

# **ZIMRA Client Satisfaction Survey Results**



# 2014

## **Introduction:**

The Client Satisfaction Survey for the first half of 2014 was conducted from 27 May to 2 June 2014. The survey, which has since been adopted by the Zimbabwe Revenue Authority (ZIMRA) as a prime feedback mechanism on service delivery, is done biannually. It gives the Authority an opportunity to seek lasting solutions to the issues raised by clients. Key areas of the Authority's service delivery which are measured include reception on arrival, time spend on port of entry/reception before being served, officers' job knowledge, ZIMRA officers' attitude, responsiveness to queries, information dissemination and overall service delivery. All in all, eight pillars were under investigation.

The survey was conducted using the questionnaire method supported by terms of reference which were sent out to the all ZIMRA stations dotted around the country.

One thing to take note was the substantial increase in the number of respondents who managed to complete the questionnaires as compared to the number of respondents in the last survey. In the survey carried out in November last year, 1665 people responded to the questionnaires, but a total of 1963 respondents completed the questionnaires during the May-June 2014 survey.

## **Executive summary:**

- ❖ A total of 51 stations participated in this survey with four (Charles Prince Airport, Joshua M. Nkomo Airport, Mt Selinda, and Bulawayo Port) failing to submit their completed questionnaires in spite of the reminders that were sent to the stations through e-mail and telephone.
- ❖ The following stations combined their questionnaires for both the Customs and Excise office and the Domestic Taxes Offices: Bindura Station, Chiredzi Office, Bindura Office and Hwange Office. The reason being that both sections share the same reception area.
- ❖ Out of the 1963 respondents which participated in this survey, 1152 (58,7%) represented organisations; 769 (39,2%) indicated that they were doing business as individuals, while the "Other" category was represented by 42 respondents (2,1%).

- ❖ **Reception on arrival** had the following ratings: Excellent 626 respondents (31,9%); Good 894 respondents (45,5%); Fair 387 respondents (19,7%); Poor 33 respondents (1,7%) and Very Poor had 23 respondents (1,2%).

**The satisfaction index for reception on arrival was 87,25%.**

- ❖ **On time spent at reception before being served**, 1166 respondents (59,4%) out of 1963 were in the Excellent category; 397 respondents (20,2%) rated time spend at reception before being served as Good; 183 respondents (9,3%) rated time spend at reception before being served as Fair; 99 respondents (5,0%) were in the Poor category while 118 respondents (6,0%) were in the Very Poor category.

**The satisfaction index for time spend before being served stood at 84,25%.**

- ❖ **On time spent while being attended to**, the ratings were as follows: 1023 respondents (52,1%) were in the Excellent category; 515 respondents (26,2%) rated it as Good; 259 respondents (13,2%) feel that it is Fair; 87 respondents (4,4%) rated it as Poor while 79 respondents (4,0%) rated it as Very Poor.

**The satisfaction index for time spent while being attended to stood at 84,90%.**

- ❖ **On responsiveness to queries** the scores were as follows: 540 interviewees (27,5%) scored responsiveness to queries as Excellent; 892 interviewees (45,4%) rated our responsiveness to queries as Good; 437 interviewees (22,3%) rated our responsiveness as Fair; 62 interviewees (3,2%) rated our responsiveness as Poor; while 32 interviewees (1,6%) were not impressed with our responsiveness to queries.

**The overall satisfaction index for this pillar stood at 84,05%.**

- ❖ **Information dissemination** was also one of the pillars for the survey. The following ratings were obtained: 450 respondents (22,9%) scored our information dissemination as Excellent; 834 respondents (42,5%) rated our information dissemination as Good; 552 respondents (28,1%) rated our information dissemination as Fair, while 100 respondents (5,1%) rated us as Poor. 27 respondents (1,4%) rated us as Very Poor in information dissemination.

**The overall satisfaction index was 79,45%.** Clients feel we should do more interactive engagement with them through workshops and seminars where issues are debated and queries addressed on an interpersonal level. This in addition to all the communication channels that we are currently using at a corporate level, in engaging our clients like Facebook, [pr@ZIMRA.co.zw](mailto:pr@ZIMRA.co.zw), [webmaster@ZIMRA.co.zw](mailto:webmaster@ZIMRA.co.zw), twitter, website, *Revenews* magazine, fliers, etc.

- ❖ **On ZIMRA officers' attitude towards clients**, the following scores were obtained: 602 respondents (30,7%) feel that our officers' attitude is Excellent; 888 respondents (45,2%) feel that officers' attitude is Good; 394 respondents (20,1%) said our officers' attitude is Fair; 58 respondents (3,0%) feel that our officers' attitude is Poor, while 21 respondents (1,1%) scored officers' attitude as Very Poor.

**The satisfaction index for ZIMRA officers' attitude stood at 85,95%.**

- ❖ **ZIMRA officers' job knowledge** was another pillar that was under review during this survey, and the scores came out as follows: 745 respondents (38,0%) feel that our officers have an Excellent knowledge of their job; 889 respondents (45,3%) rated them as Good; 280 (14,3%) rated them as Fair; 37 respondents (1,9%) rated them as Poor, while 12 respondents (0,6%) rated them as Very Poor. This was the pillar with the highest satisfaction index among all the pillars that were under review.

**The overall satisfaction index for job knowledge stood at 90,45%.**

- ❖ On **overall service delivery**, survey results came out as follows: 512 respondents (26,1%) rated ZIMRA's overall service delivery as Excellent; 901 respondents (45,9%) rated our overall service delivery as Good; 472 respondents (24,0%) rated ZIMRA's service delivery as Fair; 53 respondents (2,7%) rated ZIMRA as Poor, while some 25 respondents (1,3%) rated our overall service delivery as Very Poor.

**The satisfaction index on overall service delivery stood at 84,00%.**

- ❖ The overall Client Satisfaction Index for ZIMRA this quarter stood at **85,04%** against a target of 90% and an alarm rate of 80%. A positive variance of +2,03% was realised if we are to compare with the 83,01% that was scored in the survey done in November last year.

### **Research Methodology:**

The research method which was employed for the Client Satisfaction Survey was predominantly the questionnaire for the reason that it was cheap and easy to administer, but still producing valid and reliable results. Secondly, the questionnaire gives the interviewee time to think and write their honest opinion without fear of the prying eye of the interviewer. So this adds on to the reliability and validity of the final result.

The questionnaire was translated into three languages namely English, Shona and Ndebele and due diligence was exercised in the translation process to ensure that the questions preserved their original meanings. The questionnaire was translated into three major languages to ensure that the researcher captures as many people as possible. The emailing system was used to send the questionnaires to all ZIMRA stations around the country and an instruction was given for stations to appoint a survey coordinator to oversee the running of the survey at their respective stations. Terms of references were used as guidelines in coordinating the survey.

Reminders were constantly sent out to the stations to ensure that every station did their part in administering the questionnaires.

**Survey Results:**

**Statistics**

VAR00001

N	Valid	1963
	Missing	0
Mean		31.48

**ZIMRA stations:**

*Q: At which station do you normally conduct business?*

A total of 51 stations participated in this survey with some of them combining their questionnaires since they use one reception area. But all in all this was a massive response from the various ZIMRA stations and they must be commended for taking this survey seriously. Even the response from clients was overwhelming considering that last year a total of 1665 questionnaires were received from the stations. However, this time around, a total of 1963 completed questionnaires were received from the stations. So a big applause should go to the individuals who, in their various capacities, presided over the whole survey. Below are the stations and the number of questionnaires that were received per station.

**VAR00001**

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b> Head Office Reception Area:	11	.6	.6	.6
Nyamapanda Border Post Customs:	56	2.9	2.9	3.4
Mukumbura Border Post:	26	1.3	1.3	4.7

Chirundu One Stop Border Post Customs:	110	5.6	5.6	10.3
Kariba Border Post:	30	1.5	1.5	11.9
Kariba Inland Office:	31	1.6	1.6	13.4
Harare International Airport:	125	6.4	6.4	19.8
Kurima VAT:	10	.5	.5	20.3
Kurima Debt Management:	22	1.1	1.1	21.4
Kurima Audits:	15	.8	.8	22.2
Kurima Client Care & Registry:	40	2.0	2.0	24.2
Kurima Large Client Office:	23	1.2	1.2	25.4
Harare Port:	68	3.5	3.5	28.9
Manica Container Depot:	30	1.5	1.5	30.4
BAK Storage:	6	.3	.3	30.7
Kazungula Border Post:	33	1.7	1.7	32.4
Victoria Falls Border Post:	26	1.3	1.3	33.7
Hwange Office Customs:	43	2.2	2.2	35.9
Maitengwe Border Post:	26	1.3	1.3	37.2
Plumtree Border Post:	49	2.5	2.5	39.7
Mphoengs Border Post:	29	1.5	1.5	41.2

Mhlahlandlela Complex Offices:	179	9.1	9.1	50.3
Kadoma Office Taxes:	20	1.0	1.0	51.3
Gwanda Office:	16	.8	.8	52.2
Kadoma Office Customs:	10	.5	.5	52.7
Rusape Office:	34	1.7	1.7	54.4
Kwekwe Office Domestic Taxes:	56	2.9	2.9	57.3
Kwekwe Office Customs:	11	.6	.6	57.8
Forbes Border Post:	46	2.3	2.3	60.2
Sango Border Post:	30	1.5	1.5	61.7
Chiredzi Office Domestic Taxes:	42	2.1	2.1	63.8
Zvishavane Office:	28	1.4	1.4	65.3
Gweru Office Customs:	60	3.1	3.1	68.3
Gweru Office Domestic Taxes:	77	3.9	3.9	72.2
Beitbridge Border Post:	183	9.3	9.3	81.6
Beitbridge Inland Office:	34	1.7	1.7	83.3
Chinhoyi Office Domestic Taxes:	31	1.6	1.6	84.9
Chinhoyi Office Customs:	10	.5	.5	85.4
Kanyemba Border Post:	30	1.5	1.5	86.9
Bindura Office:	37	1.9	1.9	88.8

Pandamatenga Border Post:	9	.5	.5	89.3
Mutare Inland Office Domestic Taxes:	66	3.4	3.4	92.6
Masvingo Office Customs:	53	2.7	2.7	95.3
Masvingo Office Domestic Taxes:	61	3.1	3.1	98.4
Chipinge Office:	31	1.6	1.6	100.0
<b>Total</b>	<b>1963</b>	<b>100.0</b>	<b>100.0</b>	

**Representing:**

Q: Please indicate whether you will be doing business for yourself or you will be representing a company.

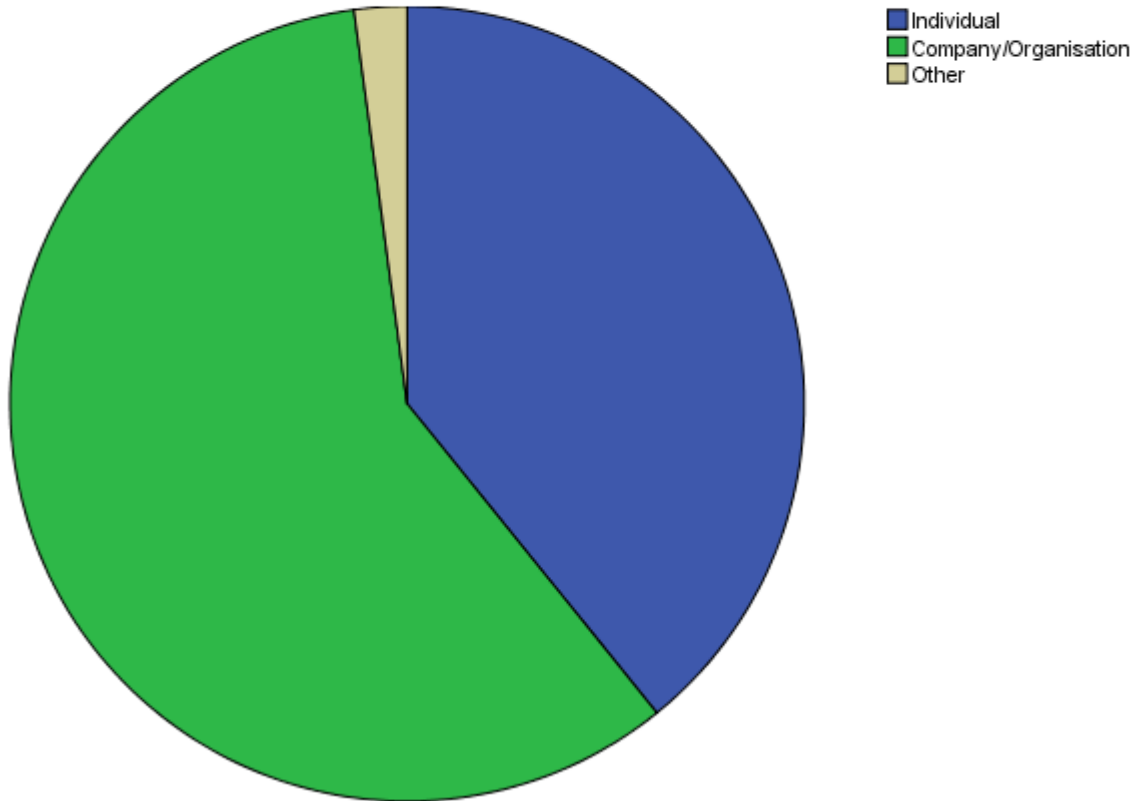
- From the survey results, 769 respondents (39,2%) said they were doing business with ZIMRA as individuals, with 1152 (58,7%) saying they were doing business with the Authority representing their companies. The “Other” category constituted 42 respondents, which translated to 2,1% of the survey. Table VAR002 below gives the tabulated results, which are also reproduced through a pie chart in Figure VAR00002.

