FROM THE SECRETARY'S DESK

Zimbabwe

Mrs. S. Zembe
Secretary, Service Commissions

The commencement of 2026 signals a renewed phase of purpose, discipline, and accelerated momentum in the transformation of the Public Service. Anchored in the aspirations of Vision 2030, the year presents a decisive opportunity to consolidate gains and intensify efforts towards building a modern, efficient, and citizen-centred Public Service defined by excellence, integrity, and innovation.

This edition of *The Secretary's Desk* places a spotlight on Women in Public Service in recognition of Women's Month. This feature reflects the growing influence of women across leadership, governance, and service delivery, and affirms the centrality of inclusive leadership in shaping responsive and effective institutions. The contribution of women continues to exemplify resilience, professionalism, and an unwavering commitment to national development.

The implementation of the National Development Strategy 2 (NDS2) provides a fertile and enabling premise for a decisive sprint towards Vision 2030. As a results-driven framework, NDS2 sharpens focus on productivity, innovation, and service delivery excellence, creating the conditions for accelerated institutional performance and impactful public sector reforms.

It is within this strategic context that the Public Service is called upon to act with urgency, precision, and accountability in delivering tangible outcomes for citizens.

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Editor's Note – Issue 1, 2026

Welcome to the first 2026 issue of From the Secretary's Desk. As a publication, this platform continues to serve as a vital channel for sharing insights, perspectives, and curated updates that inform, connect, and engage its readership.

Following the successful delivery of four issues in the past year, this edition builds on that strong foundation. The experience gained has enriched both the depth and quality of the publication, guiding its continued refinement in content, scope, and relevance.

From the Secretary's Desk remains committed to its core purpose: to provide clear, accessible, and meaningful information that reflects evolving priorities, key themes, and important developments within the public service space. Each issue is thoughtfully assembled to ensure it remains a reliable source of knowledge and a record of ongoing progress.

Throughout 2026, continued enhancements in both content and presentation are anticipated, informed by prior experience and a sustained commitment to excellence in communication. Each edition will further consolidate the publication's role as an informative and engaging resource.

This issue marks another step in that ongoing progression, contributing to a growing body of work that reflects consistency, quality, and purpose.

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Sustained transformation will be driven by deliberate investment in innovation, skills development, and employee welfare. A forward-looking approach to capacity building, anchored in digital learning platforms, structured mentorship, and targeted professional development, will strengthen institutional capability and readiness. Concurrently, prioritising the well-being of public servants through improved conditions of service and long-term security remains fundamental to cultivating a motivated, resilient, and high-performing workforce.

Modernisation through Information and Communication Technologies (ICTs) remains central to achieving efficiency, transparency, and inclusivity. Continued advancements in digital infrastructure, integrated data systems, and e-governance platforms will enhance service delivery, strengthen public confidence, and position the Public Service within an increasingly digital and interconnected global environment.

Equally critical is the sustained emphasis on good governance and institutional reform. Strengthened accountability systems, ethical leadership, and decentralised service delivery frameworks will reinforce responsiveness and trust. Ongoing reforms are focused on streamlining processes, enhancing value for money, and aligning institutional performance with national development priorities.

At the core of this transformation is a shared value system grounded in integrity, accountability, meritocracy, innovation, servant leadership, and inclusivity **(I AM IS I).** These principles define the character of a Public Service that is adaptive, resilient, and firmly aligned with the needs and expectations of the nation.

The year ahead calls for bold execution, clarity of purpose, and an unwavering commitment to results. With NDS2 as a catalytic platform and collective resolve as the driving force, the Public Service is well-positioned to accelerate progress and deliver meaningful, measurable impact on the journey towards Vision 2030.

Driving Public Service Excellence through Digital Learning: Maximising the Electronic Learning Management System

In an era where technology is advancing at a rapid pace, the Public Service Commission (PSC), through the Public Service Academy (PSA), has introduced the Electronic Learning Management System (e-LMS). This initiative represents a significant step towards modernising training delivery and aligning public service capacity development with global digital trends. The e-LMS enables members of the public service to access training online, enhancing efficiency, accessibility to training opportunities, greater flexibility and the overall quality of learning. This initiative also supports Government's broader digital transformation agenda under Vision 2030, which seeks to build a prosperous and empowered upper-middle-income society supported by efficient, technology-driven public institutions.

