



CLIENT SERVICE **CHARTER**

2026



1. Introduction

This Client Service Charter outlines ZINARA's commitment to delivering professional, transparent, accessible and quality services to all stakeholders and align with the new version.

2. Vision

To be a sustainable road fund guaranteeing trafficable roads in every community by 2030.

3. Mission

To efficiently and effectively mobilize, collect, manage and monitor road user charges for the maintenance of Zimbabwe's road network.

4. Mandate

ZINARA is mandated under the Roads Act and Vehicle Licensing Act to:

- Fix, collect and disburse road user charges.
- Manage and monitor the Road Fund.
- Ensure accountability and oversight in the utilization of disbursed fund
- Provide technical assistance services to road authorities.

ZINARA revenue streams are:

- Vehicle Licensing
- Toll fees
- Transit fees
- Fuel levy.
- Overload fees.



5. Core Values

ZINARA shall be guided by the following core values:

5.1 Zero Tolerance for Corruption

We place integrity above all. We have no tolerance for corruption, malfeasance, or non-compliance, ensuring public trust is never compromised.

5.2 Innovation

We are committed to pursuing new ideas and better techniques. By leading technological disruption, we elevate service delivery for every citizen.

5.3 Nexus for Progress

Serving society by transforming road funding into better roads, improved access to goods and services stronger communities and national prosperity.

5.4 Accountability & Accessibility

We accept responsibility fully, practicing transparent reporting while making our services easy, fair, and accessible to everyone.

5.5 Responsiveness & Reliability

We value prompt action on stakeholder needs, ensuring that dependability is consistent across every part of our network.

5.6 Agility

We embrace change willingly and adapt rapidly, always focusing on delivering measurable outcomes that benefit the nation.



6. Principles of Service Delivery

ZINARA commits to the following principles:

6.1. Integrity

ZINARA shall uphold the highest standards of ethical conduct, accountability, transparency and professionalism in all its operations. This commitment shall be reinforced through:

- Regular integrity risk assessments to identify and mitigate ethical vulnerabilities;
- Continuous ethics awareness and sensitization initiatives to promote a culture of honesty and transparency

6.2 Quality Service Assurance

We are committed to delivering client service that is accurate, relevant, timely, and professional. Our approach prioritizes quality outcomes within reasonable timeframe.

- 6.2.1. Accurate:** We ensure that all responses are well-researched and factually correct.
- 6.2.2. Relevant:** We address specific enquiries with information that is directly applicable to client needs.
- 6.2.3. Timely:** Simple queries will be responded to promptly. For more complex matters, we may require between 3 to 5 working days to allow for thorough consultation and the necessary approvals. We will keep clients updated throughout the process.
- 6.2.4. Professional:** We are committed to delivering our services with the utmost professionalism and clarity.



6.3 Value for Money

ZINARA shall ensure the prudent, transparent, and efficient utilization of Road Fund resources through:

- Robust monitoring and evaluation frameworks
- Regular post-project assessments to measure impact and value delivered
- Adoption of digital tools and GIS-supported monitoring systems to enhance accountability and decision-making.

6.4 Accessibility

ZINARA is committed to ensuring its services are accessible, inclusive, and responsive to the needs of all stakeholders. We will achieve this by:

6.4.1. Expanding Digital Access:

Deploying user-friendly, ICT-enabled service platforms. To ensure these tools are effective, we will provide stakeholders with the necessary training and clear communication.

6.4.2. Modernizing Service Points:

Strengthening and upgrading our front-office systems to deliver a seamless and professional client experience.

6.4.3. Promoting Equal Access:

Making reasonable accommodations for clients with special needs to guarantee equitable access to all our services.

6.4.4. Expanding the number of ZINARA physical licensing offices and agent service points across the country to improve accessibility and convenience for clients including those in remote or rural areas.

6.5 Stakeholder Focus

ZINARA will remain client and stakeholder focused, working closely with all clients and stakeholders to deliver outputs in line with the National Development Strategy 2 2026-2030, whilst meeting the needs and expectations of the general public.

ZINARA is committed to effective stakeholder management through communication that is clear, transparent, and consistent. We will keep stakeholders informed on:

- The scope of services we provide
- Our institutional mandates and operational limitations
- The legal, regulatory, and policy frameworks that guide our operations

6.6 Responsiveness

ZINARA shall actively engage its stakeholders through regular consultations, customer surveys, and structured feedback mechanisms to continuously inform service improvement and enhance customer satisfaction.



Your feedback is important to us.

Share your views on the short survey by scanning the QR code below



7. Minimum Service Delivery

7.1. Toll point - Our minimum service standards for tolling services are as follows:

- 7.1.1. Client Reception** – We will greet clients with attentive address and courteous demeanor, using professional business tone and language.
- 7.1.2. Service Duration** – We will serve clients at the tolling counter within a space of no more than 30 seconds. Should the time exceed for whatever reason, effort must be made to assist the client in as limited time possible to cause no further delays.
- 7.1.3. Proof of receipt** - All clients served at the counter will be issued with a receipt before proceeding from the tolling point.
- 7.1.4. Congestion Management** - In the event of increased traffic volumes causing congestion at the tollgate, all reasonable measures will be taken to ease traffic flow within the shortest possible timeframe.

