

2025 CONSULTATIVE ENGAGEMENTS WITH WORKERS REPRESENTATIVES

INTRODUCTION

The Public Service Commission convenes quarterly Bipartite Forum engagements with workers' representatives, providing a structured platform for open dialogue on matters of mutual interest affecting public service employees. These engagements are deliberately designed to foster constructive relationships, cultivate a shared learning culture, and promote evidence-based deliberations aimed at improving conditions of service and strengthening service delivery outcomes. Issues emerging from the Forum are systematically synthesised and elevated to the National Joint Negotiation Council, the formal negotiation platform between Government and workers' representatives, thereby ensuring informed, coherent, and impactful decision-making

Anchored in a shared sense of stewardship for the public service, the Government Team and workers' representatives utilise the Bipartite Forum as a strategic enabler of transformation rather than a transactional negotiating space. Through sustained collaboration and consultative engagement, the Forum advances collective learning, deepens mutual understanding, and aligns stakeholders around reform-oriented priorities. This approach is given practical effect through quarterly, theme-driven workshops that translate dialogue into insight, and insight into actions that support systemic improvement and long-term public service renewal.

To institutionalise this collaborative and learning-oriented approach, the Bipartite Forum has established joint thematic committees in key priority areas including Housing, Funeral Assurance, the Basic Needs Basket, and Occupational Safety and Health, among others. These committees serve as strategic reference points, guiding the systematic examination of issues and anchoring interventions in recognised best practices. Since its inception, the Forum has progressively expanded its scope beyond traditional conditions of service to encompass emerging and global public service concerns such as mental health, the platform economy, and deliberations arising from International Labour Organisation (ILO) conventions. Through the work of these committees, the Forum has demonstrably influenced policy development and legislative processes, including the formulation and review of instruments such as the Public Service Bill and the Occupational Safety and Health Policy, thereby reinforcing its role as a driver of informed and transformational reform.

The scope and depth of the Bipartite Forum dialogues have been further strengthened through the inclusion of critical social security issues such as retirement planning and pensions

awareness, reflecting a holistic appreciation of the lived realities of the public service workforce. In this regard, the Bipartite engagements have evolved into a pivotal reform instrument, one that consolidates mature, evidence-informed dialogue and reinforces the linkage between conditions of service and sustainable service delivery outcomes. While the consultative approach initially represented a significant cultural shift within Government, it has since been institutionalised as a core feature of public sector governance, shaping a more responsive, learning-oriented civil service. Consistent with the principles of New Public Governance, social dialogue frameworks advanced by the International Labour Organisation, and the concept of the public sector as a learning organisation articulated by scholars such as Argyris and Schön, the Forum exemplifies how structured collaboration can enhance policy coherence, build trust, and drive transformational public sector reform. Ultimately, the Bipartite Forum stands as a critical mechanism for deepening institutional maturity in addressing complex labour and welfare matters that directly affect the working population and the long-term effectiveness of the public service.

EMBRACING TRANSFORMATION THROUGH VALUES

The transformative agenda of Government is anchored in shared values. By foregrounding the PSC's newly articulated values as the rules of engagement, the Bipartite Forum fosters principled, constructive, and solution-oriented deliberations, ensuring that all parties act in the collective interest and contribute meaningfully to the realisation of Vision 2030, as advanced through NDS2.









All human endeavour is inherently value laden. The Bipartite Forum gives practical expression to these shared values by translating them into actionable commitments, fostering a Government space that is safe for divergent views, grounded in mutual respect, and driven by constructive, productive discourse in pursuit of the collective good.

Driving transformation through collective Work: 1st Consultative Workshop with Workers Representatives





Secretary to Service Commissions Mrs. Zembe (centre), Government team leader and Head for Pay and Benefits Development and Management Mr N. Machinjike (left), ZCPSTU workers representatives team President Mrs Alexander (right), ZCPSTU Secretary General Mr. Dzatsunga and PSC Senior Management pose for a group photo.

Secretary to Service Commissions Mrs S. Zembe delivering opening remarks.

