



ZIMBABWE INSTITUTE OF PUBLIC ADMINISTRATION AND MANAGEMENT



ANNUAL REPORT

2021



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ZIMBABWE INSTITUTE OF PUBLIC ADMINISTRATION AND MANAGEMENT

Lake Manyame (West Bank)
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Darwendale

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Zimbabwe

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6 March 2023

The Honourable Minister

Professor P Mavima

Ministry of Public Service, Labour and Social Welfare

9th Floor Kaguvi Building

P O Box CY17

Causeway

Harare

Dear Honourable. Minister

RE: ZIPAM ANNUAL REPORT AND AUDITED FINANCIALS FOR THE YEAR 2021

In accordance with section 49(1) (d) of the Public Finance Management Act (Chapter) 22:19, I have pleasure in submitting to you the ZIPAM Annual Report and Financial Statements for the year ended 31st December 2021.

Yours faithfully

A handwritten signature in blue ink, appearing to read "N.M. Matimba".

N.M. Matimba

BOARD CHAIRMAN

INTRODUCTION

ZIPAM is an Apex training institute of public administration and management in Zimbabwe and a parastatal under the Ministry of Public Service, Labour and Social Welfare. The Complex is located on the western shores of Lake Manyame in Darwendale National Park, some 75km west of Harare, off Robert Mugabe Highway. Its core mandate is to assist public sector organisations, Non-Governmental Organisations and the Private sector organisations meet their management skills needs through training, consultancy and research services in terms of the ZIPAM ACT (Chapter 25:17, Sec 15). ZIPAM Hotel offers accommodation, meals and conferencing facilities to the training participants and non-training groups.

VISION MISSION AND VALUES

VISION

A premier Institute for the transformation and empowerment of the public and private sector management by 2030.

MISSION

To enhance professionalism in public and private sector leadership, management and administration through human capital development of middle and senior managers for effective service delivery.

OUR VALUES

Professionalism

We are competent, considerate and respectful in all we do

Integrity

We are trustworthy, honesty and reliable

Accountability

We have authority, responsibility and ownership of our actions in meeting our stakeholder expectations

Transparency

All our dealings are simple, lucid and intelligible

Teamwork

We have a shared purpose to achieve common goals

WHAT WE DO

TRAINING

ZIPAM offers a wide range of courses which are all demand driven. The wider mandate includes competency based training courses offered to senior managers in the public service. This is comprised of Government ministries, Local Authorities and Commissions. Generic short courses in management and other business-related areas are also offered to local government authorities, state enterprises, parastatals, non-governmental organisations and the private sector. The Institute is developing new courses targeted at closing gaps identified through training needs analyses and enhancing the public sector performance in meeting the new dispensation goals.

SHORT TERM TRAINING PROGRAMMES

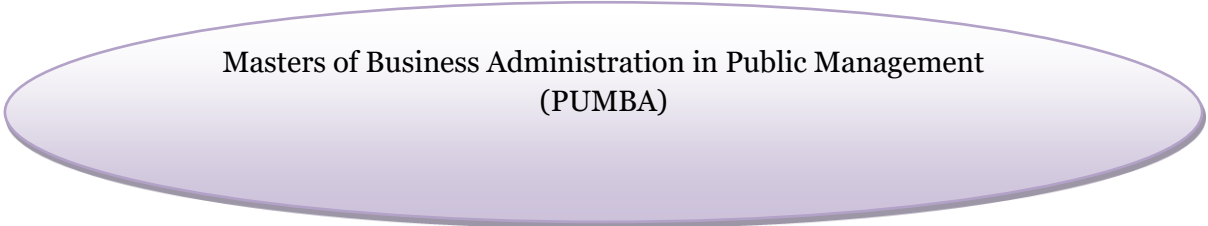
- Applied Research Techniques
- Conflict Management
- Corporate Governance for State Enterprises and Parastatals
- Crafting and Implementing Strategy
- Entrepreneurial Skills
- Executive Management Development Programmes
- Finance for Non-Finance Managers
- Fundamentals of Project Management
- Health and Wellness Management
- ICT Skills Training for Senior managers
- Integrated Results Based Management (IRBM)
- Leadership Skills for Women Managers
- Leadership Development Programme
- Management Development Programme 1 and 2
- Management of Local Authorities Business
- Managerial Skills Development
- Managing Agricultural Enterprises
- Managing Time for Personal Effectiveness
- Performance Management
- Pre-Retirement Planning
- Public Sector Procurement and Disposal of Public Assets
- Rapid Results Approach (RRA)
- Risk Management
- Strategic Thinking and Analysis
- Stress Management
- Train the Trainer
- Transformational Leadership
- Workers Committee Skills Development

LONG TERM TRAINING PROGRAMMES

DEGREE PROGRAMMES

ZIPAM also offers a Masters degree. The degree programme is run in affiliation with National University of Science and Technology (NUST).

POSTGRADUATE DEGREE (NUST)



Masters of Business Administration in Public Management
(PUMBA)

LEARNING ENVIRONMENT

The complex is endowed with natural beauty and tranquillity that is conducive for learning. At the heart of the complex lies ZIPAM Hotel. The hotel has 102 standard rooms with bed capacity of 165 guests and 6 executive rooms. There is an up-market kitchen and a dining hall that accommodates 200 people at a time. Clients are trained in the comfort of ZIPAM conferencing facilities surrounded by beautiful gardens sometimes used for morning and afternoon teas and breakaway sessions.

ZIPAM Hotel Executive Rooms



Conference Facility

The Auditorium



OUR SERVICE PROMISE

TRAINING

- ✚ We will respond to all written enquiries within 48 hours
- ✚ Face to face and telephone enquiries will be handled in a courteous manner.
- ✚ We conduct training needs assessments for our client
- ✚ We involve our clients and stakeholders in developing and reviewing our curriculum to keep up to date with our clients' needs.
- ✚ We provide world class training services across the board
- ✚ We offer value for money training

HOSPITALITY

- ✚ We keep our hotel rooms clean and fresh always.
- ✚ We check in our clients within 10 minutes of arrival
- ✚ We serve fresh and delicious food to our clients in the dining.
- ✚ We keep our conference facilities neat and comfortable



RIGHTS AND OBLIGATION

OUR OBLIGATIONS

- ✚ We **strive** to always treat you fairly and honestly.
- ✚ Our services to you **aim** to be : efficient : accurate : reliable.
- ✚ We **aim** to make our contact with you: timely : professional : courteous : fair
- ✚ Our staff **aims** to be: accessible : provide accurate information : accept and respond to your feedback.

YOUR RIGHTS

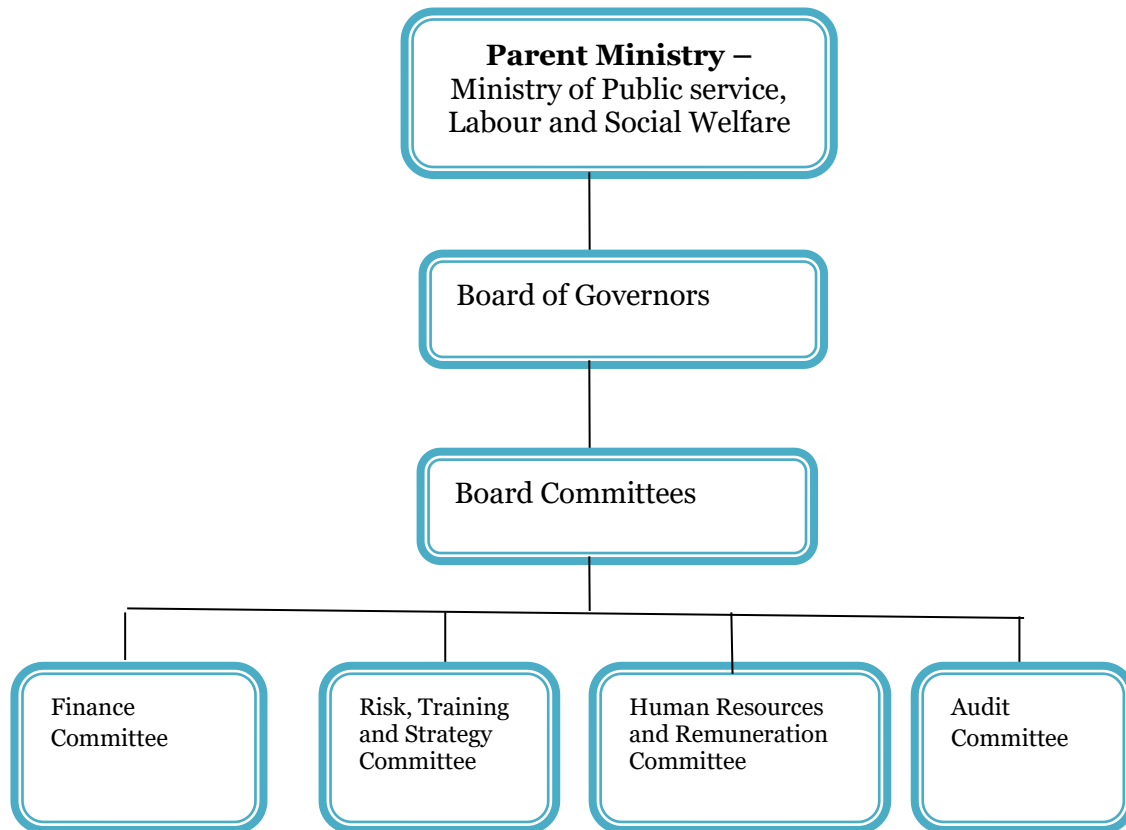
- ✚ You have the right to be served with respect, dignity and speed.
- ✚ You have the right to lodge a complaint.
- ✚ You have the right to confidentiality with regards to your information.

