

ZIMRA 2nd Half 2017 Client Satisfaction Survey Report

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1.1 INTRODUCTION

This report presents findings from the Client Satisfaction Survey done by the Zimbabwe Revenue Authority (ZIMRA) to measure how clients rate the Authority in terms of various aspects such as service delivery, staff attitude, convenience, communication, handling of corruption and other issues. The survey was carried out from 6 to 17 November 2017 and the overall index was at **63.95%**.

1.2 METHODOLOGY

The research took a mixed, two-pronged research approach encompassing qualitative and quantitative research techniques. The survey had a national scope targeting both individual and corporate clients from the Authority's stations. Eligible respondents were drawn using statistically random techniques from all ZIMRA's four regions. Targeted respondents were taxpayers, travellers and traders.

1.2.1 Qualitative Research

The research used in-depth interviews with selected respondents. This method allowed freedom for both the interviewer and the interviewee to explore additional points and change direction, where necessary. It also offered the opportunity to capture rich, descriptive data about people's behaviours, attitudes and perceptions, and unfolding complex processes, therefore revealing more information.

A team from Corporate Communications carried out the interviews at different stations as shown in the table below.

Station	Quantity
Kurima House - LCO	20
Kurima House - Change of Ownership	20
Kurima House - Harare Port	10
Kurima House Investigations	20
Harare International Airport	20
Bak Storage	10
Manica Condep	10
Masvingo Station	10
Zvishavane	10
Beitbridge Border Post	30
Chiredzi	10
Kwekwe Station	10
Gweru Station	10

Bulawayo Mhlahlandlela	10
Bulawayo Port	10
Plumtree Border Post	20
Victoria Falls Airport and Inland Station	20
Kazungula Border Post	10
Chirundu One-Stop Border Post	30
Kariba One-Stop Border Post	10
Nyamapanda Border Post	20
Mutare Inland	10
Forbes Border Post	20
Total	350

1.2.2 Quantitative Research

Quantitative method was employed, using an on-line questionnaire, to allow statistical measurement of client perceptions and opinions. A questionnaire helps to collect the appropriate data, makes data comparable and amenable to analysis, minimises bias in formulating and asking questions and makes questions engaging and varied.

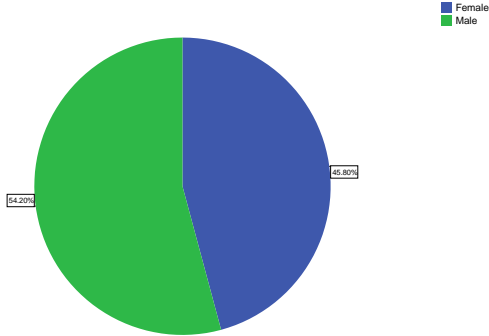
2. PRESENTATION OF FINDINGS

2.1 On-Line Survey Results

(a) What is your gender?

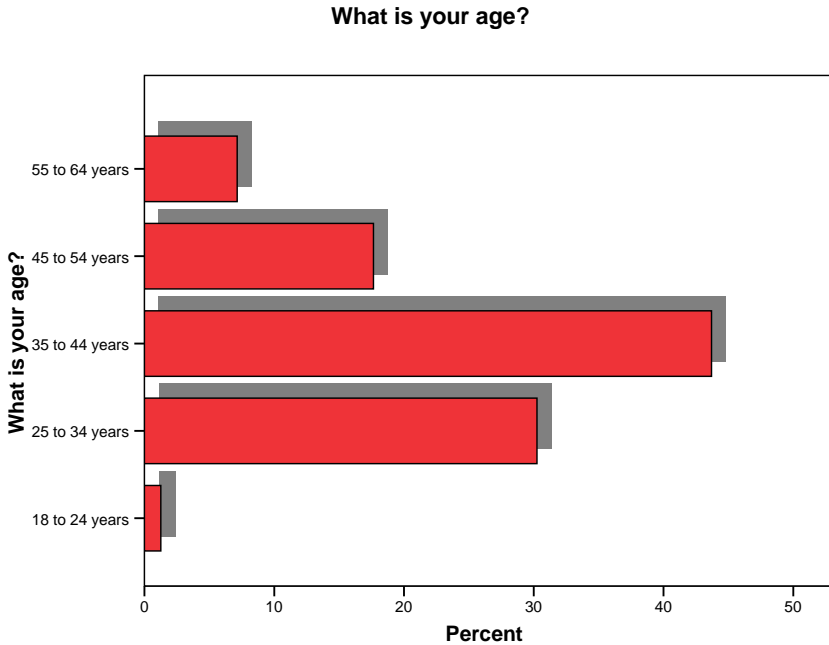
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Female	109	45.8	45.8	45.8
Male	129	54.2	54.2	100.0
Total	238	100.0	100.0	

What is your gender?



(b) What is your age?

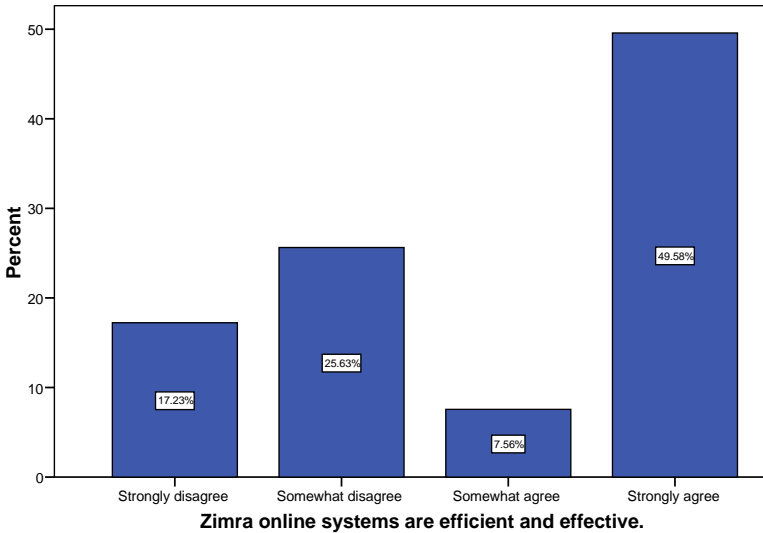
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18 to 24 years	3	1.3	1.3	1.3
25 to 34 years	72	30.3	30.3	31.5
35 to 44 years	104	43.7	43.7	75.2
45 to 54 years	42	17.6	17.6	92.9
55 to 64 years	17	7.1	7.1	100.0
Total	238	100.0	100.0	



