

# **ZIMRA Client Satisfaction Survey Results**



**June 2015**

## **Introduction**

The Client Satisfaction Survey for the first half of 2015 was conducted from the 9<sup>th</sup> of June to the 15<sup>th</sup> of June 2015. 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 allows the Authority 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 and overall service delivery at station level.

The survey was conducted using the questionnaire method which was being supported by terms of reference sent out to the various ZIMRA stations dotted around the country via email.

## **Executive summary**

- ❖ All ZIMRA stations except for Gwanda, Mukumbura, Kanyemba and Marondera submitted their completed questionnaires. There was no explanation given by the stations as to why they failed to submit questionnaires. However, we still feel that we can get very reliable results because major ZIMRA stations which deal with huge numbers of clients managed to submit their completed questionnaires.
- ❖ The scores for the survey were as follows: An unanswered question would score zero (0) with the zero playing the role of a place holder; the score for Very poor was one (1); the score for Poor was two (2); the score for Good was three (3) points while the score for Excellent was four (4). There was no score for "Fair" since we wanted the respondents to rate us either positively or negatively on the aspects under review.
- ❖ For us to arrive at the satisfaction index per pillar under review, we added the percentage for Excellent and Good.

## **Breakdown of the survey results**

- ❖ Out of the 1994 respondents which participated in this survey, 996 (50,0%) represented organisations; 878 (44,0%) indicated that they were doing business as individuals, while the "Other" category was represented by 120 respondents (6,0%).
- ❖ Reception on arrival had the following ratings: Excellent 738 respondents (37,0%); Good 1083 respondents (54,3%); Poor 80 respondents (4,0%) and Very Poor had 46 respondents (2,3%). 47 interviewees (2,4%) did not respond to the question on Reception on arrival. The satisfaction index for Reception on Arrival was 91,3%.
- ❖ On time spend at reception before being served, 693 respondents (34,8%) out of 1994 were in the Excellent category; 1052 respondents (52,8%) rated time spend at reception before being served as Good; 140 respondents (7,0%) were in the Poor category while 87 respondents (4,4%) were in the Very poor category. 22 interviewees (1,1%) did not respond to the question.
- ❖ On time spend while being served, 733 respondents (36,8%) out of 1994 were in the Excellent category; 1044 respondents (52,4%) rated time spend while being served as Good; 120 respondents (6,0%) rated us as Poor while 71 respondents

- (3,6%) rated us as Very poor. 26 interviews (1,3%) did not respond to the question.
- ❖ Ratings for responsiveness to queries were as follows: 594 respondents (29,8%) were in the Excellent category; 1106 respondents (55,5%) were in the Good category; 187 respondents (9,4%) were in the poor category while 63 (3,2%) interviewees were in the Very poor category. 44 respondents (2,2%) did not respond to the question.
  - ❖ ZIMRA's information dissemination was rated as follows: 523 respondents (26,2%) rated our information dissemination as Excellent; 1155 respondents (57,9%) rated us as Good; 220 respondents (11,0%) rated us as Poor while 58 respondents (2,9%) rated us as Very poor. Only 38 respondents (1,9%) did not respond to the question.
  - ❖ ZIMRA officers' attitude to clients' ratings were as follows: 737 respondents (37,0%) indicated that our officers' attitude is Excellent; 1061 respondents (53,2%) rated it as Good; 109 respondents (5,5%) feel that it was Poor while 69 respondents (3,5%) rated it as Very poor. While the majority of ZIMRA officers were commended for their politeness and supportiveness, it was apparent that there were some officers who still lagged behind in terms of portraying a positive attitude towards clients. Only 18 interviewees (0,9%) did not respond to the question.
  - ❖ The ratings for officers' job knowledge were as follows; 843 interviewees (42,3%) scored officers' job knowledge as Excellent; 989 interviewees (49,6%) rated officers' job knowledge as Good; 98 interviewees (4,9%) rated ZIMRA officers' job knowledge as Poor while 30 interviewees (1,5%) rated officers' job knowledge as Very poor. 34 interviewees (1,7%) did not respond to the question.
  - ❖ On the question of Overall service delivery by ZIMRA, the ratings were as follows; 620 respondents (31,1%) rated us as Excellent; 1123 respondents (56,3%) rated us as Good; 108 respondents (5,4%) rated us as Poor while 81 respondents (4,1%) rated us as Very poor. 62 interviewees (3,1%) did not respond to the question.
  - ❖ After having done the proper and necessary calculations, the overall Client Satisfaction Index for ZIMRA this quarter stood at 88,48% against a target of 80% and an alarm rate of 65%.

## **Research Methodology:**

The research method which was employed for the Client Satisfaction Survey was predominantly the questionnaire for the reason that it was very cheap 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 preserve 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.

**Calculating the Client Satisfaction Index:**

The process of calculating the Client Satisfaction Index was done by aggregating the satisfaction indices in the eight pillars under review and this was divided by eight, which is the number of pillars that were under investigation. So this is how we managed to arrive at a Client Satisfaction Index of 88,48%.

The scale that was used for coding the responses in the SPSS was as follows: “Excellent” was represented by 4 marks, “Good” was represented by 3 marks, “Poor” was equal to 2 marks and “Very Poor” was equal to 1 mark. Zero (0) was only used as a place holder for a “no response” to the question.

**Statistics**

VAR00001

N	Valid	1994
	Missing	0

**ZIMRA Stations**

**Q:** At which office do you normally conduct your business with ZIMRA?

All stations except for three managed to submit the completed questionnaires as shown in the table below. A total of 1994 completed questionnaires were received from the stations that participated in this survey. The table below shows the number of questionnaires that came per each station.

**VAR00001**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Head Office	7	.4	.4	.4
	Mphoengs	24	1.2	1.2	1.6
	Maitengwe	31	1.6	1.6	3.1
	Plumtree	62	3.1	3.1	6.2

Mhlahlandlela Complex Offices	168	8.4	8.4	14.6
Kariba Border Post	34	1.7	1.7	16.3
J.M Nkomo Airport	23	1.2	1.2	17.5
Bulawayo Port	30	1.5	1.5	19.0
Nyamapanda Customs	43	2.2	2.2	21.2
Beitbridge Border Post	244	12.2	12.2	33.4
Mutare Customs and Excise	39	2.0	2.0	35.4
Mutare Domestic Taxes	53	2.7	2.7	38.0
Rusape Domestic Taxes	32	1.6	1.6	39.6
Chipinge Domestic Taxes	32	1.6	1.6	41.2
Sango Customs and Excise	11	.6	.6	41.8
Chiredzi Customs and Excise	12	.6	.6	42.4
Chiredzi Domestic Taxes	31	1.6	1.6	43.9
Kwekwe Customs and Excise	11	.6	.6	44.5
Kwekwe Domestic Taxes	51	2.6	2.6	47.0
Kurima Large Clients Office	43	2.2	2.2	49.2
Forbes Border Post	44	2.2	2.2	51.4
BAK Storage	8	.4	.4	51.8
Chirundu OSBP	115	5.8	5.8	57.6
Gweru Domestic Taxes	48	2.4	2.4	60.0
Gweru Customs and Excise	50	2.5	2.5	62.5
Investigations Office	15	.8	.8	63.2
Kurima Cash Office	15	.8	.8	64.0
Hwange Office	25	1.3	1.3	65.2
Victoria Falls Border Post	30	1.5	1.5	66.8
Beitbridge Town Office	37	1.9	1.9	68.6
Masvingo Customs	63	3.2	3.2	71.8
Masvingo Domestic Taxes	51	2.6	2.6	74.3

Kariba Inland Office	43	2.2	2.2	76.5
Harare Airfreight (NHS/AGS)	82	4.1	4.1	80.6
Victoria Falls Inland Office	24	1.2	1.2	81.8
Kurima Debt Management	24	1.2	1.2	83.0
Harare Central Soring Office	30	1.5	1.5	84.5
Harare International Airport	53	2.7	2.7	87.2
Charles Prince Airport	17	.9	.9	88.0
Kurima Audits	28	1.4	1.4	89.4
Kurima Client Care Unit	36	1.8	1.8	91.2
Kurima Registry	37	1.9	1.9	93.1
Kadoma Customs	9	.5	.5	93.5
Kadoma Domestic Taxes	19	1.0	1.0	94.5
Chinhoyi Office	48	2.4	2.4	96.9
Bindura Office	29	1.5	1.5	98.3
Zvishavane Office	10	.5	.5	98.8
Mt Selinda	23	1.2	1.2	100.0
Total	1994	100.0	100.0	

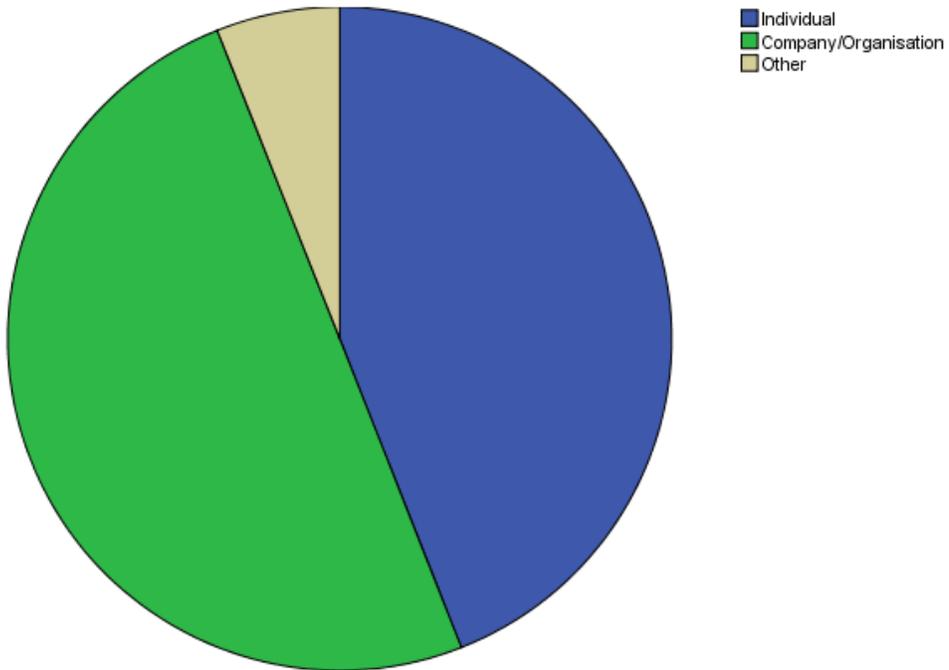
### Representing:

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

#### VAR00002

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Individual	878	44.0	44.0	44.0
Company/Organisation	996	50.0	50.0	94.0
Other	120	6.0	6.0	100.0
Total	1994	100.0	100.0	

VAR00002



Out of 1994 respondents, 996 (50,0%) represented organisations; 878 (44,0%) indicated that they were doing business as individuals, while the “Other category” was represented by 120 (6,0%) respondents.

### Reception on arrival

Q. How do you rate our reception on arrival?

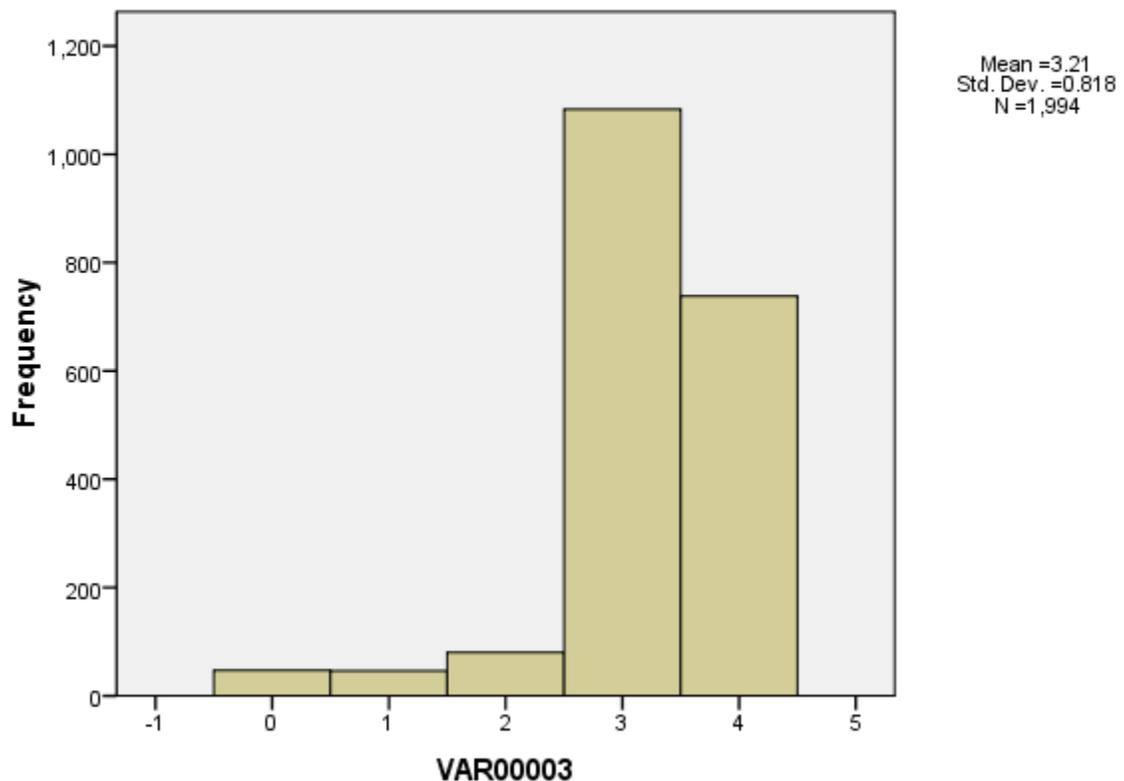
VAR00003

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0	47	2.4	2.4	2.4
Reception on Arrival	46	2.3	2.3	4.7
2	80	4.0	4.0	8.7
3	1083	54.3	54.3	63.0
4	738	37.0	37.0	100.0

**VAR00003**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	47	2.4	2.4	2.4
	Reception on Arrival	46	2.3	2.3	4.7
	2	80	4.0	4.0	8.7
	3	1083	54.3	54.3	63.0
	4	738	37.0	37.0	100.0
	Total	1994	100.0	100.0	

**Histogram**



158 (51,0%) respondents rated ZIMKA'S reception on arrival as Excellent; 1083 (54,5%) respondents rated it as Good and 80 respondents 4,0% rated it as poor. 46 respondents (2,3%) rated our reception as Very poor while 47 respondents (2,4%) did not respond to the question. Overall satisfaction index for this pillar stood at 91,3%.

