

# 2023 ZIMRA CLIENT SATISFACTION SURVEY REPORT(Q1)

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Executive Summary

Key

Customer Satisfaction  
Dimensions

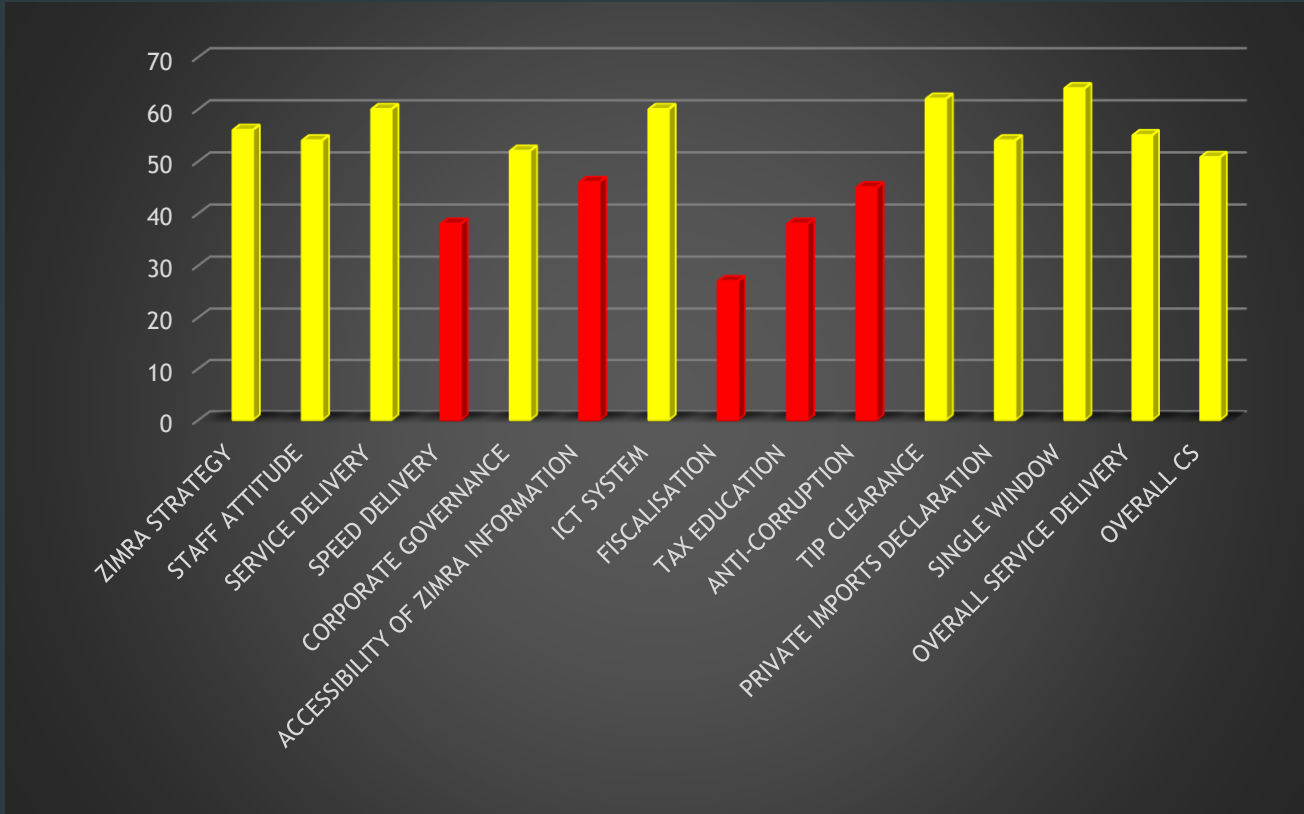
- Key findings



# EXECUTIVE SUMMARY

Head Hunters International conducted a Client Satisfaction Survey on behalf of **Zimbabwe Revenue Authority** (ZIMRA). The main objective was to establish the level of client satisfaction at ZIMRA. A total of **306** clients responded. The results indicate that the overall Client Satisfaction Index for ZIMRA stands at **51%**. In conducting the survey, **fourteen** dimensions were identified and surveyed. The overall index was obtained as an average of all positive responses for all Client Satisfaction dimensions and the results are detailed in the graph below:

# 14 Client Satisfaction Dimensions



# Key



0 - 49%

Low score - problem area, most respondents feel that there is need for significant improvement.  
STOP and take necessary action



50% - 69%

Low to Moderate Score- situation a bit critical but work needs to be done to improve on the negative responses  
Improve to monitor and proceed with caution



70% - 100%

This is a good score, very little needs to be done but must actively seek to maintain the status quo (Most respondents are positive about a particular issue).  
GO and preserve the status quo and seek continuous improvement

# key findings

STOP AND TAKE  
NECESSARY ACTION -  
38.8%

IMPROVE TO  
MONITOR- 61.2%

The score is explained by the following dimensions which were rated negatively by the following percentages of clients:

Speed of Delivery 38%, Accessibility of ZIMRA information 46%, Fiscalization 27%, Tax Education 38% and Anti-corruption 45%

The score is explained by the following dimensions which were rated positively by the following percentages of clients:

ZIMRA Strategy 56%, Staff Attitude 54%, Service Delivery 60%, Governance 52%, ICT Systems 60%, TIP Clearance Process 62%, Private Imports declaration 54%, Single Window 64% and Overall Service Delivery 55%

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## Introduction



## Objectives



## Research Methodology

- DATA COLLECTION
- DATA COLLECTION INSTRUMENT
- POPULATION
- DOCUMENT DESK REVIEW
- DATA ANALYSIS
- CHALLENGES AND LIMITATIONS



# INTRODUCTION

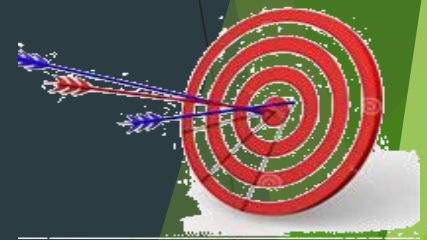
In order to attain its vision, mission and core values of: Commitment, Professionalism, Transparency, fairness, Integrity and Innovativeness, the **Zimbabwe Revenue Authority** (ZIMRA) sought the assistance of an independent consultant to undertake a Client Satisfaction survey (CSS) on its behalf. The Corporate Affairs Division within the Zimbabwe Revenue Authority carries out Client Satisfaction surveys quarterly to assess the client experience throughout ZIMRA stations countrywide



# OBJECTIVES



Identifying suitable measures to improve the client satisfaction

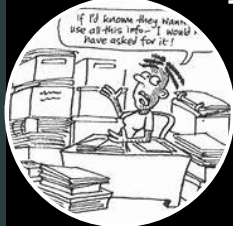


# RESEARCH METHODOLOGY



## POPULATION

The total population was made up of all registered ZIMRA taxpayers and the survey targeted the entire population. Hence, no sampling was done.



## DATA COLLECTION INSTRUMENT

A questionnaire was developed and agreed between the consultant and the client. The questionnaire had 76 closed and open-ended questions. The questions were grouped into 14 Client Satisfaction dimensions.



## DATA COLLECTION

Data were collected using both online and paper-based questionnaires administered by consultants using random sampling method.



# RESEARCH METHODOLOGY

## DOCUMENT DESK REVIEW



Consultants reviewed relevant organizational documents and the documents reviewed were:

- Client Satisfaction Recommendation Report 2021(Q4)
- ZIMRA Code of Conduct
- ZIMRA 2022 Client Service Charter
- ZIMRA Strategy Map

## DATA ANALYSIS

Data from the paper-based questionnaires were entered in MS Excel and appended to the online data set for analysis. Frequency tabulations were computed for all questions that were ranked on a Likert Scale (see appendices for questionnaire). Questions were grouped into 14 indices and each index was computed as the average of the positive rankings on questions constituting the index.



# Challenges and Limitations

- ▶ The accuracy of the data gathered was prone to errors of perception, subjectivity and deliberate deception by the respondents.
- ▶ In the case of institutions and corporate respondents, some representatives could have given their own personal views as opposed to the views of the organization they represented.



There was lack of co-operation by some of the respondents.

- ▶ Some questions were not answered with explanations that were easy to understand.
- ▶ The online data collection did not give required responses in time.
- ▶ Aggressive attitude of people towards the service provider (ZIMRA)
- ▶ Most respondents did not respond to all questions.
- ▶ **However, this did not materially affect the quality of results**

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## Research findings

- Document/Desk Review
- Client Satisfaction Survey Report Recommendations for 2021(Q4)
- ZIMRA Code of Conduct
- ZIMRA 2022 Client Service Charter

## Survey results

- Gender
- Age
- Category of Business
- Sector



# Document desk review RESEARCH FINDINGS

## ZIMRA Strategy Map - 2021-2025

To strengthen institutional image  
To maximize revenue income  
To increase voluntary compliance  
Enhance trade facilitation and protection of society  
Increase Risk-based tax and customs compliance.  
Grow tax-base and enhance integrated data management  
Enhance service delivery and taxpayer education  
Increase security and ability in the international flow of goods and persons  
Simplify processes and procedures  
Implement results oriented strategic management  
Strengthen ethics, integrity and enterprise risk management  
Improve communication and partnership  
Enhance staff capacity and retention  
Strengthen performance driven culture  
Modernize infrastructure and integrate ICT systems  
Ensure timely and adequate funding.

14



Document desk review  
**RESEARCH FINDINGS**

**ZIMRA  
Code of  
conduct**

The Code defines general policies and guidelines for harmonious industrial relations within the Zimbabwe Revenue Authority.

# Document desk review RESEARCH FINDINGS

## ZIMRA Client Service Charter

The Client Service Charter reaffirms the Zimbabwe Revenue Authority's (ZIMRA) commitment to provide high-quality service to our clients, customers, taxpayers, stakeholders, and the general public. ZIMRA prides itself in demonstrating high levels of professionalism through efficient and effective revenue mobilization and facilitation of trade for over 20 years guided by our core values of Integrity, Transparency, Fairness, innovativeness, and Commitment.