(c) ZIMRA online systems are efficient and effective.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	41	17.2	17.2	17.2
Somewhat disagree	61	25.6	25.6	42.9
Somewhat agree	18	7.6	7.6	50.4
Strongly agree	118	49.6	49.6	100.0
Total	238	100.0	100.0	

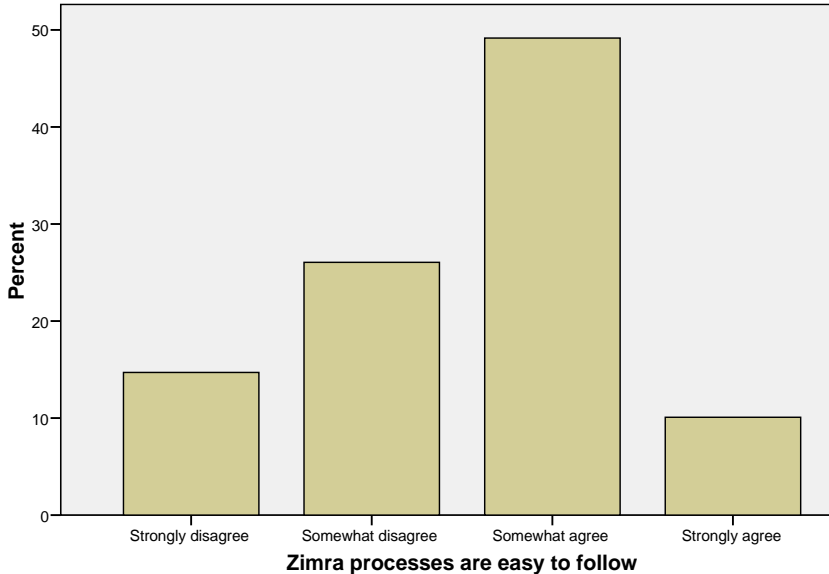
Zimra online systems are efficient and effective.



(d) ZIMRA processes are easy to follow

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	35	14.7	14.7	14.7
Somewhat disagree	62	26.1	26.1	40.8
Somewhat agree	117	49.2	49.2	89.9
Strongly agree	24	10.1	10.1	100.0
Total	238	100.0	100.0	

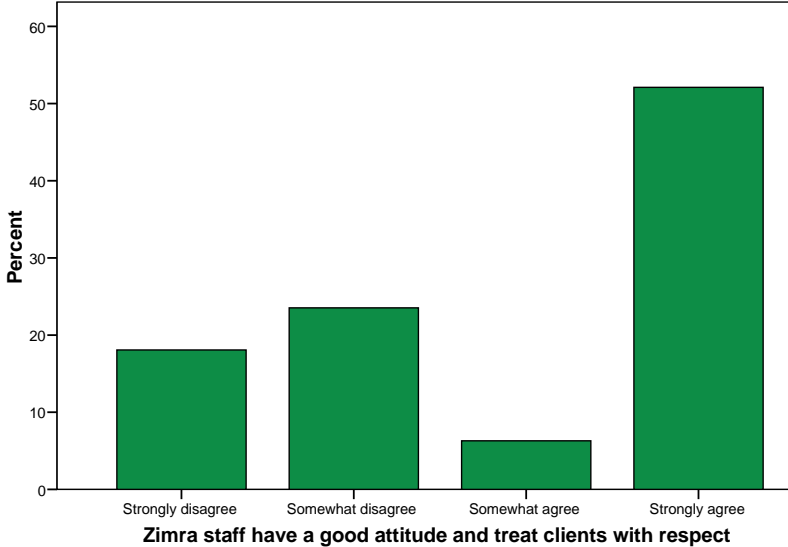
Zimra processes are easy to follow



(e) ZIMRA staff have a good attitude and treat clients with respect

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	43	18.1	18.1	18.1
Somewhat disagree	56	23.5	23.5	41.6
Somewhat agree	15	6.3	6.3	47.9
Strongly agree	124	52.1	52.1	100.0
Total	238	100.0	100.0	

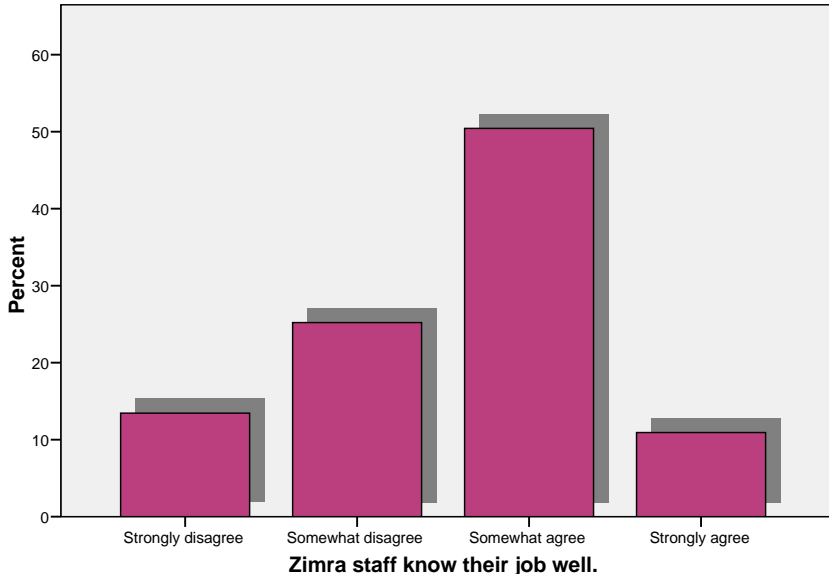
Zimra staff have a good attitude and treat clients with respect



(f) ZIMRA staff know their job well.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	32	13.4	13.4	13.4
Somewhat disagree	60	25.2	25.2	38.7
Somewhat agree	120	50.4	50.4	89.1
Strongly agree	26	10.9	10.9	100.0
Total	238	100.0	100.0	

