



# PSMA

## PUBLIC SECTOR

### MANAGEMENT AWARDS 2016



# Public sector honours performers



Nyasha Chingono  
Own Correspondent

THE public sector recently honoured its top performers amid calls for state enterprises to prioritise service delivery.

Most public sector enterprises have been on the decline in the past two decades, with performance plummeting, hence the need to honour outstanding performers.

Stallone Consultancy managing consultant, Zack Murerwa, organisers of the 2016 Public Sector Awards said there was need for turnaround solutions in the public sector.

Murerwa said the underperformance of parastatals was directly related to plummeting gross domestic product (GDP) where Zimbabwe has failed to reach five percent growth in decades.

“Public enterprises must get their priorities correct. Service delivery first and rewards later. In any case who would care what an executive gets if the enterprise is performing,” Murerwa asked.

Over the years scandals related to corruption in parastatals have surfaced, as top executives grease their pockets obscene perks at the expense of service delivery.

Issues of good corporate governance have been a sticking point in parastatals with many state enterprises failing the litmus test of public sector audits.

The auditor-general has unravelled gross misconduct and lack of financial prudence in parastatals, but it seems the cancer is eating into the marrow.

“The following facts on the ground cannot be disputed with regards to unnecessary top heavy management structures in some public enterprises. There is appetite for classy executive packages at the expense of service delivery,” Murerwa said.

Murerwa said corporate governance and internal control systems still remained on the low side in 2016, thus no state enterprise won the Corporate Governance Award this year.

He said government lacked fiscal space due growing levels of corruption in the country that has eroded the scarce resources.

The government of Zimbabwe has continuously failed to finance its own budget in over a decade, with the natural resources never benefitting the public.

“Parastatals performance as long as it is below average, is one of the causes of lack of fiscal space as government indirectly or even directly becomes susceptible to tremendous pressure to sustain these institutions,” argued Murerwa.

Zimbabweans have lost confidence in the public sector as service delivery has been on the decline, while the private sector is resource strained to deal with entire population.

“Continuous reward of mediocre performance reflects neither magnanimity nor generosity on the part of decision maker, but stubborn perpetuation of an unacceptable practice,” he said.

He said although it was common knowledge that some public sector enterprises were corrupt, it was “unfair to paint all with the same brush”.

“We have seen as outsiders hope, vision and effort by some public institutions, hence we launched the Public Sector Management Awards last year.

Some quotas have called for the privatisation of public sector companies, as they have become perennial loss-makers.

The 2016 Public Sector Award winners



Stallone Consultancy managing consultant Zack Murerwa



# PSMA

## PUBLIC SECTOR

### MANAGEMENT AWARDS





Zack Murerwa



It was a pleasure for us to host THE PUBLIC SECTOR MANAGEMENT AWARDS 2016 (PSMA). These took place at Rainbow Towers Hotel on 27 January 2017 and we would want to congratulate the following:

CATEGORY	WINNER
1.BEST PUBLIC SECTOR MANAGER 2016	
2.BEST PUBLIC SECTOR INSTITUTION 2016	
3.OUTSTANDING PUBLIC SECTOR RESEARCH INSTITUTION 2016	
4.BEST URBAN LOCAL AUTHORITY 2016	
5.BEST RURAL LOCAL AUTHORITY 2016	
6.BEST CORPORATE SOCIAL RESPONSIBILITY 2016	
7.SPECIAL RECOGNITION AWARD (STEM)	
8.MOST CONSISTENT PUBLIC SECTOR INSTITUTION 2016	
9.MOST PROMISING PUBLIC SECTOR INSTITUTION	
10.CORPORATE GOVERNANCE AWARD	NO WINNER

# Public sector honours performers

## From Z1

Murerwa pledged his support for the public sector, saying the awards would encourage those sectors working at improving service provision.

"The awards bring hope, recognise successes and also stimulate positive debate. We continue to say thumbs up for efforts being made by government through Office of the President and Cabinet (OPC) to bring a practical Public Sector Reform Programme. As the private sector, we give them 100 percent support and will continue making proposals," said Murerwa.

Also addressing guests during the awards ceremony, renowned economist, Davison Gomo said parastatals should take the lead in economic recovery despite the resource constraints they face in their day-to-day operations.

