Client Satisfaction Survey
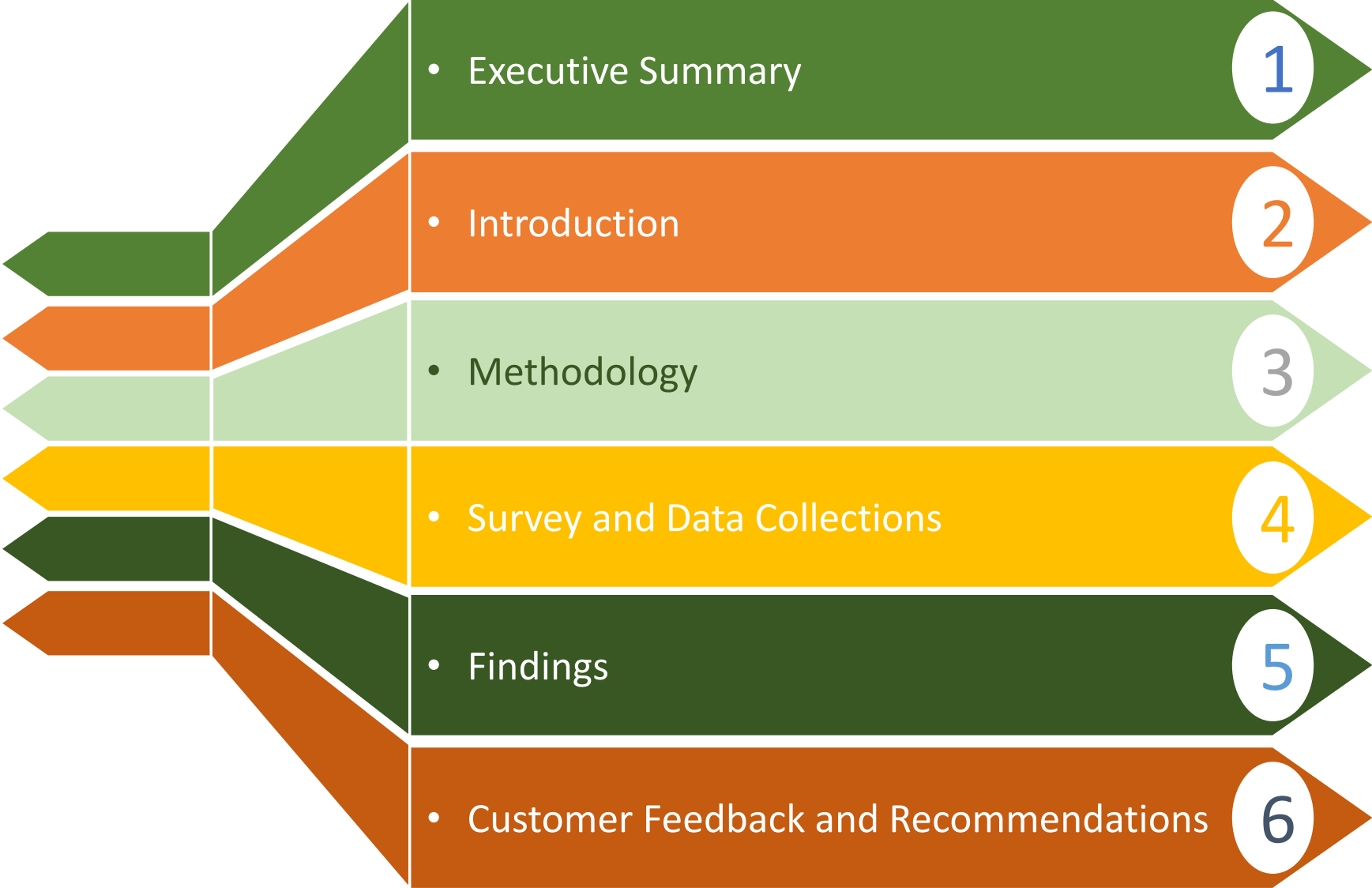
Report Quarter Three 2024

Eccentric Views Pvt. Ltd is delighted to present the results of the Zimra Q3 Client Satisfaction Survey conducted from 18 -26th September 2024. The Nationwide Survey measured fourteen (14) service quality dimensions to reveal a marginal decline in the CSI index from 68% to 67% between Q2 and Q3 2024. This report highlights some recommended actions for Zimra to implement in order to improve client satisfaction levels, revenue collection and reduce revenue leakages based on the responses from the respondents,

Conducted by Eccentric Views

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1. Executive Summary

The Zimbabwe Revenue Authority, or ZIMRA, is the body responsible for collecting taxes and other revenue streams for the government in Zimbabwe. In order to fulfil its mandate, Zimra is guided by five values : Integrity, Fairness, Commitment, Transparency and Innovativeness. Service delivery is central to achieve the mandate of Zimra hence the strategic focus on evaluating customer experience regularly.

As part of the Customer Experience strategy, Zimra commissioned the third quarter nationwide Client Satisfaction Survey whose objectives were to :

- Continuously monitor service level standards;
- Obtain customer feedback and understand customer expectations;
- Engage customers – demonstrate the value they put on delivering a great Customer Experience;
- Measure customer satisfaction levels.

The survey carried in Q3 2024, consisted of face-to-face interviews at the ZIMRA Head Office, Kurima House, and the RGM International Airport. Surveys were also carried out at Forbes and Plumtree border posts, while a great number of clients were reached through online platforms and telephone interviews.

The survey was both qualitative and quantitative and reached the following key market segments : Tax Accountants, Clearing Agents, Transporters, Importers, Exporters, and Government Departments, SMEs, Cross-border Traders and NGOs.

1. Executive Summary

The Zimbabwe Revenue Authority (ZIMRA) attained a Client Satisfaction index of 67% based on the 14 service dimensions that were measured during this survey. The ratings for each dimension were as follows: Professionalism 72%, Innovation 70% Feedback mechanism 67%, Security 62%, Education and awareness 70%, Empathy 72%, Tangibles 77%, Transparency 70%, Efficiency, 69%, Accuracy 68%, Accessibility 71%, Responsiveness 67% and Assurance 62%.

The responses were drawn from 381 respondents who participated in the survey . The respondents were drawn from all the regions and the regional rating were as follows: Region One had a CSI rating of 60%, this was the lowest regional rating. The main issue that customers expressed is TaRMS system functionality. Issues range from the need to upgrade the system to a more user-friendly version so that it delivers certificates timely, to system availability. Region Two had the highest rating of 72%, respondents are calling for improved communications, but expressed satisfaction with the services received. It is important for Zimra to ensure updates reach clients on time as this avoids inconveniences. Region Three scored 67%, together with the Head Office . Forbes boarder Post and Beitbridge score 65% and 70% respectively. Respondents indicated lack of trust in the operations at the boarder posts, their rating on assurance were low and called for closer supervision.

The respondents were drawn from different sectors of the market, with the highest number being transporters 40%, followed by tax accountants 16%, importers 12% and the Small to Medium business 10%.

The highest customer pain point the transporters and importers mention is the corruption they experience at the ports of entry. Some of their concerns include: Rebate forms not being availed, Over-charging on duty, Poor service in Liaison office and VAT refunds. Zimra needs to increase supervision of the transactions at the posts. Zimra has a duty to protect the public from corrupt officers. No officers should hold clients at ransom for a bribe.

Tax accountants advocate for a fully functional system so that they avoid dealing directly with the offices. The use of the system brings in transparency and customers feel secure.

1.2 Key Insights

1. The Overall Rating

47% of the respondents rated Zimra Service levels as **good**, with 37% of them stating that they are <u>satisfied</u> with the services they receive, while 10% expressed that they are pleased with the services rating the service as excellent. The 6% who rated the service as poor sited the following: poor turn around on issues, (Up to 15days to resolve issues, calls that go unanswered and frustrations with the system.

2. Call Centre Performance -
49% of the respondents do not know the Call center numbers and hence could not rate the call center. Of those who rated the service 27%,said it is very effective and 30% indicated that it somewhat effective. Those who rated it low felt that the call center was unable to resolve issues.

3. Corruption -
50% of the respondents said they do not think that there is corruption within Zimra, while 48% believe there is. The rest either omitted the question or indicated that they have not experienced it. Some of the respondents thought that no one can not totally eradicate corruption and not all officers are corrupt. Some respondents indicated that the officers are human and they from time to time will be tempted to be unprofessional. Those who said there is corruption pointed it to the ports of entry and to instances of service failure.
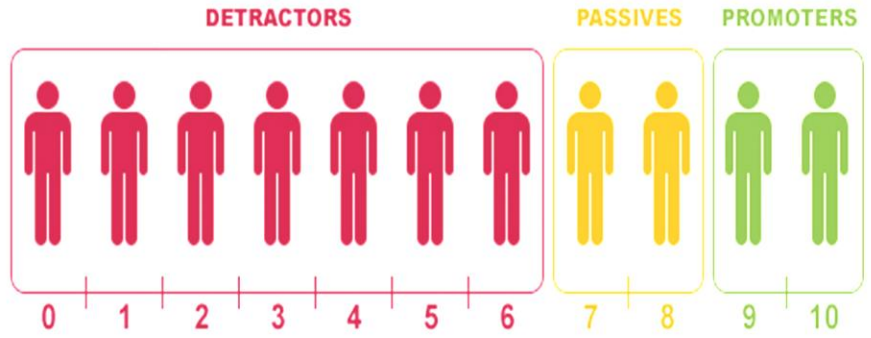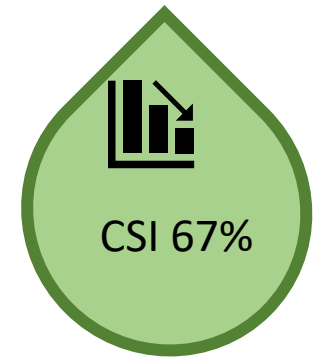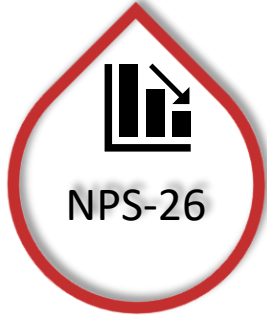
4. Customer Education and awareness

53% of the respondents were below the age of 40 years and ideally tech savvy, other users, however are keen on system training. Continuous training for all in all processes is required

5.The systems there is a call for customer education around the systems in particular the TARMs, comments from the survey indicate that there are system failures that result in them not receiving their certificates. Some comments indicate a systems upgrade should be a priority, While there is a loud and definite call for customer training on the efficient use of the system.