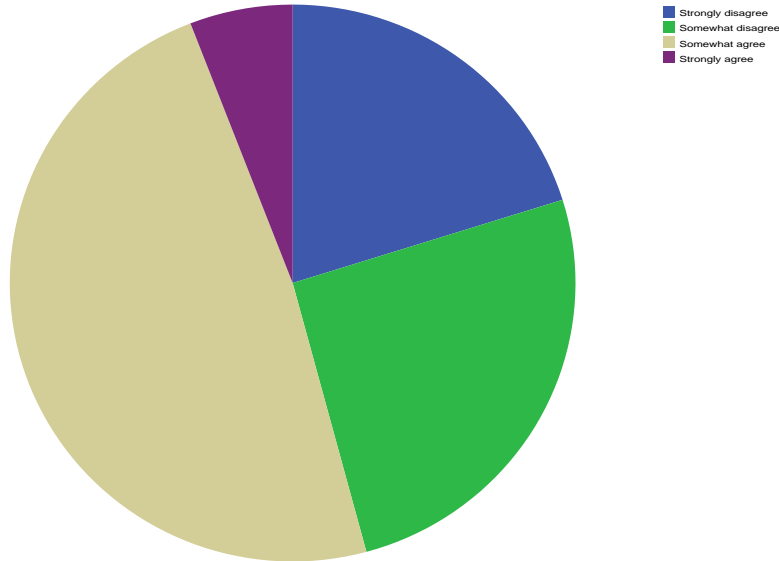
Zimra staff know their job well.



(g) Assessments by ZIMRA Officers are accurate.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	48	20.2	20.2	20.2
Somewhat disagree	61	25.6	25.6	45.8
Somewhat agree	115	48.3	48.3	94.1
Strongly agree	14	5.9	5.9	100.0
Total	238	100.0	100.0	

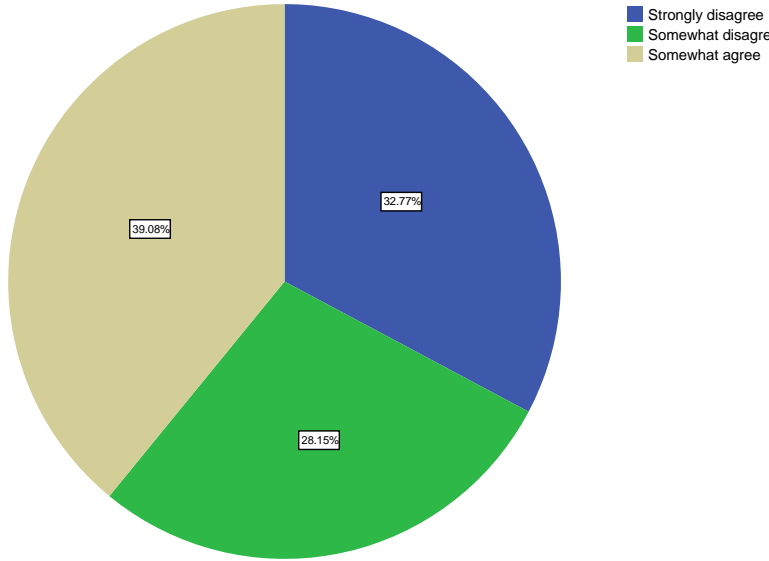
Assessments by Zimra officers are accurate.



(h) ZIMRA service is fast

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	78	32.8	32.8	32.8
Somewhat disagree	67	28.2	28.2	60.9
Somewhat agree	93	39.1	39.1	100.0
Total	238	100.0	100.0	

Zimra service is fast

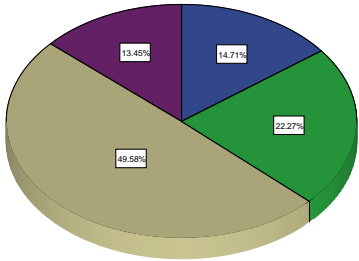


(i) Information on ZIMRA operations is accessible

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	35	14.7	14.7	14.7
Somewhat disagree	53	22.3	22.3	37.0
Somewhat agree	118	49.6	49.6	86.6
Strongly agree	32	13.4	13.4	100.0
Total	238	100.0	100.0	

Information on Zimra operations is accessible

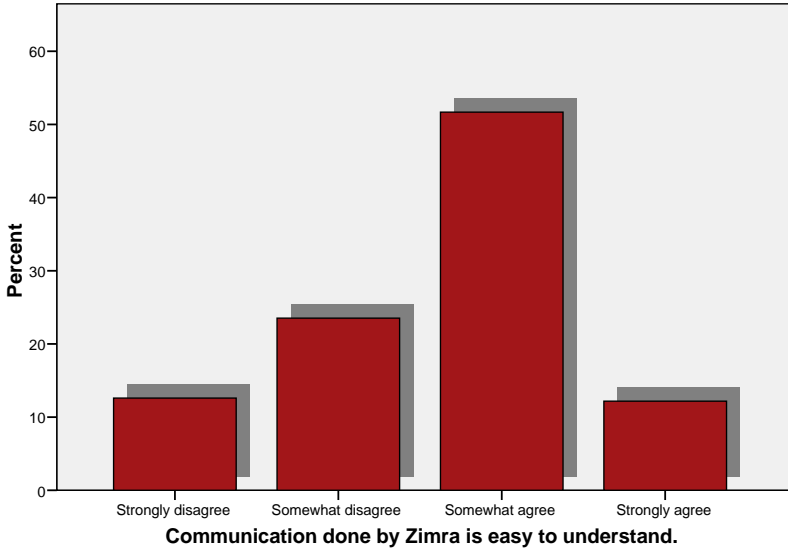
- Strongly disagree
- Somewhat disagree
- Somewhat agree
- Strongly agree



(j) Communication done by ZIMRA is easy to understand.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	30	12.6	12.6	12.6
Somewhat disagree	56	23.5	23.5	36.1
Somewhat agree	123	51.7	51.7	87.8
Strongly agree	29	12.2	12.2	100.0
Total	238	100.0	100.0	

