



How SMART Governance Changed Program Governance for better Interaction and Program Communication

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ABSTRACT

This study was focused to find out how SMART Governance has changed program governance for better interaction and communication in UAE. A primary quantitative research method was employed to complete this study, where it was aimed to empirically evaluate how SMART Governance has changed program governance for better interaction and communication in UAE. Primary research was conducted where a closed-ended questionnaire-based online survey was carried out using Google Forms. The data was collected from a sample of 10 participants from the UAE in different entities who took part in program management. The data was analyzed statistically and the results were interpreted to get research findings which are discussed below. Based on the findings it was found that SMART Governance provides a reliable structure to the public for communication with the government. It helps in achieving good governance in program management. SMART Governance makes program management easier because it develops a common understanding of the roles and responsibilities of government employees. Moreover, SMART Governance simplifies information dissemination for the government which helps in program management. Besides, SMART Governance enables the public to have two-way communication with the government and makes it easier for the public to access government services. Therefore, based on the findings it was concluded that SMART Governance has changed program governance for better interaction and communication in UAE. Therefore, based on this research it is recommended to use SMART Governance to change program governance for better interaction and communication in UAE.

1. INTRODUCTION

In today's technologically advanced world the reliance and utilization of technology have increased multiple folds in every field of life to improve service quality and experience (Tomor et al., 2019). When a government organisation employs information and communication technologies to carry out daily activities to provide

government services to its public it is referred to as SMART Governance (Pereira et al., 2018). In short, the application of technology by a government to improve the delivery of its services, exchange of information and communication with its citizens is referred to as SMART Governance (Sucupira Furtado et al., 2023). SMART Governance can provide a reliable structure to the public for

communication with the government and can help in achieving good governance. SMART Governance makes program management easier by developing a common understanding of the roles and responsibilities of team members within a program (Liu & Qi, 2021). Moreover, it simplifies information dissemination for the government and enables the public to have two-way communication with the government. Besides, it makes it easier for the public to access services digitally (Bolívar & Meijer, 2016).

It is important to promote the better understanding of the work in the Program of an organization in order to execute the effective productivity (I. Akour et al., 2021; M. T. Nuseir et al., 2021). It is important to know about the rules and the responsibilities of their work for every individual in order to prove themselves and to take the analysis on the working quality of the individual. Also, it is mentioned in the study of (Sucupira Furtado et al., 2023) that the governance plays the significant role in the development and management of any programs throughout the statistics and the project handling gets the effective easiness by the SMART Governance. Also, the people need the better platform where they can get the information, substitutes for their problems very easily. The SMART Governance improves the quality of the work and the efficiency of the work can be very productive for the government.

In UAE, SMART Governance has enhanced the service delivery to its citizens and provided them greater access to its government services. Moreover, SMART Governance includes effective management of the delivery of mobile government services, e-government services, and improving their performance (H. Alzoubi et al., 2022; M. T. Nuseir, Aljumah, & El Refae, 2022a). SMART Governance while enabling better planning and decision making can change how public services are delivered and hence it can change the program governance (plan and framework for delivering government services). SMART Governance can play a major role in improving/changing program governance for better interaction and communication between public and government departments (M. Alzoubi et al., 2021; Mubeen et al., 2022).

It is notable, however, that limited research has been conducted to assess SMART Governance's

impact on improving/changing program governance to reach better communication and interaction between public and government departments. Therefore, this study is important to fill the gap present in the research literature. Furthermore, this study offers insights into whether SMART Governance has changed program governance in UAE to allow for better interaction and communication. To achieve this aim the following research objectives are proposed which are achieved upon completion of this research.

- To conduct primary research and empirically evaluate how SMART Governance has changed program governance for better interaction and communication in UAE
- To make recommendations regarding the use of SMART Governance to change program governance for better interaction and communication in UAE

1.1. Significance of Study

It is important to know the role of the SMART Governance in the handling of the programs. It is due to the reason that governance of the program is very crucial. It is an important term to place the opportunities and the strengths in same page and then avail them in order to achieve better communication and interaction while managing a program.

1.2. Research Question

How SMART Governance has changed program governance for better interaction and communication?

1.3. Research Objectives

To identify benefits that come from SMART Governance in development of better communication

To identify the impact of SMART Governance on the public program management

2. LITERATURE REVIEW

2.1. SMART Governance

SMART Governance improves performance and encompasses the successful administration of the service delivery of e-government and mobile government (Tariq, Alshurideh, Akour, Al-Hawary, et al., 2022). SMART Governance may improve how public services are provided and therefore change

program governance (the strategy and structure for delivering government services) by facilitating better decision-making and planning. SMART Governance may help improve/change program governance, allowing for improved engagement and communication between the government and the public agencies (Tariq, Alshurideh, Akour, & Al-Hawary, 2022). SMART Governance aids in the improvement of communication between the individuals and government, and also provides direct access to readily handle concerns (Kassem & Martinez, 2022).

