



# SMART SERVICE DELIVERY EXCELLENCE MODEL VERSION 4.0

SMART DUBAI GOVERNMENT ESTABLISHMENT



دبي الذكية  
SMART DUBAI

# TABLE OF CONTENTS

1	Purpose of this Document	03
2	Scope of this Document	04
3	Ownership of this Document	04
4	Smart Services Delivery Excellence Model (SSDEM)	05
5	Smart Services Delivery Excellence Model (SSDEM) Elements	06
6	Smart Services Delivery Excellence Model (SSDEM) Components	08
	Component 1: Accessibility	09
	Component 2: Usability and Design	20
	Component 3: Content	31
	Component 4: Functionality	41
7	Conclusion	50

# 1. PURPOSE OF THIS DOCUMENT

The main purpose of this document is to provide Dubai Government entities with a set of service generic and technology neutral quality guidelines to help them in implementing their smart services.

This document revises, and hence supersedes, the earlier published “Smart Services Delivery Excellence Model, V3.0” and will also be used for conducting periodic quality evaluations of smart services provided by Dubai Government entities.

Technology and platform specific guidelines are intentionally omitted to maintain independence and neutrality. A customer experience perspective has been adopted through emphasizing service aspects aiming to attain positive customer perception.

In this context, this document provides a high-level technology neutral guidance to be adopted by government entities in designing and implementing their smart services as part of the Smart Government initiative.

## 2. SCOPE OF THIS DOCUMENT

The guidelines stated in this document are applicable to all services owned or managed by Dubai Government entities. However, the model is also applicable for non- Governmental services.

Several integral elements of service design, particularly service specific ones, have been omitted intentionally in order to preserve autonomy within the government entities. It also leaves significant room for service innovation by the government entities. It encompasses a unified set of generic quality guidelines which are applicable to all smart services regardless of their nature (unless indicated otherwise).

## 3. OWNERSHIP OF THIS DOCUMENT

The ownership of “Smart Services Delivery Excellence Model” document lies with Smart Dubai Government Establishment. Smart Dubai Government Establishment is responsible for the maintenance, revision and enhancement of this document. Smart Dubai Government Establishment may in due course incorporate further revisions and enhancements based on its consultation with the government entities.

## 4. SMART SERVICES DELIVERY EXCELLENCE MODEL (SSDEM)

SDG has designed Smart Services Delivery Excellence Model (SSDEM) to contribute to the provisioning of customer focused services by Dubai Government entities. This document defines and briefly elucidates various components of the SSDEM. SSDEM is composed of a set of quality guidelines for smart services.

The overarching goal of the SSDEM is to contribute in achieving a superior customer experience during the usage of smart services provided by Dubai Government entities.

The customer experience is a composite function of customer perceptions, feelings, prior expectations versus actual usage impressions, pre and post utilization of a service among others.

**SSDEM incorporates the following service related quality principles in determining various guidelines defined in the model:**

- ✓ Accessible
- ✓ Predictive / anticipative
- ✓ Easy-to-use / Intuitive
- ✓ Context sensitive (aware)
- ✓ Seamless
- ✓ Trust and confidence aspiring
- ✓ High-Performance and Reliable
- ✓ Efficient

The fundamental premise of SSDEM is that above quality principles will contribute to achieving superior customer experience.

The large number of Dubai Government smart services provided to different customers pose challenges in identifying a unified set of quality guidelines. In this context, SSDEM provides a set of generic quality guidelines applicable to all smart services (unless indicated otherwise). Needless to say, service specific aspects will also significantly contribute to customer experience. Therefore, service specific aspects implemented by the government entities together with the adoption of SSDEM quality guidelines will determine the overall customer experience.

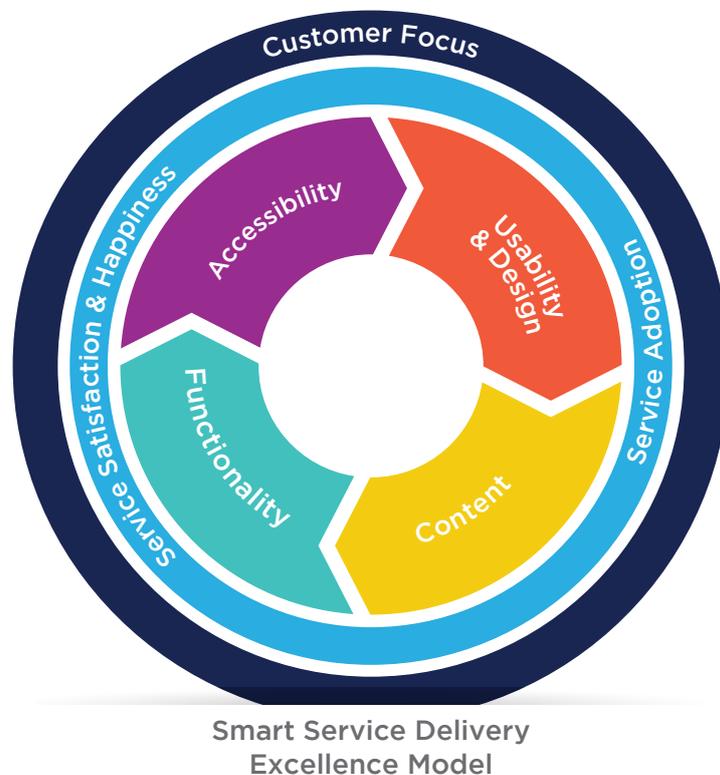
SSDEM leaves substantial room for innovation for Dubai Government entities in designing their smart services. The guidelines included in the SSDEM can be considered as good practices to be adopted during the design phase of smart services. They can also be treated as a checklist to aid in the design phase.

## 5. SMART SERVICES DELIVERY EXCELLENCE MODEL (SSDEM) ELEMENTS

Smart services quality guidelines are represented through the “Smart Services Delivery Excellence Model (SSDEM)” developed by SDG in this document. SSDEM provides a broad set of guidelines to ensure customer focused smart services, while allowing the customers to maintain a certain level of uniform service experience through Dubai Government entities’ smart services. The uniformity of the customer experience is maintained at a high level without being overly prescriptive and leaves a wide margin for Dubai Government entities to innovate within the specified broad guidelines.

Figure “1” presents the SSDEM (Smart Services Delivery Excellence Model), which consists of 3 main elements:

- ✓ Concept,
- ✓ Components (encompassing guidelines), and
- ✓ Objectives.



SSDEM is built around a “Customer-Focus” Concept and entails 4 Components encompassing 37 guidelines, namely;

- ✓ Accessibility ( 8 Guidelines )
- ✓ Usability & Design ( 11 Guidelines )
- ✓ Content ( 9 Guidelines )
- ✓ Functionality ( 9 Guidelines )

The guidelines intend to provide generic control on how to ensure that smart services are designed for achieving two main Objectives:

- ✓ **Service Satisfaction & Happiness**
- ✓ **Service Adoption**

**Note:** Several guidelines have been incorporated from the formerly SDG published “Smart Services Delivery Excellence Model V3.0” and the UAE Telecommunications Regulatory Authority (TRA) published “Mobile Government Guidelines 2013”. Additionally, international best practices, especially in the field of mobile services and applications, were researched and selected applicable ones were included for guidance.

## 6. Smart Services Delivery Excellence Model (SSDEM) Components

This section describes each component briefly and defines guidelines in each component along with a brief description. Applicable service nature is indicated for each guideline along with applicable smart service channel(s). Certain guidelines may apply to only particular nature of services (e.g. a guideline may be applicable to only transactional services) or to particular smart service channels (e.g. a guideline may apply to only web and mobile website based services but not to services that reside in mobile native applications or to SMS based services).

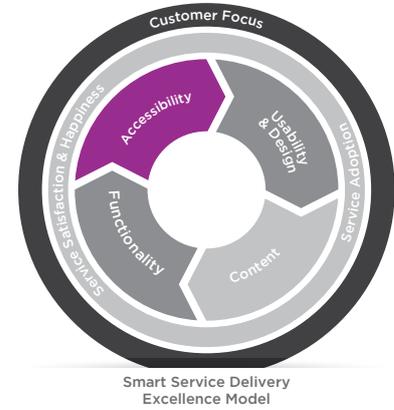
<sup>1</sup> Please consult the issued "Smart Service Definition Policy V4.0" Document by SDG for the definition of service nature.

<sup>2</sup> SMS denotes Short Messaging Service available on mobile phones.

