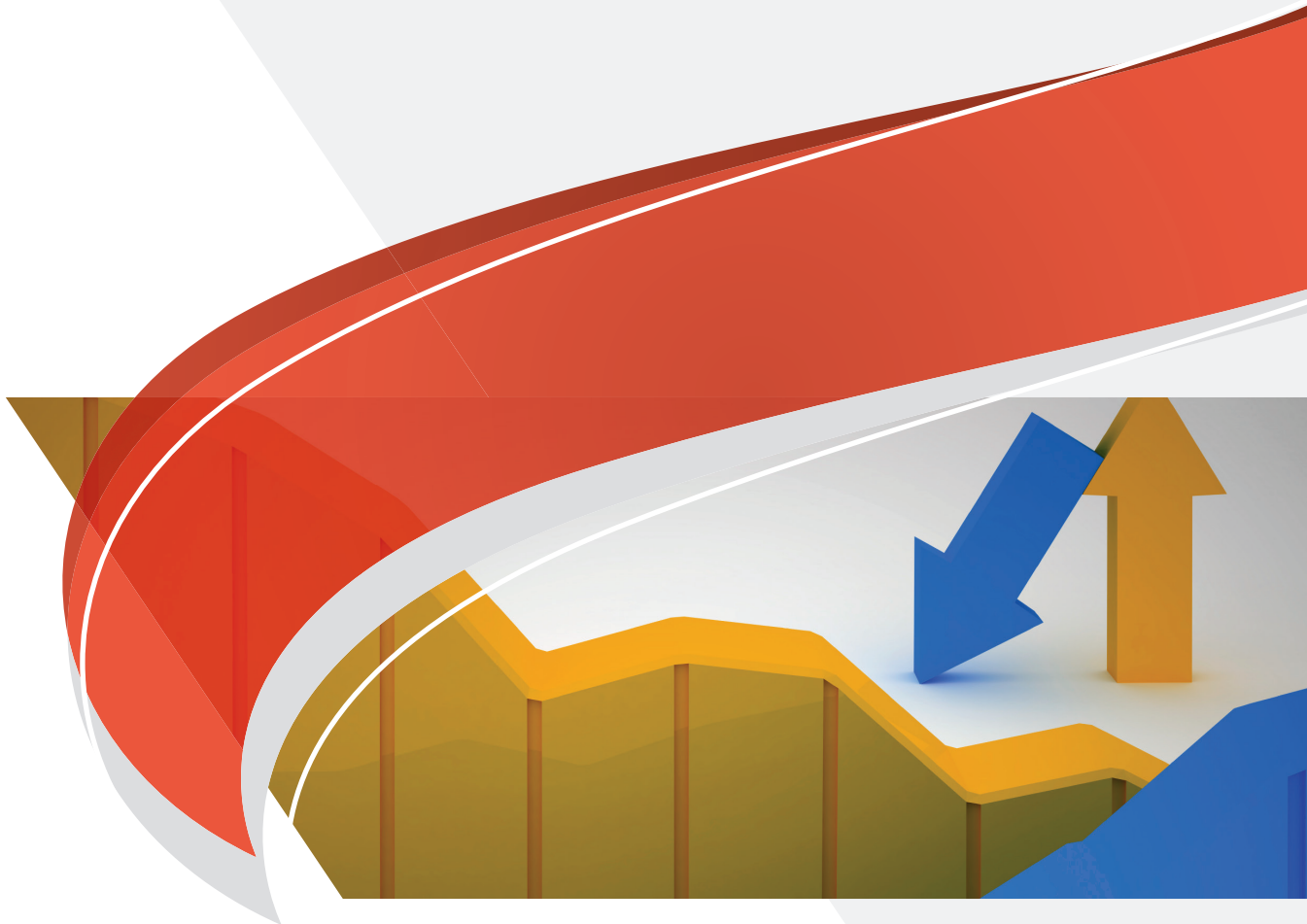




Policies of Transition to Smart Government

- ☐ Smart Services Implementation Planning Guidelines for the Mobile Channel
- ☐ Smart Services Delivery Excellence Model
- ☒ **Smart Service Definition Policy Document**
- ☐ Smart Services Implementation Policy Reference Architecture





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◆ 1 Introduction ◆

This document builds upon the existing service definition policy issued by Dubai Smart Government Department (formerly Dubai eGovernment Department) and is intentionally written to maintain backward compatibility with the prior version. It leverages on existing service definitions and pertinent attributes implemented by Dubai Government entities. The purpose of this document is:

- To standardize the service and the smart service concepts from a definition and identification perspective,
- To reach a unified nomenclature and understanding at the government level, and
- To establish the basis for measuring various service related indicators such as enablement, completion, and adoption

regarding services provided by Dubai Government Entities.

◆ 2 Scope ◆

This document is limited to the use of Dubai Smart Government Department and Dubai Government Entities in defining and categorizing the Government Entities' services.

◆ 3 Service Definition ◆

3.1 Service

Service is a set of tasks and/or processes carried out by one or more government entity(s) to provide a benefit/value to its customer(s).

Services stem from the business of the Entity (related to its mandate) and may vary over time. Entities may revise, delete, combine and add services as they deem appropriate depending on their strategic and operational targets in line with their customers' requirements. Traditionally, services are provided over the counter (offline). eGovernment has introduced new innovative channels for conducting services through electronic means such as World Wide Web, IVR, SMS, etc. Additionally, the Smart Government initiative launched in 2013 by His Highness Sheikh Mohammad Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, has placed unprecedented emphasis on provisioning of services over the mobile channel.

Below indicated guidelines need to be followed to enable a unified understanding of the service concept:

- The name of the service must be clear, specific and to the point.
- The name of the service must describe (or represent) the actual delivery provisioned to the customer.
- Naming of the service has to be driven from customer's perspective, not from the entity's internal work; for example, if the entity provides maintenance service to its tenants, "Maintenance" is not an appropriate (preferred) service name but "Requesting for Maintenance" is a preferred service name since it is associated with the customer's need from the entity.
- Services that have the same input, the same internal processes and the same output are considered as one service. Certain services may require different fees even though the application forms and the service final delivery forms are identical; such services are considered as one service. Additionally, if the internal workflow of the service varies according to options indicated on the service application form(s) or according to type of customer(s), then the variations of internal processing are not considered as different processes. Hence, such internal workflow variations do NOT constitute separate services.
- It is important to note that workflow steps required to complete a service, which cannot be provisioned independently, are not considered as separate

services. For example, payment of service fees or payment of deposit fees for a new electricity connection, do NOT constitute separate services.

- Variation of service inputs according to the customer type (for example individuals having to provide proof of identity or expatriates having to provide the residence copy as opposed to a business having to provide a valid trade license) are not considered different inputs. These are simply customer credentials based on customer type and such service input variations do NOT constitute separate services (for example 'Request Vehicle License' is one service, whether the vehicle owner is an individual or a company).

