Exploring the implementation of E-governance at the Road Transport and Safety Agency: A case study of Ndola Office Zambia.

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Abstract

This paper explores the implementation of e-governance at the Road Transport and Safety Agency in Ndola. From inception the Road Transport and Safety Agency (RTSA) has been offering their services manually therefore experiencing challenges such as having members of the public to physically visit the agency to access the services, resulting in long queues and delays in processes. In order to improve efficiency and mitigate these challenges, in 2017 the Zambian government launched an Electronic Zambia Transport Information System (e-ZAMTIS). A system which was meant to carry out all RTSA functions. A qualitative case study research through in-depth key informant interviews and focus group discussions was carried out. This study reveals that some services offered by RTSA such as road tax have been decentralised, therefore could be accessed at other outlets that have partnered with RTSA. It was further observed that despite the zeroing into e-governance implementation at RTSA the services are not yet accessed within the confinement of the client. The study concludes that more needed to be done in the implementation of e-governance at RTSA because even if the website, toll free lines and WhatsApp lines were available they were mainly for informative purposes meaning that one had to physically visit RTSA offices or its partnered institutions to complete the transactions. The study therefore recommends for the e-governance system to include more services which members of the public could access within the confinement of their space and the publication and sensitization of the system to make the public aware of its existence.

Keywords: Electronic Governance, Information and Communication Technologies, Implementation

1. Introduction

Electronic governance has brought a different facet in the delivery and accessibility of both private and public sector services. It has been observed that e-governance provides a means in which service delivery in both private and public institutions is geared towards a more efficient, transparent, accountable and responsive institution. Zambia has appreciated the importance of e-governance which has led to the launch and implementation of an Electronic Zambia Transport Information System (e-ZAMTIS) at the Road Transport and Safety Agency (RTSA).The functions of RTSA among others include motor vehicle registration, driver's licensing and road tax payments. These are services which are accessed by a good number of people in Zambia and the need to access these services continues to grow as the population continues to grow. For example in 2010, Zambia's population was at 13,092,666 (CSO, 2010) and it is projected at 18,074,829in 2019 (World meters, 2019). In an article by the Zambian Daily Mail in 2019, it was indicated that over 800,000 new vehicles with an estimated number of 100 vehicles being registered everyday. An indication that enormous pressure is put on RTSA services, meanwhile the services provided by RTSA have been centralised in a few areas for a long time. It is against this background that the study explored the implementation of e-governance at the Road Transport and Safety

Agency, focusing specifically on the barriers and possible enablers in the implementation of E-governance as well as the perceptions of the users and implementers on service provision through the e-governance platform at the Road Traffic and Safety Agency in Ndola.

2. Literature Review

According to the OECD (2003) information society tools and working practices have been adopted by both developed and developing countries in order to remain responsive to citizen needs. The use of various electronic technologies makes service provision easily and quickly accessible. It is noted that the rise of the information society has led to major changes in citizen expectations and organisational structures, cultures and working processes (Ibid, 2003). According to Kaur (2014) E-governance makes working of government more efficient, responsive and transparent. Okwenze (2010) defines Electronic governance (E-governance) as the application of Information and Communication Technologies (ICTs) to the processes of government functioning for the accomplishment of simple, accountable, speedy, responsive and transparent governance. Public institutions are directly involved in the provision of services to the people. However, many of services offered by public institutions are accessed physically, implying that the public or the people have to physically visit these institutions. Therefore, making it difficult for clients to complete tasks in the quickest time possible. The implementation of e-governance therefore make accessibility of services much easier and quicker. According to Kaur (2014) Governments use these web based services by internet to serve their citizens online, they give many online services like the payment of bills, taxes and citizens use the services according to their need, comfort and time.

E-governance implementation is measured through an e-government development index. Although it is not always the case that e-government development index points out how high or how low a country's e-governance development is. It still gives a picture of a country's e-governance development. According to UNDESA (2018), e-government development index measure three aspects that include provision of online services, telecommunication connectivity and human capacity.

2.1 Background of e-governance implementation in Zambia

E-governance implementation in Zambia can be traced back to the 1993 Public Service Reforms Programme, whose main objective were to bring in accountability, transparency and efficiency in public service delivery (Mulikita, 1996). The implementation of e-governance in Zambia started as far back as 2006. According to Mzyece (2012), the roadmap to the implementation of e-governance in Zambia necessitated the adoption of Zambia's National Information and Communication Technology Policy in 2006. This was because e-governance was identified as a powerful enabler of good governance and e-governance programmes were explicitly defined and budgeted for in the fifth and sixth national development plans (Ibid, 2012).

