

Understanding the Current Situation of E-Government in Saudi Arabia: A Model for Implementation and Sustainability

Majed Alfayad and Edward Abbott-Halpin

School of Computing, Creative Technology, and Engineering, Leeds Beckett University,
Leeds, United Kingdom

Majed.alfayad@gmail.com

e.halpin@leedsbeckett.ac.uk

Abstract: Saudi Arabia started its implementation of the E-Government project in 2005, when it established the Yesser programme, which is the organization that controls this project. Since 2005, there have been two action plans aimed at providing a collaborative environment for government agencies to be able to transform to E-Government. There have been a number of issues and challenges investigated in previous studies, which address phases of implementation. However, it is essential to investigate the current situation of the project in order to gain in-depth understanding of its development and implementation. This study explores the perceptions of the main stakeholders of project Yesser, government agencies and citizens. It aims to understand the current situation of the project from different points of view. Eight open-ended interviews were conducted in order to achieve the aim of this study. The constructivist grounded theory method was used in this study for the data analysis. The analysis uncovered seven core categories, which could provide a model for the implementation and sustainability of the project in Saudi Arabia and other similar states.

Keywords: e-Government, e-Participation, ICT, Yesser, Saudi Arabia

1. Introduction

E-Government programmes have been developed in many nations, and the E-Government project aims at improving the efficiency and effectiveness of government systems in terms of service delivery to the public (Bretot et al., 2008). The Kingdom of Saudi Arabia began these efforts in 2005 by establishing the Yesser programme in order to manage the transformation to E-Government (Yesser, 2011). Yesser is the government's controller of all activities related to electronic government, and the Yesser programme's main role is to provide a collaborative environment to government agencies in order to transfer to the national programme of E- Government.

Yesser aims to provide citizens and businesses with access to all government services. As a result, government agencies have already started to offer electronic services to the public. Yesser introduced the First Action Plan for implementing the project in the public sector, which was from 2006 to 2010 (Yesser, 2007). A Second Action Plan launched in 2012 followed this, which was expected to be completed in 2016. In 2011, Yesser reported some of the challenges faced by the First Action Plan (Yesser, 2011). The first of these challenges was the lack of qualified personnel in government organizations. The ownership of data and lack of collaboration between government agencies was also noted by Yesser, while the third main challenge was the weakness of the ICT infrastructure in public organizations. Due to the weakness noted in government agencies' infrastructure, Yesser moved to support and enhance the public sector to transform to E-Government, rather than simply providing electronic services (Alfarraj et al., 2013).

Previous studies have proposed a number of issues and challenges that may have influenced the process of implementing electronic government in the public sector, although Yesser has played a positive role in controlling the transformation process and providing the technical environment (Alanezi et al., 2011; Alfarraj et al., 2013; El-Sofany et al., 2012). This study aims to explore the perceptions of the E-Government project's stakeholders in Saudi Arabia. It focuses on capturing views, experiences and lessons from the project legislator, implementer and end-user (Charmaz, 2014). The purpose of this is to understand in depth the issues from the early stages, the current situation, and the prospective future challenges to the E-Government programme in Saudi Arabia. The study seeks to identify appropriate tools and practices for the successful implementation of the project, and to provide sustainability for the future.

2. Research methodology

A qualitative methodology was selected to best address the aim of the research project, with grounded theory adopted as the basis of the research activities (Charmaz, 2014). Grounded theory has been the most widely

used method in qualitative research in recent years (Bryant, 2002; Bryant, 2014; Bryant and Charmaz, 2007). At an early stage in this study, the concern of the researchers centred on the technical factors which may have influenced the project. In response to this, a literature review was conducted in order to specify the research hypothesis concerning technical factors.

However, as the research continued, different concepts emerged from the literature review, such as organizational, educational and cultural issues. The literature review was intended to establish the research questions. However, the researcher realized that there was a need to gain critical understanding of the current situation of the area investigated prior to making any pre-assumptions. It was particularly significant to understand the area by examining the viewpoints of the project's main stakeholders (Charmaz, 2014).