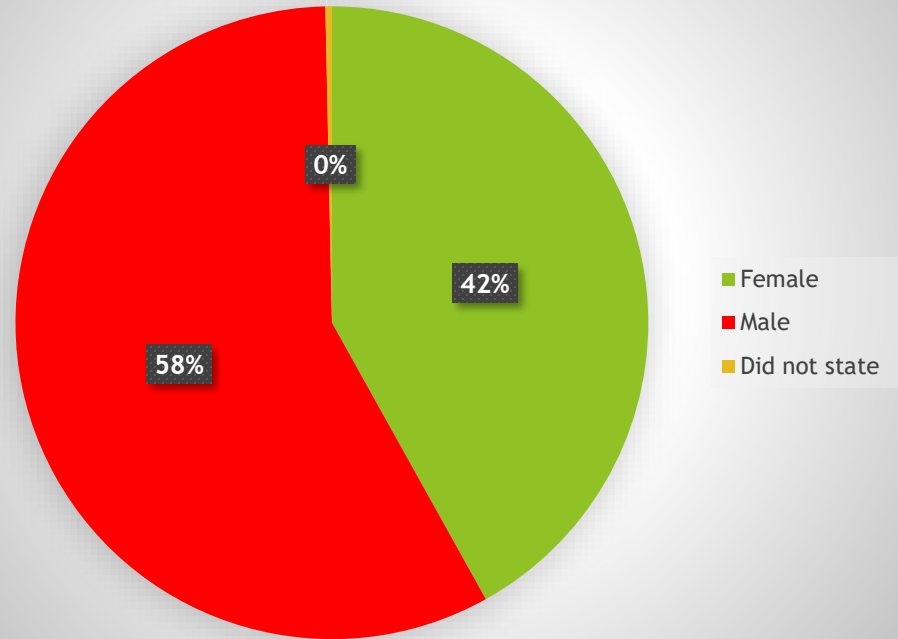


# Gender

The results show that of those who participated 58% were males and 42% were female.

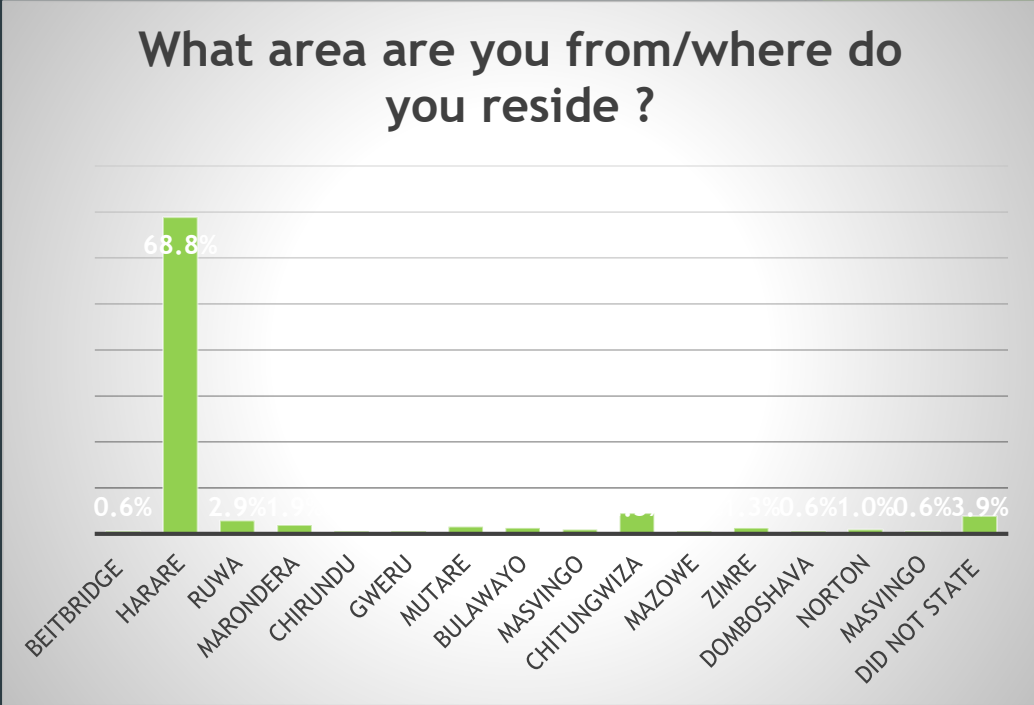


## What is your gender?



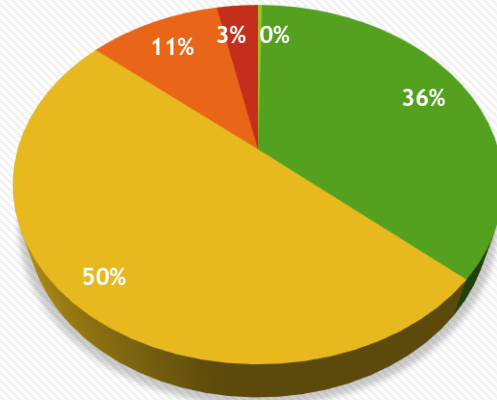
# Place of Residence

The majority of the survey participants reside in Harare constituting 68,8% of the responses, followed by Marondera with a response rate of 9%. However, 9% of the respondents did not state their place of residence.



# Age

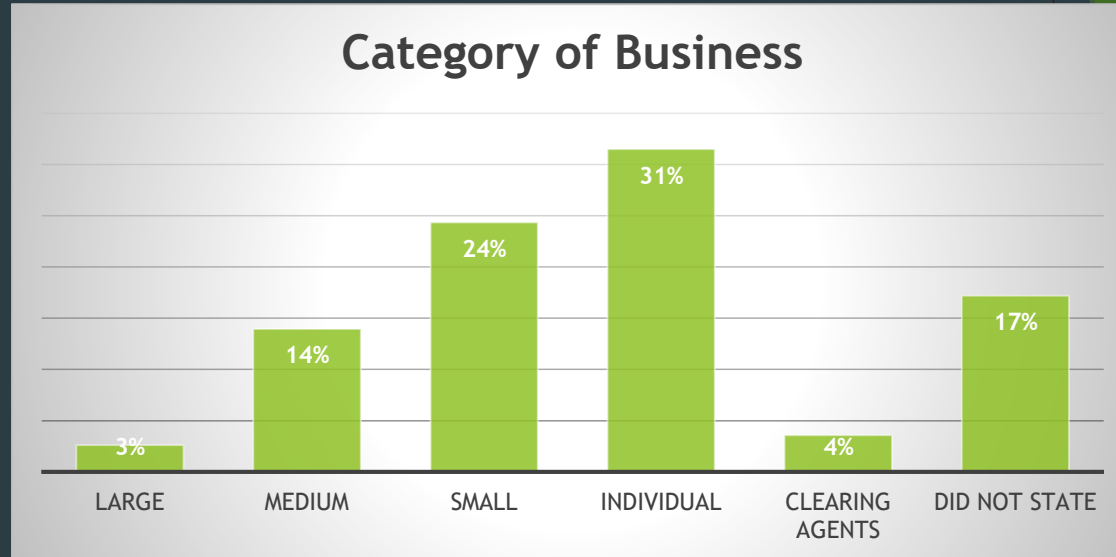
What is your age ?



■ 0-18 ■ 19-30 ■ 31-49 ■ 50plus ■ Did not state

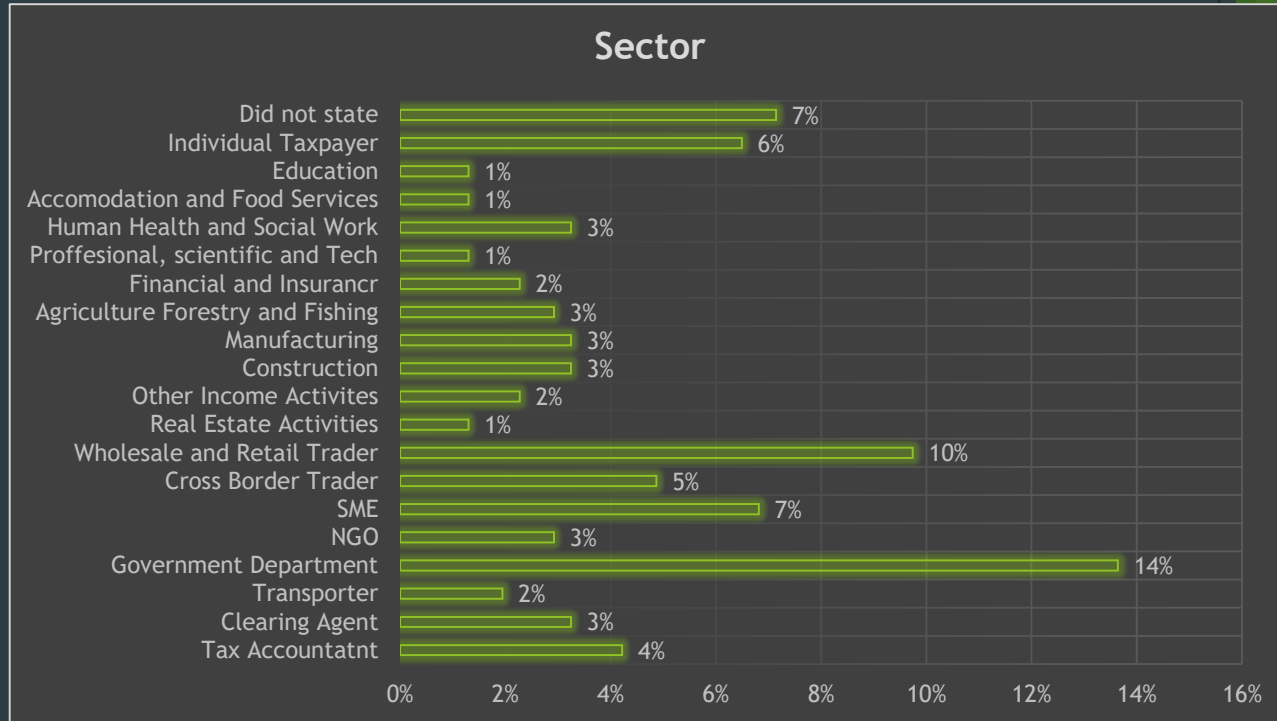
50% of the respondents were between the 31-49 age group and 36% were aged 19-30 years.