6.Communications – 58% of the customers said that Zimra keeps customers fully informed, while 35% felt the information is limited. 65% said that it is easy to find information on the website and that the site is easy to navigate. 26% are comfortable with the site saying that it is very easy to access. The communication gap where the information given is not adequate or clear. Timely communication on system changes is a concern for clients.

7. Customer Experience – 82% of the respondents said that they were met and greeted on arrival, however some indicated that they were not directed to the correct office at first. 33% had their calls answered within 10 minutes and 45% were served within the first minute

1.1 Summary of Results

NPS-26

CES -36

CSI 67%

CES = % Easy -% difficult

Professionalism 72%
Innovation 75%
Feedback Mechanism 68%
Security 73.8%
Education & Awareness 73%
Adaptability & Flexibility 71%
Empathy 70.8%
Tangibles 77%
Transparency 75%
Efficiency 71%
Accuracy 72.8%
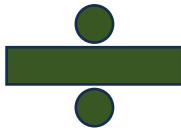Accessibility 71.9%
Responsiveness 70%
Assurance 62.8%.

Zimra achieved a NPS of -26 points suggesting that
For the average Zimra client, if they had a choice they would choose a different service provider. This is an important index as it shows the real gap between the desired service levels and the ones currently experienced by Zimra s clients. Zimra desires to increase voluntary compliance and this client satisfaction index can reflect how well they are doing on that front although there are no competitor threats

A customer effort score of -36% points speaks to the main pain point of clients. CES measures the amount of effort the customer is required to make their issue is resolved. The true measure of good service is what happenes when issues arise and this score suggests that the customer management requires

A marginal decline of 1% point in the CSI Rating from Q2 was recorded. This shows that service delivery standards have been constant over the period. The highest rate was on the tangibles while the lowest was on assurance.

8. With the exception of Harare, the Zimra offices visited had very little traffic, this included Bulawayo, Gweru, Kwekwe, Marondera and Mutare. Most of the customers ratings for the regions came from customers who were in Harare but ordinarily use their regional offices.

Customer Pain Point	Proposed Solutions
1. Slow Query resolution	• Continuous improvement of processes and procedure • Monitor and regularly measure service delivery levels • Train staff and increase staff with skill on the frontline • Empower frontline to deal with issues
2. Customer education and awareness	• Intentional and regular customer communication • Sending out timely updates • Notifications on system is down • Increased customer engagement
3. System downtime and glitches	• Train key users in TaRMS • Upgrade systems • Improve ASYCUDA functionality
4. Service turnaround times	• Continuous review of operating procedures
5. Corruption	• Spot checks and closer monitoring
6. Payment method	• Introduce new option for customer convenience
7. Call center responsiveness and efficiency	• Empower call center staff for query resolution • Monitor performance

Customer Satisfaction Trends

% CSI Trends
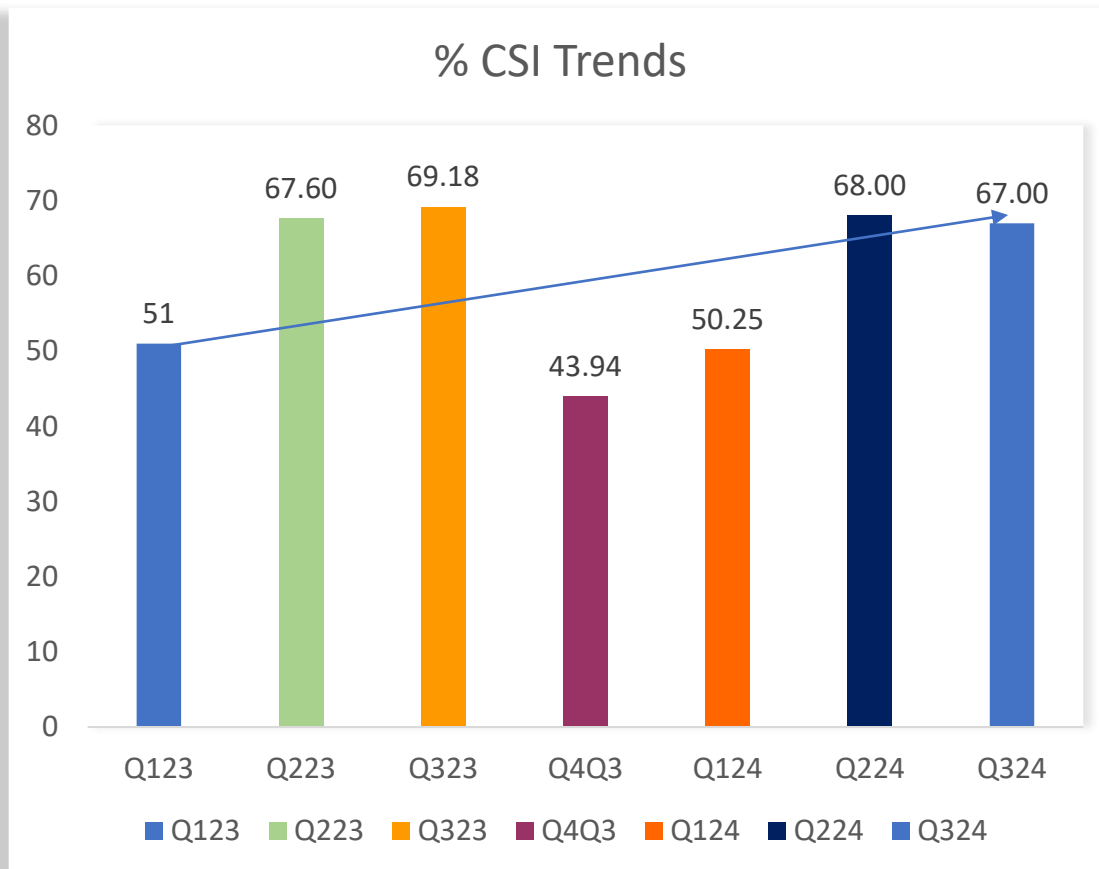
An analysis of the Client Satisfaction Indices from beginning of last year to date shows an upward trajectory, from 51% to 67% .

ZIMRA has embarked on a variety of strategies to address service issues and this is paying dividends. More and consistent efforts will ensure ZIMRA delivers excellent customer experiences.

ZIMRA would benefit from conducting a quarter long survey that will pin point specific issues needing defined attention. This would make room for analysis of the peak and trough periods during the month. The survey noted the differences in traffic which impact service delivery over the two weeks , more insights could be gathered after a longer period of data collection.

ZIMRA should be taken that the feedback that is collected is acted upon, this will encourage clients to give comprehensive feedback. While the survey is anonymous, acknowledgement through the existing communication channel should be given, whether positive of negative.

2. Introduction

- The Zimbabwe Revenue Authority (ZIMRA) conducts a quarterly survey to assess customer satisfaction levels as part of its customer focus strategy to improve service delivery and fulfil its national mandate in a professional manner.

- The survey is also meant to assess alignment of service delivery against the organization's values of Integrity, Fairness, Transparency, Commitment and Innovativeness.

- The third quarter survey was conducted in September 2024 through face-to-face interviews, online and telephone interviews.

- This report presents summary findings and serves as a record and reference of the survey.

3. Survey and Data Collection

Data Collection

A standard customer satisfaction evaluation questionnaire was prepared by the consultants, comprising closed and open-ended questions around the 14 service attributes and evaluation of the Zimra online systems.

The survey was inclusive as it covered different locations and various profiles of respondents in different sectors. The average response rate on all platforms used to collect data was 25% as demonstrated overleaf. The survey response rate could have improved if the time constrains where not at play.

|		Response Rate	Comments
Emails	2287	8%	The aim was to increase reach in the fastest way possible give the time constraints
Telephone Interviews	225	32%	These were used as a quick response option and also as follow up to email communication sent
Questionnaires Distributed	358	44%	Distributed to clients visiting Zimra offices and at selected offices.
Face–to-fac-interviews	62	16%	Used to reconfirm gaps noticed in the other methods and to reach out to specific segments
TOTAL	2932	100%	

Challenges and limitations

1. The time allocated to the survey was limiting for a quarterly survey, this affected the desired sample size, which in turn diminishes the data quality and the report.

2. A significant number of respondents did not respond to some questions. And there was no time for follow through to get comprehensive.

3. Some respondents were intimidated by the mention of Zimra and gave guarded responses.

4. Most client in spite of the fact that they are regular contacts of Zimra were hesitant in participating in the survey because they were initially suspicious of contact that mentioned Zimra. This is likely because they think they might be under investigation and would like to avoid that as much as possible.

5. In engaging the clients we found some had initiated or participated in corrupt transactions in the past and were not willing to be open about their experience and reasons. Some however mentioned that the fee structure is not fair hence they privately negotiate with officers for affordable and "fair" fees.