This examination was conducted using a constructivist philosophy, within which grounded theory method was applied (Bryant, 2014; Charmaz, 2014). Therefore, the researcher conducted eight open-ended interviews with three different groups of participants; three citizens, two government officials working on the project, and two Yesser decision makers (Charmaz, 2014). This was done to enable the researcher to obtain a wider perspective regarding the project and to become open to different theoretical directions which might arise from the interviews (Bryant, 2014; Charmaz, 2014).

The participants of this study were selected based on direct relevance to the area investigated (Charmaz, 2014). Yesser is the legislator of rules and evaluator of government organizations' efforts. Government organizations are the implementers of the project, and ordinary citizens are the main end users of the project. Three sets of questions were prepared for this study: one for each group. For each set, twelve open-ended questions were prepared. The interview questions were classified into three main themes of past, present and future. It was hoped from this to understand the issues emerging during early stages of the project, the current situation and future challenges. All of the interviews were recorded with permission then transcribed and translated into English.

3. Data Analysis

Open coding, which is also known as line-by-line coding, was initially adopted at this stage (Charmaz, 2014). Charmaz (2014) also indicates that codes form the abstraction of fragments of the data collected, and that line-by-line coding involves naming each line of the recorded interviews. This study is part of ongoing research that investigates the e-government situation in Saudi Arabia. The results from this phase of the study will be further investigated through the employment of theoretical sampling and a focused coding strategy in order to create a substantive theory of the context (Bryant and Charmaz, 2007; Charmaz, 2014).

The coding stage is initiated by analysing the data and then classifying it into codes. The codes can then be grouped together to form concepts, and, at a more abstracted level, into categories (Charmaz, 2014). In other words, many codes may share similar characteristics, through which they can be abstracted into concepts and categories. The researcher also benefited from the notes taken during the interviews and the memos written after each interview (Charmaz, 2014). Constant comparative methods were also used to compare between data and incidents in the same interviews and in different interviews (Charmaz, 2014).

In grounded theory, it is important to code both process and actions to try to understand the meaning of the data (Charmaz, 2012). Therefore, the researcher tried to understand what was happening in the data by performing a number of coding versions. Grounded theory is unique in this approach as contrasted with different qualitative approaches, which only code for themes and meanings (Charmaz, 2012).

The researcher interviewed three different groups of participants, with different roles as related to the project investigated. Each of the three groups interviewed were analysed and coded separately. Many codes were constructed from the analysis of each group's interviews. Codes which shared similar characteristics were grouped into one concept. As a result, a number of concepts were revealed from coding each group.

Following this, the strategy was to gain a more abstracted level of the concepts identified by classifying them into categories. All concepts sharing similar characteristics which were derived from the three groups were grouped within a core category (Charmaz, 2014). The analysis resulted in seven core categories. Each constructed category was attached to a number of concepts from different groups of interviews. These core

categories resulted from hundreds of codes that the researcher is not able to present in this paper due to restrictions of space.

4. Understanding the current situation

This section presents the current situation of the e-government project for each group which participated in this study. It describes what is happening on the ground, based on the interviewees' perceptions and analysis thus far.

4.1 Yesser

The project, at the current time, is at the end of the 2nd Action Plan, which started in 2012, and was expected to be accomplished in 2016. The latest yearly report published by Yesser was 2014 (Yesser, 2017). One of the Yesser interviewees indicated that the plan had achieved 47% of its objectives up to early 2015. The current plan has mainly focused on solving issues from the early stages of the project, and on human resource management. There have also been new concepts introduced into this plan, such as e-participation and cloud computing.

Saudi Arabia has made notable progress in terms of the E-Government project, and the ranking for Saudi Arabia in the United Nations report in 2014 was 36th compared to 41st in 2012 (United Nations, 2014). As indicated in the empirical data, Yesser is highly optimistic about its ability to achieve the 2nd Action Plan objectives: more so than for the 1st Action Plan. This is because certain success factors now exist.