# Category of Business



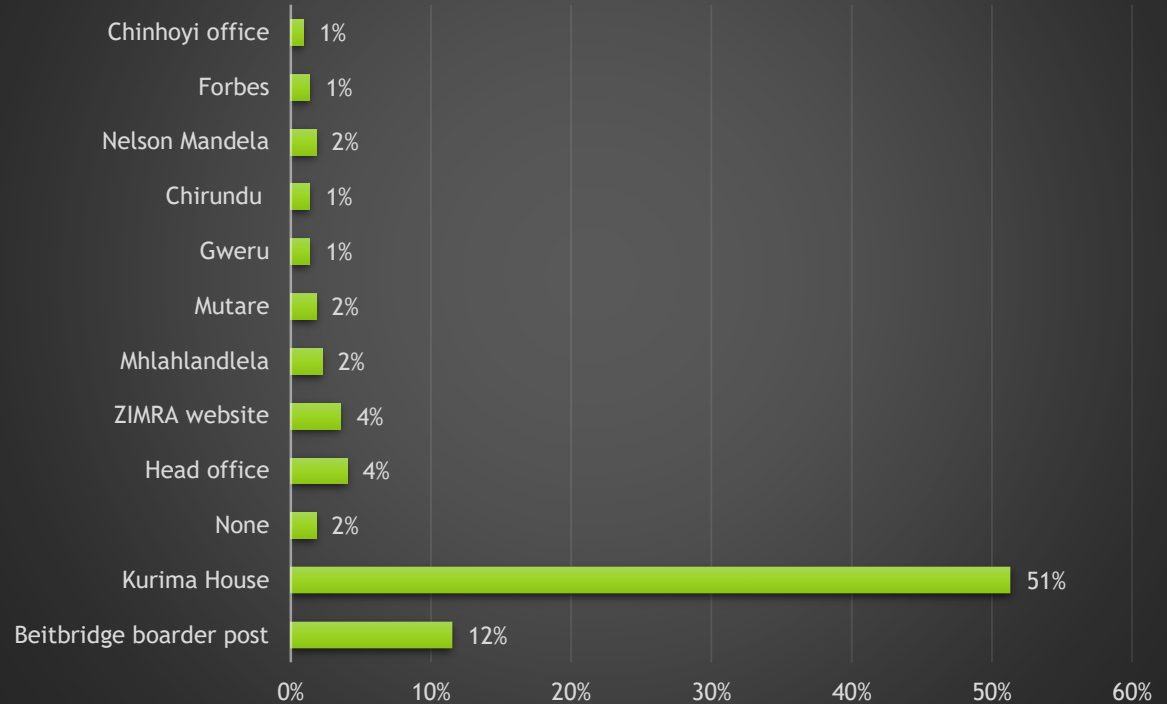
Survey results reveal that of the total respondents, 31% are Individuals, 24% are small, 14% are Medium, 4% are Clearing Agents, 3% are Large and 17% Did not state.

# Sector



14% of the participants were from the Government Departments, Wholesale and Retail (10%) and 7% did not state their respective sectors.

## Which ZIMRA station do you usually visit?



51% of the ZIMRA Clients use the Kurima House Offices and 12% usually visit the Beitbridge border post.

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## ZIMRA STRATEGY

- DO YOU KNOW YOUR CURRENT STRATEGY
- STRATEGIC OBJECTIVES

## ZIMRA SERVICE

Staff Attitude

## SERVICE DELIVERY



# Client **Satisfaction** by dimensions



**ZIMRA**  
Zimbabwe Revenue Authority

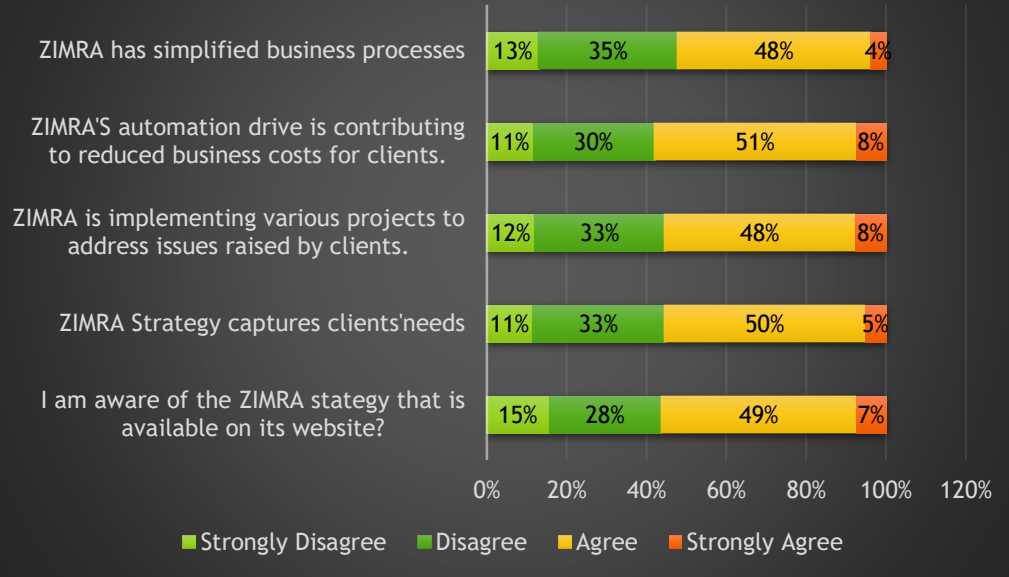


# 1) ZIMRA STRATEGY

ZIMRA Strategy measured the extent to which client perceive the ZIMRA's Strategy and the extend to which it captures their needs.



## ZIMRA STRATEGY



On average 56% of the respondents believe that ZIMRA Strategy captures their needs and it addresses their issues.

# 2) STAFF ATTITUDE

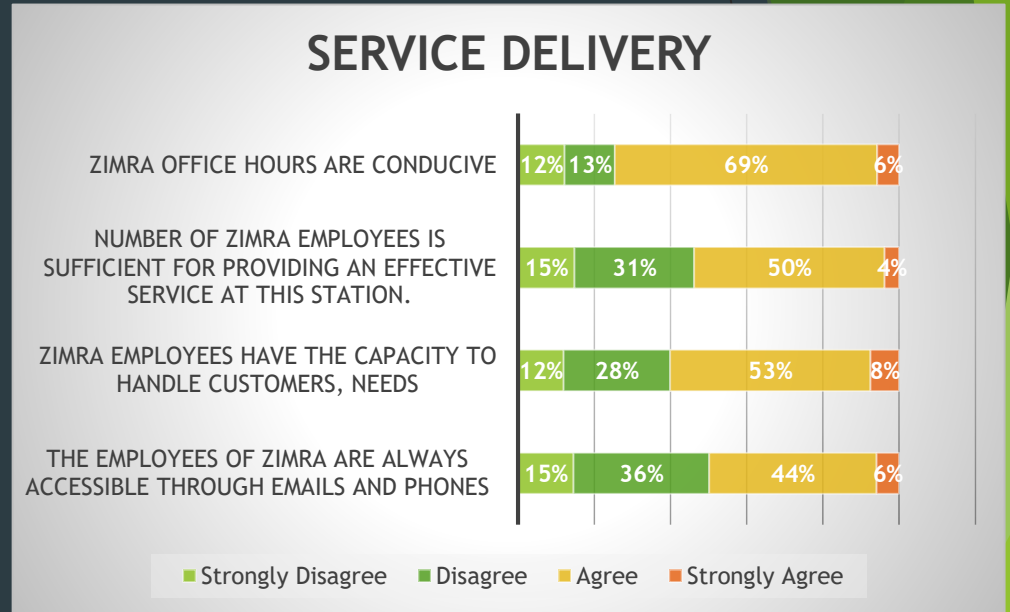
- I. 4% of the respondents disagreed that ZIMRA Employees strongly believe in customer first principle
- II. 51% at least disagreed that ZIMRA employees are very good listeners.
- III. 8% at least disagreed that ZIMRA employees are good in speaking the language I understand
- IV. 54% of the respondents at least agreed that the ZIMRA employees strive to exceed customer expectations.
- V. 45% at least somewhat agreed that ZIMRA employees are willing to help customers.
- VI. 58% of the respondents disagreed that the ZIMRA Employees handle customers courteously

## ZIMRA SERVICE STAFF ATTITUDE



### 3) SERVICE DELIVERY

- ▶ 69% respondents at least agreed that the ZIMRA office hours are conducive.
- ▶ At least 31% agreed that the number of ZIMRA employees is sufficient for providing an effective service at this station.
- ▶ 53% at least agreed the ZIMRA employees have the capacity to handle customers needs.
- ▶ 44% at least agreed that the employees of ZIMRA are always accessible through emails and phones



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**SPEED OF  
SERVICE**



**CORPORATE  
GOVERNANCE**



**ACCESSIBILITY OF  
ZIMRA  
INFORMATION**

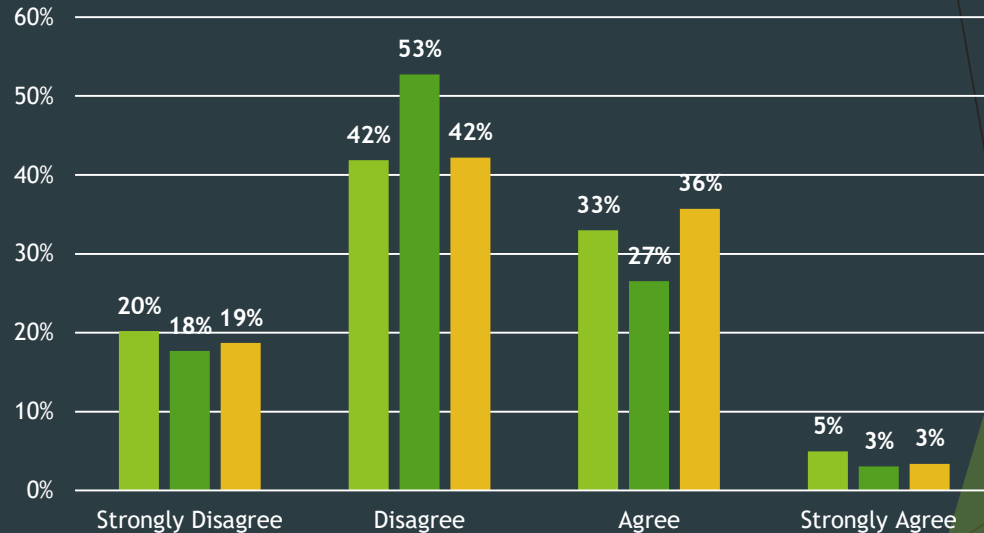


# 4) SPEED OF SERVICE

Speed of Service referred to whether ZIMRA staff respond to its client in time.