2.2. SMART Governance and its application in Program Governance

The acts of a decision-making group and review responsible for adopting or accepting suggestions for a program under its jurisdiction are used to carry out program governance (Al-Kassem et al., 2012; Aziz et al., 2023). Project governance is a crucial management component that oversees all areas of a company's activities (H. M. Alzoubi, Ahmed, et al., 2022; M. El Khatib, Khadim, et al., 2023; M. T. Nuseir, Aljumah, & El Refae, 2022b). Project governance refers to the management system through which project decisions are made (H. M. Alzoubi, Alshurideh, Kurdi, et al., 2022). It involves enabling and performing programs decision-making, establishing procedures for supporting the program, and controlling the program from going astray from its planning (R. S. Al-Marroof, Alnazzawi, et al., 2021; M. T. Alshurideh, Alzoubi, El khatib, et al., 2022; M. M. El Khatib & Ahmed, 2018). Implementing SMART Governance in project management entails utilising existing technology to create performance indicators and matrices that allow the organization's sponsors, board of directors, and stakeholders to track and help present and future initiatives (H. M. Alzoubi, Alshurideh, Al Kurdi, et al., 2022). Nevertheless, existing literature provides limited evidence regarding the impact of SMART Governance on improving/changing program governance for better interaction and communication between the public and government departments. Limited studies are conducted in UAE to evaluate how SMART Governance has changed program governance for better interaction and communication.

2.3. Use of SMART Governance for better Interaction and Communication

SMART Governance is described as the government's use of ICT to enhance and offer public services, data sharing, integration of several independent services, communication activities, and infrastructure (I. Akour et al., 2022; M. El Khatib, Yaish, et al., 2021; M. T. Nuseir, Aljumah, & El-Refae, 2022). Better government services are the expected effect of e-government. When it is properly executed, it offers more efficiency, increased public engagement, better service delivery (M. T. Alshurideh, Obeidat, Victoria, Alzoubi, et al., 2022; M. El Khatib, Al Qurashi, et al., 2021) (R. S. Al-Marroof, Alahbabi, et al., 2022). To several issues that government organisations have faced SMART Governance is a viable solution to all of them, including operational problems, delayed service, and unaccountability. To significantly alter the nature of government institutions, it is possible through proper planning and implantation of SMART Governance. Despite the enormous potential, little is known about how to make SMART Governance efforts more successful (Bawaneh et al., 2023; M. El Khatib, Ibrahim, et al., 2023).

SMART Governance entails more than just setting up a server and populating it with Web pages. E-government influences several sectors of government and also many persons and organisations, therefore it is a critical concern (Sanchez et al., 2003). To enhance the performance of an organisation, information technology (IT) has emerged as a significant component. SMART Governance is being embraced by a large number of government entities as a way to enhance public service (A. Al-Marroof et al., 2021; A. I. Aljumah, Nuseir, et al., 2022a; Ghazal, Hasan, Abdullah, et al., 2023). The success of the utilisation of information technology to improve external and internal communication has been cited as a key aspect (Ahmed & Nabeel Al Amiri, 2022). According to (A. Aljumah et al., 2023; Gaytan et al., 2023; E. Khatib et al., 2021), SMART Governance is critical for increasing the efficacy and effectiveness of government-to-citizen interactions and government processes. Nevertheless, the implementation of SMART Governance has never been a simple undertaking for the authorities. It entails the human aspects integrated with the use

of technologies (A. I. Aljumah et al., 2021b; Ghazal, Al-Dmour, et al., 2023).

Furthermore, the SMART Governance is the significant method which creates the effectiveness in the various sector and it can play the effective role at any point where the SMART Governance is implemented (M. Alshurideh, Alzoubi, Alshurideh, Kurdi, et al., 2022). It is due to the reason that in the public administration also the SMART Governance can help in operating the better amount of the development of the new environment's concepts (H. M. Alzoubi et al., 2019; Nuseira & Aljumah, 2020). The monitoring through the SMART Governance can be very easier (H. M. Alzoubi, In'airat, et al., 2022; M. El Khatib et al., 2021). It is due to the reason that economic sector also can get the better development that when the public uses the SMART Governance and gets the awareness about the various effective terms and policies can create the better growth in the country (M. El Khatib, Khayat, et al., 2023; M. T. Nuseir & Aljumah, 2020).

While providing a stable framework for public contact with the government, e-government can assist to achieve better governance (Al-Dmour et al., 2023; Mat Som & Kassem, 2013). SMART Governance facilitates program management by fostering a shared knowledge of government employees' duties and responsibilities (A. H. Al-Kassem, 2017; M. M. El Khatib et al., 2023; Louzi, Alzoubi, Alshurideh, et al., 2022). Furthermore, it streamlines government information transmission and allows citizens to engage in two-way dialogue with the government (M. El Khatib et al., 2022; Lee, Nawanir, et al., 2023). Furthermore, it facilitates public access to the services offered by the government (AlDhaheri et al., 2023; M. El Khatib, Alzoubi, et al., 2023; Ghazal, Hasan, Ahmad, et al., 2023).

To enhance the operations of government agencies and deliver improved public services to people and companies, e-government is a wide term that refers to a variety of activities, such as the utilisation of ICTs (Ahmed et al., 2022; R. S. Al-Marroof, Alnazzawi, et al., 2022). It also aims for the government services to be approachable and also enhance accountability, and openness, to improve efficiency and the quality of service (Al-Awamleh et al., 2022; Arshad et al., 2023; M. El Khatib, Zitar, et al., 2023). Several nations have implemented e-