# COMPONENT 1: ACCESSIBILITY

Smart services are used by a largely heterogeneous population that comprises users with vastly different learning styles and capability levels. From conception to implementation, smart services designers must be ever mindful of possible access barriers if the desired goal is to create a smart service that is inclusive and accessible to the widest possible audience.

Accessibility determines how easy and convenient it is for the user to access the smart service. Smart services should be easily accessible for all users with minimum effort. Following are the guidelines to contribute in enhancing smart services' accessibility.



Component : Accessibility	
Guideline Number: <b>A.01</b>	<b>Applicable Service Nature</b> <input checked="" type="checkbox"/> Informational <input checked="" type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input checked="" type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Provide a logically structured way to reach a service (service reachability) from website or application.	
<b>Description</b> <p>A sitemap must always be available throughout government entity website(s), which can take customers to the service they are seeking. Government entities need to ensure that a sitemap on their website(s) and/or a list of services on their Mobile Native application(s) is available. The sitemap and the list should be logically structured which make it convenient for customers to find the desired service.</p> <p>Logical structuring may include major categories, sections and subsections which are designed based on customer needs.</p> <p>It is important to provide customers with easily accessible services regardless of their provisioning channel. A service should be reachable with minimum effort from a customer.</p>	

Component : Accessibility	
Guideline Number: <b>A.02</b>	<b>Applicable Service Nature</b> <input checked="" type="checkbox"/> Informational <input checked="" type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input checked="" type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Ensure services to be located easily in major search engines for accessing and / or downloading, also to be located easily using website or application "search" option.	
<b>Description</b> <p>Internet users tend to use a search engine to reach their topics of interest and/or their actual needs including services; therefore a service should be reachable with minimum effort from a customer, also visitors to websites may use the entity website's search functionality to reach a service once they access the website (The same applies to mobile native applications if and only if a search functionality is provided in them). Entities should aim to:</p> <ul style="list-style-type: none"> <li>Get their websites/services listed in commonly used search engines (e.g. Google, Yahoo, bing, Ask, etc.) since they generate a sizable portion of the user traffic for government websites.</li> <li>Be ranked high within the search results relevant to their core businesses and services provided.</li> </ul> <p>For Mobile Native Applications, and if user used the search engine browser on his mobile then it should direct him to an appropriate links to download mobile services which reside in mobile applications from well-designated application stores (e.g. iOS App Store, Google Play Store, Blackberry World, Windows Phone Store, etc.).</p> <p><b>Entities should have a basic website search feature that is:</b></p> <ul style="list-style-type: none"> <li>Available in a consistent location at the page header throughout the website.</li> <li>Easily accessible and easy to use.</li> <li>Capable of performing a basic keyword search, at a minimum.</li> <li>Working properly and producing relevant, meaningful and good quality results.</li> </ul> <p>For further details, please refer to Smart Websites Excellence Model, v4.0, Guideline Number UD.05</p>	

Component : Accessibility	
Guideline Number: <b>A.03</b>	<b>Applicable Service Nature</b> <input checked="" type="checkbox"/> Informational <input checked="" type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input checked="" type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Provide a bilingual (Arabic and English) service.	
<b>Description</b> <p>Bilingual services enhance accessibility especially in a diverse, multi-cultural, and multi-lingual environment such as Dubai. The service must be available in both languages, namely Arabic and English as minimum.</p> <p>In case some component of a service is not provided in a bilingual manner, a note must always be provided to inform customers in advance. The customers must know beforehand</p>	

Component : Accessibility	
Guideline Number: <b>A.04</b>	<b>Applicable Service Nature</b> <input checked="" type="checkbox"/> Informational <input checked="" type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input checked="" type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<p><b>Guideline:</b> Ensure full compatibility with all major browsers for website based services (e.g. Apple Safari, Microsoft Internet Explorer, Google Chrome and Mozilla Firefox, etc.) and provide native mobile services for major platforms (e.g. iOS App Store, Google Play Store, etc.).</p>	
<p><b>Description</b></p> <p>The service should be designed to work appropriately and consistently with all major and mostly used web and mobile browsers where applicable. Therefore, government entities' services should:</p> <ul style="list-style-type: none"> <li>✓ Be designed in a way that different web/mobile browsers display the same results consistently.</li> <li>✓ Avoid promoting one or more particular browser(s).</li> <li>✓ Remain usable, fully functional and produce consistent results for different browsers and for browsers' different versions.</li> </ul> <p>Services in websites should function appropriately and consistently with Apple Safari, Microsoft Internet Explorer, Google Chrome and Mozilla Firefox. For further details, please refer to Smart Websites Excellence Model, v4.0, Guideline Number A.03</p> <p>Services in mobile websites should function appropriately and consistently with Apple Safari, Android Browser, Opera Mini, Google Chrome and Blackberry internet browsers.</p> <p>Services residing in mobile native applications should target to be available for major mobile platforms. To a minimum, Apple iOS and Google Android platforms should be supported by default (SDG reserves the right in the future to change specific platform recommendations depending on the evolution of platform adoption by customers).</p>	

Component : Accessibility	
Guideline Number: <b>A.05</b>	<b>Applicable Service Nature</b> <input type="checkbox"/> Informational <input type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input checked="" type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Provide an appropriate and robust authentication mechanism for the service by utilizing the government-wide common component DubailD for smart services.	
<b>Description</b> <p>The government entity should provide an appropriate authentication mechanism for the service. Depending on requisite security, single or multiple factor authentication mechanisms can be adopted for the service. Authentication mechanism should:</p> <ul style="list-style-type: none"> <li>✓ Provide a clear and well-defined registration / sign-up procedure which is clearly communicated to the customers for using the service. Authentication related terms and conditions (policies) should be clearly outlined and communicated to the customers.</li> <li>✓ Clearly communicate the requirements for authentication token(s) to the customers during the registration / sign-up (e.g. password length, allowable characters, case sensitivity, etc.).</li> <li>✓ Clearly communicate the authentication token(s) requirements for periodic changes to the customers during the registration / sign-up process. Reminders should be sent in advance of the actual expiry of authentication token(s) (e.g. a reminder message can be sent to the customer one week and / or a few days prior to password expiry).</li> <li>✓ Clearly communicate the account locking mechanism, if any, after a certain number of authentication trials (e.g. the acceptable number of trials and the account lock-out period).</li> <li>✓ Provide a facility to recover from accidental loss / forgetting of authentication token(s) (e.g. loss of physical tokens, disremembering passwords, etc.).</li> <li>✓ Provide a facility to logout which subsequently will treat the customer as unauthenticated for further interactions.</li> <li>✓ Provide a facility to amend the alterable portion of authentication token(s) (e.g. changing password, changing PIN, etc.) after suitable verification.</li> </ul>	

### Guideline Number: A.05

- ✓ Utilize a secure electronic channel for the transmission of authentication tokens (e.g. passwords).
- ✓ Provide a single authentication mechanism for all the services of a given government entity. As a good practice, once the customer is authenticated for any of the services being offered by a government entity, the customer should not be required to authenticate again if he/she needs to access any other service being offered by the same entity unless the user intentionally logs out (or uses a service that requires a higher level of authentication within the same authentication mechanism).
- ✓ Smart Services must use DubaiID government-wide common component as per the policy directive stated in "Smart Services Implementation Policy" issued by Smart Dubai Government Establishment.

Component : Accessibility	
Guideline Number: <b>A.06</b>	<b>Applicable Service Nature</b> <input type="checkbox"/> Informational <input type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input checked="" type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Anticipate or predict the need for a service before being initiated (triggered) by the customers where applicable.	
<b>Description</b> <p>Smart Services in some cases can predict the need for a service before being initiated (triggered) by the customers. This is dependent on understanding the needs and expectations of customers from existing transactions data and also through sharing information among the government entities.</p> <p>Recurring (periodic) payments or transactions can be reminded to customers through electronic messages (e.g. email, SMS, etc.).</p> <p>If a service is initiated when a threshold is reached then reminders can be sent to customers prior to, or upon reaching, the threshold (e.g. Salik recharge).</p> <p>If another service, potentially from even another government entity, will most likely ensue a completed service, the downstream government entity can anticipate such a need and inform the customer about it upon completion of an upstream service. Such service anticipations and predictions should incentivize government entities to consider dependencies and relationships among services across entities.</p>	