The Chairman of the Public Service Commission accords strategic priority to digital transformation, consistently underscoring the transformative affordances of technology in modernising the Public Service. In this regard, the Electronic Learning Management System (e-LMS) is positioned not merely as a tool, but as a flagship strategic investment in the continuous professionalisation, reskilling, and future-readiness of public servants. Through the deliberate adoption of digital learning platforms, the Commission is strengthening institutional capability, driving performance excellence, and enabling more responsive, efficient service delivery across Government. This initiative exemplifies the PSC's steadfast commitment to innovation, lifelong learning, and the pursuit of world-class public administration.

Recognising that segments of the Public Service may not yet be fully conversant with the system and its navigation, this article seeks to provide a clear and practical overview of the e-LMS; its core functions, strategic benefits, and the modalities through which members can access and utilise the platform effectively.

What is e-LMS?

The Electronic Learning Management System (e-LMS) is a digital software platform designed to deliver, manage and monitor online learning and training programmes. It provides a centralised environment where educational content is hosted, learner participation is coordinated, and training progress is tracked. The system also facilitates communication between learners, facilitators and administrators, ensuring organised and structured learning experience.

How Does the e-LMS Work?

The e-LMS allows facilitators and administrators to upload and manage courses, assignments and assessments within the system. Learners can log into the platform to access course materials, complete learning activities and submit assignments. Throughout the learning process, the system tracks progress, provides feedback and generates reports to assist in monitoring participation, performance and completion rates.

What Are the Benefits of Using e-LMS?

Compared to traditional classroom-based training, the e-LMS offers numerous advantages:

- Centralised Management: All training content is stored in one accessible location, ensuring consistency and ease of access.
- Flexibility and Accessibility: Participants can access courses anytime, anywhere, allowing them to balance learning with official duties.
- Enhanced Learner Engagement: Interactive features and self-paced learning improve engagement and knowledge retention.

Simplified Monitoring and Reporting: Facilitators can generate reports on learner progress, course completion rates, pass rates and gender-disaggregated participation data, enabling evidence-based decision-making.

Early Impact Snapshot

Since its introduction, the e-LMS has demonstrated meaningful progress in strengthening digital learning across the Public Service:

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- In 2024, a pilot online training programme was conducted with participants drawn from all provinces within the Public Service Commission.
- In 2025, an e-LMS Sensitisation workshop was held for Human Resources Chiefs and Training Directors from all Line Ministries.
- Courses on the Public Service Regulations, and Gender and Sexual Harassment were rolled out to selected Ministries, with successful participants receiving certificates.

A growing number of online training programmes have been developed and uploaded, covering Mandatory Courses, Reform-based Courses, Tailor-made Courses and Sensitisation Programmes.

Learner engagement has been encouraging, with participants actively completing modules and assessments to earn online learning certificates. Feedback from users indicates increased convenience, improved access to training opportunities and greater flexibility in balancing learning with official duties. These early outcomes reflect growing confidence in the system and a steady shift toward embracing digital learning as a sustainable model for capacity development within the Public Service.

How Secure is the e-LMS?

The e-LMS incorporates standard security features designed to protect user information and learning data. These include secure login protocols, encryption and data protection measures. Access to the system is restricted to authorised users whose accounts have been created within the system database, ensuring controlled and secure participation.

How is Learner Progress Tracked?

The platform includes reporting and analytics tools that allow administrators and facilitators to monitor learner progress, completion rates and assessment performance. These reports can be customised to provide relevant insights and assist in evaluating the effectiveness of training programmes.

Can the e-LMS Issue Certificates?

Yes. The system is capable of issuing certificates upon successful completion of courses or training programmes. These certificates can be customised and serve as formal recognition of learning and skills development.

Who Can Access the e-LMS?

The e-LMS hosts a wide range of courses designed for members of the Public Service. These include:

- Mandatory Courses
- Professional Courses
- Reform-based Courses
- Tailor-made Courses
- Sensitisation and Awareness Programmes

Access to the platform is granted through nomination by a Ministry, Department or Agency (MDA). Once nominated, the learner's details are captured in the system database, and a customised account is created. It is important to note that only registered users can access the e-LMS portal and members only access courses for which they have been nominated to participate.

User Guide and Support

A detailed user guide is available to assist participants in navigating the platform. The guide provides step-by-step instructions on how to log in, access courses, complete assignments and fulfil other learning requirements. For further assistance, users may contact the Training, Development and Management department at the Public Service Academy.