3.2 Main Service

Main Service is a family of services that reflects a public mission or duty carried out by the government entity by means of interaction or cooperation with all segments of customers to meet their needs and expectations and/or add a fundamental value to them. A set of services that falls under the main service share many characteristics and differ in few specific characteristics.

Main Service definition is adopted as per the guidelines defined by Dubai The Model Centre (DTMC). Main Service allows logical grouping (categorization) of services with a similar mission or purpose. Government entities have already defined their main services in coordination with DTMC and Dubai Smart Government Department adopts the same definitions to ensure alignment and unification at the government level.

◆ 4 Service Characteristics ◆

Services are characterized according to the 8 main attributes as shown below:

1. Strategic Importance
2. Service Initiation
3. End Customer
4. Nature of Service
5. Provisioning Channel
6. Backend Processes
7. Service Dependency
8. eEnablement Eligibility

4.1 Strategic Importance

This determines whether the service is a core, supplementary or an irrelevant one, based on the following definitions:

- A. Core:** a service directly derived from the vision or mission of an Organization. For example, the core service for educational institutes is teaching.
- B. Supplementary:** a service that is used to add a value to an existing core service and accessed independently from the core service. For example, any notification service that can be accessed independently is considered a supplementary service.
- C. Irrelevant:** a Service that is neither Core, nor Supplementary.

Important Note: Any Customer Support/Care services are not considered as independent core services to the entity. They are considered as part of the existing related core services by adding value to them.

The core services should have priority during eEnablement and mEnablement, followed by Supplementary services.

Dubai Smart Government Department reserves the right to change the weights of different service types in calculating various service indicators such as enablement, completion and adoption rates. Such weight changes assist in emphasizing the strategic focus and direction in terms of services.

4.2 Service Initiation

Services can either be initiated by the customer or by the entity; notification services are examples of services initiated by the entity. Other services executed by the Entity and offered as public services are also examples of services initiated by the Entity (as opposed to the services which are initiated based on a customer request).

Services initiated by the customer, are triggered by an input from the customer and also require an output to the customer. Hence, suggestions / complaints / feedbacks that do not require a resolution of the issue (with a well-defined output) to the customer are not considered as services, even though Entities may act on them to improve their core or supplementary services in due course. However, if the Entity takes an action based on the suggestions / complaints / feedbacks specific to each and every case and resolves the customer issue then they qualify as a service,

On the other hand, there are certain services triggered by the customer whereby no output may be produced to the customer due to security and/or confidentiality reasons. In these cases, Entities definitely take an action based on the customer input; but depending on the sensitivity of the situation they may decide not to inform the customer regarding the output. Hence, they also qualify as a service.

Services are initiated by the customer upon reaching the Entity, so for example contact us information given on an Entity website is not considered a service.

4.3 End Customer

This determines the beneficiary of the provisioned service as follows:

- A. G-C:** Government to Citizen (individuals including citizens, residents and visitors)
- B. G-B:** Government to Business
- C. G-G:** Government to Government
- D. G-GB (G-P):** Government to General Benefit (Government to Public)

G-C, G-B and G-G services are initiated (triggered) by the customers, i.e. citizens, businesses and government entities (government staff) respectively.

G-GB (G-P) services are not initiated (triggered) by customers (please see the Executive services in Section 4.4); they are conducted at the discretion of government entities and serve the public in general and in turn create a general benefit.

Some services can be provisioned to multiple end customers mentioned above. For example, some services can be provided to Business and Citizen Customers; hence they will be categorized as G-B and G-C.

More detailed customer categorization has been established to further identify the service customers as the intention of Dubai Smart Government Department is to present government entities' services around 'Life Events' for users of the Dubai.ae. Life Events include events such as 'Planning a Visit to Dubai' and 'Starting a Business in Dubai' which correspond to actual life events encountered by customers and trigger services to meet their needs.

4.4 Nature of Service

Services initiated by the customer can be classified into three main categories:

A. Informational: a service that provides information to the customer based upon the customer request without any customization involved. There is no defined set of activities to be conducted; neither by the entity nor by the customer. Customers will have no controls to change/update/modify the rendered service. These services include laws, regulation, policies or any valuable data that are related to the core business of the entity.

It is important to note that providing information about an interactive or transactional service offered by the entity is not considered an informational service.

B. Interactive: a service that allows customers to ask/inquire using pre-defined sets of questions and the government entity provides the reply without affecting the customer / service records' status in the entity. Entities provide the information to the customer and the entity is responsible for on-going updates of the information submitted to the customer. An example of such service is Flight information.

C. Transactional: This service results in a status change of the customer / service profile within the entity's records. Transactional services require certain actions from the government entity and involve internal processes to be initiated. Most transactional services (if not all) require payment.

Services initiated by the Entity can be classified into two main categories:

A. Informational: a service which provides information to the customer that may relate to some transaction for the customer in the Entity or any other information. Examples of such services are notification services.

B. Executive: a service through which the entity executes a set of activities aimed at fulfilling its core function and mission to the public without being initiated (triggered) by customers (e.g. cleaning parks, government entity initiated inspections, etc.).

4.5 Provisioning Channel

This determines the channels where the services are provisioned. This can be either:

A. Traditional Offline Service: Over-the-counter services where the customer physically visits the Government entity and/or designated third party providers acting on behalf of the entity or services initiated by the entity which are executive in nature and are not provisioned electronically.

Offline Services can be Informational, Interactive, Transactional or Executive.

B. Enhanced Offline Service: Offline service provided through traditional non-counter based channels requiring human interaction, such as Telephone/Fax or Courier and does not require physical visits by the customer to the entity and/or designated third party providers acting on behalf of the entity. These services utilize government employees and dispatch the output to the customer remotely without requiring a physical visit.

Enhanced Offline Services can be Informational, Interactive or Transactional.

C. On-line Service: Any service that is provided through any automated innovative channels {Internet, Extranet, Mobile (SMS, WAP, PDA), Public Access Points (kiosks), E-mail, IVR} to the customer with no human interaction in provisioning the service¹. (A service, whether off-line or on-line, has 3 main components: Access, Execution & Delivery)

On-line services can be classified as Informational, Interactive or Transactional as the nature of the service. The On-line Transactional services can be divided into the following categories depending on their eEnablement completion and the Number of Customer visits to the entity:

¹ Mobile services are included in the On-line Service definition. However, they will be detailed further in Sections 7 through 9 in terms of definition and measurement.

- **Fully On-line Service:** an On-line service that is provided completely through an innovative on-line channel without an offline interaction between the customer and the entity at any stage of accessing the service or the execution (processing) of the service or the delivery of the service (No customer visits to the Entity are required during service Access, Execution & Delivery). This includes services provided over multiple on-line interactions with the customer to fulfill one transaction. An example would be the need for approvals or internal investigation by the entity to render or provision the service to the customer.

