



Zimbabwe



**THE
PUBLIC
SERVICE
SENTINEL**

PUBLIC SERVICE COMMISSION DIGITAL MAGAZINE

FOREWORD BY THE CHAIRMAN



Dr. Vincent Hungwe
Chairman, Service Commissions

The inaugural edition of the *Public Service Sentinel*, a flagship publication of the Public Service Commission (PSC), marks an important step in strengthening institutional communication, knowledge-sharing and reflective practice within the Public Service.

This publication is conceived as more than a record of activities. It represents a deliberate commitment to fostering a learning institution, one that continuously reflects on its mandate, interrogates its performance and shares insights that contribute to improved governance and service delivery.

In this regard, the *Public Service Sentinel* serves as a platform for promoting informed dialogue, cultivating institutional memory and encouraging a culture of continuous improvement across the Public Service.

The PSC operates within a constitutional framework that places a premium on professionalism, accountability, transparency and responsiveness. As a central institution in the governance architecture of the Republic, the Commission remains deeply conscious of its responsibility to uphold these values while enabling a capable, ethical and development-oriented Public Service.

In an evolving national and global environment, effective communication and the exchange of ideas are critical enablers of transformation. The *Public Service Sentinel* is therefore positioned as a strategic tool for strengthening engagement within the Public Service and with the broader citizenry, while advancing developmental dialogue that is grounded in evidence, shared experience and national priorities.

Through this platform, the PSC seeks to amplify best practices, stimulate constructive discourse and reinforce a shared understanding of the principles that underpin public administration. It reflects an institutional commitment to ensuring that learning is continuous, communication is purposeful and service delivery remains responsive to the needs and aspirations of the people of Zimbabwe.

Recognition is due to all those who have contributed to the realisation of this publication. Their efforts reflect a collective dedication to strengthening the Public Service and advancing its transformative agenda.

The *Public Service Sentinel* stands as a testament to an enduring commitment to building a Public Service that is not only efficient and effective, but also reflective, adaptive and firmly anchored in constitutional values.

Dr Vincent Hungwe

Chairman, Public Service Commission

PREFACE BY THE SECRETARY



Mrs. S. Zembe
Secretary, Service Commissions

The *Public Service Sentinel* is introduced as a strategic communication and knowledge platform designed to document, interpret and disseminate the evolving work of the Public Service Commission (PSC). It reflects an institutional commitment to structured, transparent and purposeful communication within the Public Service and with its stakeholders.

This publication emerges from a recognition that effective governance is strengthened by the consistent flow of credible, timely and accessible information. As such, the *Public Service Sentinel* is positioned as a conduit for institutional learning, a repository of experience and a medium through which the PSC communicates its mandate, priorities and ongoing transformation agenda. It captures not only progress, but also the underlying processes, insights and lessons that shape public administration.

The content presented in this edition reflects a Public Service that is increasingly data-driven, introspective and responsive. Through the generation and analysis of empirical evidence, the PSC continues to deepen its understanding of both citizen expectations and workforce dynamics. These insights inform decision-making, guide reforms and strengthen the alignment between institutional performance and national development aspirations.

In the area of human capital management, ongoing efforts are directed towards maintaining an optimal balance between workforce sustainability and fiscal responsibility, while expanding the reach and integration of systems that support efficient administration. At the same time, deliberate investments in capacity development signal a continued emphasis on building a Public Service that is adaptive, skilled and forward-looking. The *Public Service Sentinel* further reflects a growing institutional focus on policy development, organisational culture and the long-term welfare of public servants. It highlights a trajectory that prioritises preparedness, anticipatory governance and the continuous refinement of frameworks that underpin service delivery.

As a publication, the *Public Service Sentinel* serves both as a mirror and a compass—capturing the current state of the Public Service while signaling the direction of future reforms. It provides a platform for amplifying best practices, fostering developmental dialogue and reinforcing a shared commitment to constitutional values and service excellence. Recognition is extended to all contributors whose efforts have shaped this publication into a credible and insightful reflection of the Public Service. The *Public Service Sentinel* stands as a living instrument of communication, one that will continue to evolve in step with the transformation of the Public Service and its enduring mandate to serve the people of Zimbabwe.