Gomo said parastatals were still a critical component of the economy, adding that rewarding the best-run public sector enterprises was critical in fostering efficient service delivery.

"Very often it is much easier to criticise than acknowledge the good effort

made by these institutions to provide us with the key services they offer to the public. It is therefore befitting that from time to time efforts are made to recognise the ones that demonstrate a commitment to good and effective leadership," said Gomo.

Gomo said parastatals needed a conducive economic environment to thrive.

"We all know that parastatals can make a difference to economic recovery and growth subject of course to a conducive economic environment. Parastatals can take a lead by being creative and innovative both in terms of addressing their core business issues and leadership challenges," he told guests.

Zimbabwe's public sector has over the years suffered from corruption, greed and misappropriation of resources.

Companies like Zupco, National Railways of Zimbabwe and Grain Marketing Board among others have been run down by greedy elements that have made the institutions a pale shadow of their former self.

Companies like Air Zimbabwe require

millions in recapitalisation but government is also broke to save the airline.

Zimbabwe's parastatals have been incurring huge debts and running losses, a situation that has stifled their growth.

Public enterprises are living on hand-outs, with financial backing coming from the cash strapped government, with calls for relaxation of laws concerning privatisation, to allow investment into the state enterprises.

"There is need to remove countless laws, regulations and administrative bottlenecks that stifle the efforts of these important public institutions to achieve the levels of performance that justify their creations and existence," said Gomo.

He said Zimbabwean parastatals could be revamped and return to efficiency and profitability.

"Given that there is no evidence to suggest that parastatals are irredeemably inefficient, is it possible that they are badly structured, poorly managed and possibly suffer from lack of management freedom and a poor policy environment?" he asked.

Over 10 percent of companies in the world, operating in transport, natural resources, heavy industry and financing institutions are in the public sector, while US\$3,6 trillion is attributed to sales in these institutions.

Although government ownership of resources through state owned enterprises has been challenged mostly in developing countries, it is worth noting that about 13 largest oil companies controlling 75 percent of global oil reserves and production are state owned enterprises.

In countries like United Arab Emirates, Kuwait and Iran, state run enterprises own the largest stake in oil production.

According to Fortune Magazine, 11 percent of world revenue comes from public enterprises, while 35 percent of profit is also derived from parastatals.

About 64 percent of valued assets are from state enterprises, while 34 percent of higher market value is attributed to them.

In sub Saharan Africa, state enterprises represent 15 percent of GDP, while in Middle East and North Africa, they make up 50 percent of GDP.

In countries like Brazil, China, India, Indonesia and Russia, the role of public enterprises is not understated like in Zimbabwe, according to Gomo.

He said state enterprises were constrained by resources due to constantly shrinking national budgets.

"One of the perennial problems is that although state owned enterprises are created for the common good of society, they usually become dominated by political considerations that are devoid of the greater common good," Gomo said.

He noted with concern-depleted levels of corporate governance in parastatals.

Privatisation and commercialisation of parastatals in competitive markets has been proffered as a solution to ailing state enterprises.

Maintaining the tariff of service and basic costs is also a way to keep public enterprises running profitably.

"Maintaining tariffs in line with cost recovery but without neglecting managing the political implications of the balance between economic imperative and the social needs," said Gomo.

Among this year's winners were Chivi Rural District Council that won the Best Rural Council Award, while Masvingo Town Council walked away with the Best Urban Local Authority Award, while the National Aids Council (NAC) won the Best Social Responsibility among other winners.



**We are privileged to have won the most prestigious award at the Public Sector Management Awards Ceremony.**

## STEM INITIATIVE AWARD 2016

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**ZIMDEF, YOUR PARTNER IN HUMAN CAPITAL DEVELOPMENT**



**Dr Takaruzo Munyanyiwa addressing guests at the 2016 Public Sector management Awards in Harare.**

# 2016 Public Sector Management Award winners

**Best Public Sector Manager 2016**  
Gloria Magombo (ZERA, CEO)

**Best Public Sector Institution 2016**  
National Oil Company of Zimbabwe

**Outstanding Public Sector Research Institution 2016**  
Tobacco Research Board

**Best Rural Local Authority 2016**  
Chivi Rural District Council

**Best Urban Local Authority 2016**

Masvingo Town Council

**Best Corporate Social Responsibility 2016**  
National Aids Council

**Special Recognition Award (STEM)**  
ZIMDEF

**Most Consistent Public Sector Institution 2016**  
POSB

**Most Promising Public Sector Institution**  
ZIMSEC



**Outstanding Public Sector Research Institution 2016 Tobacco Research Board**



**Best Corporate Social Responsibility winner National Aids Council**



## Consistency is worthy of praise.

Here's to the People's Own Savings Bank for receiving the Public Sector Management Award for the most consistent Public Institution in 2016.