### Speed of service

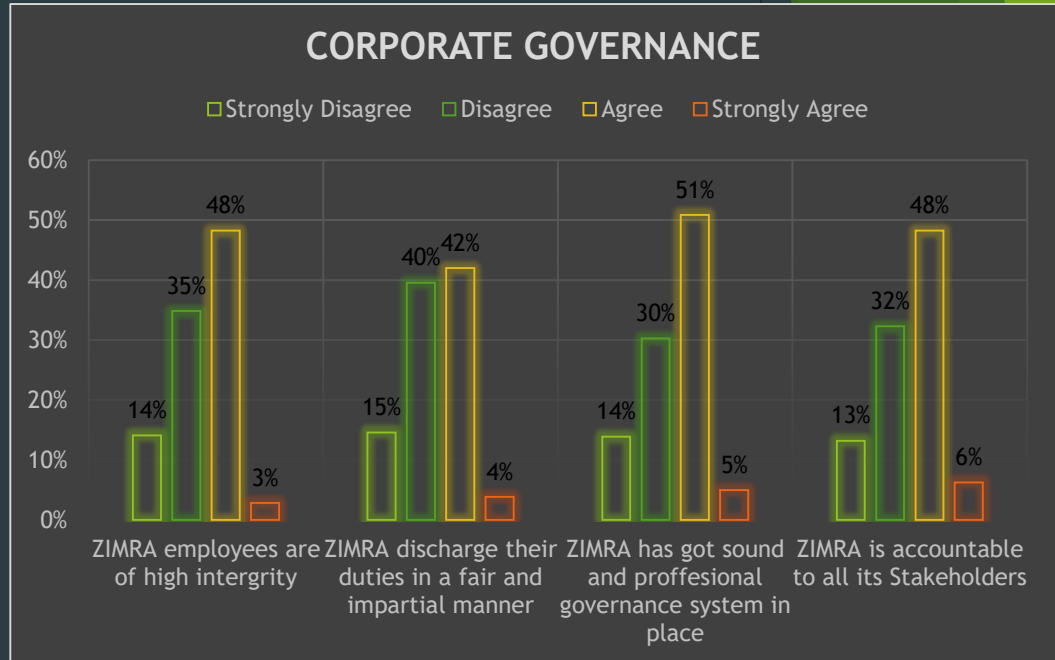
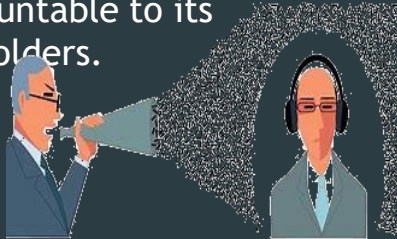


The result shows that 38% of the respondents at least agree with the speed of service of ZIMRA Staff

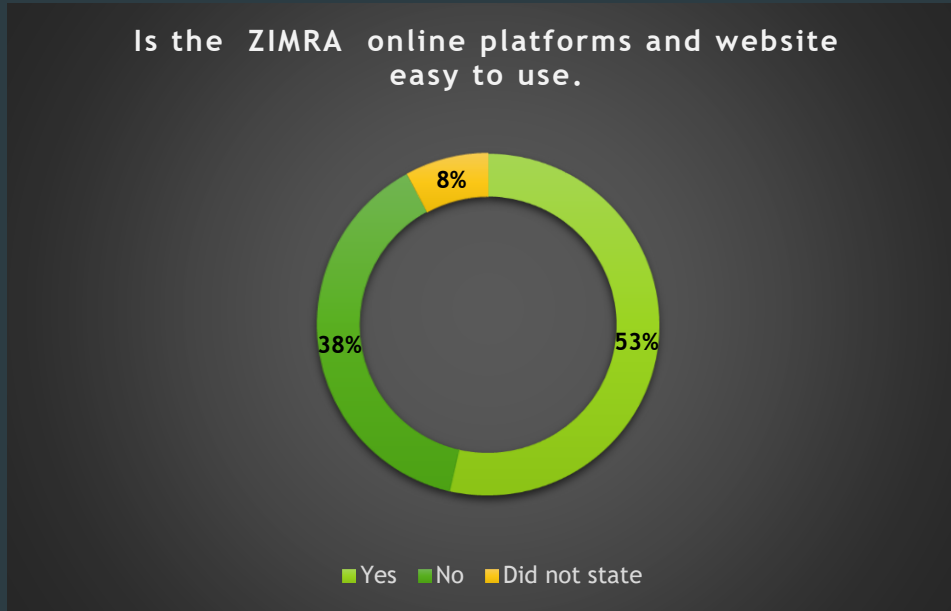
- ZIMRA employees quickly respond to our service requests.
- ZIMRA service is generally fast
- I am satisfied with ZIMRA's turnaround time

# 5) CORPORATE GOVERNANCE

- I. 48% of the respondents at least agreed that ZIMRA employees are of high integrity.
- II. At least 42 % agreed that ZIMRA discharge their duties in a fair and impartial manner.
- III. 51% at least agreed that ZIMRA has got sound and professional governance system in place.
- IV. 48% at least agreed that ZIMRA is accountable to its stakeholders.



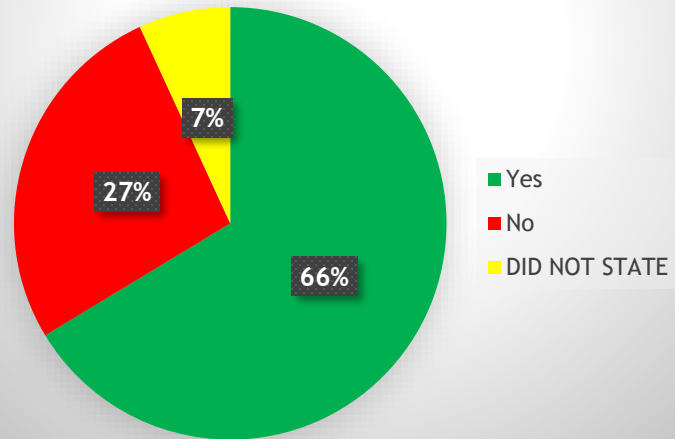
## 6) Accessibility of ZIMRA Information



The results show that 53% of the respondents agreed that the ZIMRA online platforms are easy to use and 8% did not state

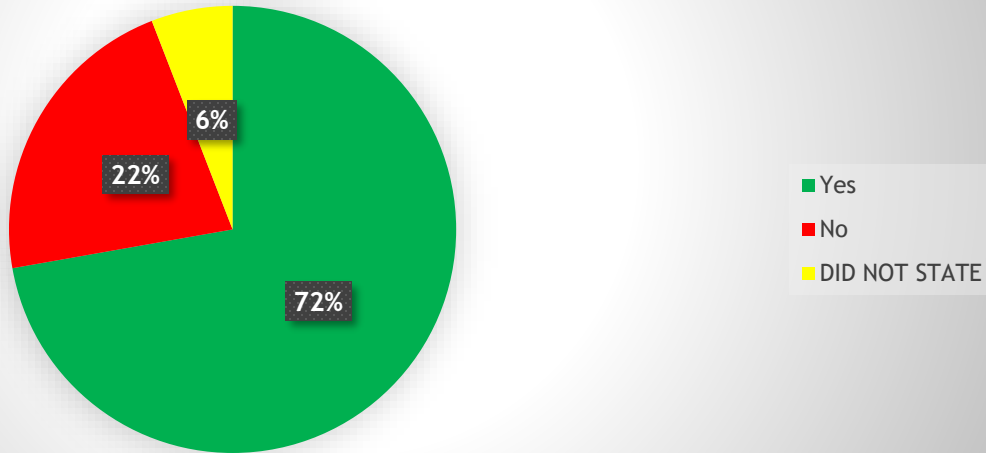
## Are there informational and or directional signs and poster providing information with our offices, border posts and ports of entry

66% of the respondents confirmed that there are directional signs and posters providing ZIMRA information on the border posts and ports of entry.





## Is ZIMRA signage and branding visible at our offices, border posts and ports of entry

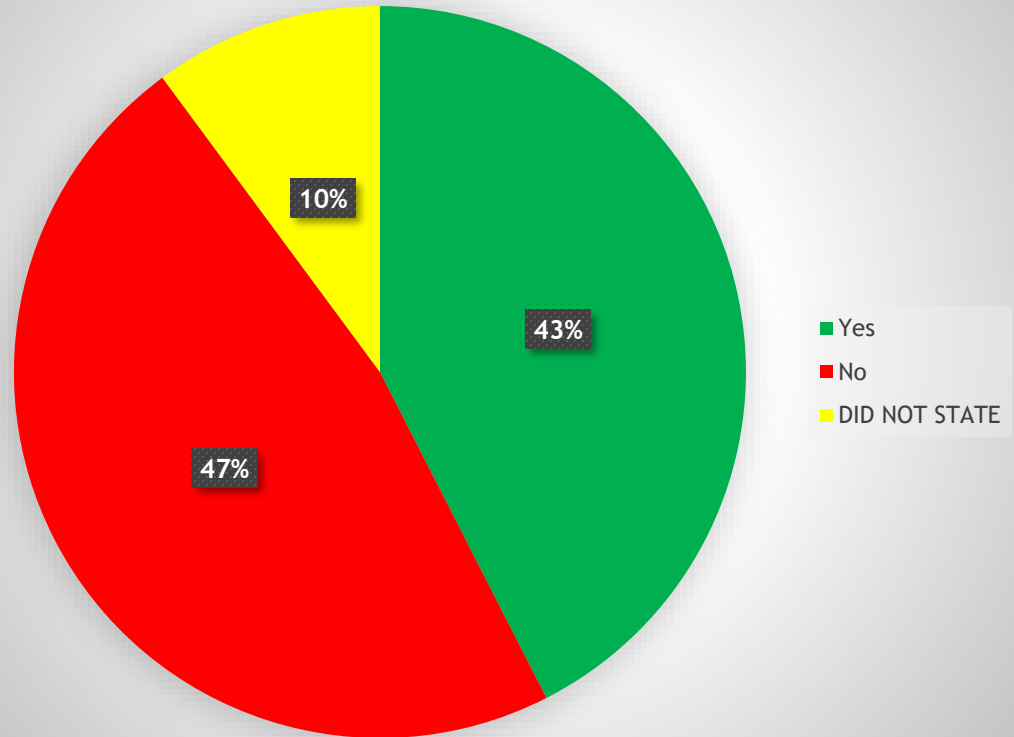


72% confirmed that there is ZIMRA signage and branding visible at ZIMRA offices and 6% did not state .