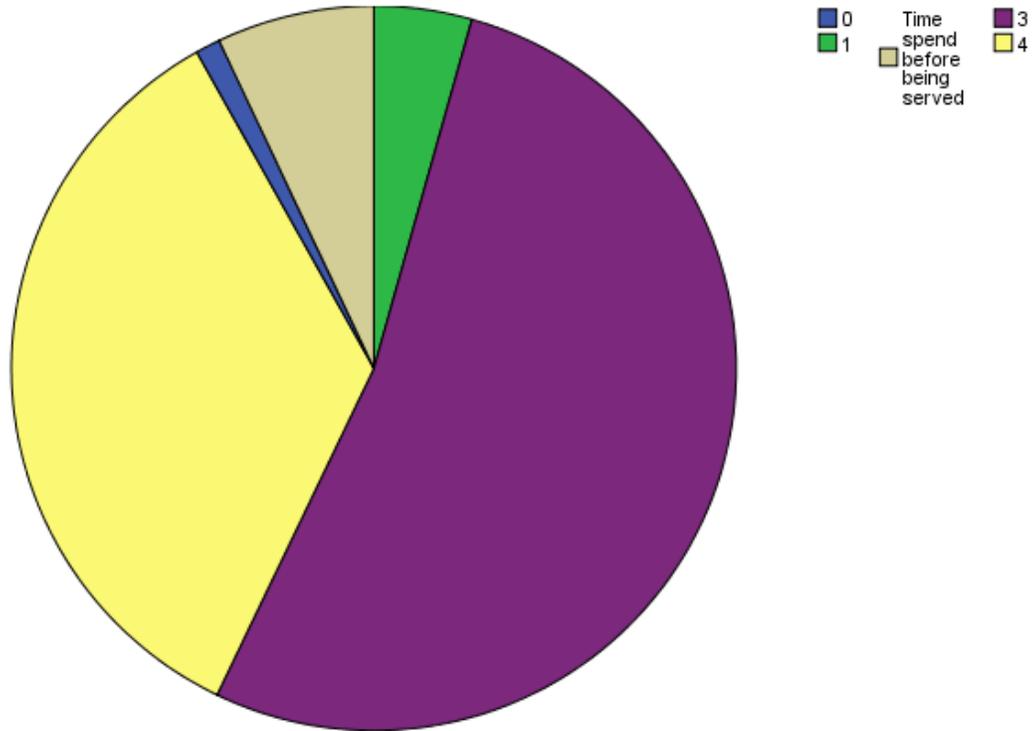
## Waiting Time

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

VAR00004

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0	22	1.1	1.1	1.1
1	87	4.4	4.4	5.5
Time spend before being served	140	7.0	7.0	12.5
3	1052	52.8	52.8	65.2
4	693	34.8	34.8	100.0
Total	1994	100.0	100.0	

VAR00004



Out of the 1994 people who participated in the survey, 693 (34,8%) respondents indicated that they rated time spend before being served as excellent while 1052 respondents (52,8%) rated us as Good. 140 respondents (7,0%) rated us as Poor with 87 respondents (4,4%) rating us as Very poor. 22 interviews (1,1%) did not respond to the question. The overall client satisfaction index on time spend before being served was 87,6%.

**Time spend while being served**

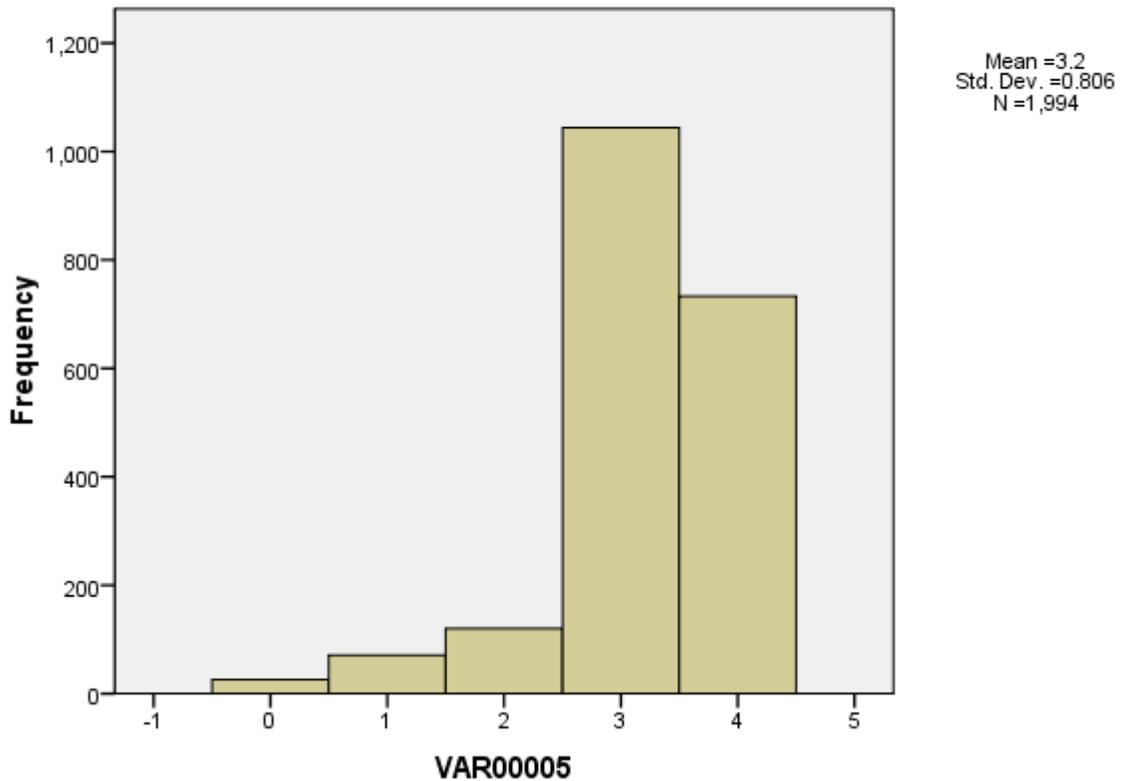
**Q.** How do you rate the time you spend while being attended to by a ZIMRA officer?

VAR00005

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0	26	1.3	1.3	1.3

1	71	3.6	3.6	4.9
2	120	6.0	6.0	10.9
Time spend while being attended to	1044	52.4	52.4	63.2
4	733	36.8	36.8	100.0
Total	1994	100.0	100.0	

**Histogram**



good. 120 respondents rated us as Poor, while 71 respondents (3,6%) rated us as Very poor. 26 interviewees did not give any response to the question. The overall satisfaction index for this pillar stood at 89,2%.

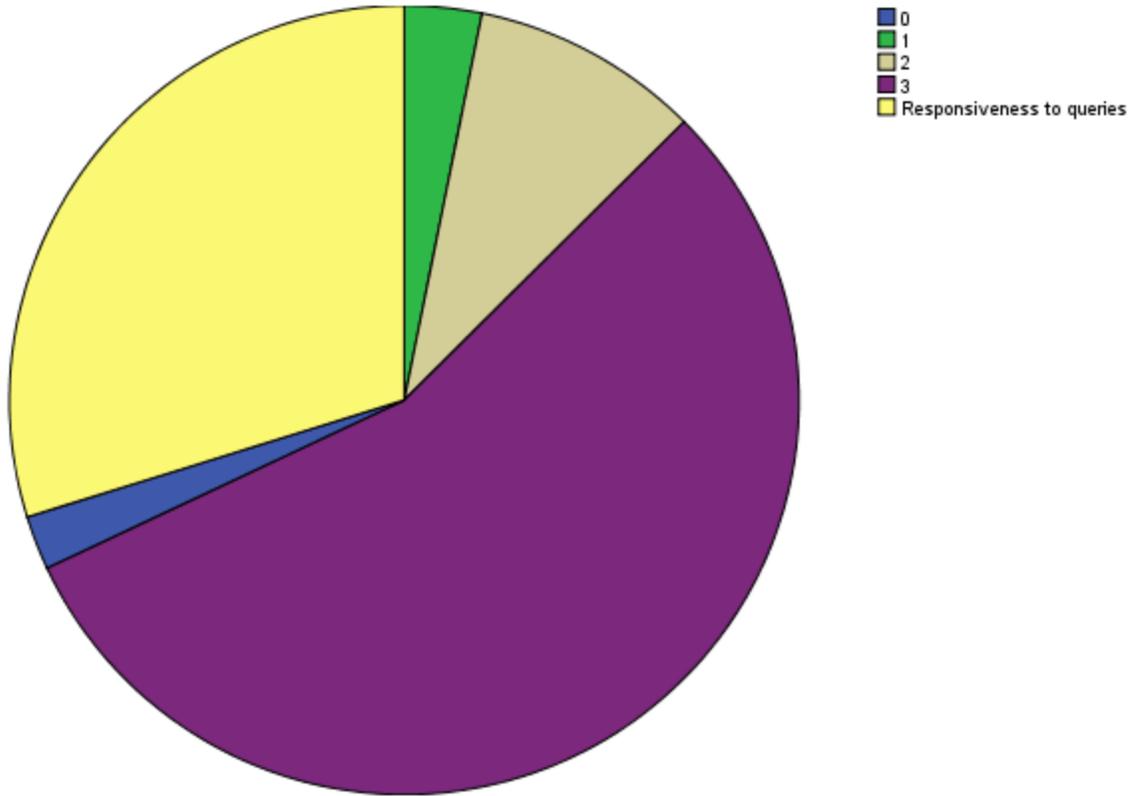
## Responsiveness to queries

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

VAR00006

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0	44	2.2	2.2	2.2
1	63	3.2	3.2	5.4
2	187	9.4	9.4	14.7
3	1106	55.5	55.5	70.2
Responsiveness to queries	594	29.8	29.8	100.0
Total	1994	100.0	100.0	

VAR00006



us as Very poor. 44 interviews (2,2%) did not respond to the question. The satisfaction index for this pillar stood at 85,3%.