In this regard, Yesser participants referred to notable change in the way of thinking inside public organizations, although there are a number of challenges remaining. The overall perspective regarding the current status of the project is positive. However, a 3rd Action Plan is being prepared at Yesser's offices, which indicates that more efforts need to be made. Yesser interacts directly with more than 170 government organizations in order to provide interactive services to Saudi citizens. In 2008, Yesser introduced an initiative called the E-Government Transformation Measurement (Yesser, 2014). This initiative aims to evaluate each government organization in terms of transforming from traditional practices into electronic approaches.

Since 2008, there have been five measurements: one in each year. The researcher went through the results of the 5th measurement. It was interesting to note that around 42% of government organizations had poor performance, and only 8% of organizations had achieved outstanding results (Yesser, 2015). The results would have been more interesting however if they had included explanations for this gap in government organizations' achievements. Yesser faces a number of issues and challenges, and some of these have been present since the early stages of the project. The low level of cooperation from government agencies has been an important issue since the 1st Action Plan.

Yesser has made an improved effort in the 2nd Action Plan and tried to engage government agencies and universities with the plan, having learned a great deal from the 1st Action Plan. In addition, there are certain technical issues that face the project, such as compatibility. Yesser deals with more than 170 organizations, and each of these has adopted different technologies that require different resources. Therefore, Yesser enhanced such projects in the public sector by allowing them to implement a shared environment, with the introduction of cloud computing in the 2nd Action Plan. The weakness of the ICT infrastructure for the public sector has also been referred to by Yesser interviewees. This has been an obstacle which has delayed some organizations in transforming to E-Government. The issues appearing in the First Action Plan which are identified in this study indicate that Yesser seems not to have been aware of the situation in the public sector when the project was proposed.

Yesser also has its own issues. Many people are hired and trained by Yesser. However, many of them left Yesser to work in the private sector. Yesser therefore suffers from a lack of qualified personnel to implement and maintain the technical side of the project. The overall situation at Yesser however, based on the interpretation of the data analysed, is satisfactory.

4.2 Government organizations

The situation is different across different government organizations. One of the two government organizations interviewed has implemented many sub-projects, which correspond to E-Government projects. However, this organization only provides online services to its stakeholders. There has been no technical collaboration

between this organization and other government organizations and businesses, and interactions between these parties still take place in the traditional way.

Infrastructure has been an obstacle for this organization. As indicated by the empirical data, the issue here is not only about building the infrastructure, but also how to build it and which technology is best to implement. There are no clear agreed standards and procedures to follow in this situation. Also, the lack of qualified people within the organization to work on these projects has been highlighted. This organization is almost fully dependent on the private sector, which could be a threat, as once a contract comes to an end, no further support will be provided.

The other organization investigated, on the other hand, has just started building the infrastructure for the E-Government project, and does not in fact provide electronic services to any party. This is very surprising after ten years of the project. The empirical data indicates that this organization has no notable technical collaboration with the government, and is still far away from the project. These results are interesting, and suggest further investigation of the causes for them, knowing that the government has supported this organization financially for the project.

The participant interviewed from this organization blamed the culture inside the organization for this delay. He reported that the project had faced resistance from the top management, and the idea that technology may reduce privilege and authority has been suggested in this organization. In addition, low levels of computer literacy and infrastructure, and a lack of qualified people have been indicated in this organization. This is relevant to Category 4, which concerns the human side of the project, as displayed in the next section.

4.3 Citizens

Many critical government services have been introduced via the E-Government project. For many services, citizens are required to use the online government system. The most interesting finding however was that while all citizens interviewed were happy with the new channels for accomplishing their personal tasks, most of them did not use E-Government directly. This is relevant to Category 6 identified in the analysis, which is displayed in Section 5.6. The analysis of the citizens' interviews suggests that there are two types of citizens in terms of interaction with the E-Government project in Saudi Arabia.