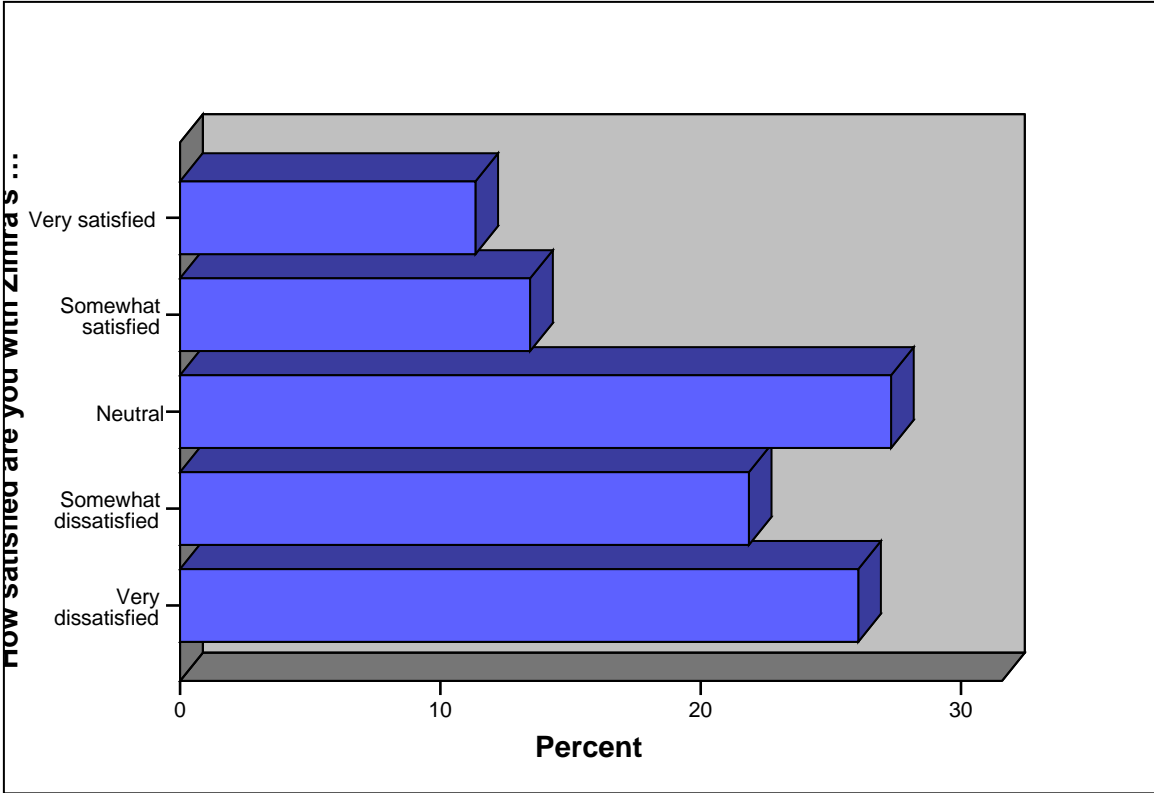
Communication done by Zimra is easy to understand.



(k) How satisfied are you with ZIMRA’s services at the station you usually conduct business?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very dissatisfied	62	26.1	26.1	26.1
Somewhat dissatisfied	52	21.8	21.8	47.9
Neutral	65	27.3	27.3	75.2
Somewhat satisfied	32	13.4	13.4	88.7
Very satisfied	27	11.3	11.3	100.0
Total	238	100.0	100.0	

How satisfied are you with Zimra's services at the station you usually conduct business?

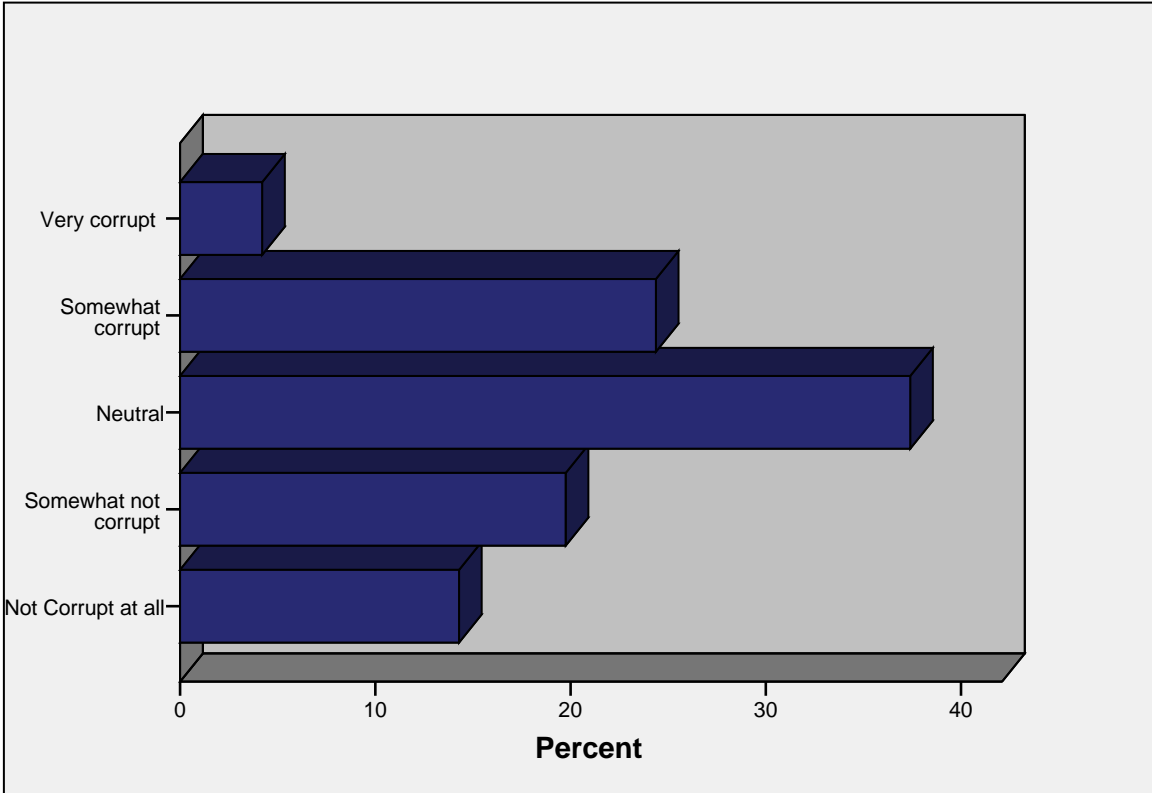


(1) What do you think of ZIMRA in terms of corruption at this particular station?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not Corrupt at all	34	14.3	14.3	14.3
Somewhat not corrupt	47	19.7	19.7	34.0
Neutral	89	37.4	37.4	71.4
Somewhat corrupt	58	24.4	24.4	95.8