Mrs. S. Zembe

Secretary, Public Service Commission

Introduction

Constitutional Mandate

The Public Service Commission (PSC) is an arm of the Executive, created in terms of Section 202 of the Constitution of Zimbabwe. This section provides for the establishment and composition of the Public Service Commission and states that; “There is a Public Service Commission consisting of a Chairperson and Deputy chairperson; and a minimum of two and a maximum of five other members; appointed by the President.” Section 199 of the Constitution provides that there is a single Public Service, which assists the administration of Zimbabwe and delivers public services to the people. The Public Service Act {Chapter 16:04} provides for the organisation, management, regulation, discipline and subject to section 203, the conditions of service of members of the Public Service.

The Public Service Commission presides over the planning and management of human capital for Line Ministries, Departments and Agencies in order to facilitate the execution of their respective mandates. This the Commission does at both national and sub-national levels. Specifically, the PSC functions are highlighted below:

- Appropriate interpretation and definition of ministerial mandates and functions,
- Development of appropriate functional structures, systems and operations of Line Ministries, Departments and Agencies,
- Recruitment, deployment, development and retention of fit-for-purpose, qualified, competent and disciplined human capital,
- Consistent improvement and regulation of the salaries and conditions of service of members of the Public Service during active service and in retirement,
- Maintenance of the Public Service in a high state of efficiency through training, performance planning, management and audits, as well as monitoring, evaluation and learning,
- Leadership in Public Sector Reforms, as part of the Tripartite (Office of the President and Cabinet [OPC], Public Service Commission [PSC] and Ministry of Finance and Economic Development [MoFEDIP]);
- Validation of Government programmes and projects, in partnership with OPC and Treasury (Tripartite); and

- Implementation of advocacy and communication initiatives on government programmes, policies and achievements to keep the citizenry informed.

This inaugural issue of *The Sentinel* captures the key activities of the Public Service Commission in 2025, marking the closing phase of the National Development Strategy 1 (NDS1). Subsequent editions will provide quarterly updates on the Commission's work, while highlighting significant developmental milestones achieved by Ministries in advancing the nation's Vision 2030.

Human Capital Development and Management



Mr. Walter Mpandawana
Head for Human Capital Development and Management

The Human Capital Development and Management Agency remains the primary vehicle through which the Public Service Commission (PSC) fulfils its constitutional mandate to develop a professional and capable workforce for Zimbabwe. Guided by Sections 199 and 203 of the Constitution, the Agency is tasked with the recruitment, appointment and promotion of personnel based on the principles of merit, fairness and transparency. By executing these functions, the Agency ensures that Government Ministries, Departments and Agencies (MDAs) are staffed by competent professionals dedicated to high standards of service delivery.

During 2025, the Agency achieved significant progress in strengthening the public service through strategic talent acquisition and career management. A major focus was placed on filling critical staffing gaps across MDAs to ensure administrative responsiveness. Alongside recruitment, the Agency prioritised the promotion of deserving personnel, recognising dedication and expertise while creating structured career pathways that enhance staff motivation. To ensure the workforce remains agile, the Agency also implemented comprehensive human capital development strategies, including continuous training programs and mentorship opportunities designed to equip public servants with the skills necessary for modern governance.

Institutional reforms formed another cornerstone of the Agency's work in 2025, specifically through functional analysis and job evaluation exercises. These initiatives have been essential in aligning organisational roles with institutional mandates and ensuring that positions are graded appropriately based on complexity. Furthermore, the Agency made substantial strides in modernising recruitment by developing an electronic recruitment platform. As the system is operationalised, it will enhance the transparency and accessibility of the hiring process, streamline applications and improve record management across the public sector.

In 2026, the Human Capital Development and Management Agency has outlined clear strategic outputs to further modernise the public service. Key priorities include the continued funding and filling of essential posts and the finalisation of job evaluation exercises to refine grading structures. Through expanding strategic partnerships with training institutions, the Agency will continue to prioritise the development of core competencies, ensuring that the public service is fully equipped to support national development goals and deliver quality services to the citizenry.

Organisational Structure

In 2025, the Public Service Commission (PSC) advanced its mandate of strengthening institutional capacity and efficiency through the implementation of a comprehensive job evaluation, optimisation and rationalisation exercise. This initiative facilitated a systematic review of organisational structures and the Detailed Establishment Tables (DETs) across all line ministries, ensuring alignment with evolving service delivery demands. To promote transparency and consensus, the PSC convened consultative meetings with relevant stakeholders to share findings and recommendations arising from the exercise. These engagements reinforced collaborative ownership of reforms and underscored the PSC's commitment to evidence-based organisational design. Complementing this process, the PSC established a competency framework to support the job evaluation exercise, alongside the review and refinement of job descriptions.