government as a strategy for ensuring transparency. Government attempts to enhance openness and prevent corruption include transparency as a key component (Nadzri et al., 2023) (R. S. Al-Marroof, Alhumaid, et al., 2021). For affluent groups, the lack of transparency may bring informational benefits, and also establish and maintain control of resources (A. I. Aljumah, Nuseir, et al., 2022b; H. Alzoubi & Ahmed, 2019). In the Middle East, UAE is amongst first nations to deploy e-government. It is argued by some researchers that the most democratic versions of the e-government are the ones that were designed earlier (M. Alshurideh et al., 2023). In UAE, two initiatives of e-government were introduced. UAE's e-government services were first implemented in 2000, and the ultimate objective of the government at that time was to provide every service through mobile phones or any other digital platform (A. I. Aljumah, Nuseir, et al., 2022c; Khan et al., 2022). Nevertheless, the UAE E-government strategy includes a central goal that claims that interacting through digital means with UAE's more efficient and transparent government would benefit all citizens and enterprises (H. Alzoubi et al., 2020; M. El Khatib, Ahmed, et al., 2023; Hani Al-Kassem, 2021; Sakkthivel et al., 2022). The UAE government's E-government initiative includes three goals (M. Alshurideh, Almasaeid, El Khatib, Alzoubi, et al., 2022; M. M. El Khatib & Ahmed, 2020). The primary goal is to enhance service by concentrating on consumers (including the government entities, public, small-scale businesses, and multinational corporates) (M. T. Alshurideh, Alquqa, Alzoubi, Al Kurdi, & Alhamad, 2023). The second goal is to build a system that reduces time and optimises the potential for both the people and the government who utilise the services provided by the government (Amiri et al., 2020; M. T. Nuseir, 2021; Varma et al., 2023). Moreover, the third goal is to improve the political and economic institutions of the state through increasing the transparency of the government (Abudaqa et al., 2022; A. I. Aljumah, Shahroor, et al., 2022; Lee, Wong, et al., 2023). As a result, the government seeks to improve not just efficiency but also government transparency, and openness (H. M. Alzoubi, Ghazal, El khatib, et al., 2022; M. T. Nuseir & Aljumah, 2022).

(A. Al-Kassem et al., 2013) researched UAE to

evaluate e-government impact on the transparency of government services. The data was acquired through a questionnaire sent to the individuals in UAE. The findings suggest that UAE residents are happy with the E-government system's performance (H. M. Alzoubi, Sahawneh, Alhamad, et al., 2022; M. El Khatib et al., 2020; Gulseven & Ahmed, 2022; M. T. Nuseir, 2020). Governments in both the developing and developed economies are investing heavily to become more effective, open, and engaging (Abudaqa et al., 2021; El khatib, Mahmood, et al., 2023). People have become increasingly online knowledgeable, and they have a high degree of contentment with many beneficial electronic services provided by the private sector (M. T. Alshurideh et al., 2023; M. T. Nuseir et al., 2020). As a result, they anticipate the same degree of satisfaction with government services delivered electronically (El khatib, Beshwari, et al., 2023; Louzi, Alzoubi, El Khatib, et al., 2022). Furthermore, they claim that the e-government system may be used to improve government transparency. SMART Governance in UAE has improved service delivery to its inhabitants and given them more accessibility for the service provided by the government.

2.4. Advantages of SMART Governance System

It is indicated in the study of (Alshawabkeh et al., 2021; Amiri et al., 2020; M. El Khatib et al., 2023) that the SMART Governance develops the better interaction and the communication between the government and the public (I. Akour et al., 2023; M. M. El Khatib et al., 2019). It is due to the reason that the flow of the effective and updated information can be done between the government to people and the people to the government (M. T. Alshurideh, Alquqa, Alzoubi, Al Kurdi, & Hamadneh, 2023; H. M. Alzoubi, Kurdi, Akour, et al., 2022; M. El Khatib, Beshwari, et al., 2023). It is significant to maintain the system of the SMART Governance and also it is important to develop the simple SMART Governance system which can helps in identifying the user and their queries (H. M. Alzoubi, Kurdi, Alshurideh, et al., 2022; M. El Khatib, Alnaqbi, et al., 2023). Also, the SMART Governance provides the basic benefits that the image and the effectiveness of the government can be showcase through the SMART Governance (I. A. Akour et al., 2022; A. H. Al-Kassem et al., 2022). It is mentioned in the study

of (M. T. Alshurideh et al., 2023) that the SMART Governance also provides the strong development of the reputation and the quality in the work of the public administration (Alhamad et al., 2021; Farrukh et al., 2023). It is because that the using the new concepts and the method and then applying that procedure on the public can help in getting the easiness in terms of to know about the public's queries and the domestic problems (Aityassine et al., 2022; H. Al-Kassem, 2014; Almasaeid et al., 2022). The interaction of the people can develop the confidence in the employees and then the SMART Governance is very smart technological support that encourages the development of the communication and the healthy relationship between the government and the public (A. I. Aljumah et al., 2021a).

2.5. Types of SMART Governance system

According to the study of (Elkhatib, M., Al Hosani, A., Al Hosani, I., & Albuflasa, 2022) that the government of the United Arab Emirates develops the huge models of the portals. It is because that the government of the UAE produces the various portal such as the G2C, G2G and the G2B (M. T. Alshurideh, Alzoubi, Ghazal, et al., 2022; Ghazal, Hasan, Alzoubi, et al., 2023; Yasir et al., 2022). It is important to know about information of the government for the government of the UAE in order to know about the vulnerabilities of the system. It is mentioned in the study of (H. M. Alzoubi et al., 2020; Blooshi et al., 2023; M. Nuseir & Elrefae, 2022). that the SMART Governance develops the portal which comes in the laws of the G2C and the G2B. It is due to the reason that the G2C and the G2B saves the communication between the public and the government.

