



ZANZIBAR REVENUE BOARD

**FIVE YEAR CORPORATE PLAN
2005/06 – 2009/10
AN OVERVIEW**

NOVEMBER, 2005

1.0 INTRODUCTION

The Zanzibar Revenue Board (ZRB) was established under the ZRB Act No. 7 of 1996 as the prime agency of the Government of Zanzibar for collection and administration of all taxes from Inland Revenue sources other than customs, excise and income taxes that are administered by the Tanzania Revenue Authority (TRA). ZRB became operational since July 1998.

This corporate plan describes the objectives of the Zanzibar Revenue Board for five years commencing from the FY 2005/06 – 2009/10. The corporate plan features the reform and modernization components of the ZRB and the corporate objectives and strategic directions to be followed by the ZRB to achieve its vision. The plan will be dynamic in nature and will be rolled over annually to reflect achievements and key initiatives that have to be undertaken within the overall modernization framework.

2.0 VISION

The vision of the Zanzibar Revenue Board is

**“To be a centre of Tax
Administration Excellence”**

ZRB is committed and dedicated to become **a centre of tax administration excellence** that meets the expectations of all stakeholders on a continuous and sustainable basis.

ZRB is committed to become a centre of tax administration excellence by the year 2010.

3.0 ZRB’s MISSION

ZRB’s mission statement describes the main purpose and business of ZRB. The Mission Statement spells why ZRB is in existence. In other words it encapsulates the purpose of the organization.

ZRB recognizes that its operations must be supportive of the country’s economic development agenda, by collecting all eligible revenue while facilitating investment and economic activities.

The ZRB Mission statement is:

“To optimize revenue collection by promoting voluntary compliance and public confidence through effective, efficient, transparent and fair administration of relevant tax laws, with the highest degree of integrity and providing quality customer service.”

4.0. THE ZRB STAKEHOLDERS

In the course of doing its official business ZRB interacts with people and institutions that have interest and stake in the operations of the Board. These are the stakeholders of ZRB, and can be classified into two main categories namely internal and external clients.

- **Internal Clients**

The ZRB community, which is composed of mainly employees, form one of the very important resources of the Board and the Plan recognises their contribution in making it a success. Employees with right mindsets require both incentives and direction. In this regard staff matters in their entirety are set to be accorded high priority and due consideration by the ZRB Management and the Board. In return, employees are expected to demonstrate their ability to live up to the core values for staff enshrined in the plan.

- **External Clients**

These are the individuals and bodies outside ZRB whose relationship with the Board is vital and the basis of its existence. These clients included inter-alia the following: Taxpayers, Tanzanian citizenry, the business community, the donor community, the Government, NGOs and other pressure groups. They're both the means and ends for which ZRB was established. While dealing with these clients, the ZRB community is expected to demonstrate utmost integrity and professionalism alongside the other core values for ZRB staff in a bid to satisfy their service needs. ZRB anticipates increased demand for better services from its external clients and employees are expected to spare no effort to meet their expectations.

5.0 CORE VALUES FOR ZRB STAFF.

The core values state how employees are expected to relate to their clients, colleagues and the ZRB itself, and how they will accomplish their work in the pursuit of carrying out the mission and achieving the Vision of the Board.

CORE VALUES FOR ZRB EMPLOYEES

ZRB Employees-

- Are **COMMITTED** to ZRB vision and mission.
- Are **HONEST, PROFESSIONAL** and have **INTERGRITY and team working** in their dealings
- Treat taxpayers, with **RESPECT, COURTESY and IMPARTIALITY.**
- Are **TRANSPARENT** in service delivery.
- Are **CUSTOMER-DRIVEN** and not **CUSTOMER FOCUSED**
- Encourages **SELF-MOTIVATION and INITIATIVE** to achieve the ZRB goals and objectives

The Board Vision, Mission, and Core Values will provide overall guidance in the implementation of the Corporate Plan.

6.0 ZRB CORPORATE OBJECTIVES.

The corporate objectives have been formulated to respond to the needs of ZRB's business and its clientele. They are derivatives of the Vision and Mission and are aimed at realisation of tangible results.

