



Zimbabwe

FROM THE SECRETARY'S DESK



Mrs. S. Zembe
Secretary, Service Commissions

The Public Service Commission (PSC) set out in 2026 to pursue lofty goals for the transformation of Zimbabwe's public service, with an ambition that extends well beyond the current year. As the third quarter draws to a close, indications on the ground are clear that this pursuit is neither futile nor merely aspirational. Across the public service, substantial work is being undertaken to modernise institutions, strengthen performance, improve systems and processes, and position the public service more firmly as an engine of national development in pursuit of Vision 2030.

The scale and immediacy of this work deserve recognition. Agencies across the public service have continued to drive modernisation programmes with determination, often involving extensive and complex processes.

The considerable work undertaken in Job Evaluation and rationalisation is advancing the foundations for a more coherent and fit-for-purpose public service establishment, while renewed attention to performance is strengthening both institutional delivery and individual accountability. At the same time, efforts to refine performance measurement are enabling a more introspective and evidence-based assessment of what works, what requires adjustment and where greater value can be created.

Modernisation, however, extends beyond systems and structures. It encompasses the manner in which the public service presents itself, communicates its mandate and connects with citizens and stakeholders. Progress in branding, publicity, content development and strategic communication is contributing to heightened public awareness of the work and responsibilities of the public service.

To Page 2

Editor's Note – Issue 3, 2026

Welcome to the third edition of the 2026 Secretary's Desk, a publication dedicated to keeping readers informed and closely connected to the strategic direction and evolving work of the Public Service Commission (PSC).

The preparation of this edition has been both painstaking and purposeful. Beyond the collection and presentation of information, the editorial process has sought to listen attentively to the pulse of the public service; to maintain an alert ear to its aspirations, its challenges, its innovations and its continuing pursuit of transformation. The intention has been to capture not merely what has been done, but the significance of the work underway and the contribution that individual initiatives make to the broader project of public sector transformation.

This edition brings together the initiatives, milestones and operational developments recorded during the second quarter across departments and service wide. The content spans policy implementation, institutional development, workforce enhancement, administrative improvement, modernisation and stakeholder engagement. Collectively, these contributions provide a picture of a public service that is actively examining its systems, strengthening its capabilities and seeking more effective ways of creating public value.

To Page 4

Contact Details

For any questions or clarifications, contact:
General Manager— Content Development and Management

Email: amos.wutawunash@psc.org.zw

Internal Ext: 653

Direct Line: 0242-250 452

The strengthening of institutional visibility is increasingly being matched by greater engagement with workers and stakeholders, reinforcing social dialogue and creating a stronger basis for responsive and inclusive public administration.

The third Public Service Retirement Conference further demonstrated the breadth of this transformation agenda. By bringing retirement preparedness, financial security, intergenerational continuity and post-service contribution into sharper focus, the Conference reinforced the principle that a modern public service must value the employee across the full employment life cycle. Such engagements, together with sustained interaction with workers, are helping to strengthen a public service culture founded on dialogue, dignity, responsibility and shared purpose.

The quarter has also provided important reminders of the wider national significance of public service institutions. The passing-out of cadres from the uniformed Commissions represents more than the completion of training. It reflects the continued preparation of disciplined and professional personnel whose responsibilities contribute to maintaining a secure, tranquil and stable environment, both domestically and within Zimbabwe's regional and international engagements. Their readiness is an essential enabler of the broader national development agenda.

These developments give practical expression to the PSC's vision of *A High-Performing Public Service*. High performance is not achieved through isolated initiatives, but through the cumulative effect of sound institutions, capable people, effective systems, purposeful leadership, continuous measurement and a culture that is prepared to learn and improve. The progress recorded during the quarter demonstrates that continuous improvement is increasingly becoming embedded in the way public service institutions approach their responsibilities.

The work ahead remains substantial. The fourth quarter will therefore be characterised by the consolidation of gains, acceleration of projects already under implementation, and the bringing to fruition of key modernisation and transformation initiatives.

Particular attention will remain directed towards policies and institutional measures that can remove impediments, improve implementation and facilitate the faster attainment of strategic goals. The emphasis will be on converting policy intent into practical outcomes and ensuring that reform translates into better institutional performance and improved public value.

This publication records more than the activities of a single quarter. It captures a public service in motion: modernising its structures, strengthening its people, measuring its performance more deliberately, improving its communication and visibility, deepening social dialogue, and preparing for the demands of a changing national and global environment. The achievements of the period should therefore be viewed not as a point of arrival, but as evidence that the trajectory towards a modern, agile, professional and citizen-centred public service is gathering momentum.

The ambition set at the beginning of 2026 remains firmly in view. The task now is to sustain the momentum, deepen the reforms and ensure that every policy, project and institutional intervention contributes to the realisation of Vision 2030 and a public service capable of delivering lasting value to Zimbabwe.

Mrs. S. Zembe
Secretary, Service Commissions





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



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.

DISCLAIMER: PSC will not distribute any external links or QR codes for this application. **Google Play Store** remains the sole official source for downloading the MyPsc Mobile App or its updates. We encourage all civil service members to adopt this secure digital channel and benefit from enhanced convenience it provides.

The Editorial Team

The editorial approach has deliberately looked beyond isolated activities. Each contribution has been considered within the wider strategic context in which it sits, recognising that transformation is cumulative. The painstaking work of policy development, institutional reform, performance improvement, human capital development, communication, stakeholder engagement and administrative modernisation constitutes the building blocks through which national aspirations are progressively translated into institutional practice and tangible outcomes.

Accordingly, this issue seeks to do more than chronicle events. It seeks to give visibility to the momentum behind the transformation agenda, while providing a platform through which the experiences and aspirations emerging across the public service can be heard. The publication remains attentive to the voices of employees, stakeholders and citizens, whose perspectives are essential to understanding whether reforms are responding to the realities on the ground.

The third edition is therefore both a record and a listening instrument: a record of work accomplished and a means of discerning what that work says about the direction, expectations and future of the public service. The editorial commitment remains to present this journey with accuracy, relevance and purpose, while strengthening communication that informs, connects and contributes to a shared understanding of the transformation underway.

As the public service continues to modernise, the pages that follow seek to ensure that the work does not pass unnoticed, that lessons are not lost, and that emerging aspirations continue to find expression in the national transformation narrative.



The General Manager for Content Development and Management department, Mr. A. Wutawunashe and the PSC Editorial Team within the department under PSC.

Fleet Investment Redefines Employee Welfare: PSC Commissions 55 Buses



The Guest of Honour, His Excellency the President of Zimbabwe, Cde. Dr. E.D. Mnangagwa, represented by the Vice-President, Retired Col. K.D. Mohadi, commissioning the 55 PSC Buses, flanked by Minister of Public Service, Labour and Social Welfare Honourable Edgar Moyo (right) and the Chairman for Service Commissions, Dr V. Hungwe (left)

The President of the Republic of Zimbabwe Dr E.D. Mnangagwa represented by the Vice President, Retired Colonel K.C.D. Mohadi commissioned 55 newly acquired Public Service buses during the Public Service Commission (PSC) Annual Retirement Conference marking a decisive shift in how administrative efficiency and civil servant welfare are conceptualised. The fleet comprises Golden Dragon, Nissan UD Croner, ISUZU, and EICHER. Beyond the immediate visual impact of a modernised fleet, this initiative highlighted Government's commitment to employee welfare across the full-service lifecycle improving active working conditions while demonstrating practical policy execution.

In modern public sector administration, employee well-being can no longer be treated as an abstract concept or confined purely to financial remuneration. True workforce support requires tangible infrastructure that reduces daily friction for officers on the front lines of service delivery. Transportation remains one of the primary logistical bottlenecks affecting civil servants across urban and rural provinces alike. By providing dedicated, reliable transit, the Government directly addresses issues of commuting fatigue, loss of productive hours, and economic strain caused by fluctuating transport costs. The immediate outcome is a stabilized operational routine for workers, translating directly into enhanced punctuality, higher workplace morale, and better service delivery for the citizenry.

Crucially, the timing and setting of this commissioning on the sidelines of a national conference focused on retirement and post-service transition offers deep insight into modern public sector strategy. Integrating an active-duty infrastructure upgrade alongside long-term post-service planning illustrates Government's commitment to post service and in service quality of life for the civil service. It sends a clear organisational signal that the state views its public servants as a long-term investment, actively supporting them during their working years while simultaneously preparing them for a dignified retirement.

Ultimately, public sector reforms rely on more than legislative frameworks or administrative mandates; it requires functional tools that empower civil servants to perform their duties efficiently. The acquisition and commissioning of these buses serve as a concrete template for lifecycle management in the public domain. By simultaneously strengthening active working conditions and prioritising long-term welfare, the government through PSC lays a sustainable foundation for an agile, motivated, and responsive public service capable of driving national development forward.