**VAR002**

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b> Individual	769	39.2	39.2	39.2
Company/Organisation	1152	58.7	58.7	97.9
Other	42	2.1	2.1	100.0
<b>Total</b>	<b>1963</b>	<b>100.0</b>	<b>100.0</b>	



VAR00002



**Reception on arrival**

Q: *How do you rate our reception on arrival?*

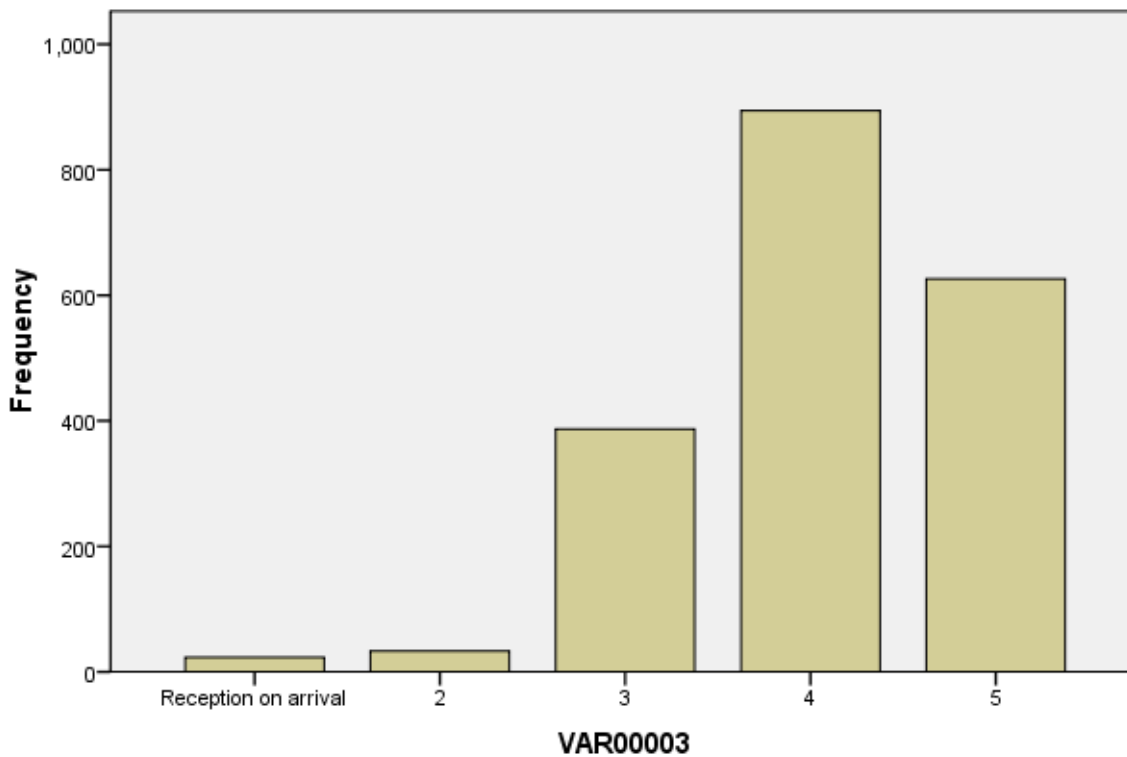
- Reception on arrival was the pillar with the second highest satisfaction index among all the pillars that were under review in this research. With a satisfaction index of 87,25%, reception on arrival was second to officers’ job knowledge, which had a satisfaction index of 90,45%. Below are the statistics for reception on arrival, which show that 626 (31,9%) respondents are impressed with our reception, while 23 respondents (1,2%) are not impressed with our reception.

VAR00003

	Frequency	Valid Percent	Cumulative Percent

<b>Valid</b>	Reception on arrival	23	1.2	1.2	1.2
	2	33	1.7	1.7	2.9
	3	387	19.7	19.7	22.6
	4	894	45.5	45.5	68.1
	5	626	31.9	31.9	100.0
<b>Total</b>		<b>1963</b>	<b>100.0</b>	<b>100.0</b>	

VAR00003



**Waiting time:**

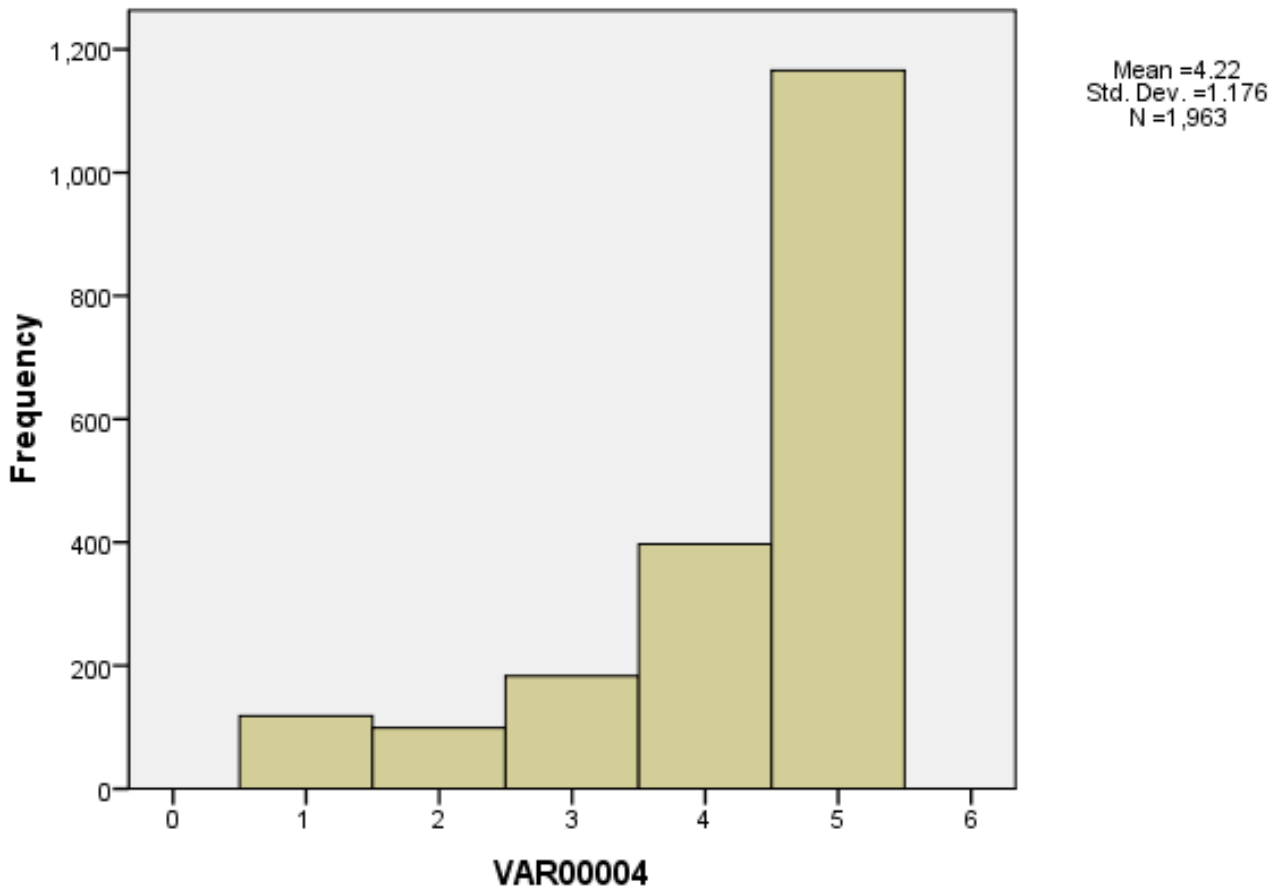
Q: *How long do you spend at reception/port of entry or exit before being served?*

- From the survey results, 59,4% of the respondents rated us as Excellent, while 397 respondents (20,2%) rated us as Good. The table below captures all the scores and ratings concerning this pillar.

**VAR00004**

	<b>Frequenc y</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid 1	118	6.0	6.0	6.0
Time spend before being served	99	5.0	5.0	11.1
3	183	9.3	9.3	20.4
4	397	20.2	20.2	40.6
5	1166	59.4	59.4	100.0
<b>Total</b>	<b>1963</b>	<b>100.0</b>	<b>100.0</b>	

### Histogram



**Time spent while being attended to:**

Q: *How long do you spend while being attended to by a ZIMRA officer?*

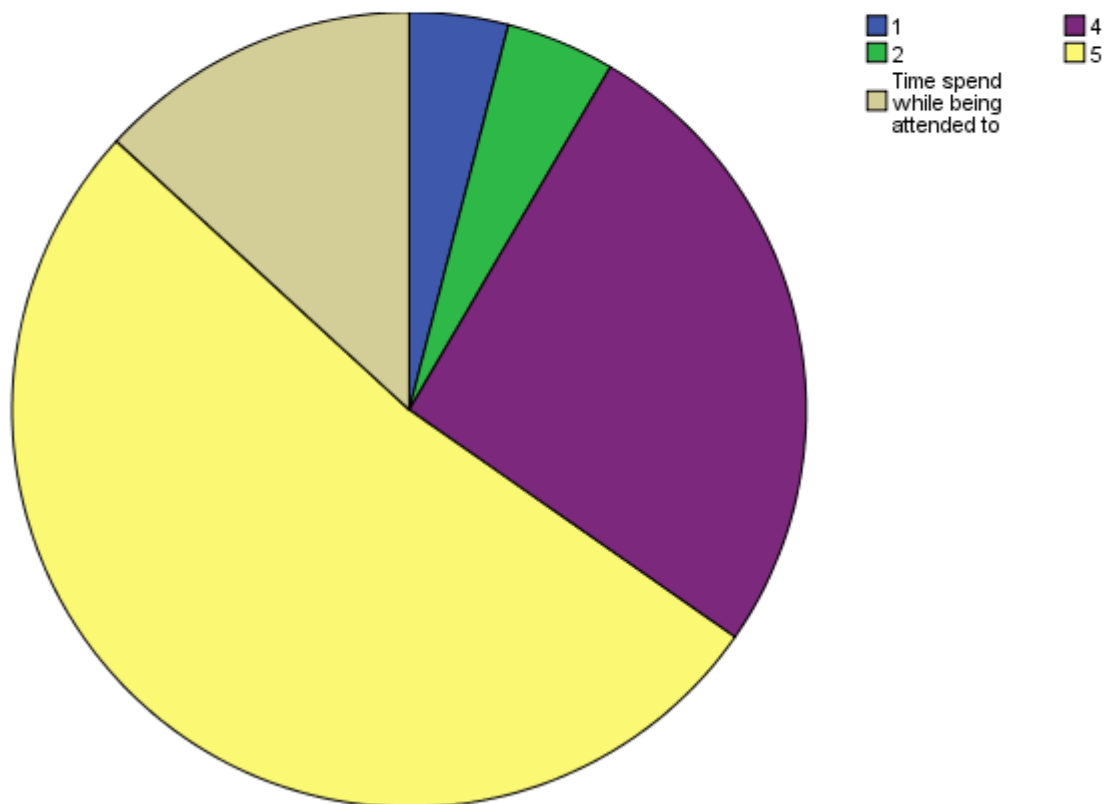
- On time spend while being served, we were trying to measure the efficiency of our officers in terms of serving clients and an impressive 1023 people (52,1%) gave a thumbs up to ZIMRA. This is impressive considering that the Authority is moving towards reducing the time people spend at stations by embracing technology for customers' convenience.

