

**ZIMRA @25**



**Celebrating 25 Years of Excellence in Revenue Mobilisation  
and Service Delivery.**

ZIMBABWE REVENUE AUTHORITY • SILVER JUBILEE



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# Editor's Note

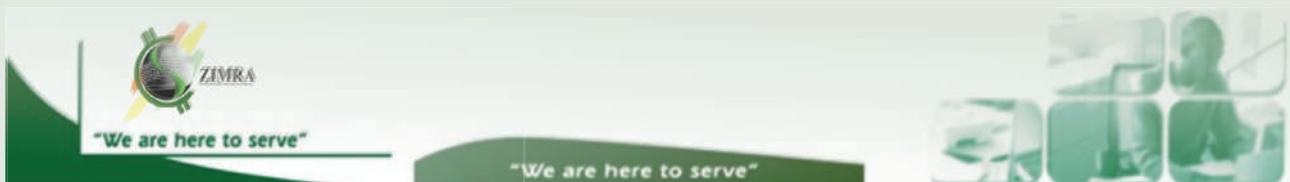


*Gladman Njanji*  
**Marketing & Corporate Affairs  
Executive**

## The Story We Built. The Future We Are Shaping.

A quarter century deserves more than a date on a calendar. It deserves a record. Welcome to ZIMRA@25, a commemorative edition tracing the Zimbabwe Revenue Authority's journey from its establishment in 2001 to its Silver Jubilee in 2026. Across these pages, we revisit the people, places, moments and milestones that have shaped ZIMRA. We look back at its beginnings, the reforms that transformed its operations, the partnerships that strengthened its work and the generations of people who have carried its mandate through changing times. But this is not simply a chronology of dates, systems and statistics. It is a human story. Behind every milestone are people; pioneer employees who helped build the Authority, officers who served through demanding times, leaders who guided its evolution, taxpayers whose compliance sustained its work and partners who contributed to its progress.

The publication draws on official records, strategic plans, performance reports, archival material, photographs and the recollections of former and serving ZIMRA employees, taxpayers and strategic partners. These sources help us capture not only what happened, but the experiences and moments behind the institutional record. We have sought to present this account with accuracy, balance and context. As a commemorative publication, it does not replace statutory reports or official legal records. Most importantly, this is a celebration of the people who made the journey possible. To the ZIMRA family, taxpayers, clients, stakeholders and partners, this milestone belongs to you too. So, turn the page. Revisit the moments. Meet the people. Rediscover the milestones. Welcome to ZIMRA@25, the story we built and the future we are shaping.



# Minister's Message

## Celebrating 25 Years of Excellence in Revenue Mobilisation and Service Delivery

The 25th anniversary of the Zimbabwe Revenue Authority is more than a milestone for an institution; it is a celebration of 25 years of national service and a recognition of ZIMRA's enduring contribution to Zimbabwe's economic development. Since its establishment, ZIMRA has been central to Zimbabwe's economic development, mobilising revenue, facilitating trade and supporting the delivery of essential public services.



*Hon. Prof. M. Ncube*  
**Minister of Finance, Economic  
Development and Investment Promotion**

A nation's capacity to mobilise its own resources is fundamental to its economic sovereignty and its ability to shape its own development. In this regard, ZIMRA's mandate extends beyond revenue administration; it is integral to the nation's capacity to fund its priorities and shape its future. Over the past quarter century, ZIMRA has navigated profound economic, technological and global change. We honour the generations of employees and leaders who, through professionalism, resilience and dedication, have carried the responsibility of public service and shaped the institution it is today. We

equally acknowledge taxpayers, businesses, professional bodies, development partners and other stakeholders whose partnership has strengthened this journey. The Silver Jubilee theme, "Celebrating 25 Years of Excellence in Revenue Mobilisation and Service Delivery," captures both the pride of an accomplished past and the promise of a future yet to be written.

As Zimbabwe advances towards Vision 2030, ZIMRA will remain an important instrument of our national transformation—supporting sustainable growth, investment, industrialisation, value addition and improved livelihoods. The next chapter presents an opportunity to deepen voluntary compliance, broaden the revenue base, and make the experience of compliance increasingly simple, fair and certain.

Government will continue to support ZIMRA in keeping pace with technological advancement, modernising revenue administration and strengthening service delivery, enabling the Authority to respond with agility to the changing character of our economy and the expectations of the people it serves. Twenty-five years of service is a legacy worthy of celebration, a testament to perseverance and a foundation upon which an even greater future can be built. On behalf of the Government of Zimbabwe, I extend my congratulations to the Board, Management and entire ZIMRA family on this landmark anniversary.

May the next 25 years see ZIMRA rise to even greater heights of excellence, strengthening the nation's resources and contributing ever more profoundly to Zimbabwe's transformation and prosperity. I thank you.



# BOARD CHAIRMAN'S MESSAGE

## A Quarter Century of Institutional Excellence

A Silver Jubilee is a defining moment in the life of an institution. For ZIMRA, it is a time to celebrate 25 years of public service, honour those who have shaped its journey and reflect on the stewardship required to secure its future. Entrusted by Government with a mandate of profound public consequence, ZIMRA has been privileged to serve the nation for a quarter century. The Board receives this responsibility with humility and gratitude, conscious of the confidence placed in the Authority to uphold the public interest and safeguard the resources entrusted to it.

The theme, "Celebrating 25 Years of Excellence in Revenue Mobilisation and Service Delivery," captures both a proud institutional journey and a commitment to the standards that must endure.

For the Board, that commitment is anchored in sound governance, fiduciary prudence, probity, accountability and ethical leadership—the foundations of institutional credibility and responsible public authority.

Our stewardship is inherently intergenerational. We are custodians of an institution built by those who came before us and entrusted to those who will follow. Our duty is to safeguard its institutional capital and resilience through changing circumstances and successive generations of leadership.

We honour the successive Boards, Commissioners General, executives, managers and employees whose dedication has brought ZIMRA to this milestone. We also thank Government for the confidence and opportunity to serve, and taxpayers, business, professional bodies, development partners and other stakeholders for their enduring partnership.

As ZIMRA enters its next quarter century, the Board renews its commitment to independent oversight, strategic foresight and uncompromising integrity, conscious that the trust placed in the Authority must be honoured through the quality of its governance and conduct.

Our obligation is not merely to inherit a legacy, but to ennoble it; not simply to preserve an institution, but to strengthen what we shall ultimately entrust to those who come after us.

On behalf of the Board, I congratulate the entire ZIMRA family, past and present, on 25 years of distinguished service.

May the next quarter century be defined by exemplary governance, enduring integrity, institutional resilience and an ever-deepening commitment to public value.



*Anthony Mandiwanza*  
**ZIMRA Board Chairman**



# COMMISSIONER GENERAL'S MESSAGE

## *Building on 25 Years of Excellence*



*Regina Chinamasa*  
**Commissioner General**

Twenty-five years of ZIMRA is, above all, a story of people, purpose, resilience and change. It is a story written by generations of women and men who have carried the Authority's mandate with dedication and service to Zimbabwe. A Silver Jubilee offers a moment to remember where we began, celebrate how far we have come and look confidently towards what lies ahead. It is a time to honour the journey, learn from it and embrace the possibilities of the future.

The theme, "Celebrating 25 Years of Excellence in Revenue Mobilisation and Service Delivery," captures the spirit of this milestone and our determination to build on what has been achieved. ZIMRA has evolved alongside a changing economy. Technology, new patterns of commerce and changing taxpayer expectations have transformed the way we work and serve. Our people have responded with adaptability, innovation and perseverance, continually finding better ways to fulfil our mandate.

For those we serve, the measure of this progress is simple: a ZIMRA that is easier to engage with, simpler to comply with and more responsive to the needs of taxpayers and stakeholders.

This is the service experience we seek to create every day. At the centre of it all are our people. Behind every system, border post, service centre and revenue outcome is a ZIMRA officer whose professionalism and commitment give life to our mandate. We therefore celebrate not only what ZIMRA has achieved, but the people who have made it possible. To those who served before us, we extend our deepest appreciation. To those serving today, we recognise your contribution. To those who will carry ZIMRA forward, we entrust a legacy of service and a future full of possibility. The years ahead call for curiosity, courage and a willingness to keep improving. We will build on what works, learn from experience and remain open to better ways of working and serving.

Our task is both simple and profound: to leave ZIMRA stronger, more responsive and better prepared for tomorrow than we found it. As we celebrate 25 years, let us do so with gratitude for the journey, pride in our people and confidence in what we can achieve together. The next chapter is ours to shape. I congratulate the entire ZIMRA family, past and present, on 25 years of distinguished service to Zimbabwe.





## SILVER JUBILEE EXCO ORGANISING COMMITTEE CHAIRPERSON'S REFLECTION



*Constance Shumbayawonda*  
**Commissioner- Revenue  
Assurance**

### Celebrating a Legacy of Excellence

A 25th anniversary is a special moment in the life of an institution—a time to pause, remember the journey, celebrate its milestones and, above all, appreciate the people who made it possible. When I was entrusted with chairing the ZIMRA@25 Silver Jubilee Celebrations, I accepted the responsibility with humility and a deep sense of privilege. Our task was not simply to organise events, but to bring the ZIMRA experience to life, reconnect generations and create moments worthy of this landmark occasion. Throughout the preparations, we were reminded that ZIMRA's history lives not only in records and milestones, but in the memories of its people—their first assignments, demanding days at stations and border posts, friendships forged, challenges overcome and achievements shared. These memories have given the Silver Jubilee its meaning and its soul.

I extend my heartfelt appreciation to the Silver Jubilee Organising Committee and its subcommittees, ZIMRA leadership and employees, stakeholders and partners who gave their time, ideas, resources and energy to this endeavour. To every member of the ZIMRA family, past and present, this occasion belongs to you. Whether you helped establish the Authority, served during its formative years or joined more recently, you are part of the continuing legacy of ZIMRA.

I am particularly grateful for the spirit of collaboration that brought colleagues together across generations and created an opportunity to honour not only an institution, but the people who have given it life. As we look towards the next 25 years, may we carry forward the memories, friendships, resilience and sense of belonging that have enriched this remarkable chapter.

Twenty-five years of excellence is a legacy we celebrate with gratitude, cherish with pride and pass forward with hope. On behalf of the Silver Jubilee Organising Committee, I extend my sincere appreciation to everyone whose commitment, creativity and contribution have brought this milestone to life. To those who worked behind the scenes, stood in the spotlight and contributed in ways both seen and unseen, this celebration is yours too. May the next generation take this remarkable institution even further, building on the strong foundation laid by those who came before them.

**"One generation commends your works to another; they tell of your mighty acts." — Psalm 145:4**



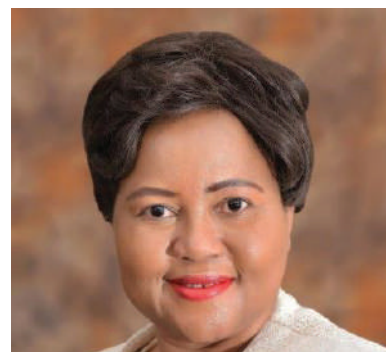
## ZIMRA Current Board



*Mr. Anthony Mandiwanza*



*Mr. George Guvamatanga*



*Dr. Ruth Ncube*



*Dr. Grace Muradzikwa*



*Mr. Benjamin Kumalo*



*Ms. Mutsa Remba*



*Mr. Bongani Khumalo*



*Ms. Regina Chinamasa*



*Mr. Colin Kuhuni*



*Mr. J.T Dewah*



*Dr. Paradza Paradza*



*Mrs. Constance Mutunhu*



# The Birth of an Institution

## From Vision to Reality



In the year 2026, we celebrate a milestone of rare dignity and national pride—the 25th anniversary of the Zimbabwe Revenue Authority (ZIMRA). Indeed, so much has happened since the Authority was conceived and brought to life. Yet through every season of change, ZIMRA has remained constant in its purpose: to serve Zimbabwe with professionalism, integrity, and unwavering commitment.

Today, ZIMRA is not merely an institution; it is a home. It is the work of more than 3,000 dedicated employees, united by the shared belief that revenue administration is more than collection; it is nation-building. As we journey into this celebratory chapter, let us pause with gratitude, reflect with pride, and look forward with renewed determination—because where we are matters, but where we intend to be matters even more.

With voices full of thankfulness and hearts full of hope, we proudly proclaim: Long live ZIMRA. Long live!

### A Brief History of ZIMRA

The Zimbabwe Revenue Authority (ZIMRA) was established in January 2001 as a successor institution to the former Department of Taxes and the Department of Customs and Excise, following the promulgation of the Revenue Authority Act on February 11, 2000.

Through Statutory Instrument No. 21B of 2001, 19 January 2001 was set as the date on which the Revenue Authority Act [Chapter 23:11] became operational. It was also the date when the first Revenue Board of Directors was appointed.

Mr Gershem T. Pasi was appointed on May 1, 2001 as the inaugural Commissioner General, and ZIMRA became fully operational on September 1, 2001—a proud achievement, making it one of the few revenue authorities in Africa established without external assistance.

### Guiding Principles

From its inception, ZIMRA was built upon guiding principles

designed to create an organisation with the capacity to:

- Enhance revenue generation and facilitate economic development, trade, and travel.
- Promote professionalism, transparency, and accountability in revenue administration.
- Motivate and retain skilled personnel through improved working conditions.
- Provide greater flexibility and control over resources to ensure optimal use.

These principles gave birth to a Revenue Authority that delivered the efficiency and effectiveness that had been missing when revenue collection was previously carried out through two separate departments, Taxes and Customs.

### Challenges at Inception: A Journey Worth Building

However, no noble creation is born without challenges. As wise elders would say, it was not a “bed of roses.”

One of the greatest hurdles lay in the blending of diverse corporate cultures. Staff coming from the Department of Taxes had a different working environment, approach, and mindset compared to those from the Department of Customs. This cultural diversity became a major stumbling block, one that required deliberate effort to resolve, unify, and transform into strength.

Among the challenges identified at inception were:

- Ensuring integrity, transparency, and fairness in the administration of the Authority.
- Integrating systems, structures, and personnel from diverse backgrounds.
- Strengthening revenue enhancement in a changing and dynamic economic environment.
- Meeting stakeholders’ expectations with consistency and reliability.
- Ensuring continuous improvement in public service delivery.
- Establishing standards and regulations that support efficient service delivery and promote professional growth.
- Deploying resources cost-effectively under restricted budgets.

### Functions of ZIMRA at Inception

At the start of its journey, ZIMRA’s role was clear and significant. It was established:

- To act as an agent of the state in assessing, collecting, and enforcing payment of all revenues, while also facilitating cross-border traffic.
- To advise the Minister of Finance and Economic Development on matters relating to the raising and collection of revenues.
- To perform any other functions assigned to the Authority under the Revenue Authority Act [Chapter 23:11], or any other relevant enactment.



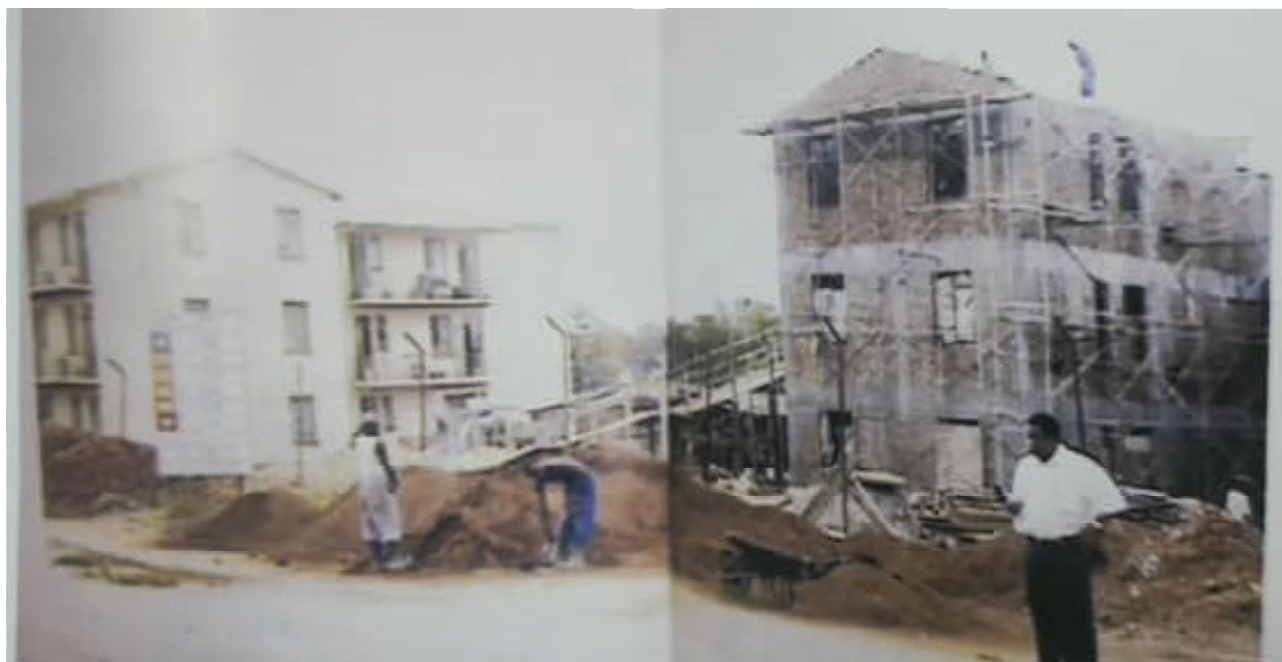


### A Silver Jubilee Closing Note

And so, we celebrate not only a number on a calendar, but a story—one of determination, organisation, growth, and purpose. As we honour the past and embrace the future, we recognise that the silver jubilee is more than an anniversary. It

is a testimony that ZIMRA has endured, evolved, and continued to stand for service to Zimbabwe.

For now, the Oracle rests—wings folded in peace, ready again for the next chapter.