- **Fully On-line Service with one Mandatory Physical Visit:** an On-line service that is provided completely through an innovative on-line channel with one mandatory offline interaction between the customer and the entity at any stage of accessing the service or the execution (processing) of the service or the delivery of the service. There are certain services that require offline interaction at some stage to process the service prior to completion. For example, some services require a mandatory physical investigation before delivering the service to the customer. In other words, the customer must visit the entity while conducting the service (e.g. marriage requiring a mandatory visit to the courts, medical examination by a doctor, bereavement, attending a driving test for driver's license, vehicle inspection for registration, etc.). Hence, if customer's physical visit to the government entity is a must without any exceptions and required by the Entity due to the inherent nature of the service, the service can be classified as Fully On-line Service with one Mandatory Physical Visit if no other customer physical visits are required and the service is entirely automated in all the stages (Access, Execution and Delivery). In some cases, due to its nature, the service output cannot be delivered online, for example, a driving license. For such cases the entity can consider the service as fully on-line only if the delivery of the service output is done in an Enhanced offline fashion (for example by courier or post) and does not require the customer to physically visit the Entity. Otherwise the service will be considered as requiring one customer visit.

- **Partially On-line Service (one customer visit & with Electronic payment if required):** an On-line service that can be paid on-line (for a service that requires payment) but has a single customer offline interaction with the Entity at any stage of service access or execution or delivery. In this case, the offline interaction could be automated but it isn't yet. If the service does not require payment but requires one customer visit then it is also classified as Partially On-Line Service.

- **Partially On-line Service (one customer visit & without Electronic payment if required):** an On-line service that has a single customer offline interaction with the Entity at any stage of service access or execution or delivery and the payment is not enabled on-line (for a service that requires payment). In this case, the customer offline interaction could be automated but it isn't yet. This offline interaction could be for the purpose of payment at the counter or document submission or authentication.

- **Incomplete Service (Form Printing):** it is an on-line service where a form is displayed to the customer to print, fill it out and take it physically to the entity.

- **Incomplete Service (Information Only):** It is an on-line service where only information is provided by the Entity about the service such as the service description, required documents and required fees and estimated execution cycle time.

Additionally, online services may vary in the way the customer accesses the service. In some cases the service access is 'Authenticated', meaning that the customer has to be registered and provides authentication credentials such as username/password to access the service. On the other hand, services which can be accessed without customer credentials are considered 'Anonymous'

Below are some tips for categorizing On-line services:

- FAQ, Help, Entity News, Contact us, About us, Entity hierarchy, site map are NOT considered Services. They are considered as general value added information and do not require definitions.
- Search facility (in the website) or on-line registrations are not considered Services. They are considered value added tools to the website.
- Links to other useful sites are not considered Services. They are considered value added links to the website.
- Guest book, feedback, forum, suggestion, complaints are Not considered Services since there are no guaranteed actions / resolutions taken by the entities as feedbacks to the customer. If the service has two-way communications and delivers a specific resolution to the customer's individual request, then they are classified as a service.

4.6 Backend Processes

This describes the automation level of the entity internal processes to complete the service delivery. Services can be categorized as follows with respect to the backend processes:

- A. Automated Backend:** This indicates that the customer information and related service data will be stored in a backend database and the related backend processing will be conducted in an electronic workflow application including all the approvals and forwarding of documents. Fully On-line services should have their backend processes automated.
- B. Manual Backend:** This indicates that customer information and related service data will be stored manually and all internal processing is done manually without any automation.
- C. Semi-Automated Backend:** This indicates that customer information and/or related services' processes are partially electronic or automated.

4.7 Service Dependency

This indicates whether the service is dependent on other services (offered within the entity or from other government entities) or not. This will be used for integration purposes and service optimization in the future. Based on this factor, we can divide the services into the following categories:

- A. Independent Service:** a service that doesn't require input/output or interaction from any other government entity. All the tasks and processes as well as the data are available within the boundary of the government entity providing the service
- B. Inter-dependent Service:** it is a service that requires an interaction with one or more other government entities than the original owner entity of the service during the provisioning of the service.
- C. Intra-dependent Service:** it is a service that requires an interaction from other services within the same entity during the provisioning of the service.
- D. Inter & Intra dependent Service:** it is a service which requires an interaction both from within the entity and from other government entities during the provisioning of the service.

Note: Dubai Smart Government Department will discontinue tracking intra-dependent services. Inter-dependent services will be critical to achieve a connected government (it is assumed that the government entities will integrate, and hence connect, their intra-dependent services on their own). Therefore, Service Dependency will have Independent Service and Inter-dependent Service categories in the future.

4.8 eEnablement Eligibility

Some services in Government Entities may not be eligible for eEnablement due to one of the following reasons:

- The service nature may necessitate off-line and in most cases immediate processing of the service from access to delivery (bereavement, reporting a car accident, reporting a fire incident, requesting ambulance service, etc.).
- The number of transactions is insignificant to justify the eEnablement costs (there is no business case for eEnablement).
- The executive nature of the service, such as maintenance of sewage network.

In general, almost all customer initiated services of a Government Entity will be eligible for eEnablement. The above conditions are exceptional cases. By default all the services initiated by customers of a Government Entity will be eligible for eEnablement. If the Government Entity wants to qualify a service as ineligible for eEnablement then it will require the approval of Dubai Smart Government Department. For such cases, Government Entities are advised to contact Dubai Smart Government Department together with the reasons for ineligibility. The decision will be taken jointly by Dubai Smart Government Department and the Government Entity after consultation.

◆ 5 eEnablement Completion Weights ◆

To calculate the rate of eEnablement of Government services, Dubai Smart Government Department (formerly Dubai eGovernment Department) has defined the following weights for each class of services:

5.1 Enhanced Offline Service

If the service is categorized as an Enhanced Offline service, a 50% rate is awarded; otherwise it is rated 0%. 50% weight reflects the fact that Government Entities should target fully on-line eServices, rather than enhancements on off-line services in the current mature stage of eTransformation.

(Enhanced Offline Service defined in Service Characteristics Section 4 Sub-Section 4.5)

5.2 On-line Informational Service

If the service is Informational (as a Nature of Service) and is available on-line, a 100% rate is awarded; otherwise it is rated 0%.

(Informational Services defined above in Service Characteristics Section 4 Sub-Section 4.4)

5.3 On-line Interactive Service

If the service is Interactive (as a Nature of Service) and it is available fully on-line, a 100% rate is awarded; otherwise it is rated 0%.

(Interactive Services defined above in Service Characteristics Section 4 Sub-Section 4.4)

5.4 On-line Transactional Service

For transactional On-line services, further breakdown of the completion rate has been identified to clearly gauge the status of the e-Enablement:

Completion Stage	Weight
Fully On-line Service	100 %
Fully On-line Service with one Mandatory Physical Visit	100 %
Partially On-line Service (One Customer Visit with Electronic payment)	80 %
Partially On-line Service (One Customer Visit without Electronic payment or One Customer Visit for Free, (i.e. No-Fee), services)	60 %
Incomplete Service (Form Printing)	20 %
Incomplete Service (Information Only)	10 %
Traditional Offline transactional service	0 %

Note: Transactional Services are defined in Service Characteristics section in this document (Section 4) and specifically in Sub-Section 4.4 named Nature of Service.