The introduction of the Electronic Learning Management System marks a significant milestone in the modernisation of public service training in Zimbabwe. By harnessing digital learning, the Public Service Commission is empowering public servants with the knowledge and skills needed to drive efficiency, innovation and excellence in service delivery.

As more members embrace this platform, the e-LMS will continue to play a pivotal role in building a capable, professional and future-ready public service aligned with the goals of Vision 2030.

Zimbabwe Advocates for Women's Rights and Access to Justice at the 70th Session of the UN Commission on the Status of Women

The Minister of Women Affairs, Community, Small and Medium Enterprises Development Hon. Minister Monica Mutsvangwa (centre), Deputy Chief Secretary in the OPC, Rev. Paul Damasane** (second left)**, Secretary to Service Commissions Mrs S. Zembe** (second from right) **posing for a photo at the 70th Session of the UN Commission

The 70th Session of the United Nations Commission on the Status of Women (CSW70) is the premier global intergovernmental platform dedicated exclusively to promoting gender equality and the empowerment of women and girls. Convened annually at the UN Headquarters in New York, the session brings together member states, civil society organisations, gender equality advocates and experts from around the world to assess progress, share best practices and forge collective action on critical issues affecting women and girls.

This year's session, held from 9 to 20 March 2026, focuses on strengthening access to justice for women and girls, tackling structural barriers to equality, reviewing progress on women's participation in public life and eliminating all forms of violence against women and girls.

The Secretary to Service Commissions, Mrs Sibusisiwe Zembe, accompanied by the General Manager for Talent Management, Mrs Grace Machakaire, was part of the Zimbabwean delegation to CSW70. Their participation underscores the country's commitment to advancing the welfare of women both within the workplace and in society at large. Throughout the session, Mrs Zembe actively engaged in a series of high-level side events that addressed critical issues affecting women and girls in Zimbabwe, the SADC region and across the African continent.

Early in the proceedings, Mrs Zembe joined the Honourable Minister Monica Mutsvangwa, who headed the Zimbabwean delegation, at a SADC side event examining the gendered impact of declining HIV funding. The event, titled **"When Funding Retreats, Rights Recede: The Gendered Cost of Underinvesting in HIV - Reclaiming CSW Resolution 68/1 through Sustaining Investments in Women, Girls and HIV to Achieve the Equality and Justice Agenda,"** brought together esteemed panelists from across the globe. Discussions highlighted how reduced investment increases vulnerability to HIV, gender-based violence and limited access to treatment and prevention services. The panel called for sustained financial commitments to advance gender equality and justice, reaffirming the principles of CSW Resolution 68/1.

Continuing with the theme of access to justice, Mrs Zembe attended a side event highlighting Zimbabwe's innovative approach to supporting survivors of gender-based violence. The session, titled **"Best Practice - Strengthening Access to Victim-Friendly Justice Services for Survivors of GBV in Zimbabwe's Hard-to-Reach Areas,"** showcased successful initiatives implemented in the country, with particular focus on challenges faced by women and girls in rural and remote communities.

Panelists explored strategies to bridge gaps in service delivery, including mobile legal clinics, community outreach programmes, and partnerships with local leaders and civil society. A key objective of the session was to strengthen the justice system to ensure that survivors receive safe, respectful and efficient justice services.

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Addressing structural barriers to women's advancement, Mrs Zembe later participated in a sideline event titled **"Towards 50:50: Addressing Structural Barriers to Women's Leadership in Public Life in Zimbabwe,"** where she delivered a presentation on promoting women's leadership in the public sector. She highlighted the deliberate efforts of the Public Service Commission to facilitate and enhance women's participation in decision-making processes, addressing systemic issues such as sexual harassment and outlining institutional mechanisms being implemented to create safe and enabling environments for women in the workplace.

The Public Service Commission's participation in CSW70 is a strategic investment with tangible returns. Engagement at this level ensures that the PSC remains aligned with international standards on gender equality and workplace justice, equipping leadership with global best practices that can be adapted locally. It strengthens partnerships with UN agencies, SADC counterparts and development partners, opening doors for technical assistance and collaborative programmes. By sharing Zimbabwe's initiatives such as support for GBV survivors in hard-to-reach areas the PSC elevates the country's voice in global fora while demonstrating institutional commitment to staff welfare.