WE EXPECT OUR CLIENTS TO:

- ✚ Provide us with accurate information.
- ✚ Pay the required fees within the agreed time period.
- ✚ Respect the intellectual property rights of any materials acquired through the Institute.
- ✚ Abide by legal requirements of our services.
- ✚ Respect the privacy of other guests on site.

STRUCTURES

CORPORATE STRUCTURE



BOARD OF GOVERNORS



Mr. Noah. M. Matimba – Board Chairman

Mr Noah Matimba is a Business Management Consultant in the areas of strategy development and implementation spanning over 34 years. He has extensive experience in the mining and manufacturing sectors, as well as private, public and non-governmental organisations. He worked in different countries in Southern Africa. He holds amongst other qualifications a Bachelor of Accountancy (Hons) Degree from the University of Zimbabwe and a Masters in Business Leadership from the University of South Africa. Besides ZIPAM, he is currently Chairman of Association of Healthcare Funders of Zimbabwe (AHFoZ), Chairman and Director at Q Partnership Consultancy and Honorary Treasurer of the Zimbabwe Agriculture Society.



Mrs. Fortunate Sekeso – Vice Board Chairperson

Mrs F. Sekeso has a significant wealth of relevant managerial experience, having worked in the following capacities: Institute of People Management Zimbabwe (IPMZ) - The Executive Director, Small Enterprises Development Corporation (Sedco) - General Manager, Strategos Consulting - Managing Consultant, Time Bank-General Manager, CBZ Bank - Training Manager, Barclays Bank-Training Officer. She has a wealth of experience in banking and finance, strategic planning, general management, human resources development and management, marketing, quality customer service and corporate governance. Among her qualifications, she holds: MSc in Strategic Management; Diploma - Institute of Bankers (IOB); Institute of Chartered Secretaries and Administrators in Zimbabwe (ICSAZ) and a Diploma in General Nursing.



DR Rosemary Tsitsi Choruma – Board Member

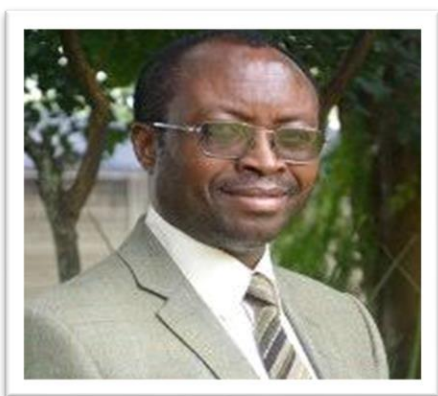
Dr Choruma is a specialist in human capital development & management, business development and educational leadership. She has a wealth of knowledge and extensive practical leadership experience in social and economic development issues, and in high level public administration and management having worked many years in leadership positions in various national and global institutions where she superintended transformative production, investment and trade-related activities in Africa, Asia, Europe and North America.

Dr Choruma has worked as a director of several international organisations including Fair Trade in Kenya and Bonn Germany; Catholic Institute for International Relations; Oxfam; and Action Aid.

In 2018 she was appointed Commissioner for the Public Service Commission and she was instrumental in, among other things, the establishment of the Public Service Academy, the Job Evaluation Exercise, and also contributed significantly to the development of the first Gender Policy in the Public Sector, which was launched by Government in July 2022. She is currently the Secretary to the Commissions.

Other notable achievements by Dr Choruma include: sitting as an advisory board member of the Graca Machel Foundation, the Zimbabwean Chapter; and sitting on the board of Oiko Credit International.

Dr Choruma holds a Master of Public Administration from the University of Zimbabwe; Master of Science in Management from the Academy of Social Sciences in Sofia, Bulgaria; a Master's degree in Public Administration from the University of Zimbabwe; and a PhD in Educational Leadership from Seattle University in the USA.



Professor Charles. M. Nherera – Board Member

Professor Charles M. Nherera is a full-time Professor at the University of Zimbabwe, in the Faculty of Education, Department of Technical Education. He was the Founding Vice Chancellor of the Chinhoyi University of Technology and former Pro Vice Chancellor of the Women's University in Africa. Professor Nherera holds the following qualifications: Doctor of Philosophy (PhD) degree in Technology Education from the University of London Institute of Education in England; Master of Arts (MA) degree in Technology Education from the University of Linköping in Sweden; Bachelor of Education Degree (B.Ed.) degree from the University of Exeter in England; a Secondary Teaching Diploma from Gweru Teachers College and a Higher Stage Certificate in Principles of Management from the London Chamber of Commerce and Industries. Among his other positions of responsibility, he is a Phd supervisor and External Examiner for UNISA.



Mrs. Arina Manyanya – Board Member

Mrs A Manyanya is a Deputy Director – Recurrent Expenditure in the Ministry of Finance and Economic planning. She joined the Ministry in 1998 as an Economist and rose through the ranks to her current position. Other positions held include Senior Economist, Principal Economist and Chief Economist. She held several other key positions in Government programmes like, Agriculture Taskforce, Operation Maguta, and National Economic Development Priority Programme, Fertiliser and Agro Chemicals Sub Committee and Food Security taskforce. She participated in loan negotiations with EXIM-Bank of Russia in May 2006, with ADB/BADEA (1995), and with the World Bank and other bilateral donors for the funding of the Family Health Project 1 & 2. She was the Gender Focal person for Ministry of Finance in 2007 and is also an IRBM trainer. Mrs Manyanya holds the following qualifications: Masters Degree in Economics from University of Zimbabwe (UZ); BSc Hons Degree in Economics from University of Zimbabwe (UZ).



Mr. Fati Mpofu – Board Member

Mr Fati Mpofu has vast experience in human resources management, human capital development and Industrial Relations management acquired through the various managerial positions, held in various organisations. He worked for various organisations in the following capacities: Hwange Colliery Company – Human Resources Manager, Hwange Colliery Company – Industrial Relations and Manpower Manager, Ingwebu Breweries – Human Resources Manager, African Associated Mines – Welfare Officer, Jairos Jiri Association – Welfare Officer. Mr Mpofu holds the following qualifications: Bachelor of Administration Degree from the University of South Africa; Diploma in Social Work (UZ); Post Graduate Diploma in Marketing Management from University of South Africa (UNISA) and a Teaching Certificate from United College of Education in Bulawayo



Mrs. Constance Chigwamba – Board Member

Mrs. Constance Chigwamba, is a seasoned Educationist and Trainer, Programme Facilitator especially Logframe and IRBM processes, Strategic Planner, Human Resources Practitioner, Public Administrator, Negotiator and Counsellor. She holds amongst other qualifications, a Diploma in Teaching from Gweru Teachers College, a Diploma in Personnel Management (IPMZ), a Bachelor of Education (Mathematics and Education) Degree, University of Zimbabwe and a Masters of Education (Curriculum Studies) Degree, University of Zimbabwe. She has been a member of various Boards from 2003 to date. Currently she also sits on the following Boards besides ZIPAM, Marondera University of Agricultural Sciences and Technology (MUASt) as Chairperson, Murambinda Mission Hospital as Chairperson, HelpAge Zimbabwe as Vice Chairperson, and St Martins Primary School. Mrs Chigwamba retired from the Public Service having been Permanent Secretary in various Ministries. She is currently the Executive Director of Mashambanzou Care Trust.



Mr. Langton Ngorima – Board Member

Mr Langton Ngorima is a labour Expert, with vast experience spanning over 22 years having worked in various capacities in the Ministry of Public, Service, Labour and Social welfare from 2000 to date. He holds a number of qualifications which include, a Bachelor of Science (Honours) in Political Science and Administration, (University of Zimbabwe), and a Masters in Industrial and Employment Relations, (University of Turin, Italy and the International Training Centre of the ILO Italy). He is currently the Deputy Director International Relations Division responsible for the coordination of all International Relations matters of the Ministry as well as, coordination of ILO, ARLAC, AU-Labour and Social Affairs Commission, and SADC-ELS activities of Government among other duties.



Dr Edgar. S. Makande – Acting Director General

Dr. Edgar S. Makande joined the Institute as Deputy Director General and is currently the Acting Director General. Before joining the Institute, he worked as an independent business consultant for several years gaining experience in management and leadership.

Dr. Makande has wide experience in business education. He was a full-time lecturer in the Graduate School of Business of the National University of Science and Technology where he taught Human Resources Management, Operations and strategic management to Executive MBA students. He has been a visiting part time lecturer to several other business schools in the region.

He has also worked with several other organizations including Fidelity Printers and Refiners (Reserve Bank subsidiary) as a mobilisation executive. He has also worked as a senior consultant (Training and Development) with Best Practices (Pvt) (Ltd).

He gained his operational, management, leadership experience over a period of 18 years in a state corporation where he rose from a chemist to General Manager and Chief Executive Officer. He is travelled and has published several business and technical papers. He holds a BSc degree in Physics and chemistry, a masters and doctoral degrees in business administration.

BOARD COMPOSITION

There were changes on the Board membership during the year 2021. The Board has eight non-executive members, and one executive member, the Director General, in line with the ZIPAM Act. The Board composition has a fair gender balance (4 women and 4 men) as well as fair regional representation.