This framework provides a structured basis for assessing skills, capabilities and performance expectations, thereby embedding meritocracy and accountability within the public service. From a total of one thousand four hundred and sixty (1,460) job descriptions available across twenty-five (25) line ministries and government departments, the PSC reviewed one thousand two hundred and ninety (1,290). The interventions were undertaken in line with Vision 2030

and the National Development Strategy 1 (NDS1 2021-2025), and reflect the PSC's constitutional mandate to drive organisational transformation.

Recruitments

At the beginning of the year, the Public Service recorded 9,459 vacant posts. In line with Government employment containment measures, a moratorium on the filling of posts was implemented. Recruitment during the year was therefore confined to attrition-based vacancies, aimed at maintaining existing staffing levels rather than expanding the establishment. Posts without budgetary provision remained unfilled owing to fiscal constraints associated with the job evaluation exercise.

Human Resource Management Information Systems (HRMIS)

During 2025, Ministries, Departments and Agencies (MDAs) continued to demonstrate a positive and progressive response towards the utilisation and maintenance of the Human Resource Management Information System (HRMIS). Increased engagement by user ministries reflects growing acceptance of the system as a critical tool for strengthening human resource management, planning and accountability across the Public Service. Several ministries made effective use of HRMIS to support core human resource functions, particularly in personnel administration. Capacity building of 413 HR personnel from various MDAs was conducted during the year.

Adoption of the e-recruitment system and Competence-based

Interviews

The Public Service advanced reforms aimed at strengthening transparency, fairness and merit-based selection through the adoption of the e-recruitment system, particularly for senior management positions. The system supports key stages of the recruitment process including vacancy advertisement, application submission and shortlisting, thereby improving accessibility, traceability and consistency in recruitment practices.

Work Culture Transformation and Work Culture Mainstreaming

Initiatives Implemented

The Department collaborated with ESAMI to run the Public Service Work Transformation Capacitation Programme for senior officials (Chief Directors and Deputy Directors) from 7

October to 21 November 2025. The workshops aimed to elevate Zimbabwe's Public Service into a top-performing, citizen-focused institution driven by professionalism, ethics, accountability and innovation. Led by ESAMI experts, participants gained leadership, behavioural and digital skills aligned with Vision 2030, national strategies, the UN Sustainable Development Goals (SDGs) and the African Union (AU) Agenda 2063. Interactive sessions covered values, emotional intelligence, leadership, systems thinking and citizen-centric delivery. The focus was on transforming institutional culture and mindsets for Zimbabwe's development, drawing on models such as ADKAR and Kotter. Officials appreciated the PSC's push for professionalism and committed to applying lessons on accountability, teamwork and innovation in their work.

PAY AND BENEFITS DEVELOPMENT AND MANAGEMENT



Mr. Nobert Machinjike

Head for Pay and Benefits Development and Management

Payroll Management

In 2025, significant milestones were achieved in strengthening payroll administration, enhancing efficiency and aligning operations with government priorities. The PSC successfully ensured the payment of salaries and allowances on gazetted pay dates, maintaining consistency and reliability in service delivery. In preparation for the rollout of e-payslips, 98% of corporate emails were captured

on the payroll system, marking a major step towards digital transformation.

A key highlight was the payment of the 2024 performance award bonus to senior government officials in April 2025. This was followed by the payment of the 2025 annual bonus and Presidential bonus in November and December 2025. Traditional leaders also received their annual bonuses during the same period, ensuring equitable treatment across all government employees.

Additionally, the assimilation of locally recruited staff at foreign missions was completed in December 2025, with payroll adjustments backdated to April 2025.

Policy reforms were also implemented, including amendments to retirement ages. Eligible members' retirement age was raised to 70 years, while uniformed members' retirement age was set at 60 years.

To enhance data integrity, the PSC conducted data cleaning exercises and updated 4,236 NSSA numbers on payroll records.

Capacity building was prioritised, with staff attending super-user training for the GovPay system.