The first group includes those with indirect interaction. Contrary to expectations, two out of the three citizens interviewed used E-Government indirectly. Indirect interaction means that, for various reasons, individuals do not accomplish their personal tasks themselves, but rather, hire someone or pay an agent to do this. The study observed that some citizens found difficulty engaging with the project, for various reasons. An important reason was the availability of an Internet connection. One of the citizens participating in this study reported that, "most people I know don't have an Internet connection at their houses". This could explain the low level of direct participation with the project. However, there is a need for further investigation to understand why citizens interact indirectly.

Another important factor was the availability of physical devices through which to access E-Government, such as computers and printers. In order to acquire a computer which was connected to the Internet with software, one of the interviewees indicated that, "it could cost me 3000 Riyal, while I would pay only 20 Riyals for an agent to renew my passport". Citizens do not think it is worth investing large amounts of money to become able to engage with the project, taking into account the other ways to access services, such as through agents who work in service offices that are mostly located near the government organizations. This is despite the fact that hiring an agent means that those hired are able to see personal information about citizens and their families.

The researcher has noticed a variation between what is expected from the project and what is actually happening on the ground. Although citizens like the idea of this new means of communication with the government, it seems that the project is putting an increased burden onto the public, and that the cost of owning an Internet connection and computer, as well as other requirements such as software, seems to restrict citizens in terms of using E-Government directly.

The second type of interaction with E-Government comes from citizens who interact directly with E-Government. This means that those citizens interact with one or more government organization by themselves. The participant quoted above also mentioned that he used to visit service offices, where he obtained help in completing tasks, but that he had suddenly decided to interact with one of the organizations by himself. This was because he realized that the agents at the service offices were able to access his personal data. He mentioned that he still goes to service offices for other government websites, which he somehow is not able to engage with.

Citizens who interact directly with the project face a number of issues, and aspects such as login information and accessibility were noticed as important prior to electronic interaction with a government organization. Also, it was noticed that many of the services were not fully automated. For some services, citizens are required to visit the government office for a final check.

The analysis of the data also revealed an important factor which might become a serious issue in the near future, and this was the use of citizens' information. Individuals were not aware that keeping their personal information protected was important. Two of the interviewees mentioned that login information for their accounts was with the agent. This requires attention from Yesser and government organizations, to understand what is actually happening with members of the public. E-Government is not only about e-services and networks; it also involves understanding how citizens are using these.

5. Key findings

This section presents the core categories constructed from coding the empirical data. It represents the use of the most significant or frequent codes emerging from open coding (Charmaz, 2014) and discusses how the categories were constructed from the concepts. Figure 1 displays the seven core categories constructed in this study, divided into two main stages: implementation and sustainability. Also, for each category, the most frequent or important concept from each group interviewed is displayed.

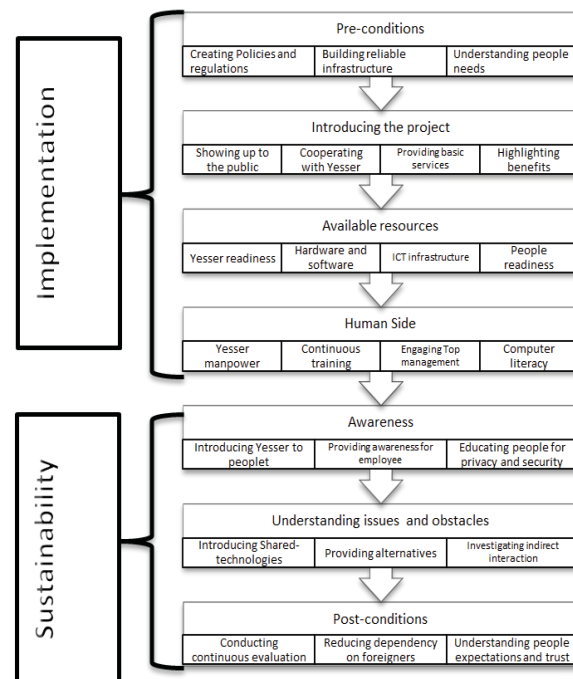


Figure 1: A model for implementation and sustainability

5.1 Category1: Identifying the pre-conditions for successful implementation of the project

After extensive review of the concepts constructed through coding the interviews of the three groups, it was necessary to label the concepts related to those procedures which need to be considered at the start of the project, or of any sub-project, of E-Government. Pre-conditions represent the prerequisites, which need attention from Yesser or government agencies to ensure successful initial implementation of the project. They