The following are the corporate objectives to be realised in the course of implementing this corporate plan.

- (i) To effectively and efficiently collect government revenue through fair administration of relevant tax laws.**
- (ii) To promote voluntary compliance and public confidence through effective, efficient, transparent and fair administration of tax laws.**
- (iii) To provide quality services to taxpayers.**
- (iv) To improve ZRB's working environment, staff skills, competence and motivation.**

7.0 STRATEGIC DIRECTIONS.

The Strategic Directions have been derived from each of the identified Corporate Objectives so as to make the later more specific and measurable. The Strategic Directions for ZRB as related to their corresponding Corporate Objectives for the period of the plan 2005/06 – 2009/10 are as follows:

- a) To effectively and efficiently collect government revenue through fair administration of relevant tax laws.**
 - i. Widening the tax base
 - ii. Collect eligible revenue by strengthening tax audit, investigation and enforcement functions
 - iii. Collect eligible revenue by strengthening tax audit, investigation and enforcement functions
 - iv. Re-engineer and integrate business processes and procedures.
 - v. Fully automate business processes.
 - vi. Strengthening the research and development functions.
- b) To promote voluntary compliance and public confidence through effective, efficient, transparent and fair administration of tax laws.**
 - i. Simplify tax laws and procedures.
 - ii. Improve employee's professionalism and integrity.
 - iii. Carry out fair enforcement against non-compliant taxpayers.
- c) To provide quality services to taxpayer.**
 - i. Transform ZRB in to a customer-responsive organization.
 - ii. Improve the level of tax knowledge by taxpayers.
 - iii. Improve ZRB corporate image.

- d) To improve ZRB's working environment, staff skills, competence and motivation.**
- i. Improve the working environment.
 - ii. Strengthen management control capacity.
 - iii. Improve ZRB staff skills, competence and motivation.

8.0 MAIN PROJECTS

There are four main projects to be executed during implementation of this corporate plan:-

a) Building Tax Compliance.

This involves all projects that related to increasing revenue collection through widening the tax base, improving tax compliance, and enforcement of the laws.

b) Building Performance and Services

Projects in this category are meant for boosting performance of both the systems and employees and provision of high quality customer services. This aims at having an integrated robust management information system and a highly productive workforce within the Board also towards improving services to all taxpayers.

c) Building delivery Capacity.

Project in this category seek to improve staff competence, skills and professionalism. This is done through training and availability of work instruments.

d) Building Modern Re-engineered Processes and Systems

This entails transforming the operational procedures, processes and systems to make them up-to-date and user friendly. Computerisations of processes to enable achievement of prompt and quality customer service will be part of this project.

9.0 KEY PERFORMANCE INDICATORS:

Realisation of the corporate objectives contained in the plan would not be well comprehended if there wouldn't be a mechanism to measure the key result areas. In this regard, implementation, monitoring and evaluation of the plan have been streamlined such that for every planned activity there would be a yardstick to gauge the extent of its execution within a defined timeframe.

Key performance indicators have been developed to track step-by-step realisation of the identified objectives. The indicators are perceived as success factors in that they will provide the required incentive to every responsibility centre to implement the plan.

The main areas of interest that have been targeted and hence the key performance indicators established along the same lines include among others the following:-

- Measures of Efficiency
- Measures of Effectiveness
- Measures of Quality
- Measures of Revenue Growth
- Measures of Compliance

A set of verifiable indicators that have been derived from the above listed grouping will be used to measure the levels of achievement in relation to the activities performed, timeframes, output and ultimate corporate objective.

10.0 WAY FORWARD

Each stakeholder has a role to play in achieving the objective set forth and eventual realisation of the vision in the corporate plan. Employees should set their own individual objective from the main organisational Corporate Objective in the corporate plan. This will be made possible by adhering to the core values of ZRB employees so as to make ZRB taxpayers and investor friendly and collect revenue to capacity levels. To this end, external stakeholders are expected to support the ZRB initiatives. Let us cooperate to a new and Modernised ZRB.