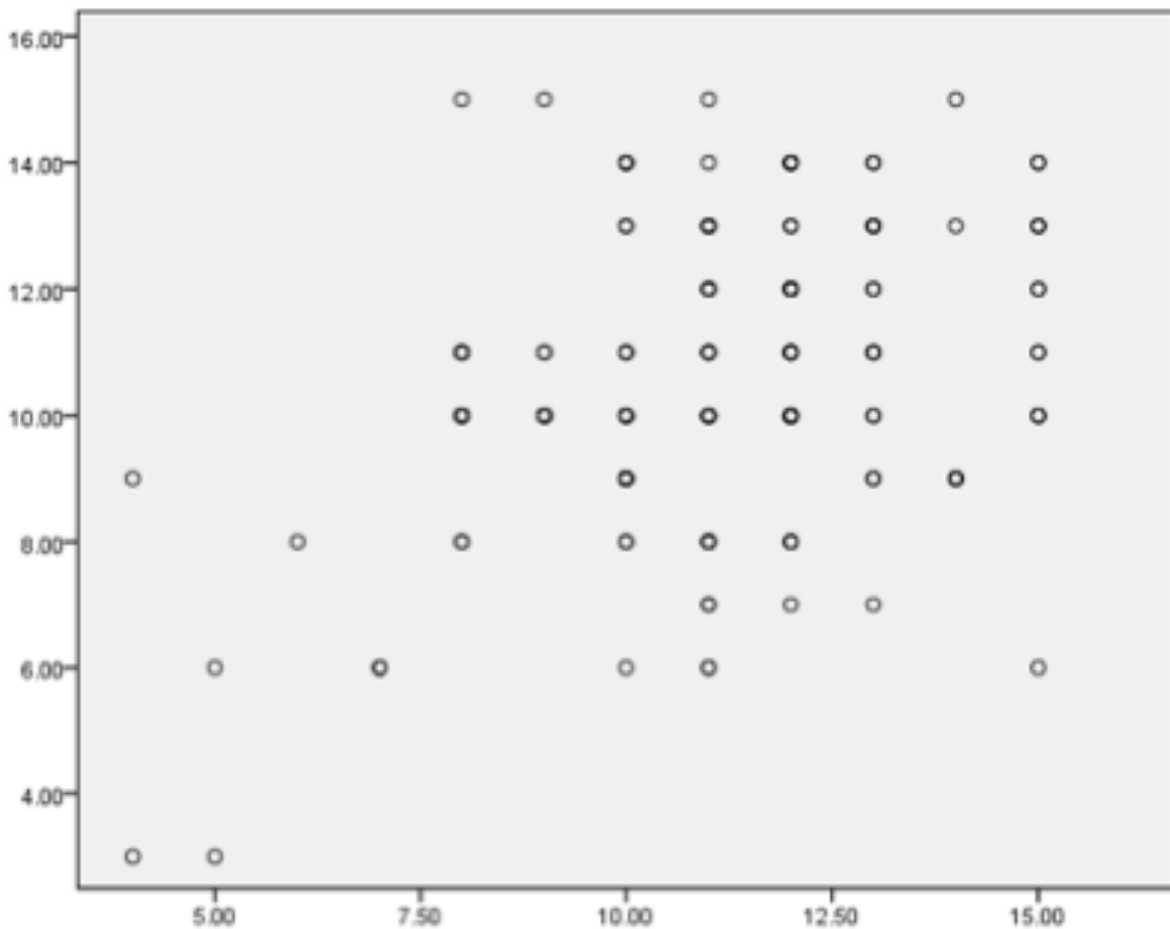
Correlation analysis

Correlation between Knowledge of transformation index and Smart Government Services Transformation index

There was a scatter plot in order to check the correlation between Knowledge of transformation index and Smart Government Services Transformation index. This was to ensure that there was not a violation of the assumptions of normality, linearity and homoscedasticity among the data. As seen in Figure 5 below, there is a strong, positive correlation between the variables of Knowledge of transformation index and Smart Government Services Transformation index and the data is normally distributed.