### ZIMRA's information dissemination

Q. How do you rate ZIMRA's information dissemination?

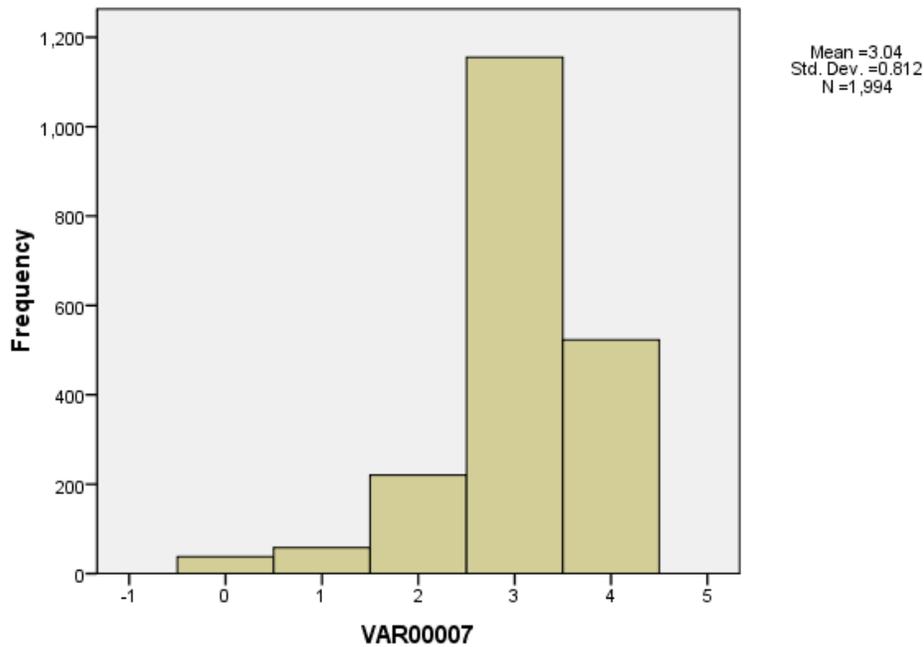
VAR00007

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0	38	1.9	1.9	1.9
1	58	2.9	2.9	4.8
2	220	11.0	11.0	15.8
3	1155	57.9	57.9	73.8
4	523	26.2	26.2	100.0

**VAR00007**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	38	1.9	1.9	1.9
	1	58	2.9	2.9	4.8
	2	220	11.0	11.0	15.8
	3	1155	57.9	57.9	73.8
	4	523	26.2	26.2	100.0
	Total	1994	100.0	100.0	

**Histogram**



On information dissemination, clients rated ZIMRA as follows: 523 respondents (26,2%) rated us as Excellent while 1155 respondents (57,9%) rated us as Good. 220 interviewees (11,0%) rated us as Poor and 58 respondents (2,9%) rated us as Very Poor. The overall satisfaction index for this pillar stood at 84,1% and this was the lowest of the satisfaction indexes under review.

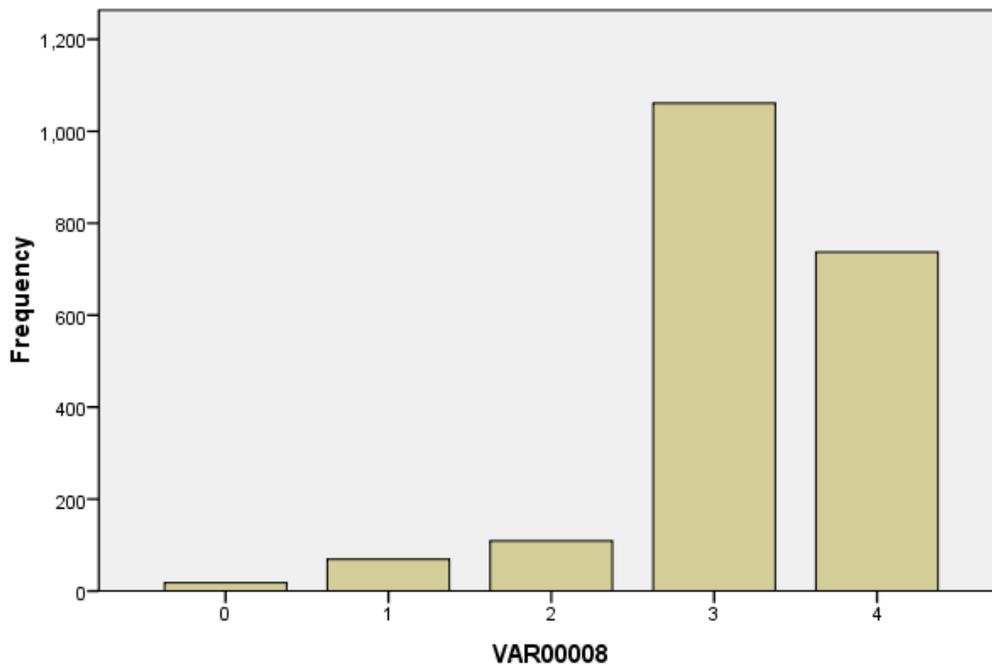
**ZIMRA officers' attitude**

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

**VAR00008**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	18	.9	.9	.9
	1	69	3.5	3.5	4.4
	2	109	5.5	5.5	9.8
	3	1061	53.2	53.2	63.0
	4	737	37.0	37.0	100.0
	Total	1994	100.0	100.0	

**VAR00008**



A total of 737 respondents (37,0%) rated ZIMRA's attitude to clients as Excellent, with 1061 respondents (53,2%) rating it as Good. 109 respondents (5,5%) rated our attitude to clients as poor while 69 respondents (3,5%) rated our attitude as Very poor. The overall satisfaction index for Officers' attitude towards clients was 90,2%.

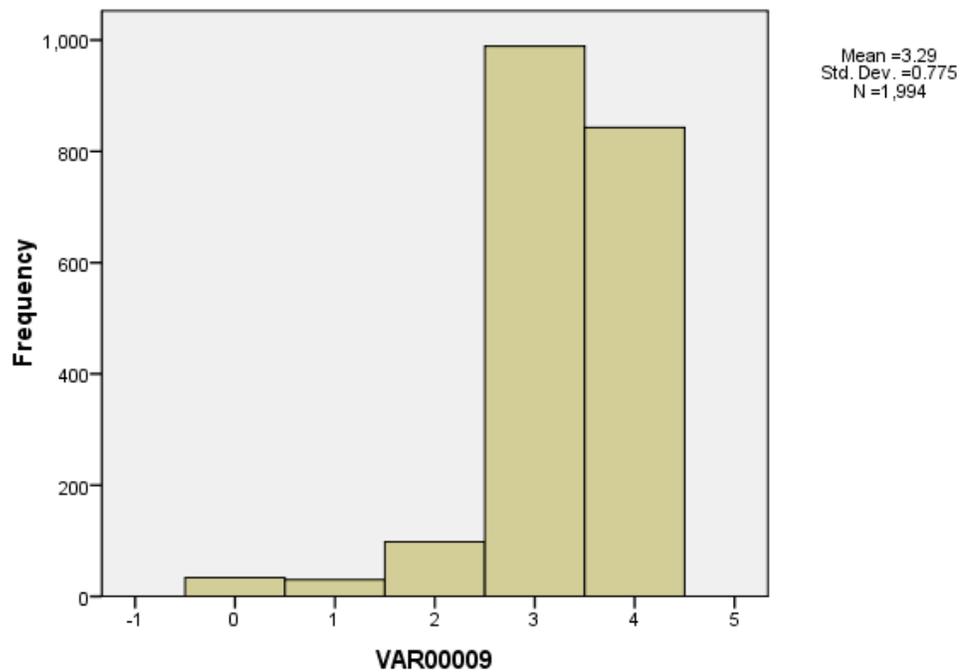
## Officers' job knowledge

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

VAR00009

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	34	1.7	1.7	1.7
	1	30	1.5	1.5	3.2
	2	98	4.9	4.9	8.1
	3	989	49.6	49.6	57.7
	4	843	42.3	42.3	100.0
	Total	1994	100.0	100.0	

Histogram



Out of the 1994 interviewees, 843 respondents (42,3%) rated ZIMRA officer’s job knowledge as Excellent; 989 respondents (49,6%) rated officers’ job knowledge as Good. 98 respondents (4,9%) felt that ZIMRA officers’ job knowledge was Poor and 30 respondents (1,5%) rated it as Very poor. The satisfaction index for this pillar turned out to be the highest among all the pillars and it stood at 91,9%.

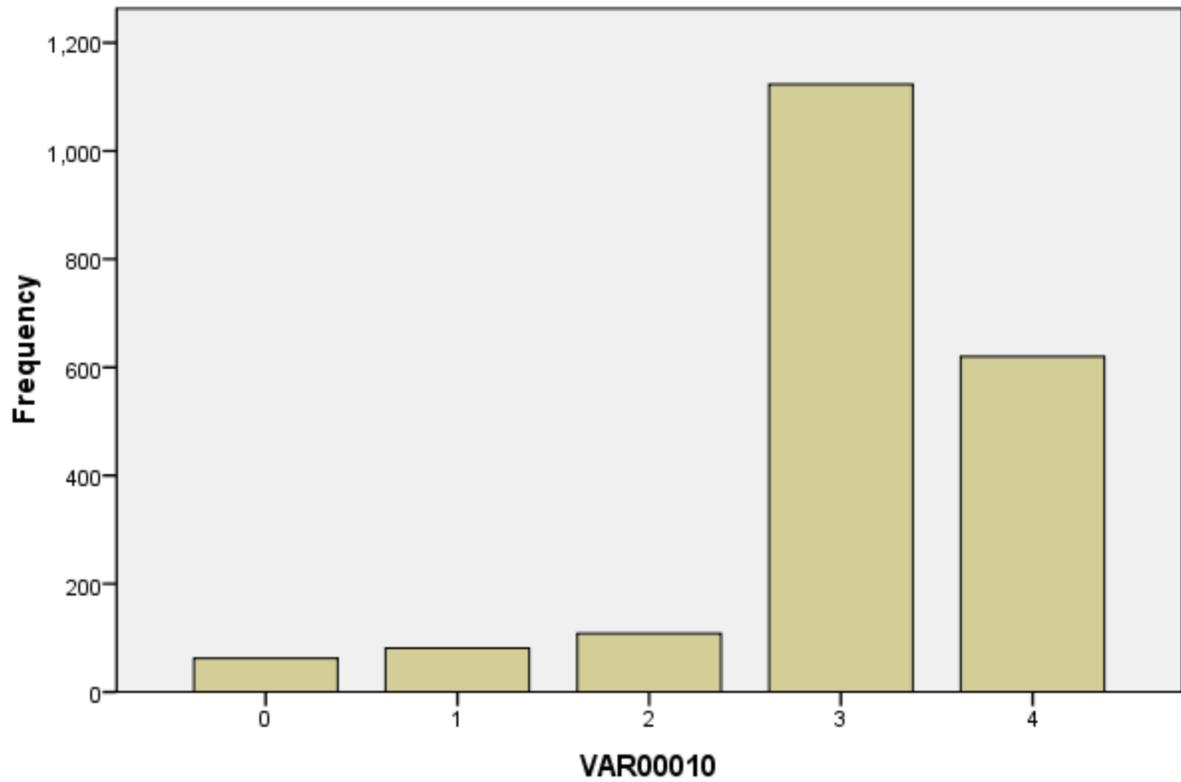
### Overall service delivery

Q. Overall, how do you rate ZIMRA’s service delivery?

VAR00010

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0	62	3.1	3.1	3.1
1	81	4.1	4.1	7.2
2	108	5.4	5.4	12.6
3	1123	56.3	56.3	68.9
4	620	31.1	31.1	100.0
Total	1994	100.0	100.0	

### VAR00010



<b>Parameter</b>	<b>Satisfaction Index</b>	<b>Ranking</b>
Reception on arrival	<b>91,3%</b>	<b>2</b>
Time spend before being served	<b>87,6%</b>	<b>5</b>
Time spend while being served	<b>89,2%</b>	<b>4</b>
Responsiveness to queries	<b>85,3%</b>	<b>7</b>
Information dissemination	<b>84,1%</b>	<b>8</b>
ZIMRA officers' attitude to clients	<b>90,2%</b>	<b>3</b>
ZIMRA officers'	<b>91,9%</b>	<b>1</b>

job knowledge		
ZIMRA's overall service delivery	<b>87,4%</b>	<b>6</b>

The Client Satisfaction Index for the second half of 2013 was **88,48%**.

### **Analysis of results**

The table above summarizes the satisfaction indices for the main service attributes that were measured. Officers' job knowledge had the highest satisfaction index of 91,9%. Officers were said to be hardworking, efficient, effective and having immense knowledge about their work and what it requires them to do.

ZIMRA's reception on arrival came second on the list with a satisfaction index of 91,3% and 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 90,2%. 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.

Time spend while being served came fourth with a satisfaction index of 89,2%. Clients were satisfied the way officers conduct themselves. However, they bemoaned the fact that sometimes the system itself and not the officers were a source of delays. So they were pointing out that things could be a lot better if our systems could always be up and running most if not all the times.

On fifth position was time spend before being served. Clients were generally satisfied with the time they spend before being served. However this was subject to the border post or station under review. Most of the complaints for delays would come from busiest ports of entry and this was understandable considering the volume of traffic they have to deal with.

On sixth position was ZIMRA's overall service delivery at 87,4% with responsiveness to queries coming on 7<sup>th</sup> position with a satisfaction index of 85,3%. This is one area which requires officers to really up their game since clients would prefer a timely response to their queries.

ZIMRA's information dissemination came 8<sup>th</sup> with a satisfaction index of 84,1%. The Authority continued to make effective use of communication channels in order to reach

out to its clients. Advertisements continued to be flighted on radio, television and a number of newspapers. The ZIMRA magazine, fliers, pamphlets, and the website were some of the channels that were employed to relay information to the general public. However, there is a need for more workshops that will allow for clients to have a one-on-one interaction with ZIMRA.

