PUBLIC SERVICE COMMISSION

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COLLABORATION | DIALOGUE | SERVICE

BIPARTITE PUBLICATION

Strengthening Partnership.
Enhancing Service Delivery.

2026
BIPARTITE PUBLICATION
(2nd ISSUE)



STRONGER TOGETHER

BETTER COMMUNICATION

IMPROVED SERVICE DELIVERY

STRONGER PARTNERSHIPS. BETTER SERVICE. TOGETHER.

Driving Vision 2030 through inclusive social dialogue



Secretary's message



Welcome to the 2nd edition of our consultative forum magazine a dedicated space for dialogue, collaboration, and the shared vision of a thriving public service. This publication arrives at a critical juncture. As we navigate an evolving economic and social landscape, the importance of structured, meaningful engagement between the Government and Workers' representatives has never been more vital. This publication captures the essence of that collective journey, shining a spotlight on the vital ongoing consultative engagements.

Sustainable national development is impossible without social dialogue therefore leaning into structure consensus driven platforms influences an environment where policy is co-created. This collaborative approach ensures that the voices of those driving industries are directly reflected in national policy, establishing a bedrock of economic stability, industrial harmony and mutual trust. Our national priorities enshrined in the NDS2 demand total alignment across all sectors of society and these engagements are advancing these strategic macro-goals by fostering macro-economic and industrial stability as well as fostering the human capital development and decent work agenda.

By building a culture of transparency accountability and shared responsibility we are ensuring that the workers of today remain architects of tomorrow's prosperity. Together through ongoing negotiation, mutual respect and an unyielding commitment to our national priorities, we will build a more resilient dynamic and inclusive nation.

SECRETARY, SERVICE COMMISSIONS
MRS S. ZEMBE

Editor’s note



This Second Edition of our publication, focuses on the defining insights and actionable outcomes of the **2026 Consultative Engagement**. Under the compelling theme, “Driving Vision 2030 through inclusive social dialogue,” this engagement marked a pivotal moment in our collective journey toward sustainable national development. It served as a powerful reminder that the ambitious milestones of Vision 2030 cannot be achieved in silos. True progress demands a shared canvas, painted with the diverse perspectives of all social partners government, labour and business.

In an era characterised by complex socio-economic dynamics, the value of inclusive social dialogue cannot be overstated. It is the cornerstone of trust, the engine of equitable policy formulation, and the mechanism through which we transform grand strategy into lived reality for every citizen. This publication captures the essence of those intense, high-level deliberations, translating them into a coherent narrative of shared responsibility and mutual accountability.

Within these pages, you will find comprehensive coverage of the strategic frameworks discussed, the consensus built around key developmental pillars, and the innovative solutions proposed to accelerate our national goals. We highlight how inclusivity is not merely a moral imperative, but a practical necessity for driving resilient growth.

Vision 2030 is not a distant destination to be reached by a few; it is a collective destiny we are actively shaping today, one inclusive conversation at a time. Thank you for your continued engagement and partnership in driving our shared vision forward.

MR A. WUTAWUNASHE
EDITOR

Introduction

The Public Service Commission convenes quarterly Bipartite Forum engagements with the Health Service Commission and 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.

Our Core Pillars for this Edition

In this issue, we delve into four strategic areas that directly impact the professional and personal lives of our workforce:

- **Occupational Safety and Health (OSH):** We examine the latest frameworks to ensure that "safety at work" is not just a policy requirement, but a living culture. Our focus remains on creating environments where every worker returns home healthy and whole.
- **The Basic Needs Basket:** We provide an honest analysis of the current cost of living. By tracking the essential needs of our staff, we aim to inform data-driven discussions that address the economic realities facing our households.
- **Global Standards & the ILO Governing Body:** As part of the global community, we reflect on recent insights from the International Labour Organisation. Understanding these international standards ensures our local policies remain progressive and aligned with global best practices.
- **The Path to Property Ownership:** We recognize that security extends beyond the workplace. This edition highlights new initiatives and consultative proposals aimed at making homeownership a reality for civil servants, ensuring long-term stability for our families.