The Public Service Commission hosted the first 2025 Bipartite Consultative Workshop for Government and Workers representatives from the 1st to the 5th of April 2025 at the Rainbow Hotel in Bulawayo.

The five-day workshop comprised presentations from financial institutions, Ministries and Government Departments, private sector stakeholders on the betterment of the conditions of service for the public service.

8 DECENT WORK AND ECONOMIC GROWTH

In her opening remarks the Secretary to Service Commissions, Mrs S. Zembe commended the National Joint Negotiation Council (NJNC) for keeping up with the engagements between Government and Workers representatives and the tangible outputs that were birthed as results of the previous workshops were already manifest. She said,

“These workshops have become a vital platform for bipartite engagement, driving transformation and progress in our collective work. Our motivation stems from

a deep patriotic commitment to serving our country with excellence. These workshops play an essential role as catalysts in ensuring that our agreements and proposed recommendations are effectively implemented."

She further apprised the members on how Government was working tirelessly to address the different issues that affected the civil service and effective service delivery.

"Government is conscious of the fact that meaningful improvements in workers' conditions of service cannot be achieved without the active collaboration of worker representatives, therefore, strategies will always be in place to achieve the best out of these dialogues."

The Workers' Team President for the Zimbabwe Confederation of Public Sector Trade Unions, Mrs C. Alexander, thanked the Government for making strides to always consider the challenges its employees have. She said,

"I would like to thank the Government for its commitment to enhancing public service delivery and conditions of service by hosting such engagements. Let me also commend Government for making sure that our efforts to expand our voice in the SADC Public Service Forum have been fruitful as we are now able to participate as a country.

The Workshop was furnished with presentations from the Joint National Housing Committee where strategies were discussed on making houses available for the civil servants, the Zimbabwe Civil Service Basic Needs basket where discussion were made to align the remuneration framework which is alignment with Macro-economic environment, the International Labour Organisation where the agenda for the ILO conference to be held in Geneva was discussed and negotiations were made on the recommendations matrix produced during the dialogue.



Members embarked on an Occupational Safety and Health (OSH) tour at the PPC.

1st Quarter Communique

ZIMBABWE

COMMUNIQUE ON THE CONSULTATIVE WORKSHOP FOR PUBLIC SERVICE COMMISSION AND THE WORKERS' REPRESENTATIVES IN THE PUBLIC SECTOR

Date: April 5, 2025

Sustaining Productive Dialogue Through Regular Engagement

From April 1st to 5th, 2025, guided by the enduring principles of mutuality in advancing shared Government and worker goals for continued dialogue, the Bipartite Forum held another fruitful workshop at the Bulawayo Rainbow Hotel. The workshop brought together worker representatives and key stakeholders and was hosted by Mrs. Sibusisiwe Zembe, Secretary for Service Commissions. Mr. Machinjike led the Government delegation in his capacity as the Team leader, while the President of the Zimbabwe Confederation of Public Service Trade Unions (ZICOPSTU), Mrs. Alexander led the Government Workers, with both teams engaging in robust discussions to find ways to improve conditions of service for members of the Public Service.

Stakeholders that included the National Social Security Authority (NSSA), Reserve Bank of Zimbabwe (RBZ), International Labour Organisation (ILO), African Regional Labour Administration Centre (ARLAC), Ministry of National

Housing and Social Amenities, Old Mutual, Moonlight Funeral Assurance, First Mutual Life Assurance amongst others made presentations focusing on proposals for collaboration to improve the welfare and capacity of Government workers.

During the deliberations, the two parties reaffirmed their shared commitment to the continuous enhancement of conditions of service for Government workers. The forum reached consensus and adopted key resolutions in the following areas:

1. **Mainstreaming of Housing Initiatives** – A proposal to institutionalise housing support as a strategic component of employee welfare and retention for members of the Public Service.

2. **Promotion of a Fair Wage** – Endorsement of the principle of fair remuneration through the development and adoption of a basic needs basket.

3. **Introduction of a Funeral Assurance Policy** – A proposal to establish a dedicated Funeral Assurance Scheme for members of the Public Service.

4. **Occupational Safety and Health** – Strengthening efforts to promote a safe and healthy working environment across the Public Service.