BOARD SUB - COMMITTEES

Risk, Training and Strategy Committee

Commissioner Dr T Choruma - Chairperson
Professor C. Nherera - Member
Mrs. F. Sekeso - Member

Finance Committee

Mrs. F. Sekeso - Chairperson
Mrs. A. Manyanya - Member
Mrs. C. Chigwamba - Member

Human Resources and Remuneration Committee

Mr F. Mpofu - Chairperson
Mrs. C. Chigwamba - Member
Mr. L. Ngorima - Member

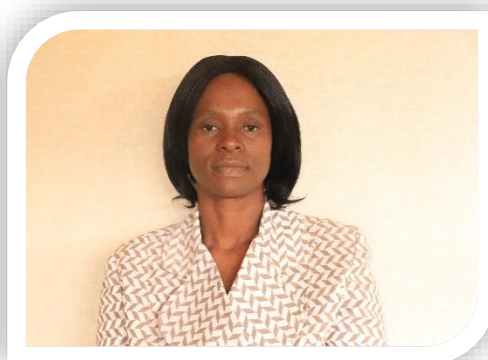
Audit Committee

Professor C. Nherera - Chairperson
Mr. F. Mpofu - Member
Mrs. F. Sekeso - Member

MANAGEMENT STRUCTURE



Dr E.S Makande
Director General



Mrs. T Mazvabo
Finance and Administration Manager



Mr. A Marisa
Senior Consultant



Mr. C Patel
Centre Manager

CORPORATE INFORMATION

REGISTERED OFFICE:	ZIPAM COMPLEX Lake Manyame (West Bank Off Robert Mugabe Highway Darwendale
POSTAL ADDRESS:	P.O. Box 126, Norton
CONTACT DETAILS:	Tel: 024215- 2174/ 2055/3580 Email: zipamhot@mweb.co.zw
AUDITORS:	Comptroller and Auditor General 5th Floor Burroughs House 48 George Silundika Avenue Harare
PRINCIPAL BANKERS:	ZB Bank, Murombedzi. CBZ Bank, Norton. First Capital Bank, 121 Mutare Road, Harare.
ATTORNEYS:	Kantor and Immerman MacDonald House 10 Selous Avenue Harare
Financial Statements	
Currency of Accounts:	ZWL
Period of Accounts:	Year ended 31 December 2021

CHAIRMAN'S STATEMENT

For the year ended 31 December 2021



2021 Financial Highlights

Restated figures (ZWL)

Revenue	\$120m	12%	↓
Training revenue	\$9m	55%	↑
Hospitality revenue	\$97m	7%	↓
Other Income	\$13m	50%	↓
Expenditure	\$119m	91%	↑
Surplus	\$1.2m	98%	↓
Monetary Loss	\$21m		

INTRODUCTION

Honourable Minister of Public Service, Labour and Social welfare, Board of Governors, management and stakeholders, in line with our values of Professionalism, Integrity, Teamwork, Accountability and Transparency, it is my pleasure to present to you ZIPAM Annual report and the audited financial results for the year ended 31st December 2021.

OPERATING ENVIRONMENT

The operating environment for the year under review was affected by the COVID-19 global pandemic, with lockdown restrictions in place for the greater part of the year. This negatively affected ZIPAM's main mandate business of Human Capital Development as some training programs were cancelled due to lockdown restrictions. The Operating environment in 2021 was however slightly better compared with the previous year of 2020.

Foreign currency availability and exchange rate stability improved during the year being a reflection of the success of the foreign currency auction system. We remain hopeful that the improvements in foreign currency availability due to interventions by the Fiscal and Monetary authorities will continue into the foreseeable future.

OPERATIONS OVERVIEW

The Training activities as well as accommodation and conferencing services were disrupted by the global COVID-19 pandemic resulting in business operations being suspended in Q1 and Q3 of 2021 due to national lockdowns induced to contain the spread of the virus.

Training volumes in 2021 declined by 41% to 524 from 893 in the previous year.

The Institute implemented a pricing regime that ensured consistency with inflation trends. This enabled the Institute to maintain high quality service and was able to maintain its financial viability. The environment continued to be inflationary and some client packages had to be customised to maintain affordability in harmony with depressed demand.

FINANCIAL PERFORMANCE

The Institute's financial results have been prepared on an inflation adjusted accounting basis in line with the requirements of IAS 29 "Financial Reporting in Hyperinflation Economies" as the conditions for hyperinflation accounting reporting persisted into 2021. Historical financial statements have been presented as supplementary information.

Revenues

Revenue decreased from ZWL137 million to ZWL120 million, recording a 12% decrease from prior year. The decrease in revenue was largely a result of the COVID-19 induced lockdowns which impacted negatively on the Training mandate as well as accommodation and conferencing services.

Expenditure

Operating expenditure increased by 91% up from 62million to 119 million (restated). Improved operational efficiencies and continued cost containment measures minimised the negative impact of the COVID-19 pandemic on the operations.

Financial Sustainability

The Institute closed the year 2021 with a historical surplus of ZWL4.8 million (ZWL 47.4 million in 2020). Inflation adjusted surplus in 2021 was ZWL1.2 million (ZWL 74.9 million in 2020) reflecting an under-performance due to the negative impact of the COVID-19 induced lockdowns during the first quarter and the third quarter of the year. Below is a three year performance trend.

Performance Trend from 2019 -2021

Historical figures

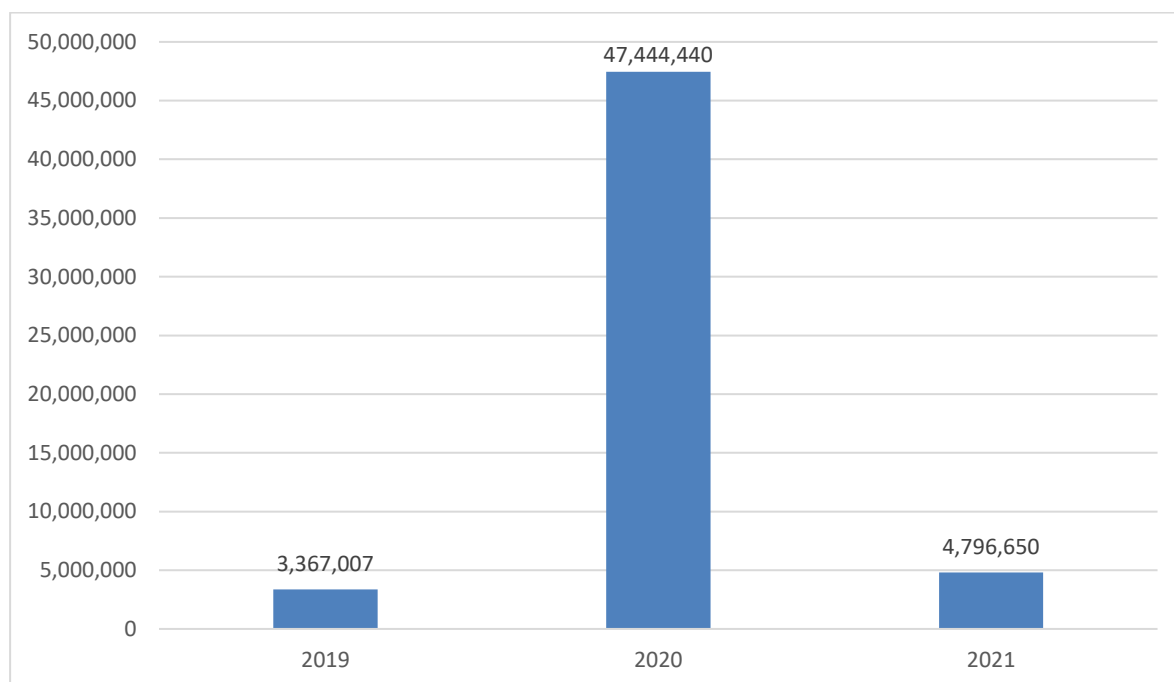


Fig 1: Surplus /(Deficit) per year - Historical

HUMAN RESOURCES

The Institute continues to review its human resource structures and policies to ensure stability within its human resources and as a consequence, improve service offering and productivity. COVID- 19 awareness campaigns were continuously given to ZIPAM staff and the community at large, to minimise the impact of the pandemic with the focus being to ensure the safety of employees and stakeholders. The safety measures put in place yielded positive results as the Institute did not record any COVID-19 case throughout the year.

ZIPAM TEAM “MASK-UP”



CAPITALISATION

Re-Capitalisation of ZIPAM remains a challenge and will be the major area of focus going forward. The facility was built in 1984. Due to lack of resources, the Institution did not get adequate maintenance over a long period of time, resulting in extreme levels of decay in some areas. Engagements with various stakeholders continued to take place during the year as we sought support from development partners or donors to further refurbish and improve the hotel infrastructure. During 2021, the Institute undertook the following major capital expenditure projects:

Description	Inflation Adjusted	Historical
ICT Equipment	1 522 791	854 414
Furniture, Fittings & Equipment	296 048	242 254
Total	1 818 839	1 096 668

MARKETING

The Institute launched a website and is also making use of various social network platforms to advertise its products, improve on visibility and market positioning for the ZIPAM brand.

OUTLOOK

We appreciate the continuing efforts by Government and the Monetary Authorities in stabilising the exchange rates, controlling inflation and improving availability of foreign currency for our capital projects.