The Guest of Honour, His Excellency the President of Zimbabwe, Cde. Dr. E.D. Mnangagwa, represented by the Vice-President, Retired Col. K.D. Mohadi, the SADC Delegates and Zimbabwe Senior Government Officials at the commissioning the PSC Buses, in Mutare.



From Campus to Public Value: Strengthening the Public Service–University Nexus



The Chairman for Service Commissions, Dr. V. Hungwe delivering a public lecture at the University of Zimbabwe on 18 May 2026.



Commissioner Prof C. T Khombe delivering a public lecture at Bindura University of Science Education on 18 August 2026



Commissioner Amb. J. Manzou, delivering a public lecture at the Catholic University of Zimbabwe on 5 September 2026, in Harare.



Commissioner L. Mavima, delivering a public lecture at the Reformed Church University on 11 September 2026, in Masvingo.



Commissioner R.R Mukogo, delivering a public lecture at the National University of Science and Technology on 28 September 2026, in Bulawayo.



The Secretary to Service Commissions, Mrs. S. Zembe and the PSC Heads of Agencies at the BUSE Chairman's Public lecture in Bindura on 18 August 2026.

The Public Service Commission (PSC) is increasingly positioning knowledge, research and innovation as strategic enablers of public sector transformation. This is reflected in the growing engagement between the Commission and institutions of higher learning, where universities are being recognised not merely as producers of graduates, but as important sources of evidence, ideas, skills, technology and solutions for a modern public service.

The third quarter of 2026 provided a particularly visible expression of this strategic direction. Following a series of university engagements initiated earlier in the year, the PSC extended its public lecture programme to three institutions of higher learning: the Catholic University of Zimbabwe in Harare, the National University of Science and Technology (NUST) in Bulawayo, and, within the broader university engagement programme, other institutions that have increasingly become platforms for examining the future of public administration, technology, innovation and human capital.

The engagements were not simply academic events. They provided platforms for interrogating the relationship between knowledge and public value, and for considering how universities and the Public Service can work together to address the country's development priorities.

From University Nexus to Public Sector Solutions

The trajectory was given strategic expression at the University of Zimbabwe (UZ), where the Chairman of the PSC, Dr Vincent Hungwe, delivered the lecture “**University Nexus – Leveraging Innovation and Research for National Growth**” in the context of the University's Innovation Hub Conference.

The lecture foregrounded an important proposition: national development requires Government to engage deliberately with the knowledge ecosystem. Universities generate knowledge, research and innovation; Government provides the policy, institutional and regulatory environment within which such knowledge can be translated into public value.

This places the university–Government relationship beyond conventional academic engagement. It calls for a more intentional institutional nexus in which research questions are informed by national priorities, public sector challenges become opportunities for applied research, and innovations developed within universities can find pathways into public sector implementation.

The UZ engagement therefore provided an important foundation for subsequent PSC engagements with higher education institutions. It helped establish the university not simply as a venue for delivering lectures, but as a strategic partner in building a more capable, innovative and future-ready Public Service.

That proposition was subsequently tested in practice at Bindura University of Science Education (BUSE), where, on 18 August 2026, Professor C.T. Khombe delivered a lecture on behalf of the Chairman under the theme “**Transformative Collaboration: Leveraging AI and Science to Enhance Public Service Efficiency.**”

Coinciding with the University's Innovation Week, the engagement brought into sharper focus the potential of universities to become providers of practical solutions to public sector challenges. Artificial intelligence, science, data and innovation are increasingly reshaping how institutions operate, and the Public Service cannot remain merely a consumer of these developments. It must participate in shaping, testing and responsibly deploying them.

The BUSE engagement consequently reinforced the case for a more structured relationship between the PSC and higher education institutions; one that connects academic expertise with institutional reform, digital transformation and public service delivery.

Taking the Nexus Across the Country

The third-quarter engagements extended this conversation geographically and thematically.

On 9 September 2026, Commissioner James Manzou represented the Chairman at the Catholic University of Zimbabwe in Harare, delivering the lecture “**From Campus to Career: Harnessing Digital Technology for Ethical Governance and Inclusive Graduate Opportunities in Zimbabwe's Decentralised Public Service.**”

The lecture connected two strategic imperatives: the changing nature of work and the changing requirements of the Public Service. Zimbabwe's decentralisation agenda creates opportunities for graduates to contribute to public administration and development closer to communities, while digital technologies are changing the skills, capabilities and modes of working required across Government.

The university therefore has an important role in preparing graduates not only for employment, but for meaningful participation in national development. For the PSC, this strengthens the case for closer engagement with institutions of higher learning around curricula, emerging competencies, career pathways, digital literacy and the future skills required by a transforming Public Service.

The engagement also brought an important ethical dimension to the discussion. Digital transformation cannot be reduced to technology acquisition. It must be accompanied by ethical governance, professional values, accountability and a citizen-centred orientation.

The conversation moved further into the innovation and entrepreneurship space on 28 September 2026, when Commissioner Rosemary Rubvumo Mukogo represented the Chairman at NUST in Bulawayo, presenting on “From Mindset to Market: Cultivating the Innovators and Entrepreneurs for Zimbabwe’s Digital Future.”

The NUST engagement was significant because it moved the conversation from knowledge creation towards knowledge utilisation. Innovation acquires national value when ideas can be translated into products, services, enterprises and solutions to real societal problems.

For the Public Service, this has implications extending beyond entrepreneurship. A more innovative public sector requires institutions capable of identifying opportunities, experimenting responsibly, using data intelligently and working with innovators and knowledge institutions to solve complex problems.

The NUST engagement therefore reinforced the strategic proposition that universities can constitute part of the country's public sector innovation infrastructure.

Knowledge as an Instrument of Institutional Building

The growing university engagements also resonate with the PSC's participation in regional public service reform conversations, including its contribution to the SADC Public Service Commission Forum.

A central question emerging from regional public administration discourse is how public institutions can strengthen their capacity to make informed decisions in increasingly complex and uncertain environments. The answer cannot rest solely on administrative experience or institutional precedent. Effective public administration increasingly depends on access to credible evidence, research, comparative knowledge, data and the ability to convert knowledge into sound policy and institutional decisions.

This is where higher education institutions assume a strategic significance.

Universities constitute repositories of specialised knowledge and research capability across disciplines that are directly relevant to public administration; economics, law, technology, public policy, management, social sciences, engineering, health, environmental studies and many others. Their contribution to institution-building can therefore extend from producing appropriately skilled human capital to generating the evidence required to understand institutional challenges and design effective responses.

The regional public service agenda consequently provides an opportunity to deepen the relationship between Public Service institutions and universities across SADC. Such relationships can facilitate comparative research, policy experimentation, professional development, knowledge exchange and the documentation of public sector innovations that can be adapted across countries. The strategic question is no longer whether Government needs universities. It is how deliberately Government and universities organise their relationship to maximise national and regional value. From Engagements to an Institutional Ecosystem The PSC's university lecture programme should therefore be understood as part of a broader institutional strategy rather than as a series of isolated academic occasions.

Each engagement has opened a different dimension of the same strategic conversation: research and innovation at UZ; AI, science and public sector efficiency at BUSE; digital technology, ethical governance and graduate opportunities at the Catholic University of Zimbabwe; and innovation, entrepreneurship and the digital future at NUST.

Taken together, these engagements point towards a more integrated Public Service–university ecosystem.

Such an ecosystem can support the PSC's priorities in several ways. Universities can help Government anticipate emerging skills requirements; undertake research into public sector challenges; provide evidence for policy and institutional decisions; develop innovative solutions; strengthen professional competencies; and create platforms for experimentation and knowledge exchange.

The PSC, in turn, provides universities with a direct institutional interface with the country's public administration system and with an understanding of the practical challenges that research and innovation should help address.

This is particularly important as Zimbabwe pursues public sector transformation under the broader national development agenda. A modern, agile and professional Public Service requires more than administrative reform. It requires an institutional culture that values learning, evidence, experimentation and continuous improvement.

Making Knowledge Work for the Public Good

The emerging university–PSC relationship is therefore ultimately about making knowledge work for the public good.

The university produces knowledge. Government provides the institutional mandate and policy environment. The Public Service provides the implementation platform. Industry and innovators contribute technology, enterprise and market capability. Citizens provide the ultimate test of whether these efforts are producing meaningful public value.

The opportunity before the PSC is to connect these elements more deliberately.

The university lecture engagements of 2026 have begun to provide such a platform. They have created spaces in which academics, students, public officials and institutional leaders can interrogate the future of public administration and consider how knowledge can be translated into better institutions and better services.