Very corrupt	10	4.2	4.2	100.0
Total	238	100.0	100.0	

What do you think of Zimra in terms of corruption at this particular station



2.2 Interview Results

Station	Image	Knowledge of ZIMRA	Communication	Staff attitude	Overall satisfaction	Satisfaction index	Corruption
Chirundu	77.42%	93.55%	38.71%	70.97%	68.55%	69.84%	38,71%
Chiredzi	62.50%	100%	71.49%	87.50%	87.50%	81.80%	34.29%
Kurima COO	70%	80%	80%	55%	70%	71%	30%
Kurima Investigations	58.82%	88.24%	70.59%	35.29%	52.94%	61.18%	51.76%
Harare Port	44.44%	90%	90%	50%	45%	63.89%	37.78%
Bulawayo Port	50%	90%	100%	40%	55%	67%	56%
Victoria Falls	15.79%	100%	100%	95%	44.74%	71.11%	38%
Kurima LCO	44.44%	100%	77.78%	66.67%	52.78%	68.33%	30%
Mutare inland	50%	90%	90%	60%	62.50%	71%	20%
Forbes	35%	95%	65%	30%	37.50%	53%	36%
Gweru	10%	100%	80%	80%	24%	59%	16%
Nyamapanda	94.44%	88.89%	77.78%	72.22%	66.67%	80%	15.56%
Zvishavane	60%	100%	100%	90%	83%	87%	20%
Mhlahlandlela	30%	100%	100%	50%	25%	61%	37.78%
Plumtree	40%	89.50%	100%	20%	57.50%	61%	69%
Masvingo	36.40%	99.90%	100%	99.90%	68%	80.84%	21.82%
Kwekwe	67%	100%	80%	40%	76.25%	73%	44%
Kazungula	90%	100%	90%	40%	75%	79%	4%
Beitbridge	62,5%	92%	92%	50%	91%	81.25%	86%

Manica Condep 90% 100% 100% 100% 47.50% 88% 4%

2.4 Comments

STATION

COMMENTS

CHIRUNDU	ZIMRA Insurance and Carbon Tax Offices should serve in one office
CHIRUNDU	ZIMRA should serve Agents early Address complains from clients Offices should have phone numbers Bonds start work late, they should improve on punctuality and efficiency
CHIRUNDU	Little improvement in areas like motor traffic and bonds office Extend more on off route ECTS
CHIRUNDU	Accommodate clients Adhere to ISO procedures
CHIRUNDU	Scan is slow compared to the Zambian side
CHIRUNDU	Improve on meetings Absence of staff from office affects clients
CHIRUNDU	Consult Clients \$2000 on ECTS fine is too much ECTS have caused havoc +AB28V26V26:AF28 Foreign drivers are being charged for getting lost Queries Officers take too much time to respond
CHIRUNDU	Educate clients

ZIMRA should invite clients for meetings than just to see new legislation being effected.

CHIRUNDU

Commercial needs a queries desk
Queries are not addressed on time

CHIRUNDU

Cash Office- Drivers are delayed due to system challenges and spend about two hrs without getting authorisation to use material

CHIRUNDU

ZIMRA should have its own procedures
ECTS fines are very unfair

CHIRUNDU

Increase staff complement
Improve lighting conditions at
Zambian side.

CHIRUNDU

Educate clients on what to do when they get to the borders
Avoid delays trying to seal vehicles

CHIRUNDU

Increase speed of service to avoid delay
Drivers needs to be served quickly as they earn as per delivery

CHIRUNDU

Increase staff to improve efficiency
Always communicate to clients

CHIRUNDU

Improve speed of services especially seals issues

CHIRUNDU

Officers must respect female clearing agents

CHIRUNDU

Stop charging clients for using seals, it is your own project as ZIMRA

CHIRUNDU

Consult drivers first when implementing changes and ensure stakeholders are present
Too many stakeholders at the border doing inspection

CHIRUNDU

Motor Traffic-Vans are now paying 96% of private vehicles which is too much duty
Stick to your own policies, do not copy other countries
Increase staff

CHIRUNDU	<p>Increase staff compliment so that clients are served on time</p> <p>Improve on service delivery</p> <p>ZIMRA should not change policies and laws at will</p>
CHIRUNDU	<p>ECTS ask us to buy the seals for \$30 and if a client uses the correct seal you still wants me to pay \$200 even though the seal is not broken</p>
CHIRUNDU	<p>Seals are a major problem</p> <p>Educate staff on Client Care</p> <p>ASYCUDA should be upgraded from time to time</p>
CHIRUNDU	<p>Upgrade Asycuda</p> <p>Queries Officers should be fast and efficient</p> <p>Introduce queries Office in Chirundu</p>
CHIRUNDU	<p>Deal with queries by increasing operation time at border to 24 hours</p> <p>Improve on ASYCUDA</p>
CHIRUNDU	<p>Improve stakeholder consultation especially Agents</p> <p>Do more of listening than imposing</p> <p>Inform clients on changes</p> <p>Fines are too high</p> <p>Tracking routes are an inconvenience to transporters</p>
CHIRUNDU	<p>Restrictions are too much</p> <p>Trucks are taking too long waiting for escorts</p> <p>Waive CBCA requirements on some products because clients are avoiding us now</p>
CHIRUNDU	<p>Transporters are shunning us because seals are delaying trucks</p> <p>Escorts are delaying us on handover and takeover</p> <p>Apply selective tracking</p>

Rates of insurance of \$50/horse should go down

CHIRUNDU
 Improve the speed of reality assessment
 Deal with queues by increasing the number of Officers and increasing scanner speed
 Tracker seals are delaying our drivers

CHIRUNDU
 Communication should be smooth between ZIMRA and clients
 Improve on communication skills

CHIRUNDU
 Do not leave counters and desks unmanned during lunch and break times.