The Institute will focus on positioning itself to take advantage of the opportunities for human capital development in the civil service in line with NDS1. The Institute will also continue to invest in the upgrading of the infrastructure and ICT systems. The outlook in both the short and medium term will largely depend on the timely and successful implementation of the Public Service Academy which seeks to integrate the Public Service Commission Training Centres and ZIPAM. The Institute is well positioned to continue its role as the Apex Training Centre as well as to host the Headquarters of the Public Service Academy at implementation.

The revised investment policy and the re-engagement of the international community to do business with Zimbabwe as promulgated by Government, further gives impetus to efforts to seek collaborative and international partners in our endeavours to bring diversity and international flavour to our Training efforts.

APPRECIATION

On behalf of the Board, I would like to express my sincere gratitude and appreciation to our shareholder and valued stakeholders for their continued and unwavering support. I also would like to extend my gratitude to my fellow Board members for their commitment and dedication to the Institute's business, and to management and staff for their resilience and determination to succeed.

Thank you



N.M. Matimba
BOARD CHAIRMAN

DIRECTOR GENERAL'S REVIEW



Dr Edgar S. Makande

OVERVIEW

The Year 2021 commenced with satisfactory business prospects for both training and hospitality services at the Institute. Operations were however disrupted during the year under review with the advent of the lock downs in the country to curb the spread of Covid-19. As a result, the performance in both training and hospitality remained constrained. The Institute therefore continued to face a major threatening risk related to business continuity during the year under review.

Of significance during the year was the holding of a Strategic Plan Review Workshop. The workshop was held against the background of high business risk triggered by the continuing COVID-19 pandemic which disrupted normal mandate business.

The Strategic Plan covered the period 2021-2023. It sought to provide the ZIPAM Board, Management and other stakeholders a road map to secure the Institute's future as it prepares itself for restructuring and integration into the Public Service Academy (PSA).

The salient features of the Strategic Plan as reviewed were as follows:

Alignment of the Strategic plan to NDS1.

The ZIPAM strategy was reviewed to be in sync with the National Development Strategy 1((NDS1) (2021-2025).

As a result of the review process the Institute retained the following three key results areas as the basis of the strategy: -

1. Senior and middle management skills capacity development.
2. Learning environment and hospitality services.
3. Administration and Governance.

PROPOSED ESTABLISHMENT OF THE PUBLIC SERVICE ACADEMY (PSA)

The proposed establishment of the PSA is a direct response to the need within the public sector to impart new sets of skills, competences and culture among the members of the public sector. This is necessary if the current thrust on economic and developmental thrust is to be achieved. The current structure (comprising of 13 training Institutes and ZIPAM) is strongly believed not to be appropriate for this task of developmental training). The PSA is expected to provide courses that are linked to the constitutional role of the Public Service Commission (PSC) and be able to make a noticeable and significant contribution to improve performance in the public sector. The inception report (which was approved by the PSC) designated ZIPAM as the headquarters of the Academy.

At the time of writing this review legislative processes to repeal the ZIPAM Act and create the PSA was underway.

FINANCIAL PERFORMANCE

REVENUE

The Institute recorded a total revenue of ZWL120 million, a 12% decline from prior year total revenue of ZWL137 million. The decline is attributed to the national lockdowns instituted to curb the spread of the Corona virus during the first and third quarter of the year under review. The hospitality business contributed 81% (ZWL97 million) whilst training business contributed 8% (ZWL9.7 million) to total revenue for the year, compared to hospitality 76% (ZWL137 million) and training 5% (ZWL6 million) for 2020.

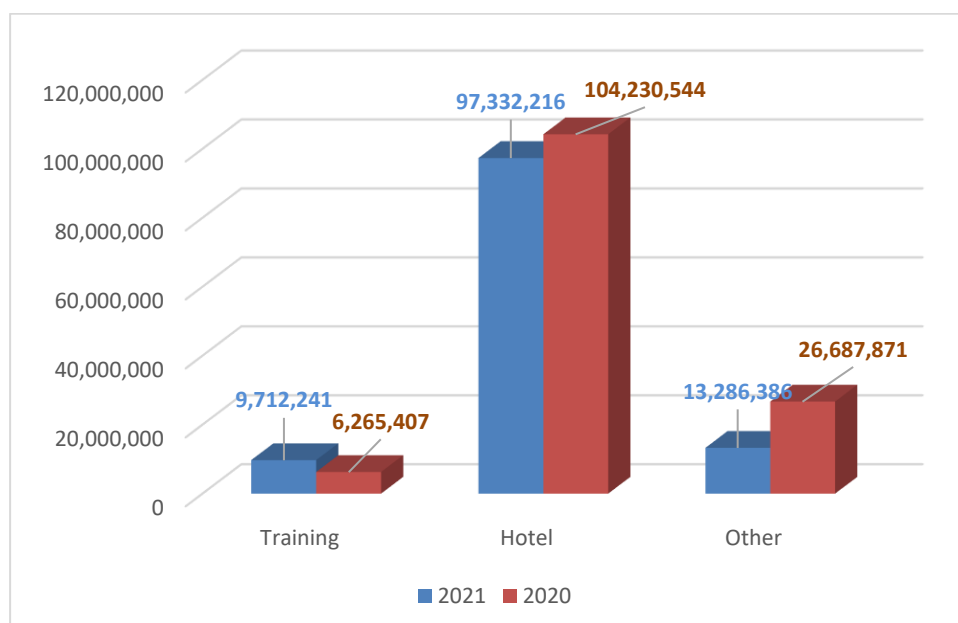


Figure1: Revenue by Category

EXPENDITURE

Total expenditure for the year was ZWL119 million recording a 91% increase from ZWL62 million of 2020. Cost containment measures put in place were continuously reviewed in line with the business strategy on financial sustainability. An operating surplus of ZWL1.2 million was recorded for the period, showing a 98% decline from an operating surplus of ZWL74 million in 2020. Marketing efforts were intensified across all advertising platforms to widen the client base and increase the revenue streams within the Institute's mandate. Fig 2 below shows a revenue and expenditure three year trend from (2019 to 2021).

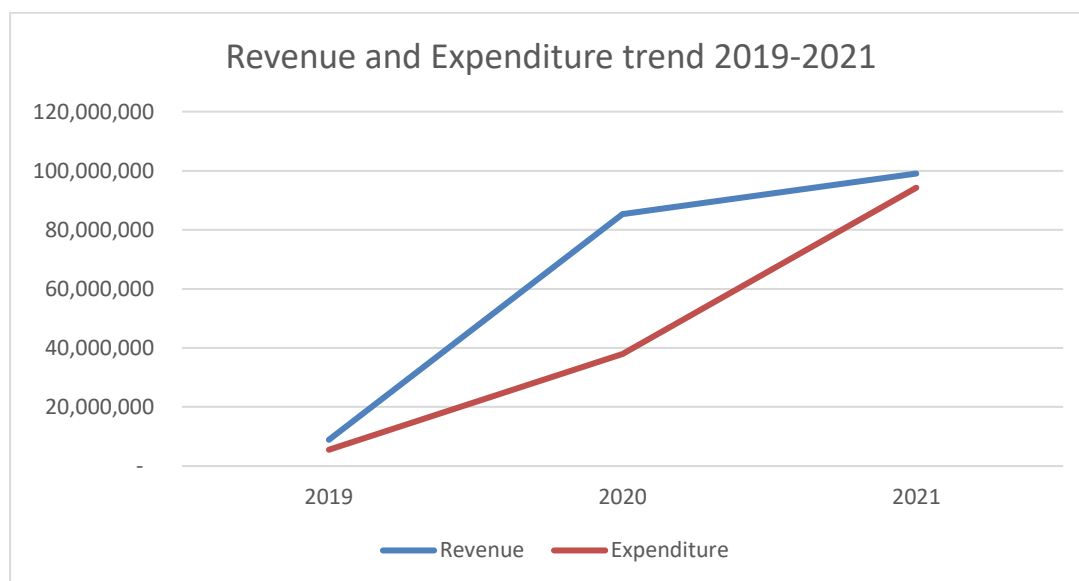


Figure 2

OPERATIONS

Training business was disrupted by the global COVID-19 pandemic which saw business operations being suspended in Q1 and Q3 2021. The impact of the COVID-19 on ZIPAM's core mandate of training is shown in figure 3 below :

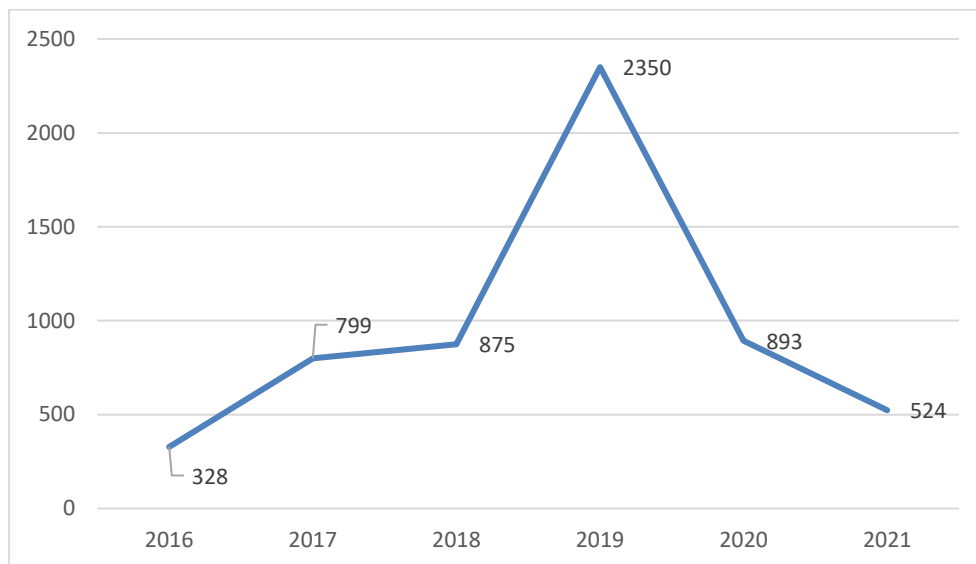


Fig 3: Annual profile of Volumes of trainees (numbers)

PRODUCT OFFERING

TRAINING

ZIPAM is the apex training and consultancy agency for the public sector and private sector. Training is offered in the form of short courses and Degree programmes. Short courses calendar is published at the beginning of the year for planning. Several new demand driven courses were developed in the current year to enhance the civil service managerial skills towards achieving the Vision 2030 goals, for example Corporate Governance, Pre-retirement planning, Performance management among others. Course curriculum is prepared in consultation with Public Service Commission and various interested parties for the specific courses.