### **Client Satisfaction Index by station:**

	<b>Reception on arrival</b>	<b>Waiting Time</b>	<b>Officers' Attitude</b>	<b>Job Knowledge</b>	<b>Satisfaction Index</b>
Head Office Reception Area	100%	85,7%	57,1%	85,7%	82,13%
Mphoengs Border Post	100%	100%	100%	100%	100%
Maitengwe Plumtree Border Post	96,8%	100%	100%	100%	99,20%
Mhlahlandlela Complex Offices	85,5%	75,8%	82,3%	85,5%	82,23%
Kariba Border Post	95,8%	89,9%	99,4%	94,0%	94,78%
J.M. Nkomo Airport	94,1%	91,2%	94,1%	100%	94,85%
Bulawayo Port	95,7%	86,9%	86,9%	91,3%	90,20%
Nyamapanda Customs	96,7%	100%	86,6%	93,3%	94,15%
Beitbridge Border Post	88,4%	86,1%	88,4%	83,8%	86,68%
Mutare Customs and Excise	62,3%	51,6%	65,6%	73,3%	63,20%
Mutare Domestic Taxes	94,9%	97,5%	100%	97,4%	97,45%
Rusape Domestic Taxes	100%	98,1%	98,1%	98,1%	98,58%
Chipinge Domestic Taxes	100%	100%	100%	100%	100%
Sango Customs and	96,9%	87,5%	93,8%	90,7%	92,23%
	100%	100%	100%	100%	100%

Excise Chiredzi Customs and Excise	100%	91,7%	91,7%	100%	95,85%
Chiredzi Domestic Taxes	100%	100%	100%	96,8%	99,20%
Kwekwe Customs and Excise	100%	100%	90,9%	100%	97,73%
Kwekwe Domestic Taxes	98,0%	98,8%	90,2%	98,0%	96,25%
Kurima Large Client Office	97,7%	93,0%	93,0%	97,6%	95,33%
Forbes Border Post	90,9%	86,4%	88,6%	93,2%	89,78%
BAK Storage	87,5%	87,5%	87,5%	100%	90,63%
Chirundu OSBP	93,9%	82,6%	85,2%	86,1%	86,95%
Gweru Domestic Taxes	95,8%	95,9%	91,7%	95,9%	94,83%
Gweru Customs and Excise	96,0%	96,0%	96,0%	98,0%	96,50%
Investigations Office	100%	100%	93,3%	86,7%	95,00%
Kurima Cash Office	100%	100%	100%	93,3%	98,33%
Hwange Office	92,0%	96,0%	100%	100%	97,00%
Victoria Falls Border Post	66,7%	73,3%	80,0%	83,4%	75,85%
Beitbridge Town Office	82,2%	78,4%	67,5%	89,2%	79,33%
Masvingo Customs and Excise	95,2%	98,4%	100%	95,2%	97,20%
Masvingo Domestic Taxes	98,1%	98,0%	100%	98,0%	98,53%
Kariba Inland Office	100%	100%	90,7%	97,6%	97,08%
Harare Air Freight	97,6%	97,6%	96,4%	95,2%	96,70%

(NHS/AGS) Victoria Falls Inland Office	100%	95,8%	100%	95,9%	97,93%
Kurima Debt Management Harare Central Sorting Office Harare	100%	95,9%	95,9% %	100%	97,95%
International Airport Charles Prince Airport Kurima	96,7%	96,6%	96,7%	93,3%	95,83%
Audits Kurima Client Care Unit Kurima Registry Kadoma Customs and Excise Kadoma Domestic Taxes Chinhoyi Office Bindura Office Zvishavane Office Mt Selinda	96,3%	94,4%	96,2%	96,3%	95,80%
	100%	100%	100%	94,1%	98,53%
	100%	92,9%	89,3%	100%	95,55%
	97,2%	88,9%	94,4%	97,2%	94,43%
	94,6%	83,8%	94,6%	97,3%	92,45%
	100%	100%	88,8%	88,9%	94,43%
	100%	94,7%	94,8%	94,7%	96,05%
	97,9%	93,7%	100%	95,8%	96,85%
	93,1%	96,6%	96,6%	93,1%	94,85%
	100%	100%	100%	100%	100%
	95,6%	100%	95,6%	95,7%	96,73%

## Responses from Clients

### Head Office:

1. Your previous uniform was nicer than the current one.
2. They need to treat clients as honourable with good literacy.
3. Each time we visit your offices, we would wait for more than an hour before being served. Officers' responsiveness is very erratic and poor. Very big need for improvement.

**Mt Selinda:**

1. Hapana chandashora.
2. Rambai muchishanda musabve.
3. Rambai muripo pabasa.
4. Ndinofara zvikuru kutambirwa kwatinoitwa.
5. Sevanhu vanobva kuSouth Africa, taikumbirawo parking tasvika neusiku.
6. Not bad.
7. I would like to urge them to have a cooperation with the local people of the area, to maintain the co-partnership with the community.
8. Tinotenda nematambirirwo atinoitwa.
9. Ndinotenda. Vapfuurire vachingoita zvakanaka.
10. Very professional. Shows adequate training in the organisation.
11. Musadzokera shure. Endererai mberi. Mitemo iri kubatsira zvikuru kuvanhu.
12. If all ZIMRA officials at all border posts were like these officials at this post, ZIMRA could be rated number 1 in the continent if not the whole world.

**Kurima Cash Office:**

1. ZIMRA inofanira kubvisa mari yavanoisa nekunonoka kunoita vemakambani kuunza Matsamba ekupera kwegore inoita \$30. Kuitira kuti aonewo kushanda zvakanaka.
2. Hapana, asi ingopfuurirai nebasa zvakanaka.
3. Kushandurwa kwetsamba kunonoka.
4. Dai zvaibvira kumacross border mavadzidzisa mashandiro enyu kuti vasazorasikirwa nemagoods avo. Vaitewo masmall companies vachibhadharavo tax shoma.
5. Poor service at client care tax clearance department. No complains at cash office department.
6. All banks should be able to receipt like CBZ. Thanks.
7. On time service. We value your excellent service. Happy and helpful employees.
8. The service is good. The receptionist though should know all the offices.
9. Well done ZIMRA. Job well done.
10. Good service. Well done.

**Kariba Border Post:**

1. Maintain your standards.
2. Better than Beitbridge.
3. Office vakai yakanaka.
4. Air conditioning and respective structure that enables payment to rightful office.
5. Good service.
6. I wish all the information on the website was regularly updated.

7. Premises under construction, hence time spend too long.
8. Build proper office and provide air con as Kariba is excessively hot.
9. Ndingoti dai vatirerutsira paduty.
10. Zvinofadza chose.
11. No comments. ZIMRA service is better.
12. The manner and behaviour shown by the officer is excellent, but there is need to upgrade the network system so that the flow of work will become excellent.
13. Information should be readily available to customers, and very clear, that they should understand easily eg customs duty, percentage used, goods that pay or that do not pay duty. NB: issue us with fliers of your information.
14. Thanks.
15. Thank you.
16. Toraiwo mabond coins.
17. Bond coins must be equal to US\$ since it's our money here in Zimbabwe. I was charged US\$1 for 80c bond coins. I feel on that part that it was unfair. Revisit your decision.
18. Your contact to business is superb. Keep the excellent approach.
19. Keep up the standard.
20. Rambai muchipa vanhu mitemo.
21. Kariba has the best service compared to other ZIMRA offices.
22. Keep the standard up.
23. I think service delivery at this port is generally exceptional.
24. There is need for proper information dissemination because at times officers assume that we know everything.
25. If it is possible may you operate 24 hours.
26. Ndini ndanga ndatadza zvangu. Ndanga ndisina kudhikireya.

### **Bulawayo Port:**

1. Turn-around time for processing of ITF263 a little but too long. The same applies to audits. They take too long.
2. The way they approach us when visiting our offices, they should improve.
3. Maintain the good work.
4. Wish if this can be maintained.
5. Keep on doing the excellent service.
6. Keep it up.
7. I only have a problem with your network system which is always down.
8. In case of attitude, it is not every one with attitude problem, but few individuals. Cases not to be individualized by officers.
9. All staff was wearing uniform, even the security right in front of the door. Compliment.
10. Please, can you put a big TV.
11. We need a better TV screen by the reception. Thank you.

12. Generally good service.
13. Bulawayo Condep office's service is excellent.
14. Keep it up.
15. Put water coolers at reception.
16. Satisfactory.

#### **JM Nkomo Airport:**

1. Thank you for the new system.
2. ASYCUDA system should be upgraded. Too slow.
3. Job well done. Excellent service all round.
4. More improvement in information dissemination.
5. Reception and service at the airport is very good except for network challenges which sometimes delay otherwise good service from the officers.
6. ZIMRA has been viewed as a department that fixes people and is tarnished by bribes. It will be good if the department can change its face by educating the public and stop asking for bribes from the public. It's not everybody but few individuals.
7. Training and motivation is required for efficiency and proficiency.
8. Services are good.
9. Ngiyasuthiseka ikakhulu ekungeniseni imota.
10. Pane zvakakanaka zvandareva, ngazviwedzere kunakisa.

#### **Plumtree Border Post:**

1. For me they did good job.
2. Zvose zvepaZIMRA hapana Chakaipa.
3. Procedure must be the same in all ZIMRA points of entry i.e. on vehicle clearance.
4. Good.
5. While this may be a policy issue, I think the duty charges for vehicles are too high and may need to be reviewed down so that it matches what is happening at other border posts.
6. Nguva yakawandisa yatinotora.
7. Increase officers at each border.
8. Thank you for your very good services. Please keep up the good work.
9. Very excellent.
10. Kugadziriswa panguva yekubatsirwa.
11. Very satisfactory.
12. Rude to the clients, bad manners.
13. Thank you for the new development.
14. Siyabonga ukusincedisira kwenu. Qhubani kanjalo zihlobo.
15. Nothing to comment. Very good.

16. To keep up the good work.
17. Ezazisweni la, ngicela betake imithetho emitsha kuma notice boards ukwenzela ukuthu sazi.
18. Your service is not bad, keep it up.
19. Sufficient and effective.
20. ZIMRA iriko remuroad kunyangwe tasechwa paborder.
21. Very satisfactory.
22. Basiphatha kuhle, kwesinye isikhathi bathatha isikhathi eside kakhulu. Sidiniwe kodwa abasihluphi.
23. I like the way they treat us. Keep it up ZIMRA.
24. If you could add more people on calculation desk please.
25. Efficient service.
26. ZIMRA is all over the roads despite that we have been searched at the border post.
27. By rating rands same as US dollars. They mustn't change us too much because we want to develop our country.
28. Maofficers enyu anoshanda zvakana kwazvo. Ndatenda hangu.
29. Thank you so much for your assistance.
30. Keep up the spirit.
31. There is need for Quality Management (ISO Management) to ensure quick service.
32. Put more effort.
33. Please have one station for all processes. It wastes time to move from one counter to another. Why are we paying tax for fuel we are carrying in jerry cans for our personal use?
34. Abathathi isikhathi eside. Njalo ngibabona belozwelo ebantwini abanengi
35. I was served by a lady who was chewing gum – it's not professional. Network too slow.
36. Service has improved.
37. Service is good just too many procedures which you are not told about before hand.

### **Mphoengs Border Post:**

1. Akukho ngaphandle kokubonga indlela okusetshenzwa ngayo.
2. We are close to this border, can it be an advantage that we buy all the things we want to buy with less duty?
3. Good work. Keep it up.
4. She was very informative and helpful lady. She needs to keep the good performance.
5. Akula lutho.
6. Excellent and good the service you provide.
7. The officers are very friendly.

8. Zvakanaka asi madoor emahofisi haachaite. Tokumbirawo kuti mutibatsire ipapo.
9. Ngiyabonga izisebenzi zenu ziyahlonopha abantu. Bayazehlisa futhi bahlala besmart.
10. Our region has got minimal crop farming and the current barn of mealie meal has worsened our situation. May you please consider our plight.
11. Sibonga umsebenzi omuhle.
12. Everything is good and excellent.
13. Yonke izinto sifuna zingene ngobunengi.
14. Sicela sisizane ngokuletha izinto noma ukudla okungekno eZimbabwe.
15. Sicela ukuvunyelwa ukungena lampahla noma lokudla konke okungekho eZimbabwe noma okushotayo.
16. Kuhle nxa kusetshenzwa kuhle kunakekelwa izakhamizi as they use the border more often.
17. Ndinodawo kushanda kuZIMRA.