Figure 5: Scatter plot of Knowledge of transformation index and Smart Government Services Transformation index relationship

There was a Pearson product-moment correlation coefficient to analyse the relationship between Knowledge of transformation index and Smart government services transformation index. This was after inspecting a positive correlation between Knowledge of transformation index and Smart Government Services Transformation index. The results are in table 5. The correlation value below 0.3 indicates low-level correlation; the correlation value between 0.3 and 0.6 indicates medium level correlation, while the correlation value above 0.6 indicates higher-level correlation. As can be seen in Table 5, there was a medium positive correlation between Knowledge of transformation index and Smart Government Services Transformation index, with a correlation value of 0.373, which is significant at 0.01 levels, indicating that higher levels of Knowledge of transformation index is associated with higher levels of Smart Government Services Transformation index.

Table 5 Correlation between Knowledge of transformation index and Smart Government Services Transformation index

		Knowledge of transformation index	Smart Government Services Transformation index
Knowledge of transformation index	Pearson Correlation	1	0.373**
	Sig. (2-tailed)		0.000
	N	164	164
Smart Government Services Transformation index	Pearson Correlation	0.373**	1
	Sig. (2-tailed)	0.000	
	N	164	164
**. Correlation is significant at the 0.01 level (2-tailed).			

The correlation between Role of the Telecommunications Regulatory Authority (TRA) and Smart Government Services Transformation index

There was a scatter plot to check the correlation between Knowledge of transformation index and Smart Government Services Transformation index. As seen in Figure 6 below, there is a strong, positive correlation between the variables of role of the Telecommunications Regulatory Authority (TRA) and Smart Government Services Transformation index and the data is normally distributed.

Figure 6: Scatter plot of role of the Telecommunications Regulatory Authority (TRA) and Smart Government Services Transformation index relationship
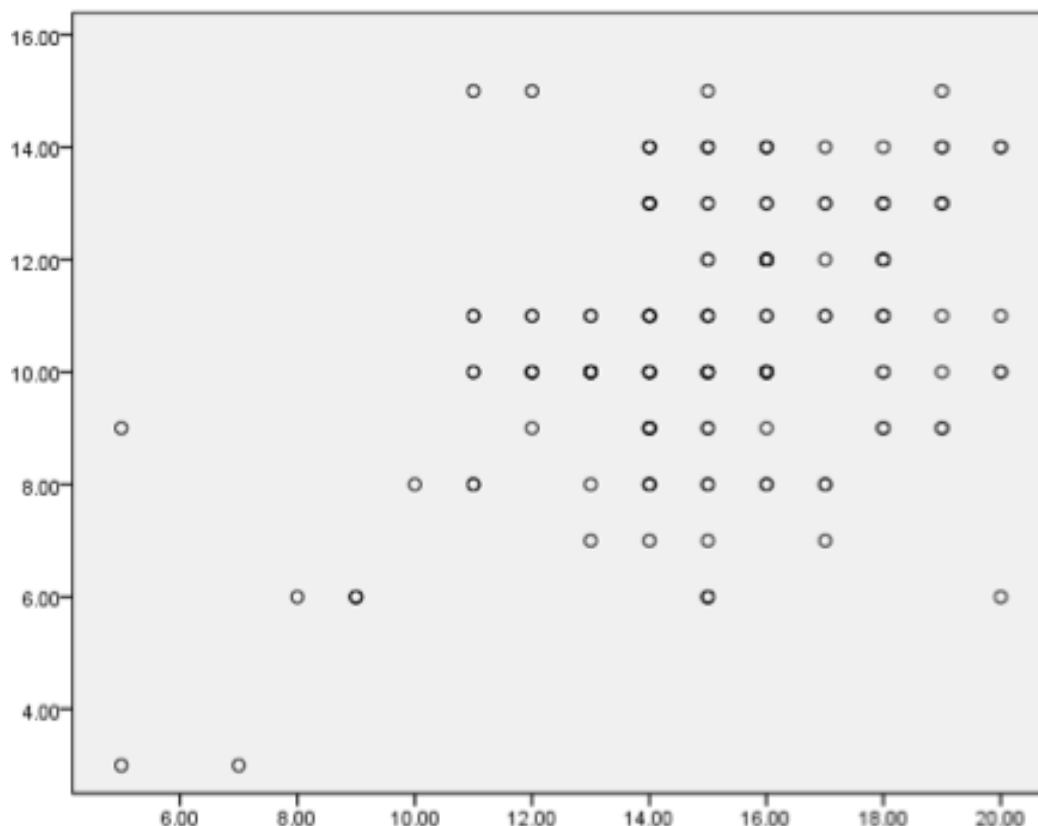
There was a Pearson product-moment correlation coefficient to analyse the relationship between role of the Telecommunications Regulatory Authority (TRA) and Smart Government Services Transformation index. This was after inspecting a positive correlation between role of the Telecommunications Regulatory Authority (TRA) and Smart Government Services Transformation index; the results are in table 6. As is in Table 6, there was a