The strategic direction is therefore clear: knowledge must move from the lecture hall into institutional practice; research must inform decision-making; innovation must address public sector challenges; and universities must become active partners in building the capabilities required for Zimbabwe's future.

In this regard, the university is not external to the Public Service transformation agenda. It is part of the ecosystem through which that transformation can be researched, imagined, tested and sustained.

The PSC's continuing engagement with institutions of higher learning is consequently an investment in institutional capability; an investment in the people, ideas, evidence and innovations required to build a high-performing Public Service capable of delivering on the aspirations of Vision 2030.


MIDLANDS STATE UNIVERSITY

Faculty of Social Sciences

PUBLIC LECTURE

THEME :

**From knowledge to impact:
Universities as catalysts for
public sector transformation**

Who can attend:
University Staff and students, Corporate community, Government departments, Polytechnic colleges and Teachers colleges

Contact Persons:
Executive Dean
Prof. T. Marambanyika : 0717289573

Research, Innovation and Industry
Liaison Officer
Mr. Besa: 0772 461 242



GUEST SPEAKER
Dr. Vincent Hungwe
Chairperson –Public
Service Commission

Date: 09 October 2026
Venue: MSU Multi Purpose Hall
Time: 0930 hrs – 1230 hrs


MIDLANDS STATE UNIVERSITY

OUR HANDS
OUR MINDS
OUR DESTINY


APPLY ONLINE
www.msu.ac.zw

Empowering Zimbabwe's Public Service: Public Service Commission conducts 2026 Nationwide Pension Awareness and Capacity Building Workshops



The Secretary to Service Commissions, Mrs. S. Zembe delivering her keynote address in Mashonaland Central during the Public Service Pensions Awareness and Capacity Building workshop, in Bindura.

The Public Service Commission (PSC), in collaboration with the Ministry of Public Service, Labour and Social Welfare, the National Social Security Authority (NSSA) and the Premier Service Medical Aid Society (PSMAS), took its pension awareness and capacity-building programme to all ten provinces of Zimbabwe, reaching 970 participants between 13 July and 21 August 2026.

Held under the theme, “Empowering Zimbabwe’s Public Service for a Secure Future: The PSC Unites Communities to Deliver Excellence, Leaving No One Behind in Pursuit of Vision 2030,” the nationwide programme brought together Human Resources (HR) practitioners, PSC personnel, school inspectors, heads of centres and officers from Ministries, Departments and Agencies (MDAs).

The initiative represents an important dimension of the PSC’s wider public sector transformation agenda: taking reform closer to the people, strengthening institutional capability and creating channels through which operational realities can inform the refinement of systems and policies.

Opening the workshops, the Secretary to Service Commissions, Mrs S. Zembe, underscored the importance of credible information, wider access and meaningful engagement in building a public service that empowers its employees to understand and participate effectively in the systems that govern their working lives.

The workshops, she noted, formed part of broader national efforts to address challenges affecting pension, payroll and human resources systems while ensuring that public servants are adequately informed and equipped to navigate these systems.

The Secretary further encouraged participants to learn, unlearn and relearn, emphasising that effective public service delivery requires continuous adaptation and an openness to feedback. The provincial engagements therefore served not only as platforms for information dissemination, but also as listening posts through which experiences from the field could be brought into the policy and administrative process.

This two-way engagement was particularly significant in identifying operational challenges and opportunities for improvement. Feedback gathered during the workshops highlighted concerns relating to infrastructure and tools of trade, processing turnaround times, policy consistency and the practical realities surrounding retirement. Such feedback provides valuable intelligence for strengthening systems, improving responsiveness and ensuring that policy development remains informed by conditions on the ground.

The nationwide programme was anchored in the constitutional mandate of the PSC, particularly Sections 202 and 203 of the Constitution of Zimbabwe and aligned with the national development trajectory towards Vision 2030 and the human capital development and digital transformation priorities of the National Development Strategy.

To facilitate comprehensive national coverage, the PSC deployed three dedicated teams.

Team A covered Manicaland Province at Rowa Campus, Mashonaland East at Murewa Campus and Mashonaland Central at Hermann Gmeiner High School in Bindura, reaching approximately 334 participants. Mashonaland Central recorded the highest single-province attendance of the national programme, with 175 participants.

Team B covered Mashonaland West at Chinhoyi Campus, Midlands at Gweru Polytechnic College and Masvingo at Bikita Campus, reaching 366 participants.

Team C covered Bulawayo Metropolitan Province at Elangeni Campus, Matabeleland North and Matabeleland South at Gwanda, reaching 270 participants.

Across the ten provinces, facilitators provided comprehensive sessions covering the full employment-to-retirement lifecycle. The programme addressed PSC expectations and talent management; payroll and pensions administration; statutory and partner benefits; disability inclusion and injury or death on duty; digital platforms; retirement planning; and funeral support.

The breadth of the programme reflected an understanding that a modern public service must support its employees across the entire employment lifecycle. Pension awareness, therefore, extends beyond preparation for retirement; it is part of a broader human capital agenda concerned with employee wellbeing, financial security, institutional responsibility and the preservation of dignity throughout a public servant's career and beyond.

The provincial engagements also demonstrated the value of bringing national policy and administrative systems into direct conversation with those responsible for implementing and experiencing them. The information gathered provides an important basis for identifying recurring challenges, refining processes and strengthening communication between the Commission, HR practitioners and public servants.

In this regard, the workshops were as much about listening as they were about informing. The feedback generated from the provinces adds to the evidence base required to drive responsive policy, improve service standards and accelerate the modernisation of public service administration.

The 2026 Pension Awareness and Capacity Building Workshops therefore stand as a practical expression of the PSC's commitment to leaving no one behind in the transformation of the public service. By taking information to the provinces, strengthening the capacity of frontline personnel and bringing field-level experiences into the reform conversation, the initiative contributes to a public service that is increasingly informed, connected, responsive and prepared for the future.

The work does not end with the workshops. The information, questions and experiences emerging from the engagements constitute an important part of the continuing feedback loop through which policies and systems can be tested, refined and improved. In this way, the programme contributes not only to greater pension awareness, but also to the wider institutional objective of building a high-performing public service capable of translating reform into meaningful value for its employees and the citizens of Zimbabwe.



The PSC Commissioner Prof. C.T. Khombe, the Secretary to Service Commissions Mrs S. Zembe and PSC Senior Management posing for a group photo with participants at Herman Gmeiner High School in Bindura, Mashonaland Central Province.

New Police Cadres Strengthen the Human Capital Foundation for National Peace and Security



The Secretary to Service Commissions Mrs S. Zembe following proceedings during the graduation ceremony at Ntabazinduna Police Academy.

The graduation of 1,002 recruits from the Zimbabwe Republic Police (ZRP) Recruit Course 1 of 2025 represents an important investment in the human capital required to safeguard national peace, security and stability; conditions that are fundamental to Zimbabwe's pursuit of Vision 2030.

The Chairman of the Service Commissions, Dr V. Hungwe, represented by ZRP Commissioner P. Gezha, together with the Secretary to Service Commissions, Mrs S. Zembe, attended the graduation parade held on **18 September 2026** at Ntabazinduna Training Academy in Bulawayo.

The graduating cohort comprised 695 male and 307 female recruits, with women accounting for approximately 31 percent of the graduating class. The participation of women in the uniformed services reflects the continuing importance of gender inclusivity and the creation of opportunities for women to contribute meaningfully to national security and public service.

Presiding over the parade, the Minister of Home Affairs and Cultural Heritage, Hon. Dr Kazembe Kazembe, commended the recruits for successfully completing twelve months of rigorous training, highlighting the discipline, commitment and patriotism required of those entrusted with the responsibility of protecting citizens and upholding the law.

The graduation theme assumed particular significance in this context. It speaks to the role of the uniformed services in sustaining the peaceful and secure environment within which Zimbabwe's development ambitions can be pursued. Peace and stability are not peripheral to national development; they provide the enabling environment for communities to thrive, businesses to invest, infrastructure to be protected and public institutions to deliver.

For the newly commissioned police officers, the theme therefore carries a responsibility that extends beyond the successful completion of training. It calls for professional service, ethical conduct, vigilance and readiness to respond to an increasingly complex security environment. The Minister urged the recruits to embrace smart and modern policing approaches, particularly in responding to contemporary forms of crime such as cybercrime, which require new capabilities, technologies and methods of investigation.

The Minister also emphasised the imperative of integrity in policing, warning the recruits against corruption in all its forms. The message was clear: corruption undermines the authority of the law, erodes public confidence and compromises the very institution entrusted with protecting society. Professional policing must consequently be founded on discipline, ethical conduct, accountability and respect for the law. The training programme reflects this broader conception of modern policing. The Certificate in Police Studies included police discipline and physical fitness, weapon handling and electronic communications, computer studies and cybercrime, among other areas designed to produce officers who are both physically prepared and technically equipped to respond to contemporary policing demands.