6. The sampling was done off the current Zimra databases, most of the email addresses and numbers supplied had errors the rejection rate was 30%. This however did not affect the number of emails sent

7. The time allocated for this project was less than the standard recommended for any CSS, and in this case the size of the organisation would be better served by a much higher sample size.

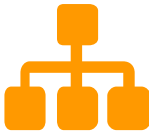# 5. FINDINGS

Demographics

SERVICES ENQUIRY

60%
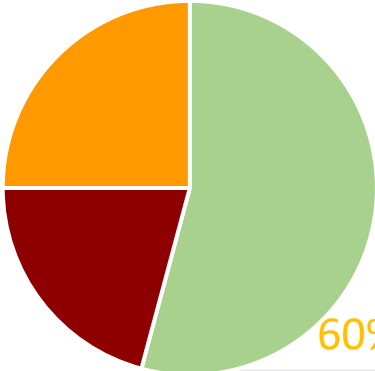
■ Domestic ■ Customs ■ General ■

SIZE OF COMPANIES

Large	86	22 %
Medium	149	39%
Small	146	38%

LEVEL OF RESPONDENTS

Entry Level	24 %
Middle	31 %
Management	23%
Executive	22%

AGES OF RESPONDENTS

	20-29	30-39	40-49	50-59	60+
■ Numbers	102	131	93	42	13

■ Numbers

RESPONDENT BY REGION

Respondents

400

200

0

Region One   Region Two   Region Three

■ Respondents
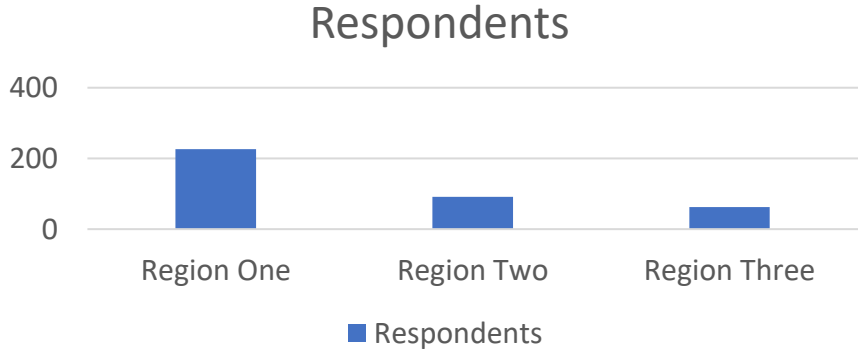
GENDER
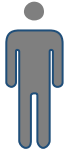
135   246

Performance Ratings

Communication
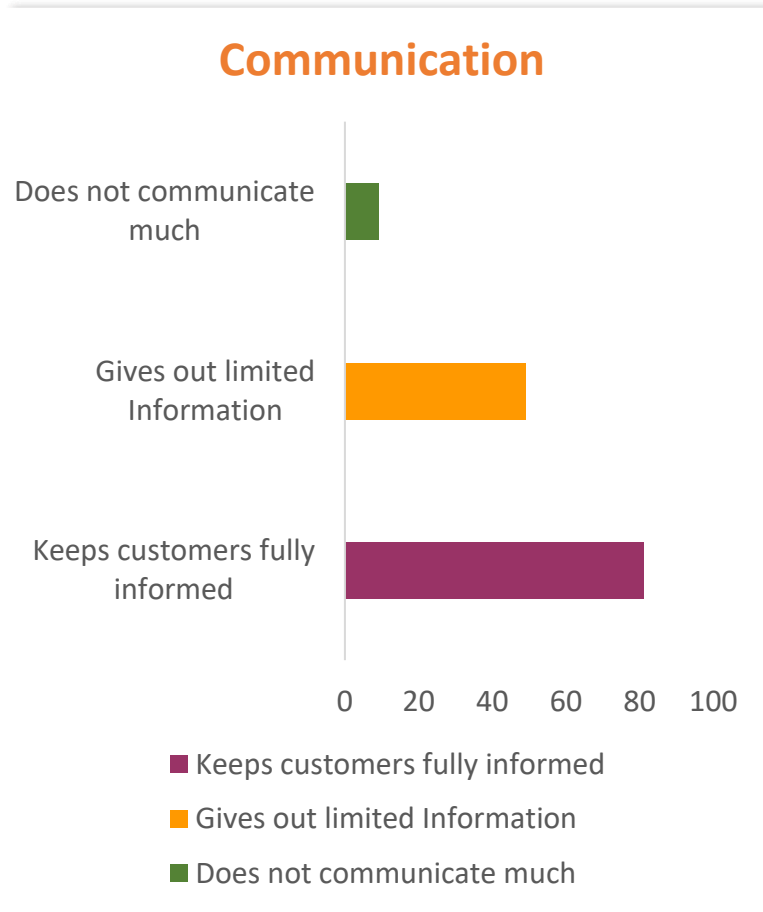
Website
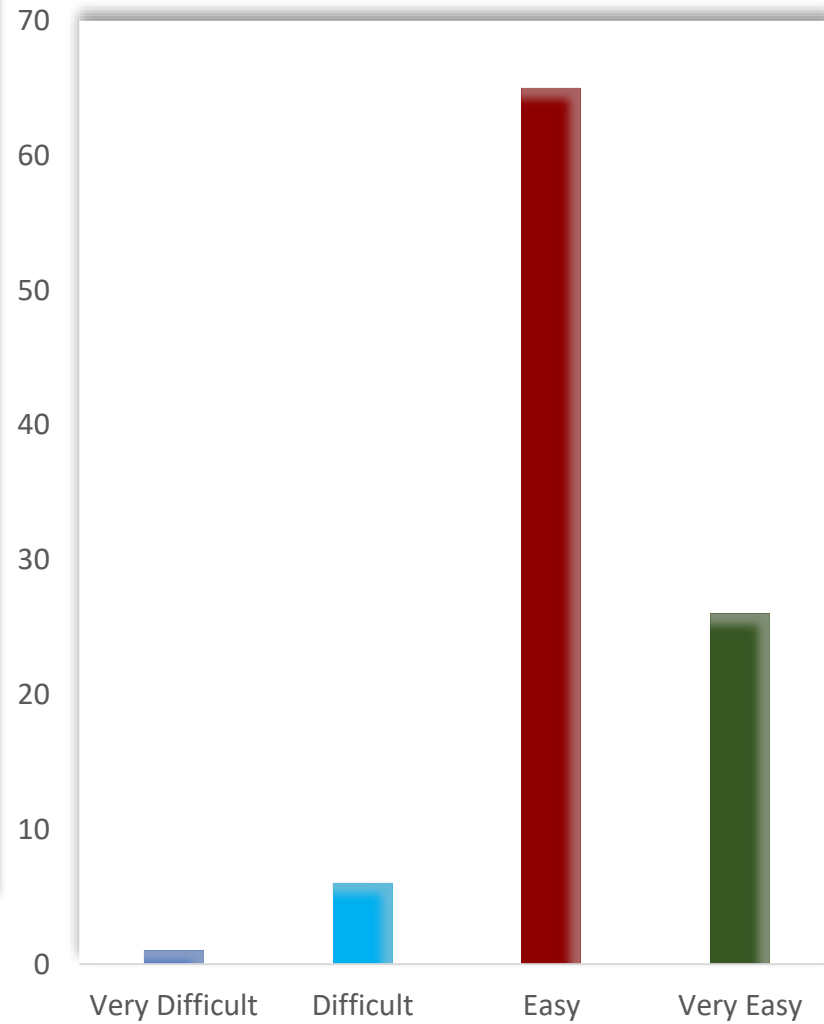
Call center

System Performance

TaRMS 68%	ASYCUDA 24%	E-Tip 8%
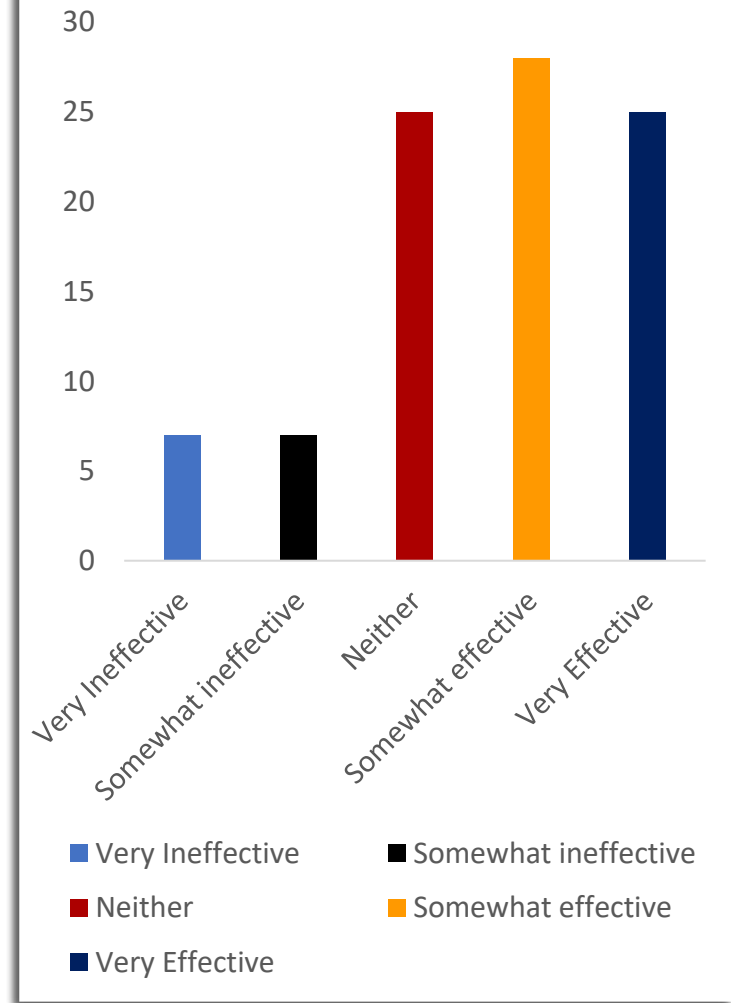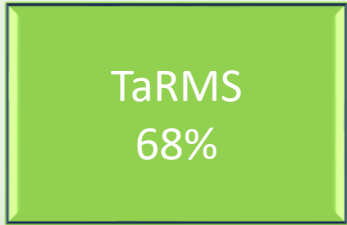
Client Comments
- TaRMS upgrade necessary to avoid collateral
- Sometimes ASYCUDA has hiccups, Improve access to ASYCUDA
- The issue of the verification code is time consuming.
- The system should be easily accessible via phone or email
- System downtime
- TaRMS is not generating out certificates timely / slow in generating certificates
- Conduct workshops on TARMs
- Improve network on TARMs
- TARMs code to be sent to the phone, sometimes we hardly get the code on time
- Notify when the system is down
- The TARMs system needs to be more user friendly.