- **Funeral Assurance:**

The Power of Consultation

Consultation is not a one-way street; it is the heartbeat of industrial harmony. The articles and reports contained herein are the results of open-door policies and the tireless advocacy of the PSC, HSC workers' unions stakeholders alike. True progress is only possible when the voice of the worker is not just heard, but integrated into the very fabric of policy-making.

We invite you to engage with this content, share your feedback, and join us in this ongoing journey. Together, we are not just managing a workforce; we are building a legacy of excellence, safety, and prosperity for all who serve the nation.

In Solidarity and Service,

LEAD NEGOTIATORS

Mr N. Machinjike Government Team Leader



Mr. Nobert Machinjike is a Public Finance Economist and a strategist, who holds a Master of Arts in Policy Economics from Williams College, Centre for Development Economics, (Massachusetts, USA) and a Bachelor of Commerce (Hons) Degree in Economics from Midlands State University. He is SAP Certified Application Associate in Business Objects Planning and Consolidation with special interest in the automation of the planning and budgeting process. Mr Machinjike has held several positions in the corporate world and quasi-government entities. He is the Head, Pay and Benefits, Development and Management an agency which is responsible for formulating holistic remuneration framework, spearheads investment under the Public Service and Government Investment Funds, and provides advice for the National Joint Negotiation Council on condition of service and Tripartite Negotiation Forum. He is also the Chairman of the PSMAS board a position he assumed in 2025.

Dr M. Hove Government Team leader Health



Dr Maxwell Hove serves as the Chief Director of Curative Services in the Ministry of Health and Child Care (MoHCC). He has been a prominent health official and Director of Pathology Service representing the Ministry in health policies, hospital operations and medical resource availability. He oversees clinical service delivery, hospital operations, public health management across Zimbabwe.

President of the Zimbabwe Confederation of Public Sector Trade Unions (ZCPSTU) Mrs C. Alexander



Mrs Cecilia Alexander is the founding President of the Zimbabwe Confederation of Public Sector Trade Unions (ZCPSTU) and the President for the Federation of Southern African Public Sector Trade Unions (FESAPSTU). She has been instrumental in advancing regional cooperation and strengthening the voice of public sector workers across the Southern Africa. She is an accomplished educator in industrial relations, who has led impactful capacity-building programmes for Public Service International across English speaking countries. She also served on the inaugural board of the CEOs Network in Zimbabwe. She is respected leader in the global Labour movement and an advocate for social justice, decent work and inclusive development. In 2017 she was recognised as the Best Thought Leader of the Year and the Best Woman Leader of the year in 2018.

Health Apex Negotiating Panel Team leader Mr E. Gumbo



Mr Enock Gumbo is a nurse by profession who holds an Honours Degree in Public Health from the National University of Science and Technology, he holds several diplomas in Midwifery and General Nursing. He was the Nurse in charge at Harare Central Hospital Maternity in 2021. He has held various positions in ZINA from 2012-2015 as the Harare Provincial Chairperson and General Secretary from 2015-2018. He was the President for the Zimbabwe Nurses Association 2018 to date. He

is the Chairman for the Public Service International for Southern Africa from 2021 to date and an executive board member for the PSI Global from 2023 to date. He is also a board member for PSMAS a position he has held from 2025 to date. He is currently the leader of the Health Apex Negotiating Panel.