medium positive correlation between role of the Telecommunications Regulatory Authority (TRA) and Smart Government Services Transformation index. The correlation value was 0.313, which is significant at 0.01 level, indicating that higher levels of role of the Telecommunications Regulatory Authority (TRA) is associated with higher levels of Smart government services transformation index.

Table 6 The correlation between Role of the Telecommunications Regulatory Authority (TRA) and Smart Government Services Transformation index
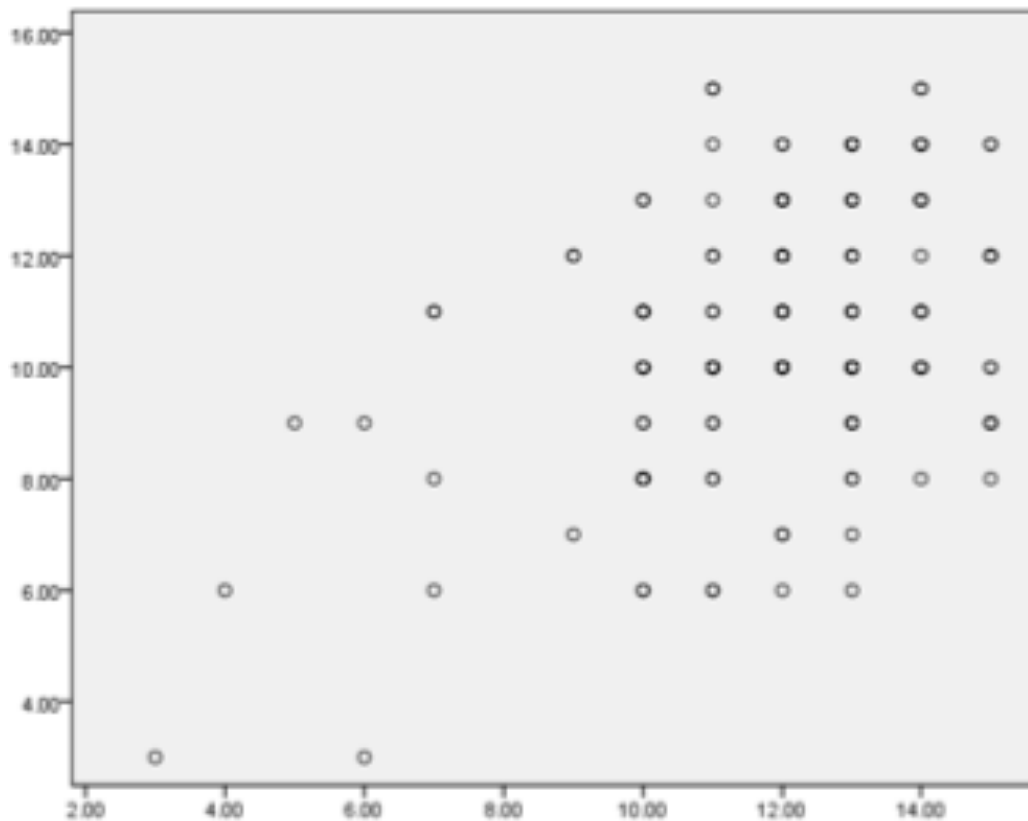
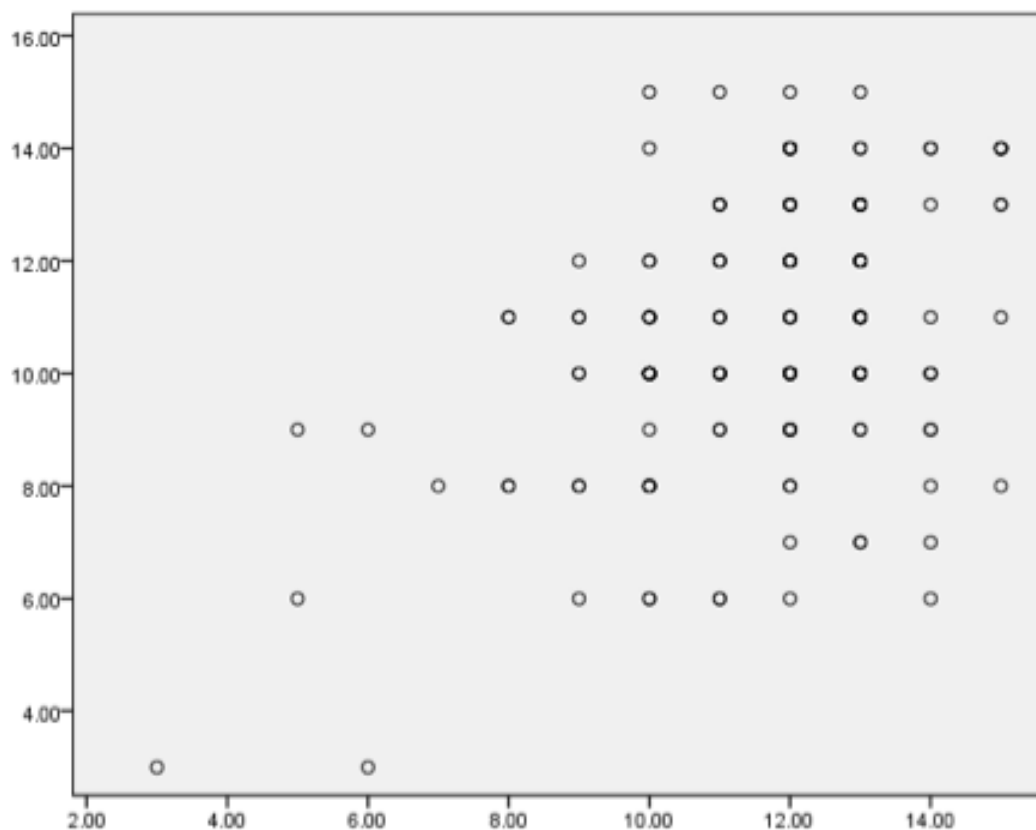|		Smart Government Services Transformation index	Role of the Telecommunications Regulatory Authority (TRA)
Smart Government Services Transformation index	Pearson Correlation	1	0.413**
	Sig. (2-tailed)		0.000
	N	164	164
Role of the Telecommunications Regulatory Authority (TRA)	Pearson Correlation	0.313**	1
	Sig. (2-tailed)	0.000	
	N	164	164
**. Correlation is significant at the 0.01 level (2-tailed).			

The correlation between Planning and Smart Government Services Transformation index

There was a scatter plot to check the correlation between a Planning and Smart Government Services Transformation index.

As seen in Figure 7 below, there is a strong, positive correlation between the variables of planning and Smart Government Services Transformation index and the data are normally distributed.

Figure 7 Scatter plot of planning and Smart Government Services Transformation index relationship

There was a Pearson product-moment correlation coefficient to analyse the relationship between planning and Smart Government Services Transformation index. This was after inspecting a positive correlation between a well planning by TRA and Smart government services transformation index. The results are shown in table 7. As can be seen from this table, there was a medium positive correlation between a planning and Smart Government Services Transformation index, with a correlation value of 0.412, which is significant at 0.01 level, indicating that higher levels of planning are associated with higher levels of Smart Government Services Transformation Index.