The curriculum demonstrates the increasing importance of combining traditional policing competencies with digital literacy and technological awareness. As crime evolves, so too must the capabilities of the institutions responsible for preventing and combating it. A modern public service therefore requires cadres who are not only operationally competent, but adaptable, technologically aware and capable of learning continuously.

The graduation also reinforces the strategic importance of the Uniformed Services within the broader public service architecture. Their work contributes directly to maintaining an environment of peace and stability domestically while supporting Zimbabwe's ability to engage confidently within the regional and international environment. The protection of citizens, public infrastructure and strategic investments is inseparable from the attainment of national development objectives.

In this regard, the Public Service Commission continues to support the recruitment, development and capacitation of human capital within the uniformed services, ensuring that personnel are increasingly aligned with national priorities and the requirements of a modern, professional and high-performing public service.

The graduation parade was complemented by the commissioning of a state-of-the-art fitness centre at Ntabazinduna Training Academy by the Guest of Honour. The facility reinforces the importance of physical wellness in sustaining the operational readiness, resilience and wellbeing of personnel entrusted with demanding public responsibilities.

The occasion was attended by the Secretary for Home Affairs and Cultural Heritage, Amb. R. Faranisi; Commissioner-General S. Mutamba; senior police officials; the General Manager for Uniformed Services, Mr A. Magomo; and the General Manager for Corporate Affairs and Legal Services, Ms M. Makoni.

The passing-out of the 1,002 recruits thus marks more than the completion of a training cycle. It represents the strengthening of a critical national institution with new cadres prepared to serve, protect and uphold the rule of law. In doing so, the graduation contributes to the wider public-sector transformation imperative: building capable institutions and a professional workforce able to secure the conditions upon which Zimbabwe's sustainable development depends.



The Honourable Minister for Home Affairs and Cultural Heritage Dr. Kazembe Kazembe, the Secretary to Service Commissions Mrs S Zembe at the ZRP Graduation ceremony in Bulawayo.



The Honourable Minister for Home Affairs and Cultural Heritage Dr. Kazembe Kazembe inspects the graduating recruits at Ntabazinduna in Bulawayo.



MDAs Capacitated on M&E and Strategic Planning to Strengthen Public Sector Performance



(From left) The PSC Commissioner C. T. Khombe, the Head for Strategic Planning and Programme Management, Dr H. Chikova, ZIPAM Director General, Dr N. Matshe and General Manager for TDM, Mr Musvibe during the capacity building workshop for Monitoring and Evaluation Personnel.

For the Public Service Commission (PSC), effective monitoring and evaluation (M&E) is a strategic imperative for tracking whether public institutions are translating plans, policies and resources into measurable results and, ultimately, improved outcomes for citizens. As the public service pursues higher levels of performance in support of Vision 2030, M&E provides a critical accountability mechanism for determining what is working, where implementation is falling short and what corrective action is required.

At the heart of this approach is citizen satisfaction. Performance cannot be fully understood through activities completed, resources expended or outputs reported alone. The ultimate test is whether public interventions are producing services that are accessible, responsive, effective and capable of meeting the needs and expectations of citizens. M&E therefore serves as a strategic pillar for driving accountability, excellence and continuous improvement across the public service.

It was against this backdrop that 50 Directors and Deputy Directors from various Ministries, Departments and Agencies (MDAs) convened for a Planning, Monitoring and Evaluation capacity-building workshop at the Zimbabwe Institute of Public Administration (ZIPAM) from 13 to 17 July 2026.

The workshop sought to strengthen the capacity of MDAs to design and apply effective M&E systems within a results-based management framework, while

planning, performance tracking, data management and reporting across Government. Welcoming participants, the Director-General of ZIPAM, Dr N. Matshe, underscored the importance of effective monitoring and evaluation in achieving the objectives of the National Development Strategy 2 (NDS2) and Vision 2030. The workshop provided an opportunity to translate these strategic imperatives into practical approaches for tracking implementation and demonstrating results.

Representing the Secretary to Service Commissions, Mrs S. Zembe, the Head of Strategic Planning and Programme Management, Dr H. Chikova, challenged participants to strengthen planning, data management and performance reporting, while making effective use of digital monitoring systems to support evidence-based decision-making.

The emphasis on reliable data was particularly significant. Without credible and timely performance information, institutions are unable to accurately determine whether interventions are achieving their intended results or whether resources and implementation approaches require adjustment. Participants were therefore encouraged to uphold transparency and accountability in reporting programme performance and to treat evidence as a foundation for informed management decisions.

The workshop brought together expertise from across the PSC, with Commissioner C. T. Khombe, Dr H. Chikova, and General Managers Ms A. Chisora and Mrs G. Bunhu among the key facilitators.

The sessions were designed to provide practical competencies that participants could apply and cascade within their respective MDAs. These included developing logic models, assessing evaluability, setting meaningful performance indicators and targets, conducting stakeholder analysis, and strengthening performance reporting and review mechanisms.

Particular attention was given to understanding stakeholders not simply as recipients of services, but as important sources of information about whether interventions are achieving their intended purpose. Through interactive exercises, participants identified key stakeholders, examined their respective roles and information requirements, and explored how stronger M&E systems can generate evidence for improving institutional performance and service delivery.

This approach reinforces an important principle of public sector transformation: what gets measured gets attention, but what gets meaningfully evaluated can be improved. Effective M&E enables institutions to move beyond reporting activity towards understanding outcomes, identifying gaps and taking corrective action before weaknesses become entrenched. The workshop also strengthened the connection between strategic planning and performance management. Plans establish the direction; performance indicators provide the means of tracking progress; monitoring identifies emerging issues; and evaluation provides deeper insight into whether interventions are producing the desired results. Together, these elements create a continuous performance loop capable of supporting more agile and responsive public administration.

The capacity-building initiative is therefore part of the PSC's broader effort to institutionalise a culture in which performance is deliberately measured, critically examined and continuously improved. It reinforces the Commission's commitment to strengthening accountability while ensuring that public sector excellence remains anchored in the quality of outcomes experienced by citizens.

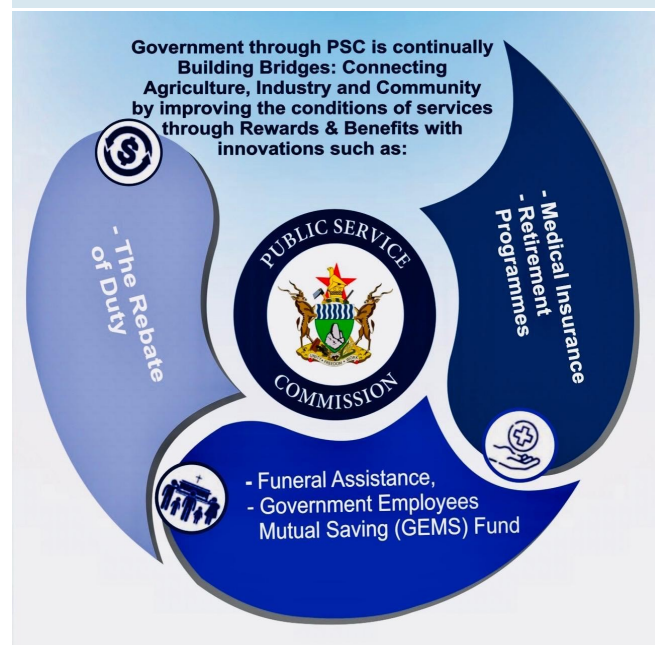
As the workshop demonstrated, M&E is not merely an administrative or reporting requirement. It is a strategic compass for public sector performance—providing the evidence required to determine whether Government programmes are delivering value, whether institutions are meeting their commitments and, most importantly, whether the public service is becoming more responsive to the needs of the citizens it exists to serve.



The General Managers in the SPPM Agency, Ms G. Bunhu and Ms A. Chisora following proceedings at the capacitation workshop for M & E personnel at ZIPAM



Participants following up in a session, during the capacitation workshop for M & E personnel at ZIPAM, Darwendale.



PSC Takes Retirement Preparedness to the Districts Ahead of the National Conference



Mrs. T Saungweme from the Pensions Department participating at the Retirement Conference Roadshows in Manicaland Province.

In a significant third-quarter step towards strengthening employee welfare across the public service, the Public Service Commission (PSC) took the retirement preparedness agenda directly to the districts of Manicaland Province ahead of the 2026 Public Service Retirement Conference. Extensive roadshows were conducted in Mutasa, Chipinge and Mutare, bringing retirement planning and post-service preparedness closer to public servants beyond the major urban centres.