Are you able to easily access all the relevant information they you need from ZIMRA website and other online platforms?

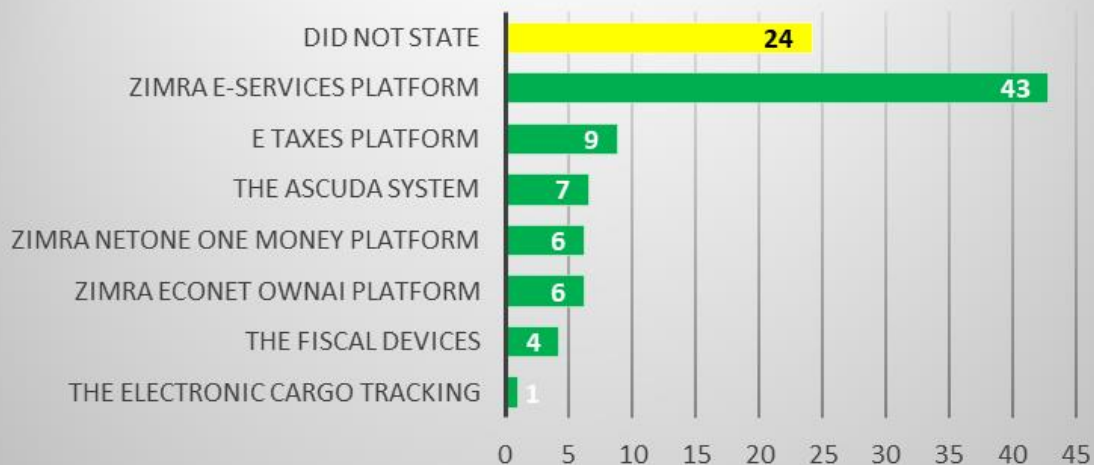
43% of the respondents confirmed that they able to easily access all the relevant information they are able to accessible all need from ZIMRA website and other online platforms.

## ACCESSIBILITY



# 7) ICT SYSTEMS

## Which ZIMRA ICT systems do you use the most



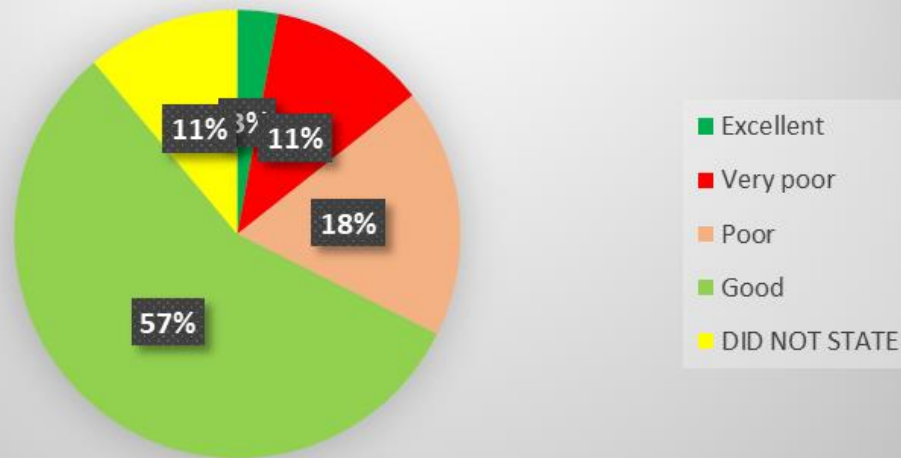
The most used ZIMRA ICT System according to the respondents is ZIMRA E-service platform which had 43% of the respondents and followed by the E-taxes with a 9%.

# 7) ICT SYSTEMS

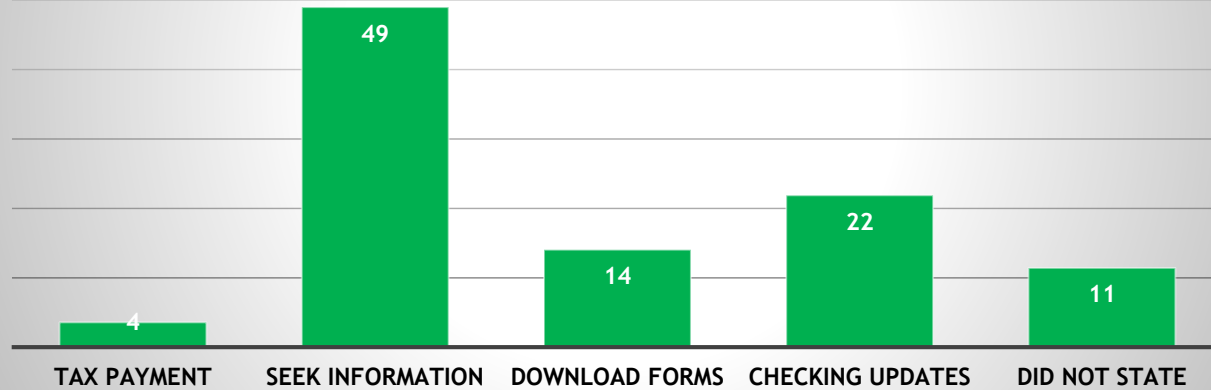
The results show that 60% of the respondents are happy with the ZIMRA's online system .



## How well does the system meet your needs?



## What do you do when you visit ZIMRA's website?



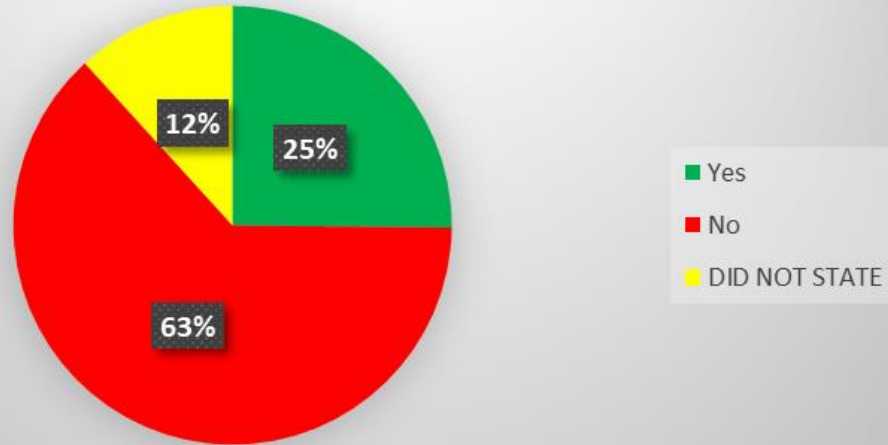
49% of the respondents check updates when they visit the ZIMRA website.

Others visit the website so as to do the following:

- Duty payment
- PAYE
- Tax rates
- Seeking clarity and quick service as they are no responses on email or phone
- Clearance of bills of entry
- Tax submissions
- PAYE and QPD's
- Submitting Returns
- Tax account registrations
- Complete TIP forms

## 8) FISCALISATION

Have you ever heard of fiscalisation campaign



25% of the respondents agreed that they have heard about the Fiscalisation campaign.

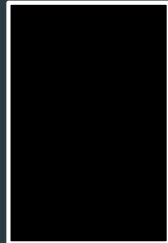
63% of the respondents agreed that they have not heard about the Fiscalisation campaign

12% Did not state .

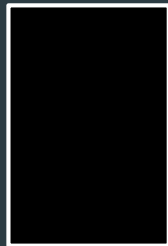
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**TAX EDUCATION**



**ANTICORRUPTI  
ON**



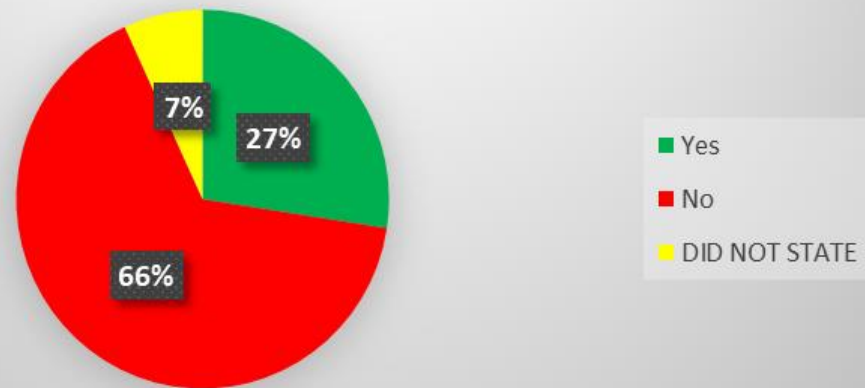
**TIP CLEARANCE  
PROCESS  
SATISFACTION**



# 9) TAX EDUCATION



Do you feel Zimbabweans have required knowledge about tax and customs duties?

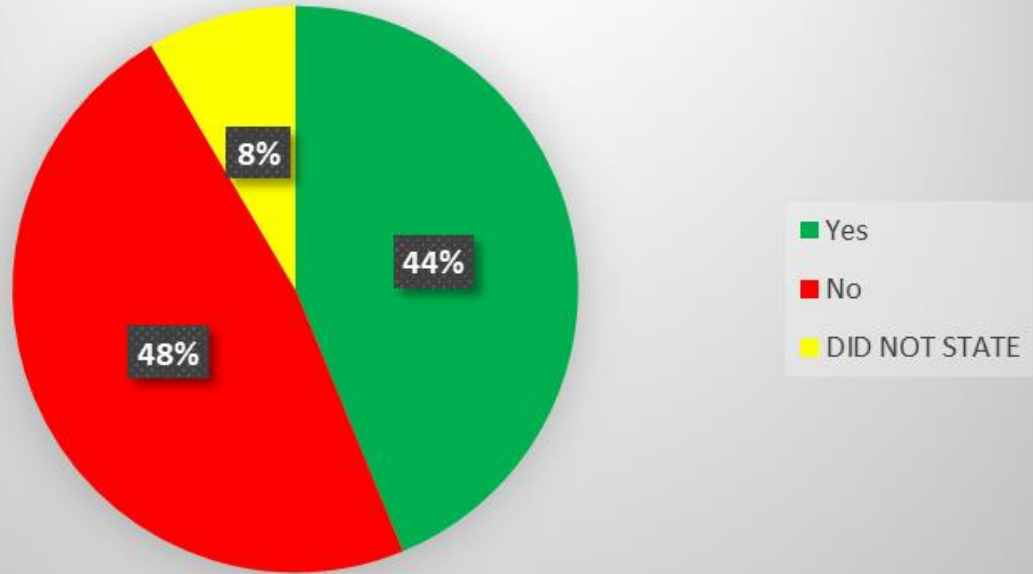


The results show that 66% of the respondents feel that they do not have enough knowledge about taxes and customs duties.