*Construction of the Beitbridge Blue Flat for staff in 2004*



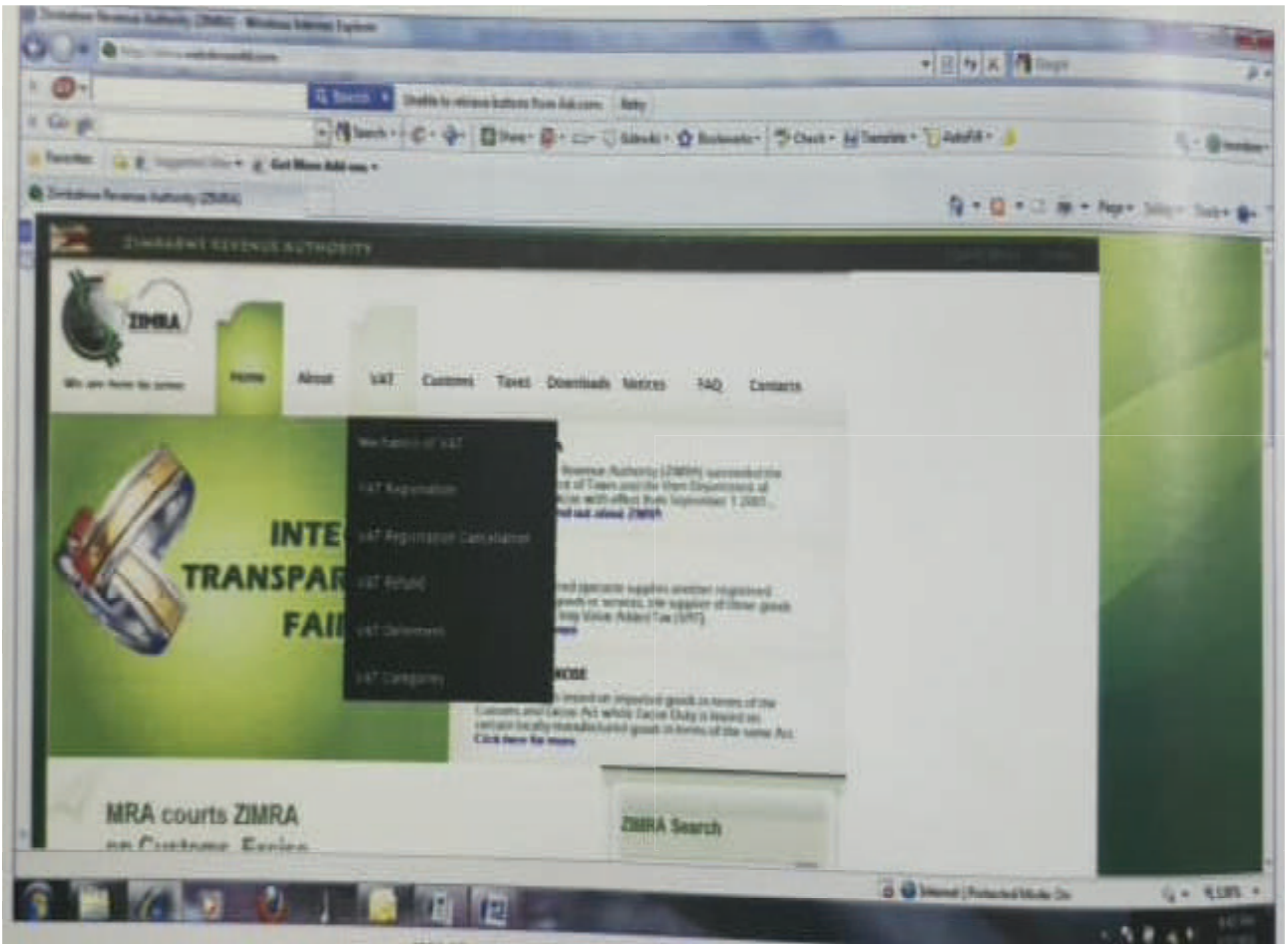
*2004 fleet of buses*







Julianah Munongi-Chikwanda and Rutendo Mapani back in the day



A screen grab from the 2004 ZIMRA website landing page









*H.E. President E.D. Mnangagwa, then Vice President, hands over an award for best stand design at Midlands Agriculture Show to ZIMRA's Agnes Huvaya.*



*Linda Mafundi, Head of Human Capital Operations, captured during her earlier days.*



*A ZIMRA official conducts a Physical Examination (PE)*

## The ZIMRA Brand Identity and Logo

The Zimbabwe Revenue Authority (ZIMRA) logo is a distinctive national symbol that communicates the Authority's identity, mandate and connection to the people of Zimbabwe. Its design draws extensively from the colours and symbolism of the Zimbabwean national flag, while incorporating visual elements associated with the country's heritage, economic development and revenue mobilisation. At the heart of the logo is an outline of the Great Zimbabwe Monuments, also known as *Dzimbahwe* or *Masvingo*. Great Zimbabwe was an ancient city and an important centre of trade, governance and civilisation. It is from this historic "House of Stone" that Zimbabwe derives its name. Its inclusion in the ZIMRA logo therefore establishes a strong connection between the Authority and Zimbabwe's national identity, sovereignty and enduring heritage. It also reflects institutional strength, permanence and ZIMRA's responsibility to contribute to the country's continued development. Black is the primary and predominant colour of the ZIMRA brand. Borrowed from the national flag, it represents the indigenous people of Zimbabwe and acknowledges their central place in the country's history and development. Within the ZIMRA identity, black also conveys strength, authority, professionalism, stability and institutional confidence. It provides a strong visual foundation for the logo and reinforces ZIMRA's standing as the organisation entrusted with mobilising revenue for national development.



The logo also incorporates red, yellow and green in flowing, gradient-like brush strokes. These colours are drawn from the national flag and retain their broader national significance:

- **Red** represents the sacrifices made in the struggle for Zimbabwe's independence and sovereignty. Within the ZIMRA identity, it also communicates determination, courage and commitment to national service.
- **Yellow** represents Zimbabwe's mineral wealth and natural resources. It symbolises the economic value generated from the country's resources and the importance of effectively mobilising revenue to support national development.
- **Green** represents agriculture, the land and Zimbabwe's natural environment. Agriculture remains one of the foundations of the national economy. Green is also internationally associated with money, currencies, prosperity, growth and financial sustainability, making it particularly relevant to ZIMRA's revenue-collection mandate.

These colours are presented as dynamic flowing strokes, giving the logo a sense of energy, movement and transformation. Their arrangement reflects an institution that is rooted in national identity while continuously adapting to changes in the economy, technology and public-service environment.







# *in 25 Milestones*



*Drone view of an illegal crossing point linking Zimbabwe to South Africa at Beitbridge*



ZIMRA

"We are here to serve"

"We are here to serve"





# in 25 Milestones

**2001:** ZIMRA became operational on 1 September. Gershem Pasi led its establishment, and the inaugural Board of Directors was appointed.

**2002:** ZIMRA launched its website, introduced staff uniforms and corporate branding, and established key human resources policies.

**2003:** Beitbridge Border Post introduced 24-hour clearance, improving trade along the South African corridor. Revenue targets were exceeded.

**2004:** Value Added Tax replaced Sales Tax, broadening the tax base. The Chairman's Charity Fund and Charity Ball were launched.

**2005:** Presumptive Tax was introduced, while mobile scanners were deployed at Beitbridge to accelerate inspections and curb smuggling.

**2006:** ZIMRA partnered with NUST to introduce an Honours Degree in Fiscal Studies. Operation Integrity was launched to combat corruption, while border modernisation continued.



**2007:** Taxpayer self-assessment was strengthened, internal restructuring improved efficiency, and the Fiscal Studies programme opened to the public.

**2008:** ZIMRA met its revenue targets despite hyperinflation and severe economic challenges.

**2009:** The multicurrency system and road tolls were introduced. Chirundu One-Stop Border Post opened, and simplified tax regimes for cross-border traders were launched.

**2010:** Fiscalisation was introduced through Statutory Instrument 104 of 2010. ZIMRA also launched a new website, rolled out e-filing and added a master's programme in Fiscal Studies.

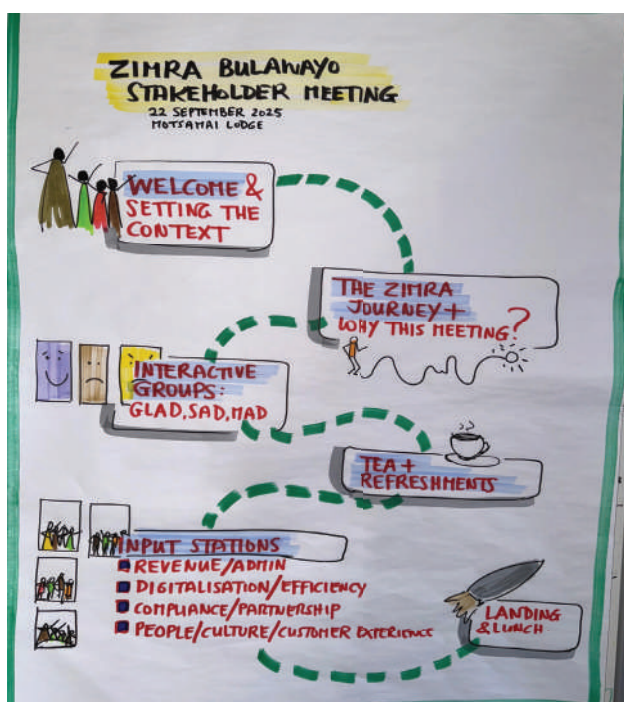
**2011–2012:** Revenue targets were consistently exceeded. SAP and ASYCUDA upgrades strengthened operations, while important tax and administrative reforms were advanced.

**2013–2014:** ZIMRA expanded e-services, strengthened compliance enforcement and increased automation to reduce revenue leakages.

**2015:** E-filing was expanded to improve the ease of doing business. ZIMRA hosted SAIRAG and introduced several customs and tax reforms.

**2016:** Automation, enforcement and anti-corruption initiatives were intensified despite challenging economic conditions.

**2017:** ZIMRA exceeded its revenue target and introduced the Electronic Cargo Tracking System to curb transit fraud. A tax amnesty brought 13,000 SMEs into the tax base.



A hand drawn illustration of how a stakeholder engagement in Bulawayo should flow. Artist credit: Mr Milton Kamwendo who facilitated the stakeholder strategy engagement workshops.





**2018:** Faith Mazani was appointed Commissioner-General. ZIMRA surpassed its revenue target, expanded taxpayer registration and launched the 2019–2023 Strategic Plan.

**2019:** Revenue exceeded the target by 24.65%, while 21,333 new taxpayers were registered. Border enforcement was strengthened through collaboration with ZACC.

**2020:** Preparations for TaRMS advanced, customs systems were modernised, and Zimbabwe signed the Multilateral Convention on Mutual Administrative Assistance in Tax Matters.

**2021:** ZIMRA aligned its operations with National Development Strategy 1 and continued exceeding revenue targets despite the COVID-19 pandemic.

**2022:** Beitbridge Border Post was modernised, improving cargo turnaround times. TaRMS business-process reviews began, while data-sharing partnerships strengthened compliance.

**2023:** TaRMS went live in October, automating domestic tax administration. The Electronic Single Window was piloted at Forbes Border Post, while preparations for FDMS and other digital platforms advanced.

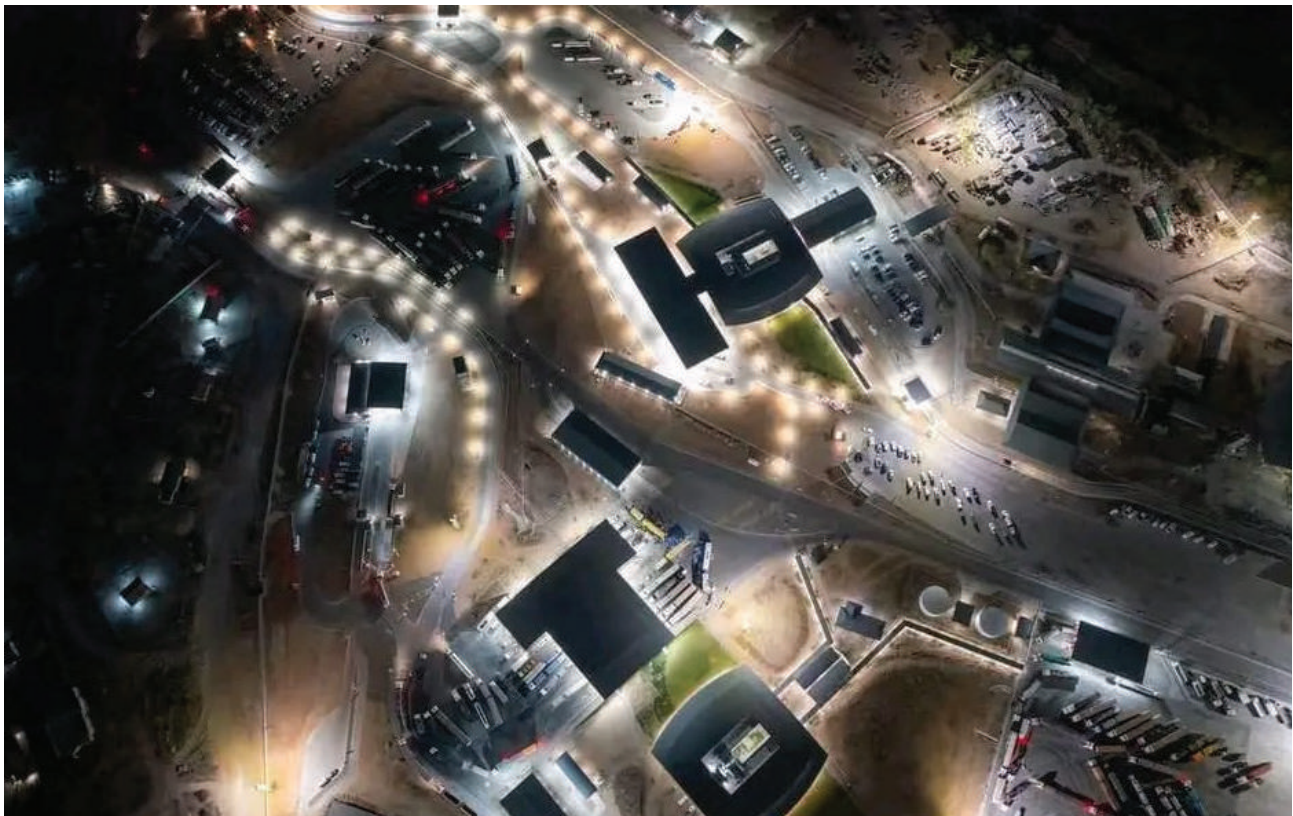
**2024:** ZIMRA expanded TaRMS, introduced the E-Tariff tool and implemented FDMS. Electronic Single Window modules were also extended to improve trade facilitation.

**2025:** ZIMRA pursued a US\$7.2 billion revenue target, expanded TaRMS and concluded its 2021–2025 Strategic Plan.

**2026:** ZIMRA launched its 2026–2030 Strategic Plan, introduced Payment After Assessment for commercial cargo, targeted more than 50,000 new taxpayers and hosted its ninth Annual General Meeting.



A 2003 press cutting showing ZIMRA's tradition of meeting targets.



An aerial night-time view of the modernised Beitbridge Border Post, transformed through a public-private partnership into a world-class facility and a key gateway into Zimbabwe.



"We are here to serve"





## The People Who Built ZIMRA

### Journey & Inspiration

Commissioner Revenue Assurance  
Mrs Constance N. Shumbayawonda



My ZIMRA journey began at the very inception of the Authority. I had the privilege of being part of the formation team, witnessing first-hand the establishment of ZIMRA and contributing to building an institution that has become central to Zimbabwe's domestic resource mobilization and national development. What inspired me then, and continues to inspire me today, is the opportunity to serve the nation through an institution whose mandate has a direct bearing on Zimbabwe's development. Over the past 25 years, I have had the privilege not only of witnessing ZIMRA's transformation, but also of contributing to and leading some of the major milestones that have shaped the Authority. Looking back, it is fulfilling to reflect on a journey that began with the birth of ZIMRA and has continued through major tax reforms, border modernization, investigations, systems transformation, automation and, more recently, the development of stronger data and intelligence capabilities.

#### Memorable Moments

There are several defining moments that stand out in my career. One of the earliest was being part of the transition from Sales Tax to Value Added Tax (VAT). This was a major shift in Zimbabwe's tax administration system and required extensive preparation, taxpayer education, stakeholder engagement, staff training and changes to internal processes. Being part of that transition gave me an early appreciation of the complexities of institutional reform and the importance of effective change management. I was also centrally involved in the establishment of the Chirundu One Stop Border Post, an important milestone in border modernization and regional trade facilitation. The initiative transformed the coordination of border processes and contributed to more efficient movement of goods and people. Another important chapter was witnessing and contributing to the training, establishment and development of the Investigations Division. It has been rewarding to see the function develop into an important pillar of ZIMRA's revenue assurance, compliance and enforcement mandate. One of the major transformation projects I am particularly proud of was the migration from SAP to the Tax and Revenue Management System (TaRMS). I had the privilege of chairing and driving the transition process. The initiative required extensive coordination, stakeholder engagement, change management and problem-solving across the Authority. Seeing TaRMS develop into an operational platform supporting ZIMRA's core revenue administration functions is a milestone I will always value. My contribution to transformation continues today. I currently chair the Customs and Excise Automation initiative, supporting the modernization and automation of customs and excise processes to strengthen controls, improve operational efficiency, facilitate legitimate trade and protect the revenue base. I also have the privilege of chairing the establishment of the ZIMRA Data Warehousing Project, another important step in the Authority's digital transformation journey. As ZIMRA celebrates its 25th anniversary, another significant honour, I have been entrusted to chair the launch and celebrations of the Silver Jubilee. Having been part of the team at ZIMRA's inception and, 25 years later, being given responsibility to lead the celebration of that journey is both humbling and deeply fulfilling.