CHIREDDZI
 Your changes should be reasonable
 Intensify client education

CHIREDDZI
 Be understanding

CHIREDDZI

CHIREDDZI
 Improve on the use of e-services to cover for QDPs
 Garnishing should not be the way to go but let's engage one another

CHIREDDZI
 Quick responses to clients
 Create good relations with clients

CHIREDDZI

CHIREDDZI
 Maintain good standards

CHIREDDZI

KURIMA COO
 Channel the revenue towards economic growth

KURIMA COO
 Do not keep people for too long, reduce congestion be there to serve
 Fast service is required all times

KURIMA COO

KURIMA COO

More computers

KURIMA COO

Please increase offices that are accessed
Kurima is not adequate for example Kaguvi Street
Be fast reduce too much delays
Give respondents incentives, tokens like cap/pen

KURIMA COO

Be flexible
Card payment systems, cards with account numbers and without names should work in the same way

KURIMA COO

Employ people who realise that they are here to serve clients and deliver
Have a system that is always online
Realise that paying duty is not a crime
ZIMRA needs a total overhaul

KURIMA COO

Ensure that staff serves clients not their friends
Website should be more interactive
Embrace technology so that payments can be done online

KURIMA COO

Reduce rate of duty at border posts

KURIMA COO

Open all windows so that people will not stay for long

KURIMA COO

So far so good keep up the good standard

KURIMA COO

Be keen to ask from people with knowledge if you want to implement policies before just implementing

KURIMA COO

Improve conditions of service for staff

KURIMA COO

Ease requirements for one who wants to register as a tax payer

Let us do everything in our power to get Zimbabwe work again

KURIMA COO

Use all media to supply information

KURIMA COO

ZIMRA should carry out its duty without fear or favour

KURIMA COO

COO should be relaxed when registering vehicles in order for many people to register vehicles in their names
Time for processing some requirements should be shorter

KURIMA COO

Once we submit papers please be fast to process them

KURIMA COO

Speed should increase

KURIMA COO

Disseminate more information on products and services

KURIMA
Investigations

Reduce human interface to the processing of documents
More training of staff

KURIMA
Investigations

Improve efficiency when handling investigations
Understand clients
Be light to small entities for their survival and create good relationship with the clients

KURIMA
Investigations

Two way communication should be maintained
Have much platforms on which clients can access information
Manage corruption especially at borders

KURIMA
Investigations

ZIMRA should improve on creating a platform where clients can air their views and suggestions
Implement awareness strategies on issues regarding tax and any other changes

KURIMA
Investigations

Be more flexible with clients especially if companies have operational problems

Help clients more by allowing dialogue and flexible status

KURIMA
Investigations

KURIMA
Investigations

Communicate
more

KURIMA
Investigations

Efficiency in processing
refunds
Accessibility for meeting
Be considerate to clients
Improve on the ZIMRA
Portal

KURIMA
Investigations

ZIMRA portal should allow us to send any ZIMRA related letters
and QPSs
Officials should be trained on business issues and understand how the
business run

KURIMA
Investigations

ZIMRA has to be flexible because we are facing a liquid
crunch

KURIMA
Investigations

Introduce mobile apps

KURIMA
Investigations

KURIMA
Investigations

System reviews and updating systems
understand
Clients
Clarity on regulations
Open information platforms to other government entities

KURIMA
Investigations

Avoid changing staff from time to time, it affects our
cases
Efficiency in handling cases to avoid losing tack
Establish a two way communication with clients

KURIMA
Investigations

Not paying attention to clients queries leads to corruption
Nature growing company to be better than to destroy the companies with
regulations

KURIMA Investigations	ZIMRA should share circulars to the public because sometimes we don't pay not because we don't want but because we lack knowledge Income tax need to be reduced Revise PAYE because it is too high
KURIMA Investigations	Improve on fiscal to be more transparent Be fair with those in system
KURIMA HARARE PORT	Various ZIMRA departments should be easy sharing of information thereby reducing the time clients use in getting information or served
KURIMA HARARE PORT	Reduce system hiccups Paying must be done with any card with a name or without Be time conscious
KURIMA HARARE PORT	Be efficient in terms of the payments issue in case it is done with two different BP number Increase in qualified manpower to reduce pressure
KURIMA HARARE PORT	Reduce taxes on goods and services and that way corruption will stop since tax will be affordable for everyone
KURIMA HARARE PORT	Direct communication with companies and clients only penalise companies after all channels of communication have been exhausted
KURIMA HARARE PORT	Tellers should improve on efficiency Improve and maintain two way communication with clients Too much of everything affects ZIMRA
KURIMA HARARE PORT	Understand how business are struggling in a very tough economic situation and bear with us as we sometimes struggle to comply
KURIMA HARARE PORT	Improve training

KURIMA HARARE
PORT

Fines and punishments are not realistic
Update clients on any changes
New staff should get enough training

KURIMA HARARE
PORT

Listen to the client's side of story and do not be selfish

BULAWAYO PORT

Your influence need to be dealt with
Online system is causing problems and we wonder why
The C.G.T and Tax Clearance certificate; we do not know how long it takes
Some of your Officers refer us to their companies for tax clearance applications so you breed corruption
You need to put targets on C.G.T especially after the interviews

BULAWAYO PORT

Please improve on the connectivity.

BULAWAYO PORT

Service delivery needs to be improved
Do away with too much documentation
Taxation system should realise that we are of different sizes as such it should tax us according to how big or small we are.

BULAWAYO PORT

Systems needs to be revamped because half the time it is down
System challenge needs to be sorted out

BULAWAYO PORT

Superiors should be strict to the Officers when they are rude on us

BULAWAYO PORT

Customer service should be efficient especially on cases involving corruption

BULAWAYO PORT

The system is the problem and we think something has to be done
Numbers plates are too expensive

BULAWAYO PORT

Network is a challenge

BULAWAYO PORT

Turnaround time should be improved

The payment facility of making payments to the bank is good
 Your operating environment is clean
 Public toilets needs to be availed
 Corruption is very rare if it exist it can be few individuals
 On payments why do they refuse owe to pay the full amount using two cards

BULAWAYO PORT

Connectivity should be dealt with we want to do payments but we cannot because of the network

VIC FALLS

Improve on your infrastructure
 The Office is hot we need air con

VIC FALLS

ASCUDA System is a problem; its giving us challenges
 Work on your system sometimes the system is inefficient causing us to cancel entries and we end up paying\$70 fine

VIC FALLS

The documents are talking long to be stamped
 Staff challenges should be dealt with D.P.C should prompt release all entries so that there is smooth flow of trucks at the border

VIC FALLS

Border stakeholders are too much
 Remove some of these border stakeholders

VIC FALLS

The Station Manages are useless because they do not make any decisions
 The fines are too high and that is why people run away from Zimbabwe
 There are so many Agents who collect money