◆ 6 Services eEnablement Indicators ◆

Dubai Smart Government Department will be tracking the following service eEnablement Indicators and Transaction Indicators (among others):

6.1 % of Electronic Enablement (eEnablement)

% of Electronic Enablement (eEnablement) = (Number of eEnabled services/Total Number of Services eligible for online enablement) x 100

Number of eEnabled services includes On-line Informational services, On-line Interactive services, On-line Transactional services (Regardless of their eEnablement Completion Stage) and Enhanced Offline services, if and Only if, the same service is not listed as On-line.

Total Number of Services eligible for online enablement, includes services that are uniquely counted from the service listing, which are eligible for online enablement, regardless of their associated provisioning channels. For example, if a service is categorized in the service list as both Traditional Offline and On-line, it is counted as One Service. Hence, the Total Number of Services is the Number of the services identified in the service list.

6.2 % of eEnablement Completion (eCompletion)

% of eEnablement Completion (eCompletion) = (No. of On-line Informational Services + No. of On-line Interactive Services + 0.5 x No. of Enhanced Offline Services* + 0.1 x No. of Incomplete (Information only) services + 0.2 x No. of Incomplete (Form Printing) services + 0.8 x No. of Partially On-line (One Visit, Electronic Payment) services + 0.6 x No. of Partially On-line (One Visit, without Electronic Payment) services + No. of Fully On-line services) x 100/ Total Number of Services.

A given service may be both Enhanced Off-line and also Partially On-Line (or Incomplete Form Printing or Incomplete Information Only or Fully On-line) in some cases. In those cases, eEnablement Completion weight for a given service will be the maximum of Enhanced Off-line weight (i.e. 0.5) and the On-line weight (e.g. 0.1 or 0.2 or 0.6 or 0.8 or 1.0).

6.3 % of eEnablement Adoption (eAdoption)

% of eEnablement Adoption (eAdoption) = (Number of eEnabled Transactions / Total Number of Transactions) x 100

* eEnabled Transactions are both Enhanced Offline transactions and On-line transactions provisioned through multiple innovative channels such as Internet and Kiosk. eEnabled Transactions are submitted transactions regardless whether these transactions will be approved or rejected at a later stage during the service delivery process.

Total Number of Transactions includes Traditional Offline Transactions, Enhanced offline Transactions and On-line Transactions.

Important Notes:

- % of eEnablement Adoption applies only to Transactional services; it does not apply to Informative and Interactive services.
- A service transaction takes place between a customer and a service provider. A service provider can either be the government entity itself or a third party agent acting on behalf of the government entity (e.g. bank, petrol station, post office, retailer, typing centers, etc.).
- Transactions requiring face-to-face human interactions between the customer and the service provider (government entity or an agent acting on behalf of government) do NOT qualify as eEnabled transactions (e.g. over the counter government services transactions, fees collections and other government services delivered through agents such as petrol stations, post offices, banks and retailers for government services transactions whereby the customer conducts the transaction face-to-face with an employee of the agent on behalf of the government).
- Transactions requiring human to machine interactions between the customer and the service provider (government entity or agent) qualify as eEnabled transactions (e.g. online government website services transactions, government services transactions through mobile devices such as mobile phones and tablets, paying government services fees through bank ATMs, paying government services fees through IVR without physically visiting the bank or the government office, paying government services

through public payment machines such as Etisalat payment machines, conducting government services through government kiosks, conducting government services through agent kiosks, using eGate for departures and entries, etc.).

- Transactions requiring machine to machine interactions between the customer and the service provider (government entity or agent) qualify as eEnabled transactions. These transactions are initiated by the computing devices (e.g. computers, mobile devices, etc.) of customers / government entities / agents based on certain pre-defined rules without requiring the physical presence of customers / government entities / agents. They entail electronic access to the machines (information systems) in the customer / government / agent subject to requisite authorizations. These transactions also qualify as eEnabled transactions (e.g. back-end systems of businesses may initiate government services directly on the government back-end information systems, automatic payments deducted from customer accounts authorized by customers in advance, etc.).
- Transactions conducted using other emirates or federal government electronic services or customer service counters will not be tracked in this indicator, e.g. paying traffic fines in other emirates.

6.4 Utilization of an Interactive Service

Utilization of an Interactive Service = Number of Executions of an Interactive Service

This metric helps in identifying the usage / adoption of Interactive services by the public. It is not a percentage indicator but gives an idea for the utilization of interactive services. It applies only to Interactive services, but not to Transactional and Informational services.

Important Note: The adoption / utilization of informational services will not be tracked by Dubai Smart Government Department at this point. Interested Entities can generate page view statistics for informational services.

♦ 7 Mobile Enablement (mEnablement) ♦

Dubai Smart Government Department will explicitly track the status of mobile services as part of the Smart Government initiative.

A service that is accessible (i.e. initiated) from a mobile device is called an mEnabled service.

Important Notes:

- Websites (not specific to mobile devices) may be accessed through mobile devices (e.g. phones and tablets). However, non-mobile-specific websites will not qualify as mEnablement since they were designed for non-mobile devices initially.
- Information on a mobile device for the actual service itself, that does NOT include any means to access (i.e. initiate or execute) the service itself on the mobile device, will NOT be considered as mEnabled. For example, information about a service on a mobile device such as phone numbers, physical location of service centers, etc. do NOT qualify the service as an mEnabled service.
- A facility that allows downloading of forms on a mobile device for a service, that does NOT include any means to access (i.e. initiate or execute) the service itself on the mobile device, does NOT qualify the service as an mEnabled service.

The last two notes for mEnablement are different from corresponding eEnablement definitions. Providing information for a service or a facility to download forms qualify a service as eEnabled. However, Dubai Smart Government Department raises the bar for mEnablement at this mature phase after a decade of successful eTransformation in Dubai Government entities. Hence, providing information for a service or a facility to download forms through mobile devices do NOT qualify a service as mEnabled.

7.1 mEnablement Eligibility - mEligibility

Some services in Dubai Government Entities may not be eligible for mEnablement due to one or more of the following reasons, among others:

- The service nature may necessitate (mandate) off-line interactions which may potentially invalidate the service appropriateness for mEnablement. Government entities need to assess whether necessary (mandatory) off-line interactions render the service entirely ineligible for mEnablement or not. In some cases, they may mEnable

such services with the exception of mandatory off-line interactions.

- The executive nature² of the service renders it ineligible for mEnablement.
- The costs may not justify the benefits for mEnablement for the service (i.e. lack of a viable business case). Certain factors such as number of transactions, complexity of the service, mEnablement practicality, among others may yield higher costs than the projected benefits for mEnablement.