1st Consultative meeting

Advancing practical solutions to enhance workplace welfare through Dialogue



Secretary to Service Commissions, Mrs S Zembe center, Acting Secretary HSC Mrs N. Zhou (left), Government Team Leader HSC Dr Hove (far left), Government team leader Mr N. Machinjike, ZCPSTU President Mrs C. Alexander (right), Midlands Provincial Coordinator Mr A. Chimanyiwa, Health Apex leader Mr E. Dongo (far right)



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

The Public Service Commission (PSC) and the Health Service Commission (HSC) convened for the 1st Quarter Joint Consultative Workshop with Worker representatives under the theme "Sustaining Social Dialogue to Advance Workplace Welfare and Harmony in the Civil Service." The Secretary to Service Commissions Mrs S. Zembe officially opened the workshop at the Zhongjin International hotel in Kwekwe. In her opening remarks she expressed appreciation for the strengthened partnership with Workers representatives due to the ongoing interaction anchored in a shared commitment to improving the lives of Zimbabwean citizens by enhanced service delivery. She congratulated the newly appointed NJNC members buttressing the stewardship responsibility bestowed upon them, she said

> 'Your elevation to this important platform reflects the confidence reposed in you and carries with it a profound stewardship responsibility at a pivotal moment in our ongoing dialogue, inspired by our strategic positioning at the heart of service delivery. ……your role calls not only for diligent representation but also for purposeful ideation, fresh perspectives, and the constructive energy required to advance responsive and forward-looking outcomes.'

She also expressed satisfaction with the integration of the HSC members in the different joint committees and the tangible outcomes emanating from the committees such as the Property Ownership and Occupational Safety and Health (OSH) Committee. She addressed different subjects of interest such as the job evaluation status and the GovPay highlighting the several strategies in place for implementation.

Amongst the attendees was the ZCPSTU President Mrs C. Alexander who expressed gratitude for the consultation and the sustained dialogue thus far depicting good governance and priority placed in service delivery. She also highlighted the strengthened trust between government and its employees through genuine dialogue and collective problem solving.

During the workshop, presentations were delivered by the RBZ unpacking the 2026 Monetary policy, Macro-economic indicators by the Ministry of Finance, Economic Development and Investment Promotion, critical inputs for negotiators to make informed decisions. The presentation by the RBZ also unveiled the new bank notes which will enhance access to the ZIG currency, a request which was made by the negotiators in the previous engagement in 2025.

The dialogue was enriched by subject matter expertise in retirement planning, emotional intelligence, change management amongst others, critical issues that employees face in discharging their duties.

Members participated in sporting activities on the fourth day of the workshop to instil and sustain a culture of wellness in the different constituencies. The activities were designed to teach unity, resilience, determination and most of all strength. The workshop was officially closed by the Secretary to the Health Service Commission Dr Pasi represented by Mrs N. Zhou who urged the joint committees to work on the recommendations that were agreed upon in the matrix guided by the NDS2.



Participants of the workshop pose for a group photo

In attendance were government negotiators from both PSC and HSC members of the National Joint Negotiating Council (NJNC), workers representatives from trade unions and the Health

Apex, subject matter experts from MDAs, General Managers from PSC and HSC, PSC and HSC secretariat staff.

PSC EQUIPS ACCOUNTING OFFICERS AND CHIEF DIRECTORS FOR OSH



Deputy Chief Secretary to the Office of the President and Cabinet Mr Churu representing the Chief Secretary to the Office of the President and Cabinet Dr M. Rushwaya (Centre), Secretary to Service Commissions Mrs S. Zembe posing for a picture with the Permanent Secretaries during the workshop.



Secretary to Service Commissions Mrs S. Zembe posing for a picture with the Chief Directors during the workshop.

The Public Service Commission conducted Sensitisation workshops for Chief Directors and Permanent Secretaries in the 27 Ministries at Cresta Lodge on the 13th and 19th of May 2026 respectively. The workshops prepared the senior management in Government for the upcoming the Occupational Safety and Health (OSH) bill and presented a platform for them to contribute to the successful implementation of OSH strategies.

During the Permanent Secretary's Workshop, the Chief Secretary to the Office of the President and Cabinet Dr M. Rushwaya represented by Mr Churu delivering his key note address explained that the training was part of the efforts by Government to safeguarding the health, safety, and wellbeing of Public Service workers and promoting decent and productive working environments across all Ministries Departments and Agencies (MDAs). Participants were conscientised on the importance of OSH in Government as it will be included in performance contracts, he said,

"The Public Service Commission has also developed Key Performance Indicators (KPIs) for Permanent Secretaries, Chief Directors and Directors responsible for Gender Mainstreaming,

Inclusivity and Wellness. These KPIs are designed to ensure that OSH responsibilities are fully integrated into the performance management framework across the Public Service."