The PSC also integrated additional grant-aided institutions into the government payroll platform, including the Institute of African Knowledge, Mashambanzou Care Trust, the Zimbabwe Foreign Service Institute, and the Tripartite Negotiating Forum

In terms of workforce management, 28,681 new members were added to the wage bill, with the Ministry of Higher and Tertiary Education contributing the largest share at 36%, primarily comprising student teachers. Meanwhile, 15,609 terminations were processed, consisting of 3,065 retirements and 1,826 resignations. However, delays by MDAs in submitting cessation of salary records resulted in 3,367 late cessations, leading to overpayments. Additionally, 1,880 members were terminated while on maximum vacation leave, creating liabilities for the Government.

Pensions Management



In 2025, the PSC made significant strides in strengthening pension administration, digital infrastructure and service delivery. Pension lump sum payments were consistently processed within a month of retirement, contingent on complete documentation, with no backlog recorded. Monthly pension disbursements were executed seamlessly, including the timely onboarding of new pensioners and implementation of scheduled pension increases.

The Online Payslip application and Epayslip platform were launched, improving accessibility and reducing reliance on paper-based processes. The GovPay interface was successfully developed for integration with NSSA, ZIMRA and banking institutions, with overall system implementation reaching 92.5% by year-end. Cybersecurity measures, including firewalls and SSL certificates, were deployed. Additionally, communication with pensioners was strengthened through outsourced bulk SMS services.

As of year-end 2025, the Public Service Commission administered pensions for a total of 209,360 beneficiaries, comprising 145,872 contributory pensioners (69.78%) and 63,488 non-contributory pensioners (30.22%). This distribution underscores the predominance of contributory schemes within the national pension framework, reflecting the long-term sustainability of structured service-based contributions.

Scheme	Year 2025	%
Contributory Schemes	145,872	69.78
Non-Contributory Schemes	63,488	30.22
Total Number of Pensioners	209,360	100

Monetary Benefits



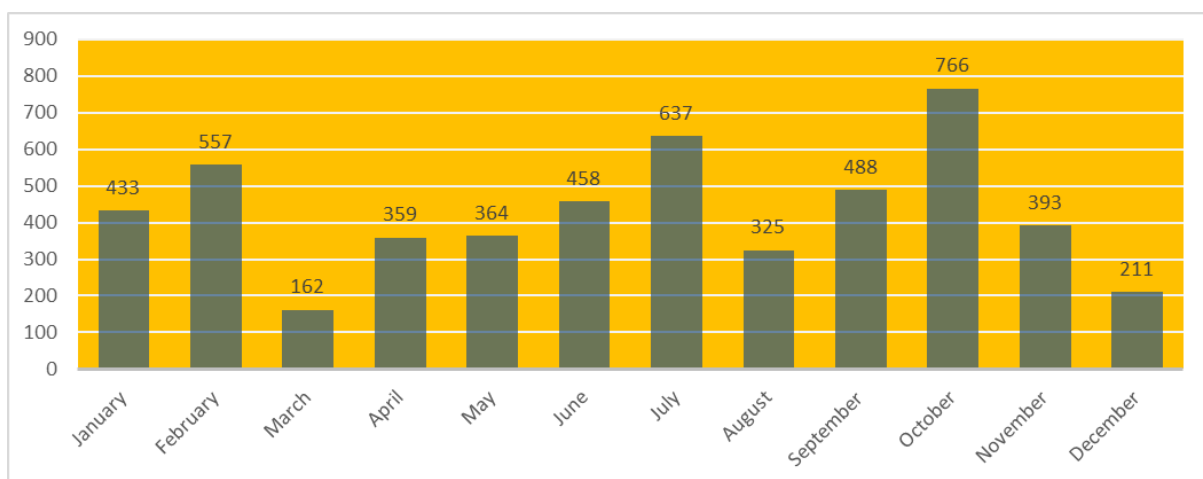
Job Evaluation Remuneration Framework

The Public Service undertook a service-wide Job Evaluation exercise to address existing gaps and challenges within the grading structure, particularly long-standing disparities across the Service. In line with the Cabinet directive, which mandated the adoption of a Single Spine Salary Structure throughout the Public Service, a new Job Evaluation Remuneration Framework was subsequently developed.