The implementation of e-governance in Zambia has been improving. In 2008, the country was classified with a deficient e-government capacity below other sub Saharan countries such as Zimbabwe, Congo, South Africa and Burkina Faso. Furthermore, the 2008's e-government Readiness Index showed Zambia occupying 158th position out of 182 countries surveyed with an e-readiness Index (UN Report, 2008). Zambia included e-governance implementation in its Fifth National Development Plan of 2006-2010 and the National Information and Communication Technology Policy (Government of Zambia, 2006); as well as in the Sixth National Development Plan (SNDP) of 2011-2015 (Government of Zambia, 2011).

Weerakkody (2007) study on e-government established that Zambia was still grappling with introducing an ICT policy. It was submitted that the programs that may exist at that time were mostly artificial due to lack of guiding policy. It was noted that the government had made progress in computerising the Zambia Revenue Authority (ZRA), the agency responsible for tax and duty collection. Weerakkody (2007) futher observes that government had lowered excise duty on computers and related accessories in order to improve access to internet, further plans were underway in establishing a rural ICT fund with awareness programmes being undertaken to reach the citizens through the media and educational institutions and programs. However there was no specific measure instituted to encourage the public to access government services using the internet and no deliberate initiatives were currently in place to broaden internet access. Despite these strides, Weerakkody (2007) reveals that e-government in Zambia had not yet benefited the citizens because it was still in its very early stages. However,

some websites implemented by government agencies have been able to provide online information to the public, for instance, ZRA on tax and duty regulations.

Bwalya (2009) observes that the UN e-government report classified Zambia as possessing a deficient e-government system. The report showed Zambia occupying 158th position out of 182 countries surveyed with an e-readiness index. In 2008, Zambia was officially recognized as a country with no online presence. It was established that the Human Capacity Index and Infrastructure Index were comparatively high in Zambia so there was a chance of realizing e-government implementation. However, it was found that usability, trust and ICT infrastructure have acted as the main impediments to e-government adoption.

Bwalya (2009) further observes that the implementation of the Hospital Information System (at major hospitals countrywide) and Financial and Administrative Management System (FAMS) had begun in 2008. The HMIS's mandate was to provide an online and active information system for the health system. The HMIS is being used particularly to help the medical staff in addressing illnesses in a more convenient and appropriate manner. However, the Ministry of Health Report (2010) identified that the challenge with the system was that citizens did not have access to the system. Furthermore, the lack of developed ICT infrastructure at health centres located in remote places of Zambia meant little or no chance at all in benefiting from this initiative. It also entailed that the full potential of this system could not be tapped because, in some places that had some ICT infrastructure, the human resources did not have the necessary skills and requisites to operate the HMIS. While in some districts, there could only be one person to manage all the HMIS systems installed at different health centres.

The 2010 UN e-government Report notes that the Zambia Immigration Authority as part of its agenda to provide its services efficiently and therefore contribute a substantial amount of tax returns to Zambia has implemented ZIMS. In line with this, and with a quest to reach more citizens with this improved service, the authority has opened a website where various services offered by the co-operation can be accessed. ZIMS is an electronic integrated visa and permit approval system which also has a component of border management within itself just like the website. This means the processing of applications for permits and visas is done through ZIMS.

However Bwalya (2013) notes that the full-scale implementation of the ZIMS was not easy to bring all the staff on board due to education limitations such as (computer illiteracy), mind set (attitude problems towards computers); lack of linkage between the Zambia Immigration Website and ZIMS. There has also been an inadequate physical ICT infrastructure at various Immigration Offices and Border Controls in the country to facilitate speedy processing of applications and the efficient handling of travellers (Citizens, tourists and other visitors) at all Borders. Furthermore, there have been limited confidence levels of the staff in the new system because it is an IT based system. There has also been a lack of trust in the new system by most people, rendering the newly introduced ZIMS platform unreliable. The sustainability of the institutional capacity building in ICTs at various departments countrywide has not been adequate.