Chief Directors and Permanent Secretaries for MDAs were apprised on the deliberate and strategic interventions aimed at mainstreaming OSH across MDAs, such as the formal designation of Directors responsible for Gender Mainstreaming, Inclusivity and Wellness to oversee OSH matters within their respective institutions

Furthermore, accounting Officers in the respective Ministries, were given the responsibility to avail sufficient funding for OSH programmes such as support for workplace risk assessments, awareness and training programmes, wellness initiatives, medical surveillance where necessary and the provision of appropriate protective equipment.

The workshops consisted of trainers from the National Social Security Authority who explained the strategic role of NSSA in OSH administration and the national OSH policy. The trainers shared nuggets on how issues involving OSH can make an impact at every level at the workplace. Every session ended with a plenary session where thematic issues were interrogated to unravel the best operating procedures for each ministry in OSH related matters. The workshops raised awareness on OSH to the leadership within the public service.



OSH trainers from NSSA



Secretary Service Commissions Mrs S. Zembe delivering a speech during the workshop

2026 MAYDAY CELEBRATIONS



Honourable Mercy Dinha delivering the key note address representing the Minister of Public Service Labour and Social Welfare Honourable E. Moyo



Commissioner Larry Mavhima delivering the Chairman's remarks on behalf of The Chairman to Service Commissions Dr V. Hungwe

The Public Service Commission and the Health Service Commission joined the Zimbabwe Confederation of Public Sector Trade Unions (ZCPSTU) and Health Apex Council in celebrating the International Workers Day on the 1st of May 2026 at Girls High in Harare. The celebrations were held under the theme Honouring the Dignity Labour: Defending Workers 'rights, fair wages and social protection for all.

The event was graced by the Minister of Public Service, Labour and Social Welfare Honorable Edgar Moyo represented by the Deputy Minister, Honourable Mercy Dinha as the Guest of honour. In his key note address he reaffirmed Government 's commitment to safeguarding employment, he made reference to the strong second quarter economic recovery in 2025, with fewer job losses than expected, and noted that 17 out of 48 National Employment Councils had already concluded new wage agreements in 2026.

Furthermore, Honorable Moyo reiterated on how workplace safety is a priority in Government with 'zero harm' as the new standard. He highlighted the improvement notices and prohibition orders issued in 2025 to buttress the 'zero-harm' notion as well as the processed 12,400 injury claims the National Social Security Authority (NSSA).

The Chairman to Service Commissions Dr V. Hungwe represented by Commissioner Larry Mavima commended the workers for the serving the nation with dignity, resilience, dedication and excellence. He also clarified on the job evaluation exercise and its primary purpose to align jobs within a coherent and equitable structure that supports a modern, performance-oriented

Public Service. In concluding he encouraged the Workers to have discussions on cost-of-living adjustments within the established engagement forums.

The President of the ZCPSTU Mrs C. Alexander applauded the workers for coming together to celebrate their hard work and resilience as well as the PSC and HSC for ensuring the event was a success.



The event began with a march and fitness activities to instill the spirit of oneness, togetherness and wellness in the workspaces. During the celebrations the Guest of honour toured exhibition stands for sponsors and partners like PSMAS, Moonlight amongst others.

In attendance was the National Joint Negotiating Council (NJNC) - Government team leader Mr Nobert Machinjike, The Permanent Secretary for the Ministry of Public Service, Labour and Social Welfare Mr P. Kunaka, Health Service Government Team Leader Dr Hove, Health Apex President Mr Gumbo, Members from the Workers Unions, PSC Head of Agencies, General Managers and PSC staff.

The PSC continues to foster an environment of inclusive development through harmonious engagements with the Workers.