Congratulations Team POSB.



**Special Recognition Award winner ZIMDEF**

**POSB People's Own Savings Bank**

*Simply Possible*

# 2016 Public Sector Management Award winners



Most Outstanding Public Sector Manager of the Year being received on behalf of ZERA CEO Gloria Magombo



Most Promising Public Sector Institution winner ZIMSEC



National Aids Council (NAC) is honoured to be the :  
BEST CORPORATE SOCIAL RESPONSIBILITY – 2016.

*Congratulations Team !!!*

Address : No. 29 Mazoe Street ,Harare  
Telephones : 04 791170 /2 /8



Best Urban Local Authority winner  
Masvingo Town Council



Most Consistent Public Sector Institution  
winner POSB

# NOIC scoops public sector award

NATIONAL Oil Infrastructure Company (NOIC) scooped the 2016 Best Public Sector Institution Award at this year's edition of the Public Sector Management Awards.

NOIC, a parastatal that was established in 2011 has a critical role and mandate in the transportation of petroleum products into the country using the petroleum pipeline from Beira in Mozambique to Masasa depot in Harare.

The company was honoured for its sterling efforts in providing efficient service that saw the company declare a US\$4 million dividend to major shareholder, the government of Zimbabwe.

Accepting the award at a local hotel, Noic, corporate legal secretary Vivian Mandizvidza said the award would bolster the company's performance in the future.

"I would like to thank Stallone Consultancy for bestowing this great honour on NOIC. I humbly accept this business award on behalf of NOIC board, management, staff, colleagues, business associates and all stakeholders," an elated Mandizvidza said.

She said her company was striving to make Zimbabwe's oil industry the best in the world.

"As NOIC we view this award not only as a recognition of what we have accomplished, but also as an exhortation to further succeed in business and to continue to do as much as it is possible to make Zimbabwe and particularly the oil industry a better place. I promise you will not be disappointed, NOIC will continue to achieve and serve," said Mandizvidza.

Mandizvidza said NOIC was determined to continue with its social responsibilities in 2017.

"As a state owned enterprise, NOIC does not only have a mandate to create value for its shareholder and its stakeholders. We also have social obligations such as the need to ensure that the nation has consistent security of supply of fuel," she said.

She said although the company was operating in



**National Oil Company of Zimbabwe won the 2016 Best Public Sector Institution Award**

a volatile economic environment, it would continue to be resilient against the economic tide.

"Despite the company operating in a highly volatile operating environment, facing macro-economic challenges, NOIC re-

mained resilient and managed to remain comfortably profitable," said Mandizvidza.

Among other achievements in 2016, the Standards Association of Zimbabwe (SAZ) on December 2016 successfully certified NOIC with ISO 19001:2008.

ISO certification acknowledges the quality assurance mechanisms adopted by the company.

The company has also been engaging in corporate social responsibility, helping children with heart diseases.

"Through its corporate social responsibility, NOIC sponsored seven disadvantaged children for heart surgery in India. The children were operated successfully and have since resumed normal lives. NOIC has pledged to continue to offer their health needs until the children are able to take care of themselves," said Mandizvidza.

NOIC is also offering scholarships to 42 students from disadvantaged and indigent backgrounds in different disciplines.

Some of the disciplines include mechanical engineering, chemical engineering, accounting, auditing and human resources. Most of these students are enrolled at local universities.

**To Z8**

## First Mutual launches scholarship fund with Reformed Church University

CORPORATE Social Responsibility (CSR) has become an integral business practice globally and the First Mutual Group has demonstrated this through the launch of the First Mutual Scholarship Fund with Reformed Church University.

The main objective of the RCU First Mutual Scholarship fund is an added opportunity for the expansion of the First Mutual Foundation whose main objective to afford bursaries and ancillary support to primary school children with multiple vulnerabilities.