VIC FALLS

The network problem must be solved
 Please improve your system

VIC FALLS

Cancellation of entries should be done quickly because our bond money will be locked in the system and we would be in need of it

VIC FALLS

Commercial side is a problem because there is limited staff
 Increase on the staff compliment. We also want the offices to be air-conditioned because sometimes the office is too hot

VIC FALLS	You need to improve on your systems Improve on your efficiency
VIC FALLS	Your seals are causing problems because you have to write emails for it to be removed When you put your seals you do not give a route so why do you fine the trucks? Recently a truck driver got lost in Bulawayo and was forced to pay a fine yet thes was not tempered with
VIC FALLS	Duty rates are too much; how on earth can duty be more than the manufacture price
VIC FALLS	Physical examinations are taking long D.P.C should help us out because most of these trucks are in transit We are afraid we will lose business to the firm if delays persist
VIC FALLS	We are noticing staff shortages. The people who have to do entries also do P/E they are overwhelmed Service delivery should be improved by all means necessary
VIC FALLS	Too many government Agents at the border post. entries also take long to be work to be worked on As an organisation you should allow us to to link our system to the ZIMRA system so that we are able to have options when your system is down
VIC FALLS	There are too many road blocks the police are an inconvenience Please streamline the number of border stakeholders
VIC FALLS	Physical examination is taking long Cancellation fees are too high yet most of these cancellations are due to ZIMRA problem
VIC FALLS	Entries are taking long to be acquitted. . It affects our bond The system should be dealt with because it is causing delays Soon people will be shunning the Zimbabwe route and will lose out as a country and as clearing agents
VIC FALLS	The border needs to be expanded its too small and always congested by trucks and cross borders

Deal with congestion at the border

VIC FALLS

ZIMRA has no challenge so the problem is you only do what you want
 ZIMRA needs to shed its monopolistic tendencies and serve people as if they are in competition with another company
 In fact if there was an option we would have gone to the competitor

KURIMA LCO

Employ young , energetic people who can bring in new ideas to the organisation

KURIMA LCO

KURIMA LCO

Respond through emails

KURIMA LCO

Staff should be trained to be business minded not WhatsApp and music

KURIMA LCO

Update website regularly

KURIMA LCO

Attend to queries promptly

KURIMA LCO

Demystification of the role of ZIMRA
 ZIMRA should enhance its service in that citizens should be treated fairly and with respect

KURIMA LCO

Be flexible with clients especially if companies have operational challenges
 Help clients more by allowing dialogue and flexibility of status

KURIMA LCO

LCO should have client Liaison Officers up to point where they issue assessments
 Tax down SMEs

BAK STORAGE

Need to have the ZIMRA Network system improved as it is not always functional for smooth clearance of cargo
 Since we moving towards paperless transactions, ZIMRA should provide office scanners at your offices like this to assist us in the event we do not have copies needed

Mutare Inland
 Mutare Inland
 Mutare Inland

Patrol should be point based not haphazard
 Audit should be nice, fair and tolerate clients
 Improve connectivity

Mutare Inland	Be lenient with customers, comes with strategies to widen the tax base for informal sector
Mutare Inland	Need to display information and include road shows, there are also paperwork delays
Mutare Inland	Reduce duty rates and system needs to be improved
Mutare Inland	Give us more time
Mutare Inland	New regulations should be made clear to clients, need clarity on how to calculate withholding VAT
Mutare Inland	know how duty is calculated and number plates, ZIMRA should understand that things are hard
Mutare Inland	Need to look into payment of duty and register new things
Forbes	Speed up decision making process, increase staff at the border, improve trucks turnover
Forbes	The border should be a one stop shop, trucks should not be delayed especially fuel tanks, trucks should be released instead of pilling in GMS.
Forbes	Staff should increase their pace especially when stamping to avoid unnecessary queues
Forbes	Stop use of phones during work, avoid conversations, adapt industry way of management
Forbes	Shorten paperwork queues, too much paperwork especially gate passes, more time is spent on WhatsApp and chatting
Forbes	Allow cars to proceed to GMS and allow paperwork and paying of embargo later to avoid congestion
Forbes	Superiors should monitor staff so that they do not spend too much time on WhatsApp
Forbes	Should use bulk SMS like Econet, do not show favouritism, stakeholders should be in one area, stop using cell phones during work
Forbes	Stop use of phones during work, too much paper work, centralise all processes, drivers are made to wait for long hours in queues
Forbes	Increase staff to reduce queues, reduce downtime error on systems
Forbes	Improve network connectivity to reduce downtime, manage staff shortages, train staff on client care
Forbes	Increase working hours, queues are getting longer
Forbes	Be lenient on travellers so nthat they can import more personal items duty free
Forbes	Stop using cell phones during work, too much paper work and superiors should find time to assess how things are on the ground
Forbes	Improve staff on exports and RITs, centralise most operations and avoid bureaucracy
Forbes	Gate passes are cumbersome, centralise operations, need to be allowed to see superiors when we face challenges

Forbes	Centralise operations, agents should do paperwork not drivers, embargo papers cause delays, separate trucks and travellers
Forbes	Cargo tracking on fuel tankers can ignite and cause fire, there is need to look into the issue and consider going manual when e-
Forbes	system is down
Forbes	Separate Agents and travellers, do paperwork for trucks at GMS
Gweru	Communication should be done in a timeliness manner
Gweru	The system is always down, hard to access IT's , should provide a manual processes
Gweru	Tax rates should not be high for the taxpayer, ZIMRA should understand clients
Gweru	The online system is crap, there is need to revamp it
Gweru	E-filing is a challenge, income tax needs to be improved, the website needs to be secure
Gweru	E-services is always down, there to consider going manual
Gweru	E-filling needs to be revamped, interface of SAP and e-filling causes challenges as Officers manipulate the system
Gweru	E-filling should be revamped, there should be handover takeover on Liaison Officers, we want water at the reception
Gweru	The rates of duty are too high
Gweru	E-services is always down this caused delays, need to implement tried and tested systems
Nyamapanda	
Nyamapanda	Officers should give each duties to go to off and not to go all at once
Nyamapanda	Shortage of staff, no action is taken on our complains, supervisors are always defensive on hearing out our views
Nyamapanda	
Nyamapanda	More meetings, consider our views, increase corporate social responsibility
Nyamapanda	
Nyamapanda	Searches are too much
Nyamapanda	Delays at the border, Officers ask for drinks from clients, there should be early communication
Nyamapanda	Tax should be reduced, escorts are causing delays
Nyamapanda	ZIMRA should increase staff, seal trackers should only protect goods inside not off route