The initiative reflected the PSC's increasingly decentralised approach to public service engagement, ensuring that employees across different administrative settings have access to relevant information and an opportunity to contribute their experiences to the development of responsive human resource policies and programmes.

Rather than relying exclusively on top-down communication through administrative circulars, the roadshows created direct and interactive platforms between public servants and the institutions responsible for shaping and administering retirement-related policies. Discussions focused on practical aspects of pension preparedness, statutory retirement processes, employee benefits, investment opportunities and long-term financial planning.

This approach reinforced an important principle of modern public service management: employee welfare must be addressed across the entire

employment lifecycle, rather than only at the point of retirement. Early and informed preparation can contribute to greater financial security, smoother transitions and more dignified post-service lives for public servants and their families.

The district engagements also served a second, strategically important purpose. They provided the PSC with an opportunity to listen to the experiences and concerns of public servants at grassroots level. Direct interaction brought to light knowledge gaps, misconceptions and practical concerns surrounding retirement and the transition from active service to post-employment life.

The intelligence gathered through these engagements provided valuable input into the preparation of the national Retirement Conference. In this respect, the roadshows were not simply mobilisation activities; they formed part of an evidence-gathering process through which the concerns emerging from districts could inform the national conversation and help ensure that conference deliberations remained grounded in the realities confronting public servants.

The Manicaland experience consequently demonstrated the value of taking policy conversations to where employees live and work. It strengthened the feedback loop between policy, administration and experience, while giving public servants a meaningful platform to raise issues requiring further attention.

The initiative also complemented the PSC's broader efforts to strengthen social dialogue and employee engagement. By creating space for questions, clarification and feedback, the roadshows contributed to greater awareness of retirement provisions while supporting a more informed relationship between public servants and the institutions responsible for their welfare. As part of the Commission's third-quarter transformation agenda, the Manicaland roadshows therefore represent more than a series of provincial awareness activities. They demonstrate a public service increasingly prepared to decentralise engagement, listen to its workforce, use feedback to refine interventions and ensure that national programmes respond to conditions on the ground.

The roadshows ultimately helped lay the groundwork for a more informed national dialogue on sustainable retirement solutions. They reinforced the PSC's commitment to ensuring that public servants are adequately prepared not only to enter public service, perform effectively and progress through their careers, but also to transition from active service with dignity, security and purpose.

In taking the retirement conversation to the districts, the PSC brought the national transformation agenda closer to the people: strengthening the principle that leaving no one and no place behind applies equally to the welfare and future security of those who serve the nation.



PSC Secretariat and participants during the awareness campaign of the Retirement Conference Roadshows in Manicaland Province, Mutare on 1 September 2026.



PUBLIC SERVICE SECRETARIES' DAY: CELEBRATING A VITAL PROFESSION IN A TRANSFORMING PUBLIC SERVICE



The Secretary to Service Commissions, Mrs. S. Zembe (Right) and the Head for Human Capital Development and Management following proceedings at the 2026 Public Service Secretaries Day at Tamarind Hotel in Nyanga on the 16th of September 2026.

More than 100 Executive Assistants and Secretaries from Ministries, Departments and Agencies (MDAs) converged in Nyanga from 17 to 18 September 2026 to commemorate the annual Public Service Secretaries' Day under the theme, "The Modern Secretary: Adapt, Progress and Thrive."

The commemoration provided more than an opportunity to celebrate a professional cadre whose contribution is often exercised behind the scenes. It reaffirmed the continuing strategic relevance of Executive Assistants and Secretaries to the effective functioning of Government, while recognising that the nature of administrative support is evolving in response to technology, changing workplace expectations and the wider transformation of the public service under NDS2.

A profession evolving with the public service

The modern public service is increasingly characterised by digital workflows, electronic records, virtual communication, data-driven decision-making, artificial intelligence and faster demands for information and institutional responsiveness. These developments are changing not only how Government conducts its business, but also the competencies required to support that business effectively.

In this environment, the role of the Executive Assistant and Secretary has moved significantly beyond traditional administrative functions. The contemporary secretary is increasingly required to be digitally confident, information-aware, professionally discerning and capable of supporting executives in an environment where efficiency, confidentiality, accuracy and responsiveness are critical.

The Secretaries' Day commemoration therefore placed professional adaptation within the broader public sector transformation agenda. Technology is not simply replacing old administrative tools; it is redefining how work is organised, information is managed and services are delivered. The challenge for the profession is consequently not whether technology should be embraced, but how it can be harnessed responsibly to augment human judgement, discretion, professionalism and institutional knowledge.



The Public Service Secretaries following proceedings at the 2026 Public Service Secretaries Day at Tamarind Hotel in Nyanga on the 16th of September 2026.



The Secretary to Service Commissions, Mrs. S. Zembe, the PSC Head HCDM, Senior Management and Public Service Secretaries posing for a group photo .

Recognising the people behind institutional performance

Opening the programme, the Manicaland Provincial Coordinator, Mr Kurebwatira, recognised the contribution of Executive Assistants to the effective and efficient functioning of Government institutions.

The Head of Human Capital, Mr Mpandawana, encouraged participants to remain open to change, pursue continuous professional development and cultivate the confidence required to progress and thrive in an evolving workplace. He linked these qualities to the attainment of NDS2, particularly the digital transformation and modernisation of the public service.

The message was significant: public sector transformation is not solely a matter of systems, infrastructure and technology. It is equally a human-capital agenda. Digital platforms can improve processes, but their value ultimately depends on public servants who possess the confidence, competence and professional discipline to use them effectively.

From the traditional secretary to the digitally enabled professional

Delivering the keynote address, the Secretary, Public Service Commission, Ms S. Zembe, described Executive Assistants as “the pulse that makes work run smoothly in an office”, highlighting the indispensable role they play in sustaining the daily operations of public institutions.

She challenged participants to continuously develop themselves and to move beyond a narrow understanding of the traditional secretarial function. In a transforming public service, professional relevance requires digital confidence, innovation and a willingness to acquire new competencies.

This includes the ability to produce high-quality reports and presentations, manage information efficiently, use contemporary digital tools and support increasingly technology-enabled workflows. The message was not one of abandoning the foundations of the profession, but of extending them. Accuracy, confidentiality, discretion, organisation, loyalty and professional judgement remain essential; technology should strengthen rather than diminish these attributes.

The modern secretary is therefore both a custodian of established professional standards and an active participant in the digital transformation of the workplace.

Celebrating loyalty, experience and institutional memory

The commemoration also provided an important opportunity to recognise service and professional achievement. Three participants received awards for outstanding contribution and development.

The Best Innovation in Administration Award was presented to Taurai Virginia of the Ministry of Environment, Climate and Wildlife, in recognition of innovation in administrative practice. The award comprised a shield and US\$200.

The Best in Executive Assistant Development Course Award was presented to Victoria Jani of the Office of the President and Cabinet. The award comprised a shield, US\$300 and a fully paid local resort trip sponsored by the Public Service.

Of particular significance was the Longest in Service Award, presented to Sarudzai Irene Nyikadzino of the Ministry of Home Affairs and Cultural Heritage for an exceptional 43 years of service.

Such long service represents more than longevity in employment. It embodies institutional memory, accumulated experience, professional loyalty and sustained commitment to public duty. At a time when the public service is undergoing rapid technological and organisational change, such experience remains an important institutional asset. The transformation of the workplace must therefore connect the wisdom of experience with the capabilities of emerging technologies, ensuring that institutional memory is preserved while new ways of working are embraced.

The recognition of long-serving Secretaries also gives deeper meaning to the patriotic dimension of public service. For decades, Secretaries and Executive Assistants have contributed to the functioning of Government, often without public visibility, ensuring that correspondence moves, records are maintained, meetings are coordinated, decisions are followed through and institutional machinery continues to function. Their contribution is part of the everyday architecture of national service.

Patriotism expressed through professional service

The commemoration consequently placed professional pride within the broader ethic of public service. Patriotism in the public sector is expressed not only through high-profile national assignments, but also through the consistent discharge of everyday responsibilities with integrity, loyalty, diligence and a commitment to the public good.

The work of Executive Assistants and Secretaries may rarely attract public attention, yet its cumulative effect contributes to institutional effectiveness and, ultimately, the quality of services delivered to citizens.

As Zimbabwe advances NDS2 and pursues Vision 2030, the public service requires every occupational cadre to understand its contribution to national development. The Secretary's desk is therefore not peripheral to transformation. It is one of the points at which decisions are coordinated, information is processed, institutional memory is maintained and executive action is enabled.

Connecting heritage with the future

The programme also included visits to Nyangombe Falls, World's View and Rhodes National Park, providing participants with an opportunity to appreciate the natural and historical heritage of Nyanga while strengthening professional interaction and camaraderie.