Chipeta's study (2018) that employed both quantitative and qualitative research methodologies established that, Zambia's telecommunication infrastructure especially in government ministries and local authorities are inadequate to support the distribution of electronic services. It is observed that there are some form of web presence in government ministries and local authorities, which are used to communicate with their customers or citizens. This is an indication that government is taking necessary steps to adopt ICT and be able to communicate with individuals using the internet. Thus, the government has been supportive in the implementation of e-governance.

However, many online systems in government ministries and local authorities were partially integrated instead of being fully integrated. If they were fully integrated it would mean that if someone submitted details once; there should be no need to resubmit the same information elsewhere within government. This is because the information would sync using application programming interfaces making an enterprise government system. Another notable challenge has been the lack of specialized skills from the local people as well as limited implementing framework to guide the deployment of e-government agenda in the country (Chipeta, 2018). This concurs with Bwalya, Du Plessis and Rensleigh (2013) who observes that majority of people were not aware of e-government implementation in Zambia and therefore, e-government must be implemented with due reference to local contextual. Despite the above observations, no detailed study has been carried out on the implementation of

e-governance system at the Road Traffic and Safety Agency (RSTA). This study therefore seeks to cover this gap in the existing literature.

2.2 E-governance implementation in the world

2.2.1 Nigeria's Model of E-Governance

Nigerian government adopted a model of electronic governance (e-governance) called the Public Private Partnership (PPP) model. This model of e-governance was endorsed by the United Nations (UN) as a viable option for successful deployment of e-governance across the world. Nigeria has been rated "medium high" for having functional government websites. In the United Nations (UN) ratings of 2018, the country was number 139 out of 291 countries. Although, Nigeria's Internet access is low it is growing gradually. For example in the past few years' students in the country have gone on-line for National Examination Council (NECO). Furthermore, the banks in the country are connected to inter switch which has made it possible for people to access their bank account from anywhere (Angunloye, 2007). The government also put in a deliberate directive for all civil servants to be e-literate; all state workers and instructors to be computer specialists. Thus, government agencies were expected to organise computer training programmes for their workers from time to time.

Nigeria's telecommunication and ICT infrastructure has grown astronomically. However, Nigeria had a number of limitations. For example, it was found that the gap between those who have technological access and those who do not is still widening. Income, education and age were established as important social determinants of internet access, and that older people and those with low incomes were less likely to use the internet. Although it was identified that electronic service delivery optimizes government operations in service delivery, it was also found that the extent of citizen's participation is threatened by digital divide. The digital divide referred to the gap between those who could effectively benefit from information and communication technologies (ICTs) and those who could not (Okwueze, 2010). Another notable challenge was the chronic lack of qualified staff and inadequate human resources training. The problem hinges on the availability of human capacities that have technical skills, for installation, maintenance, designing and implementation of ICT infrastructure (Ibid, 2010).

Therefore, Nigerian government should show more interest and commitment in supporting ICT training and services as a strategy for addressing the digital gap especially the most valuable. While there is no doubt that the government is fully committed to the development of ICT and telecommunications infrastructure, and considering the improvements in the sector over the past couple of years the country's infrastructure ranking should have improved tremendously and it has. however, it now has the fastest growing and most lucrative telecommunications and ICT market in Africa and third in the world behind China and Brazil (Aneke, 2009).

2.2.2 South African e-governance implementation

South African government has a web portal branded "Batho Pele Gateway" which provides information on government services and other information such as legislation, policies. This portal was launched in 2004, with the aim to create a customer oriented mindset in the South African public service, and to imitate the mindset of the "competitive commercial market, in which private companies cannot afford to ignore the needs and wishes of their customers". The portal is a government information service that ensures the public is informed of government's implementation of its mandate through direct dialogue with people in disadvantaged areas.

The country also launched web site projects for all municipalities. Furthermore, the government also deployed wireless broadband to schools, centers of excellence, and target clinics, hospitals, libraries, multipurpose community centers and post offices to help increase the uptake and usage of ICTs as well as help deliver inclusivity in building an information society.

Cell phone infrastructure has not yet been applied enough in South Africa to provide e-government services, however, it holds great potential because of its impact and high adoption rate among the country's citizens. It is noted that E-government is evaluated through public participation and access to public services is a necessary part of e-government, but not sufficient. South Africa has, over the last decade, experienced growth in the cellular phone industry following the liberalization of various segments of the telecommunications sector. For example, the country has four mobile phone operators, namely Vodacom, MTN, Cell C and Virgin Mobile and Heita which is part of Telkom. Some of the cellular phone providers are involved in promoting access to rural communities.