3. METHODOLOGY

3.1. Research Approach

In this research primary research method is intended to be used to address the research question. To conduct primary research quantitative, qualitative or mixed research methods could be selected, however, in this study, quantitative research methods are utilized to collect data from a number of participants from the different entities in UAE to achieve the research aim and objective. Quantitative research is a useful method because it enables researchers to analyzed a data set of large size in a short duration of time.

Moreover, different statistical analyses can be applied to quantitative data to obtain different results and to identify different research findings. The research method is selected in accordance with the intended purpose of research. The research focuses to find out how SMART Governance has changed program governance for better interaction and communication in UAE. As per literature how and what are quantitative research questions and quantitative research method is appropriate to select to conduct such researches. In view of this quantitative research, the method was selected to complete this study. As per the Onion Research framework proposed by Saunders, Lewis, and Thornhill (2016) positivist research philosophy and deductive research approach are used with quantitative research method. Therefore positivist research philosophy and deductive research approach were utilized. As data is intended to be collected from a number of participants from different entities in UAE therefore a quantitative data collection method was used.

3.2. Data Collection Method

For data gathering a questionnaire approach was used. It is because a closed-ended questionnaire is a widely used quantitative research method to gather quantitative data from a number of participants. Therefore, in this research, the data was gathered using a closed-ended questionnaire, where an online questionnaire-based online survey was conducted using Google Forms. The questionnaire was comprised of Likert scale based items where the level of disagreement or agreement of the respondents with the questionnaire items was identified. There were 10 questions in the questionnaire, out of which 9 were closed-ended, while 1 question was open-ended. The link to the online survey was shared with a sample of participants after obtaining their consent to participate in the study. Non-probability based sampling method known as purposive sampling was used to recruit a sample of 10 participants from the different UAE entities. The purposive sampling method is a suitable option to reach target respondents when the target population is specific and difficult to find the target sample of

respondents, which was the case in research (Field, 2013). The data once collected was analysed statistically using bar charts and frequency distribution analysis.

Besides, during the course of this study, various ethical considerations were addressed. The respondents were provided with an information sheet where the intended purpose and other aspects of the research were explained clearly. The informed consent of the respondents was obtained, where they were requested to expressly state that their participation is on a voluntary basis and they were willing to participate in the research. Moreover, the privacy and anonymity of the participants were guaranteed. In addition, data security and safety was guaranteed by keeping the data in the password-protected file, in encrypted files.

4. FINDINGS

The gathered data was analysed statistically using bar charts and frequency distribution analysis via SurveyMonkey as the results are given below in Figures 1 to 9. In the questionnaire, 10 questions were asked, out of which 9 questions were closed-ended, while the last question was open-ended and was asked to know if respondents liked to say anything additional regarding how SMART Governance has changed program governance for better interaction and communication. The 9 questions were closed-ended and were responded to by 10 participants from entities in UAE. However, the open-ended question was not answered by any of the respondents as they have skipped this question.

In the first question, it is shown in the graph of the question, in which the age of the respondents are shown in order to know the exact number of the male and the female respondents of the survey. According to the graph which is shown above in the report, that the total numbers of the male respondents of the survey are the 40 percent. It is important to know the overall experiences whether from the females and the males. Also, as per the shown chart and the analyzed percentages that the 60 percent of the respondents are female in the survey of the questionnaire for the research.

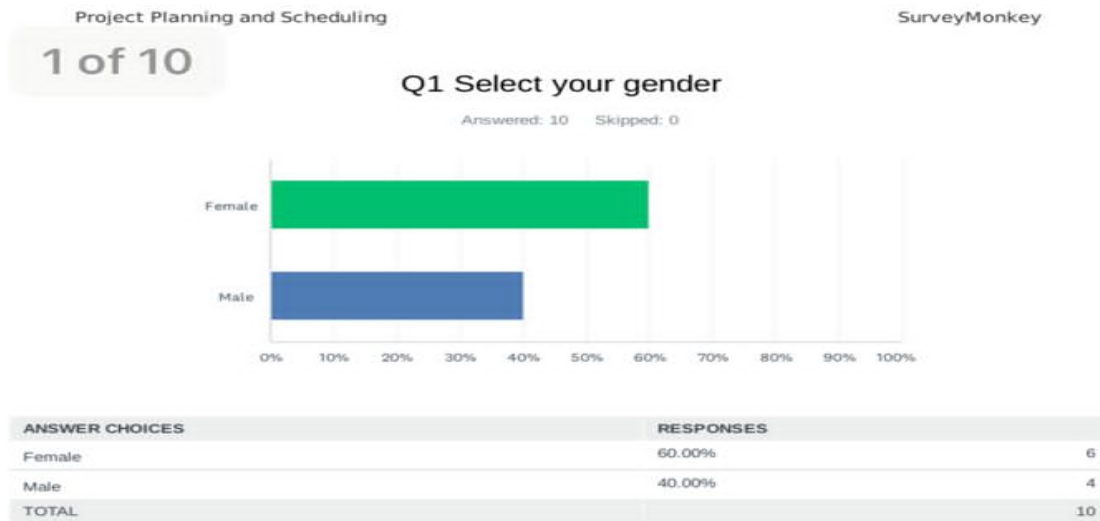


Figure 1

According to the analysis of the survey and the graph which is shown above in the report that provides the information about the question in which the age of the respondents are shown with the overall percentages. It is indicated in the above graph that there are effective numbers of the respondents who are from the age group of the

above 30. It is indicated in the above chart that the 30 percent of the respondents are from 18-30 years of age, 31 to 45's of age group respondent are 50%, respondents with the age of 46 to 60 years are 20 percent and the respondents are from age of above 60 is zero.