System Performance Rating
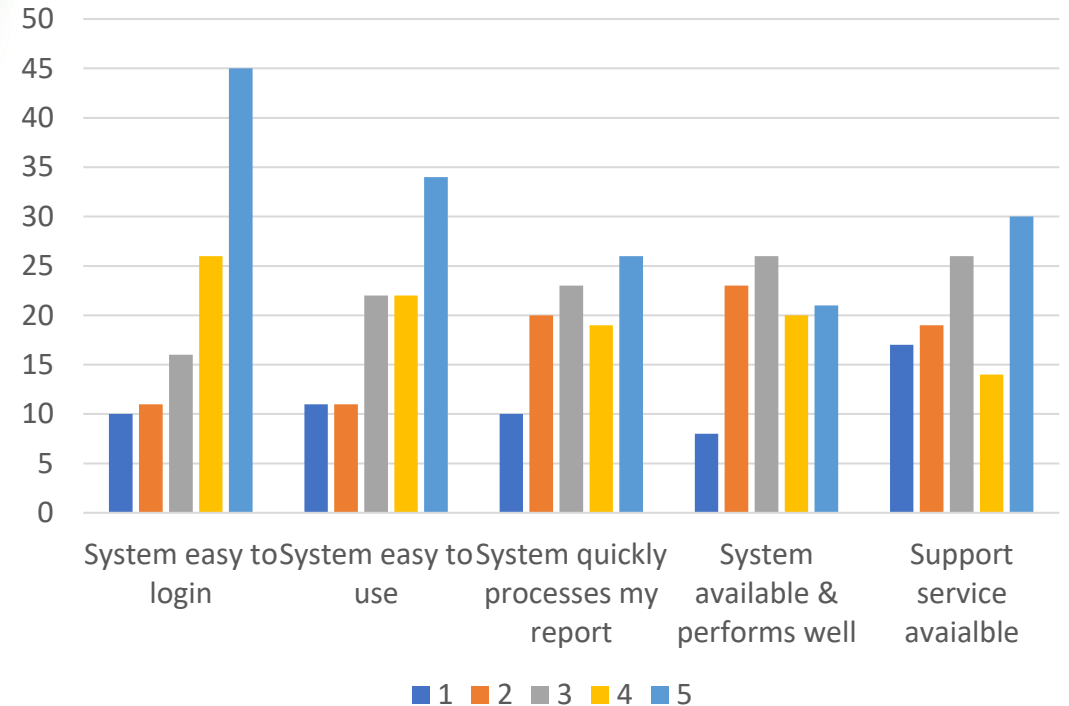
Service Quality Ratings

CIS Q324 67%
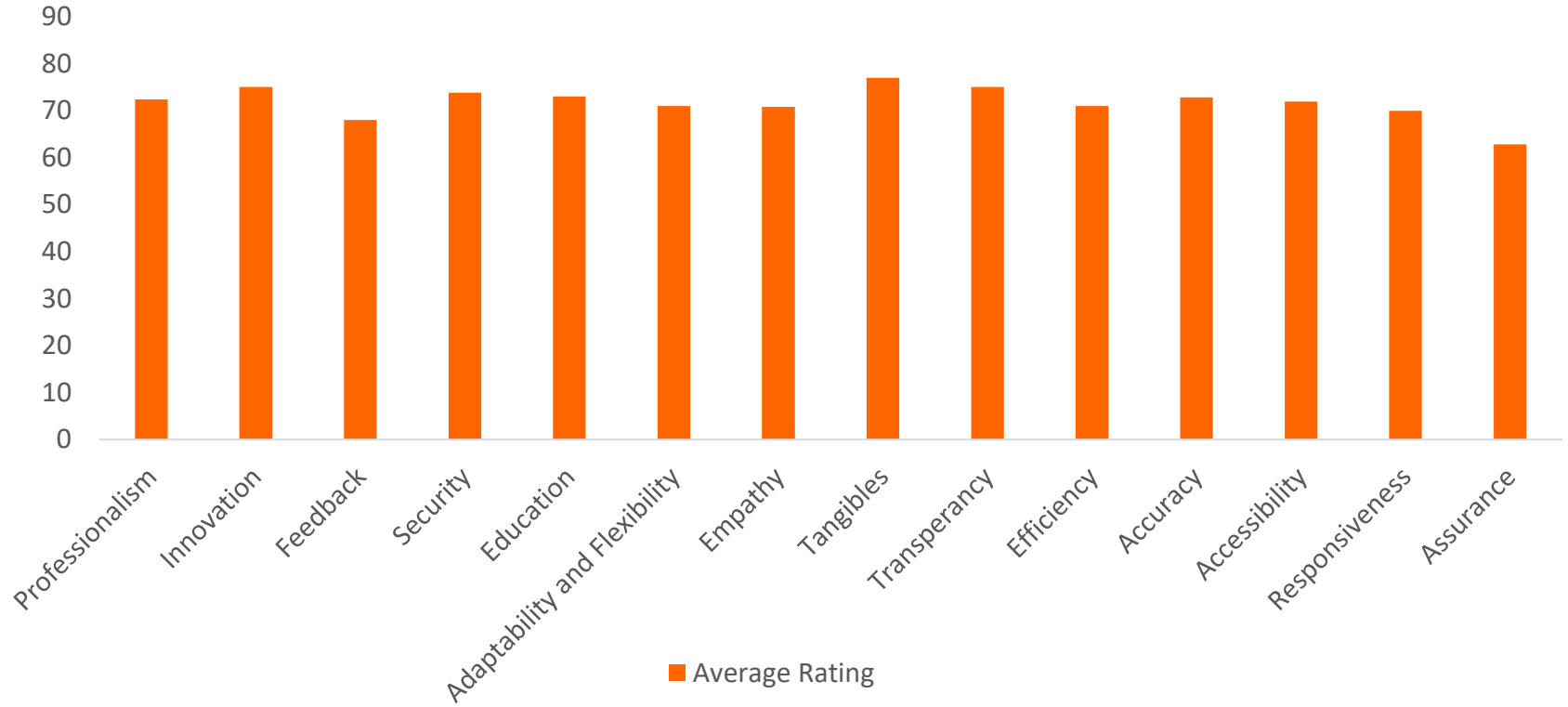
Average Rating

The highest rated dimension is Tangibles, with an average rating of 79%. This was pushed up by the Region 2 with a rating of 80% followed by region three with 77% and region one with 74.9%..

The Lowest rated dimension is Assurance. Region three had the lowest rating at 55,8% followed by region one with 60% and region two with 74%. 50% of the respondents believe that there is corruption within the system, this leads them to be suspicious of the services and thus do not have confidence in the brand.

Transparency was rated highly at 75%. Most respondents appreciate the use of technology in transacting with Zimra as it gives perceived fairness and openness.

Innovation was also rated highly at 75%. While there are a number of system related concerns, the respondents view the system as progressive.

Service Quality Ratings

1. Professionalism - 72%

This rating was calculated from the responses drawn from the following aspects of the questionnaire:

1. How clients were received – whether they were greeted or not
2. If Zimra staff exhibits ethical behavior
3. If they courteous and professional
4. Zimra always fulfills delivery of service commitment
5. If they are committed to service delivery
6. Whether clients perceived that there is corruption or not

While Zimra staff generally treats customers well, the occasions where they don't are an indication of a serious problem because research shows that 75% of the customers do not complain, especially so at a government institution, Zimra must build a culture of uBuntu so that 100% of the staff exhibit customer centric behavior.

While corruption will always play a big part in defining professional behavior, a corruption free business environment is a function not just of Zimra officials but of tax payers as well. Zimra will do well to reward officers who turn down bribes and report them.

Commitment to high standards of service delivery and excellent customer experience, must be engraves in the processes and procedure that are laid down for the frontline staff to follow

Conclusion : Zimra must be intentional about creating a customer centric culture. They need to recruit with it in mind , train their staff , supervise and insist on it

Service Quality Ratings

2. Innovation - 75%

This rating was calculated from the responses drawn from the session on the system performance :

1. Accessibility - 65% of the respondents agree or strongly agree that the system is easy to login
2. Functionality – 56% said the system is user friendly
3. Speed – 45% said the system quickly process their requests
4. Availability -41% said the system is available when they need to use it
5. Support -41% indicated that service information is available when they are problems

Many users are encouraged by the availability of the system to transact with Zimra. They indicate that it brings transparency thus reducing corruption , uncertainty and delay. Respondents said they would be happy to not visit the office if they could conclude the business online.