Component : Accessibility	
Guideline Number: <b>A.07</b>	<b>Applicable Service Nature</b> <input checked="" type="checkbox"/> Informational <input checked="" type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Redirect customers to the appropriate channel based on customer device and customer preference	
<b>Description</b> <p>The government entity should automatically redirect mobile customers (i.e. customers using a mobile device) who visit entity's service in a website to the mobile-optimized website version if one exists. However, the customers should be allowed to go to the Full website if they choose to do so.</p> <p>The government entity should inform a mobile customer if there is a mobile native application for his/her corresponding device and for the corresponding service. This information should be provided only for customers who are using a mobile device for which there exists a mobile native application. For example: A "Download iPhone app" bar can be shown to customers with an iPhone device, but NOT to customers with an Android device. The customer should be given the choice to continue using the service without downloading the mobile native application (i.e. customer preference overrides entity preference).</p>	

Component : Accessibility	
Guideline Number: <b>A.08</b>	<b>Applicable Service Nature</b> <input checked="" type="checkbox"/> Informational <input checked="" type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Provide Access to the Smart Services for People of Determination.	
<b>Description</b> <p>The audience of government Services includes a diverse group of individuals with disabilities, some of which are indicated below:</p> <ul style="list-style-type: none"> <li>✓ Visual disabilities: blindness, low vision or loss of visual acuity.</li> <li>✓ Auditory disabilities: complete deafness or some levels of hearing loss.</li> <li>✓ Cognitive disabilities: speech dysfunction, language or learning impairments.</li> <li>✓ Physical disabilities: impaired mobility or loss of fine motor control.</li> </ul> <p>The World Wide Web Consortium (W3C) provides informative guidance (but does not set requirements) with regard to interpreting and applying Web Content Accessibility Guidelines (WCAG) 2.0 [WCAG20] to web and non-web mobile content and applications, for making mobile web and mobile application content accessible for people with disabilities. For further details, regarding Website accessibility guidelines, please refer to Smart Websites Excellence Model, v4.0, Guideline Number A.05.</p> <p>Mobile Accessibility Guidelines: How WCAG 2.0 and Other W3C/WAI Guidelines Apply to Mobile guidelines organized under 4 principles as briefly stated below.</p> <p>(<b>Important:</b> The principles and guidelines briefly mentioned below <b>should not be used as a basis to verify the conformance level with the guidelines.</b> Therefore, government entities must refer to official Mobile Accessibility documentation and use it as a basis to determine their level of conformance.)</p>	

<sup>1</sup> The World Wide Web Consortium (W3C) is an international community where [HYPERLINK "http://www.w3.org/Consortium/Member/List"](http://www.w3.org/Consortium/Member/List) Member organizations, a full-time [HYPERLINK "http://www.w3.org/People/"](http://www.w3.org/People/) staff, and the public work together to develop [HYPERLINK "http://www.w3.org/standards/"](http://www.w3.org/standards/) Web standards, Source: [www.w3.org](http://www.w3.org)

<sup>2</sup> <http://www.w3.org/TR/mobile-accessibility-mapping/>. The intellectual property rights of these guidelines and 4 principles belong to W3C, not SDG.

## Guideline Number: A.08

### 1. Principle

#### 1: Perceivable: Information and user interface components must be presentable to users in ways they can perceive.

- i. Guideline 1.1: Small screen size: Small screen size is one of the most common characteristics of mobile devices. While the exceptional resolution of these screens theoretically enables large amounts of information to be rendered, the small size of the screen places practical limits on how much information people can actually view at one time, especially when magnification is used by people with low vision.
- ii. Guideline 1.2: Zoom/Magnification: A variety of methods allow the user to control content size on mobile devices with small screens. At the browser level these methods are generally available to assist a wide audience of users. At the platform level these methods are available as accessibility features to serve people with visual impairments or cognitive disabilities.
- iii. Guideline 1.3: Contrast: Mobile devices are more likely than desktop/laptop devices to be used in varied environments including outdoors, where glare from the sun or other strong lighting sources is more likely. This scenario heightens the importance of use of good contrast for all users and may compound the challenges that users with low vision have accessing content with poor contrast on mobile devices.

### 2. Principle

#### 2: Operable: User interface components and navigation must be operable.

Guideline 2.1: Keyboard Control for Touchscreen Devices: Mobile device design has evolved away from built-in physical keyboards (e.g. fixed, slide-out) towards devices that maximize touchscreen area and display an on-screen keyboard only when the user has selected a user interface control that accepts text input (e.g. a textbox).

- ii. Guideline 2.2: Touch Target Size and Spacing: The high resolution of mobile devices means that many interactive elements can be shown together on a small screen. But these elements must be big enough and have enough distance from each other so that users can safely target them by touch.
- iii. Guideline 2.3: Touchscreen Gestures: Many mobile devices are designed to be primarily operated via gestures made on a touchscreen. These gestures can be simple, such as a tap with one finger, or very complex, involving multiple fingers, multiple taps and drawn shapes.
- iv. Guideline 2.4: Device Manipulation Gestures: In addition to touchscreen gestures, many mobile operating systems provide developers with control options that are triggered by physically manipulating the device (e.g. shaking or tilting). While device manipulation gestures can help developers create innovative user interfaces, they can also be a challenge for people who have difficulty holding or are unable to hold a mobile device.
- v. Guideline 2.5: Placing buttons where they are easy to access: Mobile sites and applications should position interactive elements where they can be easily reached when the device is held in different positions.

## Guideline Number: A.08

### 3. Principle

#### 3: Understandable: Information and the operation of user interface must be understandable.

- i. Guideline 3.1: Changing Screen Orientation (Portrait/Landscape): Some mobile applications automatically set the screen to a particular display orientation (landscape or portrait) and expect that users will respond by rotating the mobile device to match. However, some users have their mobile devices mounted in a fixed orientation (e.g. on the arm of a power wheelchair).
- ii. Guideline 3.2: Consistent Layout: Components that are repeated across multiple pages should be presented in a consistent layout.
- iii. Guideline 3.3: Positioning important page elements before the page scroll: The small screen size on many mobile devices limits the amount of content that can be displayed without scrolling.
- iv. Guideline 3.4: Grouping operable elements that perform the same action: When multiple elements perform the same action or go to the same destination (e.g. link icon with link text), these should be contained within the same actionable element.
- v. Guideline 3.5: Provide clear indication that elements are actionable: Elements that trigger changes should be sufficiently distinct to be clearly distinguishable from non-actionable elements (content, status information, etc).
- vi. Guideline 3.6: Provide instructions for custom touchscreen and device manipulation gestures: The ability to provide control via custom touchscreen and device manipulation gestures can help developers create efficient new interfaces. However, for many people, custom gestures can be a challenge to discover, perform and remember.

### 4. Principle

#### 4: Robust: Content must be robust enough that it can be interpreted reliably by a wide variety of user agents, including assistive technologies.

- i. Guideline 4.1: Set the virtual keyboard to the type of data entry required: On some mobile devices, the standard keyboard can be customized in the device settings and additional custom keyboards can be installed.
- ii. Guideline 4.2: Provide easy methods for data entry: Users can enter information on mobile devices in multiple ways such as on-screen keyboard, Bluetooth keyboard, touch, and speech.
- iii. Guideline 4.3: Support the characteristic properties of the platform: Mobile devices provide many features to help users with disabilities interact with content.

**Note:** Link to Mobile Accessibility Guidelines: How WCAG 2.0 and Other W3C/WAI Guidelines Apply to

Mobile: <https://www.w3.org/TR/mobile-accessibility-mapping/>

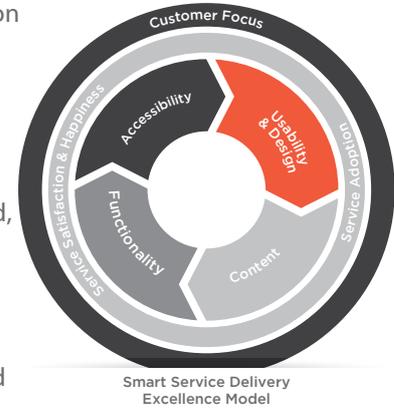
## COMPONENT 2: USABILITY AND DESIGN

The service experience should convey a homogenous and unified perception to all customers. Brand elements should include and utilize Dubai Government's as well as the entity's imagery, iconography and visual cues where applicable and feasible.

Brand identity of government entities should be promoted for their respective communications and promotion channels. This requires a unified, seamless and usable design which customer experiences during service usage.

User interface design elements should have appropriate sizes and unambiguous functionality. Information architecture and navigation should be intuitive for customers.