#### Growth & Impact

My own growth has, in many ways, mirrored the growth and transformation of ZIMRA itself. I began my journey when the Authority was being established and have progressed through different phases of institutional development. My responsibilities have evolved from operational and technical contributions to broader responsibilities in leadership, revenue assurance, investigations, systems implementation, automation, data transformation and institutional development. What I am most proud of is not one single achievement, but the opportunity to have contributed across different generations of change within ZIMRA.



### Lessons Learnt

One of the greatest lessons I have learnt over the years is that successful transformation ultimately depends on people. Systems, structures, legislation and technology are important, but it is people who make change succeed. I have also learnt that leadership is not simply about occupying a position; it is about accepting responsibility, bringing people together, navigating challenges and remaining focused on delivering the desired outcome. Most importantly, I have learnt that serving at ZIMRA is ultimately about serving Zimbabwe. The work we do, goes beyond collecting taxes and duties, it supports national development, protects the revenue base, facilitates legitimate trade and contributes to the economic wellbeing of our country.

### Looking Ahead – ZIMRA@25

As we celebrate ZIMRA@25, my hope is that the Authority continues to build boldly on the foundation laid over the past quarter of a century. I would like to see ZIMRA become an increasingly digital, data-driven, intelligence-led, integrated and taxpayer-centric revenue authority.

### My message to the next generation is simple:

Value the foundation that has been laid, but never be afraid to transform it. Serve with integrity, professionalism, courage and commitment. Embrace technology and innovation, remain curious and open to learning, and always remember the wider purpose behind the work that you do.



*Archive image of Gibson Mandishona, the inaugural Chairman of the ZIMRA Board*



*A delegate from the Burundi National Defence Force (FDNB), who was part of a benchmarking visit to ZIMRA, receives a token of appreciation from the Commissioner for Revenue Assurance, Mrs Constance Shumbayawonda.*



*A 2024 file picture of the ZIMRA Executive Management team*





## Q&A with Commissioner Domestic Taxes



Misheck Govha

### When did your ZIMRA journey begin and what initially inspired you to join/serve within ZIMRA?

My journey with ZIMRA has been driven by a strong desire to serve Zimbabwe and contribute to the development of an efficient, modern and sustainable revenue administration system. From the beginning, I recognised that an effective tax administration is fundamental to national development because the revenue collected enables Government to provide essential public services and finance development programmes.

### Share one memorable moment from your career at ZIMRA that you will always remember.

One of the most memorable achievements in my ZIMRA journey has been spearheading the transformation of the Authority's technology environment through spearheading the development and implementation of the Tax and Revenue Management System (TaRMS). TaRMS, with its 14 integrated modules, represented a significant step in modernising tax administration by bringing together key revenue administration functions on an integrated platform. I am equally proud of the development and implementation of the Fiscalisation Data Management System (FDMS), which has fundamentally changed the way transaction data is captured and transmitted for tax administration purposes. These initiatives demonstrate that technology can be a powerful enabler of revenue mobilisation, compliance and improved taxpayer services.

### How have your roles/responsibilities evolved over the years, and what impact are you most proud of?

My responsibilities have evolved alongside the transformation of ZIMRA and the broader Zimbabwean economy. I have had the opportunity to contribute not only to revenue administration

and policy implementation, but also to the strategic transformation of the Authority through domestic revenue mobilization. I am particularly proud of championing initiatives such as TaRMS and FDMS, which have laid the technological foundation for a more integrated, data-driven and modern tax administration. For me, the greatest impact is not simply the systems themselves, but what they enable: better information, improved compliance management, more efficient processes, enhanced taxpayer services and stronger revenue mobilisation.

### What is one key lesson you have learned through this journey, especially in serving the nation and supporting ZIMRA's mission?

One of the greatest lessons I have learnt is that transformation requires vision, courage, persistence and the willingness to embrace change. Tax administration cannot remain static while the economy around it changes. New technologies, digital businesses and emerging economic activities require us to continually rethink how we administer taxes. The development of TaRMS and FDMS demonstrated that major transformation is possible when there is a clear vision, strong leadership, committed teams and a willingness to overcome challenges. It has provided capabilities to rope in the SMEs into the net and we are now able to account for revenue performance from all sectors, including regions, towns, growth points and district councils. At the same time, revenue mobilisation must always be balanced with fairness and the need to support taxpayers to comply. Our responsibility is to protect the revenue base while building a tax administration that taxpayers can understand, access and trust.

### As we celebrate ZIMRA@25, what hopes do you have for ZIMRA's future and what message would you like to pass to the next generation?

As we celebrate ZIMRA@25, I believe the next chapter must take the Authority even further into the digital age. The foundation created through TaRMS and FDMS provides us with an opportunity to build increasingly intelligent, integrated and automated tax administration systems. Looking ahead, I see enormous potential in initiatives such as fuel fiscalisation, the Tax Lottery, and the fiscalisation of electronic commerce, among others. These initiatives will enable ZIMRA to respond to emerging sectors, improve visibility of economic transactions, broaden the tax base and strengthen voluntary compliance. The future of tax administration will increasingly be driven by data, artificial intelligence, automation and digital integration. ZIMRA must therefore remain innovative and agile while ensuring that technology is used to make compliance easier for taxpayers and enforcement more effective.

To the next generation of ZIMRA leaders and employees, my message is: do not be afraid to challenge the status quo. Continue to innovate, continue to learn and always keep the national interest at the heart of your work. We have built a strong foundation over the past 25 years. The responsibility of the next generation is to take that foundation and build an even more modern, trusted, efficient and digitally enabled ZIMRA for the next 25 years.

Happy 25th Anniversary, ZIMRA. The journey continues.





## Q&A with Mrs Lonto Ndlovu

*Acting Commissioner Customs and Excise*



**Journey & Inspiration: When did your ZIMRA journey begin and what initially inspired you to join/serve within ZIMRA?**

My journey began on 1 September 2001. I was inspired to join the organization as there were indications of synergies through the amalgamation of the two former departments which led to personal growth, improved service delivery and revenue collections, which was enabled by better resourcing of the Authority.

Share one memorable moment (project achievement or challenge) from your career at ZIMRA that you will always remember.

It was recognition of my skills and commitment to service delivery where I was handpicked and appointed as Station Manager Plumtree Border Post without applying for the job. I accepted the challenge and did my best.

**How have your roles/responsibilities evolved over the years, and what impact are you most proud of?**

I have since been entrusted with more demanding roles where I have led three Regions, namely, Region 2, Greater Harare, Beitbridge and also led a Unit at Revenue Assurance. In all these work areas, I strengthened systems and procedures, groomed and coached a number of team members.

**What is one key lesson you've learned through this journey, especially in serving the nation and supporting ZIMRA's mission?**

The lesson learnt is that there is inner joy and satisfaction when we have met our targets, knowing that this impacts positively on the livelihoods of the citizens.

**As we celebrate ZIMRA@25, what hopes do you have for ZIMRA's future and what message would you like to pass to the next generation?**

My hope is that the organization keeps the digitalization momentum, continues to believe in life-long learning, identifying and nurturing talent. This will ensure strategic objectives are met.

## Journey & Inspiration

*Samuel Sithole Regional Manager, MCO Domestic Taxes*



**When did your ZIMRA journey begin and what initially inspired you to join/serve within ZIMRA?**

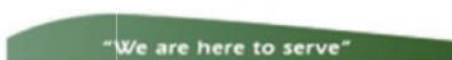
My journey in tax administration began with the former Department of Taxes. When ZIMRA was established on 1 September 2001, I became part of the new Authority at its inception and was deployed to the Customs and Excise Division in Beitbridge. For almost four years, from the inception of ZIMRA until 30 April 2005, I worked in Beitbridge as a Team Leader, with responsibilities covering imports, exports, motor vehicle valuation and domestic taxes. That assignment gave me invaluable exposure to the operational realities of revenue administration at one of the country's busiest ports of entry. For me, the establishment of ZIMRA represented both continuity and a new beginning.

What has continued to inspire me throughout my career is the knowledge that revenue administration is fundamental to national development. Our work goes beyond collecting taxes and duties; it contributes directly to the resources required for the functioning and development of the country.

Looking back, I feel privileged not only to have joined ZIMRA on its first day, but also to have served in different areas of the Authority and witnessed its evolution over the past 25 years.

**Share one memorable moment, project achievement or challenge from your career at ZIMRA that you will always remember.**

There have been many memorable moments during my career. One of the earliest was my time in Beitbridge during the formative years of ZIMRA. Working at the border at the inception of the Authority meant being part of the practical process of establishing new ways of working while simultaneously dealing with the daily demands of imports, exports, motor vehicle valuation and domestic taxes. It was a demanding environment that required sound judgement, teamwork and the ability to make decisions in a fast-moving operational setting. Those years provided a strong foundation for the rest of my career and gave me a deep appreciation of the importance of frontline operations to the Authority's mandate.



***How have your roles and responsibilities evolved over the years, and what impact are you most proud of?***

My career has given me the opportunity to serve ZIMRA from many different perspectives, beginning with frontline and operational tax administration and progressing through training and development, Human Capital management, technical tax policy, regional revenue administration and executive leadership. At the inception of ZIMRA on 1 September 2001, I served in the Customs and Excise Division at Beitbridge as a Team Leader, responsible for imports, exports, motor vehicle valuation and domestic taxes. I remained in Beitbridge until 30 April 2005. On 1 May 2005, I moved into Training, beginning another important chapter of my career. I subsequently progressed through Human Capital Development, serving as Chief Training Officer and Acting Head, before moving into Human Capital Administration as Head. I later served in Technical Services, Planning and Operational Policy, before taking up the position of Regional Manager for the Medium Clients Office Region. I was subsequently called upon at different times to serve as Acting Director Human Capital. With effect from 1 April 2026, I returned to my substantive position as Regional Manager, Medium Clients Office Region, a senior management position within the Domestic Taxes Division, reporting to the Commissioner Domestic Taxes.

This progression has enabled me to understand ZIMRA from both the operational and support sides of the organisation. I have worked at the border, in Domestic Taxes, in training and people development, in Human Capital management, in technical policy and in regional operational leadership. That breadth of experience has taught me that every part of the Authority has an important contribution to make towards the same national mandate. Of all these experiences, I am particularly proud of my contribution to developing people. During my years in Human Capital Development, I had the privilege of training more than half of ZIMRA's current staff complement. Knowing that many of those colleagues went on to serve the Authority in different roles and at different levels gives me a great sense of fulfilment.

***What is one key lesson you have learned through this journey, especially in serving the nation and supporting ZIMRA's mission?***

One of the greatest lessons I have learnt is that institutions are built by people, but they are sustained by integrity, professionalism and a sense of purpose. From my early years working in frontline revenue administration at Beitbridge, through training, Human Capital, technical policy and regional management, I have seen how different roles contribute to the success of the Authority. Whether one is processing an import at a border post, training an officer, developing policy, managing employees or overseeing a revenue region, every role ultimately contributes to the same national responsibility. My experience chairing the ZIMRA Integrity Action Committee from 2019 to 2024 further strengthened my appreciation of the importance of integrity in public service. Systems, legislation, structures and technology will continue to change, but the values that guide how we serve must remain constant.

***As we celebrate ZIMRA@25, what hopes do you have for ZIMRA's future and what message would you like to pass to the next generation?***

As we celebrate ZIMRA@25, my hope is to see an Authority that continues to modernise, embrace technology and strengthen its systems while remaining firmly anchored on integrity, professionalism and service. Having worked across Customs and Excise, Domestic Taxes, Training, Human Capital, technical policy and regional tax administration, I believe that the future of ZIMRA will depend on our ability to bring together technology, strong systems and capable people. Technology and automation will continue to transform revenue administration, but people will remain central to the success of the Authority. We therefore need to continue attracting, developing and retaining officers who are technically competent, adaptable, ethical and committed to public service. My return to the Medium Clients Office Region on 1 April 2026 has brought me back directly into operational revenue administration. In many respects, there is a sense of coming full circle. I began my ZIMRA journey in an operational environment at Beitbridge and, after serving the Authority in several other capacities, I am once again directly involved in revenue mobilisation, compliance management and taxpayer engagement. My message to the next generation of ZIMRA employees is simple: value the opportunity you have to serve.

## Feature: Plumtree Station

**Mr Bekezela Majokojoko, Regional Manager, Excise and Customs, Region 2**



*A recent view of Plumtree Border Post*

When did you officially assume duty as the Station Manager for Plumtree and what was the Station like when ZIMRA established and consolidated its presence there? Please tell us about the facilities, systems and the team then.

I was Station Manager from 1 January 2004 to 31 December 2005. I took over from Selleck Mapfeka and was the lone Manager at the Station as there were no Supervisors. Seasoned officers were appointed as Team leaders. This set up compromised supervision leading to conflicts among officers. The first set of Supervisors were appointed in February 2004 and Plumtree was allocated four. This improved Supervision. One of the Supervisors (Tendai Jawa) dealt with Domestic Taxes and therefore Taxes management was introduced to the Plumtree community more so since it was also at the time of introduction



of VAT in Zimbabwe. There were 5 initial registrants under VAT in Plumtree. This was also at the beginning of implementation of SAP and email communication in ZIMRA.

The Station did not have adequate staff accommodation and had a low staff complement made up of officers from both former departments of Taxes and Customs and Excise.

**How many officers made up the team during your time, who were some of the key people involved, and what do you remember most about the spirit and working culture of those early days?**

The staff complement was plus or minus 40 officers and a few support staff. The first 4 Revenue Supervisors for Plumtree appointed in February 2004 were Lonto Ndlovu, Sitheni Ncube, Pauline Denhere and Tendai Jawa

Other officers included Lovemore Ngwarati who is now with ZIMRATU. The environment was generally very cordial as we gelled coming from the two departments with an infusion also of some from outside the two departments. This period was also the initial stages of the Worker's committee and labour issues. It was a learning curve for all.

**What were some of the major challenges faced by the team during your time and how did you overcome them to establish Plumtree as a functional and respected port of entry?**

Some of the challenges included the need to train colleagues on the jobs they were not familiar with. Whilst bridging courses were held at National level, we also conducted training at Station level to equip each other. We also initiated infrastructure projects to alleviate staff accommodation challenges. This saw the acquisition of a stand and construction of the first of the Mangwe Flats. Currently there are three, three-storey flats and capacity to build 2 more.

Integrity issues were there here and there and were dealt with as fairly by invoking the Code of Conduct which was introduced during the first formative years of the Authority

**What are some of the most significant interceptions, enforcement operations, incidents or achievements from the early years that you believe deserve to be remembered in ZIMRA's history?**

One of the significant interceptions was that of 3 fuel tankers laden with cigarettes in 2005. The tankers would enter through Beitbridge empty and leave a few days later through Plumtree empty. Cartons of cigarettes would have been laden from underneath and not declared. This interception influenced the deployment of Mobile Scanners at Plumtree. Plumtree was one of the first Stations to have mobile Scanners.

**What makes Plumtree unique among ZIMRA's ports of entry, and what role has the Station played in Zimbabwe's revenue mobilisation, trade facilitation and border management over the years?**

Trade facilitation came in from the onset, Plumtree was established in the early 1890s as a Railway Station. The first train arrived in Zimbabwe through Plumtree in 1894. Plumtree therefore handles mainly road and rail traffic. It handles trade from South Africa, Botswana, Namibia and overseas through

Walvis Bay in Namibia. It is the cash cow for Region 2. Over the years, it has seen a lot of development in line with Trade facilitation. The current Border Post was opened in 1991 moving from the old premises that had become too small and no longer conducive for trade facilitation

Further developments have seen the deployment of both baggage and mobile Scanners, the deployment of Canine and recently the deployment of multi-rotor drones. The Station is poised to become the first to operate fixed-wing and long-range drones

**Is there a particular colleague, incident, experience or even amusing moment from your time at Plumtree that has stayed with you and would help bring the Station's early history to life?**

The stand out incident is one of the cigarette smuggling through fuel tankers. This was a first that showed how shrewd smugglers could be. It also showed the importance of gathering and utilisation of intelligence. It also influenced technological advancements like adoption of scanning as both a compliance and trade facilitation tool

**How has Plumtree—and the Customs system more broadly—changed from those early years to today? In particular, what difference have technology, automation and digitalisation made?**

Computerisation in Customs started in 1993 and came to Plumtree in 1994. Over the years the ASYCUDA system has evolved from the early 2.2 version to the current ASYCUDA World 4.0. This has seen more modules brought in to modernise the clearing systems and help facilitate the movement of cargo. Plumtree has not been left behind and has been among the pioneers in deployment of Scanners, drones etc.

**How has ZIMRA contributed to the development of the Plumtree community over the years, particularly through CSR and other community interventions?**

Unfortunately, Plumtree does not have any Children's orphanage nor old peoples' home but ZIMRA has in the past responded to distress calls and assisted with appropriated goods through Social Welfare to floods victims in the Plumtree/Tsholotsho districts

**Having witnessed the transformation from the early years to today, what makes you most proud, and what lessons from the pioneering team should today's officers carry forward?**

The transformation brought in a new culture different from what was prevailing in the Civil service. ZIMRA as a learning institution played a major role in the development of its people. The Fiscal Studies programme complemented the experience of senior officers to develop a learning culture that has helped the Authority maintain pace in the developing and evolving global space.

The pioneering team developed ZIMRA from scratch to the top notch organisation it is now through hard work and learning culture





**As ZIMRA celebrates 25 years, what is the one story, lesson or message from the early Plumtree years that you believe should never be forgotten—and what would you say to the next generation of ZIMRA officers?**

Willingness to learn exhibited by the pioneers and the team work. Full adoption of automation and development enabling systems. Hard work and Integrity are the panacea to success. There are no short cuts

**You may add any other input that may make the story of Plumtree stand out**

Plumtree has always set the pace in trade facilitation, from the first train in 1894, to a developed new Border post in 1991, to technological advancements like Scanners, eSWH, Drones

## Personal Journey

**Mrs Idah Tawonezvi,**

**Manager Technical Support Domestic Taxes,**



**When did your ZIMRA journey begin and what initially inspired you to join/serve within ZIMRA?**

My journey with ZIMRA began on 1 September 2001. I was inspired to join ZIMRA because I was convinced there was a brighter future within the new organisation, career growth prospects and the desire to put my work experiences to work for the benefit of the nation.