Government entities need to carefully assess their services for mEnablement. The above conditions resulting in ineligibility for mEnablement are exceptional cases. By default all the services initiated by customers of a Government Entity will be assumed to be eligible for mEnablement.

A service that is eligible for mEnablement will be called an mEligible service.

If the Government Entity wants to qualify a service as ineligible for mEnablement then it will require the approval of Dubai Smart Government Department with appropriate justification. For such cases, Government Entities are advised to contact Dubai Smart Government Department together with the concrete reasons for ineligibility including relevant evidence. The decision will be taken jointly by Dubai Smart Government Department and the Government Entity after consultation.

An mEligible service is by definition also eligible for eEnablement; however the converse may not be true. That is, a service eligible for eEnablement is NOT necessarily mEligible.

7.2 mType

Proliferation of mobile devices, related platforms and application capabilities will compel Government Entities to make certain selections during the mEnablement of their services. mType indicates the type of mobile service selected for mEnablement for a given government entity service.

mType is composed of three factors; namely service type, platform and the form factor. Service type has four pre-defined categories; namely native application, mobile specific website (mobile web application), hybrid application, and SMS-based. Platform has five different categories; namely iOS, Android, Blackberry, Windows and Others. Form factor has two pre-defined categories; namely mobile phone and tablet.

² Please see Section 4.4 for the definition of Executive Service.

The viable (practically existing) combinations of the above defined three factors, namely service type, platform and the form factor define the potential mTypes for a given service.

Hence, the pre-defined types of mEnablement for a given service, referred to as mType, are indicated in the below table.

	Mobile Service Type	Mobile Platform
mType	Mobile Phone Service (Native Application)	iOS Android Blackberry Windows Others
	Mobile Tablet Service (Native Application)	iOS Android Blackberry Windows Others
	Mobile Specific Website	All
	Mobile Phone Hybrid Application (utilizes mobile web technologies such as HTML5, CSS, JavaScript together with native applications)	iOS Android Blackberry Windows Others
	Mobile Tablet Hybrid Application (utilizes mobile web technologies such as HTML5, CSS, JavaScript together with native applications)	iOS Android Blackberry Windows Others
	SMS-based Service	All

Important Note: Government entities are expected to mEnable their services for major mobile platform(s) in order to enhance their accessibility. Government entities are strongly encouraged to use the “Smart Services Implementation Planning Guidelines for the Mobile Channel” document issued by Dubai Smart Government Department in formulating their mobile services enablement approach. Government entities should determine whether Access, Execution, Delivery and Customer Support will be incorporated for each mobile service type.

If a service is ineligible for mEnablement then by definition the service cannot be mEnabled through any of the mTypes indicated in the above table. Government entities are recommended to consider all the mTypes carefully and thoroughly prior to deeming a service ineligible for mEnablement.



♦ 8 mEnablement Completion Weights ♦ (mCompletion)

To calculate the rate of mEnablement of Government services, Dubai Smart Government Department has defined the following weights for each type of service nature:

Important Notes:

- Partially mEnabled services have lower weights than similar Partially On-line services. This reflects the general trend of incentivizing end-to-end (fully enabled) mobile services. Customers expect to have end-to-end services delivered on the spot from the mobile channel as opposed to higher acceptability of partial services on the web.
- An mEnabled service can have different mTypes. Hence, each mType may potentially have different mEnablement Completion Weights. The mEnablement Completion Weight (mCompletion) of a service will be the maximum of all the mEnablement Completion Weights for different mTypes for that service.

8.1 mEnabled Informational Service

If the service is Informational (as a Nature of Service) and is mEnabled, a 100% rate is awarded; otherwise it is rated 0%.

(Informational Services defined above in Section 4.4)

8.2 mEnabled Interactive Service

If the service is Interactive (as a Nature of Service) and is mEnabled fully (end-to-end), a 100% rate is awarded; otherwise it is rated 0%.

(Interactive Services defined above in Section 4.4)

8.3 mEnabled Transactional Service

For transactional mEnabled services, further breakdown of the completion rate has been identified to clearly gauge the status of the mEnablement:

Completion Stage	Weight
Fully mEnabled Service (end-to-end mEnabled)	100 %
Fully mEnabled Service with one Mandatory Physical Visit ³	100 %
Partially mEnabled Service (Maximum One Customer Visit)	50 %
Partially mEnabled Service (More than One Customer Visit) or not mEnabled	0 %

(Transactional Services are defined above in Section 4.4)

³ Section 4.5 in this document discusses services requiring mandatory physical visits (e.g. marriage, health checks, inspections, bereavement, etc.).

◆ 9 Services mEnablement Indicators ◆

Dubai Smart Government Department will be tracking the following service mEnablement Indicators and Transaction Indicators (among others):

Total Number of Transactions includes Traditional Offline Transactions, Enhanced offline Transactions and On-line Transactions (including mEnabled Transactions).

Important Notes:

- % of mAdoption applies only to Transactional services; it does not apply to Informative and Interactive services.
- If a service is accessed (initiated) through one of the non-mType methods (e.g. internet web site, kiosk, etc.), the corresponding transaction will NOT be considered an mEnabled transaction even though such non-mType service accesses may involve partial interaction through mobile (e.g. generation of an informative SMS subsequent to submission of an online government form through web, facility to call government customer service centers through mobile phone for inquiries and assistance, generation of an informative SMS to the customer mobile phone by the government indicating that the service delivery is completed for a service that was initially accessed over the web or over the counter, etc.). These are all value added mobile features of non-mEnabled transactions and Dubai Smart Government Department encourages government entities to utilize them.

9.1 % of Mobile Enablement (mEnablement)

% of Mobile Enablement (mEnablement) = (Number of mEnabled services / Total Number of Services eligible for mEnablement) x 100

Number of mEnabled services includes mEnabled Informational services, mEnabled Interactive services, and mEnabled Transactional services.

Total Number of Services eligible for mEnablement, includes services that are uniquely counted from the service listing, which are eligible for mEnablement.

9.2 % of Mobile Completion (mCompletion)

% of Mobile Completion (mCompletion) = (No. of mEnabled Informational Services + No. of mEnabled Interactive Services + 0.5 x No. of Partially mEnabled (Maximum One Visit) services + No. of Fully mEnabled services⁴) x 100 / Total Number of Services eligible for mEnablement.

Important Note: An mEnabled service can have different mTypes. Hence, each mType can have a different mCompletion Weight associated with it. For a given service, mCompletion will be the maximum of mCompletion Weights of all existing mTypes for that particular service. % of mCompletion will include the maximum weight for each service in its calculation.

9.3 % of Mobile Adoption (mAdoption)

% of Mobile Adoption (mAdoption) = (Number of mEnabled Transactions / Total Number of Transactions for mEligible Services) x 100

mEnabled Transactions are transactions conducted (accessed) through all the available mTypes for a given service.