The First Mutual Scholarship fund will assist beneficiaries from the Reformed Church University with financial support based on humanitarian need and academic merit.

The commitment by First Mutual for the scholarship fund of US\$20 000 per year for a period of four years amounting to US\$80 000 will cover tuition, boarding, fees and living expenses for six potential beneficiaries and will be reviewed after the duration of the contract in year 2021.

Speaking at the memorandum of understanding signing ceremony, First Mutual Holdings Limited group chief executive officer Douglas Hoto said: "The partnership with Reformed Church is one that we value as it is aligned to one of our core values which is 'care'. As a responsible corporate citizen we care about the environment and communities within which we operate. We applaud the Reformed Church University of Zimbabwe for going beyond in the extension of their brand to include a university and particularly in special needs education which deals with learners with disabilities. Their ethos of continuous improvement and relevance to the Zimbabwean landscape is aligned to our ethos as a group. We believe in bringing economic dignity to our customers and this partnership is aimed at improving the lot of selected economically disadvantaged, gifted recipients reflects our brand positioning as we all work together to empower the recipients through education".

In his response, the vice chancellor for the Reformed Church University Professor Wiseman Magwa expressed his appreciation to First Mutual for the initiative which will go a long way to support the university whose bias is towards students with special needs and are physically incapacitated.

"We are greatly humbled to accept this noble commitment by First Mutual to support our institution which is a first of its kind since the inception of the University and we pledge our support for the implementation of the scholarship. We are proud to be associated with First Mutual," he said.

First Mutual's corporate social responsibility programme also extends to sports in schools through the partnership with the National Association of Secondary Schools (NASH) which promote sports in secondary schools.

## CONGRATULATIONS



The National Oil Infrastructure Company of Zimbabwe (Private) Limited, the leading integrated fuel delivery business in Zimbabwe, is honoured to be the **Best Public Sector Institution for 2016**





ZIMSEC director Esau Nhandara (left) receiving the Most Promising Public Institution Award from Dr Takaruzo Munyanyiwa.

# ZIMSEC wins Public Sector Award

Idah Mhetu

THE Zimbabwe School Examination Council (ZIMSEC) won the Most Promising Public Sector Institution Award at the recently held Public Sector Management Awards hosted by Stallone Consultancy.

Speaking during the Public Sector Management awards ZIMSEC director Esau Nhandara told guests at the 2016 Public Sector Management Awards ceremony that the examinations board was now fully committed to provide quality assessment in primary and secondary education.

“We are now a pace setting organisation in innovation, we have set the pace regionally in the field of ICT usage in assessment,” Nhandara said.

The Zimbabwe School Examinations Council's vision of becoming: “The centre of excellence within the sub-region and beyond in Quality Assessment in Education,” is in motion, according to Nhandara as the organisation has been gravitating towards integrating information technology in the structure of examinations.

Nhandara said ZIMSEC had become a pioneer in e-marking and grade-making, making it a case study for neighbouring examinations boards who are still in the process of setting up such systems.

“We have also set the pace regionally in e-making and grade-making which has seen our neighbouring examinations boards coming to learn from us,” he said.

ZIMSEC in 2010 and in June 2011 rolled out the e-marking scheme, successfully conducting the first set of national examinations.

During that period, Ordinary Level Mathematics and Integrated Science were marked electronically.

E-marking refers to the electronic marking of candidate's examinations scripts and is the global trend in marking the candidate's examination script.

It reduces the amount of human interface, unlike in belt marking, which as a result reduces the risks of undetected human error and prejudice.

ZIMSEC also scored a success this year by releasing the Advanced Level Examination results in record time.

ZIMSEC has been at the centre of Zimbabwe's education sector, providing excellent, value driven, educational assessment and responsive awarding systems.

The institution is an autonomous parastatal under the Ministry of Education Sport, Arts and Culture, with examination monitoring and spot checks undertaken jointly with the parent ministry.

ZIMSEC has a strong organisational framework including 10 regional offices covering the nation, and the head office in the capital city which hosts the heads of divisions where issues of human resources, technical expertise and funding are handled.

The examination body's printing house which is now based in Norton has capacity to print required exam material, according to Nhandara.

“In its quest to manage quality, ZIMSEC is currently utilising the Quality Management System (QMS) and working towards full ISO certification.