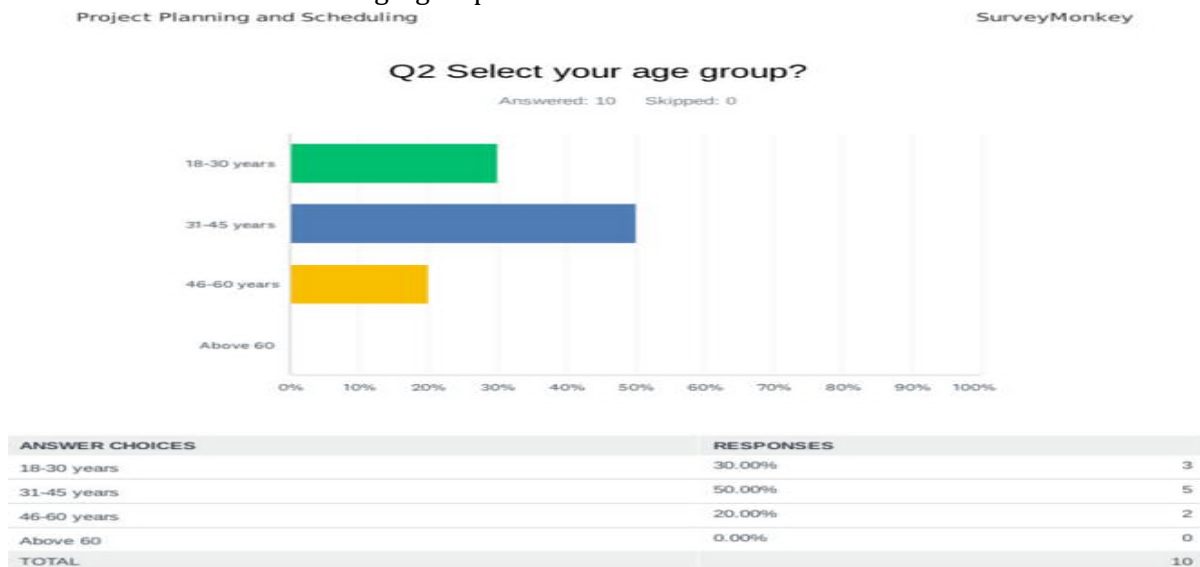


Figure 2

The remaining 7 questions (from the third question to the ninth question) were based on 5-point Likert type answer choices, where 1 denoted strongly disagree, 2 denoted disagree, 3 denoted neither agree nor disagree, 4 denoted agree, and 5 denoted strongly agree. The answer choices 1 and 2 indicated disagreement of the participants, however, answer choices 4 and 5 denoted agreement of the participants, while answer choice 3 represented neither agreement nor

disagreement. In the third question, the extent of the participants' level of agreement or disagreement with the statement that SMART Governance provides a reliable structure to the public for communication with the government was enquired. The results shown below in figure 3 shows it is very important to know about the easiness which is given through the SMART Governance to the public sector by the survey from the respondents. It is due to the reason that

opinions from the respondent who experienced the situation can help in developing the better results for the research. According to the given answers from the respondents and their analysis shows the percentages. The percentage of the strongly

answers are 40 percent in survey, 20 percent are agree with the situation, 10 percent respondents give the neutral answers to the question and the disagree and the strongly disagree answer is zero.