**VAR00005**

	Freque y	Percent	Valid Percent	Cumulative Percent

<b>Valid</b>	1	79	4.0	4.0	4.0
	2	87	4.4	4.4	8.5
	Time spend while being attended to	259	13.2	13.2	21.7
	4	515	26.2	26.2	47.9
	5	1023	52.1	52.1	100.0
<b>Total</b>		<b>1963</b>	<b>100.0</b>	<b>100.0</b>	

VAR00005



**Responsiveness to queries:**

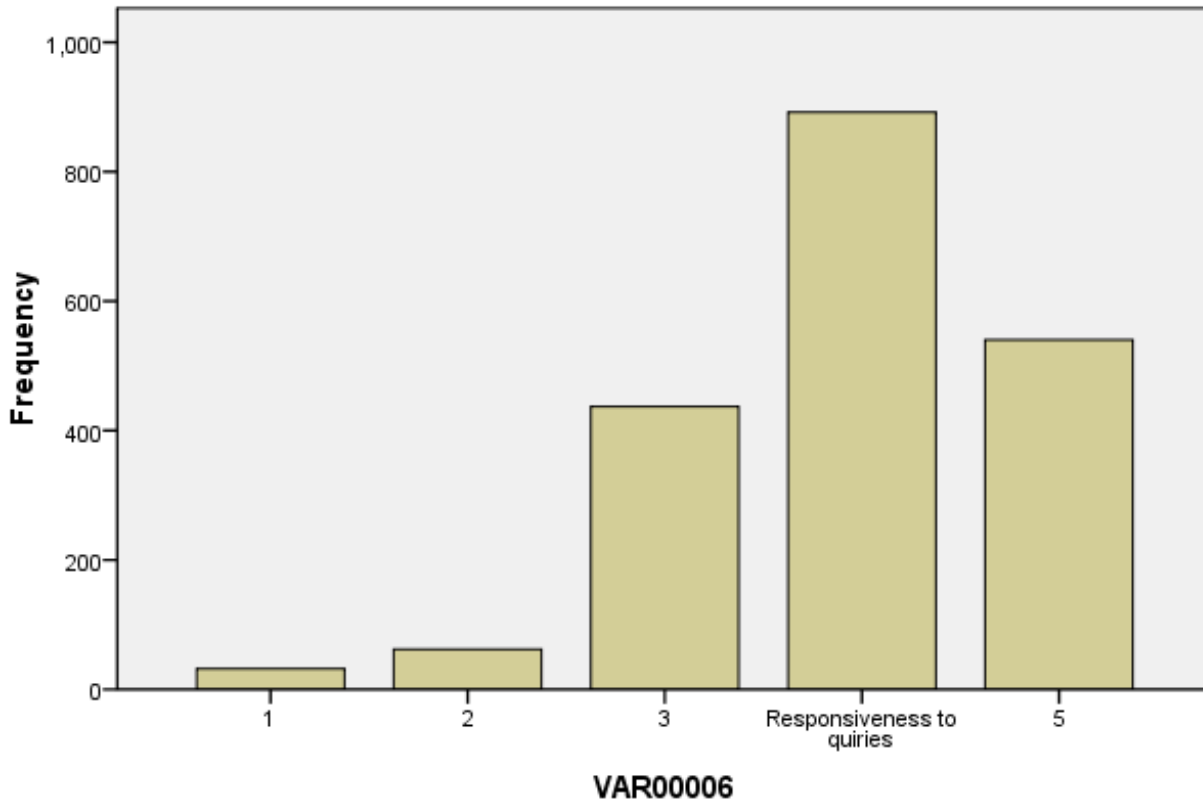
Q: *How do you rate ZIMRA's responsiveness to queries?*

- On responsiveness to queries, we were measuring the readiness of our officers to assist clients whenever they have queries or questions regarding general matters or Taxes and Customs issues. The results came as follows: 540 respondents (27,5%) rated us as Excellent; 829 respondents (45,4%) of the respondents rated us as Good; 32 respondents (1,6%) rated our responsiveness to queries as Very Poor. These results show that 1432 out of the 1963 respondents rated us in the Good and Excellent category. The table and histogram below show a graphic representation of the results obtained on this pillar.

**VAR00006**

	<b>Frequenc y</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b> 1	32	1.6	1.6	1.6
2	62	3.2	3.2	4.8
3	437	22.3	22.3	27.1
Responsiveness to queries	892	45.4	45.4	72.5
5	540	27.5	27.5	100.0
<b>Total</b>	<b>1963</b>	<b>100.0</b>	<b>100.0</b>	

**VAR00006**



**Information dissemination:**

Q: *How do you rate ZIMRA's information dissemination?*

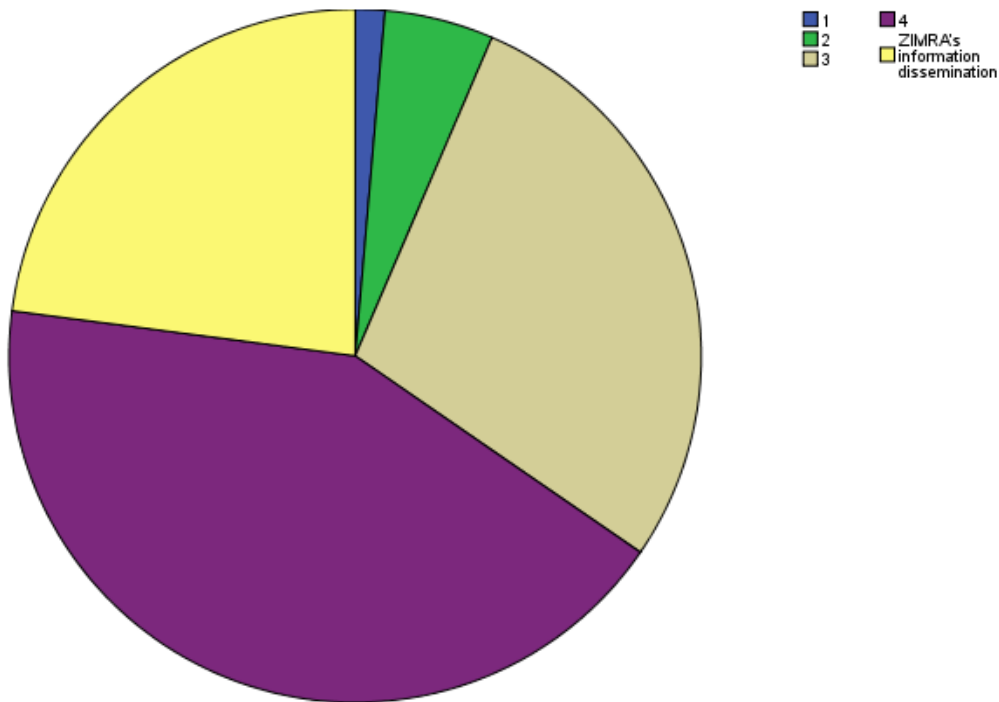
- From the results contained in the table and the pie chart below, 450 respondents (22,9%) rated our information dissemination as Excellent, while 834 respondents (42,5%) rated us as Good.

**VAR00007**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	27	1.4	1.4	1.4
2	100	5.1	5.1	6.5
3	552	28.1	28.1	34.6
4	834	42.5	42.5	77.1

ZIMRA's information dissemination	450	22.9	22.9	100.0
<b>Total</b>	<b>1963</b>	<b>100.0</b>	<b>100.0</b>	

VAR00007



**Officers' attitude:**

Q: How would you rate ZIMRA officers' attitude to clients?

- As the table below shall reveal, of the 1963 respondents who rated us, 1490 rated us in the “Good” and “Excellent” category and this was an impressive number. The overall satisfaction index for this pillar was 85,95% - the third highest among the eight pillars under review.

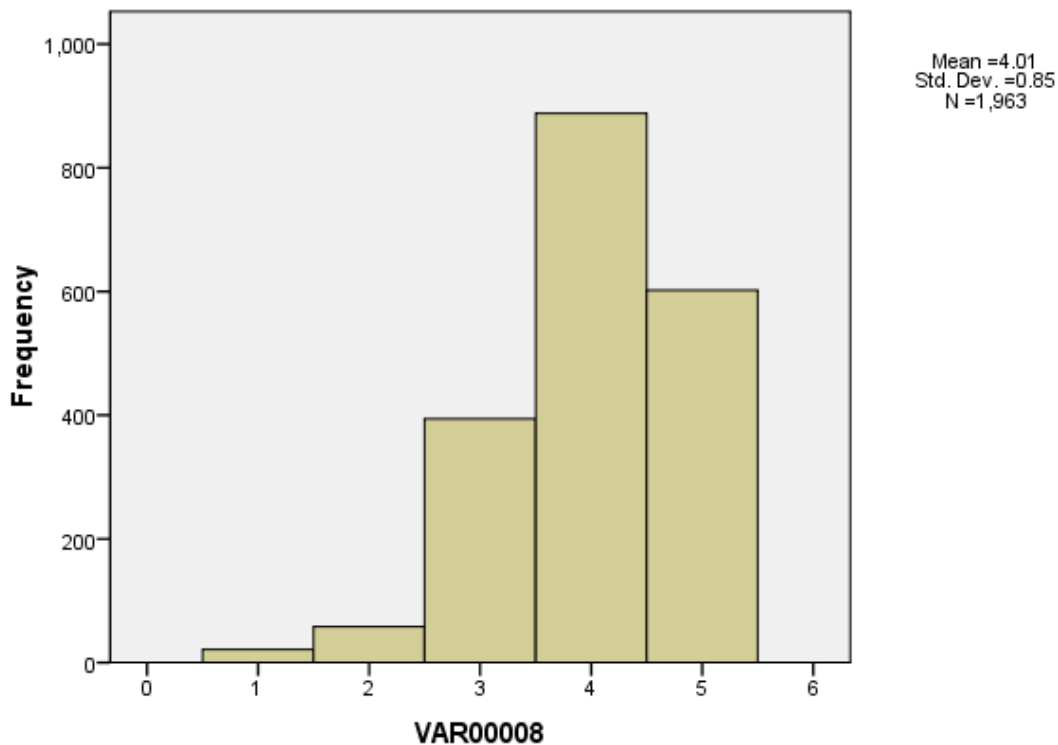
VAR00008

	Frequency	Valid Percent	Cumulative Percent
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<b>Valid</b>	1	21	1.1	1.1	1.1
	2	58	3.0	3.0	4.0
	3	394	20.1	20.1	24.1
	4	888	45.2	45.2	69.3
	5	602	30.7	30.7	100.0
<b>Total</b>		<b>1963</b>	<b>100.0</b>	<b>100.0</b>	

**Histogram**



**Officers' job knowledge:**

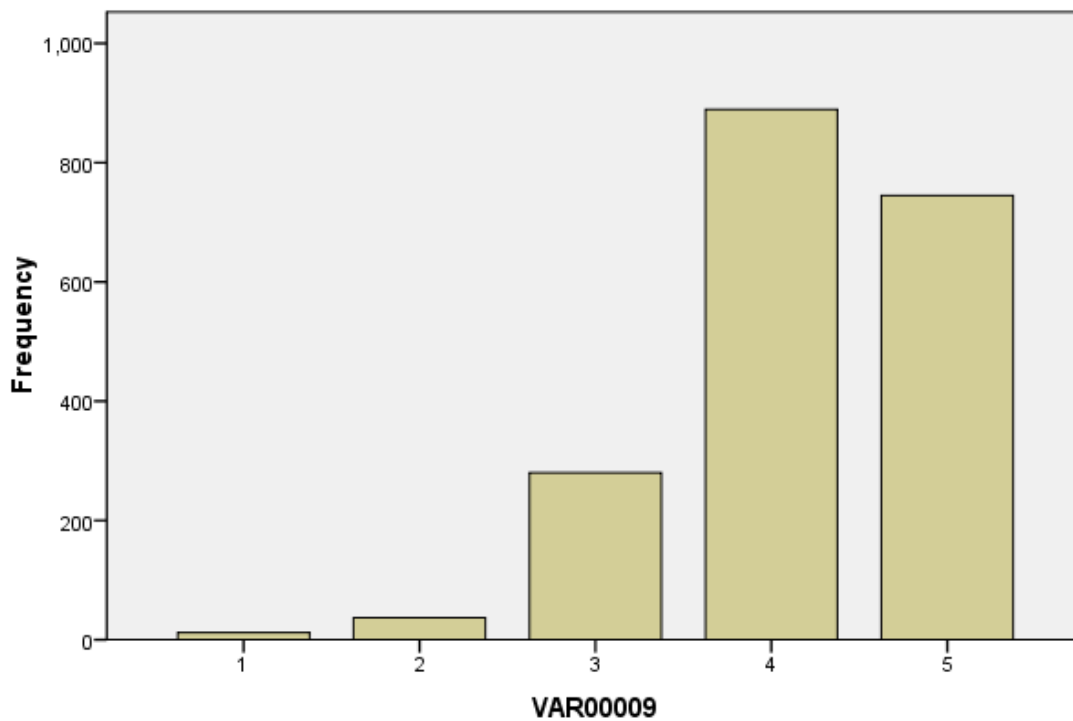
Q: *How would you rate ZIMRA officers' knowledge of their job?*

- This pillar scored the highest satisfaction index with an impressive 90,45%. This is the second time in a row that the index has scored the highest mark, having scored a mark of 88,5% in the previous survey carried out in November 2013. As the scores shall reveal, 1634 respondents out of 1983 interviewees rated us in the “Good” and “Excellent” categories.

**VAR00009**

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b> 1	12	.6	.6	.6
2	37	1.9	1.9	2.5
3	280	14.3	14.3	16.8
4	889	45.3	45.3	62.0
5	745	38.0	38.0	100.0
<b>Total</b>	<b>1963</b>	<b>100.0</b>	<b>100.0</b>	

**VAR00009**



**Overall service delivery:**

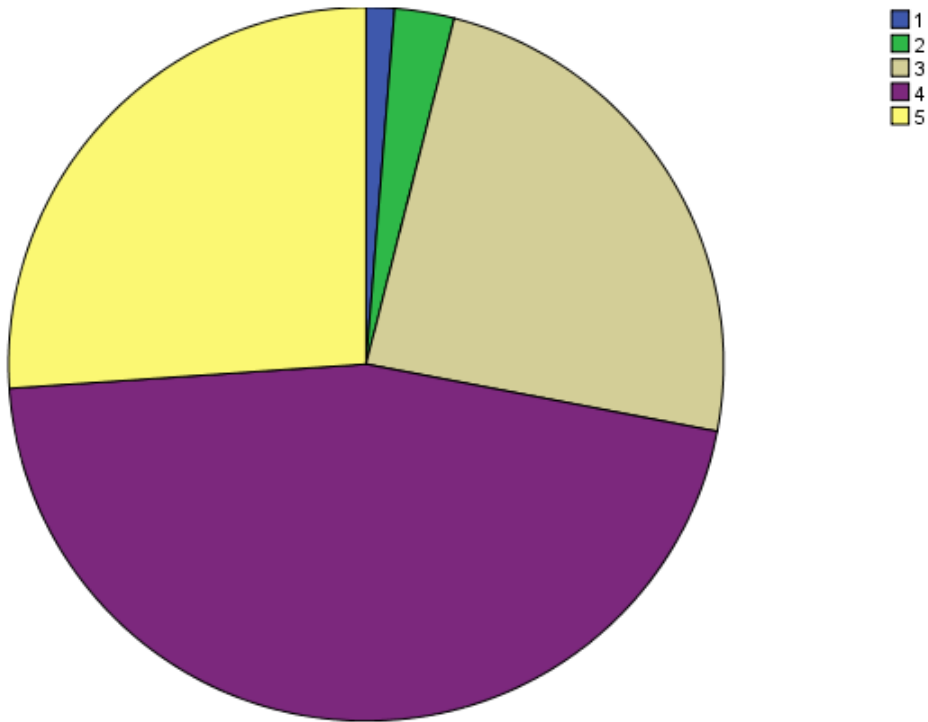
Q: Overall, how would you rate ZIMRA's service delivery?