Table 7 Correlation between Planning and Smart Government Services Transformation index

		Smart Government Services Transformation index	Planning
Smart Government Services Transformation index	Pearson Correlation	1	0.412**
	Sig. (2-tailed)		0.000
	N	164	164
Planning	Pearson Correlation	0.412**	1
	Sig. (2-tailed)	0.000	
	N	164	164
**. Correlation is significant at the 0.01 level (2-tailed).			

The correlation between Training and Smart Government Services Transformation index

In order to check the correlation between training and Smart Government Services Transformation index, there was a scatter plot.

As seen in Figure 8 below, there is a strong, positive correlation between the variables of training and Smart Government Services Transformation index and the data is normally distributed.

Figure 8: Scatter plot of training and Smart Government Services Transformation index relationship

After inspecting a positive correlation between training and Smart Government Services Transformation index, there was a Pearson product-moment correlation coefficient to analyse the relationship between training and Smart Government Services Transformation index. The results are in Table 8 below. As can be seen from this table, there was a medium positive correlation between training and Smart Government Services Transformation index, with a correlation value of 0.409, which is significant at 0.01 level, indicating that higher levels of training are associated with higher levels of Smart Government Services Transformation index.

Table 8 Correlation between Training and Smart Government Services Transformation index

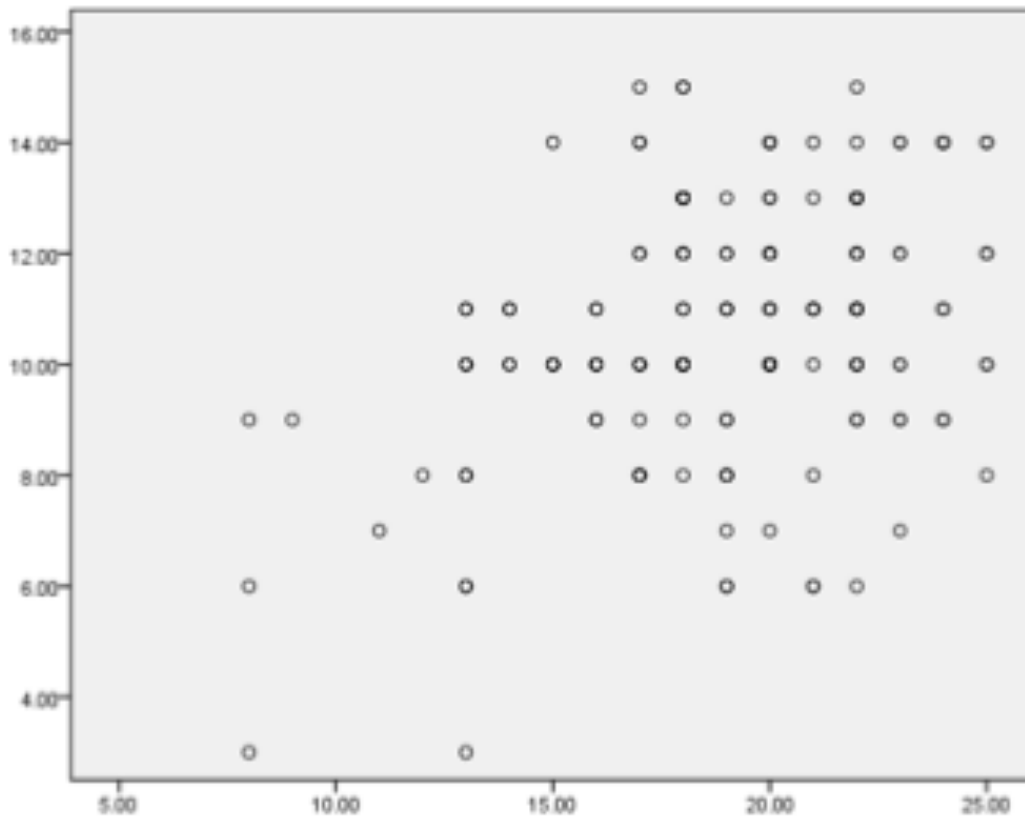|		Smart Government Services Transformation index	Training
Smart Government Services Transformation index	Pearson Correlation	1	0.419**
	Sig. (2-tailed)		0.000
	N	164	164
Training	Pearson Correlation	0.409**	1
	Sig. (2-tailed)	0.000	
		164	164
**. Correlation is significant at the 0.01 level (2-tailed).			