Most importantly, exposure to evidence-based policy approaches enables the Commission to design more effective interventions that address underrepresentation of women in leadership and create safer, more inclusive work environments. Continued participation in such sessions is therefore essential for building a public service that is equitable, responsive and internationally credible.

Representing Zimbabwe at these important events occurring on the sidelines of the 70th session, were the President of the Senate, Hon. Mabel Chinomona; the Deputy Chief Secretary in the Office of the President and Cabinet, Rev. Paul Damasane; the Chairperson of the Women's Parliamentary Caucus, Hon. Maybe Mbowa; Hon. Getrude Mutandi, Chairperson of the Parliamentary Portfolio Committee on Women Affairs; and General Manager for Talent Management, Mrs Grace Machakaire. Their collective presence at CSW70 demonstrated Zimbabwe's unified commitment to advancing the rights and welfare of women and girls, both at home and on the international stage.

Iron Sharpens Iron: PSC conducts IRBM Sensitisation Workshop

The Public Service Commission (PSC), through the Internal Human Resources and Performance Management Department, conducted a three-day Integrated Results Based Management (IRBM) Sensitisation Workshop for PSC Secretariat officers at the grade of Officer and below. The workshop was held from March 10 to 12, 2026, at Highlands Campus in Harare.

The sensitisation intervention follows the training of General Managers and Managers in 2025, which was aimed at strengthening strategic leadership and oversight in performance planning, monitoring and evaluation. It was further observed that gaps persisted in the practical application of IRBM tools among officers below management level. Accordingly, the workshop was convened to address these gaps, demystify the tools, and strengthen practical competence.

The primary objective of the workshop was to enhance participants' understanding of the IRBM framework and its practical application within the Public Service. Specifically, the training equipped officers with the knowledge required to define IRBM, identify its key components, and appreciate the strategic alignment between PSC strategic goals, departmental objectives and individual performance targets.

Participants were equipped with practical skills in workplan formulation and the completion of Appraisal Forms. The workshop also leveraged virtual platforms to enable members in subnational offices to participate fully, ensuring inclusivity and broader reach.

The IRBM sensitisation aligns with the National Development Strategy 2 (NDS2), as it enhances efficiency, service delivery and overall workplace performance across the Public Service.

Pension Myths Debunked: Separating Fact from Fiction in Public Service Pensions Administration

Public servants across Zimbabwe are often confronted with conflicting narratives regarding pensions, resulting in unnecessary anxiety and missed opportunities for effective retirement planning. Such misconceptions can discourage proactive financial preparation or lead to premature decisions that may not serve the best interests of employees. The reassuring reality is that most of these common myths can be readily dispelled with clear, accurate facts grounded in current legislation and sound public service policy. This article addresses the most persistent myths head-on, equipping public servants with the clarity needed to make informed decisions about their retirement.

Myth 1: One needs at least 10 years of contributory service to receive any pension benefits.

Many people assume that leaving the Public Service after a short period means receiving no benefits. However, this is not the case. There are protections in place at different stages of service. For example, if an officer retires on medical grounds, or leaves due to abolition of post or redundancy, they may qualify for both a lump sum payment and a monthly pension after just five years of contributory service, in both the General Service and the Uniformed Forces.

In the unfortunate event of death in service after five or more years, the officer's spouse and children are also entitled to pension benefits. Even in a case where an officer does not qualify for a lifetime pension, a once-off payment is still provided.

Myth 2: Past non-contributory years (e.g., early teaching posts) are lost forever.

This is not true. The Buy Back of Service Scheme allows officers to recover previous periods of non-contributory or interrupted government service. By doing so, these years are added to their total pensionable service, helping to improve their overall retirement benefits.

Myth 3: Recent retirement age changes penalise existing members.

The SI 197 of 2024 adjustments raised minimum and mandatory retirement ages. Those who were in service before January 1, 2025, retain their original options. Specifically, General Service members can still retire at 65, while Uniformed Forces (ZDF, ZRP, ZPCS) maintain the 20-year service or age 50 retirement routes. The new regulations are optional, not mandatory, for those who were already in service. Members who joined service on or after January 1, 2025, are subject to the new minimum and mandatory retirement ages.

Myth 4: Family members receive nothing meaningful if one dies early in service.