- This index was measuring ZIMRA’s overall service delivery. Here we were trying to encompass any other areas of concern that might not have been captured by the pillars under review. The satisfaction index for overall service delivery stood at 84,00%, with 512 respondents (26,1%) indicating that our service delivery is “Excellent.” The table and pie chart below sum up the rest of the scores for overall service delivery.

**VAR00010**

	<b>Frequenc</b>	<b>Percent</b>	<b>Valid</b>	<b>Cumulative</b>
	<b>y</b>		<b>Percent</b>	<b>Percent</b>
<b>Valid</b> 1	25	1.3	1.3	1.3
2	53	2.7	2.7	4.0
3	472	24.0	24.0	28.0
4	901	45.9	45.9	73.9
5	512	26.1	26.1	100.0
<b>Total</b>	<b>1963</b>	<b>100.0</b>	<b>100.0</b>	

VAR00010



❖ The Client Satisfaction Index for the first half of 2014 was **85,04%**.

**Analysis of results:**

Officers' job knowledge had the highest satisfaction index of 90,45%. Officers were said to be hardworking, efficient, effective and having immense knowledge about their work and what it requires them to do. This was a notch above last year's satisfaction index of 88,5%. So the officers continue to show high levels of job knowledge and professionalism as exemplified by the positive variance of +1,95%.

ZIMRA's reception on arrival came second on the list with a satisfaction index of 87,25 %. If we are to compare this with the index of 83,35% which was scored last year in November, then a positive variance of

+3,9% was realised. This is reflective of the general desire amongst ZIMRA officers to make clients feel at home whenever they arrive at our reception areas. The reception area is of utmost importance since that is where we make or break our relationship with our clients and prospective clients.

Coming on third position was ZIMRA officers' attitude with an overall satisfaction index of 85,95%. Again we realised a positive movement of +3,65%, if one is to compare this with last year's index of 82,30%. Our officers were said to be generally friendly, very supportive and willing to help. However, clients also noted that there were some officers who were said to be impatient with clients, disrespectful and rude; sometimes going to the extent of "intimidating" clients. But as the statistics reveal, there is an improvement in the interaction between ZIMRA officers and clients.

On fourth position was time spent while being served which had a satisfaction index of 84,90%. This is one of the most important pillars which our stations need to also improve on, as we seek to decongest our borders and offices. We are also mindful of the challenges that officers face, especially at those border posts that serve large volumes of people like Beitbridge Border Post. However, the Authority has gone a gear up by embracing technology so that people can do transactions even without going physically to the ZIMRA stations to do their payments.

On fifth position was waiting time before being served with a satisfaction index of 84,25% - which on its own was an improvement from the last survey's result of 77,5%. So there was a positive variance of +6,75%. This pillar, just like the one on time spent while being served, is very critical since the Authority is working towards decongesting ports of entry and exit. And this massive jump in the index is a sign in the positive direction, which in itself, shows that there is great potential for improvement. It should however, be noted that, most complains were coming from truck drivers who said the scanning was taking a lot of time. Clients also complained of delays at Manica Warehouse with most of the complaints pointing to an issue of staff shortages. These are some of the areas which need to be looked into to find out the source of the delays.

On sixth position was responsiveness to queries with a satisfaction index of 84,05%. This index was within the range of the overall satisfaction index of the whole survey (85,03%). But of particular importance is to realise that this pillar contributes immensely to the perception that people have of the organisation. Our ability to respond to their queries in time helps to create the rapport and strengthens our relationship with clients. Regular workshops and seminars can positively contribute towards the creation of a strong relationship between the Authority and clients.

Overall service delivery was on seventh position with a satisfaction index of 84,00%. This index was basically looking at the general perception that people have of ZIMRA as an organisation – that is, a holistic understanding that our clients have of the organisation, including the services and the products that we offer them. There is, therefore, room for improvement if we continue to improve on the way we engage and share information with our clients.

ZIMRA’s information dissemination had a satisfaction index of 79,45%. Clients pointed out one thing during the survey that they would want ZIMRA stations to carry out workshops and seminars with a view to educating them on issues relating to Customs or Taxes. It is true that we are very visible in the newspapers, on television and radio, Twitter, Facebook, and many other platforms. But clients feel this is not enough since some of them do not always buy newspapers. So seminars and workshops could fill up the communication gap. Also considering that workshops are more interactive and they allow for interpersonal communication without the barrier of a medium. Clients yearn for instant feedback from us as an organisation. In short, seminars and workshops come in to complement communication that is happening at a corporate level. We have tried to sample some of the comments regarding this pillar:

1. We would appreciate it if Excise Department (sic) would do seminars to train clients on returns.
2. ZIMRA should put more effort in reaching out to small individual business owners and educate them on the issues of Tax Remittances’ and their advantages.
3. Please e-mail information.
4. It’s imperative to hold workshops that detail ZIMRA objectives so that taxpayers grow in understanding their obligations.

**Client Satisfaction Survey results per station:**

**VAR00001**

	<b>Reception on Arrival</b>	<b>Waiting Time</b>	<b>Officers’ Attitude</b>	<b>Job Knowledge</b>	<b>Satisfaction Index</b>
<b>Valid</b> Head Office Reception Area:	90,90%	90,90%	91,00%	95,45%	<b>92,06%</b>

Nyamapanda Border Post Customs:	89,25%	87,45%	91,95%	92,85%	<b>90,38%</b>
Mukumbura Border Post:	96,15%	100%	100%	98,10%	<b>98,56%</b>
Chirundu One Stop Border Post Customs:	68,65%	45,85%	71,40%	82,70%	<b>67,15%</b>
Kariba Border Post:	85,05%	78,35%	91,70%	96,75%	<b>87,96%</b>
Kariba Inland Office:	93,55%	96,75%	93,55%	98,30%	<b>95,54%</b>
Harare International Airport:	84,80%	76,40%	82,80%	86,80%	<b>82,70%</b>
Kurima VAT:	95,00%	90,00%	90,00%	95,00%	<b>92,50%</b>
Kurima Debt Management:	100%	100%	100%	100%	<b>100%</b>
Kurima Audits:	93,35%	100%	90,00%	93,35%	<b>94,18%</b>
Kurima Client Care & Registry:	87,50%	95,00%	83,75%	88,75%	<b>88,75%</b>
Kurima Large Client Office:	97,75%	100%	91,30%	97,85%	<b>96,73%</b>
Harare Port:	91,95%	94,90%	85,30%	89,70%	<b>90,46%</b>
Manica Container Depot:	90,00%	89,95%	90,00%	91,75%	<b>90,43%</b>
BAK Storage:	91,65%	100%	100%	91,75%	<b>95,85%</b>
Kazungula Border Post:	78,80%	68,20%	86,35%	90,90%	<b>81,06%</b>
Victoria Falls Border Post:	82,75%	92,25%	80,80%	92,30%	<b>87,03%</b>
Hwange Office Customs:	70,05%	79,15%	87,15%	89,55%	<b>81,48%</b>
Maitengwe Border Post:	94,25%	100%	96,15%	92,30%	<b>95,68%</b>

Plumtree Border Post:	72,45%	52,00%	62,15%	76,55%	<b>65,79%</b>
Mphoengs Border Post:	93,01%	93,15%	84,45%	87,90%	<b>89,63%</b>
Mhlahlandlela Complex Offices:	88,00%	94,95%	84,15%	88,85%	<b>88,99%</b>
Kadoma Office Taxes:	95,00%	100%	95,00%	92,50	<b>95,63%</b>
Gwanda Office:	100%	100%	100%	100%	<b>100%</b>
Kadoma Office Customs:	100%	100%	100%	100%	<b>100%</b>
Rusape Office:	91,10%	98,55%	92,70%	92,65%	<b>93,75%</b>
Kwekwe Office Domestic Taxes:	92,85%	96,50%	88,40%	92,85%	<b>92,65%</b>
Kwekwe Office Customs:	91,00%	95,45%	95,45%	100%	<b>95,48%</b>
Forbes Border Post:	81,60%	78,20%	88,05%	92,45%	<b>85,08%</b>
Sango Border Post:	86,65%	68,10%	85,00%	93,35%	<b>83,28%</b>
Chiredzi Office Domestic Taxes:	100%	98,90%	95,25%	96,45%	<b>97,65%</b>
Zvishavane Office:	94,65%	100%	96,35%	96,45%	<b>96,86%</b>
Gweru Office Customs:	96,75%	94,25%	95,90%	95,05%	<b>95,49%</b>
Gweru Office Domestic Taxes:	91,00%	94,15%	85,05%	88,95%	<b>89,79%</b>
Beitbridge Border Post:	74,90%	56,60%	71,35%	80.60%	<b>70,86%</b>
Beitbridge Inland Office:	88,20%	88,20%	88,15%	91,10%	<b>88,91%</b>
Chinhoyi Office Domestic Taxes:	98,40%	100%	95,15%	100%	<b>98,39%</b>
Chinhoyi Office Customs:	100%	100%	100%	100%	<b>100%</b>



Kanyemba Border Post:	93,35%	95,00%	95,00%	98,25%	<b>95,40%</b>
Bindura Office:	98,65%	100%	100%	100%	<b>99,66%</b>
Pandamatenga Border Post:	94,45%	77,70%	94,45%	94,45%	<b>90,26%</b>
Mutare Inland Office Domestic Taxes:	86,40%	90,15%	84,10%	83,35%	<b>86,00%</b>
Masvingo Office Customs:	94,35%	85,80%	99,05%	97,15%	<b>94,09%</b>
Masvingo Office Domestic Taxes:	89,35%	89,35%	83,70%	93,50%	<b>88,98%</b>
Chipinge Office:	91,95%	100%	90,40%	98,30%	<b>95,16%</b>

## **RESPONSE FROM CLIENTS**

### **Beitbridge Town**

1. The service is very good, we are satisfied.
2. Their performance is good due to the officer whom we see.
3. I have been served with good officers, they were friendly.
4. To consider that business is low on clearance activity and review time limits to settle debts (audit).
5. Always helpful with questions and queries.
6. On commercial side queries take days for a F45 to be responded to.
7. Impressed by service at town office if other points could do the same.
8. I think the service is very fair at town office.
9. Generally all officers are good except for those serving us at the border imports and exports are not good at all.
10. Bayazi umsebenzi eZIMRA.

## **Beitbridge Border Post**

1. We have got problems with shift 1. It delays our time please make a plan because we are not happy with their service, others are performing better.
2. They are trying to do their best.
3. Iyi ndeyavaChirapa. G. Ndiyo inogona chete.
4. Shift yavana Kabote inongochengeta mapepa havashandi.
5. We request a separate counter for our commercial carbon taxes and insurance from the private vehicle imports counter.
6. ZIMRA should uplift the face of the border especially parking areas.
7. They must try to be fast when serving clients.
8. You should try to improve the way you serve.
9. To improve IT queries.
10. A job well done. Keep it up.
11. They talk whatever they like and do not give other people a chance to explain their case or issues to be solved.
12. They will attend to us if we are nice or correspondent with them. They will turn and go without specific reason.
13. ZIMRA must add more manpower to assist the existing shifts especially on weekends and month-ends.
14. Ngavakasike kubatsira vanhu nenguva.
15. Amanye amalanga bayasebenza kuhle kodwa amanye kunzima, bayabe bengani abafuni.
16. ZIMRA officers are rude and unprofessional.
17. Good.
18. They should be self-motivated.
19. Please can you add staff to places like MANICA WAREHOUSE mostly at P.E and duties calculation?
20. Wedzerai staff.
21. ZIMRA as an organisation is good but sometimes their staff will be affected maybe by their personal problems.
22. Please add some more staff at MANICA.
23. Cash office should accept cash at any day of the week because some cards are not online.
24. Others must improve.
25. To provide clients with a place to relax especially at the borders when clients are waiting to pay their duties.
26. At MANICA they are short staffed; one person is doing P.Es, warehousing and acquittals. It's too much, more staff please!!!!

27. Overall, the service is exceptionally good but attention should be given to staffing. (Shortage of staff).
28. Kana munhu asingazivi anofanirawo kutsanangurirwa.
29. They should maintain their standard of service, its fair.
30. Mashift enyu akasiyana kune vamwe vashandi vanobatsira vamwe vasingabatsiri zvachose saka zvinoda kuwongororwa.
31. ZIMRA just has to hasten the progress at the Border Post.
32. Nxa iZIMRA isola ukuba umuntu udlule lezinye impahla, abasetshe ibhasi lapho ecina khona hatshi endleleni ngoba yikuphuzisa abantu ngohambo lwabo.
33. Their services are good.
34. Some of the shifts serve in time, but others have poor service.
35. Shift 1 service is very poor especially the Manager Makunike.
36. Well trained officers.
37. Overallly ZIMRA officers are professionals who do their jobs nicely. However there are individuals who do their jobs badly.
38. Keep it up. You must add your manpower please.
39. ZIMRA inoita basa nemazvo.
40. Tinokumbira shed yakanaka.
41. You should use English we aren't all Shonas.
42. Some sections and shift work hard but some are not doing their work seriously.
43. All is fair for me.
44. Improvement on all sections in section making.
45. Improvement.
46. KuCondep kunobhowa zvakanyanya nguva yacho yavanotora vasinganoiti maP.E. inowanda.
47. Other government organisations e.g. Agriculture. Bio must communicate with ZIMRA on information needed to be attached for client communication.
48. Assessment by dogs is taking too long.
49. Better than before.
50. Amatrucks athatha isikhathi eside ukuphuma e border, minimum yi 3hrs.
51. Treat us the same and try to listen to what clients say.
52. Splendid work done by ZIMRA.
53. Keep up the excellent work you are doing for the beloved nation of Zimbabwe.
54. Zvakanaka chose. Rambai makadaro.
55. In case of a sensitive query ZIMRA takes too long to make decisions.