Correlation between Infrastructure and support and Smart Government Services Transformation index

In order to check the correlation between infrastructure and support and Smart government services transformation index, there was a scatter plot. As seen in Figure 9 below, there is a strong, positive correlation between the variables of infrastructure and support and Smart government services transformation index and the data is normally distributed.

Figure 9 Scatterplot of infrastructure and support and Smart Government Services Transformation index relationship

After inspecting a positive correlation between infrastructure and support and Smart Government Services Transformation index, a Pearson product-moment correlation coefficient was carried out to analyse the relationship between infrastructure and support and Smart Government Services Transformation index. The results are in Table 9 below. As can be seen from this table, there was a medium positive correlation between infrastructure and support and Smart Government Services Transformation index, with a correlation value of 0.455, which is significant at 0.01 level, indicating that higher levels of the infrastructure and support is associated with higher levels of Smart Government Services Transformation index.

Table 9 Correlation between Infrastructure and support and Smart Government Services Transformation index

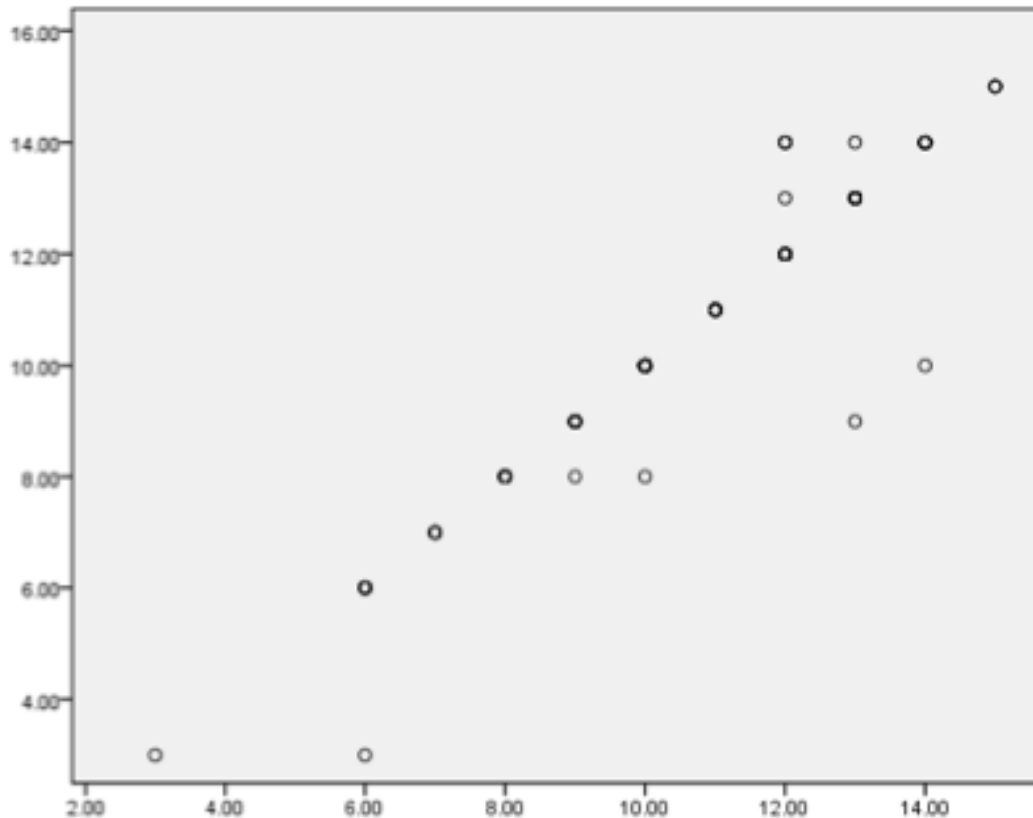|		Smart Government Services Transformation index	Infrastructure and support
Smart Government Services Transformation index	Pearson Correlation	1	0.355**
	Sig. (2-tailed)		0.000
	N	164	164
Infrastructure and support	Pearson Correlation	0.455**	1
	Sig. (2-tailed)	0.000	
	N	164	164
**. Correlation is significant at the 0.01 level (2-tailed).			