For example, Vodacom has deployed more than 90,000 community-service telephones to South Africa's under serviced areas, where they have become invaluable sources of entrepreneurial activity for hundreds of community phone-shop operators.

The country has Multi-purpose community Centres (MPCC) and internet access which provide different user groups within a community with a wide range of services for education, business, health, weather, market prices, farm practices, sale of farm inputs, and many more. These multipurpose community centres, are perceived to be public places where people can access computers, the internet, and other digital technologies that enable them to gather information, and create, learn, and communicate with others while they develop essential digital skills or as centres where modern IT facilities are shared by the citizens of a specific local community within a rural or deprived urban area. Multipurpose community centres present several opportunities as well as a number of challenges. The opportunities they engender may include: facilitating sharing of information, offering a chance to reduce social isolation and marginalization experienced by rural communities, providing a means of dialogue between rural communities and decision making bodies and enhancing literacy through distance education.

Despite South Africa's significant investment in ICT infrastructure, policy and regulatory framework to effectively roll out e-government services, the country faces a number of challenges. Service delivery in South Africa is guided by the principle of public service for all under the brand "Batho Pele" (translated to mean people first). The eight Batho Pele principles serve as an acceptable policy and legislative framework regarding service delivery in the public sector. These principles include (Department of Public Service and Administration, 1996); consultation (engaging with customers in terms of what they want); service standards (continually improving services); access (enabling disadvantaged persons to access services and speaking in understandable languages); courtesy (being polite, courteous and friendly to customers); information (reaching all customers to make sure they are well informed about the services government departments provide); openness and transparency (being open and honest about every aspect of work by publishing annual reports to tell citizens how resources were used, how much everything costs, including costs for staff and equipment delivery, services); redress/dealing with complaints (providing a mechanism for customers to record when they are unhappy with a service); and best value (giving customers the best service using all the resources, eliminating waste, fraud and corruption; and finding new ways to improve services at little or no cost).

Despite well expressed service delivery principles, South Africa is faced with a number of challenges in terms of service delivery, including problems of poverty, inequality, corruption, insecurity, illiteracy, skills shortage amongst many. The low level of success discourages a lot of people from using these facilities meant to enhance service delivery leading to user dissatisfaction. Furthermore, 45 per cent of South Africa's population is estimated to be living in rural areas, where ICT infrastructure is far less developed than in urban areas. Lack of equal access to all citizens especially with regard to rural-urban divide in the distribution of national resources, long distance travelled, shortage in the skills necessary to use the internet, read or understand the content; long waiting times to use the internet; and the high costs of access. The people residing in rural areas rely on word of mouth as a method of passing information. It is therefore important to realize the potential of accessing and passing information via mobile devices and internet in areas where they gather to share information.

On the technical front, there are many challenges predominantly with legacy systems and the need to implement transversal systems in order to achieve the horizontal integration required for cross departmental integration. The Department of Communications points out that the central challenge to the implementation of the Information Society Development Plan (ISAD) in South Africa is the serious shortage of ICT skills and the state's limited capacity to deliver the necessary task force. This skills shortage is exacerbated by the brain drain caused by skilled ICT personnel and professionals leaving to work in developed countries or moving from the public to the private sector.

Today all universities in the country and about 6000 schools are ICT enabled; about 800 Public Information Terminals (PITs) have been established; over 80 per cent of health centres are connected with ICTs; all provincial and national government departments and many local governments have websites and e-mail addresses; an educational portal, Thutong, helps educators and learners to access curriculum related information; and an Open Source Software desktop application. However, it is the human resource development issue within government that needs prioritisa

tion. The education system needs to be aligned with the ICT demands of the country and scarce ICT skills need to be attracted and retained particularly within government.

Within the wider African context, e-government projects have tended to fail because of adopting technologies without the accompanying human skills and capacities to manage, integrate and sustain them; centralizing the use of technologies by national governments without extending the benefits to intermediary institutions such as local government, parliament and civil society; not linking good governance to the broader and more inclusive democracy; high levels of digital illiteracy; and inadequate resources (Cloete, 2007).