7.2 Vehicle licensing - Our minimum service standards for vehicle license are as follows .

- 7.2.1. Client Reception** – Clients will be received by security at the entrance or the receptionist and immediately directed to their counter of required services. We will greet clients with attentive address and courteous demeanor, using professional business tone and language.
- 7.2.2. Service Duration** – We will serve clients at the licensing counter within a space of no more than 3 minutes. Should the time exceed for whatever reason, effort must be made to assist the client in as limited time possible to cause no further delays.
- 7.2.3. Proof of Receipt** - All clients served at the counter will be issued with a receipt before proceeding from the tolling point.
- 7.2.4. Senior Citizens and Special Needs individuals** – a counter shall be reserved for express service for persons over the age of 65 and those of various special needs.



8. Communication Service Standards

To ensure effective service delivery, ZINARA commits to the following standards across all communication channels.

8.1 Written Correspondence (Hard Copy)

- All letters shall be acknowledged upon receipt, either by a registry-stamped copy or other appropriate form of acknowledgment.
- Substantive responses shall be provided within **up to 5 working days**, depending on the complexity of the matter.
- Interim progress updates shall be issued where delays are anticipated beyond 48hours.

8.2 Email Communication

- All emails shall be acknowledged within **one working day, or at least 24 hours** of receipt.
- For responses requiring internal consultation or approvals, a substantive reply shall be provided within **3 to 5 working days**, depending on complexity.
- Interim updates shall be provided where further delays are anticipated.



8.3 Telephone Services

- Calls shall be answered promptly and within a space of 3 to 5 rings.
- Missed calls shall be returned within the **same working day or at the earliest convenience within a 24h period.**
- Call logging and advanced switchboard systems shall be implemented to enhance client experience.

8.4 Communication Quality

ZINARA shall ensure:

- Clear, simple, and professional communication at all times.
- Consistent use of standard response scripts where appropriate.
- Continuous staff training in communication etiquette and customer care.

8.5 Service Providers within ZINARA Premises

Service providers shall not issue instructions or guidance beyond their mandate and must refer clients to authorized ZINARA officials.

9. Responsibilities to Stakeholders

9.1. Ministry of Transport and Infrastructural Development

- To ensure that the Annual Reports are submitted 180 days after the closure of the financial Year in question.

- To respond to mails and other communications with deadlines, within the set deadlines; and for those without deadlines; within 5 working days. For communications concerning issues requiring a longer time in the process of decision making or collecting the information required, they will be treated according to the emerging.

9.2. Auditor General

To Accord the Auditor General deserving cooperation in the process of Audits undertakings.

- To submit financial statements within 90 days after the closure of the financial year.
- To ensure that there is compliance with all acts governing ZINARA in all transactions.



9.3. Statutory Authorities e.g NSSA, ZIMDEF and ZIMRA

- To ensure compliance with the requirements of all statutory bodies
- To ensure remittance within the stipulated time.
- To provide requested documents in the stipulated time.

9.4. Road Authorities

- To ensure disbursement of fund for road maintenance every quarter as stipulated on the disbursement schedule

9.5. Service Providers and Contractors

- To ensure timely payments for services rendered to ZINARA

9.6. Motoring Public and General Public

- Provide relevant information in changes in policy on time.
- To provide convenient and transparent service.
- To publicize the status of disbursements to road authorities using different forms of media.
- To publicize programs for road maintenance works being financed by ZINARA
- To educate on the mandate, functions and services of ZINARA

Enhanced monitoring of outputs and reporting shall support these responsibilities.

10. ZINARA Expectations from Stakeholders

Stakeholders are expected to:

- 10.1** Comply with statutory requirements
- 10.2** Submit accurate and timely information
- 10.3** Utilize funds and services for intended purposes
- 10.4** Support policies aimed at sustaining the Road Fund
- 10.5** Provide feedback using all channels provided.



11. Client Feedback and Complaints Handling

ZINARA values client feedback as a key tool for service improvement.

11.1 First Point of Contact

11.1.2 All client complaints and enquiries shall be centrally coordinated through the Customer Care Management (CCM) function.

11.1.3 CCM refers to the Contact Centre which is managed through the ZINARA Marketing liaison officer(s).

11.1.4 The first point of contact may be at any service point where a client has been attended to. Where a complaint arises, it shall be escalated to the CCM for attention either by the complainant or the supervisor at the service station.

11.1.5 All complaints must be formally recorded and their resolution tracked to ensure timely and effective closure.

11.2 Complaint Handling Process

11.2.1 All complaints shall be formally logged, tracked, and documented in a centralized system to ensure visibility and accountability and requires

11.2.2 Each complaint shall be assigned a unique reference number to facilitate easy follow-up and status inquiries and this will require 48 hours to resolve

11.2.3 Internal escalation procedures shall be applied where resolution is delayed beyond defined timelines, ensuring that unresolved matters receive prompt management attention.