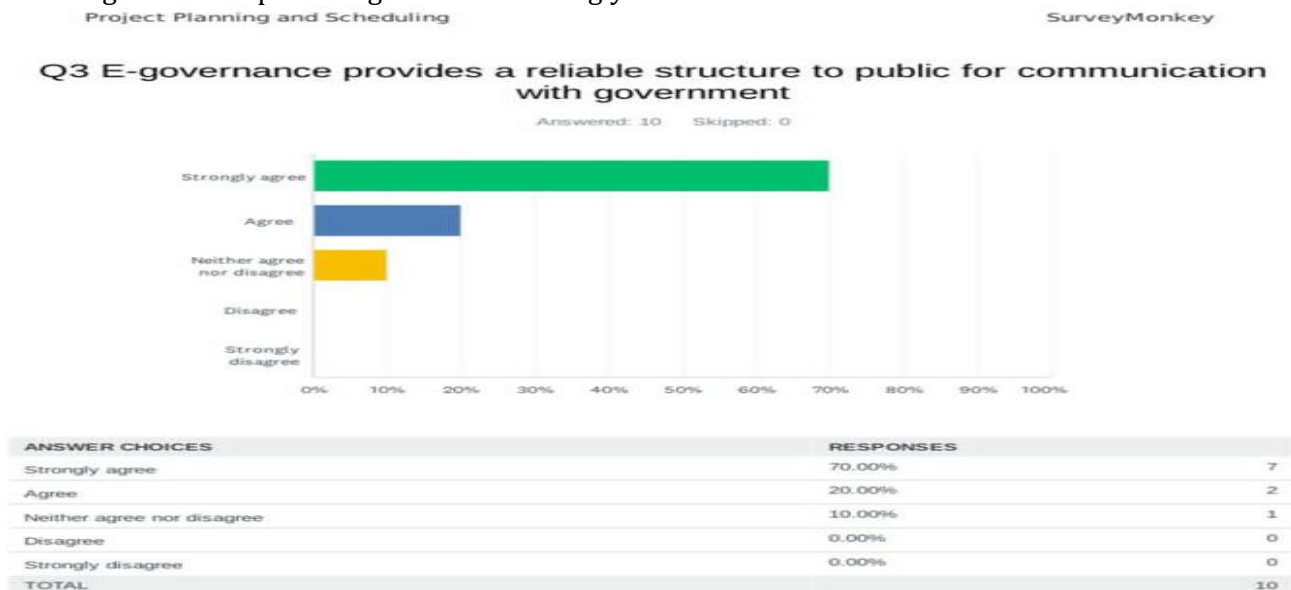


Figure 3

In the fourth question, the extent of the participants' level of agreement or disagreement with the statement that SMART Governance helps in achieving good governance in program management was enquired. The results shown below in figure 4 indicated that 60 % selected strongly agree, 30 % selected agree, 10 % selected

neither agree nor disagree, 0 % selected disagree and strongly disagree. This means that the majority of the participants were of the opinion that SMART Governance helps in achieving good governance in program management.

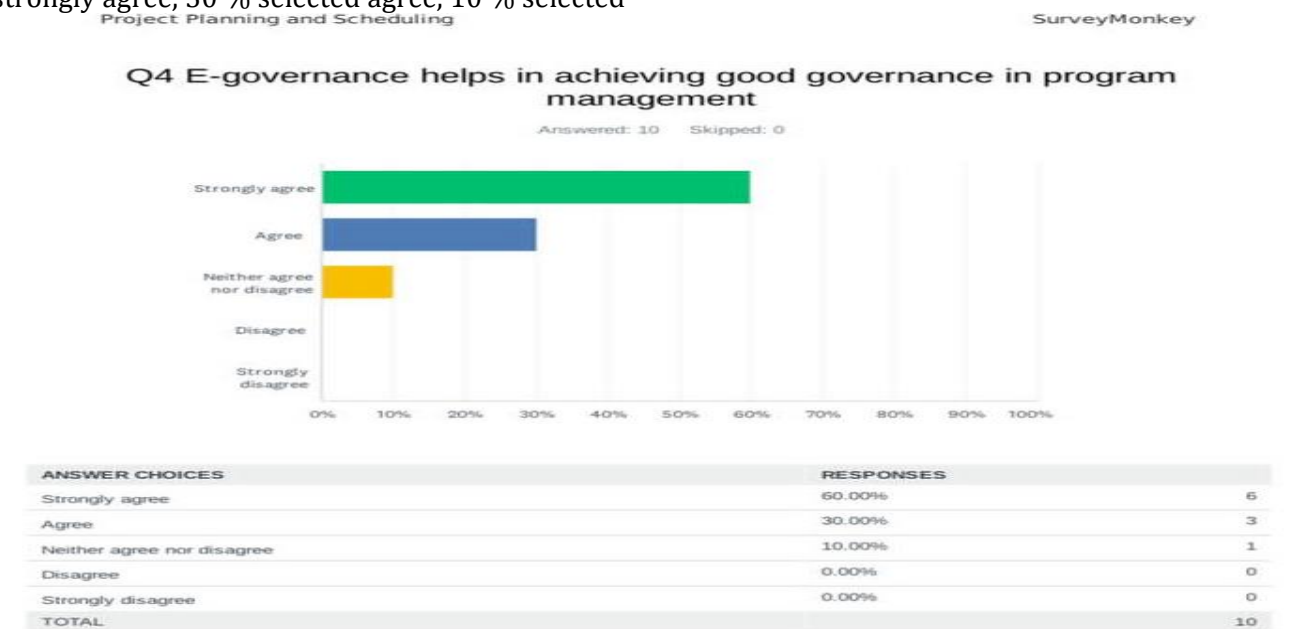


Figure 4

In the fifth question, the extent of the participants' level of agreement or disagreement with the

statement that SMART Governance makes program management easier was enquired. It is very important to know about the effectiveness of the SMART Governance system of the government. It is due to the reason that research data provides the results that management is getting easier in the department of the government by the SMART Governance. It is indicated in the chart which is

shown above in the report that the respondents are looking quite agreed with the question because of the better experiences they get from the use of the SMART Governance portals. It is shown in the percentages of the answers which is given by the respondent that the strongly agree are 60 percent, agreed are 40 percent, 0 percent are neutral, 0 percent are disagree and strongly disagree.



Figure 5

In the sixth question, the participants' level of agreement or disagreement with the statement that SMART Governance develops common understanding about the roles and responsibilities of government employees were enquired. According to the answer which is given by the respondent in regarding to the question that the 40 percent of the respondents are the strongly agree,

60 percent of the overall population of the respondent are 50 percent. It is because that the SMART Governance is very effective support in terms of maintaining the discipline in the government sector in terms of working. This is the reason that 0 percent of the overall population are strongly disagree and disagree.