2.3 E-government successes

The Independent Electoral Commission (IEC) successfully developed an e-procurement system that allows for open and transparent bidding of government tenders aimed at preventing corruption. Moreover, the IEC leverages tools of multi-access to promote free and fair elections. In 2004, for example, IEC, in partnership with cell phone service providers, enabled voters to short message service (SMS) their identity number, and in return receive a message back indicating their eligibility to vote and the voting station's details. Moreover, a satellite-enabled network made it possible for the commission to register voters; relay, collect and verify ballots; and relay results across the country.

Custom-designed handheld scanners captured information from bar-coded ID books and greatly streamlined the process of voter registration. The other successful e-government project is the South African Revenue Services' (SARS) e-filing system which provides a way to conduct transactions related to tax returns on the internet between government and business. The National Traffic Information System (eNaTIS) an e-government initiative that is used for the application for driving licenses and the registration and licensing of motor vehicles; notification of change of ownership/sale of motor vehicles; and application for learners licenses has been a successful project. Most transport offices can provide the transactions and services across the nine provinces in the country (National Traffic Information System, 2008).

The web site of the Department of Labour is an excellent example of a public agency web site that is well tailored to the needs of its stakeholders. The web site is noted for being attractive and simple in design, allowing users to easily find the information they are looking for. In addition, there are various online filings/registrations, and the posting of online vacancies is available. The Department of Labour's web site is a fully featured site that is a one stop shop for labour issues (Naidoo, 2012).

Government in South Africa, undoubtedly faces various challenges in delivering services including: slow response rates to citizens requests, lack of customer service orientation from public sector staff, limited and inconvenient hours offered by government institutions and long distances to reach government offices (particularly in rural areas) (Nkosi&Mekuria, 2010). It is argued that local government is at the forefront of understanding citizen's needs and is the 'delivery arm' of government. It is the obligation of municipalities to ensure that there is an improvement in services for underdeveloped communities. This will ensure that there is an equitable provision of services to all citizens (South African Local Government Association, E-Government has historically been associated with disappointing outcomes. The paper contributes to the ongoing discussion regarding the challenges facing e-government implementations in developing nations. This paper reflected on several themes that arose from discussions with municipal ICT representatives. The paper presented the outcomes of interviews and a workshop on the role of ICTs towards the development of communities. The qualitative primary data was analysed thematically to tease out the barriers for e-Government. The respondents indicated that their most pertinent issues were around areas such as lack of funding, shortage of skills, poor leadership and the profile of ICTs in municipalities. The data mirrored what was found in the existing literature indicating that South Africa's experiences are similar to its counterparts in the developing world. The findings show that for ICTs to be transformational there needs to be a consideration of the political context, culture and business processes bearing in mind the multi-actor environment and organizational setting (Weerakkody, 2009). Ultimately, the respondents believed that ICTs have a role in supporting and enabling development goals(Mawela, Orchara and Twinomurinzi , 2017)

2.4 Barriers and Enablers in E-Governance Implementation

Ashaye (2014) observes that e-governance does not only represent a change in the status for government technology nor does it only involve the use of information and communication techniques to improve the activities of public sector organisations, but that it also impacts on the strategy and operations of agencies. According to Chipeta (2018) the adoption of ICTs by the private sector has influenced the behaviour of consumers by bringing a lot of expectations among citizens on how government should deliver public services. It is indicated that most government ministries and local authorities have some form of web presence which they use to communicate with their customers or citizens, however, the local specialised skills are inadequate to derive the implementation of e-governance. It was also observed that there was an inadequate awareness and sensitization e-governance implementation in government ministry agencies and local authorities (Ibid, 2018). Ghayur (2006) states that e-governance implementation makes it possible for a number of services to be accessed from anywhere. The same quality of public services offered to the people living in bigger cities is also available for people living in rural areas through e-governance platforms (Ibid, 2006). According to Chipeta (2018) e-governance empowers consumers to access services anytime and anywhere using the internet thereby satisfying their need. Kalam (n.d) states that it provides a one stop information access to available online citizen services, builds awareness about online legal services as well as mobile governance. It actually demonstrates significant success in improving accessibility, cutting down costs, reducing corruption and extending help and increased access to un-served group.