This is firmly untrue. With five or more years of service, surviving spouses receive a lifelong monthly pension and children receive monthly pensions until the age of 18 or 19. For the death of a member who was already receiving a pension, these protections continue seamlessly.

Myth 5: Non-contributory pensions are too complicated or not worth claiming.

These state-funded schemes covering State Service Disability, War Victims, War Veterans, Ex-Political Detainees and National Heroes allowance require no personal monetary contributions yet offer lifelong monthly support plus death benefits. The application process, completed via the PD2 form, is straightforward, with clear document requirements and PSC support available nationwide. Knowledge truly is power. Dispelling these myths reveals a pension system designed to reward dedication, protect families and provide dignity in retirement. Take time to review your personal record and explore options such as the Buy Back of Service Scheme.

Your service matters - ensure it is fully recognised. Contact your Ministry's Pensions Focal Person or the Public Service Commission for confidential guidance. Remember, services from the Pensions Office of the Public Service Commission are free. Offices are located in all districts and provincial capitals across Zimbabwe.

INDUCTION PROGRAM EQUIPS NEW DEFENCE FORCES SERVICE COMMISSIONERS

Chairman for the Service Commissions Dr V. Hungwe, DFSC Commissioners, Secretary to Service Commissions represented by Mr N. Machinjike and the attendees of the workshop posing for a group photo at the induction program for DFSC Commissioners in Kadoma.

The Public Service Commission (PSC), in collaboration with the Defence Forces Service Commission (DFSC), successfully conducted a two-day induction program for the six newly appointed DFSC Commissioners from March 10 to 11, 2026, at the Rainbow Hotel in Kadoma.

The DFSC comprises six commissioners drawn from diverse disciplines including the Military, Education and Finance. Their combined specialist skills are intended to enhance efficiency and functionality across the various workstreams the Commission is mandated to execute.

The induction program featured a series of presentations designed to equip Commissioners with a thorough understanding of their constitutional mandate as outlined in Section 217 of the Constitution of Zimbabwe. Presentations covered the overview of the PSC, the Zimbabwe Defence Forces, strategic planning, operational challenges and expectations, and corporate governance aligned to the DFSC's strategic mandate. A key session on human capital development addressed the employment process, grading, regrading, promotions, transfers and the job evaluation exercise, thereby capacitating Commissioners for strategic decision-making on personnel matters.

In her opening remarks delivered through Mr. N. Machinjike, the Secretary to Service Commissions, Mrs. S. Zembe, welcomed the Commissioners and emphasised that the primary objective of the workshop was to equip them with a deep and nuanced understanding of the constitutional and legislative framework governing their mandate.

Delivering the keynote address, the Chairman to Service Commissions, Dr. V. Hungwe, congratulated the newly appointed Commissioners on the significant responsibility their function entails. "You now assume responsibility within an institution that undergirds the operational readiness, welfare, integrity and professional stability of Zimbabwe's Defence Forces," he said. "In this regard, the DFSC stands not simply as an administrative body, but as a strategic custodian of the human capital architecture that sustains the nation's security, sovereignty and enduring peace."

Dr. Hungwe further elaborated on the core mandate of the DFSC as encapsulated in the Constitution, stating, "At its core, the stewardship entrusted to this Commission touches the very nerve centre of State security and Defence Forces administration, an obligation that demands both vigilance and strategic maturity. … which vests it with responsibility for the employment, welfare and conditions of service of the Defence Forces, encompassing both the Army and the Air Force."

The program was enriched by contributions from representatives of the Ministry of Defence, the Zimbabwe Independent Complaints Commission, the Ministry of Finance, Economic Development and Investment Promotion, the Public Service Commission, and the Zimbabwe Defence Forces. These stakeholders provided expert insights into the strategic nexus between their respective institutions and the DFSC.

The induction concluded with a tour of various military cantonments across the country, allowing Commissioners to assess infrastructure and identify possible improvements to enhance effective service delivery.

Catalysts for mordenisation in the digital era: Mrs S. Zembe celebrates Inter-National Women's Day

Mrs. Sibusisiwe Zembe

Secretary, Service Commissions

The Public Service Commission (PSC) proudly joins the nation in commemorating International Women's Day under the theme *"Give to Gain."* This year's observance comes at a pivotal moment, as the country advances within the Fourth Industrial Revolution and accelerates the implementation of the National Development Strategy 2 (NDS2), which prioritises a knowledge-driven and digitally enabled economy. Within this evolving landscape, women are not merely participants in technology, they are central drivers of innovation, shaping and leading the transformation toward a modern, responsive, and future-ready public service.