JOB EVALUATION



(From right) Head for Human Capital Development and Management, Mr W. Mpandawana, Head for Pay and Benefits, Development and Management Mr N. Machinjike, President for ZCPSTU Mrs C. Alexander during the job evaluation implementation process consultative workshop with Workers representatives.

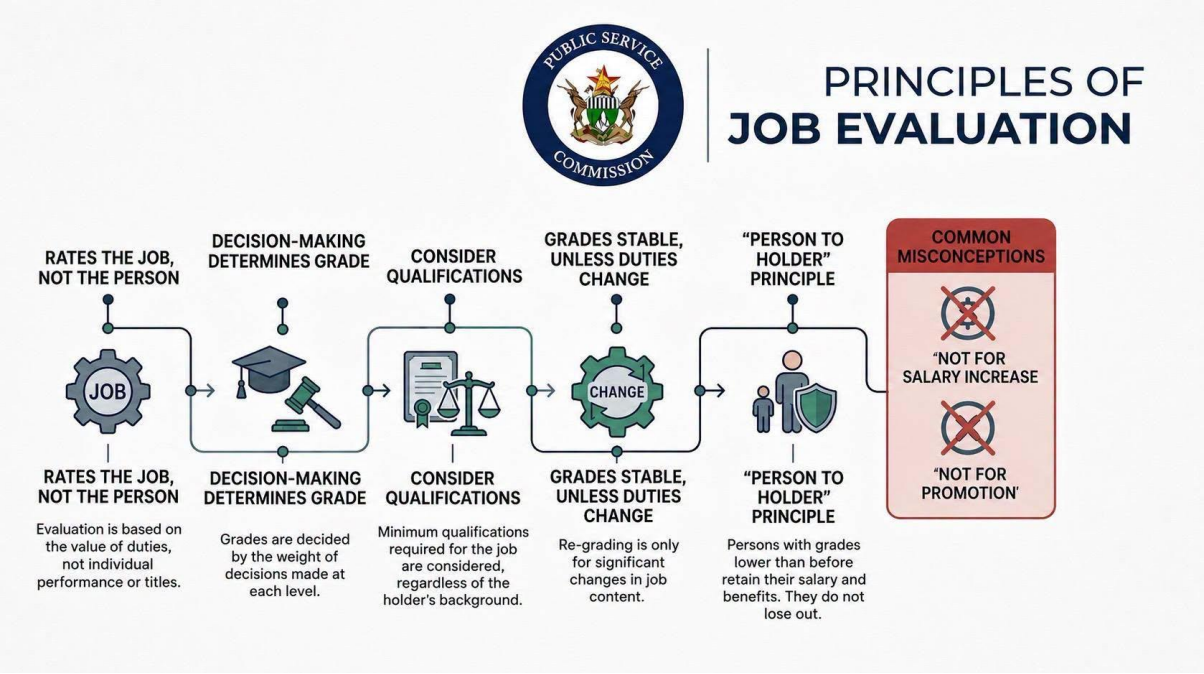
The Public Service Commission (PSC) together with the Ministry of Public Service, Labour and Social Welfare implemented the job evaluation across all public sector institutions such as the Independent Commissions and Constitutional Institution, Uniformed forces, Grant Aided Institutions. 59 of the 64 institutions completed the implementation.

The purpose for the job evaluation was to develop a competency framework for the public service and an inventory for all jobs, produce grades schedules for all jobs and produce profiles and job description for all jobs. The results of the job evaluation and new remuneration framework were implemented with effect from 1 April 2026. The Job evaluation exercise is intended to establish an objective, consistent and equitable basis for grading and remuneration

across the Public Service. It was not designed as a cost-of-living adjustment (COLA) but rather a structural reform to rationalize pay and job hierarchies in conformity with the Paterson Grading System.

The PSC facilitated the engagements on remuneration and grading anomalies with the different MDAs. The PSC has managed to engage with Worker's representatives, Ministries and Constitutional Institutions. The key issues raised were revolved around consultation, recognition of qualifications, grading inconsistencies, workers role and job evaluation vs the cost-of-living adjustment. Corrective measures are being taken to ensure that the challenges are addressed such as enhanced communication with stakeholders, reviewing grades that are not correct, building career paths amongst others.