Okwenze (2010) indicated that e-governance implementation lacked the digital divide problem as it raised the gap between those who could effectively benefit from the Information and communication technologies (ICTs) and those who could not. It was indicated that some people were less likely to use the internet such as the old and the low income earners (ibid, 2010). E-governance implementation may be affected by financial shortages, lack of adequate machinery and minimum support from the government to fully implement and use e-governance system. The unavailability of a website where people could access information, inadequacy of computers as well as the limited knowledge on the e-governance system. The, need to employ and engage into public private partnerships, training of personnel and increasing awareness of the public on e-governance is of great importance (Rajah,2015). Coates and Nikolaus(2010) revealed that the state of e-governance in Zambia was generally weak. Although, their focus was basically on the availability and functionality of e-governance websites in Zambia. Mzyece (2012) on the other hand revealed that some failure examples in e-governance implementation in Zambia indeed included government websites which were online but seldom updated; well written policies which were not implemented as well as projects which were initiated and launched but were not adopted or sustained by their intended users. Bwalya (2014), further observed that a lot needed to be done if e-governance was to succeed in Zambia. A majority of the people in Zambia were not aware of e-governance implementation in Zambia. Thus, it was desirable that e-governance was implemented with due reference to local contextual characteristics. The factors negatively influencing e-governance growth in Zambia needed to be addressed which would make the prospects for e-governance's contribution to revitalise the public service higher (Ibid,2014).

3. Methodology

The study used a qualitative approach to collect, analyse and present data. For the purposes of collecting data in-depth interviews were conducted with selected key informants; focus group discussions were also used. In total two focus group discussions were conducted with ten agents, a further two focus group discussions where held with RTSA clients from the general citizenry. Four in-depth interviews were conducted with key informants, RTSA employees. Thematic approach was utilised for purposes of data analysis.

4. Discussion and Analysis of Findings

The section provides discussion and analysis of findings of the study. The key findings that emerged from the study on the implementation of e-governance at RTSA are presented. It is important to note that implementation of e-governance at RTSA is ongoing and many members of the public were not aware of the system.

4.1. Barriers and Enablers in the implementation of e-governance at RTSA

4.1.1 Enablers

The implementation of the e-governance system at RTSA has brought about decentralisation of some services which were previously only accessed physically at RTSA offices. Services such as road tax could now be accessed at Post offices and Zambia State Insurance offices. In an interview with one RTSA staff it was stated

that "The implementation of electronic governance had spread to various points let's say the Zambia State Insurance are doing part of our service in tax collection even post offices so it has spread widely, if it wasn't for that facility then we wouldn't have been able to manage all the queues." E-governance implementation had made access to information easier. In another interview with a RTSA staff it was stated that "Yes the public are able, there are toll free numbers and they can actually go to any offices and can access as well either online or right at the station. The toll free numbers are 983 and Facebook page too. It has actually made it easier for the public to find out information about RTSA services without having to visit RTSA offices."Service delivery had greatly improved, in an interview, a RTSA Staff mentioned that "It has greatly improved service delivery in that information retrieval is quite fast and every RTSA station is inter linked therefore the services provided at one station can also be provided elsewhere within RTSA system, so it has enhanced service provision at all the stations and files can be easily accessed…" A staff also noted that "Yes it has assisted and improved traditional storage of information to electronically stored information, in that it actually stores more information than the traditional format." "It reduces on the filing cabinet and loss of data. The e-governance system has a very huge storage capacity such that for so many years you will still retrieve your data."

4.1.2 Barriers

Although the system showed some good conditions or enablers, there are some barriers or challenges experienced such as in a focus group discussion a participant said…. "One of the most cumbersome service which is motor vehicle fitness is still accessed at the RTSA offices and it takes some time for one to complete the process because it is very long."

In an interview a RTSA staff stated that "Just like any other internet based program or software they are easily affected by the fluctuations in network and internet speed. In the case of e-governance as a RTSA web based service, it is affected by congested servers and slow network too. A participant in a focus group discussion said…. "The network is a big component in this service in many ways as compared to paper based also there many times as compared to previously where many times the network would be gone for some time and thereby delay in process of transactions."

Another participant in the focus group discussion said…. "Does not include money transactions yet". This is a serious barrier because e-governance is supposed to promote a quick way to access services. Thus, it must provide a way in which one can freely make payments on the online system without walking into RTSA offices or the Post office, the Zambia State Insurance offices or even the banks. Including this component can completely change the system and improve service delivery because most of RTSA's services does not include money transactions. Meanwhile, in the most recent past, a number of banks have discouraged cash handling and exchange as it promotes stealing and fraud. It is for that reason; that online money transfers have been promoted, the use of Point of sell transactions (POS) to avoid money exchanges. Therefore, if this service was to be more useable it must have this service. A participant in focus group discussion indicated that "I think it would be nice if vehicle registration could be done online and the payment of fitness and road taxes as well, it would make me very happy."