The following is required to improve this dimension:
- Customer education
- Reduce the down time on the system
- Communicate maintenance schedules ahead of time
- Incorporate customer feedback for a more user-friendly system
- Upgrade the systems timeously

Innovation should go beyond introducing operating systems, to include payment options, accessibility of service and ways of educating the market.

System Performance Rating

Bar chart titled "System Performance Rating" with categories: System easy to login, System easy to use, System quickly processes my report, System available & performs well, Support service avaialble. Legend: 1, 2, 3, 4, 5.
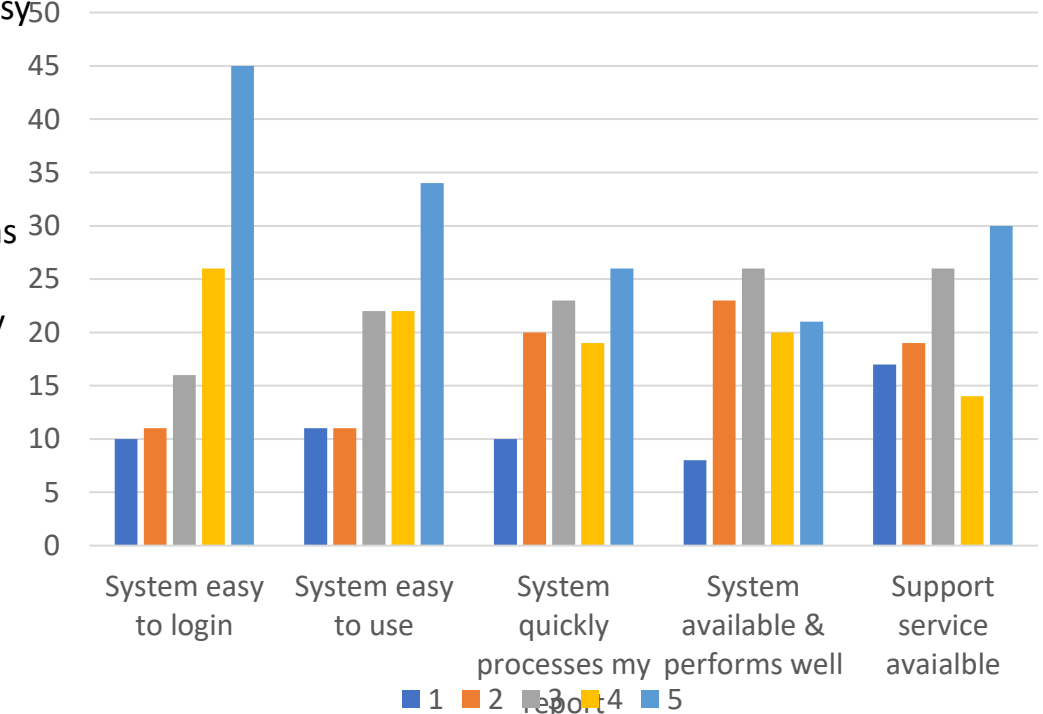
Service Quality Ratings

3. Feedback Mechanism – 68%

This rating was calculated from responses drawn from the session on :

1. Whether Zimra staff gives feedback on service requests and/or queries
2. If they respond promptly to queries and concerns
3. We also included the performance of the call center
4. Zimra client education Programmes
5. It is easy to lodge complaints with Zimra

We considered the appetite that Zimra has to gather customer feedback, which included the suggestion boxes in the offices as well as this survey . Zimra s education programmes give client a platform to share feedback and give input into the programmes and systems that Zimra presents.

Respondents recorded calling the call center repeatedly to follow up on unresolved issues that would have taken long. In one instance a customer reported waiting 15 days to get their issue resolved with little or no communication from Zimra, the customer had to do the chasing.

We recommend a robust customer managements system which focus on issues raised and improves the turn around time. This is in addition to the current supervisory protocols in place.

Through these surveys Zimra receives feedback from customers on the quality of delivery. When little or no change is experienced, the customer will assume a poor communication within the structures hence rate this aspect less satisfactory.

Service Quality Ratings

4. Security 73.8 %

This score was arrived at by averaging the following ratings:

1. I trust Zimra to handle my affairs with integrity and confidentiality
2. Clients feel safe when they deal with Zimra staff
3. Whether or not there is corruption in Zimra

Zimra aims to achieve voluntary compliance and when clients feel that they are secure and their confidentiality is respected they are likely to comply. To instill this kind of confidence in the brand requires a high level of professionalism at all times.

While a rating of 73.8% is a good achievements, we found that client comments expressed concerns around issues of security. These maybe perceptions without actual client experiences to back them

We recommend the following
• Implement robust access control and authentication measures-
• Conduct regular security audits and risk assessments-
• Train staff on data protection and confidentiality-
• Use secure communication channels (e.g., encryption)
• Display security policies and procedures

Service Quality Ratings

5. Education and Awareness 73%

In This session we considered the following aspect of the questionnaire:

1. Zimra conducts tax payer education programs for businesses that cover basic information in respect of all services
2. The ratings on the effectiveness of communication

   a.58% of the respondents said Zimra keeps customers FULLY informed
   b.36% said there is limited amount of information
   c.6% said Zimra does not update customers

   This rating also considered the website as a tool for communication, bringing awareness to the tax payers

   A significant number of customers recommended an increase in the number of workshops held as well an improvement in the detail of the information shared particularly on the website. They felt that some of the information is deliberately withheld to disadvantage them

Communication

- Keeps customers fully informed
- Gives out limited Information
- Does not communicate much

Service Quality Ratings
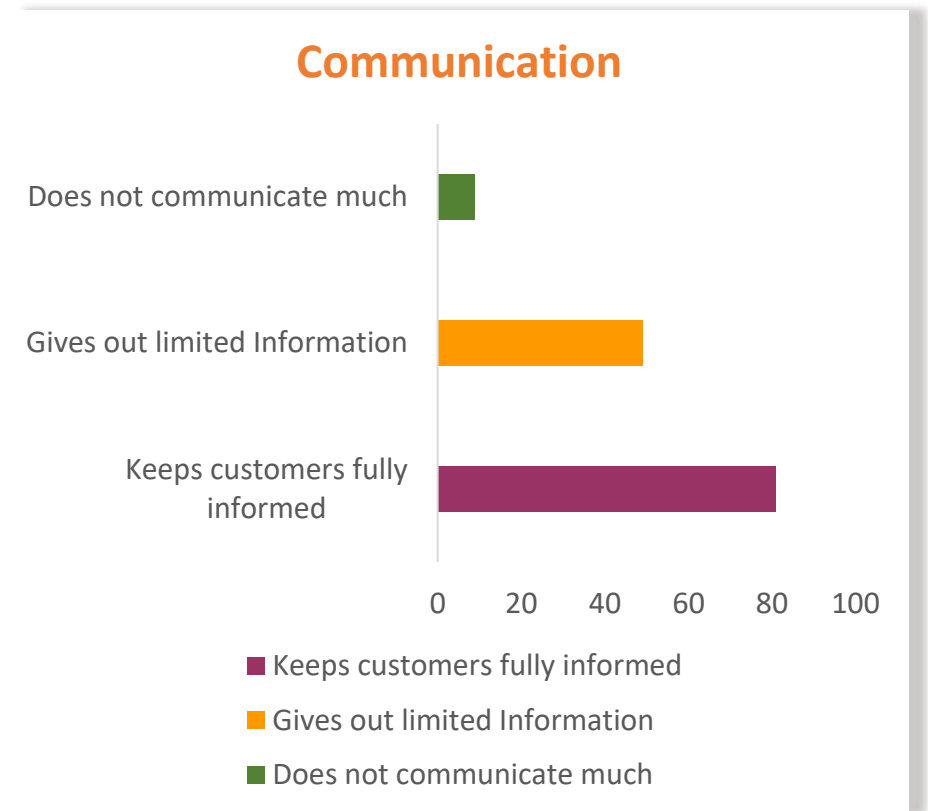
6. Adaptability and Flexibility 71%

In arriving at a score of 71% we considered the following aspects:

1. Zimra streamlines processes to reduce wait time and effort
2. Zimra operates at hours that are convenient to all client

The rating of 71% is above the CSI index, which makes it a highly rated dimension.
The streamlining of processes by Zimra is evident in introducing technology and adopting new ways of revenue collection. Not only does Zimra use technology for its transaction but they use it effectively in the social media space where other entities avoid to play. This indicates Zimra appetite for extensive customer engagement and finding the customer where they are at to bring convenience into the serious and mandatory field of tax.

Some respondents have even indicated that Zimra is flexible around payment of duties and this makes importation manageable especially for small businesses

On this we recommend for Zimra to:
- Foster a culture of continuous improvement
- Encourage experimentation and calculated risk-taking
- Provide cross-training and staff development programs
-   Implement flexible work arrangements
- Conduct regular environmental scans

Service Quality Ratings

7. Empathy 77 %

When respondents were asked if

Zimra staff have the best interest of the client at heart

26% strongly agreed and 29% agreed, while a smaller percentage disagreed with the statement/

This shows that Zimra staff show a high level of emotional intelligence and maturity towards their work. This is important because the officers do not make the decisions and when they implement them , they do so assertively and yet with empathy.