At the heart of transformation lies a fundamental truth, a nation cannot fly with one wing. The NDS2 explicitly recognises that gender equality and women's empowerment are cross-cutting themes essential to every pillar of development, from economic stability to infrastructure and good governance. In light of this the PSC recognises that advancing women's leadership is not optional, it is fundamental to institutional excellence and national transformation.

The push for women to occupy at least 50% of leadership roles in the public sector as outlined in the NDS2 and supported by the National Strategy on Women in Decision-Making is driven by more than just social justice. It is rooted in performance and accountability.

One of the most significant systemic barriers to women's advancement is sexual harassment and workplace misconduct. The PSC has adopted a zero-tolerance approach to sexual harassment through comprehensive Sexual Harassment Policies aligned with national legislation. As we look toward the 2026–2030 horizon, the PSC is addressing emerging threats to women's participation, including technology-facilitated sexual harassment. Our updated policy framework now accounts for digital spaces, recognising that the workplace is no longer confined to physical offices.

As we celebrate today, we move beyond the flowers and speeches. We commit to the structural reforms such as gender-responsive budgeting and digital literacy programs that will ensure the women of Zimbabwe are not just participants in the digital era, but its primary drivers.

Advancing Practical Solutions to Enhance Workplace Welfare through Dialogue

The Government Team Leader HSC Dr Hove** (far left), **Acting Secretary HSC Mrs. N. Zhou (left), Secretary to Service Commissions, Mrs. S Zembe** (left), **Government team leader Mr N. Machinjike** (centre), **ZCPSTU President .Mrs. C. Alexander** (right), **Midlands Provincial Coordinator Mr. A. Chimanyiwa** (centre), **Health Apex leader Mr. E. Dongo** (far right) **and the participants of the workshop posing for a group photo.

The Public Service Commission (PSC) and the Health Service Commission (HSC) convened for the 1st Quarter Joint Consultative Workshop with workers' representatives under the theme: **"Sustaining Social Dialogue to Advance Workplace Welfare and Harmony in the Civil Service."** The workshop, held at the Zhongjin International Hotel in Kwekwe, was officially opened by the Secretary to Service Commissions, Mrs. S. Zembe.

In her opening remarks, Mrs. Zembe expressed appreciation for the strengthened partnership with workers' representatives, attributing the positive trajectory to ongoing interaction anchored in a shared commitment to improving the lives of Zimbabwean citizens through enhanced service delivery. She congratulated the newly appointed National Joint Negotiating Council (NJNC) members, stating that their elevation to this important platform reflected the confidence reposed in them and carried with it a profound stewardship responsibility at a pivotal moment in the ongoing dialogue.

She urged them to bring not only diligent representation but also purposeful ideation, fresh perspectives and the constructive energy required to advance responsive and forward-looking outcomes.

Secretary Zembe also expressed satisfaction with the integration of HSC members into various joint committees and highlighted tangible outcomes emanating from these structures, particularly the Property Ownership, and Occupational Safety and Health (OSH) Committee. She addressed several key subjects of interest, including the status of the job evaluation exercise and the GovPay system, outlining the strategies in place for implementation.

Representing the Zimbabwe Civil Service Public Sector Trade Union (ZCPSTU) was its President, Mrs. C. Alexander, who expressed gratitude for the consultation and sustained dialogue, noting that such engagements reflect good governance and the priority placed on service delivery. She further highlighted the strengthened trust between government and its employees, built through genuine dialogue and collective problem-solving.

The workshop featured presentations from the Reserve Bank of Zimbabwe (RBZ), which unpacked the 2026 Monetary Policy and the Ministry of Finance, Economic Development and Investment Promotion, which provided an overview of macroeconomic indicators. These inputs were critical in equipping negotiators with the information needed to make informed decisions. The RBZ presentation also unveiled new bank notes designed to enhance access to the Zig currency, a request made by negotiators during previous engagements in 2025.

The dialogue was further enriched by subject matter expertise in areas such as retirement planning, emotional intelligence and change management as well as critical issues that employees face in the discharge of their duties.