Following are the set of guidelines to achieve a nominal level of usability and common design across the Dubai Government services:



Component 2: Usability and Design	
Guideline Number: <b>U.01</b>	<b>Applicable Service Nature</b> <input checked="" type="checkbox"/> Informational <input checked="" type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input checked="" type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Provide authenticity of services by providing appropriate references to government official entities in line with government communication standards where applicable.	
<b>Description</b> <p>The Government of Dubai logo should appear as well as the Government entities' own logo appropriately placed in the reserved place on entity's websites and mobile website, in accordance with government communication standards. For further details, regarding Web and Mobile Website, please refer to Smart Websites Excellence Model, v4.0, Guideline Number UD.01.</p> <p>Mobile native applications should clearly include text or imagery pertaining to government entity (i.e. government affiliation) for the service. The same should be preserved consistently across all screens during service usage.</p> <p>The government entity name should be clearly mentioned in the Mobile SMS message header and is recommended to be mentioned in the SMS message as well if needed.</p>	

<sup>1</sup> <http://tec.gov.ae/media/6243/gggc-ar.pdf>, Government communication general guide for the departments, authorities and institutions of the government of Dubai issued by TEC (2009)

Component : Usability and Design	
Guideline Number: <b>U.02</b>	<b>Applicable Service Nature</b> <input checked="" type="checkbox"/> Informational <input checked="" type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input checked="" type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Utilize appropriate screen resolution and text font sizes by taking into consideration readability and device size limitations.	
<b>Description</b> <p>Screen resolution choice should be made with consideration depending on the device screen size (e.g. mobile) and the amount of content to be displayed. In general, it is best to use large resolutions and less content on the screen, creating a more user friendly device in the case of mobile devices.</p> <p>While considering text font size, consider the target user’s device screen sizes. As with many mobile devices it is the case that the screen sizes are not comparatively sized; therefore, the font size should not be too large. At the same time, keeping the font too small creates readability issues. Compromise should be found in considering the user experience and mobile device properties. Entities should aim at complying with device related development guidelines.</p> <p><b>Source:</b> Mobile Government Guidelines 2013 issued by UAE TRA.</p>	

## Component : Usability and Design

Guideline Number: **U.03**

### Applicable Service Nature

- Informational    Interactive  
 Transactional

### Applicable Smart Service Channel

- Web    Mobile Website    Mobile Native Application    Mobile SMS Service

**Guideline:** Ensure user interface (UI) buttons to indicate unambiguous functionality.

### Description

Make sure the User Interface (UI) buttons are indicating clear functionality and make sense to the users. If the application is using custom buttons rather than default ones, users should intuitively know what function the button serves and where it will take the user.

When visual icons are used rather than text, make sure they are logical to the user. Graphics should be clear and self-explanatory.

The unnecessary crowding of buttons makes the navigation inconvenient. Icons or links should have enough space in between in order to avoid tap errors.

**Source:** Mobile Government Guidelines 2013 issued by UAE TRA.

Make it clear to customer what can be selected, tapped or swiped (this is known as affordance which allows customers to naturally take the desired actions for a user interface), especially on touchscreen devices. Swipe ambiguity should be avoided, i.e. the same swipe gesture should not mean different things in different areas of a screen.

Ensure that touchability is clear and that items such as links, icons and buttons are visibly tappable.

For touchscreen devices, touch targets should be appropriately sized and sufficient space should be left to avoid selection errors.

Follow conventions and patterns to reduce the learning curve for users and to make the mobile experience more intuitive. Native applications should follow platform-specific standards and guidelines (please consult <http://developer.android.com/design/style/index.html> for Android platform design guidelines, <https://developer.apple.com/library/ios/documentation/userexperience/conceptual/mobilehig/MobileHIG.pdf> for iOS platform Human Interface guidelines, and <http://msdn.microsoft.com/en-us/library/bb158602.aspx> for designing Applications for Windows Mobile Platforms).

Developing custom interfaces which work against platform-specific standards may confuse customers, introduce barriers and alleviate adoption. It is advised to apply the principles of the OS-native interface kit, and design your interface elements without altering the underlying functions.

Component : Usability and Design	
Guideline Number: <b>U.04</b>	<b>Applicable Service Nature</b> <input checked="" type="checkbox"/> Informational <input checked="" type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input checked="" type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Provide a descriptive and easy to understand name for service.	
<b>Description</b> <p>All services should have unique and distinctive names. Care should be taken to keep these names intuitive, descriptive and easy to understand for all customers.</p> <p>Use of abbreviations for the name of a service should be avoided. The name of the service should always be available, clear and readable while using the service by customers.</p>	

Component : Usability and Design	
Guideline Number: <b>U.05</b>	<b>Applicable Service Nature</b> <input checked="" type="checkbox"/> Informational <input checked="" type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input checked="" type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Provide intuitive, predictable, well-structured, self-explanatory, and clear navigation.	
<b>Description</b> <p>It is important to design an intuitive information architecture for services. The navigation structure should be made predictable by the user and accessing each functionality should be made easy. The number of clicks to reach the desired content should be kept to a minimum.</p> <p>Information can be delivered on a hierarchical basis sorting the most relevant as the easiest to access. The purpose should be clearly identified and it should be assured that the user would find the intended functionality in just a few steps.</p> <p>Links to the main features of the application should be displayed in the main page of the application and users should be able to see the overall functionality of the application. Inner pages should have secondary links displayed clearly wherever applicable.</p> <p>Titles and links should clearly identify the purpose of the material. For each piece of content, applications should use clear and descriptive titles and links.</p> <p>Provide navigational buttons on each screen the user might land on. Considering the screen size, in many cases it can be more convenient to just display 'back' and 'home' buttons and navigate to other pages via home screen. Relevant in-content links may also help users navigate seamlessly within the application.</p> <p>Navigation icons and buttons should be designed to the very least of 30-pixel size. It should be clear where the navigation would take the user.</p> <p><b>Source:</b> Mobile Government Guidelines 2013 issued by UAE TRA.</p> <p>Clear means of navigating away from system messages, errors, application alerts, etc. back to service should be provided.</p>	

Component : Usability and Design	
Guideline Number: <b>U.06</b>	<b>Applicable Service Nature</b> <input type="checkbox"/> Informational <input checked="" type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input checked="" type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Obtain service requisite information from customer through simple and easy to use mechanisms emphasizing efficiency, and utilize tap and click features where possible to eliminate text input entry.	
<b>Description</b> <p>It is important to ensure that service requisite information is obtained in a customer-friendly manner. Below are some guidelines government entities should follow in that regard:</p> <ul style="list-style-type: none"> <li>Pre-fetch / populate already available customer profile data to minimize manual</li> <li>✓ service data entry (examples of pre-fetched customer are name, address, account number, other customer specific identification numbers or related customer specific data, etc.).</li> <li>Default values can be displayed wherever possible. This could be the last item</li> <li>✓ selected by the user or in some cases the most frequently selected item (such as today's date for some date entry fields)</li> <li>Provide user selectable pre-defined inputs where possible to minimize manual</li> <li>✓ service data entry (e.g. pull-down fields with pre-defined values).</li> <li>Any input obtained from the customer MUST be mandatory for the service</li> <li>✓ execution or delivery; otherwise optional inputs should be eliminated to simplify the service data entry where possible.</li> <li>All fields that are mandatory should be clearly labeled or marked in a way that</li> <li>✓ clearly indicates that these fields are required. Common procedures of indicating that a field is required may include the symbols like an asterisk (*) preferably in bold format with a different color in accordance with user interface design. If space and design accommodate, the words "Required field" may accompany the mandatory fields. Regardless of the method used, it should be clearly labeled. Knowing that a required field was missing after submission and having to refill is a tedious and unpleasant experience. So, as a good practice, the user should be alerted about specific missing fields before the actually submission.</li> <li>In case of errors during submission, the valid fields should be displayed again</li> <li>✓ pre-filled and the field(s) that contain invalid data should be highlighted.</li> </ul>	

## Guideline Number: U.06

### Description:

- ✓ Where a specific data format is required, the specific data format should be stated within or adjacent to the field with an example. For example if a field requires the entry of a date, it should indicate if it is in long format or short, with international standard placeholders like DD-MM-YY or DD/MM/YYYY, and also with examples like 03-12-13 or 03/12/2013.

- ✓ For obtaining consistent data, phone number format must also be given with examples and instructions on whether to enter area code with brackets, dashes or without any spaces. Similar checks and formats should be placed for other data like passport numbers, identity card, credit card information etc. This will prevent the user from guessing at what convention or format to follow, and it will also help in ensuring that all the data is obtained in a consistent format.