The juxtaposition of heritage and modernisation was particularly fitting. A transforming public service must retain the values, institutional memory and professional traditions that have sustained it while remaining open to new technologies, new competencies and new ways of delivering public value. The 2026 Secretaries' Day commemoration therefore served as both a celebration and a call to action. It celebrated the loyalty and contribution of those who have served across generations, while encouraging the profession to acquire the capabilities required for a digitally enabled public service.

The message emerging from Nyanga was clear: the Secretary of the modern public service is not merely an administrator of the past, but a digitally enabled professional helping to shape the Government workplace of the future. Through continuous learning, innovation, patriotism and profes-

excellence, Executive Assistants and Secretaries remain integral to the transformation of the public service and to the national development journey towards Vision 2030.



The Public Service Secretaries receiving their shields at the 2026 Public Service Secretaries Day at Tamarind Hotel in Nyanga.

THE PSC TAKES PUBLIC SERVICE TRANSFORMATION TO THE PEOPLE AT 2026 MASHONALAND EAST AGRICULTURAL SHOW



The Head for Strategic Planning and Programme Management Dr H. Chikova (seated second from right) and the PSC Mashonaland East Agricultural Show exhibitors posing for a group photo celebrating their awards.

The Public Service Commission (PSC) used the 2026 Mashonaland East Agricultural Show in Marondera from 2 to 5 September as a strategic platform to bring the public service closer to citizens, demonstrate its commitment to transparent engagement and showcase how a modern, responsive public administration contributes to sustainable economic development.

Held at the Marondera Show Grounds under the theme, “Agricultural Networking: The Bedrock of Economic Development,” the four-day event brought together industry captains, commercial and communal farmers, academic institutions, research bodies and members of the public around the broader national development agenda.

Recognising the strong connection between effective public administration and economic development, the PSC aligned its exhibition to the complementary sub-theme, “Modernising the Public Service for Sustainable Economic Development.” The alignment positioned the Commission’s presence beyond conventional exhibition participation, presenting the show as an opportunity to demonstrate how public sector transformation must ultimately translate into more accessible, efficient and responsive services for citi-

Bringing the Public Service Closer to the People

The PSC stand became a visible interface between the Commission and the public throughout the four days. Rather than merely displaying institutional information, the provincial team used the platform to provide practical information and services directly to citizens, including employment registration and information on pensions and non-monetary benefits.

This direct engagement provided an important feedback and information channel between the public service and the communities it serves. Citizens were able to ask questions, seek clarification and interact with public officials in an accessible environment, while the PSC gained a better appreciation of the information needs, expectations and concerns of the public.

Such platforms are important to a modern public service because transformation cannot be confined to internal systems, structures and processes. Its ultimate measure is the quality of the relationship between public institutions and the citizens they serve.

The agricultural show therefore provided the PSC with an opportunity to demonstrate a public service that is visible, accessible, transparent and responsive, while maintaining the professional standards expected of a constitutional Commission.

Visibility as an Instrument of Public Accountability

For the PSC, public visibility carries a strategic significance beyond institutional branding. As the institution responsible for key aspects of the management and development of the public service, maintaining a direct and constructive interface with citizens strengthens public understanding of its mandate and provides an avenue through which the Commission can communicate, listen and account.

The presence of the PSC at a major provincial platform also reinforced the importance of decentralised engagement.

Taking services and information closer to communities ensures that public service transformation is experienced beyond the headquarters of Government and reaches the people in the places where they live, work and conduct their economic activities.

This approach is consistent with the broader national development imperative of leaving no one and no place behind. It also reinforces the principle that a modern public service must be sufficiently connected to the realities of citizens to understand their expectations and respond effectively to them.

A Public Service that Enables Economic Development

The PSC's chosen sub-theme also carried an important institutional message. Agriculture remains deeply connected to livelihoods, employment, food security, investment and broader economic activity. Yet the performance of these sectors is influenced significantly by the quality of the public administration that supports them.

Efficient public institutions, competent human capital, responsive administrative systems and accessible public services create the conditions within which economic activity can flourish. Public sector modernisation is therefore not an administrative exercise undertaken in isolation; it is an essential component of the national development architecture.

The PSC's participation demonstrated this connection by bringing the public service into direct conversation with farmers, businesses, academics, researchers and other stakeholders whose activities contribute to the economy.

Excellence Recognised

The quality of the PSC's exhibition and the professionalism of the provincial team were reflected in the recognition received during the show. The Commission secured first place in the Commissions category, first place as Best Exhibitor and second place overall in the Mashonaland East Agricultural Show.

The recognition followed an official tour of the stand by the Minister of State for Provincial Affairs and Devolution for Mashonaland East, together with the panel of show judges.

The visit generated considerable interest among members of the public and provided an opportunity for the Commission to explain its role and demonstrate the services and information available through its provincial structures. The Minister commended the Commission's exhibition and highlighted the importance of modern public administration in supporting provincial development.

The awards were therefore significant not merely as competitive achievements, but as external recognition of the standards to which the PSC aspires in presenting itself to the public. They reflected preparation, teamwork, professionalism, innovation and attention to detail in the execution of a public-facing institutional mandate.

Preparation Behind the Performance

Leading the provincial delegation, the Mashonaland East Provincial Coordinator, Mr Moyo, attributed the achievement to sustained preparation and collective effort by the provincial team.

The preparation reportedly commenced as early as May, with the team attending to the physical presentation of the exhibition space, including the establishment of the lawn and construction of the flower rockery, alongside the preparation of the substantive content and services to be presented.

The effort demonstrated that effective public engagement requires deliberate preparation. A high-quality interface with citizens is itself an expression of institutional standards, with the public's experience of an institution shaped not only by the information it provides, but also by the professionalism, orderliness and responsiveness with which that information is delivered.

Strategic Oversight and Institutional Recognition

The exhibition also attracted the attention of the PSC's Head of Strategic Planning and Programme Management, Dr H. Chikova, who toured the stand and commended the provincial team for its dedication and hard work.

The recognition of the Mashonaland East team reinforces the importance of ensuring that the PSC's strategic priorities are translated into visible action at provincial and community level. Modernisation, citizen engagement, professional standards and institutional visibility acquire their full meaning when they are reflected in the everyday interface between Government and the people.

The 2026 Mashonaland East Agricultural Show consequently demonstrated that the PSC's presence in communities is not merely promotional. It is part of a broader institutional commitment to listen, inform, engage and improve.

The success of the exhibition therefore lies not only in the awards received, but in what the platform represented: a public service willing to step beyond its institutional boundaries, meet citizens where they are, explain its mandate, provide practical assistance and receive feedback in an open and constructive manner.

As Zimbabwe advances NDS2 and pursues Vision 2030, such interfaces will remain increasingly important. A modern public service must be seen, understood and experienced by the people it serves. The PSC's participation at the Mashonaland East Agricultural Show demonstrated that visibility, transparency, professional excellence and citizen engagement are not peripheral to public sector transformation; they are among the means through which transformation becomes tangible to the public.



The certificates and trophies that were won by the PSC team at the Mash East Agricultural show.



PSC Mash East Provincial Coordinator Mr. Moyo (seated second from left) poses for a celebratory photo with the PSC exhibitors at the Mash East Agricultural Show in Marondera.

Commissioner's Visit Spotlights Citizen-Centred Excellence at Masvingo Provincial Show

The Public Service Commission (PSC) took centre stage at the Masvingo Provincial Show 2026, turning a traditional trade event into a vibrant hub of public service engagement. Held at the Show Grounds and running under the theme “Facilitating Trade for Economic Growth,” the show welcomed approximately 125 exhibitors. For the PSC, however, the occasion represented something far more significant, a practical demonstration of its commitment to taking services closer to the people and advancing Vision 2030 by leaving no one and no place behind.

From the opening day on 24 September, the PSC's stand stood as a visible expression of its vision of “a high performing public service.” Organised by the Provincial Coordination Department under the Strategic Planning and Programme Management Agency, the exhibition embodied the principles of devolution and decentralised service delivery. Citizens could register queries, obtain information and access essential services, an approach that aligns directly with the PSC's strategic thrust and its values of responsiveness, integrity and excellence.

The stand itself was thoughtfully designed. A main reception area welcomed visitors, handled registration and distributed information, education and communication (IEC) materials. Specialised booths focused on Recruitment, Payroll, Pensions, and Training and Development ensured that specific needs could be addressed efficiently. Feedback mechanisms were built into the process, reflecting the PSC's adherence to Citizens' Satisfaction Survey principles and its determination to listen as well as serve.