We recommend that staff be encouraged to show this behavior , while the organisation

- Train staff on active listening and empathy
- Implement client-centric service design-
- Conduct client feedback sessions
- Recognize and reward empathetic staff
- Foster a culture of compassion and understanding

Empathy ratings

Service Quality Ratings
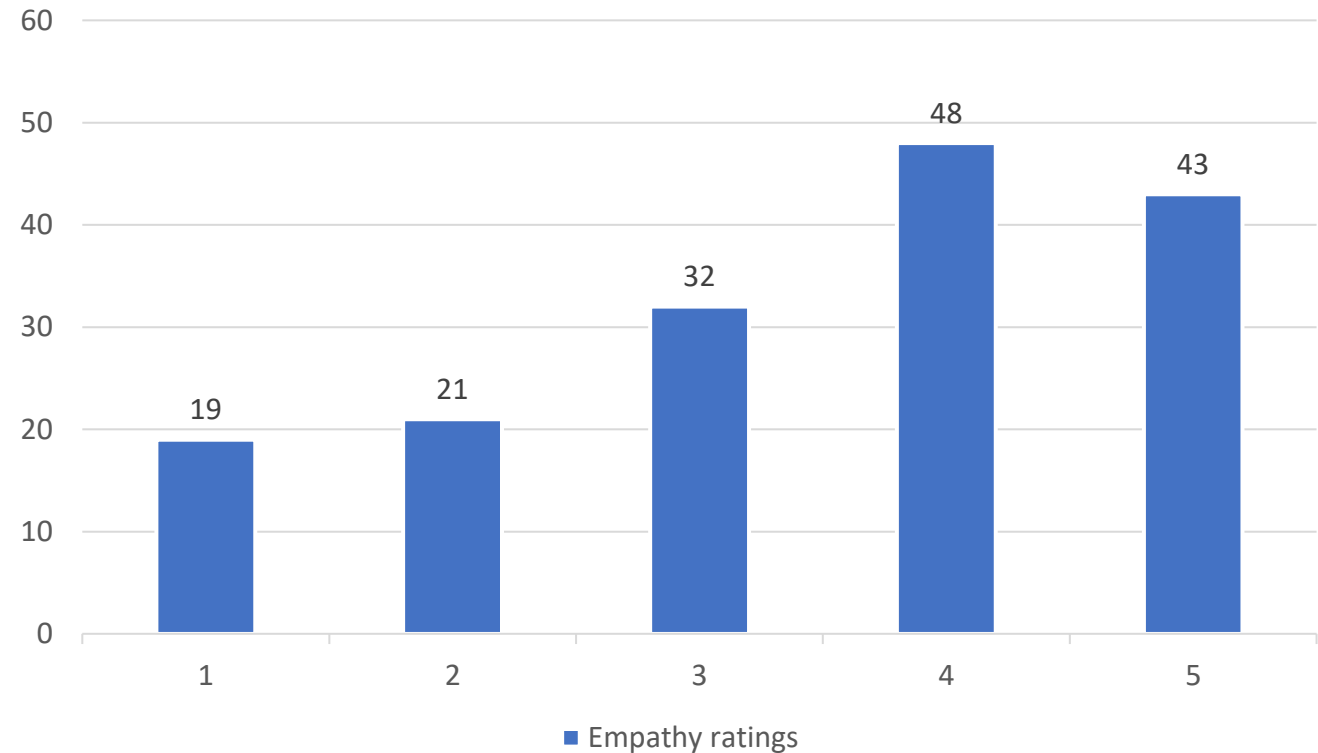
8. Tangibles 79 %

This rating was calculated from the responses drawn from the following sessions of the questionnaire:

1. Signage and branding at the station/ office/port is clearly visible
2. Zimra s physical facilities are visually appealing

Tangibles received the highest rating in this exercise with Region three getting a high score of 83. 4% , followed by Region 2 with 80% and Region 1 74.9%. .

Customer Comments (Region 3)
- They should be clear signs to direct clients where they are going
- Interior of the offices can be significantly improved
- Improve elevators, sometimes are faulty

Most the offices in the smaller towns had very little traffic, in addition to the vivid signage and the offices were clean and presented well.

Signage
More could be done in terms of directional signage in the smaller places.
Include in-branch digital posters for a more modern look and feel.
These are more appealing and can be used to share more information on different services from the same display.
This will keep customers engaged as well as educated on Zimra services while clients wait for their turn to be served.

Customer serving Areas – while the facilities have been rated highly, there a room to modernize the spaces

9. Transparency 78 %

This rating was calculated from the responses drawn from the session on the questionnaire:

1.   Zimra exhibits transparency in service provision
2.   Website tool

Transparency received the second highest rating after tangibles. A functional website was the main reason most responds rated it highly. There is visibility of rates and process and clients can confirm whether their experience is aligned to what is on the website. Respondents who said that there is no corruption in Zimra mentioned the transparency brought about by the website and the use of the different system.

The integrity management updates page on the website also gives evidence of the work that Zimra is doing to give its operations transparency.

They were further calls transparency from customer comments with some customers giving a low over rating because they are not satisfied with the levels of transparency

Website
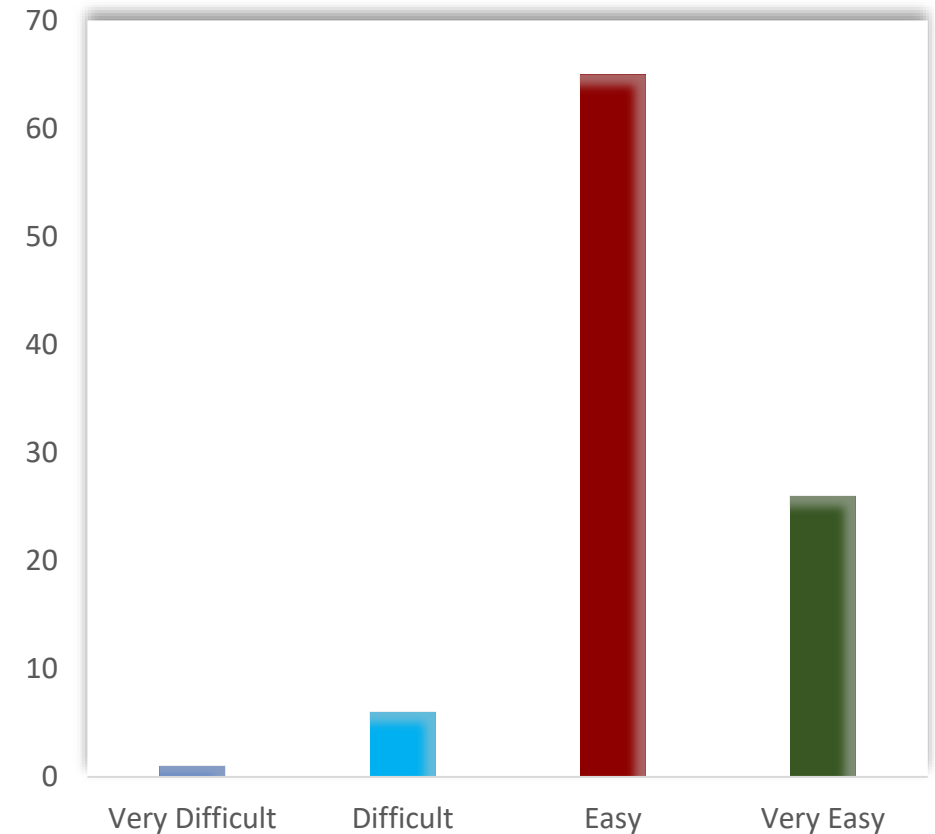
Service Quality Ratings

10. Efficiency 71%

This rating was calculated from the responses drawn from the following sessions of the questionnaire:

1. Zimra staff resolves my queries and addresses my concerns in a timely manner
2. Zimra staff gives feedback to service requests
3. Zimra streamlines processes to reduce wait times and effort.
4. Call center efficiency
5. System efficiency

Customer comments
- Weekly updates on files especially CGT departments
- Communicate changes before due date e.g. a week before, to allow time for questions
- Improve on time spent assisting clients
- Improve on efficiency and TARMS
- Improve access to asycuda
- Improve online responses

Recommended Action
Continuous training and monitoring on processes.
Intentionally develop a culture that is customer centric, where the customer is at the center of all process decisions.

Service Quality Ratings

11. Accuracy 72%

This rating was calculated from the responses drawn from the following session on the questionnaire:

1.   Zimra keeps error-free client records

Region	Accuracy Rating
Region 1	63.3%
Region 2	80%
Region 3	74,8%
Head Office	63%
Beitbridge	70%
Forbes	67.5%

Region 1 and Head office had the lowest result on accuracy while region two recorded a high of 80%

There were no specific customer comments relating to issues of accuracy.