“ZIMSEC is a dynamic, results-driven organisation which has drawn its strength from focusing on moving into the use of cutting edge technology available to the assessment business. From e- registration to e-marking and now looking towards electronic item banking and electronic tracking and sealing of examinations papers, ZIMSEC is looking towards being an ‘E’ driven organisation, to improve efficiency, accuracy and security in its operations. In the southern African region ZIMSEC has set the pace in the quality of assessment systems and the evolution of traditional examining and assessment, by being the first to embark in e- marking and becoming a case study for neighbouring examinations boards.”



For Performance Measurement



Zimbabwe Schools Examinations Council  
is proud to be the winner in the **Most Promising Public Sector Institution Category 2016** at the Public Sector Management Awards Ceremony.

# Liquid Telecom completes acquisition of ISP Raha

PAN-AFRICAN telecoms group Liquid Telecom, a subsidiary of Econet Global, is pleased to announce that it has completed the acquisition of Tanzania's leading internet service provider Raha.

As the company's new majority shareholder, Liquid Telecom will strengthen Raha's position in the Tanzania market through further investment in both its network and services.

Raha will become part of Liquid Telecom's extensive fibre network, providing businesses with access to one single network that runs all the way from Cape Town up through Dar es Salaam and onto Nairobi, stretching over 40 000 kilometres and connecting 12 countries.

It will also enhance Liquid Telecom's award-winning East Africa Fibre Ring, which connects Kenya, Uganda, Rwanda and Tanzania with direct connectivity to international subsea cables. It is the region's first fully redundant fibre ring with multiple routing options, ensuring that customers are not affected by fibre cuts and network outages.

"We welcome Raha as the latest exciting addition to the Liquid Telecom group. Tanzania is a rapidly growing and dynamic African market, and through this acquisition we will be able to greater support the demand for internet access across the country," said Liquid Telecom Group chief executive officer (CEO), Nic Rudnick.

Raha currently serves over 1 500 businesses as well as a growing number of retail customers with a range of connectivity solutions, including fibre, satellite, WiMAX and Wi-Fi.

Liquid Telecom plans to invest further



**Raha was one of the first companies to bring internet to Tanzania in 1996.**

in the rollout of fibre across Tanzania, enabling greater access to high-speed, reliable broadband for more businesses and households. The roll-out of new fibre will also help provide high-speed connectivity to more state schools across the country, supporting key education initiatives by the Tanzania government.

In addition, Liquid Telecom will explore ways to develop and enhance Raha's data centre facilities in Dar es Salaam.

Liquid Telecom also plans to significantly increase the number of free Wi-Fi hotspots throughout Tanzania, helping to bridge the digital divide by providing more of the population with access to the internet.

Raha has already introduced over 150 free Wi-fi hotspots across all major cities in Tanzania, which are currently enjoyed

by over 150 000 unique users.

"With Liquid Telecom's support, Raha can explore new ways to increase connectivity within Tanzania as well as to the rest of the region.

"We will also benefit from the group's skills and expertise, helping us to achieve our vision of a more connected Tanzania," said Raha CEO Aashiq Shariff. "Our rollout plans will allow us to extend fibre coverage to thousands of new customers and create hundreds of new jobs." Raha is one of the first companies to bring internet to Tanzania when it launched as a dial-up service in 1996, Raha has played an important role in improving internet access across the country.

Raha was also the first company in Tanzania to offer dial-up access, VSAT services, fixed wireless, cable-based internet, WiMAX and finally fibre.

It operates a 400 km metro fibre optic network throughout the central business district of Dar es Salaam as well as other areas of the Tanzania capital.

The company has built a dynamic and innovative reputation amongst Tanzania consumers and businesses, and in 2015 collected the prestigious Brand of the Year Award (Africa) at the Social Media Awards Africa.

Internet penetration in Tanzania has increased rapidly in recent years reaching 34 percent in 2015.

Mobile subscriptions increased by more than 24 percent in 2015 to 39,8 million, while the number of internet users rose 52 percent year-on-year to reach 17,26 million last year, according to TRCA.

Liquid Telecom is the leading independent data, voice and IP provider in Eastern, Central and Southern Africa. It supplies fibre optic, satellite and international carrier services to Africa's largest mobile network operators, ISPs, financial institutions and businesses of all sizes.