By the second day, 25 September, the atmosphere had shifted noticeably. Business and foot traffic increased markedly compared with the quieter opening day. The PSC stand attracted just under 100 visitors, each bringing distinct needs and expectations. Leading the team was Provincial Coordinator for Masvingo, Mr T. Makuza. The presence of General Manager Provincial Coordination, Mr L.R. Dube, further elevated the day's calibre and reinforced the PSC's seriousness about the engagement.



Commissioner L. Mavima (Blue Shirt) being welcomed by the PC for Masvingo Province, Mr T. Makuza (in white hat) whilst members of the PSC delegation look on.



It was all smiles at the PSC stand as Commissioner Mavima (Blue shirt) and PC Makuza (in white hat) posing for a photo with members of the PSC.



Commissioner L. Mavima is welcomed to the SSB booth by Mrs Makuza.

The highlight of the day, and indeed of the entire participation, came with the site visit by Commissioner Larry Mavima. His tour of the stand, conversations with the PSC team and interactions with members of the public sent a clear message that such outreach is not a peripheral activity but a core priority for the Commission. Commissioner Mavima observed the team handling queries and walk-ins with efficiency, politeness and genuine friendliness. He spoke directly with several visitors and left with a favourable impression of smooth operations. This high-level attention highlights how the PSC views direct engagement with citizens, not as a ceremonial gesture, but as an essential element of building a responsive, trusted public service. When senior leadership invests time on the ground, it signals to both staff and the public that citizen experience matters at every level of the organisation.

The profile of visitors revealed valuable insights. The majority were serving civil servants seeking information, services and knowledge from their employer of first choice. Analysis of their needs showed that 63% required informational assistance, 20% sought service delivery, 9.4% needed technical support and the remainder fell into other categories. Nearly half of all queries related to joining the public service, 25% concerned registration of would-be employees and 22% focused on recruitment issues. Retirement emerged as another significant topic, accounting for 18%, an understandable trend following the successful Retirement Conference. Training and development proved especially popular, with many visitors eager to learn how to join the Public Service Academy and explore available opportunities. The recently concluded job evaluation exercise also remained topical, attracting 10% of questions. Practical services continued uninterrupted, including the printing of payslips on what was payday for government pensioners.

Demographic patterns were equally instructive. Visitors aged 31–45 formed the largest group at 37.5%, closely followed by those aged 46–60 at 36%. Young civil servants between 18 and 30 accounted for 20%, while those over 61 made up nearly 5%. A single schoolchild under 18 also visited the stand. These figures highlight both the strong engagement of mid-career professionals and the opportunity, and necessity, to reach younger audiences more deliberately. The familiar adage “catch them young” carries particular resonance here. The PSC already invests in future talent through the Chairman’s lecture circuit, which has delivered 16 lectures across the country’s universities. Expanding such initiatives and ensuring visibility at events like the provincial show can help cultivate the next generation of public servants and reinforce the PSC’s position as the employer of first choice.

Transparency and a genuine desire to improve remain central to the PSC’s approach. Visitors were invited to rate the service rendered, the knowledge and efficiency of staff, and the appearance of the stand. The PSC achieved a highly pleasing average score of 4.75 out of 5, an encouraging affirmation of the team’s professionalism and the value of the engagement.

The Masvingo Provincial Show participation illustrates how the PSC is translating strategic intent into tangible action. By establishing a visible presence in the provinces, responding to real-time needs, collecting systematic feedback and welcoming senior leadership oversight, the Commission demonstrates that high performance is measured not only in policy documents but in the quality of every interaction with citizens and civil servants.

For PSC employees, the event offers a reminder of the impact of decentralised service delivery and the pride that comes from representing the organisation with competence and courtesy. For civil servants across the country, it reaffirms that their employer remains accessible and attentive. And for members of the public, it provides a clear window into a public service determined to support Zimbabwe’s development journey, one conversation, one query and one provincial show at a time. As the PSC continues to deepen its provincial footprint, engagements of this nature will remain vital. They strengthen trust, surface emerging issues early and keep the ideals of Vision 2030 firmly grounded in the lived experiences of the people the public service exists to serve.

LIBRARIES AS KNOWLEDGE INFRASTRUCTURE IN THE AGE OF AI: PSC AT THE 59TH ZIMLA ANNUAL CONFERENCE



The PSC staff following proceedings at the 2026 ZIMLA Conference at Rainbow Hotel in Bulawayo on 23 September 2026.

The Public Service Commission (PSC) used the 59th Zimbabwe Library Association (ZIMLA) Annual Conference in Bulawayo from 22 to 24 September 2026 to reaffirm the strategic importance of libraries and information services as critical infrastructure for knowledge management, institutional memory, research and evidence-based decision-making in a transforming public service.

Held under the theme, ***“Future Ready Libraries: Driving Innovation, Expanding Access and Demonstrating Impact,”*** the conference brought together librarians, information professionals, researchers and other stakeholders to examine the changing role of libraries in an environment increasingly shaped by digital technologies and arti-

ficial intelligence (AI).

For the PSC, the engagement carried particular significance. In a public service increasingly dependent on data, research, institutional learning and timely access to authoritative information, library services are no longer peripheral support functions. They constitute part of the knowledge infrastructure through which institutions preserve what they know, access what they need to know and generate the evidence required to make better decisions.

Libraries at the heart of knowledge management

Officially opening the conference, the Minister for Provincial Affairs and Development, Hon J. Ncube, represented by Mr J. Gwatiwa, underscored the centrality of libraries to knowledge and the provision of information to communities. He encouraged librarians to evolve with technology to expand access to information, support education and remain responsive to changing societal needs.



The ZIMLA President, Mrs Lindiwe Mpindiwa and; the participants from Government and Public Libraries posing for a group photo at the ZIMLA Conference held in Bulawayo at Rainbow hotel.

National transformation depends not only on generating information, but also on the capacity of institutions to organise, preserve, retrieve, interpret and apply knowledge. Without such systems, valuable research, policy experience, administrative records and institutional memory can become fragmented or lost. For the PSC, this makes effective library and information services an important component of institutional knowledge management.

From repositories of information to custodians of institutional intelligence

The ZIMLA President, Mrs Lindiwe Mpindiwa, emphasised that libraries have never been static and encouraged information professionals to continuously upskill, including in the ethical application of AI in education, training and research.

Representing the Public Service Commission, the General Manager, Content Development and Management, Mr A. Wutawunashe, made a presentation, challenging information professionals to move beyond the traditional conception of librarians as custodians of physical collections towards a broader role as custodians of institutional intelligence and national knowledge.

The address underscored that technological advancement does not diminish the importance of the information profession. Rather, it raises the standard expected of it.

AI and other digital technologies can accelerate the retrieval and processing of information, but speed alone does not establish truth, authority, context or relevance. In an environment characterised by information abundance, the ability to distinguish reliable knowledge from unreliable content becomes increasingly important.

As articulated in the address:

“The problem is no longer scarcity alone; it is abundance without assurance; access without discernment; data without context; information without provenance; and knowledge without guaranteed wisdom.”

This places a renewed responsibility on librarians and information professionals to provide the systems, standards and professional judgement required to navigate an increasingly complex information environment.

The PSC library as a knowledge asset

The strategic implications extend directly to the PSC's own library services.

A Commission responsible for the management and development of the public service requires reliable access to legislation, policy instruments, research, administrative knowledge, historical records and contemporary scholarship. The PSC library should therefore be understood not simply as a facility where publications are stored, but as an institutional knowledge asset that supports policy development, professional learning, research, organisational memory and informed decision-making.

Effective library services can help connect knowledge generated at different points within the public service, ensuring that lessons learned, research findings, policy experience and institutional records remain accessible and usable.

This is particularly important during a period of public sector transformation. As systems are digitised, structures evolve and new technologies are introduced, the preservation of institutional memory becomes an increasingly important governance function. Modernisation should not result in the loss of the knowledge accumulated by institutions and generations of public servants.

The PSC's library and information services therefore have a role in ensuring that institutional memory is preserved, institutional knowledge is discoverable and organisational learning is sustained.

The governance of library activities

The conference also highlighted the importance of a clear governance framework for library and information activities within the PSC.

As the function responsible for Content Development and Management, CDM has an important institutional interface with the governance, coordination and strategic positioning of library activities. This includes ensuring that library services are aligned with the Commission's knowledge-management requirements, supporting the development and accessibility of institutional content, strengthening linkages between information resources and research, and promoting a culture in which knowledge is deliberately captured, organised and reused.

This governance role is particularly important as the PSC moves towards increasingly digital forms of information management.

The transition from physical collections to digital repositories, searchable knowledge systems and AI-enabled information environments requires more than technology. It requires appropriate policies, standards, metadata, preservation arrangements, access protocols, professional competencies and institutional oversight. The governance of library activities must consequently evolve alongside the technology supporting them.