**Share one memorable moment (project achievement or challenge) from your career at ZIMRA that you will always remember.**

My memorable moments are having been part of the team that spearheaded the introduction of VAT & SAP IN 2004.

**How have your roles/responsibilities evolved over the years, and what impact are you most proud of?**

Having joined ZIMRA as revenue officer I was promoted to a supervisor in 2006 & a manager in 2007. I was motivated by Mr J Mujuru & the late Robert Mangwiro to aspire to grow as a manager. On leadership Ms F Mazani mentored & groomed me during the time she worked in Region 2 and as the VAT Project Manager

**What is one key lesson you've learned through this journey, especially in serving the nation and supporting ZIMRA's mission?**

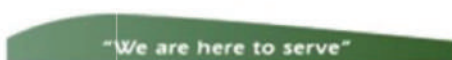
I learnt that hard work pays, to be professional in my conduct and to continue learning and sharpening my technical & leadership skills. I also learnt that safety & health are pivotal in fostering a healthy & motivated staff. During my years as part of the SHE Committee I also learnt of the value of team work and developing the *esprit de corps*.

As we celebrate **ZIMRA@25**, what hopes do you have for ZIMRA's future and what message would you like to pass to the next generation?

My hope is to develop ZIMRA into a world class organisation, to be the "salt & light" of the earth Matthew 5:13-16. My message for the next generation is to uphold the organisational values. To be professional, to keep learning and to be a person of influence at work, at home and in the community

*"You are the salt of the earth. But if the salt loses its saltiness, how can it be made salty again? It is no longer good for anything, except to be thrown out and trampled underfoot."*

*"You are the light of the world. A town built on a hill cannot be hidden. Neither do people light a lamp and put it under a bowl. Instead, they put it on its stand, and it gives light to everyone in the house. In the same way, let your light shine before others, that they may see your good deeds and glorify your Father in heaven."*





*The Trabablas Interchange under construction, demonstrating the Government's commitment to using public revenue to develop infrastructure and build Zimbabwe.*



*Mr Gershem Pasi, the founding Commissioner-General of ZIMRA*

## Q & A With Lindiwe Mupindiwa Librarian



### When did ZIMRA recruit the first set of GTs?

"The first intake of Graduate Trainees was with effect from 1 June 2002. The Graduate Trainee programme was introduced in the early years of ZIMRA as part of the Authority's commitment to building a skilled and professional workforce. The first intake marked the beginning of a deliberate effort to identify young talent, equip them with technical competencies, and prepare them for leadership roles within the organisation. Over the years, the programme has become one of ZIMRA's key talent development pipelines."

**Share memorable moments from the training school that helped shape the culture of employee development.**





"One of the most memorable aspects of the Training School has always been seeing trainees from different backgrounds come together and grow into confident professionals. The intensive classroom sessions and practical attachments fostered discipline, teamwork, and a culture of continuous learning. Many lifelong professional relationships and mentorship networks were formed during training, helping to create the strong organisational culture that exists today."

**How have the training of GTs evolved over the years, and what impact has the training school to the entire Authority?**

"The training has evolved significantly from primarily classroom-based instruction to a more comprehensive approach that combines technical learning and practical exposure. The Training School has played a critical role in standardising knowledge, promoting professionalism, and ensuring that employees possess the competencies required to deliver on ZIMRA's mandate. Over the years, the syllabi have been expanded not just to focus on Customs & Taxes matters but also to include a Research Project and Integrity and Ethics as examinable subjects. Together, these three components create well-rounded graduate trainees who are technically competent, ethically grounded, and capable of addressing emerging challenges in modern revenue administration. Many of today's managers and specialists are products of the Graduate Trainee Programme, demonstrating its long-term impact on the Authority."

**What is one key lesson we can learn from this journey, especially in serving the nation and supporting ZIMRA's mission?**

"One key lesson is that investing in people is investing in the organisation's future. Technical knowledge is important, but integrity, professionalism, accountability, and a commitment to public service are equally critical. By continuously developing our people, we strengthen our ability to mobilise revenue, facilitate trade, and contribute meaningfully to national development."

**As we celebrate ZIMRA@25, what hopes do you have for ZIMRA Training School's future and what message would you like to pass to the next generation?**

*"My hope is that the Training School continues to evolve into a centre of excellence that embraces innovation, digital learning, research, and global best practices. As ZIMRA celebrates 25 years of service, I encourage the next generation to value continuous learning, uphold the highest ethical standards, and embrace change. You are the future custodians of the Authority. Remain committed to excellence, serve with integrity, and always remember that your work contributes directly to Zimbabwe's development and prosperity."*

## Life Among Giants: My Year at Kazungula

By Praise Tapera - Graduate Trainee



I did not join ZIMRA at its inception. By the time I put on my uniform, the Authority already had a rich history, an established culture and a reputation built by those who came before us. As a Graduate Trainee in 2025, I was eager to begin my journey in Customs. Nothing, however, could have prepared me for my first posting at Kazungula, a border post where the worlds of international trade and untamed wildlife meet every single day. Kazungula was unlike anywhere I had ever lived. It was remote, peaceful and surrounded by breathtaking natural beauty. The facilities were simple and life there demanded adaptability and resilience from day one. Yet what made Kazungula truly unforgettable was that we were not just living near wildlife; we were living among it.

Every day felt like a documentary unfolding in real life. Baboons treated the staff houses as though they were part of their own neighbourhood, always looking for an opportunity to steal unattended food. Warthogs (*Kasongo*) wandered casually across the compound as if they belonged there. Hippos and crocodiles quietly reminded everyone that the mighty Zambezi River was their home long before it became ours.

The true giants, however, were the elephants.

It was not unusual to find the road to the border post completely blocked by a herd making its leisurely way across. Work simply paused. There was no hooting, no rushing and certainly no arguing with an elephant. You will have to wait patiently and let nature take its course. Those moments taught me a lesson no classroom or training manual ever could: that patience is sometimes the greatest display of professionalism.

As evening approached, another side of Kazungula emerged. Sunsets over the Zambezi painted the sky in brilliant shades of orange, gold and crimson. After long shifts, those sunsets were a quiet reminder to slow down and appreciate exactly where we were. Away from the noise and bustle of the cities, there was a calmness that made even the busiest days feel worthwhile.

Some of my fondest memories were the evenings spent around braai fires with colleagues sharing meals, laughing about the





day's events, exchanging stories and building friendships that reached far beyond the workplace. Those simple gatherings became some of the highlights of my year. There was a particular bond among officers serving in such a unique environment, where teamwork was not just important at work but became part of everyday life.

And then there were the nights.

Silence in Kazungula was never truly silent. As darkness settled over the bush, the distant roar of lions echoed through the night, a constant reminder that we were guests in their kingdom. It was humbling and awe-inspiring in equal measure. Waking to birdsong, spotting wildlife on the way to work and hearing lions after sunset became part of everyday life experiences many people spend a lifetime hoping to witness even once.

As a trainee customs officer, I arrived expecting my greatest lessons to come from legislation, tariffs, procedures and border operations. Those lessons certainly came but Kazungula offered something more. It taught me resilience, adaptability, patience and respect: for nature, for colleagues and for the responsibility that comes with serving at one of Zimbabwe's most unique ports of entry.

Looking back, I realise that almost a year at Kazungula shaped not only the customs officer I was becoming, but the person I am today. Every posting that followed has felt a little less daunting, because Kazungula prepared me for uncertainty. It taught me to stay calm when plans changed without warning, to value teamwork and to treat every challenge as a chance to grow.

I did not choose Kazungula as my first posting, but I would not trade that experience for anything. It gave me friendships, unforgettable memories and lessons that continue to guide me every day. Whenever I think of Kazungula, I remember far more than a border post: golden sunsets over the Zambezi, evenings around the braai with colleagues, elephants crossing the road without a care in the world, wildlife greeting us every morning and the unforgettable sound of lions roaring beneath the African night sky.

For me, Kazungula will always be more than where my ZIMRA journey began; it is where I truly learned what it means to serve.

## Extract from the Class Year book B. Comm. (Hons) Fiscal Studies, Class of 2006 to 2010

### BEST OVERALL STUDENT:

WINNER OF THE ZIMRA COMMISSIONER GENERAL'S BOOK PRIZE



**SITHOLE SAMUEL**

I am a born again Christian who is married and blessed with two children; a boy and a girl. I joined the then Department of Taxes on 2 June 1986 in Gweru as a Cadet Tax Officer, later became Tax Officer and then Senior Tax Officer respectively. At the inception of ZIMRA, I was posted to Beitbridge where I worked as a Revenue

Specialist (cum team leader). During that time I was also part of the team responsible for training revenue trainees. By the time I enrolled for the degree programme, I had moved to the Training Centre where I had assumed the position of Training Officer with effect from May 2005. I was promoted to Chief Training Officer with effect from 1 December 2008, a position I hold up to this day. At NUST I was the class representative as from our second year up to the end.

My other qualifications are as follows:

- National Diploma in Accountancy (1996): Gweru Polytechnic
- Advanced Taxation Course (1993): Department of Taxes
- Intermediate Diploma in Business Studies (1989): Gweru Polytechnic
- Developing Classroom Skills Course (2005): MTCP (Malaysia),
- Instructional Techniques Course (1998, 2001): Zimbabwe Institute of Management

### SECOND BEST STUDENT



**MUREMBA  
SIYATHABA**

"Knowledge is power. Now more equipped and empowered to excel in any fiscal environment. Best programme for the organisation."

### THIRD BEST STUDENT



**Mungarevaani Sungano**

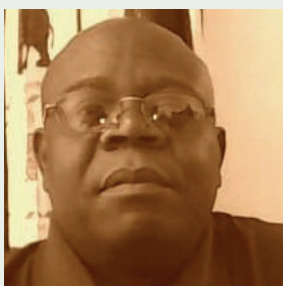
"This achievement reflects ZIMRA's commitment to employee development, and I am truly grateful to have benefited from this initiative."

**B. Comm. (Hons) Fiscal Studies, Class of 2006 to 2010**



**Cheza Shaxious**

"The fiscal programme is the best thing ever to happen to the taxman."



**Mahowa Gladman**

"Attaining this level of education especially being the first ever degree to be offered in Zimbabwe, is the best thing to happen to me."



**Nkulumo Mkhululi**

My heartfelt appreciation goes to ZIMRA for supporting my academic journey and empowering me to achieve this important milestone.



**Sibanda Thabani**

"My heartfelt appreciation goes to ZIMRA for supporting my academic journey and empowering me to achieve this important milestone."

**B. Comm. (Hons) Fiscal Studies, Class of 2006 to 2010**



**Bahadze Eva J**

"I am grateful to ZIMRA for investing in my education, enhancing my skills and opening new opportunities for career growth."



**Zengeni Stella**

"Knowledge is power. Now more equipped and empowered to excel in any fiscal environment. Best programme for the organisation."



**Zililo Xolisile P**

"A challenging programme indeed which adds immeasurable value to a ZIMRA officer."

**Marekera Chabveka**

"ZIMRA's initiative was greatly appreciated, as it gave us access to a high-quality degree programme that significantly advanced our careers."

*B. Comm. (Hons) Fiscal Studies, Class of 2006 to 2010*

**Chahwanda Violet**

Born on 1 May 1968 in Mutare, Violet has both an NID and an ND in Business Studies plus an HND in Accountancy. She is a Revenue Supervisor. "Outstanding programme introduced within the boundaries of our nation."

**Chauke Silvia**

"A dream come true in Customs and Taxes Administration in Zimbabwe."

**Mwenje Marilyn**

"A challenging programme which probes the mind to improve on tax administration and trade facilitation."

**Ncube Smart**

"I am deeply grateful to ZIMRA for enabling me to pursue a high-quality degree programme that has significantly advanced my career."

*B. Comm. (Hons) Fiscal Studies, Class of 2006 to 2010*

**Tauzeni Charity**

"The programme is the best and a must-have for Fiscal Administrators."

**Sona Tomei**

"This graduation is a proud milestone made possible by ZIMRA's invaluable support and investment in my professional development."

**Mudzingwa Edina**

"I sincerely thank ZIMRA for providing me with the opportunity to further my education and strengthen my career prospects."



**Gumede Tafara**

"I am deeply grateful to ZIMRA for enabling me to pursue a high-quality degree programme that has significantly advanced my career."

*B. Comm. (Hons) Fiscal Studies, Class of 2006 to 2010*

**Muremba Siyathaba**

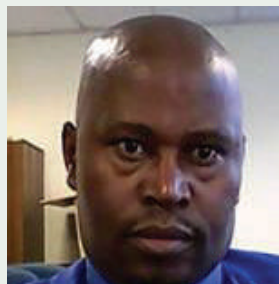
"This is the dawn of a new era - an eye opener in Customs and Taxes administration."

**Ndlovu Batsanani C**

"One of the best achievements by ZIMRA, I am blessed to be in the pioneer group."

**Sithole Samuel**

"It's the best thing that the employer has done for me. Commissioner General and team, thank you!"

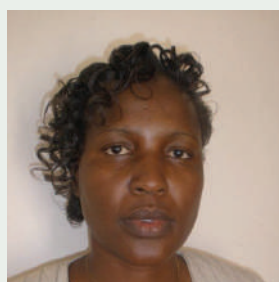
**Tatswareyi Lameck**

"A very good finance programme. Can be improved by the inclusion of more subjects on Customs, Excise and Taxation."

*B. Comm. (Hons) Fiscal Studies, Class of 2006 to 2010*

**Zvidzayi Spencer**

"This programme is second to none as it encourages one to think in other terms when dealing with fiscal matters."

**Uta Josephine**

"The programme greatly prepared me for almost all aspects of revenue administration and collection."

**Homera Weekmore**

"It is really true that success has got little to do with speed but much to do with direction."



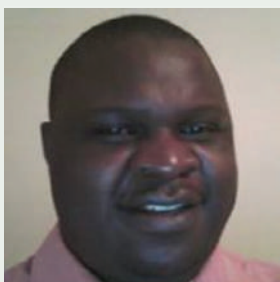
**Mungarevaani Sungano**

"The programme is demanding and is phased to respond to the dynamics of modern economic trends."

**B. Comm. (Hons) Fiscal Studies, Class of 2006 to 2010**

**Ndlovu Lonto**

My heartfelt appreciation goes to ZIMRA for supporting my academic journey and empowering me to achieve this important milestone.

**Mafurutu Rwatida**

"An academic programme out of illuminating rare visionary leadership, empowering depth in fiscal knowledge regionally and beyond."

**Soka Abraham**

"The degree is a must for every practicing Tax and Customs practitioner."



# Building a Modern Revenue Authority

## ZIMRA Unveils Bold New Mission, Vision and Strategy for 2026–2030

The Zimbabwe Revenue Authority (ZIMRA) has unveiled its Strategic Plan for 2026–2030, setting out a bold and results-driven agenda that positions the Authority as a central pillar in Zimbabwe's journey towards **Vision 2030** and the **National Development Strategy 2 (NDS2)**. The new Strategy articulates ZIMRA's renewed **Mission, Vision and Values**, while outlining a forward-looking framework anchored on performance delivery, integrity and service excellence.

### Anchored in National Development Priorities

The Strategic Plan is firmly rooted in national policy direction. It draws directly from Zimbabwe's aspiration to become "a **prosperous and empowered upper middle-income society by 2030**" and aligns ZIMRA's mandate with national priorities such as macroeconomic stability, fiscal prudence and sustainable domestic resource mobilisation. In his Foreword, Board Chair, Mr Antony Mandiwanza, underscored this alignment, noting that the Strategy reflects both institutional maturity and national responsibility. "This Strategy is both a reflection of how far the Authority has travelled and a declaration of intent for the road ahead, as Zimbabwe advances resolutely towards the aspirations of Vision 2030 and the National Development Strategy 2," said Mr Mandiwanza. He emphasised that ZIMRA's evolution over the last cycle—marked by digitalisation, improved governance and stakeholder engagement—has strengthened its role in supporting economic development and national stability.

### A Shift from Reform to Results

According to the ZIMRA Strategic Plan 2026-2030 document, the new strategy marks a decisive shift from institutional preparation to measurable delivery. "The Strategic Plan articulates a clear and results-oriented pathway for strengthening domestic resource mobilisation and facilitating trade in support of Zimbabwe's economic transformation agenda and Vision 2030," the Executive Summary states. Building on systems and governance reforms implemented in the previous cycle, the Strategy now focuses on performance realisation—translating strengthened capabilities into tangible outcomes. These include sustained revenue growth, an improved tax-to-GDP ratio, faster border clearance times, enhanced client satisfaction and stronger institutional governance.

### Strategy Pillars

The Strategy is anchored on two **mandate pillars**:

- **Revenue Mobilisation and Tax Base Expansion**, and
- **Ease of Doing Business and Trade Facilitation**.

These are supported by two **enabling pillars**:

- **Digital Transformation and Innovation**, and
- **Human Capital Excellence and People Transformation**, all firmly sustained by robust **Governance and Risk Management**.



A hand drawn illustration of how a stakeholder engagement in Bulawayo should flow. Artist credit: Mr Milton Kamwendo who facilitated the stakeholder strategy engagement workshops.

### Transforming Revenue Administration

Over the five-year period, ZIMRA will leverage **digital transformation, advanced data analytics and smart border technologies** to modernise revenue administration and strengthen compliance through intelligence-led approaches. The Strategy seeks to "broaden the tax base, enhance compliance, curb revenue leakages and streamline customs and tax processes to reduce the cost of compliance and improve predictability for business." These interventions are expected to boost taxpayer confidence while supporting trade facilitation and regional integration, including under the **African Continental Free Trade Area (AfCFTA)**.





### Leadership Commitment to Disciplined Execution

The ZIMRA Commissioner General, Ms Regina S. Chinamasa, said the Strategic Plan provides a structured and accountable framework for execution. “This Strategic Plan sets out the framework through which the Zimbabwe Revenue Authority will plan, sequence and execute its statutory responsibilities over the 2026–2030 period,” she said. Ms Chinamasa explained that the Strategy is implemented through clearly defined milestones and performance oversight mechanisms at Board and Board Committee level, ensuring disciplined execution and timely corrective action. “Together, these elements provide a coherent and actionable framework that supports disciplined execution, robust oversight and sustained institutional performance throughout the 2026–2030 period,” she added.