It is the mandate of Zimra to protect tax payer and accurate calculations and error free records are an important aspect of excellent service

Service Quality Ratings
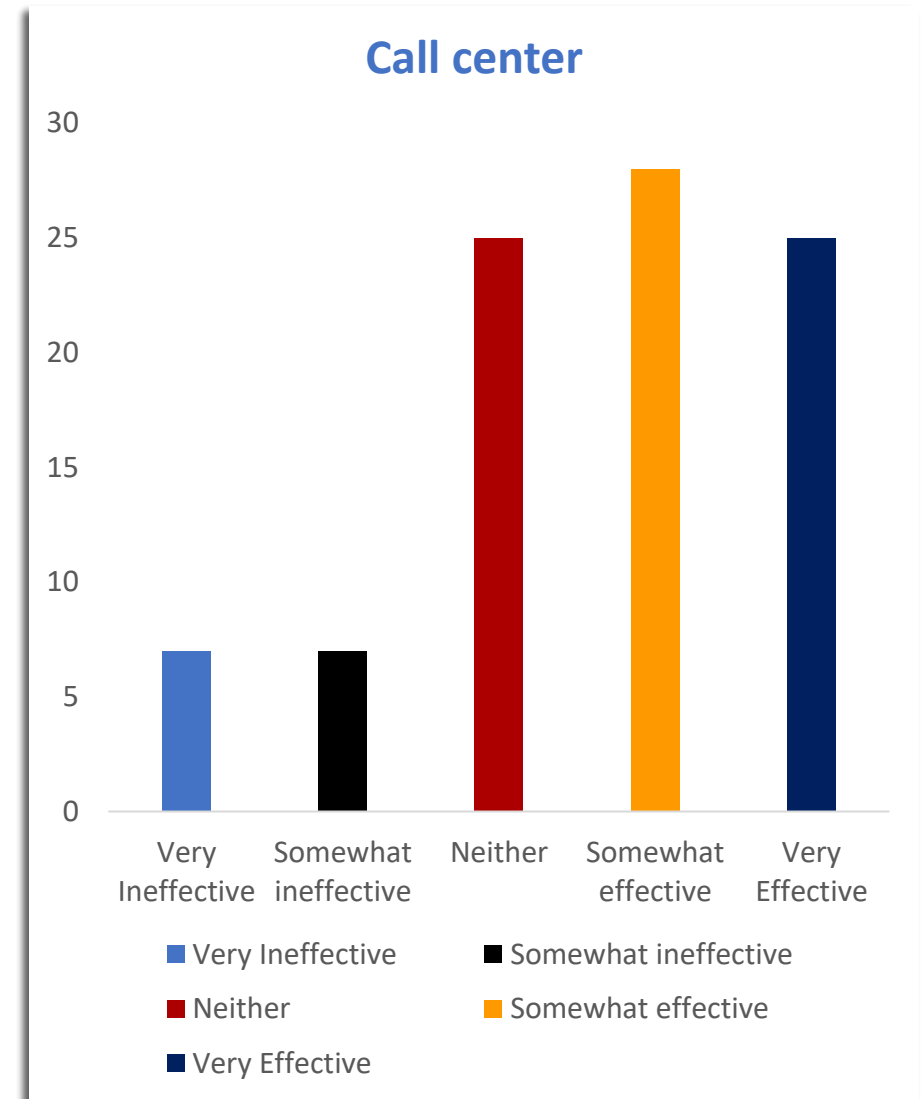
12. Accessibility 73 %

This rating was calculated from the responses drawn from the session on the questionnaire:

1. Zimra Services are easily accessible, regardless of my location or abilities
2. System is always available when I need it and it always performs to my expectation
3. Call center efficiency

The accessibility rating is higher than the average, this is largely because of the physical accessibility of the service. The footsteps of Zimra gives clients access from boarder to boarder and there is presence in the small towns. Although some of the functions are centralized the offices help improve accessibility. The Kiosks are a welcome facility. Except for peak periods client do not experience long queues as there are options for accessing the Zimra services.

Online services accessibility – there are mixed responses to the system availability, while it is easy to access the service , yet the speed and ease of use and the support are low. Customers have also commented on the lack of communication when the system is down.

Call center – while call centre efficiency was rated highly , 50% of the clients are not aware of the number and therefore cannot use this option to access service.

Call center

Legend:
- Very Ineffective
- Somewhat ineffective
- Neither
- Somewhat effective
- Very Effective

Service Quality Ratings

13. Responsiveness 70 %

This rating was calculated from the responses drawn from the session on the questionnaire:

1. Zimra responds promptly to my queries and concerns
2. To what extent doe you agree with the statement" Zimra made it is to get my issue resolve.
3. Customer comments

The highest recorded customer pain point is the lack of or delay in email responses from Zimra, with some indicating that the only way to get the attention from Zimra is to get up and go to the offices. The test of quality service delivery is felt when a customer has queries on the service they are receiving. Customers are having to put up with long processing time when they access the standard Zimra services, having to repeated seek responses for queries in an inconvenience.

A customer effort score of -36% points speaks to the main pain point of clients. CES measures the amount of effort the customer is required to make before their issue is resolved. The true measure of good service is what happens when issues arise and this score suggests that the customer management requires a sprucing up.

An improvement in the call center efficiencies and its empowerment will reduce the pain of delayed responses and reduce the effort the customers are currently making to get issues resolve

CES -36

CES = % Easy -% difficult

Service Quality Ratings

14. Assurance 63 %

This rating was calculated from the responses drawn from the session on the questionnaire:

1. Zimra fulfils delivery of service commitment
2. Clients feel safe when they are transacting with Zimra staff
3. Communication

This was the lowest rated dimension of service. Respondents indicated that they do no feel assured transacting with Zimra. The levels of trust are low , with 49% of the respondents thinking that there is corruption within the system. This is reflected in the related dimensions. e.g. accuracy of records rated 63% in Region 1 and at Head office . This shows that clients do not trust the brand and have no confidence in its ability to deliver with integrity.

Assurance speaks to the integrity of the information published by Zimra. Respondents indicated that Zimra makes sudden changes and does not allow time for questions. The results in suspicion of intentions, even where Zimra is dealing in good faith.

Building trust is a journey which Zimra has began and needs to take giant steps in, for the brand to gain market confidence.

In addition Zimra should
- Develop clear service charters and client expectations
- Establish quality control measures
- Provide regular updates on service progress
- Offer guarantees or warranties for services- Conduct client satisfaction surveys

Region One CSI 60%

No. of Respondents
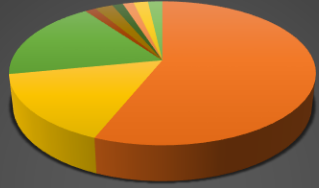
Legend:
- Kurima
- Harare ZB
- Harare Airport
- Chinhoyi
- Bindura
- Kanyemba
- Kazungula
- Chirundu
- Marondera

Service quality Ratings

|	
Professionalism	67%
Innovation	64.6%
Feedback Mechanism	62%
Security	68%
Education and Awareness	64%
Adaptability and Flexibility	63%
Empathy	62%
Tangibles	74.9%
Transparency	68.6
Efficiency	64%
Accuracy	63.3%
Accessibility	65.5%
Responsiveness	63%
Assurance	60%

Customer Comments

- The services are proficient and fast
- Information is available from the Call center
- The processes are mentally exhausting
- People should get tax refunds
- Hold more workshops on how to use TaRMS
- It is pretty good, a few frustrating moments
- Some information on the website needs explanation
- Must communicate changes better and on time
- Clients should be able chat to Zimra staff online
- Companies should be able to register on their own
- All information is found online
- The website is unavailable at times
- Zimra staff should live by their values

Region Two CSI 72%

No. of Respondents
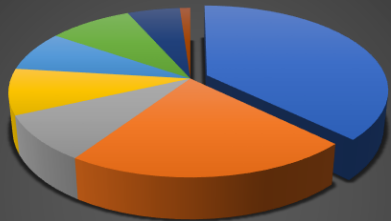
Legend:
- Bulawayo
- Beitbridge
- Vic Fall Boarder
- Vic Falls Office
- Hwange
- Plumtree
- Pandamatenga
- Mpoengs

Professionalism	75.8%
Innovation	80%
Feedback Mechanism	72.6%
Security	76.9%
Education and Awareness	75%
Adaptability and Flexibility	74.8%
Empathy	77.8%
Tangibles	80%
Transparency	74.6%
Efficiency	78.%
Accuracy	80%
Accessibility	73.7%
Responsiveness	76.2%
Assurance	72.6%

- The staff are very helpful
- Improve communication on updates and new regulation
- Must be able to direct you to the right department the first time
- No strict supervision on staff
- They delay your process if you don't pay the bribe
- Service is always provided
- They should not charge for basic needs
- Conduct more information adverts
- They need money so that they can help you

Region Three CSI 67%

No. of Respondents
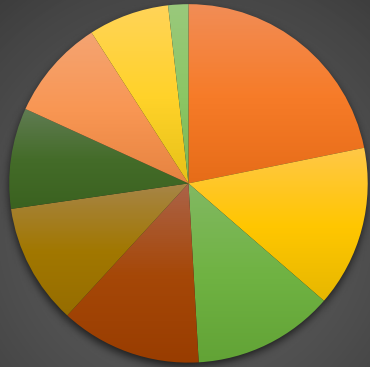
- Gweru
- Chipinge
- Rusape
- Chiredzi
- Masvingo
- Mutare
- Kwekwe
- Kadoma
- Sango

Service quality Ratings

Professionalism	74.6%
Innovation	80.8%
Feedback Mechanism	69.4%
Security	77%
Education and Awareness	80%
Adaptability and Flexibility	76%
Empathy	72,6%
Tangibles	83.4%
Transparency	77%
Efficiency	71%
Accuracy	74.8%
Accessibility	76.7%
Responsiveness	71%
Assurance	55.8%

Client comments

- My service was completed after 15 days
- They should move with trends
- They are 40% effective
- They make sure you get whatever you came for
- I did not wait long before getting served
- They should be clear signs to direct clients where they are going
- Website needs improvement
- Interior of the offices can be significantly improved
- Increase awareness campaigns and adverts of their services
- They should improve on transparency and communication
- They should move with trends

Head Office CSI 67%

Rating

Responsiveness 60, 63.6
Accuracy 65, 63
Transperancy 64, 68.7
Empathy 74.9, 62
Education and awareness 53, 64
Feedback Mechanism 68, 62
Professionalism 64, 67