Skills Attraction, Retention and Development Fund

The Skills Attraction, Retention and Development Fund, administered by the Public Service Commission, has successfully retained 1,539 professionals classified under critical skills across the Public Service, representing a 21% increase from 2024. Among the beneficiaries, 17 members have disabilities, accounting for 1% of the total population, of whom 6 are female and 11 are male. This initiative is aligned with the national thrust to achieve Vision 2030. A strategic plan has been developed to align the Fund's objectives with the priorities and goals of the National Development Strategy 2 (NDS2), in order to strengthen the availability of specialised skills within both the public and private sectors.

The PSC processed 98% of the 5,153 rebate claims submitted during 2025, amounting to 5,050 applications. The remaining 2% (103 rebate claims) could not be processed due to insufficient supporting documentation and failure by some applicants to meet eligibility requirements.



Housing initiatives for civil servants

In a bid to enhance conditions of service, progress was made in advancing housing initiatives for civil servants. A consolidated report on housing initiatives was produced and shared during the third quarter consultative workshop with Workers' representatives. During the year under review, 267 members benefited from the Government Pool Purchase Scheme, while 404 members benefited from the Senior Civil Service Housing Loan.

In preparation for implementation in 2025, a resource envelope sufficient to support 4,000 junior civil servants, each receiving a minimum of USD 2,000, was set aside and awaited disbursement by Treasury. A comprehensive paper with clear funding models should be developed for consideration by the principals.

Non-monetary benefits policies development and review

The PSC continued to review and develop non-monetary benefits policies aimed at improving conditions of service. By the end of 2025, the following milestones had been achieved:

- Uniform and Protective Clothing Policy reviewed.
- Funeral Assurance Policy Framework developed.
- Property Ownership framework for members of the public service developed.
- Public Service Breastfeeding members and accompanying baby minders policy framework developed.
- Rebate of duty on motor vehicles imported by Civil Servants procedures reviewed.
- PSMAS medical aid service provision improved.

In addition, international best practice research on proposed non-monetary benefits was approved by the PSC and scheduled for implementation in 2026.

Medical insurance cover restoration

PSMAS Medical insurance cover restoration efforts continued during 2025. The number of service providers increased to 1,024, thereby improving access to health services for members. During the year, payments amounting to USD 8,400,000 and ZWG 174,025,950 were made. In December 2025 a total of ZWL 371,384,650 was paid towards debt clearance.

Retirement Planning



Development of retirement planning draft policy

The Public Service Commission drafted the Retirement Planning Policy. The draft policy was developed taking into consideration recommendations from the

two Retirement Conferences (2024 and 2025), research conducted and contributions made by participants during worker capacitation and awareness programmes. The zero draft, initiated in 2025, will be finalised this year.

Retirement Planning Capacitation and Awareness Programmes

The capacitation programmes are designed to train nominated candidates from the public sector, enabling them to benefit from the knowledge and practice of projects identified by the department through agreements with specialists. These specialists will then provide tailor-made contracts that guarantee training and markets in the respective retirement planning field.

Life skills research

The life skills research was conducted by the PSC in collaboration with ZIMSTAT to assess the personal development, work-life balance and retirement preparedness of public sector employees across Zimbabwe. The study aimed to generate insights into the life skills, leisure habits and retirement aspirations of civil servants to inform future capacity development, wellness and transition programmes.

2025 Public Service Retirement Conference



The 2025 Public Service Retirement Conference was held from 24 to 26 September 2025 at the Zimbabwe International Trade Fair (ZITF) in Bulawayo, under the theme: "Retirement Planning in Action: Transforming Insights into Realities."

Its key objectives were to demonstrate the practicality of outcomes from the previous conference through proof-of-concept cases, to forge valuable partnerships, to reorient participants toward sustainable post-career activities, and to identify gaps for a reskilling programme. The conference had a national scope, bringing together over 2,770 public sector participants from all provinces and age groups, with notable gender parity and strong representation from the Matabeleland region

Industrial relations

Consultative Workshops with Workers Representatives

The PSC conducted four consultative workshops with workers' representatives. The workshops were held quarterly, providing a platform for Government negotiators and Public Service Workers' representatives to discuss conditions of service and other areas of mutual interest.

Implementation matrices for all the consultative workshops were drafted from the discussions, and the Industrial Relations Unit facilitated the implementation of recommendations by engaging MDAs and quasi-government institutions.