9.4 Utilization of an Interactive Service

Utilization of an Interactive Service = Number of Executions of an Interactive mEnabled Service.

This metric helps in identifying the usage / adoption of Interactive mEnabled services by the public. It is not a percentage indicator but gives an idea for the utilization of interactive mEnabled services. It applies only to Interactive services, but not to Transactional and Informational services.

Important Note: The adoption / utilization of informational mEnabled services will not be tracked by Dubai Smart Government Department at this point. Interested Entities can generate page view statistics for informational services.

⁴ Includes end-to-end completely mEnabled services and also fully mEnabled services with the exception of one mandatory physical visit.

◆ 10 Threshold and Distinctive Smart Services ◆

Dubai Smart Government Department realizes that mobile services in government entities may potentially differ in terms of their quality / customer centricity. The available mobile services will have a wide spectrum of features reflecting their customer oriented aspects. Hence, Dubai Smart Government Department concomitantly defines a continuum of Smart Services starting from Threshold level. The Threshold essentially denotes a bare minimum in this continuum.

10.1 Threshold Smart Services

Dubai Smart Government Department introduces two short guidelines (mottos) for a service to be defined as a Threshold Smart Service:

- Mobile as the 1st Choice
- Fully Online by Default

Therefore a Threshold Smart Service is a service which is:

- mEnabled if it is mEligible, or else
- Fully online⁵ if it is not mEligible (through electronic channels other than mobile).

Threshold Smart Service definition reflects the unprecedented emphasis placed on the mobile channel as part of the Smart Government initiative launched by His Highness Sheikh Mohammad Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai.

10.2 Distinctive Smart Services

A Distinctive Smart Service is a service which is:

- mEnabled if it is mEligible, or else
- Fully online if it is not mEligible (through electronic channels other than mobile), and
- complies with a pre-defined set of mandatory qualification criteria, and
- achieves a pre-defined minimum score with respect to applicable Smart Services Quality Guidelines.

In this context, Dubai Smart Government Department will define:

- a pre-defined set of mandatory qualification criteria, and

- a well-defined set of quality guidelines referred to as “Smart Services Quality Guidelines” which will be based on a Smart Services Delivery Excellence Model (similar to the “eServices Delivery Excellence Model” formerly published by Dubai eGovernment Department).

These qualification criteria and the quality guidelines are foreseen to encompass various directives to substantially enhance the Threshold Smart Services in terms of customer centricity beyond the mobile aspect as captured by the Threshold Smart Service definition.

The minimum score required with respect to “Smart Services Quality Guidelines” in order to achieve the “Distinctive Smart Service” status will be determined and announced in due course by Dubai Smart Government Department.

Note: Dubai Smart Government Department reserves the right to enhance and dynamically change (in the medium to long run) the mandatory qualification criteria, quality guidelines and the minimum required score as the maturity of services evolve over time in Dubai Government.

Below quality goals, among others, are potential representative ones which may be incorporated in the mandatory qualification criteria and / or in the “Smart Services Quality Guidelines” to reflect the needs and expectations of customers (reactive) as well as predicting and anticipating them prior to customer action in some cases (proactive).

- **Accessible** (e.g. multi-lingual, multi-platform, multi-browser functioning where applicable, easy to locate / search / download, etc.)
- **Predictive / anticipative** (uses customer / service information to proactively predict service usage and notify where possible, pre-fetch and populate service requisite information / attributes eliminating the need for customer re-entry, predicts and informs customers for expected delivery timelines for services not delivered on the spot, etc.)
- **Easy-to-use / Intuitive** (utilizes familiar navigation techniques, legible font sizes, simple, relevant and easy-to-understand content, assists customers where needed, provides on-the-spot customer support, provides easy-to-understand error messages along with potential causes and mitigations, minimizes customer typed service input by optimizing “tap” usage, etc.)
- **Context sensitive (aware)** (utilizes location, time, customer and service data / status intelligently to provide customer focused services)

⁵ Includes end-to-end fully online services (no physical visits required) and also fully online services with one mandatory physical visit.

- **Seamless** (fully mobile as the 1st choice / online by default except mandatory physical visits, all customer and government initiated interactions available on mobile / online, provides a multi-channel approach for customer support depending on the preference of the customers, service delivery without physical visits, connected / joined-up services, etc.)
- **Trust and confidence aspiring** (encrypted messaging where deemed essential, trusted and secure mobile authentication and payment, easily recognizable government identity and authenticity, respects privacy, provides service terms and conditions, etc.)
- **High-Performance and reliable** (acceptable response times, highly available, no system errors resulting in service disruption during service usage, etc.)
- **Efficient** (utilizes shared services where applicable, enables saving time and money for customers / government entity, utilizes intra or intra entity common components, bandwidth and storage savvy, etc.).

Such quality aspects will provide competitive advantage for Dubai and will also help in achieving higher levels of adoption for services.

Important Notes:

- Threshold Smart Services by definition will be mobile enabled where possible (i.e. if deemed as mEligible).
- An online service which is not mEnabled will be a Threshold Smart Service if and only if it is not mEligible.
- Traditional Offline and Enhanced Offline services are NOT considered as Threshold Smart Services.
- mEligible services are expected to utilize mobile specific features and characteristics where feasible and applicable (e.g. real-time, location based aspects, predictive, etc.) while adhering to various constraints placed by mobile devices and customer expectations (e.g. size, quick response, on-the-spot services, etc.).
- A service belonging to the continuum of Smart Services may reside in mobile native applications among others. Therefore, Threshold and Distinctive Smart Services definitions apply only to an individual service itself, not to the applications (or mobile specific websites) which accommodate them.

◆ 11 Connected Services ◆

A Connected Service is a Service which connects (integrates) two or more distinct Government Entities⁶ by seamlessly exchanging electronic information.

Connected Services provide a one-stop-shop approach for customers by eliminating the need to visit more than one Entity and by eliminating the manual paper based information exchange between (or among) the Government Entities.

Government Entities are strongly encouraged to provide their services in a customer focused manner (e.g. life events based services, joined-up services, etc.) which will result in Connected Services.

Dubai Smart Government Department realizes that mobile services in government entities may potentially differ in terms of their connected⁷ nature. The available mobile services will have a wide spectrum of connectivity reflecting their cross-governmental integration. Hence, Dubai Smart Government Department defines three stages of connected services for inter-dependent services only⁸.

11.1 Un-Connected Service

An Un-Connected Service is a Service which does NOT exchange information with other dependent government entity(ies) related to the core business of the service even though it is identified as inter-dependent.

Un-Connected Services will constrain customers to either visit other government entities to provide requisite physical documents obtained from them or provide other redundant physical documents.

11.2 Partially Connected Service

A Partially Connected Service is a Service which is inter-dependent and which exchanges information partially but not completely with other dependent government entity(ies) related to the core business of the service.