56. Improvement in solving problems.
57. Some officers we correct them also so as to help each other.
58. Siyathaba kakhulu ngalokho iZIMRA esenzela khona. Sicela nxa abantu bebanengi, ikakhulu kuCarbon and Insurance desk bamadeski onke ebe labantu abasizwisayo kulokulinda umuntu oyedwa esiza abantu.
59. Some of the officers need to improve their services.
60. They are good in other areas; doing checks, Manifest desk, Condep but not in the smuggling department. Also Condep Supervisor does not have decisions on his duties.
61. There is need for improvement in your service delivery.
62. They are quite fair in everything.
63. Please cover your corruption to avoid delays made by officers.
64. Service delivery must be improved with time.
65. Officers are corrupt. Public relations must be practised.
66. Sicela lengeze ababntu abasebenzela ku T.I.P. le Insurance ngoba abantu bama okwebanga elide okumangalisayo.
67. To improve turnaround time for assessment and response.
68. Especially at Manica when clearing your car it seems as if you have killed somebody. Public officers at Manica act like Private Investigators especially Supervisor Augustine Tichagwa. If need be to replace him or do anything please help us. That man is hell.
69. Only customs has the above rating especially the carbon tax/road access section. T.I.P processing horrendously slow and appallingly discouraging. This is the section where ZMRA should be collecting money if the turnaround was quick. In contrast, immigration is excellent.
70. Attitudes of other officers need to be revised towards clients.
71. They do not even give a chance to explain before charging a client.
72. Honestly some departments can provide good services but some need to improve.
73. To improve turnaround time for submitted documents for release and stamping.
74. "I am here to serve" should be a Q 'n' A platform but they scare clients away.
75. ZIMRA should have a cash office at Manica.
76. Tinokumbira kuisirwa hofisi yema Carbon Tax payo yega.
77. Vapeyi zvokushandisa zvakakwana kusanganisira masaisai avo. Achiri pasi zvakanyanya.
78. At Manifest control we need more and efficient staff who wishes to serve.
79. We need quick response at queries; we need each officer on T.I.P, release and reporting desk.
80. Kabasithande.
81. The service at Manica (car clearance) was excellent.

82. The officers are very few. They cannot serve people at the right time especially at the Malume Zone.
83. Increase staff. It is good for ZIMRA officers to have good network facilities. We have a problem with network and we also want the grocery duty to be reduced.
84. It would really help if the computers were overally changed and a system update would help.
85. We need more officers especially when there are holidays because there will be loads of pressure.
86. Service is very good and satisfying.
87. I think you need to add more officers so that we don't have to wait for long.
88. Transit truck must be served faster than any other truck. Not every truck should get in Scan queue, hayinyatsofaya.
89. Scan inotora nguva yakareba kuti upfure napo. Kubva ku South African side kupinda mu Zimbabwe mapepa anononoka kubuda uye unozotora nguva yakareba uri mu queue unemapepa kuti ubude mu Customs.
90. Only the roads are not good, from border to Harare.
91. The roads are bad.
92. More officers are needed at container depot since many trucks are being referred to Condep for inspection.
93. Some of the decisions are poor.
94. Kana basa rakawanda wedzerai vanhu paCondep.
95. Everything is good only that the roads at the border are bad.
96. Some of the decisions are poor.
97. Qhubekelani phambili ngomsebenzi omuhle.
98. Roads at the border are to be resurfaced too many potholes. Trucks usually get stuck.
99. Masystems kuramba ari down.
100. Enderai mberi nekuita zvakanaka.
101. We truck drivers are taking so long in the queues, 5hrs and above. We wish if you can please put two people on release so that there is double processing maybe the queues can move faster.
102. Service delivery is very poor for example the roads, toilets are full of litter. They have to put pavements to avoid dust. Movement of trucks is very slow.

### **Harare Port: Rebates and Change of Ownership**

1. Open offices in industrial areas to be easily accessible by rate payers.
2. Rambai makadaro.
3. Wongororai uye nekutibatsira pama values emota dzatinotenga kuAuction.
4. Mrs Manatsire is good at what she does.

5. Impressed by the responsiveness and helpful nature of all the officers.
6. I wish they could continue with the good standard.
7. Flow of documents from reception, registry to rebates should improve.

### **Harare Port: Motor Traffic**

1. Keep up the good work for the development of our country.
2. Always fast and respectful.
3. Making payments at CBZ makes it hectic.
4. Ndafara norubatsiro.
5. Ngiyabonga ngemphatho enhle.

### **Harare Port: Bonds and Excise**

1. In every office there is a bad apple. Generally the service is awesome. I believe training or supervision should be improved on some officers.
2. Service is excellent.
3. We would appreciate it if excise department would do seminars to train clients on returns.
4. Keep it up guys.
5. Excise department services are good.
6. ZIMRA is there to serve people, generally happy with the service.
7. Ngazvive zvanhasi chete, asi namangwana .
8. Vashandi veZIMRA vakashambidzika chaizvo.
9. Ngavarambe vakadaro nebasa ravo.

### **Harare Port: Inspectorate/ Enforcement DPC**

1. All areas are good in terms of services; there is need for improvement DPC and bonds.
2. Keep it up guys.
3. Overallly well.
4. Remove bottlenecks.
5. ZIMRA must improve on online presence as well as use of bank cards.
6. Update your website information.

7. They are not friendly people.
8. ZIMRA officials make your life hell and they are not very polite.

### **Mhlahlandlela complex offices**

1. ZIMRA should put more effort in reaching out to small individual business owners and educate them on the issues of Tax Remittances' and their advantages.
2. It has improved since I first came here in 2011.
3. If only all other Government Departments could work like ZIMRA, we would get rid of long queues.
4. Service delivery is okay.
5. Sometimes it takes long. You are told to come back.
6. Gugulethu Mpopu is excellent and very passionate about her job.
7. Thanks for your good service delivery to our society.
8. Improve in some of your areas for instance communication skills.
9. Keep up the good standard.
10. Service rendered was great especially from Mrs S.M. Muzavazi.
11. You attend to our needs and answer our questions very well.
12. The service delivery is very good, keep it up.
13. Too much vernacular being used, at times we do not understand.
14. Service delivery is getting poor and poor.
15. Need to have adequate forms at your customs office, its poor service delivery and unacceptable to ask clients. To make their own copies.
16. The attitude in this organisation should be maintained. Excellent...
17. Improve on C.G.T assessments released and assessment delays on signing.
18. Thank you for your services.
19. Can you improve on documents sent to management? They sometimes delay.
20. Most of the officers in the audit department lack professionalism in the field of auditing. Most of the audits are done without an audit plan. In fact poor engagement by officers shows lack of professionalism.
21. Excellent services.
22. Please provide a larger reception area for busy times like Tax clearance application and more officers during those times.
23. Pull up your socks on customer care.

24. ZIMRA tends to hinder trade; this is so because a client may acknowledge debt and the officer will not agree to the terms of settling the debt proposed by the client.
25. ZIMRA officer should change their approach to clients when doing audits- they behave like the police.
26. Please take note that during tax clearance renewals we are not doing a desk audit. Please seriously consider.
27. Information dissemination especially to clients is poor. Conduct some workshops to educate clients.
28. ZIMRA should improve its information dissemination.
29. Service delivery should improve.
30. Improve on information access and dissemination.
31. They took time to make me understand the problem I was having and solved it.
32. Continue with the good work.
33. Bayazama.
34. Mari irikunetsa, you have to be lenient.
35. A \$30, 00 penalty is too heavy for companies, they are struggling.
36. Kuhle.
37. The rates for presumptive tax are too high.
38. I advocate for a reduction in the penalty charged on late submission by a day.
39. Too many penalties.
40. Mungaderedzawo mapenalty enyu?
41. Ngavarambe vakadaro.
42. Customer service is good.
43. Keep collecting fair taxes ZIMRA.
44. Keep it up; you are doing a great job.
45. Keep up the good work.
46. Generally they could do better with improved resources and incentives.
47. As an ex-employee, I know you are doing the best you can, given your resources.
48. The penalties are killing us.
49. Keep up the good work.
50. Ngazo zonke izikhathi engifika eZIMRA , ngisuka ngisuthisekile ngakho konke ebengiyabe ngikulandile.
51. Please engage us more often for updates, suggestions etc.
52. Services rendered are fairly good though there is room for improvement.
53. Could you improve on your office furniture.
54. I am happy with their work.



55. Please advise the officer at your Mhlahlandlela reception to stamp all papers because at times they just stamp one top copy.
56. It is scary being audited by ZIMRA.
57. Improve on penalties they are too high.
58. Ngiyjabula ngokuphathwa kahle yizisebenzi ze Customer Care.
59. For sure they are there to serve.
60. I am very pleased and happy with the way I am being treated by ZIMRA staff.
61. Officers should interpret statutes correctly and apply to cases brought by clients. Departmental standing instructions have no precedence over enacted statutory instruments.
62. Election of officers in audits should be according to merit or professionalism as most of your staff doesn't have an appreciation of auditing and taxation.
63. I am very satisfied with their service delivery.
64. We have problems in situations where we, as clients are unaware of new regulations.
65. Please email information.
66. Sikhangelele ukunxuswa emhlanganweni wezifundo.
67. Good service all around.
68. Amalunga e ZIMRA kumele afunde isiNdebele.
69. Keep up the good work.
70. Service is generally good although there is always room for improvement.
71. We look forward to being invited to training seminars.
72. Generally good.
73. You can certainly improve.
74. Improve on your corporate image especially uniforms for other staff members. We can suspect them for bogus comen when they visit us.
75. Please show fairness when imposing penalties to tax payers.
76. Duty is too high.
77. Improve ZIMRA clients' workshop.
78. Debt management is doing a good job.
79. Overallly we as an organisation are pleased with the service we receive the people we deal with.
80. I request to be given a notice if there is any problem or error before a surprise.
81. The service and the way that the offices work show professionalism and they are dedicated to their jobs.
82. At times officers are a bit intimidating.
83. Keep up the good work.

84. More officers are required in Debt management due to high defaults because of the economy.
85. Keep it up.
86. Improve communication between your sections.
87. There has been a vast improvement over the years but please sort the parking area issue. Having to walk from TM is not a walk in the park for there is no parking space at your offices.
88. Excellent reception and I was served within a reasonable time frame.
89. Paying Carbon Tax at Border Posts needs to be stream lined.
90. Things that are supposed to take place in fifteen minutes take two days to be completed.
91. We often have to wait lengthy periods to convey our queries.
92. Of all the government departments I have found the public relations extremely commendable. I wish other government departments emulate.
93. It's imperative to hold workshops that detail ZIMRA objectives so that tax payers grow in understanding their obligations.
94. Some officers' attitude is bad towards clients; they should improve especially on their communication skills.
95. They have good customer care.
96. ZIMRA should continuously engage clients to avoid issues involving lack of knowledge.

### **ZW Harare Airport**

1. Entry amendments take too long after replying F45.
2. Please note that ZIMRA should start at 08:00am not 10:00am.
3. You have improved.
4. They are doing an excellent job.
5. To improve service during lunch time and allocation should be fast, not directing all clients to one agent.
6. Please improve on acquittal, it is taking too long.
7. Good.
8. Sometimes they delay but so far so good.
9. So far so good but acquittal desk should be manned at all times. System should be highly upgraded to match the speed with which we clear our goods.
10. Keep it up.
11. Now they have improved maybe because the volume of shipments coming is very low.
12. There is ample room for improvement.

13. If ZIMRA holds their meetings, they should leave skeleton staff to facilitate the serving of their clients. The acting supervisor should be a good decision maker.
14. They are professional. NB This survey should not be one by an independent company.
15. When the demand in service increases may you please increase the number of officers?
16. Please try to be fast for P.E. Why does it take you long?
17. There should be a “very good” between Excellent and good. I find overall ZIMRA services to be very good.
18. It would help to have signs with clear instructions of steps to take at reception areas. However the staffs are very helpful when asked.
19. Structure your questions in such a way that one can really point out where the problem is. Avoid being ambiguous.
20. The service is better.
21. Add more staff.
22. You should start PE’s at 8:00 hrs.
23. Vanhu veZIMRA vanogona basa zvawo.
24. ZIMRA’s services are always excellent.
25. Please put into account input from stakeholders. Managers should read the Slight Edge by Jeff Olsen.
26. Keep on flighting press releases on tax issues.
27. Improvement is needed especially when physically examined.
28. Very good
29. Add staff in acquittals.
30. System challenges should be worked on.
31. Officers should request assistance from their supervisors when they are overwhelmed with work on their desks which they man as opposed to agents calling for assistance for them.
32. Computer systems must be integrated with those that must be put at AGS/NHS gates.
33. More money.
34. They must not ignore clients.
35. I think they do a good job with the customers.
36. Improvement on system challenges.
37. Have potential to improve.
38. Good, keep it up.
39. Keep up the good work.
40. Good reception.
41. Some of the officers need more refresher courses.