5. **Life Skills and Retirement Planning** – Introduction of life skills development programmes to support Public Service employees in preparing for retirement.

6. **Monetary Policy Awareness** – Promotion of awareness and understanding of the 2025 Monetary Policy among public servants.

7. **Capacity Building in Labour Relations** – Rollout of training programmes on labour relations and administration to enhance institutional knowledge and compliance.

The parties concurred that cooperation should be broadened with focus on maintaining a citizen centric thrust that upholds service delivery values that promote excellency and advancement of the prerogatives of Vision 2030.

Government Team Leader ZICOPSTU President

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1st Quarter Workshop in pictures



Secretary to Service Commissions Mrs Zembe (centre), Government team leader and Head for Pay and Benefits Development and Management Mr Machinjike (left), ZCPSTU workers representatives team President Mrs Alexander (right), ZCPSTU Secretary General Mr Dzatsunga and PSC Senior Management pose for a group photo.



Attendees of the workshop pose for a picture during the OSH tour at Portland Pozzolana Cement Company (PPC) Zimbabwe in Bulawavo



Attendees of the workshop pose for a picture during the tour at NSSA Compensation Rehabilitation Centre in Bulawayo



Team building site visit at Matopos

Inclusive Dialogue: 2nd Consultative Workshop with Workers Representatives





Commissioner C.T. Khombe (center) Representing Chairman to Service Commissions Dr. V Hungwe, Secretary to Service Commissions, Mrs. S. Zembe (right) Government Team Leader and Head Pay and Benefits Development and Management Mr N. Machinjike (far right), Deputy Chairperson HSC Dr A. Kangwende (Left), Vice President of the ZCPSTU Mr Taderera (far left) and PSC senior management pose for a group photo

The Chairman to Service Commissions Dr V. Hungwe represented by Commissioner Professor C. T. Khombe officially opened the 2nd Bipartite Consultative Workshop with Workers Representatives on the 25th of June 2025. The workshop conducted from the 23rd to the 27th of June 2025 at Holiday Inn in Mutare was the 6th engagement since its inception where government and workers representatives consult to enhance conditions of service in the Public Service.

In his opening remarks the Chairman was impressed by the continuation of a principled dialogue which was bringing forth results in the different subcommittees. He said,

"…it is a continuation of a principled dialogue that anchors our commitment to fostering a public service that is inclusive, responsive and resilient."

The Chairman applauded the joint committees for the strides they were making to attain tangible resolutions such as the Public Service Amendment Bill and Occupational Safety and Health (OSH) bill which were approved by Cabinet, the Housing committee which was making steps to produce affordable housing proposals for civil servants amongst others.

The Health Service Commission was part of the delegation for the first time and the Chairman applauded its participation in the Consultative meeting as it propelled inclusive dialogue in the whole of government. He said,

"…their participation is not only a gesture of solidarity, but as a strategic step toward expanding platforms for inclusive dialogue around non-monetary benefits and broader conditions of service."



The president for the Zimbabwe Confederation of Public Sector Trade Unions (ZCPSTU) Mrs C. Alexander represented by Mr G. Taderera echoed that the Workers were grateful for the committees that were working tirelessly to produce results. She further thanked the Chairman for noting the positive changes in the PSC and for enabling platforms such as the SADC Public Service Forum where the spirit of tripartism and bipartism is being utilised to attain results in the public service.

The workshop comprised of presentations by different stakeholders from RBZ, Ministry of Finance, Economic Development and Investment Promotion, Ministry of Public Service Labour and Social Amenities, Tyraud Investments Pensions, Salary Service Bureau amongst others who gave expert intel on different topics ranging from monetary policy, labour migration, labour relations and legal representation in the public service.

Deputy Chairperson for the Health Service Commission Dr A. Kangwende in her closing remarks thanked the National Joint Negotiating Council (NJNC) for being a torch bearer in their negotiation panel as the team would utilise the knowledge and skill they received for their negotiations.

The NJNC gave resolutions to different subcommittees to be presented in the third quarter meeting. The workshop ended with a team building session where members of the NJNC and the Health Commission were given the platform to unwind, relax and get to know each other outside the conference room.