Partially Connected Services will alleviate some of the requisite physical visits or physical documents for customers. However, they will still constrain customers to

either conduct physical visits to other government entities (to provide requisite physical documents obtained from them) or provide other redundant physical documents.

11.3 Fully Connected Service

A Fully Connected Service is a Service which is inter-dependent and which exchanges complete information related to the core business of the service with all the dependent government entity(ies).

Fully Connected Services eliminate the entire requisite physical visits or redundant physical documents for customers stemming from inter-dependency.

Below table indicates the rating assigned to various stages of Connected Services to gauge their connectivity completion status.

Connected Stage	Weight
Fully Connected Service	100 %
Partially Connected Service	50 %
Un-Connected Service	0 %

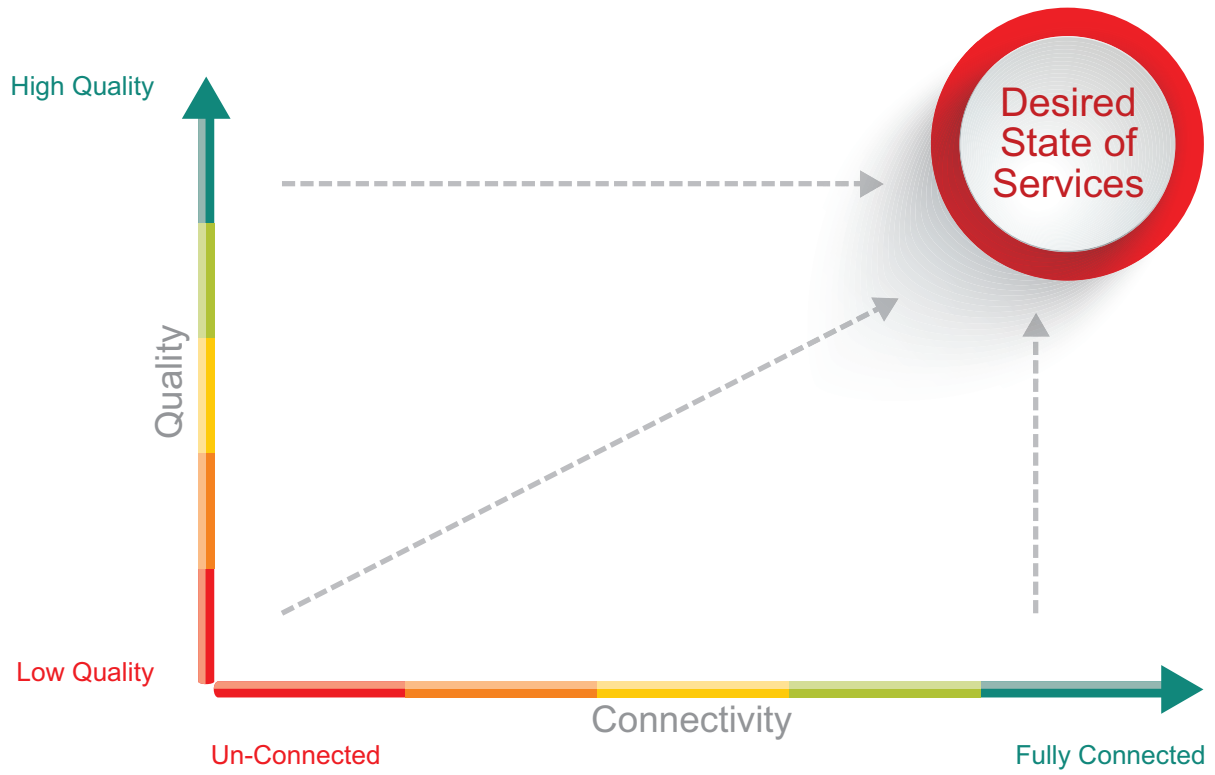
Important Notes:

- Paper based manual information exchange among Government Entities during the service processing will NOT qualify as a Connected Service even if the service is eEnabled or mEnabled.
- Dubai Smart Government Department strongly encourages government entities to define their services from a customer perspective rather than from an entity perspective. Customer perspective service definition entails looking at life events (the holistic customer needs for life events) rather than a limited entity interaction perspective for life events or customer needs. Meeting customer needs for a life event may entail connecting multiple government entities' services through collaboration among them.
- Dubai Smart Government Department strategically intends to transform the government entities' services towards Distinctive and Highly Connected Smart Services from a provisioning perspective. This will require extensive innovation and collaboration among the government entities.

⁶ A service that integrates two or more organizational units within the same entity is NOT considered a Connected Service.

⁷ Connected refers to cross-entity(ies) electronic integration for service delivery purposes (it does not denote physical connectivity only).

⁸ Connected concept applies only to inter-dependent services. Hence it is inapplicable to independent services.



◆ 12 Threshold Smart Services Indicators ◆

Dubai Smart Government Department will be tracking the following Smart Services Indicators and related Transaction Indicators (among others):

12.1 % of Threshold Smart Services Enablement (sEnablement)

% of Threshold Smart Services Enablement (sEnablement) = (Number of mEnabled services + Number of eEnabled services which are eligible for eEnablement but not for mEnablement) / (Total Number of Services eligible for eEnablement) x 100

Informational, Interactive and Transactional services will be included in the above calculation.

Total Number of Services eligible for eEnablement, includes services that are uniquely counted from the service listing, which are eligible for eEnablement.

12.2 % of Threshold Smart Services Completion (sCompletion)

% of Threshold Smart Services Completion (sCompletion) = ((% of mCompletion * Number of mEnabled services + % of eCompletion for services which are eligible for eEnablement but not for mEnablement * Number of eEnabled services which are eligible for eEnablement but not for mEnablement) / (Total Number of Services eligible for eEnablement))

12.3 % of Threshold Smart Services Adoption (sAdoption)

% of Threshold Smart Services Adoption (sAdoption) = % of eAdoption for Threshold Smart Services

Important Note:

- % of Threshold Smart Services Adoption entails adoption of electronic channels regardless whether it is mobile or not. Mobile specific adoption will be tracked through the mAdoption indicator separately.
- % of Threshold Smart Services Adoption applies only to Transactional services; it does not apply to Informative and Interactive services.

General Note on Adoption Calculations:

eAdoption, mAdoption and sAdoption formulas specified in this document assume transactions adoption as the basis for their calculations regardless of individual services.

Dubai Smart Government Department will also analyze cumulative number of transactions against cumulative number of services for a given government entity. This will allow in identification of certain services having disproportionately large relative number of transactions which may in turn disproportionately contribute to the adoption calculations (i.e. a few services having relatively large number of transactions may significantly shape the adoption calculations by relatively diminishing the contribution of all the remaining services' transactions to the adoption calculations). In an ideal scenario, all services should have similar adoption figures.

Additionally, Dubai Smart Government Department shall also calculate average service adoptions for eAdoption, mAdoption and sAdoption. These calculations will merely be mathematical averages of individual services' eAdoption, mAdoption and sAdoption figures. Needless to say, these will be different from transactions adoption since the number of transactions per service show considerable variance.