The correlation between Subjective norms and Smart Government Services Transformation index

In order to check the correlation between subjective norms and Smart Government Services Transformation index, there was a scatter plot. As seen in Figure 10 below, there is a strong, positive correlation between the variables of subjective norms and Smart Government Services Transformation index and the data is normally distributed.

Figure 10 Scatterplot of subjective norms and Smart Government Services Transformation index relationship

After inspecting a positive correlation between subjective norms and Smart Government Services Transformation index, there was a Pearson product-moment correlation coefficient was to analyse the relationship between subjective norms and Smart Government Services Transformation index. The results are in table 10 below. As can be seen from this table, there was a strong positive correlation between subjective norms and Smart Government Services Transformation index, with a correlation value of 0.765, which is significant at 0.01 level, indicating that higher levels of subjective norms are associated with higher levels of Smart Government Services Transformation index.

Table 10 Correlation between Subjective norms and Smart Government Services Transformation index

		Smart Government Services Transformation index	Subjective Norms
Smart Government Services Transformation index	Pearson Correlation	1	0.765**
	Sig. (2-tailed)		0.000
	N	164	164
Subjective Norms	Pearson Correlation	0.765**	1
	Sig. (2-tailed)	0.000	
	N	164	164
**. Correlation is significant at the 0.01 level (2-tailed).			

Interview results

Interviews were conducted with three key members of the mGovernment team in the TRA who are holding the following positions: mGovernment Team Leader, Operations Director and the Smart Government Services Transformation Index project manager. Smart Government Initiative Structure shown in Figure 11 below shows the relationship between the different players within the initiative. Those players are Higher Committee for Smart Government, Director of Smart Government in the TRA, TRA Smart Government Team, Prime Minister's office and the UAE Smart Government stakeholders, which are Government Entities and projects consultants (TRA-UAE, 2015).

Figure 11. Smart Government Initiative Structure
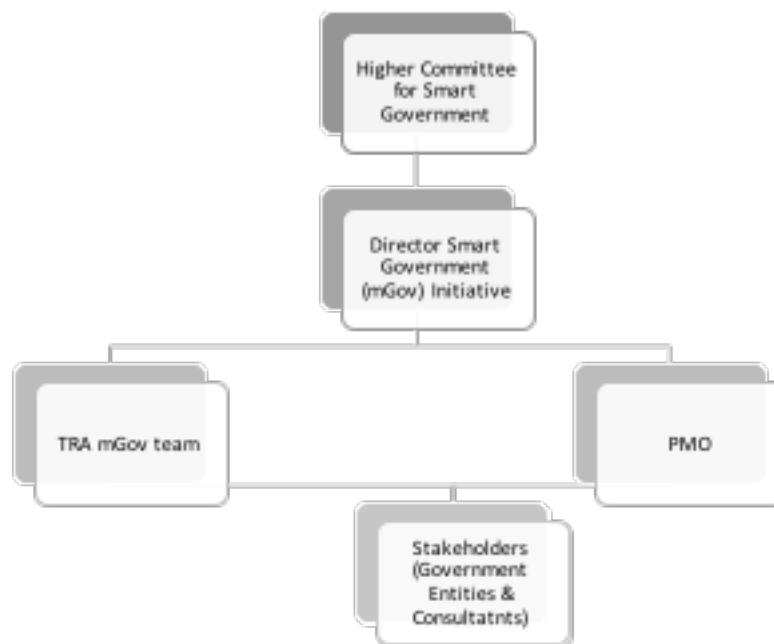
It was indicated during these interviews that TRA's main contribution was to provide the necessary to technical support, training and consultation for all federal government entities and overseeing the implementation of the mGovernemnt Strategy which has several initiatives based on the requirements identified by an initial survey to the entities and public. It was also stated in the reply to the most influencing sub-criteria in relation to the Smart Government Services Transformation index that the availability of services on mobile platforms has the most weight in the measurement formula for the index and this is in My view the basis considered while developing the research question. The main challenges in the process of transformation as indicated by the interviewees were differences in culture and capabilities of different government entities, lack of time available and budget control for the transformation projects by each entity and the TRA.