Amongst the attendees of the workshop was the Secretary to Service Commissions Mrs S. Zembe, The Government Team Leader and Head for Pay and Benefits Development and Management Mr N. Machinjike, Pay Master and Payroll Management, Mr T. Shoko, Pensions Master Mr Makiwa. Mrs C Alexander who joined the group on the last day.

2nd Quarter Workshop in pictures



Commissioner Professor C.T. Khombe delivering a key note address on behalf of the Chairman to Service Commissions Dr V. Hungwe during the workshop.



Secretary to Service Commissions Mrs S. Zembe Government Team Leader and Head for Pay and Benefits Development and Management Mr N. Machinjike sharing a lighter moment.



Attendees of the workshop tour the NBS bank housing projects in Mutare.



President of the ZCPSTU Mrs C. Alexander delivering a speech.

Enhancing Public Service Delivery: 3rd Consultative Workshop with Workers Representatives



Secretary to Service Commissions Mrs S. Zembe delivering her key note address.



Secretary to Service Commissions Mrs S. Zembe centre poses for a picture with members of the NJNC Mr Sisimayi(left) Mrs Alexander (left), Mr Machinjike (right), Mr Mpandawana (far right) and PC for Masvingo Province Mr Makuza (far left).

The Secretary to Service Commissions Mrs S. Zembe officially opened the third Quarter consultative workshop with workers representative on the 30th of September 2025 at Urban Lifestyles Hotel in Masvingo. The workshop is a part of a series of workshops that the Government and Workers representatives come together quarterly to discuss different key issues of mutual benefit that affect workers in the public service to enhance conditions of service and service delivery.

In her opening remarks, the Secretary applauded the workers for respecting the NJNC as the rightful platform to negotiate. She also applauded the different committees that have been working together from the beginning of the year to bring forth results on OSH, Housing, Funeral Assurance, Basic needs Basket amongst others.

The workers team leader, President of the Zimbabwe Confederation of Public Sector Trade Unions, Mrs C. Alexander in her speech thanked the PSC for always hosting the quarterly meeting as scheduled and for putting gravitas to the matters discussed.



The workshop started with a report from the recommendations of the second bipartite

workshop for the property ownership joint committee, basic needs basket joint committee, occupational safety and health joint committee, financial joint committee and the joint committees gave feedbacks. During the workshop presentations were made on the job evaluation grading and mapping, current monetary policy and projected outlook for 2025, legislative framework, update on the retirement conference, platform economy amongst others.

On the last day, the workshop was concluded with a team building tour at the Great Zimbabwe monuments, a cultural adventure to understand the underlying roots of unity, peace, development and innovation which are the part of the fundamental principles of the Bipartite.

In her closing remarks the Secretary to Service Commissions represented by Head Pay and Benefits Development and Management Mr N. Machinjike showed appreciation for the maturing relationship between workers and Government negotiators as the conversations had broadened to cover different subject matters such as Climate change, mental health. She said,

“As things stand, the informational presentations shared on this platform have expanded the breadth and depth of our discussions, enabling us to bring to the fore issues that speak directly to the lived realities within the service. Matters such as mental health and productivity, once peripheral, are now being elevated into the mainstream of our dialogue…”



She ended her speech by encouraging members to stay abreast with global trends as the bipartite has become a global contributor at international engagements such ILO conference and COP 30.



In attendance was the Head for Human Capital Development and Management, Mr Mpandawana, Chairperson for the National Joint Negotiation Council Mr Sisimayi and other negotiators from government and the workers. The PSC continues to strengthen the relationship with workers for effective service delivery.

3rd Quarter Workshop in pictures



Secretary to Service Commission Mrs S. Zembe centre poses for a picture with members of the NJNC Mr Sisimayi(left) Mrs Alexander (left), Mr Machinjike (right), Mr Mpandawana (far right) and other attendees from Government and Workers side pose for a picture.



Attendees of the workshop listening attentively during the Great Zimbabwe Hydo-electric project tour in Masvingo under the Pensions Fund.