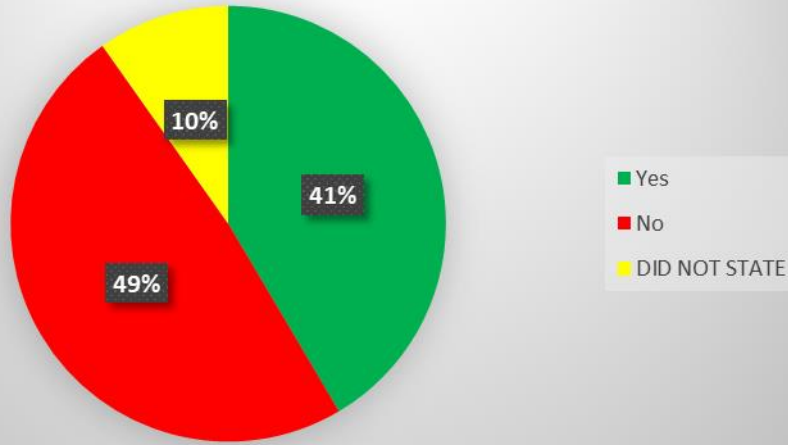


44% of the respondents state that they know how to submit returns but 48% responded with a No.

## Do you know how to submit returns



## Do you submit returns?

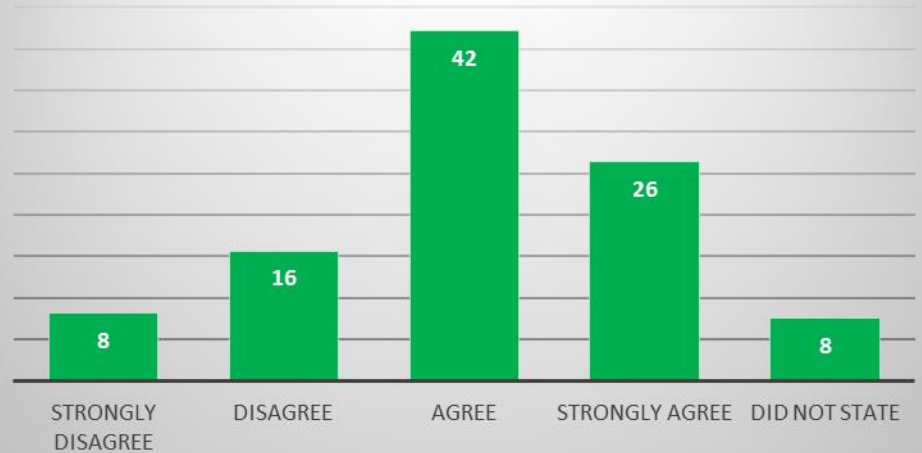


The results show that 41% of the respondents submit their return, whereas the other 49% are not submitting their returns.

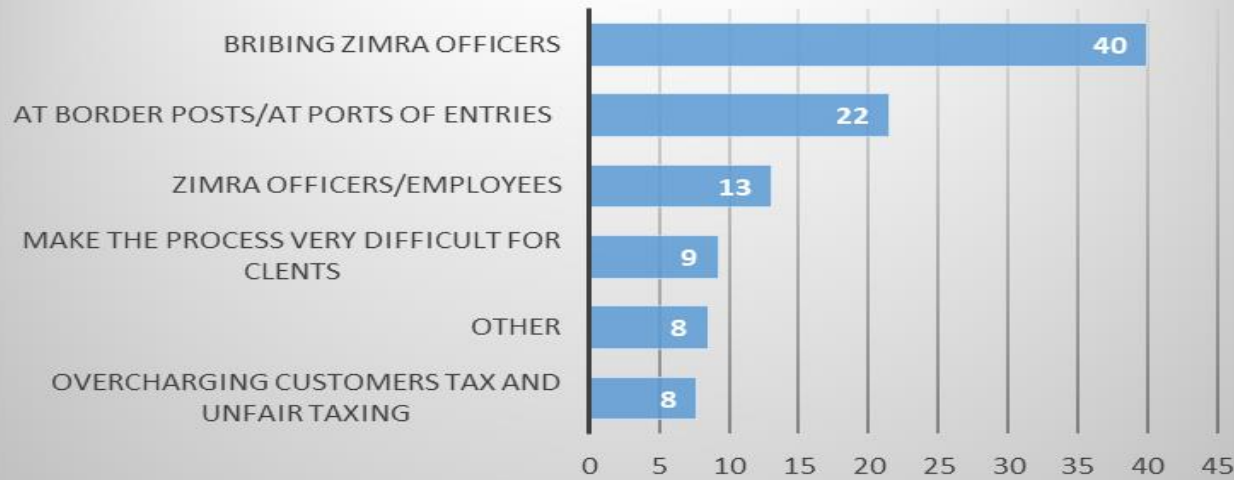
# 10) ANTICORRUPTION

At least 42% agreed that corruption exist at ZIMRA.

Corruption exists in ZIMRA



## How does it take place?



40% stated that corruption takes place by bribing ZIMRA officers and 22% state that it takes place at the ports of entries

8% went on to state that corruption takes place through other ways which are; when applying for free duty, kick backs, money laundering, political monopolization, collusion, false documents, via proxies by powerful society member

25% of the respondents recommended the following to ZIMRA:

Better recruitment of its employees so that you don't employ your relatives and friends

Align laws with ease of doing business & international norms

Rotate ZIMRA official especially officers worked on border areas

MAKE IT TO UNDERSTAND TAXES AND COMPLIANCE ISSUES PEOPLE THINK REGISTERING IS A CRIME

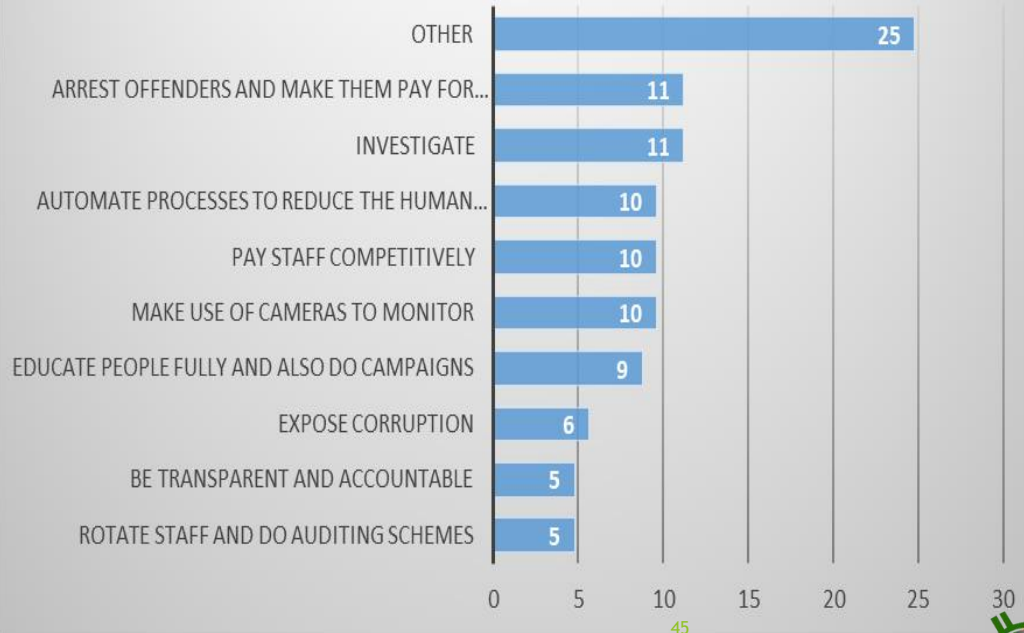
We need suggestions boxes at your offices. To have prize list accepted on items being imported regularly .We are tired of the Value songs from ZIMRA Officers.

Have a clear promotion policy so that employees maintain high integrity in anticipation of promotion

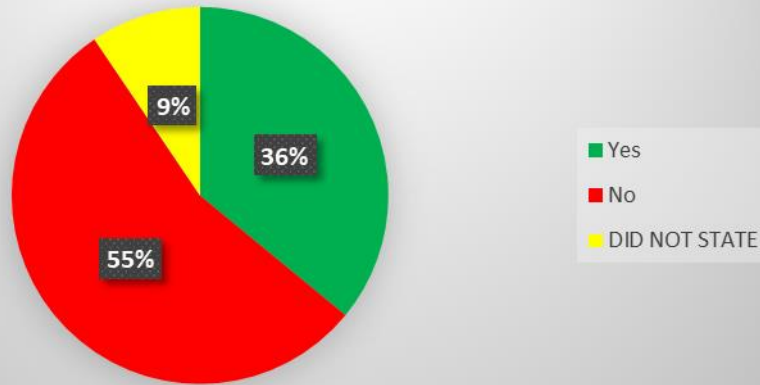
Improve your internal control system especially on your outskirts stations

Management to be exemplary during discharge of their daily duties.

## Can you recommend any two major strategies for ZIMRA to adopt in a bid to effectively fight corruption



## Do you know about the #I'mForZero anti-corruption campaign



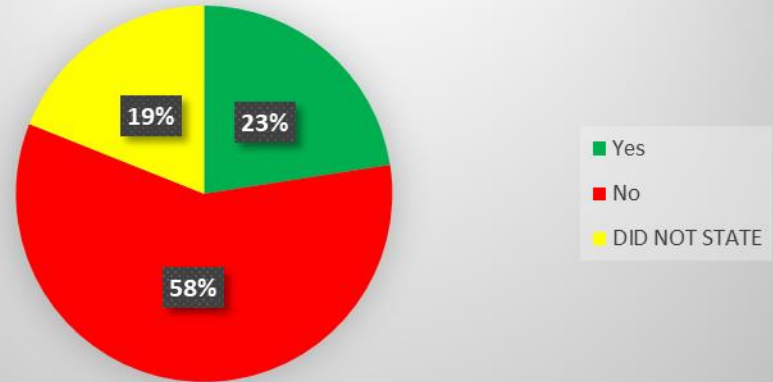
The results show that 36% have knowledge about the #i'mForZero anti-corruption campaign.

23% agreed that the campaign meet their expectations .