### A Renewed Mission, Vision and Values

Central to the new Strategy is ZIMRA’s refreshed institutional identity.

#### Vision

To be a transformative and sustainable revenue agency that fosters national development and economic growth.

#### Mission

To mobilise revenue and facilitate sustainable compliance with tax and customs laws for the economic development of Zimbabwe.

#### Core Values

The Strategy reaffirms values that will guide behaviour, decisionmaking and service delivery:

- **Integrity** – Acting honestly, ethically and without compromise
- **Fairness** – Applying tax and customs laws consistently and transparently
- **Professionalism** – Upholding competence, discipline and highperformance standards
- **Innovation** – Continuously improving through technology and new ideas
- **Service Excellence** – Placing taxpayers and traders at the centre of operations

Mr Mandiwanza stressed that integrity remains non-negotiable under the new Strategy.

“At the heart of this transformation lies an unwavering commitment to integrity. Corruption, system manipulation and unethical conduct will find no refuge within ZIMRA,” he added.

### A People-Centred, Modern Authority

The Strategy envisions transforming ZIMRA into “a modern, transparent, service-oriented and people-centred revenue authority”—one that is digitally agile, professionally empowered

and trusted by taxpayers.

By investing in human capital, embracing innovation and strengthening governance, ZIMRA aims to not only mobilise sustainable domestic resources but also contribute meaningfully to Zimbabwe’s economic resilience, social development and shared prosperity.

As Ms Chinamasa noted, the Strategy represents a collective commitment to continuous improvement, responsiveness and accountability—ensuring ZIMRA remains a dependable partner in national development over the next five years and beyond.



## ZIMRA at a glance ...

Compiled by **Chenayi Mack-Maponga**

### Finance Minister Professor Mthuli Ncube, commissions 20 Land Cruiser vehicles

Finance Minister Professor Mthuli Ncube on 7 May 2021, commissioned 20 Land Cruiser vehicles for the Zimbabwe Revenue Authority (ZIMRA) at a ceremony held in Harare. The vehicles are expected to go a long way in aiding ZIMRA's operations that include curbing smuggling at ports of entry that sometimes have rugged terrains.



*Professor Mthuli Ncube officially hands over vehicles*

### Beitbridge Border Post upgrade

The ZIMRA border modernisation project taking shape during the construction phase



### ZIMRA hosts its second Annual General Meeting (AGM) in June 2019



The Zimbabwe Revenue Authority (ZIMRA) hosted its second Annual General Meeting (AGM) on 27 June 2019 at Monomotapa hotel. The second instalment of the AGM was hosted to give the ZIMRA Board the opportunity to present the Authority's annual report for the year 2018 to stakeholders, including the Ministry of Finance and Economic Development, Auditor General and the media fraternity among others.

### ZIMRA hands over of the Electronic Cargo Tracking System (ECTS)



The Zimbabwe Revenue Authority (ZIMRA) on 14 June 2019 held the handing over of the Electronic Cargo Tracking System (ECTS) from Revenue Assurance and Special Projects division to the Customs and Excise division. The event was hosted at the ECTS command centre at Kurima House and was attended by the ZIMRA Executive management, management, staff and various media houses. The ECTS was introduced in May 2016 and it is a modernised enforcement tool used by customs globally for transit management and has played an important role in curbing transit fraud and decongesting the country's ports of entry.





## A Blast from the Past: The 2018 Taxpayer Appreciation Awards



Guest of honor, HE President E.D. Mnangagwa receives his token of appreciation from Ms Faith Mazani, former ZIMRA CG and Head Corporate Affairs, Francis Chimanda during ZIMRA Appreciation Awards dinner on 31 October 2018.

**PRESIDENT** Emmerson Dambudzo Mnangagwa appreciated compliant taxpayers and partners that contribute to the country's fiscal prudence at the Zimbabwe Revenue Authority (ZIMRA) Appreciation Awards dinner on 31 October 2018. The commemorations were held under the theme: **"My Taxes, My duties - Building my Zimbabwe."**

Speaking at the awards dinner, the President said limited and erratic tax payments grossly constrain Treasury and increase Government's inability to meet its budgetary requirements.

"It is, indeed, from these funds that the State is able to provide public goods and services, which include infrastructure, health care, education, housing, water and sanitation, among others. Tax evasion by individuals and corporates leaves Government with limited funding options. As we journey the course towards the attainment of our Vision 2030 and begin the implementation of the Transitional Stabilisation Programme (TSP), we must adopt a culture of voluntary compliance heightened by the desire to build the Second Republic," he said.

"I, thus, exhort ZIMRA to undertake robust, flexible and modern awareness campaigns to educate our citizens, small and medium enterprises and corporates alike, on their obligation to pay taxes and to accelerate the adoption of innovative and contemporary revenue collection, border management

control and customs clearance systems as well as strengthen mechanisms that eliminate delays, smuggling of goods and revenue leakages".

Tax revenue, he said, was an essential component in the country's quest to advance its industrialisation and modernisation agenda as it provides interest-free finance.

"As Zimbabweans it is imperative that we embrace the new policy measures, which help stabilise our macro economy into the long term. You will not be surprised to hear those other nations copied the two percent transaction tax."

The Taxpayer Appreciation Day now ZIMRA Appreciation Awards, was introduced in 2011 to recognise and appreciate compliant clients who pay their taxes and duties on time and in full. This year's commemorations were held to reinforce a culture of voluntary compliance in the country in line with the country's catch phrase, **"Zimbabwe is open for business."** The day gives emphasis to the importance of complying with fiscal obligations to attract international investment and to contribute to the economic and social dignity of Zimbabwe. The dinner saw clients receiving awards.





## ZIMRA In the Community: ZIMRA donates to various Charities

**17 July 2020**

The Zimbabwe Revenue Authority (ZIMRA) through its Charity Trust on 17 July 2020 donated five (5) wheelchairs to St-Giles Rehabilitation Centre and various food groceries to institutions that take care of vulnerable groups in Harare and Chitungwiza and is set to donate more goods to other charities countrywide.



ZIMRA Charity Trust Chairperson Mr Julius Toringepi (left) with Shungu Dzavana Children's Trust Board member Dr Chibage

**28 April 2021**

The Zimbabwe Revenue Authority (ZIMRA) Charity Trust continues to uphold its culture of supporting the less privileged members of society as the Trust, "With Love" donated an assortment of goods, groceries and blankets to Tariro House of Hope Children's Home in Epworth on 28 April 2021.



**14 December 2022**

The Commissioner General, Ms Regina Chinamasa donated grocery items and goodies worth ZWL10 million dollars to Chinotimba Old People's Home, Rose of Charity Children's Home and Abangane Shamwari Disability Organisation in Victoria Falls. In an emotional delivery, the CG expressed gratitude to founders and overseers of the three Homes whom she commended for a great work that they are doing in taking care of the vulnerable.







ZIMRA solidifies partnership with IMF team



ZIMRA Women Celebrating Mother's Day, 2020



ZIMRA tours Zimbabwe Leaf Tobacco



Charity Ball 2019



Former ZIMRA Commissioner-General, Ms Faith Mazani, addresses delegates at an official event.





ZIMRA in the community





# Driving Digital Transformation



## Harnessing Innovation to Transform Tax and Customs Administration



*The TaRMS project management team during 2023 launch*

**T**he story of the Zimbabwe Revenue Authority is also a story of continuous technological transformation. From the early automation of customs clearance processes to the introduction of integrated tax administration platforms, electronic fiscalisation, cargo tracking, digital taxpayer services and data-driven compliance systems, ZIMRA has progressively used technology to modernise the administration of taxes and customs.

Digital transformation has enabled the Authority to move away from fragmented, paper-based and heavily manual processes towards more efficient, transparent and accessible services. It has strengthened revenue collection, reduced opportunities for human error and manipulation, improved the management of compliance risks and made it increasingly possible for taxpayers and traders to access services remotely.

The ZIMRA 2026-2030 Strategy builds upon these achievements and identifies Digital Transformation and Innovation as one of the Authority's two principal strategic enablers. It commits ZIMRA to accelerating automation, strengthening data-driven decision-making and adopting

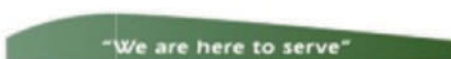
artificial intelligence and other emerging technologies to support smarter tax and customs administration.

For ZIMRA, digitalisation is therefore not simply an information and communication technology programme. It is a fundamental institutional transformation that supports revenue mobilisation, taxpayer service, trade facilitation, governance, transparency and national development.

### **From Manual Processes to Digital Administration**

At the time of ZIMRA's establishment in 2001, tax and customs administration depended considerably on physical documents, manual verification, face-to-face interactions and systems that operated with limited integration. Taxpayers frequently had to visit ZIMRA offices to register, submit returns, make enquiries and obtain tax documents, while customs processes involved extensive paperwork and interaction with several border agencies.

Over the years, ZIMRA progressively automated these processes. Electronic tax services made it possible for taxpayers to submit returns and undertake selected transactions





remotely. Customs declarations increasingly moved onto digital platforms, while fiscalisation, electronic cargo tracking and automated risk-management tools strengthened the Authority's ability to monitor transactions and identify potential revenue leakages.

The implementation of the 2021-2025 Strategy accelerated this transformation. During the period, ZIMRA successfully implemented and strengthened major systems such as the Tax and Revenue Management System, the Fiscalisation Data Management System, the Electronic Cargo Tracking System and ASYCUDA World. According to the 2026-2030 Strategy, these systems revolutionised the administration and management of revenue by enhancing compliance, improving transparency and reducing manual intervention across business operations.

These achievements created the digital foundation upon which ZIMRA's next phase of institutional transformation will be built.

### **Transforming Domestic Tax Administration through TaRMS**

The Tax and Revenue Management System (TaRMS) represents one of the most significant milestones in ZIMRA's digital transformation journey. Developed through the Authority's Business Process Re-engineering Programme, which commenced in 2022, TaRMS was designed to replace the previous domestic tax administration system and address longstanding challenges affecting service delivery and revenue management.

The first TaRMS modules—User Management and Taxpayer Registration—were launched on 12 October 2023. Six additional modules covering returns, payments, taxpayer accounting, debt management, refunds and revenue accounting followed on 6 December 2023. The Tax Agent Module was subsequently introduced in February 2024.

TaRMS consolidated key domestic tax functions within a single digital environment. Through its Self-Service Portal, taxpayers can register, submit returns, make payments, manage their tax accounts, apply for refunds and access documents such as Tax Clearance Certificates. This has reduced dependence on physical visits and provided taxpayers with greater control over their interactions with the Authority.

The system has also improved the allocation and reconciliation of payments through the single-account concept. It supports the automatic allocation of payments against declared obligations, thereby addressing challenges such as unidentified or unallocated deposits that affected earlier systems.

Beyond transaction processing, TaRMS provides a foundation for improved data analytics and taxpayer profiling. It enables ZIMRA to build a more complete view of taxpayer obligations, payments and compliance behaviour, supporting informed decisions, targeted interventions and the early identification of compliance risks. Integration remains central to the future value of TaRMS.



*Mrs G. Makwanguze TaRMS Project Leader*

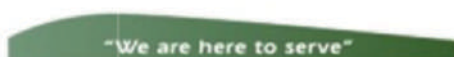
The 2026-2030 Strategy envisages closer integration between TaRMS, third-party databases. This will enable ZIMRA to compare domestic tax, customs and fiscalisation information, identify inconsistencies and obtain deeper insights into economic activity.

The Strategy also provides for customised taxpayer reminders, mobile tax-payment solutions, automatic population of selected tax returns and the introduction of enhanced debt-risk monitoring. These initiatives are expected to simplify compliance, improve revenue collection and reduce the administrative burden on taxpayers.

### **Modernising Customs through ASYCUDA World**

The automation of customs administration is one of the longest-running elements of Zimbabwe's digitalisation journey. Zimbabwe began using the Automated System for Customs Data, commonly known as ASYCUDA, for commercial transactions during the 1991-1992 period.

When ZIMRA was established in 2001, Zimbabwe migrated to ASYCUDA++, becoming the first country in the Common Market for Eastern and Southern Africa region to adopt that



version. The system introduced important functionality such as automated customs declarations, selectivity and risk management, broker processing and electronic monitoring of payments.

ZIMRA subsequently became the first revenue authority in the COMESA region to migrate to ASYCUDA World. This web-based platform has enabled customs declarations to be lodged and processed electronically, allowing clearing agents and traders to interact with the Authority without relying entirely on physical documentation.

ASYCUDA World supports the processing of imports, exports and transit transactions. It has improved the availability of customs information, strengthened risk-based clearance and helped ZIMRA distinguish between compliant, low-risk cargo and consignments requiring further examination.

The system has also strengthened accountability by creating electronic transaction records and improving the Authority's ability to monitor customs processes. Its integration with other platforms will progressively enable ZIMRA to compare declared imports with domestic sales, tax returns and fiscalised transactions.

Under the 2026-2030 Strategy, customs automation will be advanced through Smart Customs and Border Modernisation. Planned initiatives include automated analysis of shipment data to identify high-risk consignments, electronic exchange of information with neighbouring customs administrations and the introduction of single-payment platforms for border-related charges. These measures will strengthen enforcement while allowing legitimate trade to move more efficiently.

### Creating a Single Digital Gateway through ZESW

The Zimbabwe Electronic Single Window was introduced in 2022 to enhance the clearance of legitimate trade at Zimbabwe's ports of entry. It responds to a longstanding challenge faced by importers and exporters who previously had to submit similar information separately to several Government ministries, departments and agencies.

ZESW provides a coordinated electronic environment through which traders can submit regulatory and customs information. Participating agencies can then process the information according to their respective mandates without requiring traders to move physically from one institution to another.

The platform supports revenue collection, enforcement of trade laws, social protection and the generation of business intelligence for Government. It also aligns Zimbabwe's customs administration with international trade-facilitation standards and recognised global best practices.

The 2026-2030 Strategy provides for the expansion of the Customs Single Window into a more comprehensive automated and interactive platform. The goal is to enable importers and exporters to transmit all relevant border-clearance

### Automation/Digitalisation



### Systems Integration



### Surveillance & Monitoring Centre



### Dry Ports

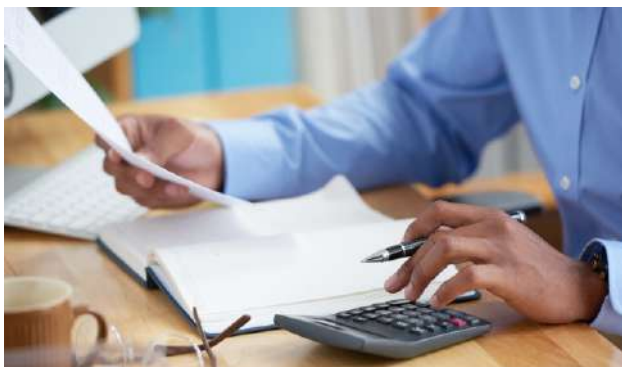


### Drones





### Debt Management



documentation through one system interfacing with the responsible Government agencies.

When fully integrated, the Single Window is expected to reduce duplication in the submission of trade documents and shorten border-clearance turnaround times. By enabling border agencies to work through a coordinated digital platform, it will improve inter-agency collaboration, strengthen the quality and availability of trade information and enhance transparency and accountability at ports of entry.

The resulting efficiencies should lower the cost of conducting cross-border business and strengthen Zimbabwe's participation in regional and international trade. The further development of ZESW will be particularly important as Zimbabwe strengthens trade under the African Continental Free Trade Area and positions itself as a competitive regional transit and trading hub.

### ZIMRA Contact Centre



#### Strengthening Revenue Visibility through Fiscalisation

Fiscalisation has transformed ZIMRA's ability to monitor taxable transactions. Through electronic fiscal devices and the Fiscalisation Data Management System, fiscalised sales information can be transmitted to the Authority, providing greater visibility of transactions and supporting the administration of Value Added Tax.

The availability of fiscal data strengthens compliance monitoring by enabling ZIMRA to compare information generated at the point of sale with declarations submitted by taxpayers. This helps identify possible under-declarations, non-fiscalised transactions and other inconsistencies requiring further investigation.

### ZIMRA Change Management



Fiscalisation has also contributed to improved transparency and the creation of more reliable transaction records. Rather than relying entirely on retrospective audits and manually supplied records, the Authority can increasingly use digitally generated information to support risk-based compliance interventions.

The 2026-2030 Strategy proposes the expansion of fiscalisation to registered traders operating below the VAT-registration threshold and to sectors such as fuel. It also identifies Virtual Fiscalisation as a key strategic project. This will allow approved software-based solutions to perform fiscal functions without depending exclusively on traditional physical fiscal devices.

The integration of FDMS with TaRMS and ASYCUDA World will provide an increasingly complete picture of economic activity. Import information, domestic sales and taxpayer declarations can be analysed together to identify compliance gaps, support VAT-gap analysis and strengthen revenue forecasting.

#### Expanding Digital Taxpayer Services

ZIMRA's transformation has steadily expanded the range of services that taxpayers can access remotely. Electronic registration, return submission, payments, tax-clearance applications and other online services have reduced the need for repeated visits to ZIMRA offices.





*Zimra displays its long-range, fixed-wing drone during an exhibition*

This development has been particularly important for taxpayers located far from major administrative centres. Digital platforms make services available beyond the physical boundaries of ZIMRA offices, reducing travel costs, waiting times and the indirect cost of compliance.

The 2026-2030 Strategy seeks to take these gains further through the enhancement of taxpayer digital services. Planned interventions include mobile-enabled services, virtual tax kiosks, digital payment solutions, automated reminders and the further integration of ZIMRA platforms with third-party systems.