Attendees of the workshop tour the Great Zimbabwe Hydro- Electric Project.



Team Building site visit at Great Zimbabwe Monuments.

Unity with Purpose: 4th Consultative Workshop with Workers Representatives



(Front row from left) *The Government Team Leader Health Service Commission (HSC) Dr Hove, The Acting Secretary for the Health Service Commission Mr Sande, Workers Team President of the Zimbabwe Confederation of Public Sector Trade Unions (ZCPSTU), Mrs C. Alexander, Secretary to Service Commissions Mrs S. Zembe, The Workers Team leader Health Service Commission, Dr A. T. Chitate, Government team leader and Head Pay and Benefits Development and Management Mr N. Machinjike* ***(Back row)*** *Negotiators from Government and Workers (ZCPSTU, HSC & Government)*

The Public Service Commission (PSC) hosted the fourth and final consultative workshop for 2025 with workers representatives in Bulawayo from the 8th – 12th of December 2025 at Rainbow Hotel. The workshop comprised of members from the Health Service Commissions (HSC) who were integrated in the joint committees of the Bipartite to enhance the welfare of workers in the Health Care system.

The Secretary to Service Commissions Mrs S. Zembe officially opened the workshop. In her opening remarks she said

"The fourth quarter calls us to come together with purpose, to strengthen the wellbeing of public servants and, by extension, deepen the quality of service delivered to the citizens of Zimbabwe."

She further applauded the joint committees for working tirelessly to delivery tangible dividends in the agreed time frames.

She highlighted the implementation of the job evaluation recommendations which is to take place in the first quarter of 2026 and how it will enable the full implementation of the single-spine salary framework across Government.



The President for ZCPSTU Mrs C. Alexander thanked the PSC for sustaining the forum and broadening the scope for negotiation by bringing into play the different topical issues that affect the workers.

She also commended how the Bipartite forum has enabled the Workers to be incorporated in the PSC strategic planning for 2026-2030 having all their contributions taken onboard.

During the workshop annual reports by joint committees depicting the progress made, current standpoint and the 2026 projected roadmap were presented in the Basic Needs Basket, Occupational Safety and Health (OSH), Funeral Assurance and Property Ownership.

Presentations on Cancer awareness, ILO Governing body feedback, unpacking the 2026 budget and how it affected the workers, GEMS and Retirement Planning sparked vital discussions on health, fiscal issues, life after retirement enriching the conversation and broadening the scope of the meeting.



In closing the Secretary to Service Commissions Mrs S. Zembe represented by the Government team leader and Head Pay and Benefits Development and Management, Mr N. Machinjike applauded all committees, participants from both Government and Workers side in ensuring that the discussion were beneficiary to all and that all resolutions would shape the workstreams 2026 for the forum.