The job evaluation exercise created a coherent, equitable framework for classification, grading and pay under single spine salary structure. The process highlighted need for continuous engagement communication and responsive review, the PSC is committed to ensure that the job evaluation implementation process is fair and effective in the Public Service.



HEALTH IS WEALTH – WELLNESS SESSIONS










SHAPING THE FUTURE OF PUBLIC SERVICE SAFETY: LESSONS FROM ZIMBABWE'S INDUSTRIAL LEADERS



In June 2026, Zimbabwe's Public Service Commission (PSC) spearheaded a critical monitoring initiative: a benchmarking tour across six top-tier private entities spanning the agricultural, mining, and manufacturing sectors. The objective was to examine mature Occupational Safety and Health (OSH) frameworks in high-risk environments and use these insights to design a comprehensive, fit-for-purpose OSH policy for the public service.

The resulting benchmarking revealed a stark stratification of safety compliance, categorised into three distinct operational tiers. Unki Mine and Tongaat Hulett are at the helm of safety excellence both achieving a perfect composite score of 100%. These organisations represented the 'world-class' benchmark, driven by robust leadership commitment, rigorous Hazard Identification and Risk Assessment (HIRA) protocols, and active OSH committees.

The second tier, classified as 'competent,' features Tanganda Tea Estate ranked at (90%) and Dinson Iron and Steel Company ranked at (85%). These organisations showed strong technical control systems and exhibited minor gaps in safety culture maturity and resolution tracking.

The final tier consisted of developing frameworks found at The Wattle Company ranked at (70%) and Hwange Colliery Company Limited Holdings ranked at (60%). These entities showed a systemic weaknesses, outdated risk registers, and superficial incident reporting mechanisms.

A critical takeaway for contemporary policy formulation is the ‘mining paradox’ observed between Unki Mine and Hwange Colliery is that despite operating within the same high-risk extractive ecosystem, a staggering 40-point compliance gap separates the two entities. This stark variance underscores that sectoral risk alone does not dictate safety outcomes, rather ownership structures and corporate governance mechanisms play the pivotal roles. Unki Mine benefits heavily from stringent, globally aligned corporate standards, whereas the state-linked Hwange Colliery exhibits distinct signs of compliance fatigue. For public service administrators and regulators, the lesson is immediate, regulatory frameworks must move beyond broad, sector-wide generalisations and explicitly model the rigorous benchmarks set by operations like Unki Mine.

Conversely, the agricultural sector demonstrated surprising maturity, outpacing several heavy industries. Leading enterprises like Tongaat Hulett and Tanganda Tea Estate proved that processing-focused environments frequently breed meticulous, highly structured process safety rules. However, this success was not uniform as the forestry-heavy Wattle Company dragged the sectoral average down. This divergence serves as a critical reminder that leadership visibility and robust employee participation remain non-negotiable operational requirements, regardless of the industry line.

To build a resilient civil service infrastructure, the PSC recommends a hybrid approach that integrates the best qualities of these private sector models:

- Mandatory Leadership Accountability: Fusing the executive budget participation practiced by Unki and Tongaat into civil service performance contracts.
- Standardised HIRA Methodology: Utilising a uniform risk matrix annex across all government departments to identify workplace hazards.
- Data-Driven Governance: Deploying a central ‘Public Service OSH Dashboard’ and implementing mandatory quarterly reviews to shift workplace safety from an annual paper exercise into a daily operating standard.

The benchmarking phase has successfully mapped the foundation for formulating the Public Service OSH Bill and Policy. I will propel the transition from observation to implementation ensuring that public servants receive the same world-class safety protections as their private sector peers.