Liquid Telecom has built Africa's largest single fibre network currently spanning over 40 000 km, including Neotel's network, across borders and covering Africa's fastest-growing economies where no fixed network has existed before.

"Working under various brands, the Liquid Telecom Group has operating entities in Botswana, DRC, Kenya, Lesotho, Mauritius, Rwanda, South Africa, Tanzania, Uganda, UK, Zambia and Zimbabwe.

The company has been named Best African Wholesale Carrier for the last five years at the annual Global Carrier Awards.

## CHIVI RURAL DISTRICT COUNCIL



**Chivi Rural District Council, the leading Rural Local Authority in service delivery in Zimbabwe, is honoured to be**  
**THE BEST RURAL LOCAL AUTHORITY FOR 2016**



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# Meet the Stallone Consultancy team



**Managing director Zack Murerwa**  
Murerwa has over 20 years ears regional experience in labour and tax issues. He chaired the Retrenchment Board, four National Employment Councils, Regional Seminars, and a number of Institutions.



**Labour consultant Davizon Garauzive**  
Garauzive is a human resources, labour and industrial relations consultant with an MSc. Development Studies, Bmgt HR, LIR, diploma in Personnel Mgt-IPMZ, diploma in Business Management (NUST). He has over 10 years experience in Labour issues including training and formulation of corporate policies.



**Labour consultant James Munhupedzi**  
Munhupedzi has over 15 years human resources consultancy and development strategies and has worked for various organisations including Zimbabwe Institute of Management.



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### 2017 CONFERENCE ON PUBLIC SECTOR REFORMS

A' Zambezi River Lodge- Vic –Falls  
**1-3 MARCH 2017**

#### TOPICS

- Public Sector Reform Programme – An Update
- Corporate Governance framework for Parastatals
- Remuneration & Executive Perks – A Guide
- Performance Contracts and Results Based Management.
- Contribution of Parastatals and Local Authorities to GDP
- Rapid Results Management for Public Sector



#### TARGET GROUP

Board Members, C.E.Os, Councillors, Directors, General Managers, Executive Officers.

#### COST:

<input type="checkbox"/> Option 1	<input type="checkbox"/> Option 2	<input type="checkbox"/> Option 3
<b>\$1 560 per delegate</b>	<b>\$1 300 per delegate</b>	<b>\$990 per delegate</b>
✓ Seminar fees	✓ Seminar fees	✓ Seminar fees
✓ Air Ticket	✗ Air Ticket	✗ Air Ticket
✓ Accommodation	✓ Accommodation	✗ Accommodation
✓ Meals	✓ Meals	✓ Meals
✓ Transfers	✓ Transfers	✓ Transfers

Please tick your preference

**Our Bank Details**

Acc Name - Stallone Consultancy,  
Branch - Africa Unity Square,

Bank - Standard Chartered Bank  
Acc No. - 8700 206960000



**Tax consultant Artwell Machinda**



**Administrator Lucy Mafuta**



**Administrator Tarisai Murerwa**



**Payroll consultant Fidelis Sisimayi**

## NOIC scoops Best Public Sector award

**From Z5**  
NOIC urged all public sector enterprises to be resilient in a volatile economy that has been ruthless to state companies.  
“Let us not allow the obstacles to fill our minds with memories of disappointment and failure, but to focus positively on opportunities and exploit them.  
And, as we do so, let us empower ourselves and others in an ever increasing way until we fulfill our dreams right here in Zimbabwe,” she said.  
Stallone Consultancy hosted the second Public Sector Management Awards at Rainbow Towers Hotel in Harare. Stallone Consultancy was established 15 years ago and offers a comprehensive portfolio of leading-edge training solutions.  
The organisation boasts of 15 years of successful training and management consultancy provided to commerce, industry, banking and farming sectors.

The purpose of the awards is to challenge under-performing public institutions have to improve on accountability and service delivery in order to contribute meaningfully to the gross domestic product.  
The awards also motivate public institutions to promote good governance.  
The awards are designed to honour the achievements of public sector work groups, units, teams and individuals, with organisations needing to demonstrate that they are able to devise and implement innovative customer focused initiatives.  
Organisations must also demonstrate that their success was not accidental, but that it was the result of a methodical and sustainable approach to improving the organisation's practices in client satisfaction, leadership, people management, change management, planning, governance and innovation.