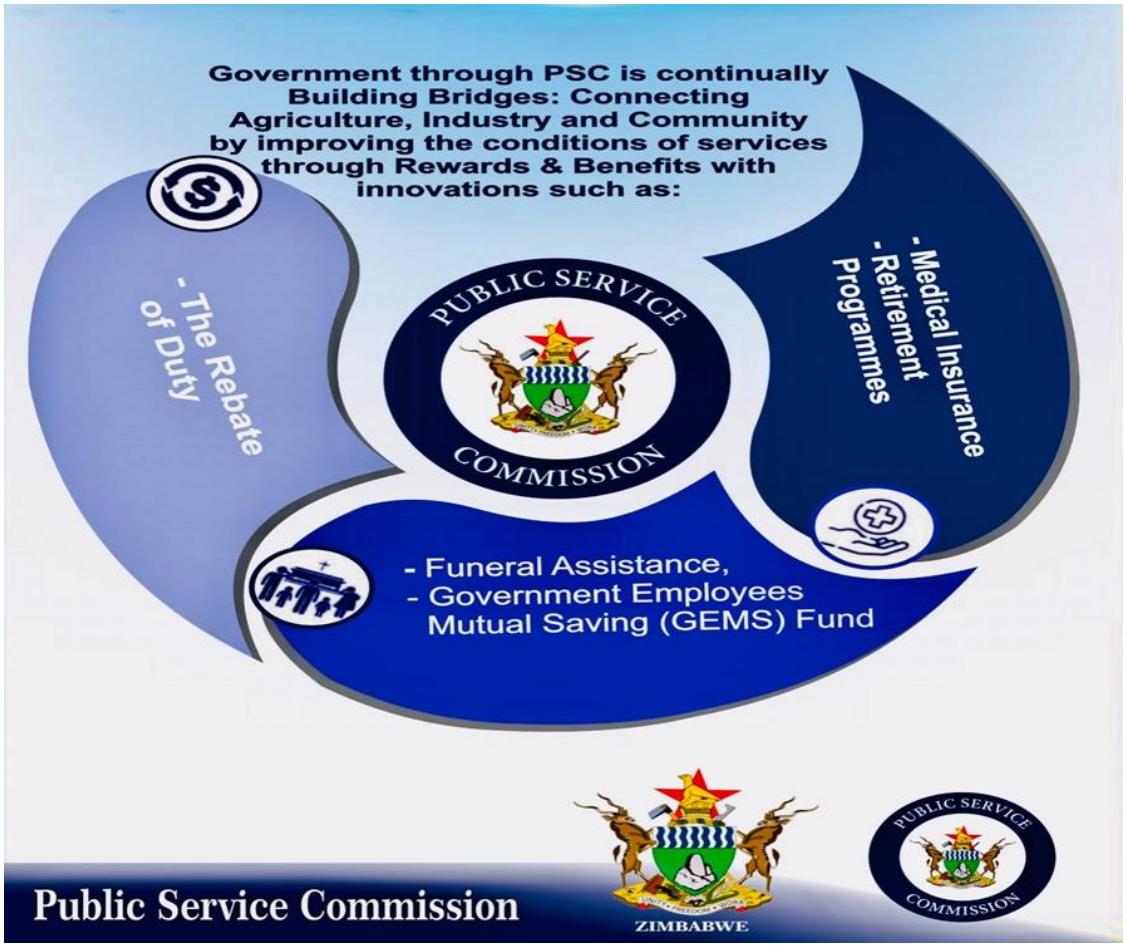
She also encouraged the committees to meet the set targets with urgency especially those that involve the dissemination of information.

The Acting Secretary for the Health Service Commission, Mr Sande, thanked the PSC for allowing them to be integrated in the

committees as this would help them achieve their set goals as the HSC.

The workshop ended with a team building session at Blue Hills Camp to strengthen the relationship between workers and the Government through physical fitness and sporting activities.

In attendance was the Government Team Leader Health Service Commission, Dr Hove, The Workers Vice President of the Zimbabwe Confederation of Public Sector Trade Unions, Mr Taderera, The Workers Team leader Health Service Commission, Dr A. T. Chitate, PSC management and Negotiators from Government and Workers Representatives for both HSC & PSC.



4th Quarter engagement in pictures



Secretary to Service Commissions Mrs S. Zembe delivering a key note address.



Head for Pay and Benefits Development and Management & Government team leader, Mr N. Machinjike and President of ZCPSTU Mrs A. Alexander listening attentively to the presentations.



Government Employee Mutual Savings (GEMS) board member and Chief Investment Officer Dr. Gaba delivering a presentation on GEMS.



Attendees of the workshop during a team building session.



Workers representative Mr Zunde making a contribution during a presentation.



Attendees of the workshop during a team building Session at Blue hills Camp in Bulawayo.



Members participating in a tug of war during a wellness session at Elangeni Training Centre.


NEW
ZIMBABWE
PUBLIC SERVICE COMMISSION
INTRODUCING NEW PAYSLIP FOR GOVERNMENT
Providing convenient and secure access to employee salary information
E-Payslip
Modernisation and Digitalisation of Payroll and Pensions System
E-Payslips will be sent through three channels namely:
- Self service portal
- WhatsApp
- Corporate Email
Advantages of E-Payslips:
- Convenient
- Time-saving
- Environment Benefits
- Improved Security
- Enhanced efficiency
- Cost Effective
Modernisation and Digitalisation of Payroll and Pension System