From professional association to global knowledge network

The ZIMLA conference also provided an important platform for strengthening the professional networks of PSC librarians and information professionals. The increasingly interconnected nature of knowledge means that public-sector libraries cannot operate as isolated institutional units. Engagement with professional associations, universities, research institutions, government libraries and international information networks can expose PSC librarians to emerging practices in digital preservation, knowledge management, information governance, AI, research support and library innovation.

Such networking also creates opportunities for PSC librarians to contribute Zimbabwean public-sector experience to wider professional conversations while learning from developments elsewhere. The value of professional networking therefore extends beyond attendance at conferences. It creates channels through which knowledge, expertise, standards and innovation can circulate across institutions and national boundaries.

Advocacy for libraries as strategic assets

Research papers presented at the conference examined a range of emerging issues, including the future of the library profession in the age of AI, the future of cataloguing and data security. Advocacy emerged as an important component of advancing the profession and securing greater recognition of the strategic value of knowledge management.

For public institutions, this advocacy is increasingly necessary. The value of a library cannot be measured only by the number of books on its shelves or the number of visitors it receives. Its deeper value lies in the extent to which it enables people and institutions to find authoritative information, preserve knowledge, support research, improve decisions and learn from institutional experience.



The General Manager for Content Development and Management, Mr. A. Wutawunashe during PSC presentation at the 2026 ZIMLA Conference held at Rainbow Towers hotel in Bulawayo on 22 September 2026.

The PSC's participation in the ZIMLA conference consequently provided an opportunity to advance a broader institutional agenda: to reposition library and information services as essential components of public-sector knowledge architecture.

Positioning libraries for the future

The 59th ZIMLA Annual Conference reinforced a fundamental proposition: technology does not eliminate the information profession; it raises the standard to which the profession must perform. For the PSC, this means building library services that combine the strengths of professional librarianship with digital technologies, research capability, information governance and responsible AI adoption.

As Zimbabwe implements NDS2 and advances towards Vision 2030, the ability of public institutions to capture, preserve, connect and apply knowledge will increasingly influence the quality of public policy and service delivery.

The PSC's continued investment in research, innovation, continuous learning and knowledge management is therefore not an ancillary undertaking. It is part of building a public service capable of learning from its own experience, accessing global knowledge and converting information into better decisions and better public value.

The future-ready library is consequently not merely a modernised room or a digitised catalogue. It is an active component of institutional intelligence; connecting people to knowledge, knowledge to decisions and institutional memory to the future.



ZIMBABWE



Your Pay, Your Future, Our Commitment



MyPSC MOBILE APP FOR e-PAYSLIP FOR GOVERNMENT EMPLOYEES

FREQUENTLY ASKED QUESTIONS

The Public Service Commission has introduced the MyPsc Mobile Application as an additional channel for accessing e-Payslips for Government Employees, complementing the Self-Service Portal and Corporate Email. Below are some Frequently Asked Questions.



1 What is the MyPsc Mobile App?

The MyPsc Mobile App is a secure mobile application that allows Government employees to access their electronic payslips directly from their mobile phones.



8 Will the application replace the Self-Service Portal?

No. The MyPsc Mobile App is an additional channel and complements existing channels such as the Self-Service Portal and Corporate Email.



2 Why has PSC introduced the MyPsc Mobile App?

To improve convenience, accessibility and efficiency in accessing payroll information. It is part of the Government's digital transformation agenda under GovPay.



9 Is the application available for iPhone users?

Currently, the application is available for Android devices only. An iOS version for Apple devices will be released in due course.



3 What is GovPay?

GovPay is the Integrated and Modernised Payroll and Pension System (IMPPS), a Government programme aimed at digitalising and integrating payroll and pension administration.



10 Will there be any charges for using the application?

The application is free to download. Standard mobile data charges may apply depending on your mobile network provider.



4 Where can I download the MyPsc Mobile App?

The application is available exclusively on the Google Play Store. Do not download the app from links, QR codes or unofficial websites.



11 What should I do if I experience difficulties registering or accessing my payslip?

Employees should contact the PSC Helpdesk through the official support channels provided by the Commission or alternatively call (0242) 700881-4.



5 Who can use the application?

The application is available to Government employees who are on the Government payroll.



12 Why is Government introducing e-Payslips for Government Employees?

e-Payslips improve accessibility, reduce paper usage, enhance efficiency, improve service delivery and support Government's digital transformation agenda.



6 What information do I need to access the application?

You will need:

- Your Employee Code (EC) Number
- The last digits of your ZWG salary account number
- The last digits of your USD salary account number



13 Is my information protected?

Yes. The Public Service Commission is committed to safeguarding employee information. Always follow security guidelines when using the application.



7 What services can I access through the application?

You can:

- View current payslips
- Download payslips
- Access payslip history
- Retrieve payroll information securely



14 What comes next under GovPay?

The MyPsc Mobile App and e-Payslip service are among the first products of GovPay. Additional digital services will be introduced as the programme continues.



FOR YOUR SECURITY

- ✓ Download the application ONLY from the Google Play Store.
- ✓ Avoid links, QR codes and unofficial websites.
- ✓ Protect your login details.



MyPsc Mobile App
Available on
Google Play Store

GovPay – Your Pay, Your Future, Our Commitment
TRANSFORMING PAYROLL AND PENSION SERVICES THROUGH DIGITAL INNOVATION



Bridging Dialogue and Action: Towards a High-Performing, Decolonised Civil Service



The PSC Management and the Workers Representatives at the Third quarter Consultative Workshop held on the 28th of September to the 2nd of October 2026 in Beitbridge.

The Third Quarter Joint Consultative Workshop with Workers representatives, held at the Elliot Hotel in Beitbridge from the 28th of September to the 2nd of October 2026, brought together leaders from the Public Service Commission, the Health Service Commission, members of the Health Apex and Public sector trade unions under a vital theme: ***"Collaborating Towards a High-Performing Civil Service."*** Across the opening and closing addresses by Mrs. S. Zembe, Secretary to Service Commissions, and Dr. C. Pasi, Secretary to the Health Service Commission, a central message emerged: social dialogue must move beyond institutional routine to deliver tangible benefits for workers and citizens alike.

Mrs. Zembe noted in her keynote address, bipartite engagements serve as the cornerstone of trust and workforce productivity. High performance in the public sector cannot rely on aspiration alone; it requires continuous cooperation, transparent communication, and dedicated follow-through. Echoing this sentiment, Dr. Pasi challenged delegates to ask what habits must change so that each quarterly meeting starts from progress achieved rather than unresolved grievances.

A recurring imperative throughout the workshop was the need for systemic culture change. Deliberations highlighted that institutional transformation cannot occur while public management remains tied to outdated, imported models. Grounded in the session ***"Decolonising the Mind for a High-Performing and Citizen-Centred Civil Service,"*** delegates reflected on the necessity of intellectual freedom, patriotic responsibility, and locally relevant solutions.

As Dr. Pasi emphasised, an authentic, transformative development agenda requires rejecting perpetual deficit perspectives. Instead, public servants must innovate from lived realities, ensuring national systems serve the sovereign interests of Zimbabweans.

The workshop included practical tours of key infrastructure projects in Beitbridge, including the modernised border post and local civil servants' housing schemes. Recognising Beitbridge as a key economic gateway generating national resources, delegates observed firsthand how public capital investments translate into improved service delivery and regional integration.

With insights drawn from Treasury and the Reserve Bank of Zimbabwe, participants contributed key inputs toward the upcoming national budget process. As the fourth-quarter execution phase begins, both leadership and worker representatives remain focused on accountability, cascading safety and ethics policies down to all levels, and ensuring dialogue yields lasting dignity for every civil servant.

The PSC participates in the national cleanup Campaign

On September 4, 2026, the Public Service Commission (PSC) participated in the National Clean-Up Campaign demonstrating unwavering dedication to environmental sustainability and national development goals. This initiative reflects the PSC's ongoing commitment to promoting a clean, safe working environment in support of Zimbabwe's national vision.

The clean-up exercise brought together staff members from various departments, including Procurement, Human Resources, Internal Audit and Risk Management, Uniformed Services and the ICT Digitalisation and Modernisation Agency. The team, which was led by Mr. Kambanje, cleaned the designated area extending from the intersection of Sam Nujoma Street and Julius Nyerere Way up to Kwame Nkrumah Avenue in Harare.

The National Clean-Up Campaign is a key nationwide initiative championed by His Excellency, President Cde. Dr. E. D. Mnangagwa, to foster environmental stewardship and community cleanliness across the country.



PSC staff during the September Clean-up campaign and some posing for a group photo after the clean-up exercise on the 4th of September 2026 in Harare.



ZIMBABWE



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