In most cases just like any other online based service, it requires the use of internet and if one does not have access to internet that day or the system is experiencing server overload then access to information is limited on that service. This is even more disadvantageous for the users as they require to be connected to an internet service of some kind for them to fully benefit from this service and that already is an exclusion criterion for clientele that may not have access or may have little or no knowledge of ICT. A participant in the focus group discussion stated that "The network or internet connectivity is a big component in this service in many ways as compared to paper based because it is the channel of service provision where many times the network would be gone for some time and thereby delays in process of transactions."

4.2 Implementers View Point

The introduction of the platform at Ndola RTSA office had improved the ICT skills of the workers. In an interview a member of staff at RTSA stated that "one would say it has come with improved ICT skills for the workers because of it being online and computer based work, it has prompted most staff to improve their ICT skills and has proved to be more workable for them." Information and Communication Technologies is in many

organisations is a department on it's on and for many staff especially if they are not in the ICT department may not need the skill because they do not use it on a daily basis. However, because of the new system many staff are required to use it in their daily tasks, thus an improvement in staff ICT skills.

A RTSA staff also indicated in an interview that "the use of the system had brought in a reduction in the use of paper and the traditional filing storage systems. The platform had assisted traditional storage of information as well as the electronically stored information. It actually stores more information than the traditional format. It also reduces on the filing cabinet and loss of data".

A staff in another interview stated that "the retrieval of files is easy especially that the e-governance system has a very huge storage capacity such that for so many years you will still retrieve your data". "It was also mentioned that the staff had also become more effective and efficiency in service provision. This is mostly because all services are done online, especially enquiry and information provision both within and outside the organisation".

The introduction of the system had recorded a reduced time that customers or clients spend waiting in line to receive services. This is mostly because they can access other services elsewhere like the post office, thus in other words the decentralisation and online contacts customers can make to access some of these services has reduced waiting time and has recorded a lot of happy customers and good results as more people are utilising and using the services. One RTSA staff in an interview added that there are a number of services one can access without having to physical walk to the stations "*They can do enquires of motor vehicles, driver licenses, they can search their fines if they had committed any offence on the road they can still search on the platform like ask RTSA or pay my fines platform they can get their data.*"

4.3 Users View Point and Perceptions

With all the good things and advantages that can be said about the e-governance system, one disadvantages that has come from the users is that the online data bases or website has rarely updated information and in most cases even when one contacts RTSA through the whastapp lines and toll free lines the people that answer do not seem to have adequate information to the questions asked. RTSA end user who was part of the focus group discussion stated that "They will either tell you to call back or hold on to the call as they find out more information from the senior staff." Another participant stated that "I have just observed that there is an improvement in the services because road tax for example we are able to ask at the Post office and Zambia State Insurance but I have always wondered how this has come about."

For every service provided to the people if there is no much awareness given, utilisation becomes restricted and limited and most users who may have benefited from the service may not really benefit because they are not made aware of the services and how much information they can get from it. Most interviewed users did not know the exact number of services that one can get from the online platform and how much interaction is provided for them.

4.4 Perceptions of users and implementers on service provision through e-governance

Saugata (2007) revealed that a lack of awareness of e-governance implementation from the public crippled the functionality and usage of e-governance system. It was stated that there were cases in which the public in rural or isolated areas were not aware of the existence of such a service and did not have adequate access to advanced technologies (Ibid, 2007). Matimati and Rajah (2015) established that e-governance required a lot of skills and the use of websites and internet. They suggest that the training of personnel in e-technology was necessary in order to equip them with skills to make use of modern ICTs (Ibid, 2015).

5. *Recommendations*

This study clearly indicates that the Road Transport and Safety Agency has implemented e-governance. However, based on the responses from RTSA staff and the agents there is still more that has to be done for the effective implementation of the system.
- There is need for the agency to publicise and sensitise the public on the new system so that the public were aware of its existence.

- The system must include money transaction payment to enable the public make payments for the services online and from anywhere.
- The agency must ensure that more services were included on the system.
- The online services and the website must be frequently updated.
- The agency must look into expanding its information and communication technology capacity.

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