Recognising the importance of a healthy and active workforce, the fourth day of the workshop was dedicated to sporting activities designed to instill and sustain a culture of wellness across constituencies. This also facilitated an informal environment for deliberations, while the activities were intentionally structured to foster teamwork, unity, resilience and determination essential qualities for effective service delivery.

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In closing, Mrs. N. Zhou, representing the Secretary to the Health Service Commission, Dr C. P. Pasi, addressed the gathering. She urged the joint committees to work on the recommendations agreed upon in the matrix, guided by National Development Strategy 2 (NDS2).

In attendance were government negotiators from both the PSC and HSC, members of the NJNC, workers' representatives from trade unions and the Health Apex, subject matter experts from various Ministries, Departments and Agencies (MDAs), General Managers from both Commissions and the secretariat staff.

Strengthening Strategic Leadership Across the Public Service

The Leadership Skills Development (LSD) participants pose for a photo with the Secretary to Service Commissions, represented by Mr P. Hwena *(4th from left),* ***General Manager for Procurement and the Acting General Manager for Training and Development Mrs E. Mbozi*** *(third form right)* ***at ZIPAM.***

The Public Service Commission (PSC), through the Training and Development Department, successfully conducted a Leadership Skills and Development (LSD) Workshop for 17 Directors and equivalent grades from various Ministries, Departments and Agencies (MDAs). The workshop was held from March 2 to 6, 2026, at the Zimbabwe Institute of Public Administration and Management (ZIPAM).

This session marked the inaugural intake of two planned LSD programmes aimed at enhancing senior management leadership capabilities across the Public Service.

In her welcome remarks, the Director General of ZIPAM, Dr. N. Matshe, represented by Mr. Mashange, noted that the programme was designed to strengthen leadership competencies, enhance strategic thinking, improve decision-making, reinforce accountability, and promote results-oriented management.

She emphasised that the initiative demonstrated the PSC's strong commitment to building leadership capacity across Government.

The workshop featured a wide range of strategic modules, including Transformational Leadership, Emotional Intelligence, Ethics, Digital Literacy, Mental Health, and Bargaining and Conflict Management. These were carefully curated to equip senior officials with contemporary leadership and management skills essential for effective public administration.

Delivering the keynote address, the Secretary to Service Commissions, Mrs. S. Zembe, represented by the General Manager for the Procurement Management Unit, Mr. P. Hwena, highlighted that the programme aligns with the call for a new work culture in the Public Service. She noted that the modules were curated to enhance productivity, efficiency and professionalism, stressing that they serve as practical tools required for modern public administration.

Mrs. Zembe further encouraged participants to embrace transformational leadership, optimise resources in line with Job Evaluation outcomes, and devise strategies that promote efficiency, effectiveness and productivity. She emphasised that at director level, leadership must be intentionally cultivated, as senior officials are not merely managers of functions but architects of institutional culture and drivers of national development priorities under the National Development Strategy 2 (NDS 2) and Vision 2030.

Speaking on behalf of participants, Ms. M. Madziwo expressed appreciation to the PSC for organising the programme, describing it as comprehensive and strategically relevant in strengthening the capacity of senior public sector leadership.

Participants were drawn from a diverse range of MDAs, including the National Prosecuting Authority, the President's Department, the Ministry of Lands, Agriculture, Fisheries, Water and Rural Development, the Ministry of Defence, the Ministry of Youth Empowerment, Development and Vocational Training, and the National Competitiveness Commission, among others.

Creating a Modern, Responsive, Fit for Purpose Public Service: ZRP Graduation Marks Milestone in Policing Excellence

His Excellency the President Dr E.D. Mnangagwa, Commander-in-Chief of the Defence Forces, posing with the graduating class, joined by Provincial Ministers and Mrs S. Zembe, representing the Chairman to Service Commissions.

In a historic first for the Ntabazinduna Police Academy, His Excellency the President of the Republic of Zimbabwe and Commander-in-Chief of the Defence Forces, Dr E.D. Mnangagwa, presided over the graduation ceremony of 999 Zimbabwe Republic Police (ZRP) officer recruits of Intake 1/2024 on 19 February 2025. His presence elevated the occasion, accentuating the high priority Government places on professionalising the police service as a cornerstone of national development. The Secretary to Service Commissions, Mrs S. Zembe, attended on behalf of the Chairman to Service Commissions, Dr V. Hungwe, reflecting strong collaboration between the Public Service Commission and uniformed forces in advancing human capital development.