**Maitengwe Border Post:**

1. Gadzirai panotarisirwa nhumbi.
2. So far so good on service delivery.
3. Your service is good. Keep it up.
4. Keep up the professional work, but provide proper searching places not on the dust.
5. They must work hard to improve their performance.
6. Parking bay is very dusty.
7. Iborder yethu ifuna ukulungiswa ibonakale.
8. Iborder yethu ifuna ukulungiswa. Abasicedisayo eborder. Izicathulo zilothuli ngedust.
9. Ngiyazibongela ukuthi kukahle.
10. Lungisani iborder libe lihle.
11. Besicela lisiyakele amatoilets eduzane.
12. Iyilungiso ibhodha eg amaoffices, houses, pavements.

**Mhlahlandlela ZIMRA Offices:**

1. No further comments.
2. Keep the spirit.
3. Fairly good.
4. ZIMRA should advertise more.
5. Fair.
6. Gwatidzo is good.
7. Good.
8. There is room for improvement.
9. Keep up the standard.

10. Though you have to make many visits regarding application, the office remains attentive to our concerns.
11. Good service.
12. Thanks for the good service.
13. The officers are very friendly and professional.
14. I had a good service today.
15. Rambai makadaro.
16. Chete vamwe vevanhu vakaiswa pamberi pekugamuchira vanhu ndivo vasingabate vanhu zvakanaka.
17. Tinotenda nokutibata kwamunoita.
18. Tinotenda kubata kwamunotiita kwakanaka.
19. On tax clearance requirement, please reduce trading documents from 3 to 1.
20. Sihlangana lobunzima bokwehluleka kwabo ukukhuluma indimi ezise tshenziswa nhabantu balapho.
21. Not bad in general.
22. Varambe vachipa mutakunanzva werubatsiro.
23. Generally good.
24. Officer was very helpful.
25. Keep up the good work.
26. ZIMRA's service delivery is not so bad. The officers are ever ready to help.
27. Penalty loading model not conducive in this non-performing economy. You should revisit this.
28. ZIMRA needs to disseminate information through all accessible media to enable effective decision for new organisations.
29. Well-pleased with the services overall.
30. Delay in getting new registration.
31. Can you improve by providing all the information at once especially on accounts status rather than being referred to another department.
32. Improve.
33. Muri kuzama henyu but pane room for improvement.
34. Good service.
35. Inform clients with new information that is up to date.
36. Staff understanding and willing to assist.
37. Sometimes I have noticed that at the front desk there is communication problems. Some of your clients don't understand Shona. I think you need someone who speaks both Shona and Ndebele.
38. Good work.
39. Keep up the spirit of good work.
40. Please endeavor to reduce the turn-around time period of assessment to ensure quick registration of transfers.
41. The service in-land is good.
42. ZIMRA officials very friendly and helpful.

43. IZIMRA kayifake amaadverts lizixwayiso emaphepheni lokuradio lakuTV. Abantu bazi ngemithetho emitsha.
44. Reception yeMhlahlandlela inoda kuwedzerwa mumwe mushandi. Chikonzero anenge achidhinda mareturns anopedzisira iota rimwe basa. Itaiwo sekuZIMRA 8<sup>th</sup> Avenue. Havatambe vaya. Mazviita.
45. Excellent job. Keep the spirit.
46. Keep up the good work you are doing to us and also try to maintain your standards.
47. Highly regarded.
48. Can't complain.
49. Excellent.
50. Information is not readily available.
51. Mitero yakawandisa. Itaiwo inobhadharika.
52. May all your offices operate as it is done here.
53. Parking is too far. May you organise parking close to your offices.
54. Siyabonga kakhulu.
55. Tax amnesty processing needs to be speeded up. It's taking rather too long to process.
56. Overall excellent service from the ZIMRA officers.
57. Improve on data capturing and retrieval of files from your registry is a nightmare. But generally a marked improvement on service has been noted.
58. I am happy with the kind of service I got from the officers.
59. Keep warm.
60. So far so good.
61. Could you kindly improve on your staff knowledge of what they are expected to of.
62. Keep it up.
63. Basically everything is up to standard.
64. Keep it up. The staff demonstrates professionalism.
65. Keep up the good work.
66. They are efficient.
67. Some have good customer care but some still need to be taught.
68. Some ZIMRA officers are good while others are not. It's a 50/50.
69. Sometimes they lose our documents.
70. Good service.
71. Customer friendly staff.
72. Ukuba baqhubeke ngomsebenzi omuhle wokusisiza.
73. It's fine.
74. Keep up the good work.
75. Officers should be able to use language we understand.
76. ZIMRA has to constantly flight their services in print and electronic media regularly.
77. Vanonoka kupindura tsamba.

78. Things should remain the same.
79. It was excellent.
80. Excellent.
81. Good.
82. Very good, very good.

**Beitbridge Border Post:**

1. There is need to put more officials at the Customs declaration counter for swiftness.
2. Vanokwanisa nepavanogona napo.
3. Good workers.
4. Tinotenda chaizvi nemabatire amunotiita.
5. The service is always good and appropriate.
6. Ngavarambe vakadaro nokuti vanondigonera mazuva ose.
7. Ngazvirambe zvakadaro.
8. They are fast as compared to South African side.
9. Good customer care.
10. Ndatenda.
11. Tatenda.
12. Marvelous.
13. They should improve the time they take when searching the buses.
14. So far so good. No complains.
15. Encourage your officers to keep the good work they are providing.
16. More staff needed to improve excellency.
17. They are doing good.
18. They are doing excellent.
19. Everything is correct.
20. Should be quick on saving people carrying luggage with cars.
21. They need to act quickly while attending clients.
22. ZIMRA service is not too bad.
23. Increase the number of ZIMRA officers to reduce the queues which are long.
24. Their service is very good they are always doing their job.
25. Vanotora nguva yakareba vasina kutibatsira gadzirisai panguva.
26. They serve us very late while it is cold and some of us are ill.
27. To have more manpower to clear declaration forms.
28. Vagonesa.
29. Nothing.
30. Excellent work.
31. Good.
32. Rambai makadaro muwedzere kuita kwenyu.
33. Keep it up.
34. Rambayi makadaro.

35. Tinozvikudza.
36. Munogona basa.
37. On question nine there should be a “fair” option.
38. Keep it up. Well done.
39. Vanhu vakawanda mumutsetse.
40. Kubhadhara kuri kutora nguva yakarebesa. Wedzerai vashandi nematicomputers anokasika.
41. Query maintenance to improve.
42. Zvakanaka zvakadaro.
43. Siyabonga.
44. Zamani ukuyengezela amaofficer uma kubusy.
45. I do not see the reason why buses have to be searched at the bay as this design has been overtaken by ZIMRA client population growth. Instead of delaying your clients, you should have public service vehicles searched as it was in the recent past.
46. ZIMRA yemunzira yanyanya. Isu tinenge tamira nguva yakareba pamuganhu wenyika.
47. I don't see any reason why we have to spend 6hrs at the border waiting to be attended.
48. The officers are not quick to serve us.
49. Tinokumbirawo ruzivo rwakakwana maringe neZIMRA kunyanya marates. Mapurisa kunetsa.
50. Hatisi kufarira nenguva yatirikumiswa yakanyanya, uye nemapurisa ari kunetsa.
51. Vanotyisa zvavo. Mabhazi arikupedza 10hrs paborder nemapurisa ari kunetsa.
52. Kufamba vachmisa mabhazi anenge apedzerwa. Mapurisa kunetsa.
53. Remember we are Zimbabwe. Do not behave as if you are not in Zimbabwe. Tiri pakutsvaga.
54. Akula ngaphandle kokuthi babambe isikhathi emsebenzini.
55. Lisenzela phansi umbheda ukhona kambe bakithi.
56. Kuwedzera vanodhinda madeclaration forms.
57. Taikumbirawo kuti nenguva tikurumidze kubuda. Izvozvi tanzwa nekubirwa nekufamba husiku uye kurwara chaiko nekumira nguva yakareba tisina kubatsirwa.
58. Zvakanaka zvose.
59. Nguva yatinotora takamira pakudhindisa maform inorwadza imo muri munyika medu.
60. Nguva yatinotora yakawandisa.
61. Tisaite nguva yakawanda tiine ZIMRA.
62. Kuwedzera pekudeclare zvinhu kuitira vanorwara.
63. Please, please tinoenda kure hamukoshi kufamba kwevanhu. Munoita zvamunoda imi. Maooficer mashoma papeak hour.
64. Nyaya yekutimisa queue yekudeclare tapedza kudhindisa mapassport iri kurwadza.

65. Vashandi ngavawande to avoid queues.
66. Zvinoda kugadziriswa.
67. Border rakadhakwa iri.
68. Wedzerai vashandi pakusearcher mabhazi.
69. Queues are an eye sow at the border. Otherwise the service is good.
70. Nguva yatinomira paborder yakarebesa.
71. Vanofanira secha zvinhu zvavo kahwani.
72. Vanogona nekuti pasina ivo kubirana hakuperi.
73. Try to integrate systems. Use services of consultants and check how other international borders work.
74. Excellent.
75. Well done.
76. Lines are long when getting declaration forms stamped.
77. Continue doing good ZIMRA.
78. Everything is in good condition.
79. ZIMRA officers must be increased so that they will serve quickly.
80. Increase officers.
81. There is room for improvement, but they are on the right track to improvement.
82. Pfuurirai mberi nekubata vanhu nemaoko maviri kuti muve nezita rakanaka, uyezve mitsara haifambi nekukasika kazhinji kacho.
83. Rambai muchishanda nesimba.
84. Mashandiro avo anogutsa. Ngazvirambe zvakadaro.
85. Mapurisa anonetsa vafambi.
86. Hatisi kubatwa zvakanaka.
87. Taneta nekutaura. Thank you.
88. Kujekesa pamabhadharirwo emaduty.
89. The response to the clients is very slow. People spend many hours waiting to be attended to.
90. Your service is not well.
91. Improve on time.
92. Upgrade your border.
93. They are delaying us spending 8 hours at the border.
94. Poor service.
95. They try to deliver their services.
96. Please be fast on servicing us.
97. Our time we spend at the border is too much. Improve on that one.
98. Just to increase speed on inspection.
99. Good work guys.
- 100 . Nguva yemanheru nebhazi inorwadza.
- 101 . Abantu beZIMRA basimisa 7 hours eborder before they check our luggage. Customer service is very poor. Pull up your socks please.
- 102 . Ngiyabonga kade ngijamile elangeni.

- 103 . There is very poor customer care. You people treat us like dirt. We spend a lot of time sise border kumbe lichazwa yikusibuka.
- 104 . I have been at the border since 4am. I am only leaving now at 12pm. They should organise people in the queue. They should also clean the toilets, it's way filthy. They should also make awareness campaigns about their new regulations. I am very disappointed at your service. You are more educated than South African officials, but the way you conduct your business is terrible. Please send feedback @ [yesafrikafoundation@gmail.com](mailto:yesafrikafoundation@gmail.com) or [thodlanas@yahoo.co.uk](mailto:thodlanas@yahoo.co.uk).
- 105 . Improve on entry.
- 106 . To improve their services.
- 107 . You have to change your attitude.
- 108 . You need support.
- 109 . Need support.
- 110 . Next to useless. We spend a lot of precious time doing nothing at Zimbabwe Beitbridge Border.
- 111 . Pakusecha apa dai zvaibvira paita mishini kuti zvikasire.
- 112 . Excellent indeed.
- 113 . Service is good but your network.
- 114 . Your values are more than what we are paying for the time taken.
- 115 . Improve your relations with clients.
- 116 . Good.
- 117 . Zvinofadza.
- 118 . Dzidziso kuvanhu.
- 119 . We spend 8 hours without being served. Please improve.
- 120 . Nothing good for me. Sorry boss.
- 121 . You have to change attitude.
- 122 . Wonderful work from the team.
- 123 . Ngazvirambe zvakadaro.
- 124 . I like how you do your job. You are fast.
- 125 . Keep up the standard. There is room to excel.
- 126 . Chikonzero havasi kutarira kuti tiri vanhu tose uye kutinonotsa kuti tisvike uye ngavazive kuti tose tiri vanhu vanodada asi kuti tisu tinoita vawane Mabasa.
- 127 . How can buses spend 5 hours at one point? Shame on you getting money for nothing. Employ more staff if there is a shortage.
- 128 . Service yavo haiiti. Nguva yakarebesa tiri paborder.
- 129 . Nguva zhinji tinobhadhariswa duty rakakurisa vashandi vachirega kutipa duty kanak percentage yatinenge tichifanirwa kusevenzesa nekuda kwekuti maofficer anenge asina ruzivo kana kuti vasingadi kusevenzesa marates iwayo.
- 130 . They take too much time at the border and vanotivhundutsira. Vanotiisa fear uye munzira maane nemaZIMRA akawanda.
- 131 . We spend a lot of time while waiting to be served.