- ✓ Where any data, especially numerical data, requires a data type or unit, it should be clearly mentioned adjacent to the data field. If the user is required to enter financial data as amounts, the field should be accompanied by the currency whether the information is required in US\$ or AED. Similarly with other quantitative data like distance, length, weight etc. the appropriate units in Meters, Kilometers, etc. should be clearly mentioned to avoid even the slightest ambiguity.

- ✓ Auto-completion, auto-capitalization, spellcheck suggestions and prediction technology should be used to reduce the effort required to input data and to reduce errors, with the ability to revert as needed. However, auto-capitalization should be turned off for email, password, URL, and other case-sensitive fields; but turned on for proper nouns like names and locations. Similarly, auto-correction should be turned off for email, password, URL, and other non-alphabetical inputs; but turned on for text areas and free-form inputs. Also the trailing spaces in inputs that might ensue auto-correction should be removed.

Fields requiring attachments should indicate the maximum acceptable size and also the acceptable format(s) for attachments.

- ✓ Make sure all the text-based communication is done with an understandable terminology.
- ✓ According to the targeted users' profile, choice of words and terms should be considered. Complex sentences or excessive use of unfamiliar terms diminish user experience (Source: Mobile Government Guidelines 2013 issued by UAE TRA).

Tap and click alternatives should replace any text based input requirement wherever possible, for example entering date via text in the form of Day/Month/Year can be eliminated by presenting a calendar visually.

Similarly, entering currency, amounts, and other text based inputs can be eliminated through visual mechanisms as well as providing alternatives from pre-defined selection lists.

Alternate input mechanisms can be offered based on the device's capabilities where possible. Services can take advantage of quite a few input mechanisms built into devices, including motion, camera, gyroscope and voice.

Note for Mobile Devices: It is recommended that services on mobile devices recognize specific input types where applicable and adjust the input modes accordingly. For example, if a field requires email address, a virtual alphanumeric keyboard with ".", "@", and ".com" keys can be brought up. Similarly, specifying an input of the type number brings up a virtual numeric keyboard.

Component : Usability and Design	
Guideline Number: <b>U.07</b>	<b>Applicable Service Nature</b> <input type="checkbox"/> Informational <input checked="" type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input checked="" type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Provide clear methods for alerts that require customer attention or display important information to the customers.	
<b>Description</b> <p>It is important to ensure that alerts in services provide critical information and provides unambiguous and useful choices for customers.</p> <p>The alerts should be brief and clear, explaining the cause and what the customer can do, along with clearly labelled buttons.</p> <p>Notifications should be brief and informative, not interfere with anything the user is doing, and be easy to act on or dismiss.</p> <p>Service should provide feedback and confirmation on screen without disrupting customer's interaction.</p> <p>If the service displays badges and status bar notifications, keep the badges updated and clear them only when the user has attended to the new information.</p> <p>If the service is processing data, an alert should clearly indicate that (e.g. by displaying a message on the screen "Processing XXX", etc.). If a file is uploading it should indicate that the file is uploading, preferably with the percentage of file upload updated. If the page needs multimedia files, long textual information, images, or any other form of large data, the placeholder should show what items are being uploaded.</p> <p>If anything is being loaded and the user is not aware of what it is, the user may assume that the system is stuck or that the connection is terminated. It should also be stated what a person should do if the file does not load properly, and how the user should reload it.</p> <p>Technical terminology should be avoided to ensure customer understanding of the alerts and notifications from the service itself.</p> <p>Most browsers do not allow pop-up windows to open on websites. Hence, services should not use pop-up windows in browsers for various alerts.</p>	

Component : Usability and Design	
Guideline Number: <b>U.08</b>	<b>Applicable Service Nature</b> <input checked="" type="checkbox"/> Informational <input checked="" type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input checked="" type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Avoid horizontal scrolling in default screen size (unless resized by the customer) and avoid vertical scrolling if possible.	
<b>Description</b> <p>The service should be designed to avoid horizontal scrolling in default screen size of the service application.</p> <p>Vertical scrolling should be enabled through an unambiguous navigation cue such as scroll bar, implied vertical scrolling signage or clearly indicated buttons, etc.</p>	

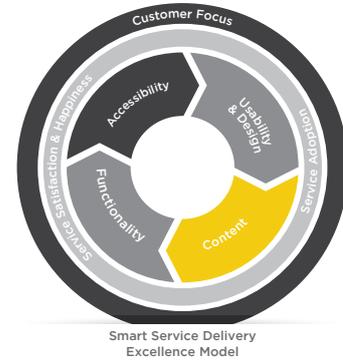
Guideline Number: <b>U.09</b>	<b>Applicable Service Nature</b> <input type="checkbox"/> Informational <input checked="" type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input checked="" type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Ensure the service does not require additional plug-ins or downloads.	
<b>Description</b> <p>The service should be supported by the device it runs on and the content to be presented in a format supported by the device without requiring additional plug-ins and softwares to be downloaded.</p> <p>The service should not rely on technology that is not universally supported by customers' devices, including cookies, Flash, frames, pop-ups and auto-refreshing.</p> <p>It is the responsibility of the government entity to provide services in a ready to use manner. In case a specific program is required for a service, it must be freely available software on the web and detailed instructions should be given for downloading and installing it.</p>	

Component : Usability and Design	
Guideline Number: <b>U.10</b>	<b>Applicable Service Nature</b> <input type="checkbox"/> Informational <input checked="" type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input checked="" type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Provide context aware mobile user experience where possible.	
<b>Description</b> <p>A mobile device can be used at anytime, anywhere. The mobile context is about the environment and the circumstances of usage — anything that affects the interaction between the user and the interface, which is especially important for mobile since the context can potentially change constantly and rapidly. Hence, device features and capabilities should be used to anticipate and support the user’s context of use.</p> <p>The service should accommodate for changes in context based on the time of day and when the user is using the app. For example, customer support channels can be modified (e.g. disabled) if they are not available during the time of accessing the service (e.g. if the call center is not available the corresponding image or text can be dimmed or disabled as a visual cue). Similarly, an application containing maps and utilizing GPS information can switch from day to night mode with different glares for safer night-time driving.</p> <p>Location information can be identified as to where a customer is and relevant nearby content and service related information can be displayed. For example, a search for “metro stations” on a mobile device can bring up closest stations to the current location of the device and that day’s metro running times, showing the ones closest to the current time.</p> <p>Government entities are strongly encouraged to leverage on various device capabilities, especially in the case of mobile devices, to achieve an enhanced customer experience (subject to appropriate validation and availability of device capabilities).</p>	

Component : Usability and Design	
Guideline Number: <b>U.11</b>	<b>Applicable Service Nature</b> <input checked="" type="checkbox"/> Informational <input checked="" type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input checked="" type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Utilize customer device resources efficiently	
<b>Description</b> <p>If graphics are utilized in the application, limiting their size to certain levels to control download times and battery usage should be considered seriously. Although quality graphics definitely lead to a better user experience, the efficiency and performance issues are the priority for application users. Neat and speedy applications are mostly preferred over slow and graphics-heavy applications.</p> <p>Application size should not be too large to avoid slow download processes. It would be convenient for users if they can download applications on any type of connection be it Wi-Fi, 2G or 3G etc.</p> <p>It is advisable to keep the core mobile application size to not more than 12-15 MB. Additional features can be served as an add-on or in-application data download so as to avoid irrelevant use of device memory.</p> <p>Application properties should take into account the battery consumption and should not cause any significant drawback on mobile device battery life.</p> <p>Mobile applications should crosscheck available internet connections and use the Wifi wireless connection as a default wherever available. When excessive data usage will take place, users should be notified in case of a mobile broadband connection (2G, 3G etc.).</p> <p>Saving sessions or making use of the content for offline use functionalities should be made available to the user wherever applicable.</p> <p><b>Source:</b> mobile Government Guidelines 2013 issued by UAE TRA.</p> <p>Large or high resolution images should be avoided to make better use of customer device resources (unless highly critical information is lost).</p>	

## COMPONENT 3: CONTENT

The content for a service is a crucial element in communicating with customers. The content needs to be alive, current, accurate, relevant and easy to read for customers to enhance service experience. Though the control of content on a website is left to the respective government entity to decide in line with their objectives, below are some guidelines that government entities should follow to ensure clear, structured and proper content on their services:



Component : Content	
Guideline Number: <b>C.01</b>	<b>Applicable Service Nature</b> <input checked="" type="checkbox"/> Informational <input checked="" type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input checked="" type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Provide sufficient information about a service.	
<b>Description</b> <p>It is always important that Government entities provide customers with detailed information about the service they are intending to use. The service information or guide should include the below:</p> <ul style="list-style-type: none"> <li>✓ Service Name: the name of the service should be self-explanatory; the user should not need to read the service description unless he/she needs more information.</li> <li>✓ Service Description: a brief description about the service.</li> <li>✓ Service Requirements: details of the requirements needed for this service (e.g. documents).</li> <li>✓ Service Procedures: list of steps needed for this service, the steps should be clear and available in sequence.</li> </ul> <p>Service Forms: if the services require form(s) to be filled, an option should be available to download.</p> <ul style="list-style-type: none"> <li>✓ Service Expected Completion Time: The expected average time to complete this service.</li> <li>✓ Service Fees : the fees for this service (in some cases different fees might be required depending on certain conditions).</li> <li>✓ Service Channels: the list of channels the service is available on.</li> <li>✓ Service Centers: physical locations to access the service.</li> <li>✓ Related Services: some services may require other service(s) from other entity(ies) or from the same entity. In such case(s) a link(s) or information to these service(s) should be available.</li> <li>✓ Additional Information: it is at entity's discretion to provide miscellaneous information about the service.</li> </ul> <p>Size constrained devices can provide service information in a clever manner through categories and providing more information as the user requests for it or adopting a layered approach.</p> <p>It is advisable to provide a text alternative for every non-text element during the service processing.</p>	

Component : Content	
Guideline Number: <b>C.02</b>	<b>Applicable Service Nature</b> <input checked="" type="checkbox"/> Informational <input checked="" type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input checked="" type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Provide generic self-service help for general inquiries along with context sensitive help for specific service related issues.	
<b>Description</b> <p>A facility which is easily recognizable by the customer should be provided to accommodate general service inquiries such as FAQs. a facility to get online help should be structured to incorporate issues around service inputs, service fees and payment options, service disputes and support, service channels, service stages / phases and their tracking, service cancelation or termination, etc. A layered FAQ design can be used for size restricted channels to increase readability and clarity.</p> <p>Provide a 'help' button to instruct the user on how to use the application. Avoid application information to display on the landing page (Source: Mobile Government Guidelines 2013 issued by UAE TRA).</p> <p>Optional videos can be provided to help customers understand the service and its related issues (by including options to play, pause and stop the video and control the volume).</p> <p>The service might require certain specific and highly technical data which may not be immediately clear to the customer. In such cases, the service should provide on the spot context sensitive explanation of terminology and technical jargon in order to avoid customer misconception. Such specific and highly technical data can be unambiguously identified during the service data entry and may have associated methods for inquiring further information (e.g. a help button, a question mark sign, etc.).</p>	

Component : Content	
Guideline Number: <b>C.03</b>	<b>Applicable Service Nature</b> <input checked="" type="checkbox"/> Informational <input checked="" type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input checked="" type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Provide a facility to gather satisfaction, feedback, suggestions, complaint and recommendation likelihood subsequent to service completion.	
<b>Description</b> <p>The customer should be presented with a simple and easy-to-use facility to provide optional feedback, suggestions and complaint for a service.</p> <p>Naturally, it is preferable to obtain positive feedback (commendation) publicly and negative feedback (criticism) privately. A facility should be presented to capture customer experience with the completed services, (e.g. a question about the overall satisfaction for the service, a question about the likelihood of the customer to recommend the service to a friend or colleague).</p> <p>Government entities are encouraged to track the results of these questions and to enhance the results through continuous improvement of services, as well as using the happiness meter</p> <p>The image below illustrates this concept by providing two options to the customer for feedback about a service.</p>	

Guideline Number: C.03



Image Credit: [www.smallte.ch](http://www.smallte.ch)

If the customer likes the service then the customer is presented with several options to provide positive feedback (commendation) publicly through several means as illustrated below.

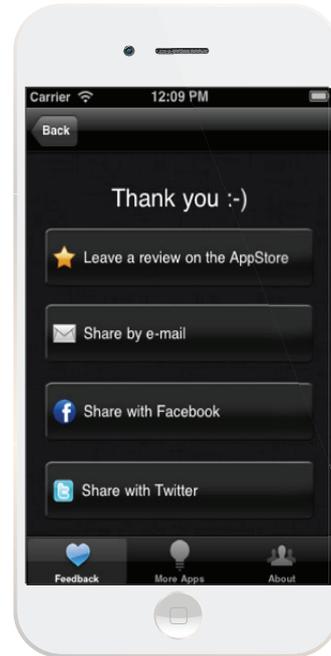


Image Credit: [www.smallte.ch](http://www.smallte.ch)

Similarly, if the customer has concerns about the service then the customer is presented with an option to provide negative feedback (criticism) privately to a well-defined email.



Image Credit: [www.smallte.ch](http://www.smallte.ch)

This allows capturing of criticisms privately while allowing commendations to be publicized to increase awareness of a service.

Note: This guideline is not mandating the exact method shown in the above graphical examples. It is shown to illustrate the concept itself. The concept is applicable to different online channels (not just mobile as illustrated in the graphical examples).

The government entity is expected to collect customer feedbacks and consider them as a potential enhancement for service as part of the continuous improvement.

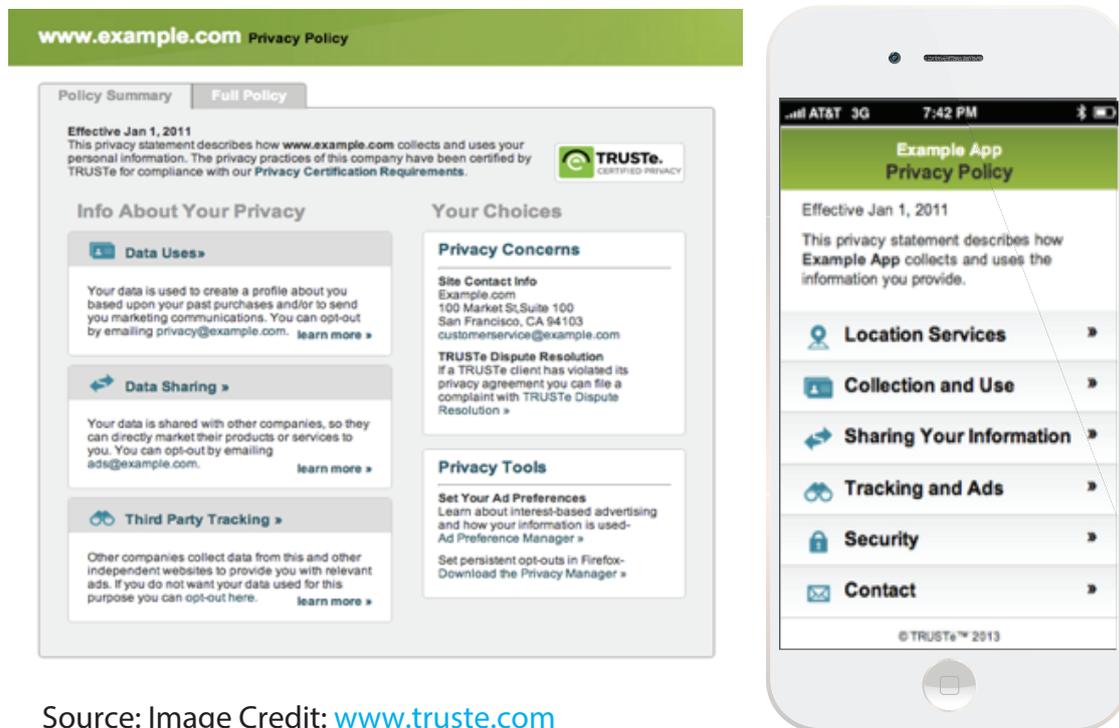
Component : Content	
Guideline Number: <b>C.04</b>	<b>Applicable Service Nature</b> <input type="checkbox"/> Informational <input checked="" type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input checked="" type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Provide information about government office location(s) along with visual map information.	
<b>Description</b> <p>In case the customer wants to obtain a service physically or the customer is required to visit the government office as part of the service delivery process, the government office location including all the relevant contact information must be clearly mentioned. This information will help the customer in physically locating the government entity office location(s).</p> <p>Government entities should present their office locations through visual maps in their websites and mobile applications.</p> <p>An option should be provided to locate the closest government entity office location based on the utilized mobile device current location information (applicable to devices with GPS information).</p> <p>A service may require location data as input to a service or output from a service. In such cases, government entities should use visual map information for such location data (e.g. tourist information for sightseeing, dining, hotels, etc., location based traffic information, population density by location, etc.).</p> <p>Make sure the customer device supports image maps before using them.</p>	

