

A Review of the Implementation of Public Service Reforms by Zimbabwe Revenue Authority (2011)

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KEYWORDS Public Service Delivery. ZIMRA. Performance Management. Public Finance. Management. Zimbabwe

ABSTRACT Since 1980, the Zimbabwean government has instituted several measures which were meant to improve public service delivery in the country. Despite the tremendous effort and resources allocated to the reforms, some public sectors in Zimbabwe are still under performing. This study focused on the experiences of Zimbabwe Revenue Authority (ZIMRA) in the implementation of performance management (PM) and public finance management (PFM) reforms. The paper is based on four UNDP principles of good governance; namely participation and involvement, efficiency and effectiveness, responsiveness, and accountability and transparency. 400 people participated in the study. The main instruments for data collection were semi-structured questionnaires and interviews. The study concludes that there is still room for the ZIMRA to improve from its current operational levels.