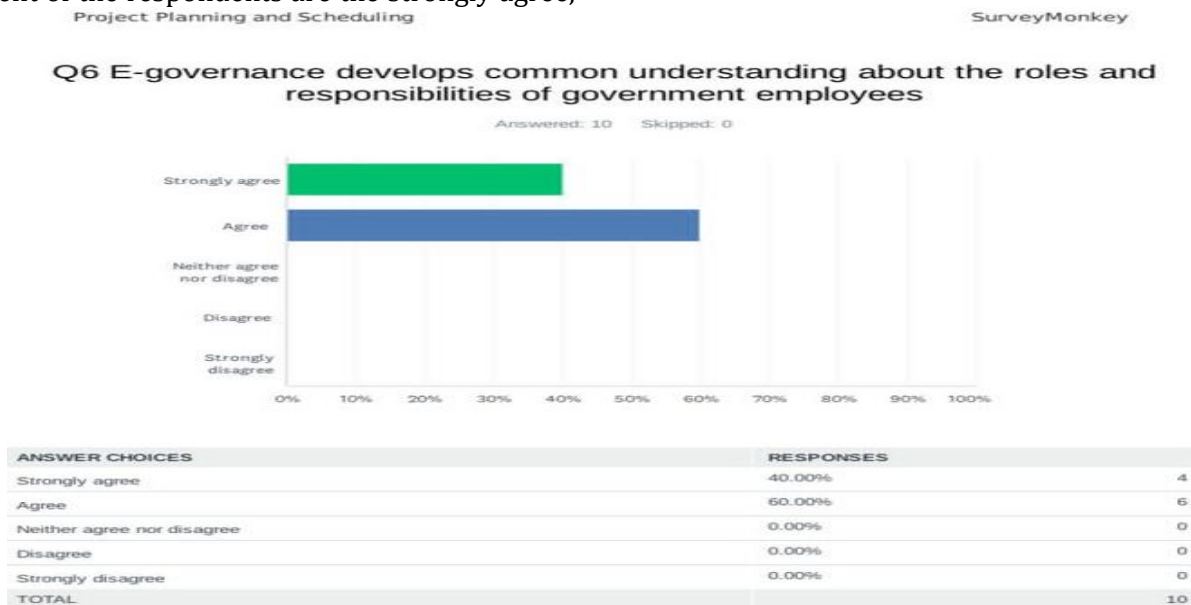


Figure 6

In the seventh question, the extent of the participants' level of agreement or disagreement with the statement that SMART Governance simplifies information dissemination for the government was enquired. The results shown below in figure 7 reflected that 50 % selected

strongly agree, 30 % selected agree, 10 % selected neither agree nor disagree and disagree, 0 % selected strongly disagree. This means that the majority of the participants were of the opinion that SMART Governance simplifies information dissemination for the government.

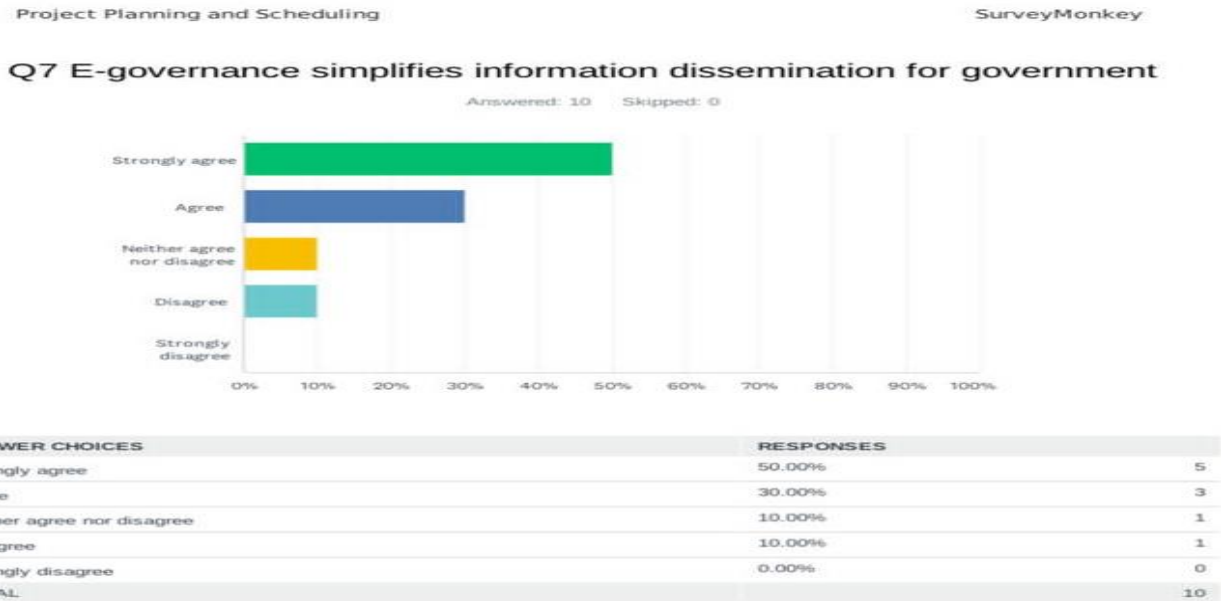


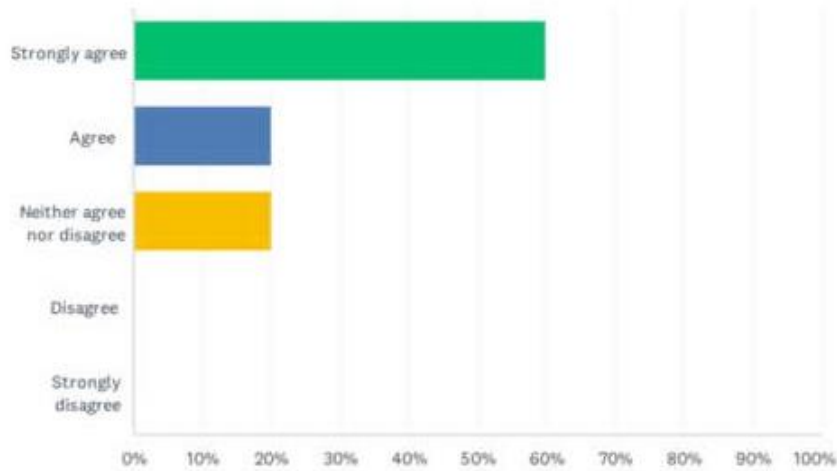
Figure 7

In the eighth question, the extent of the participants' level of agreement or disagreement with the statement that SMART Governance enables public to have two-way communication with the government was enquired. According to the indicated answers from the respondents, it shown that the SMART Governance plays the