Nyamapanda	More staff needed, everything should be done on one station
Nyamapanda	Staff should be monitored
Nyamapanda	Everything should be done in one area instead on going through DPC, network problem is costly for the clients
Nyamapanda	System should be fast, communication should be in vernacular
Nyamapanda	Fines for seals are too much
Nyamapanda	More staff at the gate so that trucks are not delayed
Nyamapanda	Shortage of staff, supervisors should make decisions fast
Nyamapanda	Network problem, few staff and long turnaround time of papers
Zvishavane	Happy with the service
Zvishavane	Educate SMES on company registration and taxes
Zvishavane	System challenges
Zvishavane	Penalties and interest are too high
Zvishavane	System is slow, decentralise processes
Zvishavane	Educate clients on taxes, those who comply should be treated with care
Zvishavane	The Office should have a photocopying machine since there is a lot of paperwork
Zvishavane	Things are as expected
Zvishavane	E-services is sometimes down
Mhlahlandlela	Penalties are crippling businesses
Mhlahlandlela	Border posts have to improve their services
Mhlahlandlela	Improve e-services as it delays turnaround time, tax clearance certificates are a problem when the system is down
Mhlahlandlela	The reception area should be manned
Mhlahlandlela	The online system is usually down
Mhlahlandlela	The online system is usually down
Mhlahlandlela	ZIMRA should assist the literate with e-filing
Mhlahlandlela	Authorisation of tax clearance certificates, they should be more efficient
Mhlahlandlela	E-filing system needs to be improved, turnaround time for solving problems needs to be looked into
Mhlahlandlela	E-system is slow

Plumtree	Too much delays, introduction of DPC also causes delays, the system should be revamped
Plumtree	
Plumtree	ZIMRA should use bill boards, should motivate staff
Plumtree	Do something about the network and system
Plumtree	
Plumtree	The searching area is too small
Plumtree	ZIMRA should increase staff
Plumtree	
Plumtree	Reduce duties
Plumtree	DPC is problematic as the system is always down, trucks take long to be cleared
Plumtree	The issue of duty review downwards is important
Plumtree	
Plumtree	Processes are too long and this causes delays
Plumtree	They are generally good
Plumtree	Please work on network problems
Plumtree	need to improve consistence because things are always changed anytime
Plumtree	ZIMRA staff should be motivated and there is need to reduce duties
Plumtree	Review duty rates and reduce delays at the border
Plumtree	System should be revamped, DPC is letting us down
Plumtree	Work on ensuring that we do not get delays at the boarder
Masvingo	Need to provide quick service
Masvingo	Address system challenges
Masvingo	Improve on system, we travel all the way Zvishavane to register cars why cannot we register there
Masvingo	Revamp the system
Masvingo	Revamp the system as it is causing delays
Masvingo	Increase staff
Masvingo	Need effective communications if there are changes, revamp The e-services

Masvingo	Revamp the system
Masvingo	
Masvingo	Revamp the system, information dissemination should be increased as people lack knowledge
Masvingo	E-services is always down and this causes delays-
Kwekwe	Clearing takes long
Kwekwe	E-filling should be up
Kwekwe	ZIMRA should deal with corruption
Kwekwe	There is need of improvement at Condep as we face a lot challenges
Kwekwe	Tax clearance assurance needs to be improved
Kwekwe	The company we work is very co-operative
Kwekwe	E-filling needs to be improved
Kwekwe	Need for Customs to cooperate with customers because they blame the customers when their system is the one that is always down
Kwekwe	I haven't had any problem so far
Kwekwe	CCC's and motor clearance at Beitbridge need to be improved
Kazungula	Trucks do not have parking space, need for public toilets, revamp the network as it is causing delays
Kazungula	Network needs to be revamped, transit should not take two days at the border, increase staff
Kazungula	Improve on ASYCUDA, increase staff on The commercial side
Kazungula	System should improve, need for renovations because the structures are now too old
Kazungula	Need for more staff
Kazungula	Need for more staff
Kazungula	Need for more staff
Kazungula	Need for more staff
Kazungula	Revise duties
Kazungula	Increase staff, transit cargo must not be delayed

Kazungula	commercial side needs to serve us quickly, early and efficiently
Beitbridge	Revamp the system
Beitbridge	Improve the e-filling service
Beitbridge	Delayed at border, the Ministry of Transport should work on roads because once We divert the bad roads we are charged for that
Beitbridge	delayed at the border, improve the service
Beitbridge	Service is slow , need to increase staff, reduce duties and allow importation of other goods like blankets
Beitbridge	Increase on speed especially on TIP and the issue of having TIPs for each unit is not necessary
Beitbridge	The penalty for diverting a route is too high
Beitbridge	Improve the system
Beitbridge	Upgrade system , increase staff to improve turnaround time
Beitbridge	Change ASYCUDA system and Regular training of staff
Beitbridge	Improve on the system
Beitbridge	ZIMRA must have one checkpoint , increase employees and there must be serious anti-corruption operations
Beitbridge	ZIMRA should build shades, quick service especially on TIPs
Beitbridge	Officers spend time on WhatsApp and internet
Beitbridge	Improve system especially ASYCUDA
Beitbridge	Put more counters, reduce ZIMRA patrol beyond the border
Beitbridge	Need for better service delivery, have tourists on their own queue because they have very little paperwork to do
Beitbridge	Improve the e-services, have one Liaison Officer to assist a client all the time
Beitbridge	Put more counters to speed up the process, improve the system and the staff should not be on WhatsApp
Beitbridge	Improve the e-services platform
Beitbridge	Reduce border patrol or post clearance beyond the border

Beitbridge	revamp the system, TIPs take long to be processed
Manica Condep	Improve on information systems maintenance and development to match world system standards
Manica Condep	There is a need for a photocopier
Manica Condep	improve on the system and go paperless
Manica Condep	Improve on the system and reduce the time taken when being served
Manica Condep	Increase staff so that entries don't take long, improve on the system and educate officers
Manica Condep	Minimise bureaucracy through decentralisation, reduce duty, increase the number of whistle blowers