It was stated during interview sessions that benchmarking visits have been conducted with some countries like South Korea, Estonia and Singapore. Moreover, delegations and experts were hosted from other countries to get a wide picture of what the advanced countries are doing in this domain. In my perspective, this aided the TRA to compare the progress achieved with other countries. All three mGovernment team members have agreed on the importance of TRA role in supporting the Smart government services transformation index success. The Director mGovernment indicated the huge impact of Prime Minister's Office and government leadership in realizing the vision stated. The relationship between the factors of planning, training, infrastructure and support and the transformation index is positive as indicated by the mGov team which supports the results of the questionnaire research. Final remarks from the interview sessions about the future prospects for the UAE Smart Government were highlighting the new four directions that the federal government must work on. These tracks are: Service Quality, Service Usage (adoption), Connectedness (integration), and Customer Satisfaction. The TRA efforts with 54 initiatives as indicated by the mGovernment Director and the team leader will aim to achieve the KPIs for each of these tracks in the aim of reaching the full Smart Government Services Transformation. (mGovernment Team, 2015).

Policy Implications and Recommendations

Future prospects of the Smart government is implied in the announcement by H.H. Sheikh Mohammed Bin Rashid Al Maktoom, which emphasizes on four new pillars for the Smart government initiative. These pillars include: (a) increasing the Smart service usage level to 80% in 2018, (b) increasing the Smart service satisfaction to 80% in 2018, (c) Federal Government Entities have to provide 7-star quality services and (4) more efforts for developing quality connected services. TRA, as the Smart government enabler, side by side with Prime Minister Office, has started to set plans and proceed with the actual work to support all entities and lead them to achieve the overall vision of the leadership of the country.

Based on the analysis for the quantitative and qualitative approaches adopted during the subject matter research, TRA by renewing the trust of the leadership of UAE government for this very essential initiative in the public sector, will need to make further progress in enhancing its role within the Smart Government transformation.

It is recommended for the policy makers at the TRA mGov team to emphasize the TRA role in the infrastructure and support part since the planning part is reviewed and updated with the new targets. This will help especially with the government entities lagging behind in the Smart Government services transformation. This will also affect positively the index when it will include all government services including the priority services.

From capacity-building point of view, the TRA, as the major player in the smart government transformation process, need to extend its efforts for awareness and training to the public utilizing various platforms (i.e. physical and virtual) which will affect positively the indicator of Smart service usage that is under the assessment radar for the near future.

Moreover, focus on the smart services customer happiness and continuous improvement on this important aspect by the PMO, will positively contribute on upgrading these services towards the targeted 7-star status by 2018.

Conclusion

Smart Government is essentially the expansion of eGovernment through mobile technologies. The principal function of mGovernment is the utilization of mobile devices and networks to provide quality services to citizens and other stakeholders. The topical strategy of Smart government and targeted quality services in the UAE has taken a high priority by the leadership of the state especially with recently revealed results of the Smart transition success led by the TRA.

Past studies in the UAE contest the field of mGovernment and eGovernment have not gone thoroughly over the TRA, therefore, this research aimed to examine the factors affecting TRA role in the Smart Government Services Transformation in the UAE and the relationship between them. The Smart Government Services Transformation Index comprises of three sub-criteria, which are accessibility of government service on mobile entryway, accessibility of the government service on the websites and the third is the access channels to the Smart services.

In summary, and as indicated in the findings of this policy brief, it is crucial to understand the relationship between the Smart government services transformation index for the whole federal government on the one side and the factors of planning, infrastructure support and training on the other.

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