132. Ngavarege kutora zvinhu kana munhu atenga zvekudya zvisiri zvekutengesa. Chinenge chiri one ngavasiye.
133. We are happy with the service.
134. Siyathanda yonke into.
135. We expect efficiency. There is no reason why I should be here three hours or more. Hire temporary employees when demand is high.
136. Siyabonga ngomusebenzi wenu omuhle.
137. Ngavashande kwazvo.
138. Long delay at the border.
139. They are not on time with their responds.
140. Isikhathi sibaluleka kakhulu uyakho kufanele bethuthukise indlela okuenzima ngayo izinto kube masinya.
141. Vanotinonosa tinoita 5 to 6 hours tiri pano paborder. Pamwe tenge tabva Cape Town tongoshisha tisina kugeza ZIMRA ichinonoka, uye munzira too much ZIMRA.
142. Kudzikisirwa duty yechinhu.
143. Generally they service is not encouraging to the customers.
144. There should be always enough officers to serve clients since recently we are facing challenges of network systems.
145. More attention needs to be paid on departure validations as there are delays and late attention.
146. Satisfied but time at reception must be improved.
147. Computer very slow, otherwise good.
148. Time is money. Your officers need to work with speed. Provide sitting benches.
149. Ngavaenderere mberi vachidaro.

**Mutare Customs and Excise:**

1. CCs should be produced instantly.
2. So far so good.
3. Very professional.
4. Sound corporate governance.
5. Satisfactory.
6. Educated people are easy to deal with.

7. Thank you so much.
8. Very good.
9. Professional people.
10. Very helpful.
11. They should cope with pressure when encountering high volumes of work.
12. So far so good. Keep it up.
13. Helpful and they like their job.
14. Efficient.
15. They have good attitude in the way they handle us the customers.
16. Fair.
17. Very good personnel.
18. Improve your network as sometimes there will be no system and this affects trade.
19. They are very good and attend to us in time.

### **Chipinge Domestic Taxes:**

1. Chipinge office is understaffed.
2. Neimwe nguva system inenge yakadonha zvinozopa vashandi nevashandirwi (clients) dambudziko rekugara kwenguva refu. Apa panoda kugadziriswa neZIMRA sebazi kwete mushandi.
3. Tinopa kutenda kukuru.
4. Zvinoda kuti vachiita maworkshops nesu tijairane neZIMRA zvinyatso pinda mumusoro yevanhu nekuti vazhinji zviri kunetsa kupinda mazviri. Tikaramba tichisangana navo ndokupindawo kwazvo mupfungwa dzevanhu. Tatenda.
5. Customs regulations are being poorly implemented.
6. We appreciate ZIMRA response to our needs and we are happy with their service.
7. We are very happy with the service.
8. It's time you relook at the tax clearance form/certificates' design.
9. Strongly recommended reviewing of the services rendered to clients. It is too slow and boring.
10. Rambai makadaro.
11. Good.
12. Good.
13. Hatina mari. Mari dzatinobvisa dzakawandisa. Hatichadzikwanisi.
14. Zvakanaka kuti tisangane neveZIMRA pamaworkshop.
15. Tinoda maworkshop akawanda kuti tinyatsoziva nezveZIMRA.
16. Tiri kutambura saka pamwe tinononoka kuzobhadhara tax. Saka taikumbira musazotiripisawo nekuti iri kunetsa Kuwana mari yacho.
17. Maworkshop taikumbira awanzwe.

### **Rusape Domestic Taxes:**

1. More information must be readily available through newsletters or booklets.

2. They are doing good to every client. I want to give them excellent.
3. Their service is very good.
4. Keep it up. Your service is very good.
5. Our offices seem to be small.
6. It's okay.
7. My opinion especially on duty is that clients should not be agent or ZIMRA dependent, but details should be available online.
8. Any workshops on taxi obligations calculated would be welcome.
9. So far everything to me is satisfactory.
10. Good customer care.
11. SMEs in rural areas are not aware of ZIMRA operations until they reach the time of paying.
12. May you please keep it up.
13. We wish if they could keep on serving clients with pride.
14. Very satisfied.

### **Mutare Domestic Taxes:**

1. Everything is perfect.
2. Why are imports of chicken from South Africa still happening even though they are banned? Belfast on Main Street always has these chickens. This is severely hurting our business as we follow the rules.
3. Some of your client care taxes especially ladies are rude. They are not even good at taking care of us clients.
4. So far so good. Keep up the good work.
5. I am impressed.
6. Keep on doing the good work.
7. Rambai makadaro vashandi veZIMRA nekugona.
8. The service is actually good.
9. Batikanaiwo ngevanobhadhara mataxes awo kana zviri kunetsa saizvozvi.
10. Dai vaidzidzisa veruzhinji zvinotarisirwa neZIMRA pamacompany.
11. Zvinhu zvakati womei. Dai matambirawo zvichemo.
12. Update us on returns due on email or cellphones.
13. No complains.
14. Overall service is satisfactory.
15. ZIMRA must focus on providing and promoting businesses. At the moment they are just fleecing our businesses. Just charging penalties willy-nilly? Big change in attitude is required.
16. They are excellent on their work and customers.
17. Service is good.
18. Overall I am satisfied. Keep up the good work. Musadzoka shure. Assist others to do the same good.
19. Thank you for the good work.

20. Amnesty till 2016.
21. Remove penalties please.
22. More workshops.
23. Chikomana chiri kurova basa.
24. As a whole, ZIMRA has not reached its full potential although am impressed how the office is trying its best.
25. Their care to clients is very excellent.
26. Keep on doing good for the nation.
27. Much must be done to educate people that ZIMRA is there to serve and that citizens should take pride in paying taxes.
28. Officers are well informed about the legislation.
29. Need for all of us taxpayers to be educated on our duty to gladly pay taxes due.

### **Nyamapanda Customs:**

1. I really appreciate for everything they do for us.
2. Good performance at Nyamapanda ZIMRA.
3. Keep it up with good job. All officers in commercial office are professional.
4. Poor working for departures.
5. ZIMRA officer Maphosa is very stubborn.
6. The services are being excellent all the times.
7. Improve your standards and pull up your socks especially DPC.
8. Unnecessary forms 45 from DPC. Staff needs to be educated on which products needs permits and that which do not require it. Taking too long to attend to entries on query. Supervisors lack decision making power.
9. Commercial officer Maphosa at Nyamapanda DPC is very stubborn and offers poor service to clients.
10. Good.
11. So far so good. We are given good service but only to improve on time taken on departures especially Chipadza is a problem.
12. No comment. Organise DPC office.
13. Excellent service provider.
14. Keep it up.
15. The computer system is always down. Please ensure manual system in case of system breakdown.
16. Thanks to all ZIMRA offices at Nyamapanda. It is very par excellence.
17. Always doing good.
18. No comment. Keep it up ZIMRA.
19. One will always feel at home with a ZIMRA officer.
20. So far so good.
21. Friendly with clients.
22. Nyamapanda all is good and excellent.
23. Nyamapanda is the best. Beitbridge is poor especially officials' attitude.

24. ZIMRA they are doing their job perfect and they must keep it up. We really appreciate.
25. The service is now better than ever before.
26. They serve us in time and they know what they do in good time.
27. The service is excellent at all.
28. Improve your standard.
29. Generally good most of the times.
30. So far so good.
31. No comments. Thank you.
32. So helpful. Keep it up ZIMRA.
33. Continue to attend to the passing passengers and vehicles.

### **Chiredzi Domestic Taxes:**

1. Generally the personnel is good.
2. I enjoy working with Chiredzi office since its opening.
3. Seriously, it's really cold in here. Please do something about it. A heater would do.
4. All is good.
5. I appreciate frequent workshops held by ZIMRA but suggest that they may be better structured to avoid some participants dominating proceedings.
6. You are doing a good job. Keep it up. Although we could use a bit of warming up at reception. Thank you.
7. Generally the service is good.
8. Service is okay.
9. More workshops.
10. Lack of stationery.
11. We want TV to entertain us as we await service.
12. We want stationery. Returns should be provided to us not that we have to download ourselves.
13. So far so good.
14. We need a television and air condition in the client care office.
15. All good.
16. The authority is to a greater extent functional to the society and the business world.

### **BAK Storage:**

1. Officers at BAK very helpful and efficient.
2. Harare Port release desk should have their own printer. They are sharing a printer with other offices causing some delays on releases.

**Forbes Border Post:**

1. At the clearing desk must have two officers or more.
2. So far so good.
3. There is need for improvement on query handling (Uplifts of values after P/E). Stakeholder input needs to be taken in a business spirit rather than authoritative.
4. On section 4, quick service is dependent on traffic at the border post. Sometimes there will be a congestion.
5. It was a pleasure to deal with this office.
6. Your survey to see what causes delays at “No Man’s Land” is unfair. You should also put a record book at the Crew Desk so that agents record time which he joins the queue and also records the time when he is served. Then you consider that time before pointing fingers at agents.
7. ZIMRA have to add another desk/counter on Crew Desk.
8. We need two people at Crew Desk.
9. On Crew Desk please give us two officers; one for PC and one for normal reporting.
10. Crew Desk is delaying because of one official.
11. Keep up good work and good luck on ISO Certification.
12. Permit/licence mark off queries take too long to be attended to.
13. Different officers, different attitudes.
14. Commercial queries should be attended to in time to avoid unnecessary truck detention charges at the expense of agents/importers.
15. Very satisfactory.
16. Thank you ZIMRA for excellent job. Keep it up.
17. Crew Desk should be manned by two officers. CCCs taking long to be processed. It seems there is no responsible officers.
18. ZIMRA officers are very nice and are quick at serving clients. Keep it up.
19. Everything is good. Keep it up.
20. Better than before.
21. Keep it up.
22. Fix road.

**Kurima Large Client Office:**

1. Good service.
2. If ZIMRA can improve on its information dissemination.
3. Generally officers are above par excellent, but the policy making is really unsatisfactory as sometimes the policies contradict themselves.
4. Officers are patient and helpful.
5. Lower taxes please.
6. Issue of penalties on late submission of a return when payment has already been done must be revisited.

7. ZIMRA is continuously improving its service delivery to clients. Keep the good standard up.
8. Keep up the good work.
9. Good.
10. Excellent.
11. We want refreshments.
12. Impressed. There is room for improvement though. Otherwise keep it up.
13. The LCO officers are good.
14. Please arrange for better offices and space.
15. The officer who served me was very friendly and had customer care.
16. Great.
17. Officers interact well with us especially LCO.
18. They are very efficient and cooperative.

#### **Kwekwe Domestic Taxes:**

1. Their performance is good.
2. Personally I have been served wonderfully all the times.
3. Keep up the good work.
4. Keep up the good work.
5. Excellent.
6. ZIMRA officers are not friendly to clients at all.
7. They should maintain the good work they are doing.
8. Good customer service.
9. I have always found ZIMRA officials at Kwekwe very helpful.
10. Encourage citizens to pay taxes through outreach programmes.
11. You are advised differently by each officer when you need advice and at times you end up confused. They must say one thing as per issue.
12. Everything is okay.
13. Thanks. God bless you all.
14. Very good.
15. ZIMRA workers should also listen to clients' concerns.
16. Maintain the good standards.
17. Continue organising tax seminars for us.

#### **Chiredzi Customs Office:**

1. Improve reception infrastructure.
2. The officers need to improve on the time they spend serving us. It's too much.
3. The reception was just comely.
4. Always maintain the good standards.
5. They need to continually review their standards and processes in order to improve service delivery.

6. Ever smiling receptionist.
7. Improve on receipting of payments after making a deposit into the bank.

### **Sango Border Post:**

1. Makore apfuura painetsa.
2. ZIMRA inoita zvakakodzera.
3. Varies with office. Could be better. Need for improvement.
4. Satisfactory work.
5. Rambai makadaro kana kuwedzera.

### **Chirundu Border Post:**

1. Don't steal from people.
2. Nyika yakaoma. Duty harifadzi. Ngaridzike uye ndiro basa riri kuchengeta mhuri chero anoenda kubasa chaiko.
3. It's now taking us the whole day to clear a vehicle but before we used to take 2-3 hours. The old team which was there before was very efficient.
4. Zvose zvakakanaka.
5. Awareness campaigns on duty payment, let people know what and when duty is paid.
6. Zvinhu zvamunotitenderera kupinda nazvo zvisihoma.
7. Vamwe vanhu veZIMRA vanoda chioko muhomwe.
8. Some of the ZIMRA officers are rude.
9. Their rebate quantity is very small. Otherwise the previous 6 per item was very good. Thank you!!
10. Good but we don't want opening of handbags.
11. ZIMRA iri kuita basa zvakakanaka chose.
12. Kungovhurisa vanhu mahandbag hatidi.
13. Kana Tauya pano tinotarisa kubatwa semacitizens kwete kuvhundutsirwa.
14. Thank you. Your reception is number one. Thanks ZIMRA for service.
15. Zvakandinakira.
16. Zvirinawo.
17. If only they can act fast mostly with busses coming from far, like Tanzania but all in all, I am not complaining because the officers have been helping me as me.
18. They are very good.
19. The service is generally good, but I think time spend attending clients is too much.
20. Each officer has got his/her own rules because every time one passes everything changes.
21. Please increase the number of items an individual should declare. Otherwise everything else is okay.
22. Good to be at Chirundu Border Post.