11.2.4 Complaints will be logged through our designated services points, social media platforms, Contact Center and these will be escalated to a responsible department and the client shall be kept informed of the progress and outcome of their complaint throughout the process.

11.3 Feedback Mechanisms

ZINARA shall strengthen feedback collection through:

11.3.1 Client satisfaction surveys to systematically gather client perceptions and feedback on experiences.

10.3.2 Digital feedback platforms that enable real-time submission of comments, suggestions, or concerns.

11.3.3 Monitoring dashboards and reporting tools to track feedback trends and service performance.

Feedback outcomes shall inform continuous service improvement initiatives, ensuring that client input directly contributes to enhancing the quality of our services.



12. Monitoring and Continuous Improvement

ZINARA shall implement:

- Performance dashboards
- Service delivery monitoring tools

These tools shall support management decision-making and accountability.

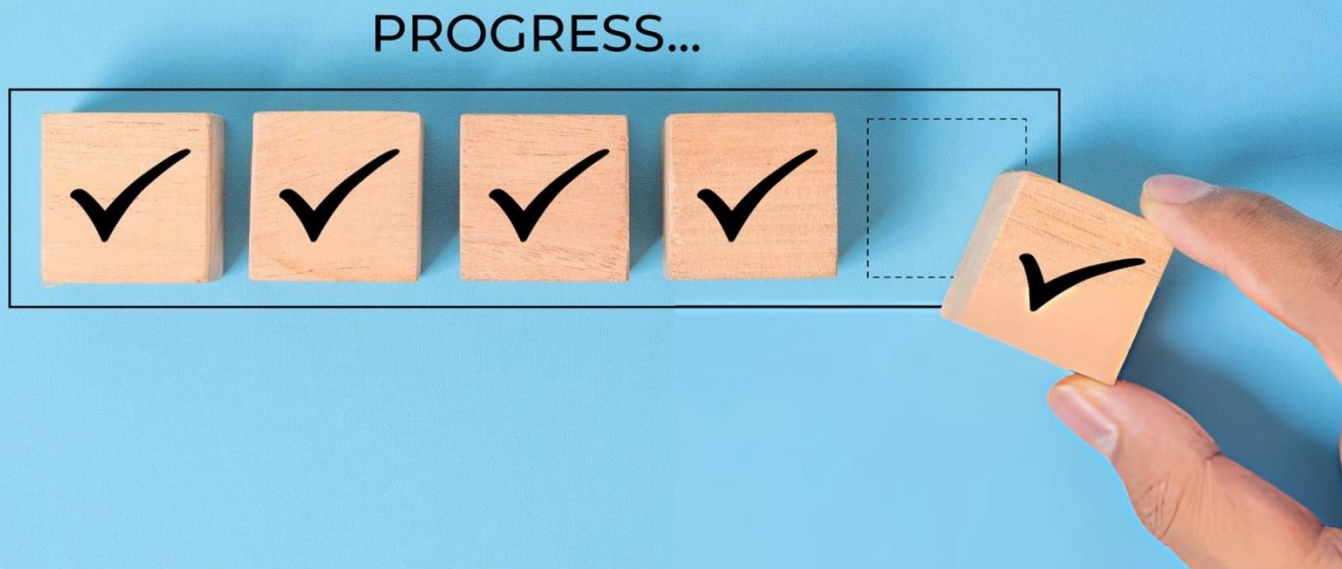
13. Capacity Building

To support effective implementation of this Charter, ZINARA shall priorities:

- Customer service training
- Communication and etiquette training
- Ethics and integrity awareness programs

14. Monitoring and Review of the Charter

This Client Service Charter shall be reviewed annually or earlier if operational or policy changes so require, in consultation with stakeholders.



15. Version Control

This is Version 02 being first revision of the first version.

The revised charter incorporates internal departmental feedback aimed at strengthening implementation, improving communication effectiveness, and enhancing client engagement systems, while maintaining the original intent of the Charter.

Item	Details of change
2.Vison	Changed from "to be a well-managed fund for sustainable road infrastructure network " to "A sustainable road fund guaranteeing trafficable roads in every community by 2030."
5. Values	ZINARA values changed
6.4.4 Accessibility	Included physical representation through an agency distribution
6.5. Stakeholder Focus	Rephrased
9.1 Stakeholder Expectation	Changed from Client Responsibilities

Document Signatories

Name	Dept	Signature	Date	Version
T Manyeza	Corporate Communications & Marketing			V2.2026
T Marenga	Risk & Loss Control			V2.2026
T Vambe	Procurement			V2.2026
G Zivanai	Audit			V2.2026
P Shuro	Revenue Operations			V2.2026
M Chigonyati	Technical Services			V.20226
V Muzite	Corporate Services			V2.2026
A Zvandasara	Finance			V2.2026
G Moyo	Admin & HR			V2.2026
Nkosinathi Ncube	CEO			V2.2026