DEGREE PROGRAMME

The Institute offers a Master's in Business Administration (Public Management) in affiliation with National University of Science and Technology (NUST). Enrolment for the master's programme was low in comparison to prior year. Student enrolment declined by 11% from 27 students in 2020 to 24 students for the year under review.

HEALTH AND WELLNESS PROGRAMME

The Institute has in place a state of the art, gymnasium equipment to take care of the employees and clients' health and wellness. The gym is manned by a qualified fitness trainer and is available every morning from 5am to 6am, afternoon from 1pm to 2pm and in the evening from 5pm to 7pm. A health and wellness training programme was developed and clients can send teams to be trained in health and wellness. A health workforce is a productive work force.

Five Station Machine



Bench Press



HUMAN RESOURCES

ZIPAM has remained on the recovery path and also transitioning into the Public Service Academy and therefore right sizing is mandatory. Staffing levels are complimented by recruiting casuals when business volumes increase beyond the capacity of permanent staff. The staff turnover for the year under review (2021) was 6%. A long service award Policy was operationalised during the year. The Institute recognises that investing in the human resource is key to achieving the mark of excellence. Staff development therefore remains a priority and the processes and systems are continuously reviewed to enhance operational efficiency and effectiveness.

Table 1: HUMAN RESOURCES STRENGTH AS AT 31 DECEMBER 2021

CATEGORY	STRENGTH 2021	ESTABLISHMENT 2021	MOVEMENT
Directorate	1	2	-1
Senior Management	2	4	-2
Management	6	7	-1
Supervisory	3	5	-2
General	41	49	-8
TOTAL	53	67	-14
Students	12	17	-5

PROSPECTS

Training activity from the mandate business during the year under review was low in comparison to prior year.

The operationalization of the Public Service Academy (PSA) commenced in Q4-2021 with a substantial number of trainees hosted at the Institute for the new programmes.

This initiative is expected to strengthen the business prospects of the Institute and improve on the mandate business. The PSA is expected to provide courses that are linked to the constitutional role of the Public Service Commission and be able to make a noticeable and significant contribution to improve performance in the public sector.

ACKNOWLEDGEMENT

I would like to express my gratitude to the Board of Governors for their continued leadership and guidance, to the management team and staff for their effort and dedication and to our valued clients for the business during the period under review.

A handwritten signature in black ink, appearing to read 'Edgar S. Makande', followed by a horizontal line.

Dr Edgar S. Makande
Director General

CORPORATE GOVERNANCE REPORT

ZIPAM is committed to good corporate governance and it views it as an important aspect of business which enables it to deliver its mandate, to the satisfaction of all stakeholders. The Institute is guided by the National Code on Corporate Governance, Zimbabwe (2015), the King IV Reports on Corporate Governance and the Public Entities Corporate Governance Act Ch.10:31. It subscribes to the principles of transparency, professionalism, accountability, equity and integrity and ethical business conduct in all its dealings with stakeholders.

Through well documented policies, the Board executes its stewardship and leadership roles diligently and effectively and through detailed systems and procedures. In all this, the interests of the Institute are placed ahead of individual interests.

BOARD OF GOVERNORS

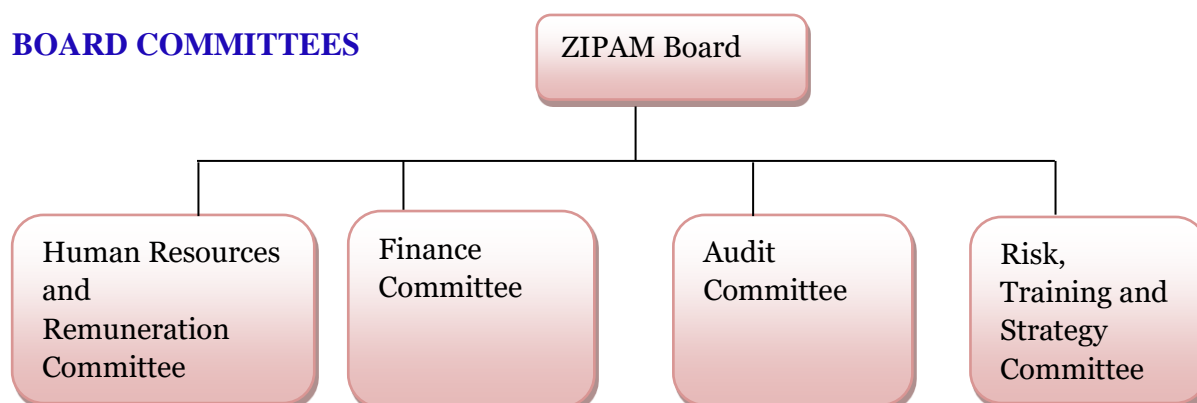
ZIPAM Board is constituted of eight non-executive members and the Director General, an ex-officio member. The Chairperson is a non-executive member. Collectively, the Governors possess a wide range of skills, knowledge and experience, that brings independent judgment to board deliberations and decisions. There are four committees namely, Finance committee, Audit committee, Human Resources and Remuneration committee and Strategy and Business Development committee whose primary roles are to facilitate the Board to efficiently and effectively discharge its mandate. The primary role of Board is to protect and enhance long term shareholder value. It therefore acts independently, with care and due diligence in the best interest of the Institute and the Shareholder.

BOARD MEETINGS

The full Board meets quarterly and committees meet at least once in between the full board meetings. The Board meets to consider, monitor and review performance of the Institute. When necessary, special Board meetings are convened, to consider urgent issues requiring urgent decisions. A formal agenda prepared by the Board Secretary in consultation with the Chairman and the Director General, covering the strategic direction of the Institute, business operations, finance and human resources, guides the Board meetings. All Board members may suggest agenda items and liaise with the Board Secretary.

The roles of the Chairman and the Director General are separately held and are clearly defined to ensure separation of responsibility. A board pack comprising the agenda, minutes of the previous Board meetings and all the supporting documentation is prepared and delivered to all Board members in advance so that they have adequate time to prepare and participate effectively in meetings.

BOARD COMMITTEES



The Board sets out the terms of reference and composition of its four committees taking into account the professional areas of specialisation of the Board members. Members are allocated to serve on committees of the Board in their areas of strategic strength and expertise. This enables the Board members to look at those key areas in detail and add value to the Institute. All the committees come up with items for information to the main Board and recommendations for adoption and approval by the Board.

COMMITTEE MEETINGS AND ATTENDANCE IN 2021

Name	Human Resources and Remuneration	Finance	Audit	Risk Training and Strategy	Main Board
Meetings Held (2021)	5	4	2	4	6
Mr N Matimba	n/a	n/a	n/a	n/a	6
**Comm T W Bare	n/a	n/a	n/a	1	2
Mr F Mpofu	5	n/a	2	n/a	5
Mrs F Sekeso	n/a	4	n/a	4	6
**Mrs G Maramba	2	n/a	n/a	2	3
**Hon B Chanetsa	0	n/a	n/a	n/a	0
Professor C Nherera	n/a	n/a	2	3	4
Mrs A Manyanya	n/a	4	n/a	n/a	6
*Comm. Dr. T. Choruma	n/a	n/a	2	2	3
*Mrs. C. Chigwamba	3	2	n/a	n/a	3
*Mr. L. Ngorima	3	n/a	n/a	n/a	2
Dr Edgar S.Makande	5	4	2	4	6

* New Appointment with effect from 20 May 2021

** Retired Member with effect from 20 May 2021

INTERNAL CONTROL

The Board of governors is responsible for the Institute systems of internal control mainly, to reduce the risk of error, loss or failure to achieve corporate objectives in a cost-effective manner. These systems also provide reasonable, assurance on the integrity and reliability of the financial statements and maintain accountability of its assets and to minimise and detect significant fraud, potential loss, liability and material misstatement while complying with applicable laws and regulations. The controls at the Institute, concentrate on critical risk areas and ZIPAM has an internal auditor, who reports to the Director General administratively and to the chairperson of the Finance and Audit Committee. The Internal Audit Department is designed to serve management and the Board of Governors through independent evaluations and examinations of the Institute's activities and resultant business risks.

WORKS COUNCIL AND WORKERS' COMMITTEE

ZIPAM holds Works Council meetings quarterly. Each department has a representative member who attends these meetings. The works council comprises of three members of workers' committee and three management representatives. Works Council meetings provide a forum for management and worker consultations as well as deliberating on employee's concerns at the work place. Worker participation has been prioritised at the Institute as it is a key strategy for successful culture change and turnaround. Works Council meetings also serve as a communication channel between management and employees at the Institute.