To enrich the dialogue further, the Health Service Bipartite Negotiation Panel was incorporated into the consultative workshop framework to ensure coherence in engagements across both commissions. Joint Committees, comprising representatives from Government and Workers, were established and successfully conducted their quarterly meetings to monitor progress on the implementation of specific issues contained in the matrices, in preparation for reporting back during consultative workshops.

2025 Workers Day Commemorations

The PSC, in collaboration with Public Service Workers' Representatives, facilitated a joint commemoration of Workers' Day on 1 May 2025 at Alan Wilson High School. The event recognised the importance of workers in national development, economic growth, and service delivery.

Capacity building workshops on Occupational Safety and Health (OSH)

The PSC conducted two capacity building workshops on Occupational Service Health: one for workers' representatives and critical ministries, and another for Directors for Gender Mainstreaming, Inclusivity and Wellness, and Wellness Officers. The workshops aimed to equip participants with knowledge on OSH to mainstream OSH across MDAs and assist in developing the Public Service OSH Policy, which is earmarked for launch in 2026.

UNIFORMED SERVICES AND COMMISSIONS



Mr. Abraham Magomo
General Manager, Uniformed Services

During 2025, the PSC, through the Uniformed Services Department, successfully convened high-level Commission meetings for the Zimbabwe Republic Police (ZRP), the Zimbabwe Prisons and Correctional Service (ZPCS) and the Zimbabwe Defence Forces (ZDF). These statutory engagements served as a platform for critical policy formulation and strategic decision-making. A notable milestone was the resolution to implement comprehensive induction programmes for newly appointed Commissioners within the ZPCS and ZDF, ensuring leadership alignment with the Commissions' strategic mandate.

The PSC successfully spearheaded a comprehensive induction programme for the Prisons and Correctional Service Commission (PCSC), equipping new leadership with essential institutional knowledge. To transition from theory to practice, the PSC subsequently conducted nationwide Correctional Centre Tours. These visits were critical for monitoring operational efficiency and gathering empirical data on departmental workstreams.



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

A specific focus was placed on evaluating various Income Generating Projects to ensure these initiatives were viable and optimised for self-sustainment.

In alignment with the strategic goal of improving conditions of service, the PSC successfully facilitated the implementation of Security Sector Allowances across the Uniformed Services. This critical intervention served as a pillar of the Department's retention strategy, aimed at enhancing the morale and operational readiness of members within the ZDF, ZRP, and ZPCS, demonstrating commitment to the well-being and welfare of those who serve the nation.

The PSC actively participated in and provided policy direction and strategic oversight during the strategic planning workshops for the Uniformed Services. Human resource returns and wage bill analysis reports were produced as expected. At policy level, the recruitment and training of fit-for-purpose personnel for ZPCS was facilitated. Moreover, the Department provided strategic direction through participation in the Organising Committee for the ZPCS pass-out parade in November 2025.

Furthermore, the PSC successfully conducted the Job Evaluation exercise for the Uniformed Services through drafting job evaluation correspondence, training, conducting the job evaluation exercise, and producing the job evaluation reports. The ZPCS Secondment Policy was successfully formulated and implemented.

Payment of Annual Bonus and Presidential Bonus for members of Zimbabwe Defence Forces, Zimbabwe Republic Police and Zimbabwe and Prisons and Correctional Service. The Commissions paid the 2025 annual bonus and the Presidential bonus in USD hard currency and ZWG \$.

STRATEGIC PLANNING AND PROGRAMME MANAGEMENT



Dr. Henry Chikova
Head for Strategic Planning and Programme
Management

In 2025, the PSC, through its Strategic Planning and Programme Management division, conducted the Citizen Satisfaction Survey, and the findings were presented to Cabinet for adoption. The survey, an annual NDS1 requirement, involved all 26 Ministries and provided Government with insights into citizen perceptions and employee behaviour regarding products and services delivered across ministries. The survey is critical for improving policies, systems, and procedures to enhance service delivery. The overall Citizen Satisfaction Index (the weighted average satisfaction index) stood at 70.81%, while the overall Employee Satisfaction Index (ESI) was 72.66%.

Additionally, the Work Culture Transformation Survey was conducted across MDAs to enhance service delivery through culture transformation. The overall culture transformation index was 73.20%.