Component : Content	
Guideline Number: <b>C.05</b>	<b>Applicable Service Nature</b> <input checked="" type="checkbox"/> Informational <input checked="" type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input checked="" type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Guideline: Provide a tailored and consistent approach for multi-channel services.	
<b>Description</b> <p>The fundamental features and the related content of a service should be tailored based on channel characteristics and features.</p> <p>Essential features and content should be provided for size restricted channels (e.g. mobile phones). Optionally, additional more detailed and extended features and content can be provided through size restricted channels only if requested by the customers.</p> <p>Larger size channels (e.g. websites viewed through desktop PCs) can provide additional content for the same service which is a more detailed and extended version.</p> <p>Conflicts across channels pertaining to services should be avoided. For example:</p> <ul style="list-style-type: none"> <li>✓ a service related activity, setting, transaction, etc. should be consistent regardless of the channel being utilized by a customer throughout service delivery.</li> <li>✓ a service can be accessed from one channel and inquired from another one, yet consistency across channels should be maintained.</li> <li>✓ customer settings modified in one channel should be visible and applied across all channels.</li> </ul> <p>It is strongly recommended to maintain visual consistency across channels through the use of color, typography and branding.</p>	

Component : Content	
Guideline Number: <b>C.06</b>	<b>Applicable Service Nature</b> <input type="checkbox"/> Informational <input type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input checked="" type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Collect personal or private information subject to user consent through secure means.	
<b>Description</b>  <p>The permission to collect personal or private information should be granted explicitly by the customer.</p> <p>The policies provided for the service should unambiguously explain and clarify how the collected personal or private information will be used or shared with other entities, if any. This will contribute to enhancing trust and confidence on services.</p> <p>A secure channel must be used for transmission of personal / private information.</p>	

Component : Content	
Guideline Number: <b>C.07</b>	<b>Applicable Service Nature</b> <input type="checkbox"/> Informational <input type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input checked="" type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Provide clear policies addressing service terms and conditions, privacy and security among others.	
<b>Description</b> <p>The goal of policies is to create transparency in business practices and to help customers make informed decisions about services usage.</p> <p>It is important to clearly state service related practices (including for privacy, security and other business related issues including potentially contentious ones), and present them contextually.</p> <p>A link should be provided to privacy policies on the registration screen.</p> <p>The policies themselves should be accessible in a secondary section throughout the service (such as the footer or a "More" tab).</p> <p>The policies should be presented conveniently on mobile devices by offering a concise summary with an option to email the entire policy. Privacy and security policies tend to be particularly long including legal terminology that customers often blindly click through to continue what they really want to do, so it is important to make it easy for customers who are genuinely interested in the fine print.</p> <p>A layered policy design should be used for size restricted channels to increase readability and clarity. It is a visually appealing way of presenting policies in a structured form geared for size restricted channels. In a layered policy design, main policy categories (topics) are identified and listed as main navigation elements providing customers easy access to relevant ones for detailed information. Two graphical examples are shown below to highlight the concept in the context of a privacy policy.</p>	

Guideline Number: C.07



Source: Image Credit: [www.truste.com](http://www.truste.com)

Note: This guideline is not mandating the exact method shown in the above graphical example. It is shown to illustrate the concept itself.

Mobile applications should have accessible Terms and Conditions page that clearly defines the usage agreements, property rights and credentials. Users should agree the Terms and Conditions at least once within the application. It can be provided after the initial installation as a Terms of Use agreement page and allow the user to access the application only after agreeing to the stated terms (Source: Mobile Government Guidelines 2013 issued by UAE TRA).

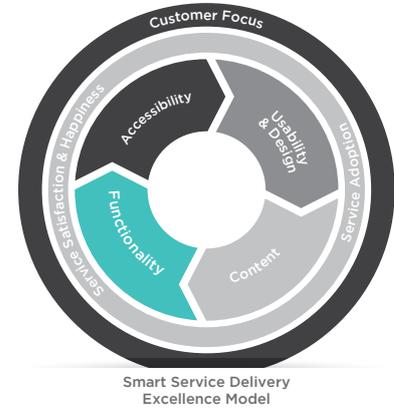
Component : Content	
Guideline Number: <b>C.08</b>	<b>Applicable Service Nature</b> <input checked="" type="checkbox"/> Informational <input checked="" type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input checked="" type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Integrate social networking aspects to the service experience.	
<b>Description</b> <p>It is important to create content and features that enable social participation and user interaction and facilitate sharing on established social networks.</p> <p>The service should enable customers to connect with their own social networks. This entails simple features such as enabling sharing, bookmarking, tagging, liking and commenting on social networks.</p>	

Guideline Number: <b>C.09</b>	<b>Applicable Service Nature</b> <input checked="" type="checkbox"/> Informational <input checked="" type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input checked="" type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Provide consistent information regarding the update of service.	
<b>Description</b> <p>Mobile applications incorporating mobile services should provide appropriate release / version information for unambiguous identification.</p> <p>Web based services should provide information regarding the last update and the information should be made available throughout the service delivery process.</p> <p>This ensures that all the updates are documented, and the customer is alerted to any changes that may have been made during the last update. In addition, it indicates to the customer that the government entity reviews its services delivery process and makes updates when required.</p> <p>Use of an automated script that shows the current or a pre-set date for the last update is strongly discouraged.</p>	

## COMPONENT 4: FUNCTIONALITY

The service should function as promised by government entity and as expected by customers. Appropriate service related information and notification(s) should be provided to customers. Physical visits should be avoided to the maximum extent possible, unless the service mandates them. The service should work entirely error-free and service response times should be defined and delivered in line with customer expectations.

Following are the set of guidelines to achieve a nominal level of functionality across Dubai Government services:



Component : Functionality	
Guideline Number: <b>F.01</b>	<b>Applicable Service Nature</b> <input type="checkbox"/> Informational <input type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input checked="" type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Provide notification of registration / payments/ submissions confirmation through an electronic message to the customer, and present the customer with an appropriate confirmation screen upon completion of a transaction.	
<b>Description</b> <p>Notification should be instantly sent to the customer confirming the transaction performed for a service through an electronic message (e.g. SMS, email). The notification should be clear and should include as a minimum a reference number, contact information, in case of approvals the customer must be notified about the specific approval date and time of the request. This will also help the customer to keep a record of the pertinent transaction.</p> <p>All confirmation screen upon completion of a transaction and receipts generated for service transactions must include relevant information for customers' records and follow ups. A reference number, contact details, date and time of the transaction are some examples of such information. The confirmation and receipts should also be available in a printable format. It is recommended that confirmations and receipts to be sent to customers' emails.</p>	

## Component : Functionality

Guideline Number: **F.02**

### Applicable Service Nature

- Informational     Interactive  
 Transactional

### Applicable Smart Service Channel

- Web     Mobile Website     Mobile Native Application     Mobile SMS Service

**Guideline:** Provide customer focused information regarding service delivery and its phases.

### Description

This guideline applies to services which are not delivered real-time on the spot but rather require some back-office processing by the government entities.

It is important to communicate to the customers the major steps / phases that the service goes through during its execution until its final delivery.

Expected timeframe for each major step / phase that the service goes through during its execution until its final delivery should be communicated to the customer during the service access. This will determine the expectation of the customer for service delivery.

All procedures like saving and printing of receipts, acknowledgement emails, and every other procedure that requires an action at the customer end should be clearly outlined.

If the delivery process involves receiving an SMS or phone notification, a specific time frame within which the user should expect a response should be stated. As a good practice, a graphical representation of the process may be included, highlighting the major steps / phases.

The major steps / phases should be outlined in an easy-to-understand language that the customer would comprehend rather than using technical terminology.

It should include instructions on what the customer should do if the service is accidentally terminated during or after completing a certain step / phase. All this information should be clearly stated to ensure that the customer understands the service processes and knows what to expect and do in each step / phase. Apart from enabling the customer to understand service processes, it will also help in reducing repeats and errors due to lack of understanding and awareness.

Upon delivery of the service, the customer must receive instant confirmation of the delivery of a service via electronic channels. Email or SMS confirmation must contain all the relevant details necessary to identify the delivered service. If the customer needs to reply to the confirmation message, then it should be clearly indicated.

After the completion of a service, the customer should still be able to retrieve the service delivery information at a later time including payment (where service requires payment).