effective role in terms of maintaining the effective bonding with the local public. According to the indications in the above chart, that the 30 percent are strongly agree, 20 percent are agreeing another 20 percent are neutral and the percentage of disagree and strongly disagree is zero percent in the survey with the different respondents.

Q8 E-governance enables public to have two-way communication with the government

Answered: 10 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	60.00%	6
Agree	20.00%	2
Neither agree nor disagree	20.00%	2
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		10

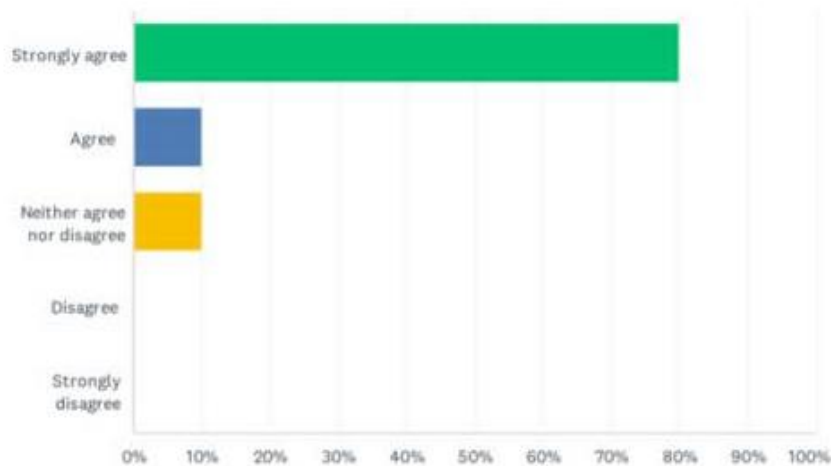
Figure 8

In the ninth question, the extent of the participants' levels of agreement or disagreement with the statement that SMART Governance makes it easier for public to access government services was enquired. The results shown below in figure 9 indicated that 80 % selected strongly agree, 10 %

selected agree, 10 % selected neither agree nor disagree, however, 0 % selected disagree and strongly disagree. This means that in view of the majority of the participants' SMART Governance makes it easier for the public to access government services.

Q9 E-governance makes it easier for public to access government services

Answered: 10 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	80.00%	8
Agree	10.00%	1
Neither agree nor disagree	10.00%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		10

Figure 9

5. CONCLUSION

This research was aimed to determine how SMART Governance has changed program governance for better interaction and communication in UAE. To achieve this aim two research objectives were achieved, where first research objective was to conduct primary research and empirically evaluate how SMART Governance has changed program governance for better interaction and communication in UAE, and the second objective was to make recommendations regarding the use of SMART Governance to change program governance for better interaction and communication in UAE. The two research objectives were achieved by conducting primary research where a closed-ended questionnaire-based survey was conducted. The data was

collected from a sample of 10 participants from the UAE e-government department. The data was analysed statistically and the results were interpreted to get research findings which are discussed below.

The findings of this study suggested that SMART Governance provides a reliable structure to the public for communication with the government. It helps in achieving good governance in program management. SMART Governance makes program management easier. It is because it develops a common understanding of the roles and responsibilities of government employees. Moreover, SMART Governance simplifies information dissemination for the government which helps in program management. Besides, SMART Governance enables the public to have two-

way communication with the government and makes it easier for the public to access government services. All in all, the benefits of applying SMART Governance in program management are endless which includes:

- Program governance ensures the management and professional structures and procedures that guarantee the system preserves and expands the organization's plan.
- SMART Governance is the use of technology to ensure sufficient communication in an organization. Therefore, SMART Governance plays an important role in program management and it has changed the governance systems of organizations.
- A company is able to increase productivity through SMART Governance systems. SMART Governance contributes to excellent governance in program management.
- SMART Governance facilitates project administration.
- SMART Governance fosters a shared knowledge of official personnel' duties and obligations.
- SMART Governance makes it easier for the government to disseminate information.
- SMART Governance facilitates public access to government services.

Therefore, based on the findings it was concluded that SMART Governance has changed program governance for better interaction and communication in UAE. Consequently, based on this research it is recommended to use SMART Governance to change program governance for better interaction and communication in UAE. Countries and institutions need to implement SMART Governance in their systems to ensure proper program management.

However, limited research was found in UAE regarding how SMART Governance has changed program governance for better interaction and communication. Therefore, regarding future research, it is recommended to conduct more primary studies to identify whether SMART Governance has changed program governance for better interaction and communication in UAE. It is also recommended to use qualitative research such as open-ended interviews with the participants

from different entities in UAE to obtain in-depth views regarding how SMART Governance has changed program governance for better interaction and communication in UAE.

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