All Communications should be addressed to:
The Auditor General
POBox CY 143, Causeway, Harare.
Telephone 263-04-793611/3/4, 762817/8/20-23
Telegrams: AUDITOR
Fax: 706070
E-mail: ocag@auditgen.gov.zw
Website: www.auditgen.gov.zw



OFFICE OF THE AUDITOR GENERAL
5th Floor, Burroghs House
48 George Silundika Avenue
Harare

SB 21

REPORT OF THE AUDITOR – GENERAL
TO
THE MINISTER OF PUBLIC SERVICE, LABOUR AND SOCIAL WELFARE
AND
THE BOARD OF GOVERNORS
IN RESPECT OF THE FINANCIAL STATEMENTS OF
ZIMBABWE INSTITUTE OF PUBLIC ADMINISTRATION AND MANAGEMENT
FOR THE YEAR ENDED DECEMBER 31, 2021

Report on the Audit of the Financial Statements

Opinion

I have audited the accompanying financial statements of Zimbabwe Institute of Public Administration and Management as set out on pages 6 to 28, which comprise the statement of financial position as at December 31, 2021, and the statement of profit or loss and other comprehensive income, the statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, which include a summary of significant accounting policies and other explanatory notes.

In my opinion, the financial statements present fairly, in all material respects, the financial position of Zimbabwe Institute of Public Administration and Management as at December 31, 2021, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRSs).

I conducted my audit in accordance with International Standards on Auditing (ISAs) and International Standards of Supreme Audit Institutions (ISSAIs). My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of Zimbabwe Institute of Public Administration and Management in accordance with the ethical requirements that are relevant

to my audit of the financial statements in Zimbabwe, and I have fulfilled my other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key Audit Matters are those matters that, in my professional judgment, were of most significance in my audit of the financial statements of Zimbabwe Institute of Public Administration and Management for the year ended December 31, 2021. These matters were addressed in the context of my audit of the Institute's financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters. I have determined the matters described below to be key audit matters to be communicated in my report.

Key Audit Matter	How my audit addressed the key audit matter
<p>Revenue recognition. Refer to note 3.2, 14, 15 and 16 of the financial statements</p> <p>The Institute reported inflation adjusted revenue amounting to ZWL120 081 442 (2020: ZWL 137 183 822) for the year ended December 31, 2021. The Institute's revenue is mainly from training, consultancy work and hotel services which include accommodation, food and beverages and training venues. Training and consultancy work includes various programs, which are priced differently based on various factors and pricing models.</p> <p>In addition, during the year, the Institute traded in both Zimbabwean dollars (ZWL) and United States Dollars. The United States dollars revenue was translated into the reporting currency at various interbank rates. Due to the factors discussed and the huge volume of transactions from the various revenue streams, revenue recognition was regarded as a complex area. The level of complexity and the presumed risk in revenue recognition were considered to be of most significance to the audit. As a result, revenue recognition was considered to be a Key Audit Matter.</p>	<p>The audit procedures to address the risk of material misstatement relating to revenue recognition included:</p> <ul style="list-style-type: none"> • Discussing the revenue cycle and pricing models with management and evaluating their appropriateness, • Testing of controls over the Institute's revenue billing system, • Conducting substantive analytical procedures on revenue, • Scrutinising manual journals related to revenue to assess the timing and fair values of revenue recorded, • Evaluating the adequacy of the disclosures and • Discussing with management on their application of the daily interbank rates used to convert USD denominated revenue to the reporting currency and evaluating the appropriateness of the rates used. <p>Based on the evidence gathered, I concluded that revenue was appropriately recognised.</p>

Other Information

Management is responsible for the Other Information. The other information comprises all the information in the Institute's 2021 annual report other than the financial statements and my auditor's report thereon ("the other Information").

My opinion on the Institute's financial statements does not cover the other Information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the Institute's financial statements, my responsibility is to read the Other Information and, in doing so, consider whether the Other Information is consistent with the Institute's financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of the Other Information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

The Institute's management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards (IFRSs) and in the manner required by the Zimbabwe Institute of Public Administration and Management Act [*Chapter 25:17*] and for such internal controls as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Institute's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Institute or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Institute's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatements, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but it's not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with International Standards on Auditing (ISAs), I exercise professional judgment and maintain professional skepticism throughout the planning and performance of the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Institute's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Institute's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of the auditor's report. However, future events or conditions may cause the Institute to cease to continue as a going concern;
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with directors, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

In my opinion, the financial statements have, in all material respects, been properly prepared in compliance with the disclosure requirements of the Zimbabwe Institute of Public Administration and Management Act [*Chapter 25:17*], the Public Finance Management Act [*Chapter 22:19*] and other relevant Statutory Instruments.

1 February
_____, 2023



M. CHIRI,
AUDITOR – GENERAL.



**AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31
DECEMBER 2021**



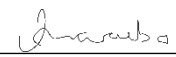
ZIMBABWE INSTITUTE OF PUBLIC ADMINISTRATION AND MANAGEMENT

STATEMENT OF FINANCIAL POSITION

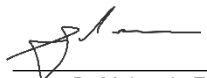
as at December 31, 2021

	Note	Inflation Adjusted		Historical Cost	
		2021 ZWL	2020 ZWL	2021 ZWL	2020 ZWL
ASSETS					
Non-current assets		983 364 090	75 011 469	983 364 090	10 850 301
Property and equipment	6	982 993 531	74 801 260	982 993 531	10 719 493
Intangible assets	7	370 559	210 209	370 559	130 808
Current assets		62 511 226	97 024 884	58 682 288	60 285 661
Inventories	8	2 820 397	1 684 250	1 976 620	957 326
Trade and other receivables	9	29 437 605	11 011 058	29 437 605	6 851 934
Prepayments		11 515 554	358 036	8 530 393	222 798
Cash and cash equivalents	10	18 737 670	83 971 540	18 737 670	52 253 603
Total assets		1 045 875 316	172 036 353	1 042 046 378	71 135 962
RESERVES AND LIABILITIES					
Reserves		1 025 992 771	152 948 777	1 021 945 139	59 258 192
Non-distributable reserve		-	-	-	-
Revaluation reserve		773 522 763		838 492 226	
Accumulated fund		252 470 009	152 948 777	183 452 913	59 258 192
Non current liabilities		823 467	121 544	1 042 161	75 634
Deferred income	11	823 467	121 544	1 042 161	75 634
Current liabilities		19 059 078	18 966 032	19 059 078	11 802 136
Trade and other payables	12	11 104 191	5 409 445	11 104 191	3 366 176
Prepayments		3 827 180	11 614 202	3 827 180	7 227 257
Leave pay provision	13	4 127 707	1 942 385	4 127 707	1 208 703
Total reserves and liabilities		1 045 875 316	172 036 353	1 042 046 378	71 135 962

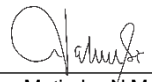
27 January ,2023


Mazvabo. T
(Finance and Administration Manager).
(ICSAZ- PAAB-3471)

27 January ,2023


Dr. Makande. E.,
(Director General).

27 January ,2023


Matimba N.M.
(Board chairman).

ZIMBABWE INSTITUTE OF PUBLIC ADMINISTRATION AND MANAGEMENT

STATEMENT OF PROFIT OR LOSS AND COMPREHENSIVE INCOME

for the year ended December 31, 2021

	Note	Inflation Adjusted		Historical Cost	
		2 021 ZWL	2 020 ZWL	2 021 ZWL	2 020 ZWL
Revenue		120 330 843	137 183 822	99 047 079	85 366 410
Training	14	9 712 241	6 265 407	8 951 344	3 898 822
Hotel revenue	15	97 332 216	104 230 544	78 766 709	64 860 326
Other income	16	13 286 386	26 687 871	11 329 026	16 607 262
Less Expenditure		119 088 082	62 260 946	94 250 429	37 921 970
Administration costs	17	44 123 794	21 152 100	31 968 105	12 340 858
Employment costs	18	49 383 870	27 850 026	41 277 226	17 330 446
Operating costs	19	25 580 418	13 258 820	21 005 098	8 250 666
Profit for the year		1 242 761	74 922 876	4 796 650	47 444 440
Other comprehensive income					
Monetary loss		(21 119 600)	-	-	-
Revaluation surplus		773 522 762		838 492 226	
Total comprehensive income for the year		753 645 923	74 922 876	843 288 876	47 444 440

ZIMBABWE INSTITUTE OF PUBLIC ADMINISTRATION AND MANAGEMENT

STATEMENT OF CHANGES IN RESERVES

for the year ended December 31, 2021

	Inflation Adjusted			
	Accumulated fund ZWL	Revaluation reserve	Non-distributable reserve ZWL	Total ZWL
Opening balance at January 1, 2020	(2 603 145)	141 172	80 487 874	78 025 901
Elimination of reserves	80 487 874	-	(80 487 874)	-
Elimination gain on revaluation of intangible asset	141 172	(141 172)	-	-
Total comprehensive income for the year	74 922 876	-	-	74 922 876
Closing balance at December 31, 2020	152 948 777	-	-	152 948 777
Opening balance at January 1, 2021	152 948 777	-	-	152 948 777
Realisation of Infrastructure Assets (note 21)	119 398 071	-	-	119 398 071
Gain on revaluation of assets	-	773 395 049	-	773 395 049
Gain on revaluation of intangible asset	-	127 713	-	-
Total comprehensive income for the year	(19 876 839)	-	-	(19 876 839)
Closing balance at December 31, 2021	252 470 009	773 522 762	-	1 025 992 771