GLOBAL CONVERSATIONS

AFRICA PUBLIC SERVICE DAY 2026: ADVANCING PUBLIC SECTOR EXCELLENCE



Deputy Minister – Ministry of Public Service Labour and Social Welfare Hon M. Dinha and The Deputy Chairperson for the PSC Dr N. Ndiweni at the APSD national celebrations.

The Africa Public Service Day (APSD) 2026 was celebrated under the theme, "**Enhancing Public Sector Institutions and Empowering Multi-Stakeholder Partnerships to Achieve Universal Water Availability and Safe Sanitation by 2063,"** aligning closely with the African Union's Agenda 2063 and underlining the critical role of effective public institutions in addressing key developmental challenges through collaboration and innovation.

Observed annually on 23 June across the African continent, APSD is a flagship event on the African Union calendar. It honours the dedication, professionalism and invaluable contributions of public servants while providing a strategic platform for reflection, recognition and the advancement of public administration.

In today's rapidly evolving environment, strong and effective public institutions are essential for driving inclusive economic growth, delivering quality services, and building citizen trust. The day highlights that public service is a noble calling grounded in accountability, integrity,

and commitment to national development. By celebrating excellence and sharing best practices, APSD fosters a culture of continuous improvement, innovation and ethical leadership directly supporting national and continental development agendas, including Zimbabwe's Vision 2030.

For the thousands of men and women serving in Zimbabwe's public sector, Africa Public Service Day carries profound personal and professional meaning. It serves as a formal acknowledgement of their hard work, often delivered under challenging conditions and with constrained resources.

This annual observance:

- Provides meaningful recognition of their daily contributions to nation-building.
- Boosts morale and motivation, reinforcing that their efforts are valued and make a tangible difference in citizens' lives.
- Promotes professionalism and ethical conduct by spotlighting role models who uphold the highest standards.
- Creates opportunities for growth through networking, exposure to continental best practices, and innovative approaches to service delivery.
- Nurturing a sense of pride and belonging, affirming public service as a respected and impactful career.

Zimbabwe's Vision 2030 seeks to transform the country into a prosperous upper-middle-income nation. Achieving this goal relies heavily on a skilled, motivated and professional public service. This year's celebrations were held in Chinhoyi with collaboration from the Ministry of Public Service, Labour and Social Welfare, Public Service Commission, Health Service Commission and the Workers Representatives.

The 2026 Africa Public Service Day offers a timely opportunity to strengthen governance, motivate public servants, and accelerate sustainable development. For employees, it delivers vital recognition and inspiration; for the nation, it reinforces the centrality of human capital in realising Vision 2030. The Public Service Commission of Zimbabwe remains committed to building a dynamic, ethical and high-performing public service. Through active engagement with APSD, living its core values, and contributing to continental dialogue, the PSC continues to play a transformative role both nationally and as a respected leader in shaping the future of public administration in Africa.



Mrs C. Alexnder delivering remarks at the APSD national celebrations

DRIVING REFORM: THE PUBLIC SERVICE COMMISSION'S ROADMAP FOR AI, GOVERNANCE, AND SOCIAL DIALOGUE

The **114th Session of the International Labour Conference (ILC)**, held in Geneva, proved to be an incredibly consequential summit marked by high-stakes negotiations. The conference brought together workers, employers and governments to address the rapidly evolving modern workplace, bringing together delegates from 187 member states to discuss the future of work, gender equality, and social justice. The landscape of labour is undergoing a rapid, technology-driven evolution. For the Public

Service Commission (PSC), this transformation brings both a responsibility and an unprecedented opportunity to steer national labour policies toward a progressive, equitable, and sustainable future. Drawing key insights from the Director General's landmark report, *"A Moment of Choice: Harnessing Artificial Intelligence for Decent Work,"* the PSC is positioning itself to lead the public sector through the complexities of modernisation, platform economies, and evolving international labour standards.

Navigating the AI Frontier with Human Oversight

The Conference focused on the navigating the AI Frontier with human oversight. Artificial Intelligence is no longer a distant prospect it is actively reshaping public sector operations. While AI offers immense potential for boosting productivity and unlocking new administrative capabilities, it also poses distinct challenges, such as potential job displacement and the widening of the digital divide.