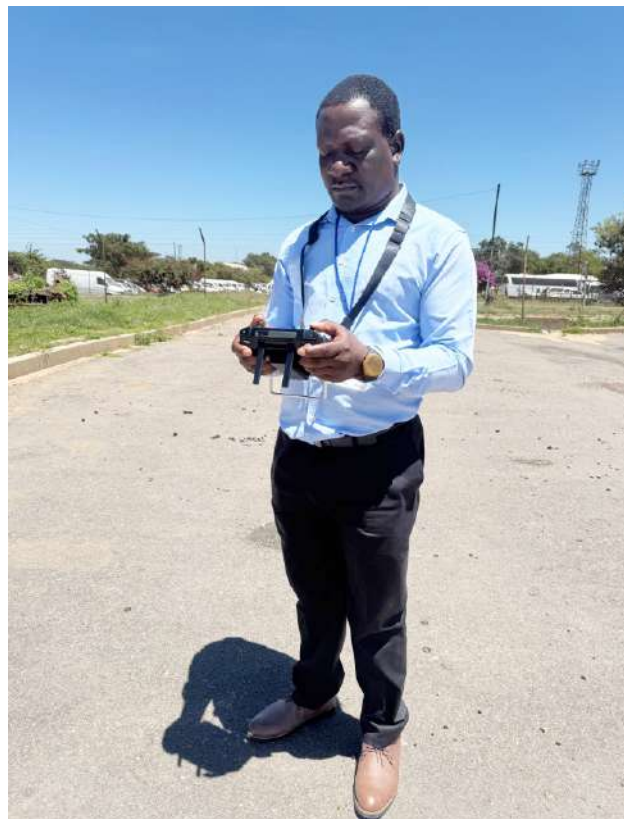
The proposed virtual tax kiosk will make selected services accessible through mobile devices, extending assistance to taxpayers who may not have access to conventional service centres. Mobile and onsite registration programmes will complement these platforms by supporting taxpayer formalisation and widening the tax base.

The ultimate objective is to create a taxpayer-service environment that is simple, accessible and available through multiple channels. Digital transformation should make it easier for taxpayers to understand their obligations, complete transactions correctly and comply voluntarily.

#### **The Contact Centre: Technology with a Human Interface**

While tax administration has increasingly moved online, ZIMRA has recognised that effective digital service delivery must still provide taxpayers with timely human support. The establishment of the Contact Centre created a central point through which taxpayers and traders can obtain assistance, submit enquiries and receive guidance on tax and customs matters.

The Contact Centre brought together technology, trained service agents and structured case-management processes. It has helped reduce the pressure on physical offices and provided taxpayers with more convenient access to the Authority.



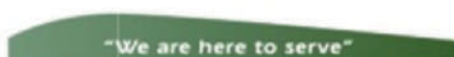
*A drone pilot with the Authority controls an airborne drone remotely.*

Clients can currently contact the Centre through the short code 585, the NetOne toll-free number 08010271 and WhatsApp on +263 717 585 585. These channels complement online platforms and help taxpayers resolve challenges encountered while using ZIMRA's digital systems.

The Contact Centre also provides valuable information about recurring taxpayer concerns. Enquiry trends can be analysed to identify areas where procedures require simplification, systems require improvement or additional taxpayer education is needed.

As ZIMRA adopts artificial intelligence, the Contact Centre can evolve into an intelligent, integrated service hub. Virtual assistants can respond to routine enquiries, guide taxpayers through common processes and make services available beyond conventional operating hours, while trained officers concentrate on complex cases requiring human judgement.

Using Data Analytics and Smart Investigative Techniques to Improve Compliance. The continued growth of TaRMS, ASYCUDA World, FDMS, ZESW, ECTS and other digital platforms has significantly increased the volume and range of information available to ZIMRA. The next stage of transformation is to move beyond simply collecting and storing this data and converting it into actionable intelligence that supports smart, targeted and intelligence-led investigations and compliance interventions.





ZIMRA 2026-2030 Strategy places strong emphasis on data analytics, systems integration and evidence-based decision-making. The proposed integration of ASYCUDA World, FDMS, TaRMS and other relevant internal and external data sources will enable regular analysis and cross-matching of tax and customs information. This will allow ZIMRA to establish relationships between imports, domestic transactions, tax declarations, fiscalised sales, payments, assets and other economic activities, thereby providing investigators with a more complete view of taxpayer behaviour.

For Investigations, data analytics provides an opportunity to shift from predominantly reactive investigations towards proactive, intelligence-led and risk-based investigations. Rather than relying mainly on referrals, complaints or information received after revenue leakage has occurred, analytical tools can identify anomalies, inconsistencies, networks and emerging risks at an earlier stage. Data analytics and smart investigative techniques will enable the Authority to identify taxpayers whose declarations are inconsistent with available transaction, customs, fiscalisation and payment data.

By cross-matching information across different systems, ZIMRA will be better positioned to detect discrepancies between imports, purchases, sales, declared income and taxes paid, as well as unusual trading, payment and transaction patterns that may point to under-declaration, non-disclosure, fraud or other forms of revenue leakage. The same analytical capability will help the Authority uncover relationships and networks involving taxpayers, directors, companies, suppliers, customers and transactions that may warrant further investigation.

It will also assist in identifying gaps in the tax base and previously undetected economic activity that should be brought into the tax net. Through sector-specific risk analysis, ZIMRA will be able to direct investigative and audit resources towards the taxpayers, industries and activities presenting the greatest revenue risk, improving case selection and reducing reliance on random or predominantly manual methods.

In debt recovery and enforcement, available data can support asset tracing by revealing assets, transactions and financial relationships associated with taxpayers under investigation. At the border, analytical tools can identify potentially high-risk cargo and suspicious customs transactions before or during clearance, allowing targeted intervention while reducing unnecessary physical inspections of legitimate consignments.

Analysis of trends, patterns and relationships across multiple datasets will further help ZIMRA recognise emerging tax-evasion and fraud schemes. These capabilities will also strengthen revenue forecasting and help quantify potential revenue leakage, enabling management to prioritise interventions according to their likely revenue impact. By providing timely intelligence and clear risk indicators, data analytics will support faster, evidence-based investigative and management decisions.

The Strategy's provision for predictive analytics further strengthens this approach. Predictive models can use historical and current information to identify taxpayers, sectors, transactions and behavioural patterns associated with higher compliance and fraud risks. This will enable ZIMRA to intervene before risks develop into significant revenue losses, thereby strengthening preventive as well as enforcement capabilities.



*ZIMRA Board Chairman, Mr Anthony Mandiwanza, at the 2026 ZAS Exhibition*



The proposed ZIMRA-wide Data Warehouse and integrated risk-management capability will be central to achieving this objective. By consolidating information from different systems into a coherent institutional resource, investigators will be able to access and analyse information across Domestic taxes, Customs and Excise more efficiently and this capability will also be strengthened through the integration and cross-matching of relevant third-party information to provide a broader intelligence picture.

Ultimately, ZIMRA will adopt a "work smarter" approach, directing limited investigative resources towards the taxpayers, transactions, sectors and schemes presenting the highest risk. This will improve the quality and speed of investigations, early detection of revenue leakages, recovery of revenue, case selection and overall compliance, while reducing reliance on labour-intensive manual processes.

The transition therefore represents more than a technology initiative; it is a shift towards data-driven, intelligence-led investigations, where information is systematically transformed into actionable intelligence for prevention, detection, investigation and enforcement.

#### Technology-Enabled Border Management

Digital transformation has extended beyond administrative systems into physical border management and anti-smuggling operations. ZIMRA has invested in electronic cargo tracking, scanners, command and surveillance capabilities and drone technology to strengthen the monitoring of goods moving through and around Zimbabwe's ports of entry.

The Electronic Cargo Tracking System enables the Authority to monitor selected transit cargo electronically. This reduces the risk of goods declared for transit being diverted into the domestic market without the payment of applicable duties and taxes. High-speed scanners enable officers to examine cargo without relying entirely on physical unpacking. This improves the detection of concealed or falsely declared goods while facilitating the faster clearance of legitimate consignments.

Drones and surveillance technologies provide additional support in monitoring designated and undesignated entry points. The 2026-2030 Strategy identifies the acquisition and implementation of anti-smuggling surveillance drones as a key business-process innovation project. The Strategy also proposes electronic information exchange with customs administrations in neighbouring countries, including Mozambique, South Africa and Malawi. Such exchanges can enable authorities to compare export and import information, strengthen transit monitoring and identify discrepancies before goods reach the border.

Together, these technologies are laying the foundation for Smart Customs—an operating model in which data, automation, surveillance, risk management and regional cooperation work together to facilitate legitimate trade while strengthening border protection.



#### Integrating Systems and Automating Processes

The value of digital platforms increases when systems can communicate with one another. A central priority of the 2026-2030 Strategy is therefore the integration of ZIMRA's core internal systems and selected external databases.

Integrating TaRMS, ASYCUDA World and FDMS will allow the Authority to compare information across the taxpayer's full economic cycle—from the importation of goods to domestic sales and final tax declarations. Connections with banks, the Civil Registry, the Registrar of Companies, the Deeds Registry and other approved databases can further strengthen identity verification, taxpayer registration and compliance analysis.

The Strategy also proposes a Geographic Information System module to support the mapping and management of the Block Management System. This will improve ZIMRA's ability to identify economic activities geographically, support taxpayer registration and strengthen administration within the informal and cash-based sectors. Automation will progressively be extended to remaining manual processes. ZIMRA intends to use suitable core operational systems, commercially available solutions and customised developments where specialised functionality is required.

Real-time dashboards will also provide management with current information on revenue performance, operational delivery and strategic implementation, enabling faster corrective action and greater institutional accountability.

#### Protecting Digital Systems and Taxpayer Information

As the Authority becomes increasingly digital, cybersecurity becomes inseparable from revenue security. Taxpayer and customs systems contain confidential personal, commercial and financial information that must be protected against unauthorised access, manipulation, loss and cyberattack. The 2026-2030 Strategy therefore identifies enhanced cybersecurity resilience as a core component of digital transformation. Planned interventions include stronger security infrastructure, increased data-storage capacity, improved access controls, continuous monitoring and the development of appropriate technical skills.



"We are here to serve"





ZIMRA also plans to implement the ISO 27001 Information Security Management System from 2026. This will provide a structured framework for managing information-security risks, protecting institutional information and promoting continuous improvement. Data quality will be equally important. Artificial intelligence and analytics can produce reliable results only when the underlying information is accurate, complete and current. Data cleansing, standardisation and governance will consequently remain critical elements of the transformation programme.

Technology must also strengthen integrity. Automated workflows, electronic audit trails, controlled user access and real-time monitoring can reduce opportunities for unauthorised intervention. However, these controls must be supported by ethical leadership, effective oversight and firm action against system tampering and corruption.

### Empowering People to Lead the Transformation

Digital transformation is ultimately driven by people. New systems cannot deliver their full value unless employees understand them, taxpayers can use them and leaders are prepared to manage the institutional changes they bring.

The 2026-2030 Strategy commits ZIMRA to transforming employees from manual-process workers into technology-empowered professionals capable of driving innovation and high productivity. This will require continuous training in digital literacy, data analytics, artificial intelligence, cybersecurity, digital forensics and emerging approaches to tax and customs administration. Officers will increasingly be required to interpret data, manage automated workflows and apply professional judgement to complex cases. Routine tasks will progressively be automated, allowing employees to focus on higher-value responsibilities such as analysis, investigation, taxpayer assistance and strategic decision-making. Taxpayer education and change management will be equally important. Every new platform must be supported by clear guidance, responsive assistance and opportunities for users to provide feedback. Digital transformation must remain inclusive and should not leave behind taxpayers with limited connectivity, digital skills or access to suitable devices.



**ZIMRA Staff in Tax Awareness drive**

### The 2026-2030 Digital Transformation Agenda

Building upon its historical achievements, ZIMRA's next phase of transformation will focus on implementing AI-driven tax intelligence and advanced data analytics while developing a comprehensive institutional data warehouse and integrated risk-management capability. The Authority will connect TaRMS, ASYCUDA World, FDMS and approved external systems, automate remaining manual operational processes and introduce a Geographic Information System module to strengthen taxpayer mapping and Block Management.

The agenda will also enhance digital and mobile taxpayer services and expand virtual fiscalisation to additional taxpayers and sectors. Within customs, ZIMRA will advance Smart Customs and border modernisation by expanding the Customs Single Window, introducing single-payment platforms for border services and strengthening electronic data exchange with neighbouring countries. Automated tools for identifying high-risk cargo will be supported by the continued expansion of electronic cargo tracking, scanners, drones and other surveillance systems.

As digital services and system integration deepen, ZIMRA will strengthen cybersecurity, information governance and institutional resilience. The Authority also intends to implement ISO 27001 for information-security management and ISO 42001 for the responsible management of artificial intelligence, ensuring that innovation is supported by appropriate governance, security and accountability.

These initiatives will support the broader strategic objective of mobilising sustainable revenue, broadening the tax base, reducing the cost of compliance and facilitating seamless trade. They will also contribute towards improving Zimbabwe's tax-to-GDP ratio and providing the resources required to finance national development under the National Development Strategy 2.

### Building the Digital ZIMRA of the Future

ZIMRA's digital transformation journey demonstrates how far the Authority has travelled—from predominantly manual processes to interconnected platforms supporting domestic



taxes, customs administration, fiscalisation, cargo monitoring, taxpayer service and institutional decision-making.

TaRMS has transformed domestic tax administration; ASYCUDA World has modernised customs processing; ZESW is creating a coordinated digital gateway for trade; FDMS has strengthened transaction visibility; the Contact Centre has improved access to assistance; and electronic tracking, scanners and drones are enhancing border management.

The next phase will connect these achievements into a more intelligent and integrated digital ecosystem. Artificial intelligence, predictive analytics, mobile services, system

integration, virtual fiscalisation and smart border technologies will allow ZIMRA to identify risks earlier, serve taxpayers more effectively and make decisions based on reliable, real-time information.

Digital transformation is not an end in itself. Its true value lies in making tax and customs administration simpler, faster, fairer and more transparent. By combining technology with skilled people, responsible governance and a strong culture of service, ZIMRA is positioning itself as an innovative, technology-driven and people-centred revenue authority, ready to meet the demands of an increasingly digital economy and contribute meaningfully to Zimbabwe.



**ZIMRA**  
Zimbabwe Revenue Authority

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Email [contactcentre@zimra.co.zw](mailto:contactcentre@zimra.co.zw)

*we are here to serve*

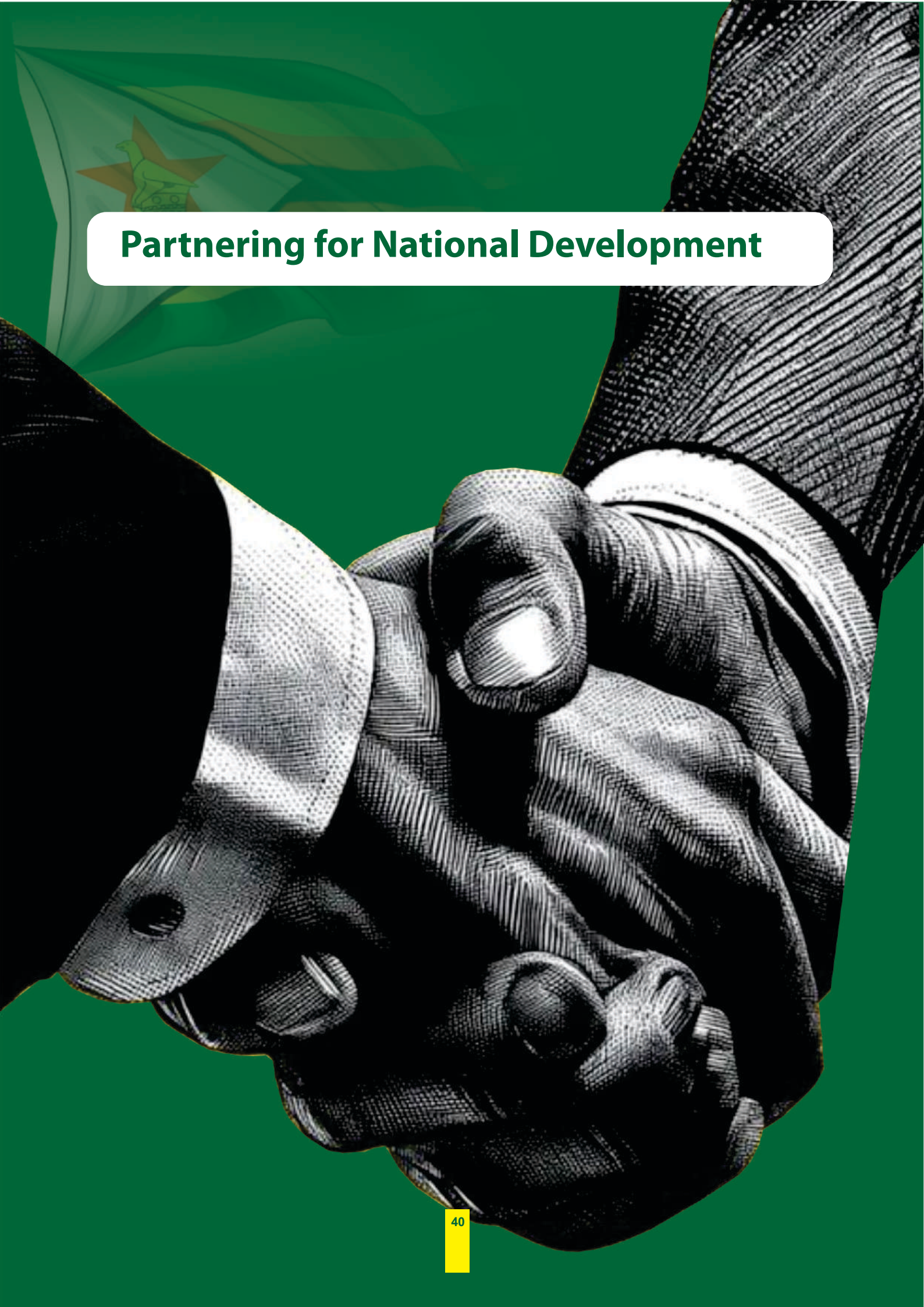
   [www.zimra.co.zw](http://www.zimra.co.zw)



"We are here to serve"







## Partnering for National Development



## A Strategic Partner in Excellence



*CG signs the multilateral Convention of Mutual Assistance in Tax Matters in Paris, France in 2025*

ZIMRA's enduring partnership with the International Monetary Fund (IMF) in technical assistance and capacity development has supported ZIMRA's transformation into a modern revenue administration.