42. As clearing agency we expect ZIMRA to treat us as partners not suspects because we also play a pivotal role in information dissemination and receive collection.
43. Fair work.
44. Should improve on mark off of permits, it's pointless to go to Kurima for mark off, when it can also be done here at ZIMRA.
45. Make more use of social media to reach out and interact with citizens.
46. If all ZIMRA offices would be like officers here. ZIMRA should be at Post office.
47. Keep up the good job. Well done your officers are superb.
48. Officers are doing their job efficiently.
49. Keep up the good spirit for the good of Zimbabwe.
50. Tinotenda nebasa .
51. Mari dzinobhadharwa ndidzo dzakawandisa chete.
52. ZIMRA is trying its best in offering good service delivery.
53. ZIMRA needs to be more transparent to the public and more informative.
54. They should smile and greet visitors upon arrival.
55. Overall, it is excellent.

### **Harare Port-Cash office**

1. Good service.
2. Fair service.
3. Keep your good service guys.
4. System is always down, we are always told to come back later.

### **Mukumbura**

1. Ngavatipewo nekushanda kwakanakisa kudaro kupfuurire mberi.
2. ZIMRA works excellently.
3. ZIMRA inobatsira zvakanakisa.
4. I believe ZIMRA staff knows their roles and responsibilities.
5. Tinongoti dai vashandi varamba vachita zvimwewo.
6. Tinovatenda veZIMRA nekutibata kwawakatiita.
7. Tinotenda nekuti bata zvakanaka.

8. We request for commercial clearances here.
9. We come to talk to people so more verbal skills are required.
10. Huyai mutaure nevanhu pachena kwete zvepapa.
11. Can you please keep on giving us the people like these? Keep on working like this. God be with you ZIMRA.
12. Dai waro ZIMRA yaramba ichitipa vashandi vakadai vanoita basa ravo nemazva. Ndatenda.
13. Vanodadisa nekuziva kwavo basa.
14. They are intelligent, for real.
15. Wanotibata zvakanaka.
16. Vanotibata zvakanaka.
17. VeZIMRA vanotibata zvakanaka.

### **BAK Storage and Manica-Harare Depots**

1. There are some officials who are rude especially at Manica.
2. System challenges affect our operation.

### **Kanyemba**

1. Vanhu ava vanobatsira.
2. Tino batsirwa.
3. Vanhu ava vanotibatsira zvakanaka.
4. Keep it up ZIMRA.
5. There is no need to transfer officers with short period.
6. Very good.
7. Excellent.
8. Vawedzerewo mashandiro.
9. Vanoshanda zvakanaka pabasa rawo.
10. They are very friendly.
11. Roads are bad.
12. Road needs fixing.
13. Everything is okay.
14. Tirikuda kuti paiswewo bhiriji.

15. Road please.
16. Tinoda kuti mutiisirewo magetsi pabhodha.
17. Tinoda bhodha inoyambuka mota uye zve tinoda border pamwechete neZIMRA.

### **Kurima- Audits**

1. To improve on furniture and communication.
2. Doing well.
3. Stop corruption.
4. Good.
5. If you can improve on the chairs for clients because they damage our clothes.
6. Need for change from manual documents to computerised ones.
7. More workshops would go a long way in increasing knowledge.

### **Kurima- V.A.T**

1. ZIMRA's services depends on the official serving too, some are good while others are arrogant.
2. There is need for improvement in terms of furniture and as well as the elevators.
3. Information given may differ for an item.
4. They do their job with their whole hearts.

### **Client Care and Registry**

1. We appreciate the job well done though we still need some more efforts to efforts to perfect.
2. Please improve in some areas and please keep it up.
3. Responses rate to queries is taking too long, at least two working days are okay.
4. ZIMRA must engage technology by invoicing and updating our payments online rather than PPL coming to queue for file updates on payments showing in ZIMRA system. Submission of forms does not warranty penalty if payment is done in time. ZIMRA must look into this.
5. Officers should disseminate more information on promotion of trade and tax incentives.
6. I have seen over a period of time that ZIMRA is making an effort to maintain their values that is "we are here to serve". Well tried.

7. Kindly assist with online account vetting with emphasis on the reducing time when collecting ITF263. Be more pragmatic.
8. Ngavazive kuti rwadziso yavo haireve chinhu, mari ichinetsa uye ichibva kunze kwenyika.
9. Tax clearance periods where officers on duty would be great to avoid waiting. Otherwise over the years, the service has improved.
10. Dai kukava nema booklet anoti tsanangurira kuma office atinoenda nezvatinosungirwa kuve tinazvo kuti tirege kuramba tichitenderera.
11. She is a senior officer with a lot of experience”.
12. Nguva iri kuita shoma yavanopa pama ITF 16, ITF 12and ITF 12c.
13. Keep it up.
14. Should improve on the time response to letters.
15. The charges are too high too and uneconomic to attract local investment.
16. Thanks for the help.
17. I suggest that we are informed about developments or changes through emails for easy communication because not all of us have access to media.
18. There is
19. Great improvement from the previous years.
20. It differs with the Officers but generally the service is good.
21. To visit companies and give advice.
22. Try to help the small entrepreneurs by means of accommodating them when it comes to tax obligations.

### **Kurima L.C.O**

1. Generally good services. Keep it up.
2. You bring a return to the respective office you are told that the return is not there. I stay out of Harare and I have to bring this missing return yet I have a stamped copy- this is very embarrassing.
3. Good.
4. Visitors’ chairs are not in good condition please improve.
5. You need to periodically sent practice documents or putting them on your website to enhance understanding of the tax issues practically.
6. Manager LCO Mr Mandu’s service was exceptionally good.
7. Your information must be uniform.
8. Vanofanira kunzwisisa kuti zvinhu zvakaoma.

9. Keep the good service up.
10. Keep up the good work.
11. Keep up the good work but consider also the difficult operating environment in issuance of clearance.
12. From the few months I have dealt with ZIMRA, I would say the service has been good.

### **Kurima – Debt MGT**

1. The assistance is very commendable. If all officers in
2. ZIMRA were like debt management officers, ZIMRA would be ranked as an incorrupt organisation.
3. The debt management officers are very patient and they are very intergrous.
4. Debt management officers are very helpful and intergrous.
5. Fourth floor officers are always ready to help.
6. Provide uniforms to all officers so that we can be able to identify them.
7. Generally if your house is in order, you will get excellent service you will never forget. The staffs are dedicated to their work. They have good ethics in conducting their job. Compliance is the best thing when dealing with ZIMRA.
8. ZIMRA officials are well trained and they are patient.
9. I am pleased.
10. Debt management officers always raise the bar in terms of professional standards. Keep it up.
11. The staffs are intergrous.
12. Keep up the good work.
13. If you are compliant the service is the best.
14. Slowly but surely we are getting there.
15. Generally everything is good.
16. Kurima debt management officers are very knowledgeable and helpful.
17. Try to remove penalties for late submission of returns.
18. Courteous and professional.

### **Forbes**

1. Some aspects remain vague, namely on the number of items a traveller with rebate can import without paying duty.
2. Must keep on improving.



3. Need for improvement on the RIT section.
4. We need another system to be used on the export and RIT desks for trucks going to Mozambique. Process of acquitting of RIT's and exports to Mozambique is extremely poor.
5. May you eventually have our toilets ready and drinking water readily available?
6. Good Service.
7. Queue jumpers are a problem no control. We get pushed and jostled.
8. It is a pleasure being served by ZIMRA officers. Keep it up.
9. The officers are very good and just on time to everyone.
10. People should just stop being proud and serve people as their mandate.
11. Other officers should treat clients as people.
12. Good service.
13. Keep working to improve, well done.
14. Improved service noticed.
15. Ma toilets ngaave achishanda nguva dzose wabva zera 60years and above, ngawasamira mumutsetse.
16. Keep up the good work.

### **Chiredzi**

1. So far so good.
2. Pamberi ne ZIMRA.
3. Keep it up.
4. ZIMRA should keep holding workshops so that we remain knowledgeable of changes in taxation laws.
5. They should understand the economic situations that people face.
6. Very informative and helpful.
7. Client care department air conditioner, photocopying machine.
8. Postage of documents takes too long to reach my post box. Sometimes two to three weeks before I get it.
9. Tinobatsirika paruzivo rwemitero yakasiyana.
10. Work hard on tax payer serving.
11. It takes a bit too long for an issue or request to be presented to the Head office staff.
12. There is a smiling team.
13. Appreciate that ZIMRA is making a concerted effort to improve relationships with their clients.
14. Revisit your penalties for they are forcing companies out of your system.
15. Keep up the high standard.

16. Seasoned officers know their work. It is only when someone is new at the desk when a bit of delays could be encountered however it is overall good.

### **Chipinge**

1. Rambai makadaro.
2. Tikwereteseiwo mari.
3. Tipeyi marefreshments nemvura pa reception takamirira kubatsirwa. Machair enyu ekuZIMRA haite.
4. ZIMRA's general service delivery is good.
5. Their services are generally good.
6. ZIMRA Chipinge offices service is generally good.
7. Their services are good.
8. Basa renyu rakanakisa chaizvo.
9. Should improve service at Beitbridge border post but otherwise they are competitive.
10. Mafiles edu anozongorasika. Mutare inoti iChipinge, Chipinge yoti zviru kwa Mutare. Gadzirisayi ipapo.
11. Hatina mari.
12. The reception and atmosphere was good you would like to stay longer.
13. Fair.
14. Good.
15. Zviru nani.
16. The service is good. Keep it up.
17. Thank you for opening this office it is helping us so well.
18. Your furniture is not good. Chinjayi ipapo.
19. The office should operate 7days a week.
20. Very fair.
21. I enjoy their dedication and enthusiasm towards their customer care and assistance.
22. ZIMRA Chipinge office is fairly good. Very co-operative and they are entertaining to all sorts of queries.
23. We have found the services rendered with the ZIMRA Chipinge office being extremely excellent.
24. Vanogona vakomana basa ravo nhai.
25. Mukutiomesera.
26. Be lenient.
27. Please understand us on debt issues.

## **Rusape**

1. Co-operative and friendly.
2. Please carry on doing the best like this, I like it.
3. Improve information dissemination to indigenisation campaigns. Those companies run their business as a family. Educate those indigenised companies about the importance of tax remittance.
4. Refund payments where necessary.
5. Very pleased with the service in Rusape.
6. Thank you for your good response.
7. No segregation of duties. One person must see a transaction from beginning to end.
8. We need to be known within our area as book-keepers or accountants.
9. On number 10 I refer to the way I was handled at NHS Harare Airport.
10. All good.
11. They are friendly but firm.
12. To improve on information dissemination.
13. To advise of new changes.
14. The officers at Rusape branch are loving and caring people.
15. Keep up the good work.
16. Concerning information published in newspaper, could send to companies by email.

## **Mutare -Domestic Taxes**

1. I have been fortunate to deal with courteous and professional officers thus it is fair.
2. Keep up the good work. It was great working with your staff.
3. They should keep up that respect to clients for more services.
4. Most of the times you are told to come back tomorrow.
5. Payments for insurance must be purchased on the same day as the payment for plates. It will take us time waiting for the next day.
6. Good service.
7. ZIMRA should consider circulating debtors' statements as part of debt control. The reception at ground floor is not very good.
8. Generally the reception at the offices is good but their connection with CBZ banking system should improve such that if a deposit is made should reflect right away rather than for a client to will not for another day.
9. Spent more time before serving clients.

10. We spend more time on the border before we are attended.
11. The attitudes of some of the officers need to change. They seem to be harsh when dealing with taxpayers.  
There is also inconsistent application of procedures when dealing with tax issues.
12. ZIMRA should know that our relationship is a two way and win-win situation. Whenever they want information from you is forthwith but it comes to them they want a reasonable time period to serve you.
13. ZIMRA should hold seminars with other organizations so that they hear their views.
14. If ZIMRA can hold seminars to enlighten its clients on any common errors arising from the conduct of their clients in general. For instance a client may unknowingly issue out tax invoices.
15. I suggest ZIMRA should if possible, issue monthly statements on the status of all our accounts. ZIMRA should also issue out ITF 263 at least a month before expiry of one to decongest service provision from the last five days.
16. The time taken to process refunds of VAT to clients' looks unfair. ZIMRA should have a system of checking activities within its ranks to assist its valued clients for instance checking respective ports of exit for various bills of export.
17. Being an accountant I rate ZIMRA fair because I know what I am expecting from the officers, in case one officer doesn't know he refers, which I am happy with.
18. Please motivate your staff and sort out your elevators. You are taking us back to the 80's, how do you expect the clients as well as your workers to use steps every time? I am PISSED.
19. More chairs are needed in your offices.
20. Sensitive information (changes/notices) should be communicated through email to all clients. (penalties)
21. Repair your lifts please.
22. The audit guys are very professional. Keep it up.
23. ZIMRA officers at Mutare office are good and knowledgeable. They ought to maintain their standard.
24. Officers improved service delivery to a greater extent.
25. Dealing with ZIMRA in 2014 has been a much better experience, thank you.
26. ZIMRA is really changing they should keep it up.
27. Client care should improve its service delivery.
28. It has been nice doing business with ZIMRA in 2014.
29. ZIMRA officers are very professional in their conduct. Keep it up.
30. We appeal your offices become invoice client sensitive in these turbulent times because stiff penalties will only result in more companies closing.
31. Well done.
32. Well-dressed officers who are professional and knowledgeable.