The PSC's strategy centres on a foundational principle: **AI adoption must be paired with strict human oversight.** To ensure that technological integration reinforces accountability, transparency, and data privacy, the PSC is committed to developing comprehensive ethical AI guidelines. This includes pioneering robust upskilling and reskilling programs, with a particular focus on digital and AI literacy for leadership.

Protecting Workers in the Emerging Platform Economy

The Conference also tackled the emerging platform economy. The rise of the digital platform economy has introduced highly flexible yet frequently precarious working arrangements. Across various sectors, including education, public servants are increasingly interacting with or utilising virtual platforms.

To prevent worker exploitation and address gaps in existing legislation, the PSC is looking toward international frameworks to shape robust domestic protections. Future policy alignment will focus on securing fundamental rights for platform workers, establishing transparent payment systems, implementing minimum wage safeguards, and creating clear regulations around algorithmic management and data privacy.

Upholding International Standards and Elevating Country Image

Maintaining a strong national reputation on the global stage remains a core priority aligned with the country's broader strategic goals. Through consistent compliance with the International Labour Organisation (ILO) Committee on the Application of Standards, the nation has maintained a clean record for the past three years.

To sustain this positive momentum, the PSC emphasises the importance of resolving industrial relations issues domestically. By establishing robust internal grievance procedures,

the PSC aims to address labour disputes efficiently at home, ensuring stable labour relations and reinforcing a positive national image.

Modernising Social Dialogue and the NJNC

The Conference also looked at modernising social dialogue as effective social dialogue is the cornerstone of managing economic and structural transitions smoothly. However, current frameworks, such as the National Joint Negotiating Council (NJNC), require modernisation to overcome fragmentation across different public sectors.

The PSC is advocating for an expedited review of the legal framework to establish a unified, properly institutionalised social dialogue body. This modernisation strategy focuses on three key areas:

1. **Adequate Resourcing:** Ensuring the NJNC has the necessary budgetary support to function effectively.
2. **Inclusive Integration:** Strengthening connections with broader social dialogue platforms like the Tripartite Negotiating Forum (TNF).
3. **Formalizing Representation:** Developing a clear, objective national mechanism to recognise legitimate public sector worker representatives, protecting the integrity of collective bargaining.

Strengthening Strategic Partnerships

Through active bilateral engagements with the ILO’s Director General and directors of labour standards and employment, the PSC is securing vital technical cooperation. These strategic partnerships will provide essential support for implementing the public sector's job evaluation program, building negotiation capacity within the NJNC, improving dispute resolution mechanisms, and advancing Occupational Safety and Health (OSH) standards.

By proactively addressing these challenges, the PSC is turning a pivotal moment of choice into a strategic roadmap ensuring a modern, fair, and resilient public service.

ZIMBABWE

GovPay
Your Pay, Your Future, Our Commitment

e-Payslip
FOR GOVERNMENT

ACCESSING YOUR e-Payslip
VIA MOBILE APP GUIDE

The Public Service Commission has introduced the MyPsc Mobile Application as an additional channel for accessing e-Payslips, complementing the Self-Service Portal and Corporate Email.



TO GET STARTED

1 Install: MyPsc

Get it from Google Play Store

GET IT ON Google Play

2 Open the App and Register using:

- Your EC Number
- The last digits of your ZWG and USD salary account numbers

3 Once Verified, you will be able to:

- View current Payslip
- Download Payslips
- Access Payslip history for previous months

The MyPsc Mobile App is now officially available on the Google Play Store and is currently compatible with Android devices. Please note that an iOS version for Apple devices will be released in due course.

Access the Helpdesk at: https://psc.gov.zw/crm/

IMPORTANT SECURITY ADVISORY

To safeguard against cyber threats such as phishing, civil service members are strongly advised **not** to download or access the application via links shared on social media platforms (WhatsApp, Facebook, Instagram, X, etc), QR codes, or any unofficial websites.

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