THE ROAD AHEAD

As Zimbabwe transitions from the National Development Strategy 1 (NDS1) into the next phase of national planning, the focus sharpens on consolidation, acceleration, and sustainability. The forthcoming National Development Strategy 2 (NDS2) presents an opportunity to build on the gains realised thus far, while decisively addressing structural and operational constraints that may impede the attainment of Vision 2030. At the centre of this transition lies a renewed commitment to a capable, well-resourced, and future-ready Public Service.

NDS2 is expected to deepen the transformation agenda by aligning policy, institutions, and resources with the evolving demands of a modern economy. In this regard, human capital

development remains a cornerstone. The Public Service must not only be adequately staffed, but also strategically configured to deliver on national priorities with efficiency, professionalism, and innovation. This calls for a deliberate shift towards skills alignment, continuous capacity development, and performance-driven systems that reward excellence and accountability.

Equally critical is the continued reform of the Pay and Benefits framework. A responsive and sustainable remuneration system is fundamental to attracting, motivating, and retaining talent within the Public Service. The challenge lies in balancing competitiveness with fiscal discipline, ensuring that compensation structures are both fair and economically sustainable. Within this context, ongoing efforts to refine remuneration models must be guided by transparency, equity, and alignment with broader macroeconomic realities.

The road ahead will not be without challenges. Resource constraints, evolving service delivery expectations, and the pace of global change will require resilience and adaptability. The Public Service must therefore embrace modernisation as a strategic imperative. This includes the adoption of digital technologies to streamline processes, enhance service delivery, and improve decision-making. E-governance platforms, data-driven systems, and integrated service frameworks offer significant potential to transform the interface between Government and citizens.

Moreover, institutional agility will be key. The ability to respond swiftly to emerging needs, while maintaining policy coherence and operational stability, will define the effectiveness of the Public Service in the NDS2 era. These demands strengthened coordination across Ministries, Departments, and Agencies, as well as a culture that encourages innovation and continuous improvement.

Vision 2030 remains the overarching national aspiration, a prosperous and empowered upper-middle-income society. Achieving this vision will depend, in large measure, on the strength and responsiveness of the Public Service. It is within this context that *The Public Service Sentinel* assumes a critical role. As a platform for information dissemination, reflection, and engagement, the publication will continue to document progress, share insights, and highlight transformative initiatives across the Public Service landscape.

In charting the road ahead, the emphasis must remain on coherence between policy intent and implementation capacity. With a clear strategic direction under NDS2, strengthened human

capital systems, and a commitment to innovation and resilience, the Public Service is well-positioned to drive the next phase of national development.

CLOSING STATEMENT

As we close this inaugural edition of the *Public Service Sentinel*, we do so with a clear sense of purpose and forward momentum. This issue has not only reflected on the work undertaken across the Public Service in 2025, but has also set the tone for a deliberate transformation anchored in learning, adaptation, and strategic coherence. The reflections by the Chairman and the Secretary underscore a defining proposition: that the Public Service Commission must continually evolve as a learning institution, one that draws insight from practice, aligns human capital with national priorities, and drives reform with intentionality.

The contributions from the Heads of Human Capital Management, Pay and Benefits Development and Management, Uniformed Services, and Strategic Planning and Programme Management collectively present a Service in motion, responding to present demands while preparing for the transition into the Second National Development Strategy (NDS2). These strides are not incidental; they are the product of coordinated institutional effort, policy alignment, and a shared commitment to modernisation.

Central to this progress is a formidable and evolving support system driven by ICT-enabled digitalisation. The deliberate configuration of technological affordances is expanding the reach of Government, ensuring that service delivery penetrates even the most remote parts of Zimbabwe. In this, digital transformation is not merely an enabler, but a strategic equaliser, bridging access gaps, enhancing efficiency, and reinforcing responsiveness across the Public Service.

Looking ahead, the imperative is clear. The Government modernisation ecosystem must continue to be strengthened, systematically and cohesively, to ensure holistic and uniform progress across sectors. This requires sustained integration of systems, alignment of institutional mandates, and disciplined execution within the ten thematic development nodes that will define NDS2.

The *Public Service Sentinel* will remain a platform for reflection, accountability, and shared learning, chronicling the journey of a Public Service that is resolute in its transformation, responsive to its citizens, and steadfast in advancing national development.