Over the years, IMF support has strengthened ZIMRA in critical areas including tax audit, organisational reform, risk management, leadership development, TADAT and trade facilitation. This cooperation has enabled the Authority to draw on international expertise while building sustainable capabilities within the organisation.

In tax audit and compliance management, technical assistance has supported the adoption of more risk-based approaches, enabling ZIMRA to better identify compliance risks and deploy resources effectively. Organisational reform support has contributed to strengthening structures, processes and institutional performance.

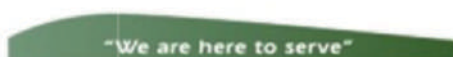
The Tax Administration Diagnostic Assessment Tool (TADAT) has provided an important framework for objectively assessing ZIMRA's performance, identifying areas for improvement and tracking progress over time. The repeat assessment in 2025 was an important milestone in this continuous improvement journey.

Recognising that transformation is ultimately driven by people, IMF support has also contributed to leadership and capacity development, equipping ZIMRA executive management to lead change and deliver results. In customs, technical assistance in risk management, post-clearance audit and coordinated border management has strengthened both revenue protection and trade facilitation.

As ZIMRA looks towards its next 25 years, the IMF partnership remains an important catalyst for institutional excellence. It represents not simply technical cooperation, but a shared commitment to building a stronger, more efficient and responsive revenue authority capable of supporting Zimbabwe's development agenda.

### **The Impact of ATAF on Zimbabwe: Strengthening Tax Administration Through African Expertise**

For Zimbabwe, the African Tax Administration Forum (ATAF) has evolved into more than a technical partner. It has become a strategic partner in strengthening the Zimbabwe Revenue Authority's (ZIMRA) capacity to respond to an increasingly complex and interconnected tax environment. Through technical assistance, peer learning, knowledge exchange and





professional networks, ATAF has supported Zimbabwe in building a stronger, more modern and internationally connected tax administration. ATAF's approach is deliberately centred on African expertise and home-grown solutions to African tax challenges.

One of the most significant areas of support has been taxation of High Net-Worth Individuals (HNWIs). ATAF's technical assistance has helped strengthen ZIMRA's understanding of sophisticated wealth structures, risk identification and compliance approaches for high-value taxpayers. This is particularly important as tax administrations seek to ensure that all taxpayers contribute their fair share to domestic resource mobilisation. ATAF's work on HNWIs continues to provide practical guidance to African administrations, including Zimbabwe.

ATAF has also made an important contribution to transfer pricing capacity. Through specialised technical support and practical engagement with complex transactions, ZIMRA officials have strengthened their ability to identify transfer pricing risks, analyse multinational transactions and protect Zimbabwe's tax base.

In the area of Exchange of Information (EOI), ATAF's support has been particularly valuable as Zimbabwe strengthens its international tax transparency framework. Technical assistance has supported ZIMRA in developing institutional capacity, strengthening processes and preparing for the Global Forum peer review. In 2026, ATAF experts worked directly with ZIMRA and other key national stakeholders to strengthen Zimbabwe's legal and administrative readiness for the upcoming EOI peer review.

ATAF has further supported Zimbabwe in navigating emerging areas such as the taxation of e-commerce and the digital economy, enabling the country to respond to new business models and evolving international tax challenges. Its support in tax treaty negotiations has similarly strengthened Zimbabwe's capacity to safeguard its taxing rights and negotiate treaties that advance the country's economic interests.



**WCO and EU in partnership with ZIMRA.**



**ZIMRA hosts World Customs Organisation Regional Intelligence Liaison Office National Contact Point Meeting, 2024, Victoria Falls**

Beyond technical taxation matters, ATAF has contributed significantly to leadership development and gender empowerment. Zimbabwe has emerged as a strong member of the ATAF Women in Tax Network, which seeks to connect, develop and raise the profile of women in taxation across Africa. The initiative promotes mentoring, networking, leadership



**Japan International Cooperation Agency (JICA) visited Zimra in 1024 to explore partnership opportunities between the government of Japan and ZIMRA**



**ZIMRA in partnership with UNDP held a Gender Seal workshop in Bulawayo in 2025**



development and greater representation of women in senior and technical positions.

The impact of ATAF on Zimbabwe therefore extends beyond individual training programmes. It is reflected in stronger technical expertise, enhanced institutional capability, improved international cooperation and a growing pool of African tax professionals able to address complex tax challenges. Most importantly, the partnership demonstrates the power of African countries learning from one another and developing African solutions to African challenges.

As Zimbabwe continues its journey towards a modern, efficient and increasingly digital tax administration, ATAF remains a valued strategic partner helping ZIMRA strengthen domestic resource mobilisation, protect the tax base and contribute more confidently to the continent's evolving international tax agenda.

### World Customs Organization

The World Customs Organization (WCO) is an important partner in ZIMRA's customs modernisation and trade-facilitation journey. Through the WCO, customs administrations cooperate in developing internationally recognised standards and strengthening the security and efficiency of global trade.

ZIMRA's engagement with the WCO supports capacity-building, risk management, customs valuation, tariff classification, enforcement, coordinated border management and the simplification of customs procedures. It also exposes the Authority to international best practices that can be adapted to Zimbabwe's operating environment.

This cooperation assists ZIMRA in balancing two closely connected responsibilities: facilitating legitimate trade and protecting the country from smuggling, commercial fraud and other forms of illicit movement across borders.

Alignment with international customs standards helps to improve predictability for traders, strengthen border controls and position Zimbabwe as a reliable participant in regional and international commerce.



*The then Global Forum Head of Secretariat, Zayda Manatta, visits Zimbabwe with Head of Capacity Building Hakim Hamid and Ervice Tchouata in (2024).*



**ZIMRA representatives engage with a Chinese delegation**

*It represents not simply technical cooperation, but a shared commitment to building a stronger, more efficient and responsive revenue authority capable of supporting Zimbabwe's development agenda.*





# Our Vision

To be a transformative

**Serving Zimbabwe**

economic growth.

**Our Vision**  
To move  
sustainable





## Delivering Value Beyond Revenue Collection



*Minister of Finance, Hon. Prof. Mthuli Ncube, at the ZIMRA stand ZITF stand in 2024*

Revenue collection is central to the mandate of the Zimbabwe Revenue Authority (ZIMRA), but the Authority's contribution to Zimbabwe extends well beyond the mobilisation of funds for Government. ZIMRA also supports national development by educating taxpayers, facilitating legitimate trade, improving access to public services, engaging stakeholders and participating in initiatives that strengthen communities.

As ZIMRA commemorates its 25th Anniversary, it is important to recognise this broader contribution. The Authority's work connects businesses to regional and international markets, assists taxpayers to understand and meet their obligations,

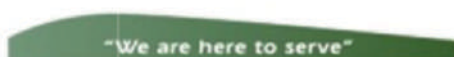
safeguards society from prohibited goods and supports the delivery of public infrastructure and essential services through sustainable domestic resource mobilisation.

The 2026-2030 Strategy reinforces this wider role by placing taxpayers and stakeholders at the centre of ZIMRA's transformation. It commits the Authority to improving customer experience, simplifying processes, modernising borders, strengthening partnerships and building public confidence in revenue administration.

### Customer Experience

The relationship between ZIMRA and its clients has evolved considerably over the past 25 years. Taxpayers increasingly expect public services to be accessible, responsive, reliable and comparable to the digital services offered by banks, telecommunications companies and other modern institutions.

For ZIMRA, customer experience begins with understanding the diverse needs of taxpayers, importers, exporters, clearing agents and members of the public. These clients require accurate and timely information, reliable systems, simplified procedures, efficient query resolution and professional service across all contact points which include ZIMRA offices, digital platforms and the Contact Centre.





The Authority's Taxpayer Services functions within Domestic Taxes and Customs and Excise together with the Contact Centre, play a central role in meeting these expectations. They assist clients with registration, filing, payments, Customs procedures, system navigation and the interpretation of tax and Customs requirements while the Contact Centre provides an accessible channel for enquiries, information and first-level support. Collectively, these functions provide an important connection between ZIMRA's technical operations and the people and businesses that depend on its services.

Digital platforms such as the Tax and Revenue Management System, Fiscalisation Data Management System, ASYCUDA World and electronic cargo-tracking services have progressively reduced dependence on manual processes. The next phase will focus on further integration, automation and expansion of convenient self-service options.

The 2026-2030 Strategy envisages greater use of mobile applications, USSD services, chatbots, automated registration and refund processes, real-time dashboards and improved transaction visibility. These interventions are intended to enhance the overall customer experience, make compliance easier, reduce unnecessary travel and waiting time, and provide taxpayers with greater control over their interactions with ZIMRA.

The Authority aims to improve its Client Satisfaction Index from 70% (the 2025 exit point) or to above 75% by 2030. Achieving this target will require more than technology; it will require a strong customer-centric culture in which every employee is committed to delivering professional, responsive and consistent service that meets the evolving needs of taxpayers, who are important partners in national development.

### Public Awareness and Taxpayer Education

Tax systems can be complex, particularly for new businesses, small enterprises, informal traders and individuals engaging with ZIMRA for the first time. Taxpayer education is therefore an essential component of effective revenue administration. Over the years, ZIMRA has used radio, television, newspapers, social media, public notices, workshops, exhibitions, roadshows and

direct stakeholder engagements to explain tax and Customs requirements. These platforms help taxpayers understand registration, filing and payment procedures, legislative changes, available digital services and the consequences of non-compliance.

Public-awareness campaigns also help citizens understand the relationship between taxation and national development. Revenue collected by ZIMRA supports Government's ability to finance public services and programmes, including healthcare, education, social protection, public infrastructure and national security. Taxpayer education therefore extends beyond explaining obligations; it promotes a culture in which citizens appreciate compliance as a shared contribution to the development of Zimbabwe.

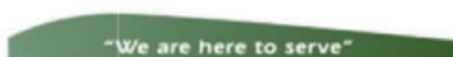
The Authority recognises that communication must be timely, accessible and relevant to different audiences. Technical information should be presented in clear language and distributed through platforms that reach taxpayers in urban, rural and cross-border communities.

Future campaigns will increasingly use data to identify information gaps and tailor messages to particular industries, taxpayer segments and emerging areas of economic activity. Digital communication will be complemented by face-to-face engagement to ensure that people who have limited internet access are not excluded.

A well-informed taxpayer is better positioned to comply voluntarily, make sound business decisions and engage constructively with the Authority.

### Stakeholder Engagement

ZIMRA's mandate cannot be fulfilled in isolation. Revenue administration and trade facilitation require strong working relationships with taxpayers, Government ministries and departments, business associations, tax agents, clearing agents, financial institutions, regulators, development partners, the media and regional and international organisations. Stakeholder engagement enables the Authority to explain policy and administrative changes, receive feedback,



identify operational challenges and develop more practical solutions. It also provides an opportunity for taxpayers and traders to raise concerns about systems, legislation, processes and service delivery.

Through consultative meetings, sector-specific engagements, taxpayer appreciation programmes, surveys and feedback platforms, ZIMRA can better understand the environments in which its clients operate. Such engagement is particularly important when introducing new systems or implementing changes that affect business processes.

The 2026-2030 Strategy targets implementation of at least 90% of the Authority's annual stakeholder engagement plan. This reflects the recognition that structured and continuous engagement is essential to building trust and improving voluntary compliance.

Engagement must also produce measurable outcomes. Issues raised by stakeholders should be recorded, assigned, monitored and addressed within reasonable timeframes. This feedback should inform taxpayer education, system enhancements, legislative proposals and improvements to operational procedures.

Partnership does not remove ZIMRA's responsibility to enforce the law. Rather, it allows enforcement to take place within an environment of greater understanding, transparency and mutual accountability.

### Trade Facilitation

ZIMRA's Customs and Excise function performs a dual responsibility: protecting national revenue and security while facilitating the efficient movement of legitimate goods and travellers.

Efficient trade processes reduce the cost of doing business, support local industry and strengthen Zimbabwe's competitiveness in regional and international markets. Delays at ports of entry can increase transport and storage costs, disrupt production and make Zimbabwean goods less competitive. ZIMRA therefore continues to modernise Customs processes while maintaining effective controls against smuggling, undervaluation, misclassification and other forms of non-compliance.

The 2026-2030 Strategy provides for expanded electronic data exchange with neighbouring Customs administrations, 24-hour operations at selected border posts and increased use of automated risk analysis. Low-risk and compliant traders will increasingly benefit from faster clearance, fewer physical inspections and simplified procedures.

The expansion of the Authorised Economic Operator programme will strengthen partnerships with businesses that demonstrate high levels of compliance and supply-chain security. Mutual-recognition arrangements with other Customs



*ZIMRA Commissioner for Revenue Assurance,  
Constance Shumayawonda, in blue with her team at the  
2025 divisional meeting*

administrations will further support the smooth movement of qualifying goods across borders.

The Authority also plans to support the implementation of a Customs Single Window through which importers and exporters can submit required clearance information on one integrated platform. A single-payment platform for border agencies will further reduce administrative complexity and improve convenience.

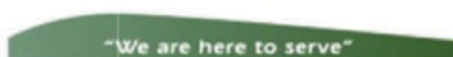
These measures will support Zimbabwe's participation in the African Continental Free Trade Area and strengthen its position as a regional trade and transit hub.

### Border Modernisation

Zimbabwe's borders are gateways to trade, tourism and regional integration. They are also critical points for protecting revenue, public safety and the national economy. Border modernisation is therefore a strategic investment in both economic growth and national security.

ZIMRA's modernisation agenda combines improved infrastructure, technology, inter-agency cooperation and redesigned operational processes. The Authority intends to support redevelopment programmes at Forbes, Chirundu, Nyamapanda, Victoria Falls and Plumtree border posts, while advancing the implementation and operation of One-Stop Border Posts.

One-Stop Border Posts allow officials from neighbouring





countries to coordinate clearance procedures, reducing duplication and unnecessary delays. Integrated systems and electronic data exchange enable Customs administrations to receive information earlier, assess risk more effectively and prepare for the arrival of goods.

Technology will play an increasingly important role in border management. Scanners, electronic cargo tracking, surveillance cameras and drones will help ZIMRA monitor cargo movements, detect suspicious activity and conduct more targeted interventions. Automated risk-management systems will allow resources to be directed towards high-risk consignments while compliant trade moves more efficiently.

Modernisation will also improve the working environment for ZIMRA employees and other border agencies. Appropriate offices, staff accommodation, communication systems, power supplies and inspection facilities are essential for effective round-the-clock operations.

The border of the future will be digitally connected, intelligence-led and service-oriented—a place where strong enforcement and efficient trade facilitation work together.

#### **ZIMRA Charity Trust**

Corporate social responsibility reflects ZIMRA's recognition that it is not only a revenue-collection institution, but also a member

of the communities it serves. Through the ZIMRA Charity Trust and related initiatives, the Authority provides a platform for employees and stakeholders to support vulnerable members of society and contribute to worthy national causes. These interventions express the values of compassion, solidarity and responsible corporate citizenship.

The significance of the Charity Trust extends beyond the material value of donations. It brings employees together around a shared social purpose and strengthens the Authority's connection with communities. It also demonstrates that public institutions can contribute directly to improving lives while continuing to fulfil their core mandates.

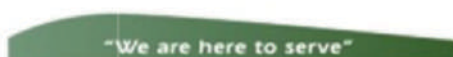
As ZIMRA enters its next 25 years, the Charity Trust can become an increasingly structured and sustainable vehicle for social investment. Partnerships with reputable organisations, transparent selection of beneficiaries and clear reporting on activities will help maximise the impact of available resources. Corporate social responsibility should complement national priorities and focus on areas where ZIMRA's participation can make a meaningful difference.

#### **Community Outreach**

ZIMRA's presence extends across the country through tax offices, inland stations, border posts, mobile teams, exhibitions and stakeholder programmes. This national footprint creates



*Former Commissioner Customs and Excise, Batsirai Chadzingwa (left) and Commissioner for Domestic Taxes Misheck Govha (right) with Board member, Mrs Josephine Matambo and ZIMRA staff during a station visit.*



opportunities to bring taxpayer services and public information closer to communities. Community outreach is particularly important for small businesses, informal traders, farmers, young entrepreneurs and people in areas where access to formal tax services may be limited. Outreach programmes allow ZIMRA to provide practical guidance on registration, record-keeping, filing, payment and Customs requirements.

They also give communities an opportunity to ask questions, raise concerns and better understand the role of taxation in national development. Direct interaction can help correct misconceptions, reduce fear of the tax system and encourage individuals and enterprises to transition into formal economic activity.

Community outreach should be inclusive. Information should be accessible to people with disabilities, presented in appropriate languages and delivered through channels suited to different communities. Partnerships with local authorities, business associations, traditional leaders, educational institutions and community organisations can broaden the reach and effectiveness of these programmes.

The Authority's engagement with communities must ultimately be measured by its impact: improved understanding, increased access to services, stronger voluntary compliance and greater public confidence in ZIMRA.

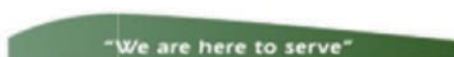
### Creating Shared National Value

ZIMRA's value to Zimbabwe cannot be measured only by the amount of revenue collected. It must also be seen in the businesses supported through efficient Customs processes, the taxpayers assisted through education and digital services, the communities reached through outreach programmes and the vulnerable people supported through charitable initiatives.

Every improved service, simplified process and constructive stakeholder engagement strengthens the relationship between the Authority and the public. Every consignment cleared efficiently supports commerce and economic activity. Every taxpayer who receives accurate information is better equipped to comply. Every community initiative reinforces the human connection between the institution and the nation it serves.