12.4 Extension and Expansion of Threshold Smart Services Indicators to Other Smart Service Types

Dubai Smart Government Department will extend and apply the enablement, completion and adoption indicators to Distinctive and Connected Smart Services in a similar manner as explained in Sections 12.1 to 12.3.

Dubai Smart Government Department will also expand upon the existing indicators to gauge further performance measures. As an example, it would be highly beneficial to gauge the ratio of Distinctive Smart Services to Threshold Smart Services (this will reflect the efforts undertaken for quality guidelines compliance during enablement).

Another pertinent measure might be the ratio of Connected Smart Services to Threshold Smart Services (this will reflect the cross-governmental connectivity, or integration, efforts undertaken during enablement).

In general, various services indicators will allow gauging the relative intensity of efforts undertaken by government entities in terms of enablement, connectivity, and quality guidelines compliance.

12.5 Customer Indicators

Dubai Smart Government Department will conduct periodic and / or ad hoc customer surveys to gauge customer awareness, usage, satisfaction, and trust and confidence for mEnabled and eEnabled services.

These will complement the government entities provided indicators such as enablement, completion and adoption. Hence, Dubai Smart Government Department intends to assess the services from both government entities' supply perspective as well as from customers' demand and usage perspectives.

◆ 13 Estimated Cost Saving Per Transaction ◆

Besides bringing efficiencies and customer satisfaction in the service delivery process, one of the major goals of eServices implementation and adoption is to ensure cost saving per transaction. The cost saving can be achieved both at customers' (individuals and businesses) and entities' end.

(this is based on the assumption that the average salary is AED 4,800 per month and people work 160 hours in a month)

Also, number of visits to obtain a complete service varies depending on the complexity and nature of the service. The entities are suggested to determine how many visits are required to obtain a complete service.

Following example illustrates how to calculate the transaction cost for a customer:

13.1 Customer Perspective

In order to obtain a service using a traditional method of service delivery (over-the-counter), the customers have to physically visit the government office. At a very high level, a physical visit to the Government office involves following three types of direct costs:

Example: (Parking Cost + Fuel Cost + Time Cost (Travel Time and Time in the Government Office)) x (Total Number of Visits)

Parking Cost = 2 AED

Fuel Cost = 5 AED

Average Time Cost = 30 AED + 30 AED (if it takes an hour to deliver the service)

Total Number of Visits = 1 (if only one visit to the government office is required)

Total Transaction Cost for Customer: $(260+5+) \times 1 = 67 \text{ AED}$

If the customer requires two visits to the government office, the Total Transaction Cost for the Customer will be: $(260+5+) \times 2 = 134 \text{ AED}$

Notes:

- Actual Service Fee is not included in this calculation
- The Government Entities are strongly encouraged study and formulate their methodology to calculate customer cost saving per transaction
- The entities can propose other methods to calculate cost per transaction provided they give an explanation of their calculation methodology to the Dubai Smart Government Department so that this calculation (Customer cost saving model) can be incorporated.

- **Parking Cost:** When the customers drive to the government office they have to bear parking expenses. In Dubai, parking a car for an hour costs approximately two dirhams and five dirhams for two hours. These costs vary depending on how the customers pay and where they park. In order to stay consistent with the calculation methodology, it is recommended that the entities consider this cost as fixed (i.e. 2 dirhams for one hour and 5 dirhams for two hours).
- **Fuel Cost:** While driving to the government office, the customers' vehicles consume fuel, which need to be considered as cost. On average, driving to a government office can cost the customer approximately five dirhams as fuel expense. In order to stay consistent with the calculation methodology, it is recommended that the entities consider this cost as fixed.
- **Time Cost:** There are two kinds of time cost:
 - **Travel Time:** We assume, traveling to a government office each way takes approximately half an hour (one hour round trip). One hour round trip to the government office can cost the customer approximately AED 30. (this is based on the assumption that the average salary is AED 4,800 per month and people work 160 hours in a month)
 - **Time in the Government Office:** The time customers spend in the government office varies depending on the nature of the individual services. The entities are suggested to use their internal estimates and processes to determine average time it takes to process a customer request. If it takes an hour to process a customer request, the time cost in the government office will be AED 30 and for half an hour, the time cost will be AED 15.

13.2 Entity Perspective

The entities providing services also have to bear a number of fixed and variable costs to deliver the service. To keep the calculations simple, entities are suggested to consider both front-office and back-office employee costs.

- **Front Office Cost:** The front office expenditures include salaries and wages, administration and other direct costs. As a result of eServices adoption, this cost can be minimized by reducing the overheads. For now, the entities are suggested to consider only salaries and wages of the employees.

Assume that the average per hour salary of a government employee is AED 85 (this is based on the assumption that average monthly salary of a government employee is AED 11,900 and they work 140 hours in a month)

Example: If an employee on average takes an hour to serve the customer the entity front-office cost per transaction will be AED 85. If it takes in total half an hour to serve the customer including all the visits the front office cost per transaction will be AED 42.5 (85/2)

Note: Entities are suggested to use their best judgment to determine how long a front office employee takes to deliver a service. Duration of delivering a service can vary depending on the nature of the service.

- **Back Office Cost:** Cost per transaction at the back office can be reduced by doing some process reengineering at the backend. The entities are advised to include backend cost savings only if they have done any kind of reengineering. However, it is at the entities' discretion to calculate the back office cost savings.

Notes:

- Actual Service Fee is not included in this calculation
- The Government Entities are strongly encouraged to study and formulate their methodology to calculate Entity cost saving per transaction.

◆ 14 Service Procedure ◆

In order to ensure a complete description of the service, the following information about the service needs to be formulated and collected:

1. Required Documents
2. Service Fees
3. Required Approvals
4. Terms and Conditions

Entities have to keep in mind that this information, when made available to the customer, will provide the customer with a complete set of requirements that should be met in order to obtain the service.

14.1 Required Documents

This should list all documents required by the Entity, which the customer needs to submit in order to request the service. Examples of such documents are application forms, customer credentials (passport copy/trade license copy/etc.), clearance documents, etc. (authentication credentials such as usernames/passwords are excluded from Required Documents).

14.2 Service Fees

This should list all the service fees as determined by the Entity. Service fees may be divided into multiple categories. All categories of service fees description, amount and unit need to be clearly defined.

For example, advertising permit fees can be calculated as an amount per square meter of the advertisement size. In this case the unit is square meter.

14.3 Required Approvals

If the Entity requires that the customer obtains approvals to be able to receive the service, such approvals should be clearly identified and defined. Such approvals can either be obtained from within the Entity (Internal) or from other Entities (External).

14.4 Terms and Conditions

Terms and conditions are the general rules, established by the Entity, governing the provisioning, delivery and use of the service. These rules should be stated clearly without ambiguity as these are legally or regulations-wise binding for the customer.