Component : Functionality	
Guideline Number: <b>F.03</b>	<b>Applicable Service Nature</b> <input type="checkbox"/> Informational <input type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input checked="" type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Ensure the availability of online account log, services status and payment history.	
<b>Description</b> <p>Upon login, customers should have a facility to view their account history that shows which service they had accessed and when. The facility should also provide the last time the account had been accessed, and logged out. If there had been any financial transactions done in the past, the customer should be able to see a brief overview of the transaction. The payment history must show the payment method but should not reveal private and confidential data such as credit card numbers.</p> <p>While a service is being processed, the customer must be able to inquire about the status of the service for various approvals. The status of the service should be automatically updated onto the online system as soon as there is a change in the level of approval. If this is not the case, the customer should be able to obtain the status using other communication channels without the need to physically visit the government entity office(s).</p>	
Guideline Number: <b>F.04</b>	<b>Applicable Service Nature</b> <input type="checkbox"/> Informational <input type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input checked="" type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Deliver services with no physical visits required by customers to the government offices.	
<b>Description</b> <p>Unless the service requires mandatory physical visits, there should be no need for the customer to physically visit the government offices during the entire service process.</p> <p>Hard copy service related documents can be delivered to the customers via courier services invalidating the need for customer physical visits (government entities are strongly encouraged to use electronic documents rather than hard copy documents during their service process).</p> <p>If a physical visit is mandatory to the government office due to service nature, the process should be clearly mentioned before accessing the service and upon completion of the service access. The information should include the permitted timings for physical visits, the physical address and directions to reach the government office.</p>	

Component : Functionality	
Guideline Number: <b>F.05</b>	<b>Applicable Service Nature</b> <input type="checkbox"/> Informational <input type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input checked="" type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Ensure the availability of online account log, services status and payment history. Ensure the availability of online account log, services status and payment history.	
<b>Description</b> <p>Customers should be able to pay electronically for services that require electronic payment.</p> <p>Electronic payment facility should provide different payment options (types) for customers including, but not limited to, credit cards, prepaid cards, direct debit (account transfers), etc.</p> <p>The procedures for disputes regarding electronic payment should be clearly outlined and communicated to the customers. Rules and regulations regarding electronic payment should also be included in service(s) related terms and conditions.</p> <p>Smart Services must use DubaiPay (ePay and MobilePay) government-wide common components as per the policy directive.</p>	

Component : Functionality	
Guideline Number: <b>F.06</b>	<b>Applicable Service Nature</b> <input type="checkbox"/> Informational <input type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input checked="" type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Provide error free services regarding unintended technical issues.	
<b>Description</b> <p>Service performance is one of the factors that influences the usage and adoption in a customer-centric service framework. From the point of view of customers, performance is assessed partially based on the availability (or uptime) of the site, and the number of errors on it. Some of the service performance related items which can impact service efficiency and effectiveness include scripting errors, coding errors, etc. during service processing.</p> <p>In general, there should be no unintended technical errors during the service process (from access to delivery). Some non-exhaustive technical error examples are indicated below:</p> <ul style="list-style-type: none"> <li>No connection time-out errors are allowed during the service delivery process.</li> <li>✓ No broken link errors are allowed during the service delivery process.</li> <li>✓ No scripting errors are allowed during the service delivery process.</li> <li>✓ No Domain Name Server (DNS) errors are allowed during the service delivery process.</li> <li>✓ No 404 errors are allowed during the service delivery process.</li> <li>✓ No 500 errors are allowed during the service delivery process.</li> <li>✓ No 505 errors are allowed during the service delivery process.</li> <li>✓ No socket errors are allowed during the service delivery process.</li> <li>✓</li> </ul>	

Component : Functionality	
Guideline Number: <b>F.07</b>	<b>Applicable Service Nature</b> <input checked="" type="checkbox"/> Informational <input checked="" type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input checked="" type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Provide timely and responsive service processing.	
<b>Description</b> <p>Initial start-up of the mobile applications should not be time consuming. Delaying heavy process functions after the start-up provides better user experience (Source: mobile Government Guidelines 2013 issued by UAE TRA).</p> <p>Service pages should load in appropriate time to ensure responsiveness for customers. As all the target customers may not have high-speed internet access, all service pages should be designed to load and to respond within 4 to 8 seconds even on a slow connection.</p> <p>The processing time on the server end should also be appropriate. If long delays cannot be avoided, the process should be divided into steps and the status of each process should be communicated to the customer. This will help the customer to understand what is causing the delay. Instead of processing data all at once for a service, the data processing may be broken down into pieces along with updates of each piece in real-time to the customers.</p> <p>It is advisable to keep the number of externally linked resources to a minimum since each link entails a separate request over the network which may cause delays especially in mobile devices.</p>	

Component : Functionality	
Guideline Number: <b>F.08</b>	<b>Applicable Service Nature</b> <input checked="" type="checkbox"/> Informational <input checked="" type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input checked="" type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Provide multi-channel highly available and responsive customer service (care).	
<b>Description</b> <p>A 24x7 multi-channel customer service (care) should be provided through telephone, online chat, online forms and email, among others.</p> <p>Telephone, online chat and email should be available 24/7 to ensure around the clock service for customers.</p> <ul style="list-style-type: none"> <li>✓ A facility to reach customer service should be conspicuously available throughout the service (e.g. a link or a button, etc. to customer service contact information, live support via click-to-call. i.e. a customer support number which can be dialled on the spot with a simple phone button).</li> <li>The customer service contact information along with applicable timings for each channel should</li> <li>✓ be clearly indicated in the same facility.</li> <li>The government entity must ensure that the information provided on all customer support</li> <li>✓ channels is consistent and identical.</li> <li>The Customer Service representative should introduce himself / herself in a professional manner</li> <li>✓ when responding to customer inquiries on the telephone channel. If the call involves access to and revelation of personal or private data, the customer service representative must ask question(s) requisite to verify/validate the identity of the caller. This is important to prevent anyone from compelling the customer service representative into giving away personal data pertaining to any of the customers.</li> </ul>	

## Guideline Number: F.08

### Description

- ✓ In case the customer cannot reach a customer service representative, a call-back (respond back) facility should be provided along with estimated call-back (respond back) timeframes not exceeding 24 hours.
- ✓ The waiting time on telephone channel (i.e. on-hold time) should not exceed 3-5 minutes to avoid long delays. It is also important to play important information for the customer while they are waiting on-hold rather than keeping the phone silent. A silent phone for an extended period of time could indicate to the user that the phone has been disconnected.  
  
The customer should be given an option to request a call back if the phone call is not answered by
- ✓ government entity within 3 minutes. The customer should be able to leave a message along with his / her contact details for call back.

The online form for customer support must utilize a server-based submission facility. The form must not launch the customer's email client. Launching of the default email program on customer's device may cause confusion and may not function as intended, especially if, the customer uses a free web based email program such as Yahoo Mail, Gmail, etc.

The waiting time for online chat should not exceed 1 minute. The time to receive a response / reply for an email sent to customer service should not exceed 24 hours (1 day). This excludes automated reply sent for acknowledging customer's inquiry.

The inquiries and general information about service transactions should include reference numbers, contact details, and all other required information for future reference and record keeping of the customers.

Component : Functionality	
Guideline Number: <b>F.09</b>	<b>Applicable Service Nature</b> <input type="checkbox"/> Informational <input type="checkbox"/> Interactive <input checked="" type="checkbox"/> Transactional
<b>Applicable Smart Service Channel</b> <input checked="" type="checkbox"/> Web <input checked="" type="checkbox"/> Mobile Website <input checked="" type="checkbox"/> Mobile Native Application <input type="checkbox"/> Mobile SMS Service	
<b>Guideline:</b> Connect with other government entities by utilizing GSB government-wide common component for exchanging information in order to avoid redundant customer submission of service data and inputs from other government entities.	
<b>Description</b> <p>The service should not require submission of any inputs and documents obtained from other Dubai government entities for accessing the service (e.g. personal information, visa information, trade license information, property and assets information, etc.).</p> <p>Such requirements should be handled on behalf of the customer by the government entity providing the service and should connect with other government entities providing such requisite data and documents.</p>	

## 7. CONCLUSION

This document has defined a set of quality guidelines for smart services, which all Dubai Government entities are expected to implement. Compliance with these guidelines will contribute to enhancing the quality of the smart services and will also in turn contribute to enhancing the customer experience.

SDG will use these guidelines in due course to conduct periodic quality evaluations of smart services provided by Dubai Government entities.

Various guideline descriptions in this document include more than one directive which will potentially translate into multiple criteria per guideline for conducting quality evaluations. In order to conduct smart services quality evaluations, SDG will in due course determine an extended list of criteria derived from the guidelines and their descriptions indicated in this document. SDG reserves the right to associate different weights for each criterion depending on its importance and potentially its ease of implementation.