The next phase of ZIMRA's development will therefore require an integrated approach—one that combines revenue mobilisation with excellent service, trade facilitation, social responsibility and institutional integrity.

In the future, ZIMRA's enduring purpose remains clear: to mobilise revenue for Zimbabwe's development while serving taxpayers, facilitating legitimate trade and contributing to the wellbeing and prosperity of the nation.







**ZIMRA**  
Zimbabwe Revenue Authority

# ZIMRA @25 THEME COMPETITION WINNER!

The ZIMRA @25 Organising Committee is pleased to announce the winner of the ZIMRA @25 Theme Competition.

We extend our heartfelt appreciation to all **72** participants for their creativity, passion and commitment. All the submissions were excellent and truly inspiring.



**TAFADZWA MUSHAVA**

## TOP 5 WINNERS

- 1 Tafadzwa Mushava
- 2 Blessing Satande
- 3 Muchaneta E. Thasisio
- 4 Rufaro N. Chiutanyi
- 5 Kudzai Mupakati

## THE WINNING THEME

“ Celebrating 25 Years of Excellence in Revenue Mobilisation and Service Delivery—Digitally Driven, Policy Aligned. ”



Congratulations to all the winners on this well-deserved achievement!

**THANK YOU TO EVERYONE WHO PARTICIPATED AND HELPED MAKE THIS A SUCCESS!**

*Together, we celebrate 25 years of Integrity, Transparency and Fairness.*

# Envisioning the Future of Revenue Administration



## Envisioning the Future of Revenue Administration



**A**s the Zimbabwe Revenue Authority (ZIMRA) celebrates 25 years of service, the Silver Jubilee represents more than a reflection on past achievements. It is also a moment to look ahead-to imagine the kind of revenue authority Zimbabwe will require in an increasingly digital, interconnected and rapidly changing world.

The future of revenue administration will be shaped by technology, data, innovation, sustainability and changing taxpayer expectations. ZIMRA's 2026-2030 Strategy provides the roadmap for this next phase. It seeks to consolidate the progress made during the past 25 years while positioning the Authority as a modern, transparent, resilient and people-centred institution capable of supporting Zimbabwe's aspiration of becoming a prosperous and empowered upper-middle-income society by 2030.

At the heart of this future is a clear institutional ambition: to mobilise sustainable revenue, broaden the tax base, facilitate legitimate trade, improve the taxpayer experience and strengthen public confidence in revenue administration.

### The Future of Tax Administration

Tax administration is undergoing a profound global transformation. Traditional approaches, heavily dependent on manual processes, physical return submissions and retrospective audits, are increasingly being replaced by digital, integrated and intelligence-led systems. Revenue authorities are moving towards environments where legislation is simplified- making compliance easier, information is available

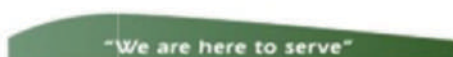
in real time and risks can be identified before revenue is lost.

ZIMRA's future will therefore be built on smarter, simpler and more responsive administration. The Authority intends to expand automation, integrate its internal systems and strengthen connections with other Government departments, financial institutions, regulatory authorities and regional customs administrations. This will reduce duplication, improve the quality of information available for decision-making and make it easier for taxpayers and traders to meet their obligations.

The 2026-2030 Strategy places sustainable revenue mobilisation and tax-base expansion at the centre of ZIMRA's mandate. The Authority will focus on improving voluntary compliance, bringing previously underserved and under-taxed sectors into the tax net, and developing sector-specific compliance models. Particular attention will be given to the informal sector, mining, property markets, cross-border transactions and the rapidly expanding digital economy.

ZIMRA's strategic ambition is to progressively raise revenue collections towards 22% of Gross Domestic Product by 2030 from 14.4% in 2025. Reaching and ultimately surpassing these projections will require innovation, effective enforcement, broader participation in the tax system and a stronger culture of voluntary compliance.

The future taxpayer should be able to register, file returns, make payments, request services, obtain information and monitor transactions through accessible digital channels. Mobile



applications, self-service platforms, chatbots, automated refunds, real-time dashboards and simplified processes will increasingly define the relationship between ZIMRA and its clients. The objective is not simply to collect more revenue, but to collect it more efficiently, fairly and transparently while reducing the cost of compliance.

#### Artificial Intelligence and Data-Driven Administration

Artificial Intelligence will be one of the most important forces shaping the future of ZIMRA. The Authority's strategy identifies AI-driven tax intelligence and data analytics as a major component of its digital transformation programme.

AI will enable ZIMRA to analyse large volumes of information from tax returns, customs declarations, fiscal devices, payment systems and other authorised sources. By identifying patterns, inconsistencies and unusual transactions, these technologies can assist the Authority in detecting revenue leakages, tax evasion, fraud and smuggling more quickly and accurately.

In Customs administration, automated risk analysis will support the identification of high-risk consignments while allowing compliant traders to benefit from faster clearance and reduced inspections. The expanded use of scanners, electronic cargo tracking systems, CCTV and anti-smuggling surveillance drones will strengthen border management while supporting non-intrusive inspection and intelligence-led enforcement.

AI also has the potential to improve taxpayer services. Virtual assistants and automated support systems can provide taxpayers with convenient access to general information, guide them through common procedures and direct complex matters to the appropriate officials. Predictive analytics may also help ZIMRA anticipate areas where taxpayers require education or assistance, allowing interventions to take place before non-compliance occurs.

However, technological advancement must be accompanied by strong governance. ZIMRA will need to protect taxpayer information, ensure the lawful and ethical use of data, strengthen cybersecurity and maintain human oversight over decisions that affect taxpayers. The planned implementation of the ISO 27001 Information Security Management System and ISO 42001 Artificial Intelligence Management System will help establish recognised frameworks for managing information-security and AI-related risks.

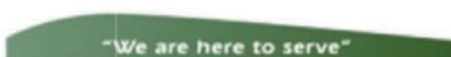
The Authority's future will therefore not be defined by technology replacing people. It will be defined by technology enabling people to work more intelligently, consistently and effectively.

#### Innovation and Research

The revenue challenges of the future cannot be addressed solely through established methods. New business models,



*ZIMRA contributing towards economic and national development for the future*





digital transactions, virtual marketplaces, evolving payment platforms and increasingly complex international arrangements require continuous research and institutional innovation.

ZIMRA's 2026-2030 Strategy recognises research and innovation as essential to improved policy formulation, service delivery and operational performance. Research will assist the Authority in understanding emerging sectors, taxpayer behaviour, revenue risks and the effect of proposed reforms. It will also support evidence-based recommendations on legislation, compliance models and administrative practices.

The operationalisation of the ZIMRA Innovation Policy will create opportunities for employees to identify problems, propose solutions and test new approaches. Innovation must become part of the Authority's everyday culture rather than an activity confined to information technology specialists. Officers working at border posts, tax offices, contact centres and support divisions all possess experience that can contribute to improving systems and services.

Strategic partnerships will also be important. Collaboration with universities, research institutions, development partners, technology companies, other Government agencies and regional and international revenue bodies will help ZIMRA access specialist knowledge and learn from emerging global practices.

The ZIMRA of the future will be a learning institution—one that evaluates its performance, learns from experience and continuously adapts to the environment in which it operates. Sustainability and Organisational Resilience

Future-ready revenue administration must be sustainable both financially and operationally. ZIMRA's role in collecting more than 95% of Government revenue places a significant responsibility on the Authority to maintain reliable operations even during economic volatility, technological disruption, public-health emergencies, climate-related events and other unforeseen challenges.

The 2026-2030 Strategy therefore places emphasis on organisational resilience, sound governance, strong internal controls, cybersecurity and business continuity. Modern digital infrastructure, secure data storage, dependable backup systems and adequately resourced operational facilities will be critical to maintaining taxpayer services and protecting national revenue.

The Authority also intends to embed Environmental, Social and Governance principles throughout its operations. This will include developing and implementing an ESG plan, expanding the use of renewable energy such as solar power, reducing dependence on paper-based processes and promoting responsible use of institutional resources.

Sustainability also extends to ZIMRA's people. A resilient institution requires employees who are skilled, motivated, ethical and engaged. Competitive remuneration, staff wellness,



**ZIMRA team receives an award for their stand design at Chinhoi Show**

continuous professional development, succession planning and a safe working environment will be essential to retaining critical expertise and sustaining institutional performance.

Financial sustainability will remain equally important. The pursuit of a sustainable funding model is intended to strengthen ZIMRA's capacity to invest in technology, infrastructure, staff development and service-delivery improvements while maintaining value for money and responsible stewardship of public resources.

### Seamless Trade and Modern Borders

The future of revenue administration is inseparable from the future of trade. As Zimbabwe expands its participation in regional and international markets, ZIMRA must balance effective border control with the need to facilitate the efficient movement of legitimate goods and people.

Under the 2026-2030 Strategy, the Authority will expand the Authorised Economic Operator programme, strengthen electronic data exchange with neighbouring Customs administrations and support the establishment and operationalisation of One-Stop Border Posts. It will also advocate for modernisation at major ports of entry, including Forbes, Chirundu, Nyamapanda, Victoria Falls and Plumtree.

The development of a Customs Single Window will allow traders to submit border-clearance information through one integrated



platform. A single-payment facility for border agencies, increased use of non-intrusive inspection technologies and 24-hour operations at selected border posts will further reduce delays and lower the cost of doing business. These interventions will support trade under the African Continental Free Trade Area and enhance Zimbabwe's competitiveness as a regional trade and transit hub. The border of the future will not merely be a physical checkpoint; it will be a digitally connected, intelligence-led and service-oriented gateway.

### Meeting the Evolving Expectations of Taxpayers

Tomorrow's taxpayers will expect services that are simple, accessible, personalised and available across multiple channels. They will compare their experience with ZIMRA not only with other public institutions, but also with banks, telecommunications companies and digital-service providers.

Responsiveness, clarity and convenience will therefore become increasingly important measures of institutional performance. Taxpayers will expect reliable systems, understandable information, timely resolution of queries and consistent treatment regardless of where or how they engage with the Authority.

ZIMRA's strategy responds to these expectations by prioritising simplified procedures, enhanced digital services, improved stakeholder engagement and a stronger service culture. The Authority aims to raise its Client Satisfaction Index from a baseline of 68 to 75 by 2030.

Trust will remain fundamental. Taxpayers are more likely to comply voluntarily when they believe that the system is fair, transparent and professionally administered. ZIMRA must therefore continue strengthening integrity, accountability and internal controls while communicating openly about its mandate, performance and contribution to national development.

### Vision Beyond 2026

The Silver Jubilee marks the beginning of a new strategic period rather than the conclusion of ZIMRA's transformation. Beyond

2026, the Authority envisages an institution in which manual processes are progressively automated, systems communicate seamlessly and decisions are informed by reliable, real-time data.

Key projects supporting this vision include virtual fiscalisation, systems integration, a Geographic Information System module, expanded automation, the Customs Single Window, a data warehouse and integrated risk-management capabilities. Investment in modern offices, staff accommodation, drone infrastructure and a new ZIMRA Head Office will provide the physical foundation for the Authority's future.

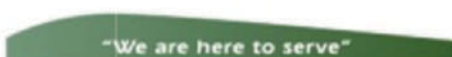
By 2030, ZIMRA intends to be more agile, inclusive, digitally enabled and responsive. Its success will be measured not only by the revenue collected, but also by the ease with which taxpayers comply, the speed with which legitimate trade moves across borders, the integrity with which the institution operates and the confidence that stakeholders place in it.

The ZIMRA of the future will anticipate change rather than merely respond to it.

### Developing Future Leaders

Technology and infrastructure alone cannot deliver institutional transformation. The future of ZIMRA will ultimately depend on its people and on the quality of leadership developed across every level of the organisation.

Future leaders will require a combination of technical knowledge, digital capability, strategic thinking, emotional intelligence and uncompromising integrity. They must be able to lead diverse teams, manage change, interpret data, collaborate across institutional boundaries and make responsible decisions in an increasingly complex environment. The 2026-2030 Strategy provides for the identification of critical skills, development of a capacity-building master plan, succession planning and the creation of talent pools for key positions. It also envisages AI-driven learning platforms, adaptive workforce training and the integration of staff-performance systems with real-time dashboards.





Young professionals must be given opportunities to learn from ZIMRA's pioneers while contributing fresh ideas and new capabilities. In this way, the institutional knowledge accumulated over 25 years can be preserved and combined with the creativity and technological fluency of a new generation.

Future leadership at ZIMRA will not be defined only by position. It will be reflected in the willingness of every employee to take ownership, uphold integrity, improve service and contribute to the Authority's transformation.

### Commissioner General's Closing Reflection

As we commemorate ZIMRA's Silver Jubilee, we honour the visionaries who established the Authority, the men and women who built and strengthened it, and the taxpayers and stakeholders whose partnership has sustained our national mandate.

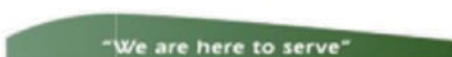
Our 25-year journey demonstrates that ZIMRA has the capacity to adapt, innovate and deliver even in demanding circumstances. However, the future will require us to move with greater urgency. Emerging technologies, new forms of commerce, changing taxpayer expectations and increasingly complex revenue risks demand an Authority that is agile, knowledgeable, ethical and prepared.

The 2026-2030 Strategy gives us a clear direction. We will deepen digital transformation, embrace Artificial Intelligence responsibly, strengthen our people, modernise our borders, broaden the tax base and improve the experience of taxpayers and traders. We will pursue these aspirations while protecting taxpayer information, strengthening institutional integrity and ensuring that innovation remains firmly aligned with the law and public interest.

Our greatest responsibility is to sustain public trust. Every system we introduce, every service we improve and every dollar of revenue we mobilise must contribute to the development and resilience of Zimbabwe.

The next chapter of ZIMRA's story must therefore be written through collective commitment. With the support of our Board, employees, taxpayers, Government, development partners and other stakeholders, we will build an Authority that is ready for the future and capable of serving generations to come.

As we look beyond 25 years, we do so with confidence, determination and unity of purpose. Together, we will shape the ZIMRA we want: modern, transparent, innovative, people-centred and trusted to mobilise revenue for sustainable national development.





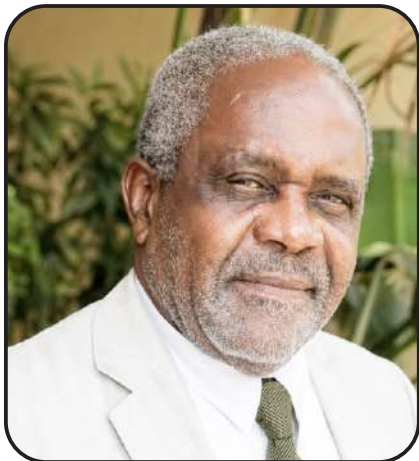
Picture this...

Capture  
The Moments...





A Legacy of Leadership: Our Board Chairs Through the Years



Gibson Mandishona, Board Chair  
(2001-2010)



Sternford Moyo, Board Chair  
(2010-2015)



Willia Bonyongwe, Board Chair  
(2015 to 2018)



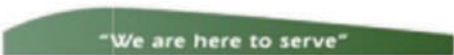
Callisto Jokonya Board Chair  
(2018-2019)



Anthony Mandiwanza, Board Chair  
(2022-Present)



Our Leadership



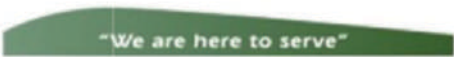


Our Leadership



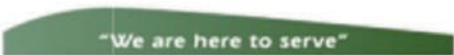


Exhibitions and Engagements





ZIMRA training and personal development are important



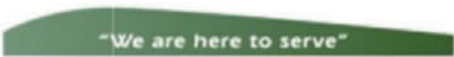


Brand Visibility



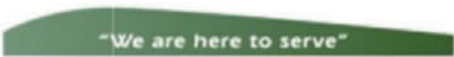


Our people





Our Clients





Our people



"We are here to serve"



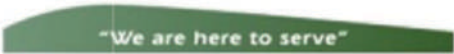


Our people





Sports





Sports





# The Last Word

## Commissioner General's Message



***Inspiring the Next Generation:  
ZIMRA Commissioner-General,  
Regina Chinamasa, poses with  
the Authority's youngest  
Graduate Trainee, Tacy Midzi,  
based in Victoria Falls  
under the Customs and Excise Division.***

**A**s you turn the final pages of this special publication, I invite you to pause - not only to celebrate 25 years of ZIMRA, but to reflect on the legacy we have inherited and the future we are called to shape.

For 25 years, ZIMRA's story has been written by people.

By those who served before us, those who serve today and those who will carry this institution into the future. They are the men and women who made decisions grounded in the law and guided by integrity; served taxpayers; facilitated legitimate trade; protected the revenue; embraced change and kept ZIMRA moving forward.

We pause, especially, to honour our colleagues who died while in service to ZIMRA. Their dedication, sacrifice and contribution form part of the foundation upon which we continue to build. We remember them with gratitude and we carry their legacy forward.

To every former and current ZIMRA employee, thank you for carrying the torch.

Twenty-five years ago, the pioneers of ZIMRA could not have known the technologies, challenges and opportunities that would define the Authority of today. Those who read these words five, ten or twenty-five years from now will likewise see a ZIMRA that we cannot fully imagine today. That is the promise of progress.

Our purpose, however, remains clear, to mobilise the revenue that supports national development, facilitate legitimate trade, protect our communities and serve Zimbabwe with fairness, integrity and excellence.

Our responsibility is therefore not simply to preserve what we have built, but to keep building a ZIMRA that is more trusted, more digital, more responsive and more human; an Authority that makes compliance easier, embraces innovation, facilitates trade and remains anchored in integrity and service.

The first 25 years gave us our foundation. What we do next will define our legacy.

To the ZIMRA of the future- may you go further than we did, serve better than we could and build an institution worthy of the generations who will inherit it.

And to those who read these words years from now, may you know that we did not simply celebrate the past. We chose to shape the future.

***The journey continues.***