encompass the essential steps that each group needs to consider at the preparation stage. Several of these are fundamental, while others can be additional. Fundamental pre-conditions for certain contexts can be additional for other contexts, and less important pre-conditions for some states can make the difference in others.

Pre-conditions identified in this paper which have significance influence for successful implementation of the project can be classified into technical, organizational and cultural conditions. This can vary depending on the context where the project is implemented. For any context, a key fundamental technical pre-condition that is relevant to the implementation stage of the project is infrastructure. There is no way that an e-government project can be implemented at any country without considering a reliable infrastructure. The infrastructure may include the physical hardware required for communications, networks and software requirements. This can include the infrastructure for Yesser, government organizations and in the general public. This paper has identified that one of the main issues that faced the First Action Plan in Saudi Arabia was weakness in public sector infrastructure.

The analysis revealed that Yesser seemed not to be aware of the infrastructure situation when the project was proposed. A stage involving the evaluation of the infrastructure would have been beneficial towards achieving the objectives set, and this offers a lesson to be learned from this stage. From the organizational perspective, pre-conditions include creating policies and regulations which are significant in order to manage the project. More importantly is the way in which government organizations interpret and apply those policies and regulations. One of the early roles of Yesser was to work on creating those rules. Yesser has proposed a number of regulations since the First Action Plan related to the use of technology for the purpose of transforming to e-government. It was identified in this research that government organizations have different interpretations of those rules, which have resulted in different practices. A possible implication of this is seen in the various situations among government organizations within the project, as displayed earlier, in Section 4.2. Therefore, it is significant to have those rules better managed, and most importantly, to ensure clarity and that rules are updated when required.

The analysis also identified cultural pre-conditions for the successful implementation for the e-government project in Saudi Arabia, or any other similar states. The cultural pre-conditions are classified as additional pre-conditions. This is because the project can actually be implemented without acknowledging those conditions: however, many issues and challenges might be raised as a result. Understanding people's needs is one of the cultural pre-conditions identified in this study. "People" refers to Yesser and government employees as well as to members of the public, who are the main users of the project. The current study has found that it is important to understand the situation of the employees who are intended to participate in the project in terms of acknowledging benefits, computer literacy and motivation. This can help to increase the level of cooperation from these employees towards transforming to e-government. Furthermore, assessing citizens' needs, abilities and the actual situation in terms of e-readiness before implementing the project or any sub-project can help to avoid unwanted scenarios and situations, as discussed in Section 4.3.

5.2 Category 2: Introducing the new concept of E- Government

It was identified that the way in which this project was introduced may have influenced government agencies' and citizens' intentions towards the project. The interpretation of a number of the concepts revealed from the data suggests that lower intention for the project has direct relevance to how the project was introduced. The E-Government project is a transformation project that requires involvement from different parties to be succeed. It is significant for all of these parties to realize how the new transformation project would reflect positively on them and increase efficiency and effectiveness. This is relevant to the cultural pre-conditions identified in the previous concept, as introducing the project is dependent on understanding the public sector and citizens' needs and expectations. As stated earlier, the E-Government project can be implemented without understanding the situation arising from the public sector and citizens' culture. However, this can cause a number of issues and challenges that may delay the project. In addition, understanding the project stakeholders' needs and expectations could help Yesser identify the most appropriate ways to introduce the project.