	Historical			
	Accumulated fund ZWL	Revaluation reserve	Non-distributable reserve ZWL	Total ZWL
Opening balance at January 1, 2020	(1 619 879)	129 232	13 304 399	11 813 752
Elimination of reserves	13 304 399	-	(13 304 399)	-
Elimination Gain on revaluation of intangible asset	129 232	(129 232)	-	129 232
Total comprehensive income for the year	47 444 440	-	-	47 444 440
Closing balance at December 31, 2020	59 258 192	-	-	59 387 424
Opening balance at January 1, 2021	59 258 192	-	-	59 387 424
Realisation of Infrastructure Assets (Note 21)	119 398 071	-	-	119 398 071
Gain on revaluation of intangible asset	-	214 626	-	214 626
Gain on revaluation of tangible assets	-	838 277 600	-	838 277 600
Total comprehensive income for the year	4 796 650	-	-	4 796 650
Closing balance at December 31, 2021	183 452 913	838 492 226	-	1 021 945 139

ZIMBABWE INSTITUTE OF PUBLIC ADMINISTRATION AND MANAGEMENT

STATEMENT OF CASHFLOWS

for the year ended December 31, 2021

	Notes	Inflation Adjusted		Historical Cost	
		2021 ZWL	2020 ZWL	2021 ZWL	2020 ZWL
Cash flows from operating activities		(29 934 704)	81 840 858	(24 034 561)	50 205 556
Operating cashflow before changes in working capital		2 877 784	79 926 080	3 540 061	49 014 033
Net profit for the period		1 242 761	74 922 876	4 796 650	47 444 440
<i>Adjustments for non cash items:</i>		<i>1 635 023</i>	<i>5 003 204</i>	<i>(1 256 589)</i>	<i>1 569 593</i>
Depreciation	6	5 774 971	2 419 333	1 494 835	683 876
Government grant amortisation	11	(6 557 694)	(26 760)	(5 716 284)	(16 652)
Leave pay provision	13	2 185 321	1 450 106	2 919 004	902 369
Loss on disposal		232 425	-	45 856	-
Effects of inflation on cash and cash equivalents			1 160 525	-	-
Working capital changes		(32 812 488)	1 914 778	(27 574 622)	1 191 523
(Increase) in inventories		(1 136 147)	(1 294 067)	(1 019 294)	(805 269)
Decrease/(Increase) in receivables		(29 584 065)	(8 412 645)	(30 893 266)	(5 235 000)
(Decrease)/Increase in payables		(2 092 276)	11 621 490	4 337 938	7 231 792
Cash flows from investing activities		(19 859 566)	(2 922 876)	(15 161 372)	(1 096 668)
Purchase of property and equipment	6	(19 848 622)	(2 922 876)	(15 152 947)	(1 096 668)
Disposal of property and equipment		21 693	-	16 700	-
Purchase of intangible assets	7	(32 637)	-	(25 125)	-
Cash flows from financing activities		5 680 000	-	5 680 000	-
Government grant		5 680 000	-	5 680 000	-
Net increase(decrease) in cash and cash equivalents		(44 114 270)	78 917 982	(33 515 933)	49 108 888
Monetary loss		(21 119 600)	-	-	-
Cash and cash equivalents at beginning of the year		83 971 540	5 053 558	52 253 603	3 144 715
Cash and cash equivalents at end of the year	11	18 737 670	83 971 540	18 737 670	3 144 715

ZIMBABWE INSTITUTE OF PUBLIC ADMINISTRATION AND MANAGEMENT

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2021

1. REPORTING ENTITY NATURE OF BUSINESS

The Institute is incorporated in Zimbabwe through the Zimbabwe Institute of Public Administration and Management Act of Parliament 1990, [Chapter 25:17]. The Institute is responsible for the dissemination of information relating to, and the promotion, teaching, direction, supervision, study and coordination of matters of administration and management with particular reference to the interest of the Public Service, Local Authorities, Parastatals and also the private sector. The word Institute, as used in this context, refers to the Zimbabwe Institute of Public Administration and Management (ZIPAM) and vice versa.

2. BASIS OF PREPARATION

2.1 Statement of compliance

The financial statements for the year ended December 31, 2021, have been prepared in conformity with International Financial Reporting Standards, promulgated by the International Accounting Standard Board (IASB), which includes standards and interpretations approved by the IASB as well as International Accounting Standards and Standing Interpretations Committee (SIC).

The principal accounting policies of the Institute, which are set out below, have been Consistently followed in all material respects

2.2 Basis of measurement

The financial statements are presented in Zimbabwe dollars, “\$”. They are based on the historical cost convention and adjusted to take account of the effects of inflation in accordance with International Accounting Standards (IAS) 29 (Financial Reporting in Hyperinflationary Economies). The adjusted amounts are presented side by side with the unadjusted figures from where they are derived. The inflation adjusted financial statements constitute the Authority’s primary financial statements whilst the historical financials are supplementary.

The economy in Zimbabwe is considered to be hyperinflationary. IAS 29 requires that financial statements prepared in the currency of a hyperinflationary economy be stated in terms of the measuring unit current at the balance sheet date, and that corresponding figures be stated in terms of the same measuring unit.

Accordingly, these financial statements have been adjusted, to take account of the changes in the general purchasing power of the Zimbabwe dollar and, as a result, are stated in terms of the measuring unit current at the balance sheet date. The adjustments are based on conversion factors derived from the Zimbabwe Consumer Price Index (CPI) compiled by the Zimbabwe Central Statistical Office and published on the Reserve Bank of Zimbabwe's website. The indices and conversion factors applied are disclosed by way of a note.

The main procedures applied in the adjustments of transactions and balances are as follows:

- Monetary assets and liabilities as at the end of the current year being reported on are not adjusted because they are already stated in terms of the measuring unit current at balance sheet date;
- Non-monetary assets and liabilities, and components of shareholders' equity/funds, are adjusted by applying the change in the index from the date/month of the transaction or, if applicable, from the date of their most recent revaluation to the balance sheet date;
- Equipment and intangible assets are adjusted by applying the change in the index from the date of transaction, or if applicable, from the date of their most recent/last revaluation, to the balance sheet date. Depreciation and amortisation amounts are based on the adjusted amounts;
- Statement of comprehensive income items/transactions, except depreciation and amortisation charges as explained above, are adjusted by applying the monthly price indices for the respective months when the income and/or expenses were incurred;
- For comparative Statement of comprehensive income items/transactions, an average index during the period to the balance sheet date was applied;
- Gains and losses arising from the net monetary asset or liability positions are included in the profit and loss statement; and
- All items in the cash flow statement are expressed in terms of the measuring unit current at the balance sheet date.

2.3 Functional and presentation currency

These financial statements are presented in Zimbabwean Dollar (ZWL\$) which is the Institute functional currency. All the financial information presented has been rounded to the nearest dollar.

2.4 Critical accounting judgments, assumptions and estimates

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and reported amounts of assets and liabilities, income and expenses. The estimates and underlying assumptions are based on historical experience and various other factors, including making assumptions concerning future events that are believed to be reasonable under the circumstances. Actual results may differ from these accounting estimates. The estimates and assumptions are reviewed on an on-going basis. Revisions to accounting estimates are accounted for prospectively. In the process of applying the accounting policies as set out below, management has made the following judgements that have a significant risk of causing material adjustment to the amounts recognised in the financial statements:

2.4.1 Useful lives and residual values of property, plant and equipment

The useful lives and residual values of property, plant and equipment are reviewed at each year-end. The useful lives, which are estimated by management, are based on historic analysis and other available information. The residual values are estimated based on useful lives as well as other available information.

2.4.2 Impairment and provisioning policies

At each statement of financial position date, the Institute reviews the carrying amount of its assets to determine whether there is an indication that those assets suffered any impairment. If any such indication exists, the recoverable amount of the assets is estimated in order to determine the extent of the impairment (if any). If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. Impairment is recognised as an expense immediately, unless the relevant asset is carried at a revalued amount, in which case the impairment is treated as a revaluation decrease.

In the event that, in the subsequent period, an asset that has been subject to an impairment loss is no longer considered to be impaired, the value is restored and the gain is recognised in the statement of comprehensive income. The restoration is limited to the value which would have been recorded had the impairment adjustment not taken place.

2.4.3 Uncollectable accounts receivable

The Institute estimates the allowance for uncollectable accounts based on management's assessment of collection indicators on each specific debt and the age of the debt to determine the rate applied in compliance with IFRS 9.

2.4.4 Taxation

The Institute is exempted from tax in terms of Income Tax Act [*Chapter 23.06*].

2.5 Hyperinflation

The Public Accountants and Auditors Board (PAAB) through its pronouncement provided guidance to all entities that report in accordance with the International Financial Reporting Standards (IFRS) in the application of Financial Reporting in Hyperinflationary Economies Standard (IAS 29) in Zimbabwe. The pronouncement requires that entities hat prepare and present financial statements for financial periods ended on or after 1 July 2019 should apply the requirement of IAS 29 “Financial Reporting in Hyperinflationary Economies”.

The Institute has adopted IAS 29 Financial Reporting in Hyperinflationary Economies in the preparation of its 2021 Financial Statements. As such, all the elements of the financial statements have been restated in line with IAS 29.

The Institute adopted the Consumer Price index (CPI) as the general price index to restate transactions and balances.