The graduating cohort of 697 men and 302 women represents a significant step towards gender inclusivity within the security sector. The 30% female representation enriches community policing by bringing varied perspectives, enhancing responsiveness to gender-based violence and encouraging trust between the police and all segments of society. The recruits completed a demanding one-year training programme designed to produce agile, responsive officers equipped for contemporary policing demands.

The curriculum encompassed police discipline, physical fitness, administration, legal studies, public order management, scenario-based learning and research development. Officers were also trained in the proficient and responsible use of operational accoutrements, including firearms, baton sticks, tasers and other specialised equipment essential for maintaining public order and safety. Emphasis was placed on human rights training and technology-driven policing to tackle emerging threats such as cybercrime and substance abuse.

Addressing the graduating class, the President congratulated the recruits on their successful completion of the programme, noting it has equipped them with skills to discharge their mandate effectively. He stressed that the ZRP's mandate speaks directly to peace, security and public administration an essential ingredient for propelling Zimbabwe towards an upper-middle-income society by 2030. He reaffirmed Government's commitment to upgrading conditions of service for uniformed forces.

The President urged officers to embrace the Fourth Industrial Revolution by harnessing artificial intelligence to boost operational effectiveness, highlighting innovations such as AI-powered drones and electronic ticketing as tools for modern policing.

Such graduations represent the State's investment in human capital and its commitment to building institutions capable of maintaining peace, order and security the foundations upon which economic development rests. A professional police force fosters investor confidence, protects citizens' rights and upholds the rule of law. The President's historic presence at Ntabazinduna signals that policing is central to the realisation of Vision 2030, elevating officer morale and affirming their contribution to nation-building.

The Public Service Commission continues to support the ZRP with human capital expertise, ensuring alignment with national priorities. In attendance were Ministers, Deputy Ministers, Public Service Commission General Managers and senior Government officials, united in celebrating the newest cohort of officers ready to serve and protect the nation.

EVENTS

ZIMBABWE

MENTAL HEALTH SUPPORT SERVICES

PSC offers Mental Health Support Services to all members of the Public Service

Below are available services to assist Public Servants dealing with Mental Health challenges.

- **Occupational Psychologists within the Public Service (Head Office):** Offer Mental Health Support Services (talk therapy for staff members), assessment and screening as well as referrals for further management for advanced mental conditions.
- **Outreach Services:** Psychologist also exhibit on Wellness and Mental Health including drug and substance abuse.
- **Workplace Wellness Initiatives:** Mental Health Education, early intervention including stress management workshops.
- **At the Ministry, Department, or Agency Level:** Members may request the services through the departments of Gender Mainstreaming and Wellness or Human Resources.

Why Reach Out?

- You're not alone.
- Support is confidential and judgement-free.
- Early help leads to better outcomes.
- Mental Health is just as important as physical health.

How to Access Mental Health Services

- Call the Helpline: 024202250438/ 0242791950
- Whatsapp Number: 263-788584848
- Public Service Commission address: Social Security Centre (SSC), Corner Julius Nyerere & Second Street

NB: PSC Provincial and District Offices can assist members to access Mental Health Support Services

Government through PSC is continually Building Bridges: Connecting Agriculture, Industry and Community by improving the conditions of services through Rewards & Benefits with innovations such as:

- The Rebate of Duty
- Medical Insurance
- Retirement Programmes
- Funeral Assistance,
- Government Employees Mutual Saving (GEMS) Fund

ZIMBABWE

Public Service Commission

STOP GENDER-BASED VIOLENCE

NEW

ZIMBABWE

PUBLIC SERVICE COMMISSION

E-Payslip

Providing convenient and secure access to employee salary information

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

ZIMBABWE

PUBLIC SERVICE COMMISSION

BEWARE OF FAKE ADVERTS

DON'T BE CONNED!

The Public Service Commission wishes to alert the public about fraudulent job advertisements circulating on unauthorised platforms.

PSC formally advertises ALL job opportunities through:

- PSC official website (www.psc.gov.zw)
- PSC Social Media platforms
- Recognised newspapers
- Government notice boards

Don't become a victim of fraud

Always confirm job vacancies through our official channels before applying. Report suspicious adverts to the Public Service Commission immediately.

Zimbabwe Public Service Commission

263-788584848

PSC official website: www.psc.gov.zw

PSC Never charges for its services.

Website: www.psc.gov.zw