33. Improve office arrangement.
34. The officers are very professional and knowledgeable.
35. Well done.
36. Keep up the good job.
37. God be with you.
38. Most of the officers refers us to bring documents that we clients don't know where to get them.
39. Officers keep up the good work for the betterment of our country. Insurance payment for vehicles should reflection same day to avoid an extra day in registration.
40. Your service is very poor you promote corruption.

### **Kwekwe-Customs and excise**

1. The service offered clearly shows that ZIMRA has got well trained and experienced staff.
2. ZIMRA officers know no lunch hour. She served me during her lunch hour.
3. Excellent service by the officers they were also smartly dressed.
4. The commitment to excellent service is evident. Keep it up.

### **Kwekwe- Domestic Taxes**

1. Keep it up.
2. We would like ZIMRA to be on the educate side to encourage us to appreciate the reason for being compliant.
3. I say guys keep it up. You are doing an excellent job.
4. Keep it up.
5. The penalties are so high and unethical.
6. Can you please enlighten us on dates for workshops?
7. ZIMRA is a professional department.
8. I think they should offer some incentives to those who pay and meet all requirements.
9. One male supervisor officer at Plumtree who works where ccs are processed is the worst officer ever. ZIMRA should do something about him; he works in the supervisor's office.
10. They have good client service.
11. They are friendly.
12. ZIMRA offers quality services and has good business relations with our company.

13. Excellent.
14. Please air condition Kwekwe offices.
15. Generally acceptable performance right round the departments.
16. Quick response to written communication will be appreciated.
17. Generally the officers are well trained however they work under directives which are harsh to clients at times.
18. Fair.
19. They are doing their job perfectly.
20. Have more hand-outs spelling ZIMRA procedures and have them written in a manner that a normal man can be able to follow and understand.
21. Good performance.
22. Improve on client visits periodically to check on compliance so as to improve on revenue collection.
23. VAT refunds are taking long.
24. Service delivery is exceptionally good.
25. All is well, keep up the spirit of a good workmanship.

### **Kadoma- Domestic taxes**

1. Some offices are better or worse than others.
2. Smart.
3. Thanks to the Kadoma branch's staff for satisfactorily helping and your service.
4. Staffs are very welcoming, excellent customer service / care. Very informative.
5. Make use of your clients email address and make full use of global village. I could have completed this form on hard copy or they could have just emailed it to me.
6. If not very costly text messages to public officers respective emails like reminders of new developments for many are not able to buy newspapers and away from other electronic mediums.
7. The 100% penalty levied on overdue amounts is too harsh considering the current economic environment affecting the business sector.
8. Mamwe mapenalty avanoisa akanaynya zvikuru sei nekuoma kwakaita zvinhu.
9. Toda T.V yekuona pareception.
10. Sifuna I office eChegutu.
11. Itai misangano yakawanda nesu.

## **Kadoma-Customs**

1. The officers are very helpful.
2. I am satisfied by service though sometimes cannot attach documents to queries. ASYCUDA functionality has problems.
3. Sometimes we do have ASYCUDA system challenges. Spending about 5 hours waiting for system service.
4. We only experience challenges with ASYCUDA system which is painfully slow.
5. Their service is very efficient and it's my prayer that they keep up the good work.
6. We would look forward to receiving calendars, diaries and t-shirts from ZIMRA.
7. Service is very good but we need a T.V at the reception.
8. Excellent work, keep it up.

## **Gweru-Customs and Excise**

1. Pleasant service.
2. So far the service is okay.
3. Water cooler at reception please.
4. Most officers have good public relations.
5. Vanoshanda basa nemazvo.
6. Gweru office is the best but there is need to improve services at Beitbridge Border Post.
7. Keep up the good work. I am impressed.
8. I was exceedingly impressed and grateful.
9. Well done. Keep up the good work was very happy with the service and cleanliness.
10. Much better than civil servants, always room for improvement.
11. They have to keep the good standard they have.
12. I hope the service is going to be maintained.
13. Extremely excellent.
14. They know what they are doing. They are well trained people.
15. Satisfied with service.
16. I was served by your officers Mr E. Nyamutambo and Mrs Chimbare their service is just excellent.
17. Keep up the good work.
18. Mina ngisuthiseka ngomsebenzi uyenziwa ngabe ZIMRA engisebenza labo.
19. Civil penalty are almost crippling the business area.
20. Mina angikaze ngihlangane lobubi be ZIMRA.

21. I am happy with the service I receive.
22. Service was good.
23. Ndakafarira kunditsanangurira zvandaida pamwe nekundinyorera pasi.
24. Good services, keep up the standards.
25. Aah mari yakawandisa yamunoda.
26. Very good service.
27. Happy.
28. I am satisfied.
29. ZIMRA must find ways to enlighten the public on various requirements on specific services. As in issuing magazines and other press material.
30. Good service.
31. I wish they prosper.
32. Super.
33. Thank you very much for your excellence.
34. Everything is good.
35. The young officers are energetic.
36. The treatment is actually fair.
37. There is good customer service.
38. I had a very good officer serving me in very minimal time.
39. Keep up the good work.
40. Banking system is very poor and slow, improve the banking system.
41. Keep doing well.

### **Gweru – Domestic taxes**

1. For all the services of ZIMRA I am very happy.
2. It is one of the best parastatals to work with.
3. Gweru needs a switch board. We are sick and tired of raising the same issue again and again. We need to see some changes. We need water coolers for us clients. Action. Action please.
4. Be as fair as possible in the enforcement of tax laws.
5. Not everyone can afford to go on the internet or buy a newspaper. May you advertise on public boards or put posters.
6. Switch board.



7. Ngavarambe vakadaro vanoziwa zvavanoita
8. More publicity especially when one wants to cross the border. Rebates (goods delivered).
9. Chair shortages.
10. Systems should be always updated timeously.
11. Question 5 cannot be answered fairly by choices provided because it depends on the type of help one needs.  
Otherwise we are given enough attention and good services.
12. They are fairly excellent.
13. Officers need to consult the stakeholders before they make some of the calculations or decisions.
14. At time information dissemination is missed out.
15. The notice board is clumsy and too small. The notices are placed all over at the reception. Get organised and have a proper notice board like professionals.
16. Why don't you
17. Provide water for your clients, other ZIMRA offices have water coolers. Why not Gweru, is it different from other offices?
18. Satisfactory.
19. Services at the order especially Beitbridge are still very poor.
20. Improve your services by the boarders.
21. Some of your guys are corrupt.
22. Border Post very poor but in town fairly better.
23. Well in a bid to maximise service delivery ZIMRA should help us clients in conducting more workshops for us to be equipped with the necessary knowledge.
24. Officers should change their attitude towards clients.
25. ZIMRA should move towards e-filing such as done in South Africa. The public officers meeting did not start on time.
26. Questions 5 and 6 do not apply to this instance.
27. Less intimidation by ZIMRA officers is recommended.
28. Thank you for this educational workshop. It was indeed an eye-opener.
29. ZIMRA should revive their penalties downwards for those who normally pay faithfully or where the error was not intentional.
30. Good and warm reception plus they know what they are doing.
31. Keep up the good standard.
32. I request that any change to policy or procedure be communicated via our emails.
33. The service is perfect.

34. To provide tea on reception or bottled water or drink.
35. ZIMRA has been totally transformed from the old taxes regime.
36. Generally staffs are courteous and prompt.
37. Values of clients are well respected here.
38. Good customer care is displayed here.
39. Your penalties are too high but other services are fairly good.
40. ZIMRA withholds information that helps clients do away with penalties and interest. As if to use the loop hole to rise funds.
41. We request that ZIMRA issue with tax clearance certificate even when our tax position is not in order so that we can widen our income base especially organisations that require tax clearance before we do business with them.

### **Chirundu- Customs Excise**

1. Keep it up.
2. Munofanirwa kubatsira vanhu nenguva yatinopedza muchitibatsira. I feel we are taking a bit too long ngoba thina sisuka kude njalo siyabe sibhekela ukuncediswa ngokuphuthuma ukuze sihambe kusakhanya.
3. Tokumbirawo kuti paitwe improvement panhau ye scan uye mapapers sei achitora mazuva kana mota dzaitwa scan.
4. To improve on information dissemination and problem solving skills.
5. Tinoda calculations dze duty remota.
6. Need improvement on (scan) congestion empty and loaded.
7. Our scanning machine is too slow.
8. Specifically on driver's side, ZIMRA should consider the time spent at the Border caused by the delay on their side like waiting for scan whilst you are not carrying anything.
9. They have good services but sometimes they relax while clients are in the queue.
10. They should maintain their efforts every day.
11. They are very hardworking people.
12. Ngavarambe vakadaro.
13. Charging price of cars from Japan on their own price adding USD\$1000 more over the original price which causes more duty price.
14. Problem is with Interpol Zambia police are very corrupt.

15. Zambia Interpol police are very corrupt, they collect money without receipts especially that man who goes to the gym.
16. ZIMRA must provide a slate of the art shop for food like Chicken Inn.
17. Ngavayedze kuita communication like Senani.
18. Excellent work.
19. I feel there should be an officer who directs (people) clients on stages and processes to counter fake agents' members who assist people and then blindly claim money for their services to rip your clients of their valuable money.
20. Should speed up the rate at which they attend us especially buses and why do they close the scan at lunch.
21. Chirundu Border ngaritiwo 24 hours.
22. FAIR.
23. Good border.
24. Good border.
25. We need more officers at the reception.
26. They should be open 24 hours.
27. We want the border to be 24 hours.
28. May
29. They open 24 hours and increase good pass through at least 6 items.
30. Closing time of board to be increased.
31. Six items take 24 hours to be cleared.
32. Improve scanning process, why do you scan an empty container?
33. Good work.
34. Ngifisa ukuthi bangezelele isikhathi kuncede izihambi ukuze kungacithwa sikhathi eside belapho.
35. We are all Zimbabweans; I don't see the need for agents if there is no language barrier. Only these agents are there to fuel corruption.
36. Hofisi ye commercial inodakuwedzerwa vashandi kuti basa rikurumidze kufamba.
37. Encourage them to speed up with their excellent job.
38. Tibatsirei kuCommercial kwaipa.
39. Vamwe vanoita asi vamwe vanonyozera
40. You have to do something about the system, that's where the big delays are.
41. Tinokumbira pasave ne tribalism.
42. Put T.V in the waiting room of motor traffic office.

43. Please scan is very slow in scanning our trucks. We spend almost eight hours in the queue. Please hasten your scanning process.
44. Everything is excellent and good but they must penalise those who do not follow the Scanning Queue.
45. Employ more manpower to cater for clients during lunch and tea times.
46. They must be taught how to treat mostly driver on transit and understanding.
47. Clearing agents are being asked to go into the land via Zambia which is very unfair. Commercial office under staffed.
48. Agents are not being recommended at Chirundu one stop Border Post.
49. Room to improve efficiency.
50. The agents of Zambian side need to improve notify people before they give help.
51. Some of the officers are just rude.
52. I like their good knowledge in their jobs but they must increase.
53. It is fairly good, I like everything. Thank you.
54. We thank you. Now Tanzanians do not take our passports when we pass.
55. Allow us 6 items per person on each item. Thank you.
56. The items are too few at least ten items are better.
57. Sekunge kana uine CD3 vanodamari uyezwe vanoramba ku server ma runner anoita kuti zvinhu zvifambe nenguva. Too much kuda mari kuma driver two tsurai Interpol Zambia yenyu too much corruption.
58. Kuvandudzwa kwescan kuti ikasike. Panenge mutsetse warebesa ngapaendewo muofficers akati wandei kuti vachovhe basa. Nguva yese yebasa 6.am to 6pmdesk rese rinofanira kushanda, panofanirawo kunge paina officer.
59. Keep up the standard.
60. Rambai makadaro ne basa renyu. Tatenda.
61. Kutiwedzera zvinhu zvatinga buda nazvo.
62. Tinoda kuti tikwanise kubuda nezvinhu zvinodarika zvina. Tinotarisa kukasira kubatsirwa kana tasvika paborder. Musaita favour kubhadarisa duty ngazvienzane because maprice akafanana kwatinotenga.
63. Reduce their rates so that we can be able to pay duty to a reasonable charge and also increase the number of goods to be allowed to enter on duty free. You should allow at least 6 per item.
64. Number yezvinhu ngaiwedzerwe. Border ngarivhurwe 24 hours.
65. We want more items instead of four items and we need 24 hour service.
66. Ngava kasike kubatsira vanhu nekuti kumira kunenge kworwadza.
67. He can communicate freely with clients, advise what is necessary.
68. Keep up the good job.

69. Good work. Keep it up.
70. Should open for 24 hour
71. Service
72. Delivery is good but there are too many processes, you go from one office to the other and its tiresome.  
Otherwise, thumbs up...
73. Keep the good work up.
74. The duty on clothing is too high because tinodawo fair duty for us to take care of our families.
75. It's all good.

### **Hwange office**

1. We need good chairs at the reception.
2. I was served well, with courtesy and experience.
3. They serve with patience and give advice to clients.
4. Everything was good and they are caring with customers explanations are clear. I wish it will be like always.
5. Your staffers are respectful.
6. System is very slow.
7. Values of vehicles are too high.
8. ZIMRA officers differ others are par excellence such as the Hwange officers.
9. We appreciate the fact that ZIMRA is efficient all days of the week.
10. Sibonga ukuthi langempelaviki liyavula.
11. Keep the good work up despite the economic challenges.
12. Good.
13. Fair.
14. Sisebenza kahle labe ZIMRA.
15. Siyathe sibe lenkinga le DPC.
16. Poor reception, few seats and standing is not so good.