Yesser, to some extent, could not understand the public sector culture when it proposed the new transformation project. At various management levels; higher, middle, and lower, it was felt that this project might replace their efforts and position inside the organization. Many issues, such as the lack of cooperation

among public sector bodies identified in this study, appeared in the early stages of the project and still face it currently. This has led to the emergence of actions reflecting resistance to the project from government agencies. Also, none of the interviewees knew anything about Yesser as an organization. This was also an important indication of the way the project was introduced. It was indicated for this project that Yesser should not have direct communication with the public, and this could explain the lack of knowledge and awareness of the project among citizens. In addition, one of the interviewees from the citizens' group described the engagement of e-services as a "sudden action". He described an incident when he had visited one of the government organizations to apply for a service and was informed that he was no longer able to do this in person and must use the online services. For this citizen, he thought that this government organization had forced him to use online services. This may lead to inconvenient and unwanted situations, such as paying agents, which is discussed in Section 4.3.

5.3 Category 3: Investigating the available resources

An important factor identified in this study to ensure successful implementation for an e-government project is the need to investigate the available resources. This stage can be considered a departure point for the actual start of offering e-services and should be conducted prior to implementation. Also, continuous evaluation of resources is beneficial, knowing that technology develops rapidly and therefore resources need to be updated regularly. For instance, Yesser provides the technical platform which connects all the government agencies. Yesser needs to implement a continuous upgrade of its software and hardware resources in order to meet needs of the huge development represented by the project. In addition, it was identified through analysis of the data that the resources available within some government agencies seem to be unable to support the new transformation project. Yesser needed to understand that different government organizations have different resources based on the budget provided by government. Government organizations that have insufficient resources should not be treated as equal to well-established organizations. Resources may include human, technical and organizational resources.

The citizens interviewed have also contributed to this category through the concept of citizen readiness. It was discovered that some citizens find difficulty in engaging with the project because of a lack of the tools needed to do this. This relates to the infrastructure for telecommunications in the country: especially in small and border cities; as well as the physical tools required to engage with the project, as discussed earlier in this study.

5.4 Category 4: Giving rigorous attention to the human side of the project

This study has found that the human side of the project is fundamental and can influence the implementation stage of the project. Many concepts were constructed from the data which correspond to this category. The availability of Yesser manpower emerged from coding in both Yesser interviews. Yesser faced the issue of a lack of qualified people to work on implementing the project. Also, the same was seen in government organizations, which were fully dependent on the private sector.

Human issues also appeared in the way the project was delivered to the public sector, and the lack of qualified personnel to run the project was marked across the that sector. Most government organizations rely on the private sector in implementing and maintaining the project. Citizens were also engaged in this category. The low level of computer literacy among the public appeared as an important concept in the citizens' group. It is important to provide citizens with electronic services as a part of the E-Government project: however, it is essential to understand whether citizens have the ability to use these services.

5.5 Category 5: Providing continuous awareness and support

Providing awareness is identified as a major factor in ensuring sustainability for the project, being constructed from a number of concepts. Providing awareness may reduce the resistance toward the project. As displayed earlier, Yesser does not provide any significant awareness to the public, and citizens are not aware of the benefits of the project. Awareness can also include educating citizens about their privacy and security. What is surprising is that citizens are not aware of their data sensitivity and privacy. This study was able to demonstrate that citizens easily share their account information with anyone who can help them when needed. Some of the issues emerging from this finding relate specifically to privacy, and could influence the sustainability of the project: this is an important issue for future research.

Yesser tried to provide government organizations with awareness, starting from the 1st Action Plan. It was hoped that this would increase the acceptance level of the project. However, Yesser faced an issue with the higher management inside government organizations in terms of a fear of losing privileges and decision-making powers. This has delayed the project and resulted in low levels of cooperation from some government organizations.

Government organizations, on the other hand, face issues with employees. A fear among employees of losing their position has been an important obstacle for some government organizations, with, to some extent government employees being concerned that the new approach to applying technology within the government might reduce their importance as workers. This issue is relevant to Category 2, which concerns how the project should be introduced. It is also related to understanding needs and expectations for employees, indicated in the cultural pre-conditions from Category 1.