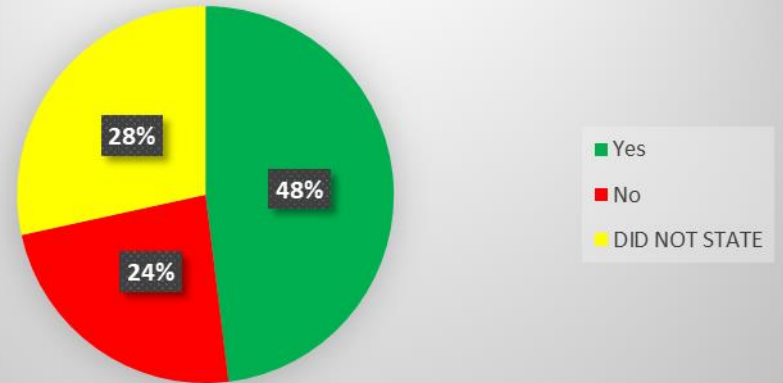


58% state that the campaign did not meet their expectations but 19% Did not state.

## Did our capmaign meet your expectations



## Could we improve on anything for our campaign?

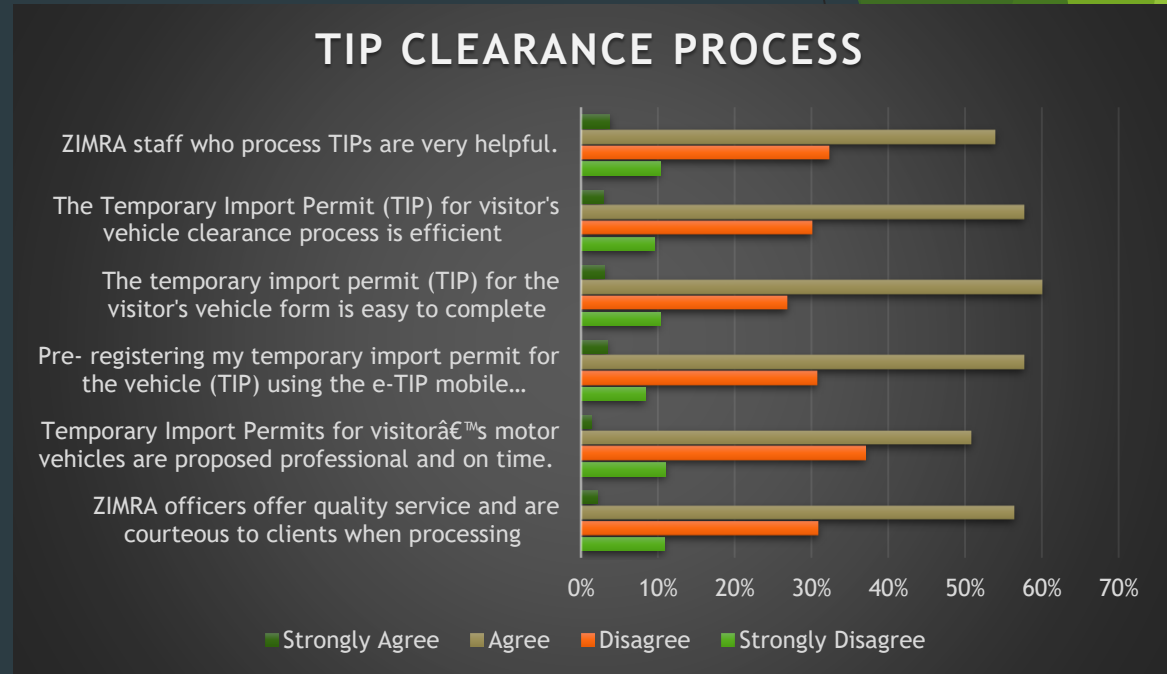


48% state that something should be done to improve on the #I'mForZero Anti-corruption campaign.

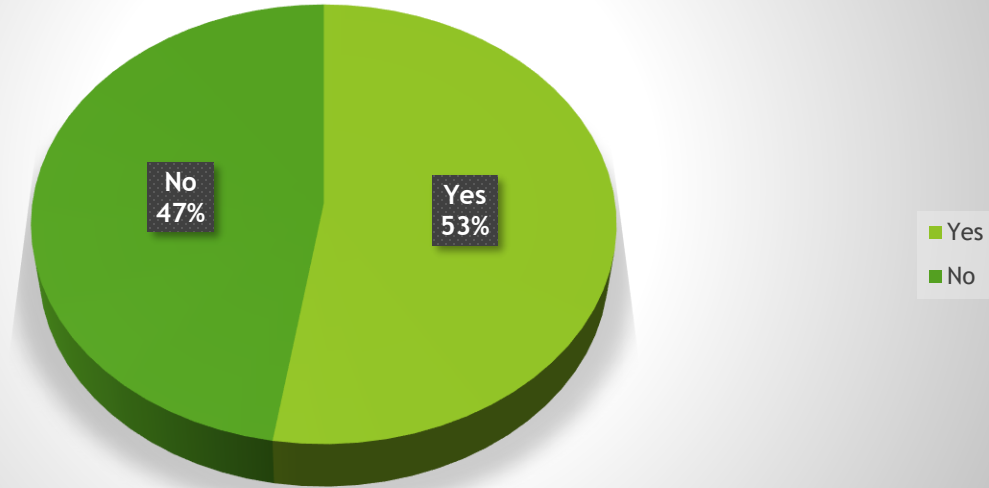


# 11) TIP CLEARANCE PROCESS

- ▶ 53% at least agreed that ZIMRA officers offer quality service and are courteous to clients when processing
- ▶ 57% at least agreed that temporary Import Permits for visitor's motor vehicles are proposed professional and on time.
- ▶ 60% at least agreed that Pre-registering my temporary import permit for the vehicle (TIP) using the e-TIP mobile Application reduce clearance time at the Border Post.
- ▶ 57% at least agreed that the temporary import permit (TIP) for the visitor's vehicle form is easy to complete
- ▶ 50% at least agreed that the Temporary Import Permit (TIP) for visitor's vehicle clearance process is efficient
- ▶ 60% at least agreed that ZIMRA staff who process TIPs are very helpful.

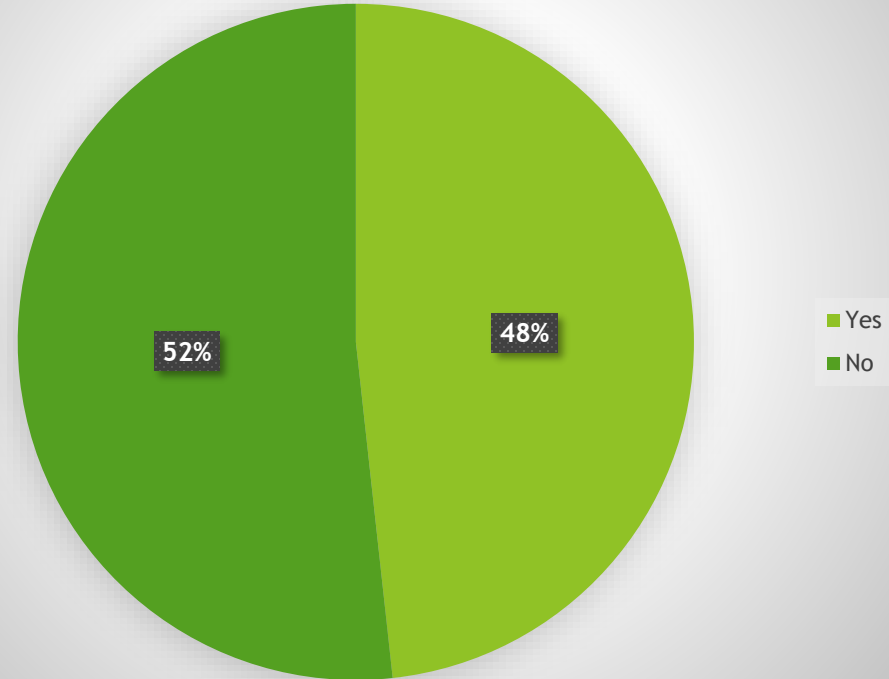


## Clearance of visitors motor vehicle on TIPS is simple



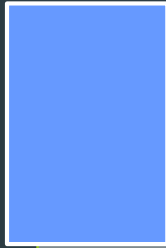
53% of the respondents stated that the Clearance of visitors motor vehicle on TIPS is simple

## Clearance of visitor's motor vehicles on TIPs is fast

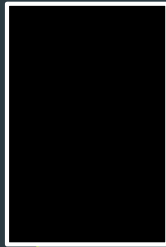


52% of the respondent stated that the clearance of visitor's motor vehicle on TIPs is fast.

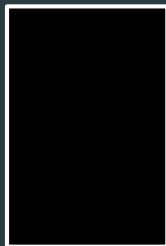
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**Private imports  
declaration**



**Single Window**

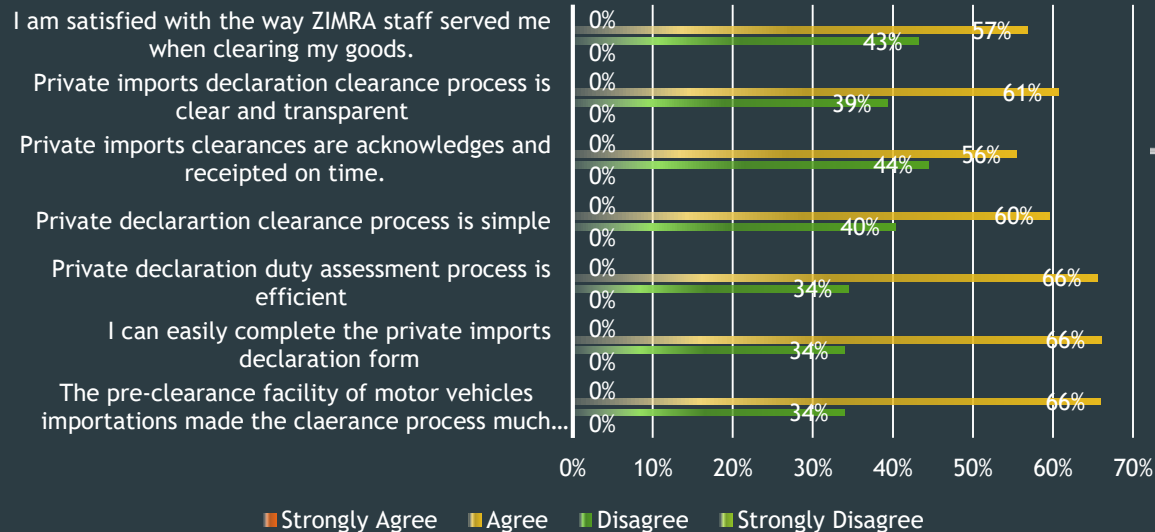


**Overall Service  
Delivery**



# 12) PRIVATE IMPORTS DECLARATION

## PRIVATE IMPORTS DECLARATION CLEARANCE PROCESS



The results show that at least 61% are satisfied with the Private Imports declaration clearance process.