23. Kuwedzera zvinhu kubva 4 kusvika 6.
24. Mutemo wezvativotakura: 4 zvisihoma. Wedzerai.
25. Ngavarambe vachitibatsira pasinganzwisisike.
26. Ngavaenderere mberi nebasa rakanaka.
27. Ngavarambe vakadaro.
28. Ngavakoshese nguva vanhu tisafamba husiku.
29. Keep it up.
30. Munoderedza huwori pamwe nekuchengetedza local industry.
31. Zvakanaka.
32. Vanoshanda zvakanaka.
33. Good.
34. There are very good in doing their work.
35. Zvitori bhoo.
36. Nyaya yemaaddress iri kunetsa kuZambian side.
37. They are good.
38. Zvakanaka chose.
39. Tiri kushungurudzwa.
40. Tipeiwo mapamphlets anotsanangura zvizhinji maringe nebasa renyu.
41. You are doing good.
42. They could improve on speed at main office.
43. Vari kuita nomazvo.
44. To improve. Generally good.
45. Excellent.
46. Keep on doing good.
47. Endererai mberi nebasa renyu rakanaka.
48. Zvakanakisa chose.
49. Please you need to keep it up. So that next time you get excellent.
50. At the moment everything is good and improving, but just help us with Beitbridge Zim.
51. Pano paChirundu hatina dambudziko zvachose. ZIMRA inogona basa kupfuura Beitbridge nekure.
52. Apa hapana chekureva.
53. Hapana Chakaipa. Zvinofadza.
54. Vanoshanda zvakanaka.
55. Taking too much time scanning on Beitbridge. They must improve.
56. Very poor especially Beitbridge Border.
57. VekuBeitbridge vanokundwa basa nevepaChirundu.
58. Keep up the good work.
59. Continue to be good always.
60. Spending hours on the scanner queue while carrying exposed goods like copper, steel etc. I don't think it's necessary.
61. Mamwe maloads anongoda kutariswa nemeso pasina scanner kuderedza uwandu hwemota.

62. Sometimes we have delays at the scanner by scanning the loads which are not covered like steel, copper etc.
63. Keep it up.
64. Dai paita anoongorora maqueue kana atirebei. Poitwa chimbi chimbi kuti apedzwe, basawo ritifambire tese.
65. ZIMRA officers need more training on their job.
66. Just good.
67. A well done job.
68. Well trained for their job.
69. Dai varamba vakadaro nokuti vanogona.
70. There is need for improvement on service delivery at the Zambian office at Zim side. One soiled apple will spoil the whole packet.
71. Vashandi veZIMRA I salute you with your services.
72. Nyaya yekuoneswa moto tichitsvaga mari nekurarama.
73. Vanogona basa.
74. Vanotigonera.
75. Nguva yekuscanner irikutiitira shoma zvikuru sei ukasvika 1:00pm. Tokumbirawo vaite mashifts.
76. Vanogona basa.
77. Havazive old age panguva yavo.
78. Ngavasabata vanhu vanenge vabatisana zvinhu.
79. Good service.
80. Zvese zvakanaka.
81. Hatidi kugarisa nguva tiri paborder.
82. We want more than four items.

### **Gweru Domestic Taxes:**

1. Try speed time on your response to query. The channel is too long and takes so much time.
2. Positive attitude towards clients.
3. Remove civil penalties.
4. Can the organisation be more responsive to its clients and adjust to suit their needs?
5. The supervisors must respond to all queries in time rather than taking more than 3 weeks and the responds will not be satisfactory.
6. You take long to process waiver and tax clearances.
7. Supervisor is very slow in responding to letters. We also need ZIMRA staff to visit clients regularly.
8. Thank you for your service.
9. Queries need to be administered more efficiently.
10. ZIMRA should conduct outreach programmes in remote areas and mining areas so as to improve awareness.

11. Only after penalties.
12. Keep up the good work.
13. Yearly tax clearance certificates are good. They save time on keeping on applying.
14. Officers are always ready to assist.
15. Television and toilet please.
16. Reception people should pay attention first before confusing customers. Quick to dismiss clients without paying attention to queries.
17. Is it not good to use vernacular on other business to your clients. We need ZIMRA workshops in Gweru.
18. Sometimes we get conflicting answers from ZIMRA officials.
19. Kuona kuomerwa kwemabhizimisi nekurerutsira mabhizimisi panguva yekuoma, asi tichizogadzirisa kana zvinhu zvichinge zvave nane.
20. We request for speedy implementation of e-service.
21. Inotibatsira vasina ukasha vanotigamuchira nemufaro.
22. Keep it up.

#### **Gweru Customs and Excise:**

1. There is poor information online dissemination. Information obtained in Masvingo is not found in Gweru.
2. Excellent service.
3. The service at this station is magnificent. Keep it up.
4. Service at the station is good.
5. Generally the service is excellent. The staff is good and service delivery is good.
6. I had to do 290 kms just to do change of ownership of a vehicle. This is not justified.
7. The service is fair.
8. Generally their reception is excellent.
9. Good behaviour.
10. There are many protocols and offices in registering cars from borders into offices. Once cleared at the border, all business must be conducted in one office.
11. It will be superb if the standard is maintained.
12. ZIMRA is always on time every time and service is good.
13. Services are improving each time.
14. So far so good.
15. The service is very good.
16. Keep the spirit up.
17. Keep on doing good work.
18. Very good.
19. Satisfactory service.
20. I was served extremely well, in a polite and efficient manner. Keep the good work.

21. Improve the service on borders where our cars are being cleared.
22. Perfect.
23. It is a good department overall.
24. Dzidziso ngairambe ichienderera mberi.
25. Kubatsirwa nenguva pfupi tinokuyemura.
26. I am satisfied with the way they serve customers.
27. The uniform is good. The office reception at Gweru is excellent but the system at Chirundu is time consuming.

### **Investigations department:**

1. Dzidziso yakapiwa Investigations staff ngaipiwewo kune vamwe vashandi veZIMRA yese. Vanotigamuchira nemufaro. Keep it up guys.
2. Beitbridge Port is very very very disappointing. It's like you are in HELL. They treat people like slaves or prisoners of war. They are not friendly. They don't like the customers. They hate the customer. A better way should be found to handle people. They must copy their South African counterparts. My number is 0772 408 172. Very disgruntled!!!!!!!!!!
3. So far so good. I am happy. Keep it up.
4. I am always attended to without undue delays. So I am happy.
5. So far so good.
6. System of issuing tax clearance certificates is very inefficient. Tax clearance certificates should not expire at the same time so as not to create congestion.
7. Have experienced good service at ZIMRA Kurima House. The staff is welcoming and helpful.
8. Keep the good work.

### **Zvishavane**

1. They are all good people.
2. I am satisfied with the service overally.
3. Zimra inoshanda nesu zvakawanda.
4. Dzidziso inofanira kuwedzerwa especially kune vachangotanga mabusiness
5. Keep up the good work
6. I am personal grateful for the assistance I have received on different occasions from Zimra officers

### **Hwange**

1. DPC is slow in other times to respond to documents for mark off.
2. Zimra should also maximise the manual way of releasing documents when the ASYCUDA network is down to avoid overstaying of loaded trucks at mine.

3. A more reliable network that will lead to a faster delivery rate of export documents.
4. Is there any way the customs duty can be reduced.
5. Reduce tax heads
6. Good service
7. Should improve on information dissemination.
8. Excellent
9. My ratings are based on the first 5 visits I have made so far, I hope the rest will be treated the same.
10. Your workshops are enlightening.
11. Keep up the good standard
12. All is excellent
13. Civil penalty in this state of the economy is undesirable.
14. At this moment comment reserved.
15. Put some disposable cups at the water tank.
16. May the good performance continue at the above office
17. Lobby government to reduce tax rates both VAT and customs duty.
18. Rating as per service overall Hwange office is great service.

### **Victoria Falls Commercial**

1. Excellent
2. Good
3. Better
4. Good
5. Should assist clients to the best capability.
6. Should fully assist clients to the best of their capability so clients leave satisfied.
7. We spend much time without being attended on our queries.
8. Excellent
9. Zimra is professionally operating
10. Zimra is doing good in delivering their services.
11. Zimra offices/officers are doing right.
12. Well done.
13. Keep it up.
14. Umsebenzi uyenziwa kulhe.
15. Good
16. Commercial office needs more officers especially for commercial
17. May you please improve CCC's capturing time, thanks.
18. Vic Falls Border post clients are complaining to stay longtime.
19. Please its time you stop employing baby officers. We need mature officers who are dedicated, determined and committed.
20. Employ people who are mature who really need jobs. Management also is an area of concern.

## **Bindura**

1. So far so good
2. Keep up the good work
3. We need periodic seminars
4. Good services keep it up.
5. Introduce more seminars/training in Mashonaland Central a lot of people need more knowledge on tax issues.
6. Zimra serves us in time.
7. So far so good
8. We are happy with the service so far.
9. Should not select clients or discourage them.
10. I am happy with Zimra service.
11. Good customer relations.
12. I am satisfied with the services I get from Zimra Chinhoyi. Thank you for your services. Be blessed.
13. Please respond to issues in time.
14. Responding of letters for example waiving of penalties is now slow.
15. Ngavarambe vakadaro.
16. Zvese zvakanaka.
17. Nguva yekutorwa kwe tax clearance haifadze nokuti dzimwe nguva you spend the whole day here. I think something must be done when it comes to time for ma tax clearance.
18. Demystify taxes as mush to improve revenues.
19. Vashandi ngavapiwe ruzivo rwakakwana rwebasa ravo.
20. There is room for improvement.
21. Tax clearance from Chinhoyi are a problem as they take time to be processed.
22. We have been helped a lot to understand taxation especially by Mr Chiradza.
23. Keep it up with your service.
24. Keep it up Zimra you are doing well to us.
25. Impressed because they demystified tax obligations to my organisation.
26. Good officers' attitude.
27. Officers looking good.
28. Everyone tries their best to help.
29. You are good Zimra.

## **Victoria Falls Domestic Taxes**

1. Overall I have no issues with Zimra and find the officers pleasant
2. Improve on processing and not request returns twice from a client.
3. Dai zvaigona kuti hofisi iwane masimba mazhinji kwete kuzomirira kuti Harare iti ' go ahead' pane vimwe.

4. Staff always ready to help
5. Good work.
6. Keep the job up.
7. Can you please increase the number of people who can be signatories.
8. During audits Zimra officers should also take time to study the information of the client and not assume things which are not.
9. To have more workshop within the community.
10. Zimra workshops have empowered us as an organisations.
11. Not please with misposts made by Zimra then the burden is put on clients.
12. Their job is done in good gratitude and very excellent.
13. Zvakanaka chose.
14. Put a reception and a receptionist.
15. Rambai makadaro.
16. Can we please have a person to work in the reception area full time. Your offices are too small and crowded no ventilation.

### **Beitbridge**

1. Please note unnecessary form 45 and queries section must improve.
2. Offices are excellent, staff overworked but pleasant and penalties too harsh
3. Keep up the standard
4. Can you improve by providing micro-phone at each table for suggestions
5. We would appreciate more speedier responses for issues like amnesty responses and it is also a pain to be asked to produce old remittances.
6. Appreciate if they stamp ITF16 copies.
7. Thank you for an informative workshop.
8. Zimra inoita basa rayo nemazvo.
9. Nyaya yema vendors asiri pamutemo seku Bubi vanobika sadza pamhiri peroad inoda kugadziriswa.
10. Keep up the good work
11. The reception was very friendly.
12. I wish they keep up the good standards
13. Service is good
14. We need a generator in case of power cuts off please.
15. The office is too small. Some cases need confidentiality.
16. Zimra should handle clearing clients and transporters as they support their business.
17. Use of phones whilst at work.
18. There is need to improve the turnaround time of processing documents.
19. The ASYCUDA system terminate shortly after log in. kindly resolve the system to take 30 minutes- 1 hour before terminating itself.
20. Bravo
21. Good at all

22. Please improve on service delivery for better turnaround time.
23. Improve the attitude to clients.
24. Decisions by Zimra are made without consulting stakeholders.
25. Officers serve you when they receive a bribe.
26. Everything is good

### **Kurima House Debt Management**

1. I can say Zimra services are good and some of the Zimra officers are very poor to us customers.
2. Good
3. Served well for sure Zimra is here to serve.
4. Services are now improved a lot and an alignment to the core values is appreciated.
5. Debt management very helpful.
6. Offices are a bit overcrowded, privacy and confidentiality issues can easily be breached.
7. Elevators should be repaired.
8. Please respond to issues on time.
9. We need statements monthly.
10. Improve your office space
11. Service your lifts as demand is high.
12. Some of the managers are very emotional when dealing with clients. And you preach we are here to serve.
13. Some officers and managers get personal.
14. Zimra should improve on tax clearance, too many signatures.
15. Other offices are excellent to work with only one office with officers who are bad to work with.
16. I don't think Zimra is fully aware of the environment businesses are operating in. taking part in business expos and conferences can improve officers' knowledge of business opportunities and the environment.