### **Kazungula Border Post**

1. Visa processing is very slow.
2. Improve on all levels.
3. Should improve toilets to a modern standard.

4. Very good.
5. Just in time.
6. Transit goods are not supposed to idle one hour because passing through to another country like Botswana is only thirty minutes.
7. The service given by ZIMRA employees is excellent. More resources are needed so as to comply with the ISO standard.
8. Excellent.
9. ZIMRA guys must not think as if they are very special more than others. We are all special and we know what we are doing.
10. They try their level best to deliver services.
11. If the government can sort up an ecocash form for the public's convenience.
12. RIT trucks are now treated as consumption of which transporters diverting trucks to ferry.
13. Please do something about commercial exit side delays.
14. Please continue with the same spirit.
15. Sorry to say this, your services at the Border is being questioned because of immigration; they do not take their jobs seriously. When issuing visas, they take too long thereby condemning the whole Border.
16. You are doing well, all
17. Your services are good.

### **Pandamatenga**

1. Nice quiet crossing of Border.

### **Victoria Falls**

1. Border is too small, no parking space is available.
2. Keep up the good work, excellent.
3. The service is average.
4. Please find a new printer for us.
5. Please improve on the capturing of commercial C.C.C.
6. Should look in the time of starting of commercial audits.
7. Border is too congested.
8. Border is new too small no parking space.

9. Excellent. You are doing well guys.
10. Please improve on your printers.
11. Very polite officers.
12. The officers are very helpful especially when it comes to paper work.

### **Bindura**

1. Effective and efficient officers at our station and polite too.
2. Encouraged to please keep up the good service.
3. ZIMRA should bring to the attention of its clients any changes that take place as soon as possible like tax bands, dates.
4. We always get more information by periodic seminars; we want more seminars with ZIMRA officers.
5. Good.
6. To me ZIMRA is professional.
7. The office is short staffed.
8. Many people don't know ZIMRA in rural areas.
9. ZIMRA workshops are very informative. Let's have them regularly.
10. Please put chairs for visitors.
11. Good attitude to clients. Excellent work.
12. Keep and maintain your standards.

### **Maitengwe**

1. Kabaqhubeke ngendlela abaphatha ngayo abantu.
2. Tinotenda namashandiro avonesu zvakanaka.
3. Kulamapholisa eyenza I road block after Border "why?"
4. Sicela beqhubekele phambili ngesiphatho sabo.
5. Nxa bebngaqhubeka kanjalo kuhle.

### **Mphoengs**

1. Basiphatha kuhle.
2. Treated very well. Did not encounter any problems. Thank you.

3. Yebo isicelo yiyikwethuliswa imp;ahla kokukhathala.
4. Sicela lehlise I percentage yezinto.
5. Hayi ngiyasuthiseka ngosizo engilutholayo.
6. I am very much happy with the service by Border. Thanks.
7. They work very efficiently and effectively at their work places.
8. Very good service. Keep it up.
9. It is very fine and fair.
10. Liyaphuza bobhoyi.
11. Slow.

### **Plumtree Border Post**

1. Your computers are very slow and your network is poor.
2. Job well done.
3. Hlalani linjalo ZIMRA.
4. When going out its excellent but when coming in very poor service.
5. All they are fairly slow but sure they listen to their clients.
6. The only delay is when we are being searched many times in one single area.
7. The staff compliment needs to be beefed up.
8. Sicela bengakhethi umhlobo womuntu uthi ukhuluma limi luphi?
9. You should be transparent.
10. When electronic systems are not working why not use manual and write down?
11. All seems to be fair.
12. Keep on doing that.
13. Excellent. Keep on doing the good work.
14. Thank you ZIMRA.
15. Wish it remains as excellent as it is.
16. Delaying attending to entries on Red (Bulawayo).
17. There is need
18. To update the website and display vital information like duty estimates and needed documents so that customers will see.
19. Not waste time queuing just to ask only to be told that. At least time spent attending customer will be less and thus efficient service delivery.



20. Sicela ukuphathwa kahle, time taken on calculations is too much.

### **Nyamapanda Customs**

1. System sometimes slow and long.
2. Keep it up. Good work.
3. Keep it up with the good job and service.
4. Good job. Keep It up.
5. Poor lights at night outside.
6. Ngavarambe vakadaro.
7. Departures are not stamped on time (Delays).
8. Star for good service.
9. In commercial office, you must now teach the security guards to only do what they came to do here.
10. Can you open your queries lines on weekends specially Sundays?
11. Good.
12. Very hardworking people despite working in the open.
13. The service they offer us on business is good but they improve from there.
14. There are serving accordingly.
15. Keep up with good work.
16. Good service.
17. Ngavadzidze matuaro yekune dzimwe nyika kuti vasanetseka kuvabatsira.
18. You should continue offering good work to clients.
19. Lacks decision making.
20. There is a big improvement from the previous years.
21. Good work guys. Keep it up.
22. Just add more staff at Nyamapanda.
23. Improve on network and DPC's performance.
24. Put more effort especially on departures and on validations.
25. Excellent.
26. They are doing a very good job. I can't complain.
27. Good.
28. I was served very well. Keep it up.
29. Good service.

30. There is much improvement in services.
31. Good service at Nyamapanda.
32. Good at work.
33. I'm
34. Extremely happy.
35. Good. Lovely. God bless.
36. Process often slow when Border post is busy.
37. Good.
38. Ngavagadzire mashandiro avo.

### **Sango Border post**

1. They are just perfect, I truly appreciate their services.
2. Keep it up. The services are good.
3. They work nicely as time goes on.
4. We want toilets.
5. Please tivakirewo shed yekuvatira.
6. Dambudziko rangu handina mari yakareba saka ZIMRA inoda mari zvichienderana nezvimwe zvatinoda, zvinhu zvacho zvimwe zvakachipa.
7. We want shade when it's sunny and raining.
8. ZIMRA officers are good.
9. Good but money paid is too high as compared to the other Border Posts.
10. Bayawazi umsebenzi wabo.
11. Only crying for the shed at the loading bay.
12. Computers are very very slow.
13. Extend working hours.
14. Its good excellent.
15. Keep it up.
16. There are serious with their job they are excellent.
17. Ngiyasuthiseka ngakho konke.
18. Tinokumbirawo matissue muma toilets.
19. Doing good job.
20. It is very good.

21. Ndinogutsikana.
22. Doing their job nicely and friendly.
23. Vanoshanda zvakakanaka nenguva.
24. Thanks for your well trained staff.
25. They are good at work.
26. Vanononoka kutarisa zvinhu nenguva zvemanheru.
27. Maintain the standard of service you are giving to people.

### **Manica CONDEP**

1. Satisfied with the service received.
2. To avoid delays in processing documents so as to minimise storage costs.
3. ZIMRA at Condeps to assess the papers after P.E so s to avoid delays.
4. Overall, ZIMRA officers' knowledge is good and the officers' attitude to clients is excellent.
5. Not fair to have physical inspection done always on same known products.
6. Everything is in the good.
7. Please continue with your excellent works.
8. ZIMRA officer are very good.
9. Should have informative brochures for clients on procedures to follow.
10. We recommend that you continuously. Revisit service delivery for continuous improvement.
11. Zvinofadza.
12. Good service received.
13. Good, cheerful helpful people.
14. Reduce time on processing of Red entries by processing them at Port of entry. That will cut costs.
15. Time of rotation is to short.

### **Gwanda Office**

1. Good work, keep it up.
2. Excellent work and dedication.
3. Since Gwanda is the provincial capital for Matebeleland South, we appreciate if ZIMRA could open daily in Gwanda.

## **Kariba Domestic Taxes**

1. Kuramba vachingotsanangurira vanhu kuti vanzwise zvizere.
2. You should do follow ups on our flea market. I hope you will always come to us so as we want to know more.
3. Kuramba tichidzidziswa kuti tizive.
4. It's good to have more workshops for new so that they do understand all the tax issues.
5. Ndatenda workshop iyi, ndadzidza zvakawanda.
6. We are asking you to reduce your penalty fees.
7. Ndinotenda nema workshops anoitwa ne ZIMRA.
8. Rambai muchitisananisa nguva zhinji tizive zvizhinji.
9. Dzidziso yemitemo nemashandiro enyu ngawande.
10. We appreciate you for knowledge you gave us.
11. ZIMRA inofanira kushanda nevanhu zvakaenzana.
12. Incentivise the business partners. More awareness and workshops.
13. All I can say is keep on with
14. You're excellent as your motto you are here to serve.
15. Good public relations.
16. No queue means good service. It means professionals are at work.

## **Kariba Border**

1. Can we be advised of your auction country-wide?
2. Keep up the good and excellent service.
3. Thank you.
4. Service delivery needs improvement.
5. Should add serving points to avoid delays. Staffs are commended.
6. That's good and I am happy about that but try to be faster than that.
7. We need cash back facilities.
8. Kariba Customs is offering good service and they're committed.
9. All is well.
10. Please can we use original value of the goods as per invoice?
11. They should be formal and professional when dealing with the public.
12. They are understanding officers and advise correctly.

13. You have to reduce declaration charges.
14. Vanoziva basa.
15. Tichiva nekutenda kana zvikaramba zvakadaro.
16. Rambai makadaro nekushanda nevanhu zvakakanaka.
17. Kariba ZIMRA officers are different from the rest very helpful.
18. There is need for giving all information to clients at other Posts like Beitbridge.

### **Zvishavane**

1. I'm satisfied with the service. I'm grateful for your support.
2. Officers are competent and give clients good reception.
3. Satisfactory.
4. Happy with the service, keep it up.
5. Excellent service is provided by the officers.
6. Officials to have/ conduct more seminars to educate clients on ZIMRA requirements.
7. Excellent, keep it up Zvishavane.
8. Keep up the standard of service delivery.
9. The service delivery is excellent.
10. Good on some delivery.
11. The service is excellent. Keep up the good work.
12. Satisfactory.
13. Fair.
14. Service at the first point of contact is really welcoming.

### **Masvingo Domestic Taxes**

1. Can do better on: service time and attitude to clients.
2. Some people often jump queues thereby complicating situation of the reception that needs to be looked at.
3. To engage in workshops pertaining the forms those are distributed at the reception.
4. Everything is good.
5. Thanks for
6. Giving us the knowledge on how to run the business all the time.
7. Notice for should be circulated within a reasonable time-span.

8. Should improve on record keeping.
9. Let officers keep up the good work and service delivery they are doing.
10. Received fair treatment.
11. Sometimes we do not get forms.
12. Good service.
13. Improve your service delivery.
14. It's cold, we need coffee and biscuits.
15. Happy with the service delivery.
16. Do not receive ZIMRA information emails as used to like what is in Herald.
17. Actually we are happy with your service.
18. I think they should educate clients on how to go about ZIMRA issues than to penalize them.
19. Tidzidzisei zvakazara pa tax, nekuti tikangonzwa kuti ZIMRA, takutorowa ne hana kuti zvakutombofamba sei.
20. Zvese zvirikuita ngavarambe vakadaro.
21. ZIMRA should improve the way you handle those companies that comply with rules.
22. ZIMRA officers should improve their clients care, they don't treat us fairly.
23. Excellent staff.
24. ZIMRA must conduct more client-awareness workshops.
25. Need to maintain this high standard.
26. Occasionally inefficient.
27. Filing systems should as well improve as we are continuously asked to the same thing by your office.
28. Siyabonga
29. Keep it up.
30. Change your dvd's regularly.

### **Masvingo Customs**

1. Everything is well organised.
2. Keep it up.
3. Tinotenda ne basa rawo.
4. As I have indicated service delivery is good and fast depending on the nature and amount of job being done.
5. Keep it up for the good work being done.
6. ZIMRA officials know their job

7. We need forms like this at border posts that are where we are having poor service like Kariba Post.
8. We have been attended to efficiently at the above offices.
9. Some copies should be done internally, have photocopies in the VR office for easy access.
10. I was very pleased with their service.
11. I had a great time doing business with you.
12. Well attended.
13. Actually ZIMRA is offering a good service, there's need to all possible methods of communication to clients to avoid delays.
14. Can disseminate to other districts for efficiency to curb crowding and overload.
15. Good receptions.
16. Friendly staff.
17. I believe the team at the office, exceptionally well.
18. Professional presentation by staff.
19. I am happy with work at the office.
20. The staffs are very friendly.
21. Improve on communicating with clients.
22. The service is just good. Keep up the good work.
23. Procedures should be explained from reception.

### **Head Office reception**

1. Information about ZIMRA should be found everywhere.
2. We spent a month try to get confirmation letter from Beitbridge since we lost importation documents.
3. If more information could be flighted through radio and television.
4. Good service.
5. Please can you change staffs at the reception.
6. I think we need new sofas at the reception, preferably leather.
7. Keep up the excellent, efficient and effective conduct with clients.

### **Chinhoyi Customs**

1. Increase information.
2. Availability.

## **Chinhoyi Taxes**

1. Keep up the good work.
2. Good service.
3. Generally good service some of the officer's uniforms leave a lot to be desired.
4. Generally good service.
5. Good.
6. I am happy with the service given.
7. Good service.
8. Staff is always very pleasant and helpful.
9. ZIMRA Chinhoyi office is the best in conducting business with its clients.
10. ZIMRA to create ventilation in the cash office and improve in the issuing of ITF 263
11. Increase workshops for information to reach us.
12. Something has to be done about the informal sector, they are crippling our operations.