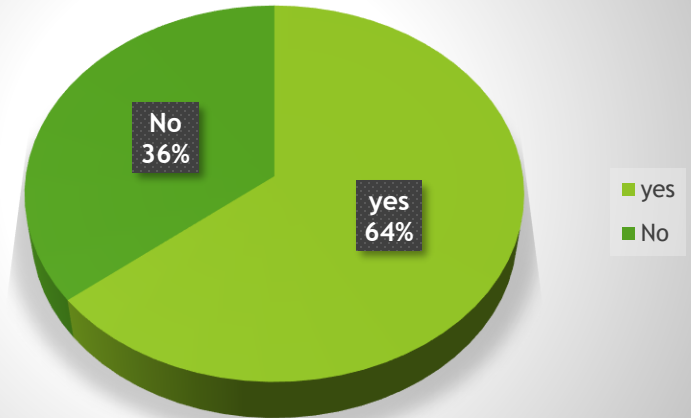
# 13) Single Window

i. 64% of the respondents think that Single window will benefit Zimbabwe



ii. 36% do not believe that the Single window will benefit Zimbabwe

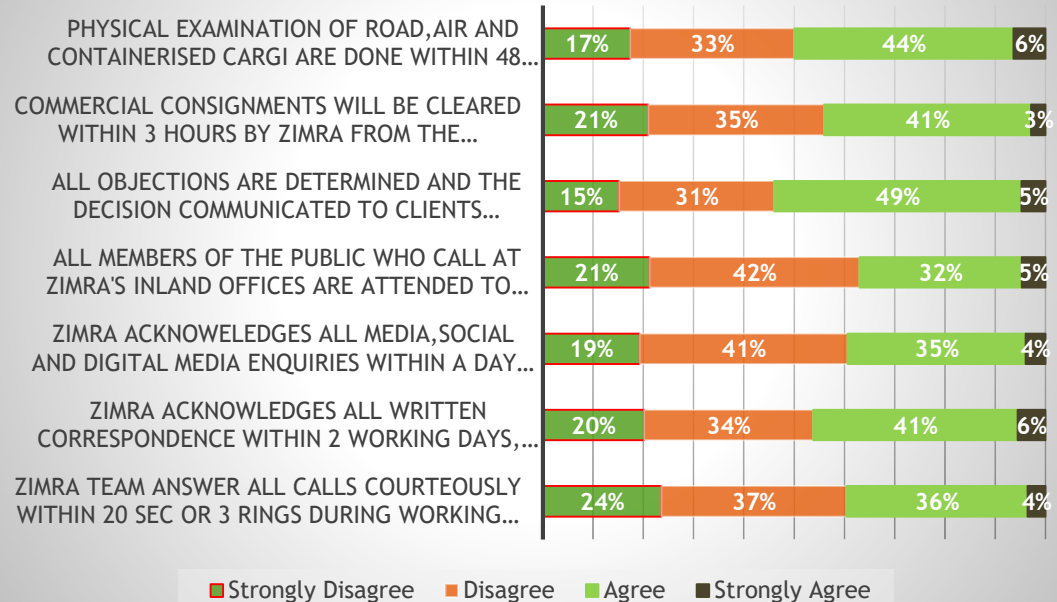
Single Window



# 14) OVERALL SERVICE DELIVERY

- ▶ 44% at least agrees that ZIMRA team answer all calls courteously within 20 sec or 3 rings during working hours.
- ▶ 41% at least agrees that ZIMRA acknowledges all written correspondence within 2 working days, responds within 3 working days on simple matters, and within 8 working days where research is needed.
- ▶ 49% at least agrees that ZIMRA acknowledges all media social and digital media enquiries within a day and respond within 3 working days
- ▶ 32% at least agrees that all members of the public who call at ZIMRA's inland offices are attended to within 10 minutes of arrival
- ▶ 35% at least agrees that All objections are determined and the decision communicated to clients within 60 working days from the date of receipt of the letter of objection
- ▶ 41% at least agrees that commercial consignments will be cleared within 3 hours by ZIMRA from the submission of correct and complete documentation unless selected for physical examination
- ▶ 36% at least agrees that Physical examination of road, air and containerized cargo are done within 48 hours by ZIMRA

## OVERALL SERVICE DELIVERY



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## Recommendations from clients

- What would you recommend ZIMRA

## Recommendations to improve the website

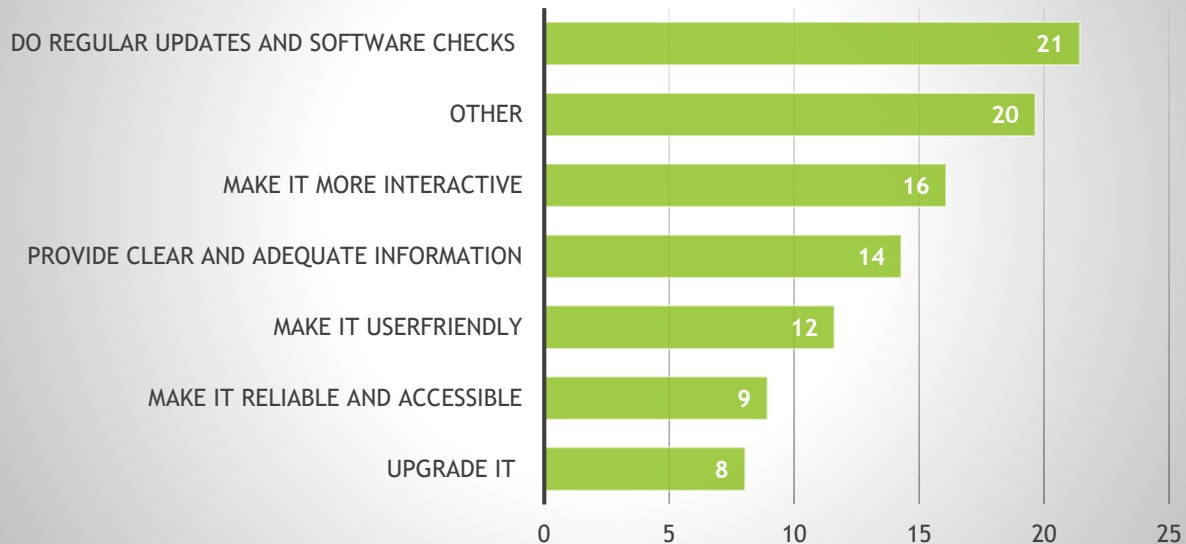
## Additional Comments





# RECOMMENDATIONS

## Please suggest how ZIMRA can improve on their website



- .Use objective evaluation of vehicle than subjective
- .Serving customers very fast
- .Use reliable duty calculator.
- .Consult people first
- .Train staff to educate citizens and do road shows
- .Usual layout
- .Increase user interface
- .They should work on Sundays, Increase working hours until 7pm
- .ZIMRA should also use radio stations such as ZBC to spread the information which demands the attention of clients
- .Your contact telephone number. Business categories are not comprehensive to capture all entities .
- .To increase your scope of catchment "
- .Advertise

- .Include ledgers for each tax head so we can track our payments and returns, E-services needs proper attention
- ."1.As per the ZIMRA website currently the Vat return that is accessible is kindly stating that the standard rate of VAT is 14, 5 percent . we need the one that states the prevailing standard rate of 15 percent 2.We need tax tables that can automatically calculate the tax payable for us . A table that gives us all our QPD figured just by imputing the required information"
- .Have a professional to manage the website
- .Make sure it's stable
- .Make it clear when submitting returns
- .The self service platform new registration process is always problematic and needs to be made efficient.
- Simply increase the interface
- .Give more links
- .The issue of online registration and acquiring a tax clearance must not be that difficult,the website must be up-to-date and must show correct balances for the past years the website says its understanding maintenance

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## CONCLUSIONS AND RECOMMENDATIONS



## APPENDICES CUSTOMER SATISFACTION QUESTIONNAIRE

Years of working experience

- Years with ECGC
- Gender
- Employment level
- Academic qualifications
- Age



# CONCLUSION

The survey established that most of ZIMRA customers are not up to date on the Tax Education(38%). It was also found that ZIMRA does not urgently respond to clients because the Speed of Delivery scored 38%.

The survey went on to establish that the ZIMRA information is not accessible to most of the respondents(Accessibility of ZIMRA information 46%)

# CONCLUSION

Of the attributes of ZIMRA, the Staff Attitude (54% ) was found to be fair although a significant number of customers highlighted that it is poor, friendliness of employees was also found to be fair with a significant of customers saying it is poor because of corruption. Some went on to say there are some ZIMRA officers who accepting bribes from customers.

# CONCLUSION

**The Client Satisfaction index for ZIMRA  
is 51%.**

## RECOMMENDATIONS

- i. ZIMRA should hold strong awareness campaign programme for all new strategies so that the clients.
- ii. ZIMRA should improve and focus on turnaround time or speed of delivery.
- iii. Widening the tax-base is also recommended with an intention to eliminate or reduce tax evasion.
- iv. ZIMRA is recommended to put in place a strategy that support voluntary compliance.
- v. ZIMRA can remunerate staff competitively to reduce poverty induced corruption.
- vi. ZIMRA can put in place a mind-set and culture change programme that fosters a sense of belonging and patriotism(National Pride).



## RECOMMENDATIONS

vii. ZIMRA may also embark on customer education programs and involve customers in dealing with problems. Customers need to be more educated on taxes, duties, fiscalisation campaign any other critical information the customer should know.

viii. Customer care should also be looked at and improvement initiatives launched. Calls made by customers should be attended to in time and with urgency to improve customer satisfaction levels. Customer care training may also be done to help employees improve on their customer care.

ix. Sectional strategy – action plans on how to change customer's perception and how to change culture

# Questionnaire Link

- ▶ <https://forms.gle/DFGai6d4mEm4rsns6>