### **Harare Airfreight – Customs and Excise**

1. I can see changes on most of the office very keen to improve keep it on
2. Give them more computers.
3. Good services all the times
4. They should improve on their system.
5. Lady officer at customs & excise reception excellent and she knows her job, besides myself being a lady she is good to all customs.
6. Everything is great except that they should contact the owners of the goods on time.
7. Please note that your system is very poor always system down it not good for work

8. Officers at this port are a marvel to work with their job knowledge is second to none, keep it up guys.
9. Impressed by your website.
10. Everything is good but vehicle duty is very high and at Beitbridge border is very slow.
11. Most of the officers lesson to queries and suggestions so I would say its excellent service. Keep up the good work guys.
12. Keep it up Zimra.
13. Well done.
14. Zimra officers are doing work
15. Always good
16. Always good
17. Only the system is bad sometimes.
18. Improve on turn around period.
19. Add more computers
20. Keep it up.
21. There is room for improvement in your services
22. Well done.
23. Good work Zimra doing a good job
24. The system is slow
25. Zimra system mostly up and down.
26. Keep up the standard we are pleased.
27. Please can you improve on your system.
28. They are very good in talking however we are human beings mistakes can be there
29. Zimra should help the business world in as far as giving a lasting solution to system challenges.
30. Well done.
31. Keep it up.
32. Please not that your system is very poor urgently upgrade it systems down is not good for work.
33. Perfect.
34. Always good
35. Very good but system is very low
36. Always good Zimra officer's attitude very poor.
37. Some of the Zimra officer's attitude is very poor

### **Kurima House Audits**

1. Generally it depends on the issues involved and the officers attending the case sometimes one is given conflicting information by different Zimra sections on one issue.

2. There is need to improve on recording of receipts into accounts to avoid errors and mistakes.
3. Switchboard should improve answering incoming calls. There are delays
4. Itai kuti ma tax ageneratwe through computer assessments.
5. Generally speaking you have improved a great deal.
6. good help and performance
7. I only spent 5 minutes when I was being served , please keep it up
8. Good
9. Some officers are not helpful at all but most of Zimra officers are good.
10. Awareness campaigns are needed especially with information dissemination.
11. Excellent serving from Zimra officials.

### **Kurima Client Care Unit**

1. Always do their service on time second to none
2. Period for assessment should be a week.
3. Some officers are mean
4. I wish you could improve on the speed of clarification, verification of deceased estates.
5. There is need to change attitudes by some officers as well as service turnaround and wasting time.
6. Files referred to master of high court are taking years. May you please rectify the situation is well business partner numbers
7. Vanoshanda basa ravo nemazvo
8. Estate transfers which are exempted from CGT take too long to process and the process of opening files is too long most of the time notwithstanding the obvious fact that the seller needs sale proceeds urgently and so any delays prejudices him.
9. The CCU office notwithstanding the volume of traffic were very patient and helpful. thank you.
10. Maintain the standards because we are guaranteed efficiency everytime we visit your offices.
11. Satisfied
12. The service is above excellency.
13. There are a lot of areas with untapped revenue collection.
14. Bvisai ma penalties hai kubanzi kwakaoma anhu woye.
15. Gadzirisai zvinhu zvenyu system inogara ichidhakwa
16. Some of your staff are not welcoming to clients
17. Refreshments and office setup is very poor
18. Pane mukana wekuwedzera
19. More need to train your staff in customer service. I have noted that your staff have knowledge only in their specific job areas. They are not conversant with other areas

## **Kurima Registry**

1. At first they treated me as if I had the how yet not, they treat people like liars.
2. Your questions are too general hence compromises the answers
3. Zimra rarely seems willing to commit to writing answers to queries.
4. Introduce online payment
5. Generally its good
6. For me its good only VAT section needs improvement
7. At times one is rereversed from one office to the other thereby wasting too much time spent in here
8. If the response time for letters and other correspondence can be shorter the better because other offices take long to respond.
9. The reception is pretty good, though need to improve information accessibility to clients
10. Its partly good
11. Improving on awareness on all Zimra taxable income. Some things we only know after audits.
12. Hantshi konke kulile
13. The time we spend at reception is too much sometimes there is no one to sign our bank advice notes.
14. Vamwe havazive asi zvimwe vanopedza nguva nezvisina basa. mamwe ma offices haadi kuita basa rawo . topedza tapindira nezvisinei nesu. Kufanana kuenda ku TRN ibasa renyu.
15. Response is very good
16. The informal sector is too reluctant to comply. Your presence is needed for purposes of education and revenue collection.
17. Kupindura tsamba kuri kunonoka
18. Wanhu ngawawedzerwe registry office is short staffed.
19. Mimwe mitemo hatiyizive vamwe havatitsananguriri.
20. Consolidation of services that are routine and related plus e-filing

## **Kadoma Domestic Taxes**

1. Electronic services long overdue
2. Excellent work
3. Continue the good job
4. Keep it up Kadoma guys
5. For people to respect your operations help them understand the benefits of paying taxes by addressing it during seminars.
6. To improve information dissemination please have more seminars or make flyers that give brief information on Zimra operations.
7. Keep on maintaining professionalism
8. Continue with good information dissemination

9. So far so good.
10. Keep it up
11. To educate people on payments to customs
12. We would like to have workshops and awareness campaigns
13. To educate people about payments to Zimra
14. Keep on doing the good job

### **Kadoma Customs**

1. Good work to be continued
2. Satisfactory
3. Keep higher
4. Some questions are difficult to answer as service rendered differs from one individual to another. Some officers are professional whilst others are very difficult to deal with.
5. Excellent service from customs officers.
6. Toda kuwana nguva yekudzidziswa

### **Kariba Office**

1. Zimra officers are friends and friendly in business.
2. Everything is ok
3. Its ok
4. Doing good all the time
5. Their service is good
6. Need TV for clients while waiting to be served
7. Good communication skills
8. Please have an office in Nyamhunga area
9. Zimra ngaitibatsirewo kuti kana munhu achitengesa zvinhu zvake zvishoma ngavanzwe tsistsi vasamutorere.
10. Nice new chairs
11. They must keep us with information and updating us with new developments and workshops]
12. More workshops
13. The Kariba Zimra team keep up the good work, good relations
14. The service is ok and the staff is friendly
15. I appreciate the services keep it up
16. Zimra dai yashingirira zvikurusa kune vekumatemba, neve fish nekuti vose vanoita business asi vasina ku register ku Zimra, only vemashops and tuckshops ndivo vari kufambira kunzi vanenge vachi register why? Tese tiri mu business
17. Business with Zimra is rather one sided-we don't really get any 'service' from Zimra –they just collect money frm us whether we have made any or not
18. Keep on doing a good work.

19. Keep it up
20. I am very happy with everything so far
21. I think the officers have got a weakness at coming back to clients when they promise to come by email or phone their promise is not trustworthy
22. Very helpful
23. Everything is fine about customer care
24. No problems always polite
25. Generally good
26. Very efficient all the time

### **Masvingo Customs**

1. Rambai makasimudzira mweya uyu wemashandiro enyu
2. Pa border munobhowa hamushandi tinotora nguva huru tiripo especially Beitbridge.
3. Ndinonyanyofara nemabatirwo andinoitwa pose pandinosvika kumahifisi ezimra, rambai makdaro
4. Vashandi venyu vanofarira basa ravo. Dai vakasachinja
5. Vasikana vacho vanodadisa
6. Rambai makadaro
7. Vashandi ngavapfeke maI.D Number kana mazita avo panhumbi dzavo
8. A well organised organisation which executes duties professionally, keep it up.
9. Bamkela abantu kahle njalo baziphethe kulhe kakhulu
10. There is no money Zimra is charging. Reduce rates, this time is hard on the economy side.
11. Zimra officers are doing excellent job in educating us clients about new legislations ammendments
12. Tinobatwa zvakanaka chose
13. Vashandi vezimra varikuendza nepavanogona kuti pakurira mitemo mitsva
14. Officers are competitive enough, service delivery is good]
15. Tinotenda nebasa renyu
16. Ndatatwa nekubatsirwa zvakanaka
17. Tinotenda nebasa rakanaka ririkuitwa nebazi re Zimra
18. Pakubvunza mibvunzo munotyityidzira vanhu
19. Ndinoti zvirambe zvakadaro
20. Phambili nge Zimra
21. Izisebenza zisiphatha kahle
22. Officers are quite good at their job, well done.
23. Good service
24. Tinotenda nekubatsirwa kwedu
25. The officers are helpful
26. Good service only high values for motor vehicles
27. Zimra officers are offering excellent services

28. Good service
29. Kuhle njalo
30. Vanogara basa ravo zvikuru
31. We received a well reception
32. Service is good
33. Vayasebenza sibili

### **Masvingo Domestic Taxes**

1. Keep up the service I am personally impressed.
2. Ndinotenda nekubatwea zvakakanaka kwandaitwa
3. Service is excellent
4. Ma penalties enyu akawandisa USD harisi kubatika
5. Vashandi ve Zimra vanotambira nekugadzirisa zvaunoda
6. Sometimes you are told different information which contradicts leading to poor service delivery. Officers are not well versed with their work
7. Zimra officers should improve on appreciating the differences in the knowledge that the public has pertaining tax issues and be more patient and educative
8. Keep up the good standard
9. Filing yema returns mumafiles e Zimra yakasarira. Unonzwa vashandi veZimra vokufonera kana kunyora tsamba vachiti hamuna kuunza return. Wotozouya ne copy asi iwe uchifunga kuti ndakatopedza basa. Ngapagadziriswe ipapo.
10. If company is facing penalties, inform early not letting heavy accumulation of funds,
11. Munogonesa basa
12. Served in good faith
13. Please look into the issue with CBZ Bank, payment is difficult through them
14. Zvakakanaka
15. The help desk is well manned
16. Peak period-payee, VAT please may there be more officers
17. Keep up the good work
18. Most individuals are extremely good and helpful except a few with an attitude problem
19. The serving efficiency varies with personnel
20. To improve on employee turnover rate, it is affecting us negatively
21. Information to persons of a non-financial background should be disseminated in a user friendly manner.
22. Keep it up.
23. Good service
24. Thank you for the excellent service

**Charles Prince And Harare Airport**

1. Fair job improve on facilities
2. Rates used to import goods are too high
3. Neat airport
4. Rates are too high to import goods for business
5. Keep it up Zimra
6. Clean counter
7. To deploy more officers at ports of entry and exits
8. All was good
9. Excellent job
10. the x-ray machine has really helped fasten the service
11. Very transparent
12. We hope Zimra officers maintain this good standard to inconveniences. We hope to get this communication system all the time
13. Great service all the time
14. I was served with courtesy and response was very quick-keep up the good work
15. They are fair sometimes, am a frequent traveller am quite happy with their service
16. Keep it up good work Zimra
17. I think they need to find a fine balance and treat people with respect
18. They should be fair to both black& white and should search everyone the same
19. Good communicators
20. Zimra at airport are very friendly and efficient
21. I think everything is perfect
22. Zimra personnel at the airport have become very professional and they should keep up the good work.
23. Keep up the good work, your staff is highly trained
24. Satisfied customer, keep it up
25. If a traveller has got one bag it's better to be vetted than to wait for the long queue to be scanned
26. Import of goods' rates are too high
27. Do better on searches
28. Good service at the airport

### **Harare Central Sorting Office**

1. The service delivery is very good but the Zimra offices are very cold
2. Update to real time tracking of parcels –saves time
3. Give clients full details on charges
4. To improve on P/E's
5. Friendly staff very efficient
6. I enjoy their service
7. Consider communicating with clients when their items are charged duty
8. Good service but it's cold in here
9. The service by service Zimra is recommendable, keep it up

10. Zimra's service is excellent despite the fact that their offices are extremely cold
11. I don't have any complaints I got served on time
12. Everything was ok
13. AGs staff should come and see how Zimra staff at work
14. Manual systems too slow can you computerise your assessment
15. Everything is good good
16. I am impressed by your service
17. Well done guys keep it up
18. Good customer care and quick service
19. Fairly good
20. The staff is very friendly
21. Signage is not as clear when you enter the post office
22. Very good and efficient service