- Rating
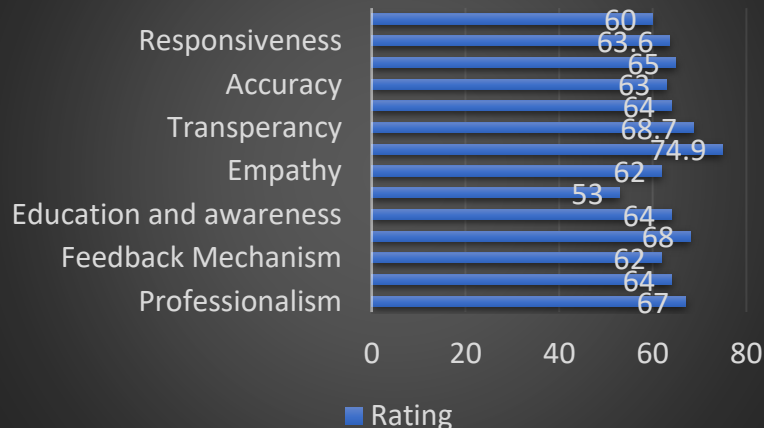
Client comments: Positive

- Everything is perfect, especially CGT Officers
- TaRMS is very good and easy to use
- So far I don't see any corruption
- Workers are very friendly
- The process might take long but service provision is guaranteed
- They are reliable
- The organisation is very helpful and efficient
- They offer good service

Client comments: Negative

- I always struggle to login to the system
- I struggle with registration
- No comment about corruption but it exists
- I hear rumors about corruption
- They must improve registration
- They should improve to world standards
- Transparency and communication please
- Improve infrastructure especially the elevator
- TaRMS is not user friendly

Forbes Border Post CSI- 65%

Professionalism	72%
Innovation	73%
Feedback Mechanism	70%
Security	68%
Education and Awareness	77%
Adaptability and Flexibility	73%
Empathy	63%
Tangibles	80%
Transparency	67%
Efficiency	71%
Accuracy	70%
Accessibility	75%
Responsiveness	70%
Assurance	73%

Customer Comments

- Information is available from the staff
- Some information is withheld
- There is lots of transparency on duty rates
- Have not experienced corruption
- There is always room to negotiate on rates
- Duty is overcharged so that you bribe staff to reduce the duty for you
- Speed up working times at the boarders
- Increase speed on paper work processing
- Increase number of tellers

Beitbridge Border Post CSI 70%

Professionalism	75.6%
Innovation	77.5%
Feedback Mechanism	77.5%
Security	68.7%
Education and Awareness	80%
Adaptability and Flexibility	80%
Empathy	65%
Tangibles	78.7%
Transparency	72.5%
Efficiency	73%%
Accuracy	67.5%
Accessibility	82.5%
Responsiveness	71.6%
Assurance	72.5%

Customer Comments

- Improve on the outpost reach and calculation of online product services
- Not everyone is corrupt
- Lack of efficiency
- Bribes to decrease duty
- They should respond to emails
- F45 with a good head time
- Introduction of WhatsApp chat bots
- Information is accessible on the website

6. Customer Feedback and Recommendations

Customer Comments on the ZIMRA Systems

General system comments

- Catch up with global technology trends
- Sometimes Asycuda has hiccups
- Improve access to asycuda
- System downtime
- Notify when the system is down
- There should be a provision for the company to register in the system, while individual register on a separate account, to help with information confidentiality
- Offer cold water or drinks in kiosks as part of ploughing back to the community.
- To complete registration online and avoid coming to the office where there are long queues
- Improve uptime on systems
- System Upgrades

TaRMS specific comments

- TaRMS upgrade necessary to avoid collateral
- The issue of the verification code is time consuming.
- The system should be easily accessible via phone or email
- TARMs is not generating out certificates timely
- Conduct workshops on TARMs
- Improve network on TARMs
- System too slow in generating certificates
- TARMs code to be sent to the phone , sometimes we hardly get the code on time
- The TARMs system needs to be more user friendly
- TARMS good and easy to use
- Improve on efficiency and TAARMs
- TARMs system not usually easy to use especially the one-time code- the system is sometimes slow

Customer Comments Corruption

Asked whether there think corruption exists in Zimra and their reasons for the answer, Respondents stated the following :

- Bottlenecks are deliberately created so that clients either pay a bribe or suffer delays
- There is corruption but not everyone is corrupt
- Officials want money for drinks to facilitate quick processing or lower taxes
- Officers accept bribes to speed up the process, selective service with other law firms
- Overcharging on duty
- Registration and assistance of customers
- You are forced to beg for service/help for a fee, if you fail conform the officers frustrate you or deny you service
- There are delays so that you give up waiting and pay a bribe to fast track the process.
- Rebate issues especially on China vehicles.
- Through 2nd runners- vakomana vanozviita ma agents
- Ports of entry – lots of underhand activities
- Its everywhere, they are only human, they get tempted

Customer Comments on the ZIMRA Website

Positive
- Always available
- Its just a click and you are in
- Your social pages are well equipped.

Areas requiring attention
- Work on giving updates and adding more working documents onto the website
- Website too much information, I want to get down to business and not hear about your history and current awards
- There should be a provision for the company to register in the system, while individual register on a separate account, to help with information confidentiality
- To complete registration online and avoid coming to the office where there are long queues
- Put notices on radio and social media
- Some notices need further explanation
- The website is not as user friendly
- No internet access in remote areas
- Not always updated

Service-related comments

- Offer cold water or drinks in kiosks as part of ploughing back to the community
- Weekly updates on files especially CGT departments
- Communicate changes before due date e.g. a week before, to allow time for questions
- Improve efficiency and reliability
- Improve on the outpost reach and calculation of online product services
- Transparency and curbing corruption
- Zimra staff should demonstrate that they hold their values
- Professional service- facilitate business in friendly environment in service delivery
- Supervisors and managers to protect clients and intervene in a way that solves our challenges.
- Zimra just wants money from the general public.
- Email responses too slow
- Accept other payment methods e.g. Ecocash and Innbucks
- Invitation to workshops / More customer education
- Conduct seminars to educate tax payers
- Improve service turnaround times
- Provide favorable conditions for small businesses
- Resolve issues quickly to avoid inconveniences
- Be more responsive
- The phone is never answered.
- Employ professional officers who do not set people up for bribes
- Update clients online to avoid late submission of returns

- ZIMRA must conduct workshops aimed at informing, educating and raising awareness regularly
- Put notices on radio and social media
- There should be a provision for the company to register in the system, while individual register on a separate account, to help with information confidentiality
- Offer cold water or drinks in kiosks as part of ploughing back to the community
- To complete registration online and avoid coming to the office where there are long queues
- Put notices on radio and social media
- Zimra must conduct workshops aimed at informing, educating and raising awareness regularly

General Comments

- I was well assisted and my issue resolved query resolution
- Keep up the good work- satisfied with your service
- Staff are friendly and excellent, always be cheerful
- Improve on time spent assisting clients
- Not to my expectation
- Customer engagement
- We still need to use consultants to be compliant. Automation needs to be simplified; complex systems require consultants and that is where corruption starts
- Remove 2%transfer tax
- Accept paper over the counter
- Work on timelines and email responses
- If an officer is free, they need to serve those in the waiting room to reduce waiting time.
- More informative adverts
- Fair services - respond to email request F45 with good head time
- Communication
- Improve elevators, sometimes are faulty
- I have dealt with Zimra for years and I have no problems
- Online responses
- Service turnaround times – it took 15 days
- Information should be fully available online to avoid coming to the office

- Upgrade to modern standards
- Improve communication on new regulations
- There is improvement especially in handling customers
- Regular client updates
- Reduce back and forth when assisting clients
- Keep improving service delivery standards
- Transparency and communication
- You have to be present at the office for you issues to be solved, you can not rely phones and emails , most of the
- Offices do not have phones.
- I think there is some centralization, only a few people attend to issues
- Improve PR, set timelines for queries to be resolves once recorded
- Move paper work fast
- Monitor officers
- There are offices where you get poor service e.g. Liaison Officers
- Waive tax for some basic needs
- Provide information on VAT and other services widely
- Must be able direct to the right department the first time.
- Allow non-residents for tax clearance
- I struggle to register for my tax clearance there must be manual registration
- Improve call center and response to emails

7. Recommendations

It is important to acknowledge the progress that ZIMRA is making in improving the customer experience of their clients. Customers attest to this and therefore ZIMRA is encouraged to continue. Below are recommendation to strengthen the efforts

1. **Customer Journey Mapping-** ZIMRA could draw up comprehensive customer journey maps for each of the key profiles, e.g. transporters in the agricultural sector or importers of manufacturing components. This will help identify identifying gaps and be pro-active in delighting customers.

2. **Customer Management System** – Set up a comprehensive customer complaints desk that has strict supervision to ensure tickets are closed within the set delivery times. The accountability levels should be clear and discipline imposed. This will help reduce corruption as service will not be withheld for bribes.

3. **Internal Service level agreements**
   The low CES rating suggests that there are gaps or lack of alignment within the different departments   in   the authority. We recommend establishing an Internal service level system where departments are accountable to each other and bound by agreed delivery standards. These would be measured and weak links helped to improve processes and ultimately service delivery to the client.

4. Review of process and procedure manuals

We recommend regular, mandatory reviews of process and procedure manual and strict enforcement and adherence to these.

5. Customer Engage Activities

Beyond educating clients on Zimra systems and process and this survey, Zimra could engage customers in order to include theirs views in the continuous improvement process

6. Payment Methods

Research the possibility of offering alternate payment methods to increase convenience to clients

7. Introduce an electronic queue management system that has the following feature
 a. records customer experience from waiting time service time, type of service and a feedback mechanism build into it.
 b. Offers real time monitoring and thus improves responsiveness .

END OF REPORT

Survey conducted by
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