5.6 Category 6: Understanding and capturing the issues and obstacles for the project stakeholders

As indicated in the data, Yesser interacts with more than 170 organizations. Each of these has different resources, budget, services and stakeholders. Therefore, each of the organizations have different issues and challenges. Yesser deals with them in the same way. For example, Yesser deals with agencies in main cities in the same way that it deals with those in border and small cities. The challenges and issues faced by large and small cities in terms of infrastructure however differ considerably. In addition, the study identified that qualified people preferred not to work in small and border cities, for various reasons. Therefore, Yesser needs to understand each agency's issues and challenges, and it should allow more time and provide more resources for them to transform, and to accept the E-Government project.

In addition, it was identified that the interaction between citizens and government organizations was insufficient in terms of feedback. This was seen despite the fact that Yesser has continually encouraged the public sector to address this, and government organizations are therefore not aware of the issues and obstacles that citizens face when they use their electronic services. Government organizations should also pay attention to how citizens interact with the project. As considered earlier, some citizens interact with the project indirectly, while others, who interact directly, face a number of issues. The public sector needs to understand and investigate these issues and try to propose alternatives.

5.7 Category 7: Identifying the post-conditions for the sustainability of the project

It is important to achieve successful implementation of the project. More important however is to consider the sustainability of the project in the future. The post-conditions refer to the procedures that Yesser and government organizations should pay attention to in order to keep the project on the right track.

Many concepts emerging from the data indicate the need for alternative plans in case of failure. The concept of reducing dependence on foreign workers appeared within the government organization concepts. It was noted that government organizations are almost fully dependent on foreign manpower in technical and some management roles. This may threaten the substantiality of the project, as foreign workers can leave at any time. This situation has actually happened, as reported in both the organizational interviews, where a major technical foreign worker left their job suddenly. The organizations affected were left with major issues due to this situation, as no one was able to maintain the systems.

Citizens' expectations develop rapidly, and social media has changed approaches to interaction and communication. This can be considered as a post-condition for government organizations. It is important for government organizations to meet citizens' expectations to increase the level of trust towards the project.

6. Conclusions and future research

This study has explored the E-Government project in Saudi Arabia from different perspectives, investigating the perceptions of the three main stakeholders of the project. Firstly, it explored the current situation of the project for each group, based on their perceptions. It then revealed important concepts related to the project. The analysis of these concepts resulted in seven core categories. From this analysis, model for implementation and sustainability has been proposed for the project in Saudi Arabia and any other similar states.

The implementation of the project, or of any sub-project, requires consideration and analysis of the pre-conditions. Pre-conditions may include infrastructure, creating policies and regulations. In addition, it is

important to introduce any new concept in such a way that the government can assure cooperation from different parties. Investigating the available resources and the human side of the project are important for a successful implementation stage.

An E-Government project may be successfully implemented initially; however, with future challenges, this project can fail or disappear. It is essential to have a sustainable project which is protected against known and unknown challenges. Providing awareness, and understanding the issues and challenges for the project stakeholders, was seen as the first effort for the sustainability of the project. More importantly, identifying the post-conditions is mandatory for Yesser and government organizations to ensure the sustainability and continuity of the project.

This study forms part of an ongoing research project that aims to explore the e-government project in Saudi Arabia. Many questions remain unanswered at this stage. Research questions that remain to be asked include aspects of understanding why some citizens interact with the project directly. Also, further research should be undertaken to investigate why, after ten years of the project, there are still organizations that are struggling to take part in the E-Government project in Saudi Arabia.

The effort now is to focus on these results and start finding more directed answers. The researchers became significantly interested in exploring the subject area from the citizen's perspective. This entailed the use of theoretical sampling and the focused coding strategy that the grounded theory method offers in order to create a substantive theory that tries to fill the gaps resulting from the current study (Bryant and Charmaz, 2007; Charmaz, 2014).

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