The following indices were used to prepare the financial statements:

Dates	Indices	Adjusting factor
CPI as at December 2020	2,474.51	1.607
CPI as at December 2021	3,977.50	1.000

The source of the price indices used is the Reserve Bank of Zimbabwe website.

Procedures used in restating the historical financial statements are;

- a. Current period monetary assets and liabilities are not restated while non-monetary assets and liabilities that are not carried at current reporting period end are restated by the relevant monthly conversion factors.
- b. All items in the Statement of Profit and Loss and Other Comprehensive Income are restated by applying the relevant monthly conversion factors
- c. Comparative amounts have been restated to reflect a change in the general price index from 31 December 2020 to the end of the reporting period. All items in the statement of cash flows are expressed based on the restated financial information for the period.

2.6 Contingent liabilities

The Institute had no contingent liabilities arising from events that occurred before the close of the Institute’s financial year of 31 December 2021.

3. ACCOUNTING POLICIES

The accounting policies applied in the preparation of these financial statements are consistent with those applied in the financial statements for the year ended December 31, 2020.

3.1 Foreign currency

3.1.1 Foreign currency transactions

While the Institute's records are maintained in Zimbabwean (ZWL) Dollars, some of its transactions are conducted in other major foreign currencies. Foreign exchange gains and losses resulting from the settlement of such transactions and from measurement of Foreign exchange gains and losses resulting from the settlement of such transactions and from measurement of monetary items denominated in foreign currency at year end exchange rates are recognized in profit or loss.

Transactions in foreign currencies are translated to Zimbabwean Dollars at interbank exchange rates ruling at the time of the transactions. Transactions and translation gains and losses arising from conversion or settlement of foreign debts are dealt with in the statement of comprehensive income in determination of the operating income.

Non-monetary items are not translated at year end and are measured at historical cost (translated using the exchange rates at the transaction date), except for non-monetary items measured at fair value which are translated using exchange rates at the date when fair value was determined.

In the Institute's financial statement all assets, liabilities and transactions of the Institute with a functional currency other than the Zimbabwe dollar are translated into Zimbabwe dollars. The functional currency of the Institute changed from United States Dollars to Zimbabwean Dollars during the reporting period.

3.2 Revenue recognition

The Institute has identified and aligned the revenue streams from the following areas of its operations to the requirements of IFRS 15 and as such the Institute is continuously and closely assessing the timing and contractual obligations arising out of transactions.

Hotel revenue

Revenue from hotel is recognised in the statement of profit or loss and other comprehensive income when the significant risks and rewards of ownership are transferred to the clients.

Training revenue

Revenue from training services rendered is recognised in the statement of profit or loss and other comprehensive income in proportion to the related services. When the outcome of a transaction involving the rendering of services can be estimated reliably.

Other Income

Other income is recognized in the statement of profit or loss and other comprehensive when it is probable that economic benefits associated with the transaction will flow to the Institute.

3.3 Property, plant and equipment

3.3.1 Recognition and measurement

Property, plant and equipment held for use in the supply of services or for administrative purposes, are stated at carrying amounts.

Depreciation

Depreciation, which is calculated on the straight-line basis, is provided to write off the cost less the estimated residual value of fixed assets over their estimated useful lives. The Institute assesses useful life and residual values of property, plant and equipment each year taking into account past experiences and technological changes. Management has set residual values for all classes of property, plant and equipment at zero.

The annual rates used for depreciation are as follows:

Buildings	2.5%
Furniture, fittings and equipment	10%
Motor vehicles	20%
Computers	33%
Infrastructure Assets	2.5%

Where the items of property, plant and equipment are revalued, depreciation is based on the gross replacement cost.

3.3.2 Revaluation of property, plant and equipment

Revaluations are performed with sufficient regularity such that the carrying amounts do not differ materially from those that would be determined using fair values at the end of the reporting period.

Any revaluation increase arising on the revaluation of property, plant and equipment is recognized in other comprehensive income, except to the extent that it reverses a revaluation decrease for the same asset previously recognized in the statement of comprehensive income, in which case the increase is credited to the statement of comprehensive income to the extent of the decrease previously expensed. A decrease in the carrying amount arising on the revaluation of such property, plant and equipment is recognized in the statement of comprehensive income to the extent that it exceeds the balance, if any, held in asset revaluation reserve relating to previous revaluation of the asset. Depreciation on revalued assets is recognized in the statement of profit or loss and other comprehensive income.

3.4 Intangible Assets

Intangible assets are revalued at the end of each year. Revaluations are performed with sufficient regularity such that the carrying amounts do not differ materially from those that would be determined using fair values at the end of the reporting period.

3.5 Inventory

Inventories are measured at the lower of cost or net realizable value. The cost of inventories is based on the average cost principle, and includes expenditure incurred in acquiring the inventories.

3.6 Grants

Grants related to assets, including non-monetary grants at fair value, are presented in the statement of financial position as deferred income under non-current liabilities and are recognized as income on a systematic and rational basis over the useful life of the asset.

They exclude those forms of government assistance which cannot reasonably have value placed upon them and transactions with government which cannot be distinguished from the normal trading.

Grants related to income are credited to the statement of profit or loss and other comprehensive income. Non-monetary grants are valued at nominal amounts based on management estimates.

3.7 Financial instruments

Financial Instruments are contracts that give rise to financial assets or financial liabilities. Financial assets and financial liabilities are recognised on the Institute's statement of financial position when the Institute becomes a party to the contractual provisions of the instrument. These instruments are generally carried at their estimated carrying values.

Non-derivative financial instruments carried in the statement of financial position comprise: cash and cash equivalents, trade and other receivables, trade and other payables. These instruments are recognised initially at fair value plus any directly attributable transaction costs.

3.71 Date of recognition

Financial assets and liabilities are initially recognised on the date that the Institute becomes a party to the contractual provisions of the instrument.

3.7.2 Initial measurement of financial instruments

The classification of financial instruments at initial recognition depends on their contractual terms and the business model for managing the instruments. Financial instruments are initially measured at fair value plus or minus, in the case of a financial asset or financial liability not at fair value through profit or loss and transaction costs. Trade receivables are measured at the transaction price.

3.7.3 Classification

The Institute has classified its financial assets in the following categories:

- Cash and cash equivalents,
- Financial assets measured at amortised cost and,
- Financial assets at fair value through other comprehensive income.

3.7.4 Measurement of financial assets

From 1 January 2021, the Institute has classified all its financial assets based on the business model for managing the assets and the assets' contractual terms, measured at either:

- Amortized cost,
- FVOCI and
- FVPL.

3.7.5 De-recognition of financial assets and liabilities

3.7.5.1 Financial assets

A financial asset is de-recognised when the rights to receive cash flows from the financial assets have expired. The Institute also derecognizes the financial asset if it has both transferred the financial asset and the transfer qualifies for de-recognition.

3.7.5.2 Financial liabilities

A financial liability is de-recognised when the obligation under the liability is discharged, cancelled or expires. Where an existing financial liability is replaced by another from the same lender on substantially different terms or the terms of the existing liability are substantially modified, such an exchange or modification is treated as a de-recognition of the original liability and the recognition of a new liability. The difference between the carrying value of the original financial liability and the consideration paid is recognised in profit or loss.

3.7.6 Impairment of financial assets

3.7.6.1 Determining the stage for impairment

At each reporting date, the Institute assesses whether there has been a significant increase in credit risk for exposures since initial recognition by comparing the risk of default occurring over the expected life between the reporting date and the date of recognition. The Institute considers reasonable and supportable information that is relevant and available without undue cost or effort for this purpose. This includes quantitative and qualitative information and also, forward looking analysis.

An exposure will migrate through the Expected Credit Loss (ECL) stages as asset quality deteriorates. If, in a subsequent period, asset quality improves and also reverses any previously assessed significant increase in credit risk since origination, then the provision for doubtful debts reverts from lifetime ECL to 12-months ECL. Exposures that have not deteriorated significantly since origination, or where the deterioration remains within the Institute's investment grade criteria are considered to have a low credit risk. The provision for doubtful debts for these financial assets is based on a 12-months ECL. When an asset is uncollectible, it is written off against the related provision. Such assets are written off after the necessary procedures have been completed and the amount of the loss has been determined. Subsequent recoveries of amounts previously written off reduce the amount of the expense in the Statement of Profit or loss.

3.7.6.2 Measurement of ECLs

Zimbabwe Institute of Public Administration and Management's expected credit losses on receivables are calculated on the basis of simplified approach. The ECL is measured at an amount equal to lifetime credit losses applied on a portfolio of trade receivables with shared characteristics. The portfolio basis of assessing changes in credit risk is most applicable since the Institute has a large number of trade receivables on which it is not practically possible to monitor or obtain forward looking information on each customer.

ECLs are recognised using a provision for doubtful debts account in profit or loss. The Institute recognises the provision charge in the statement of profit or loss, with the corresponding amount recognised in the statement of financial position, with a reduction in the carrying amount of the asset in the statement of financial position.

3.7.6.3 Off-setting financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the statement of financial position if, and only if, there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, or to realize the asset and settle the liability simultaneously.

3.8 Employment benefits

3.8.1 Defined contribution plan

A defined contribution plan is a post-employment benefit plan under which the Institute pays fixed contributions into separate entity and has no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution plans are recognised as an employee benefit expense in the statement of profit or loss and other comprehensive income in the period during which related services are rendered by employees.

3.9 Leases

The Institute leased a small piece of land and the rental income from the operating lease is recognised on a straight-line basis over the lease term in compliance with IFRS 16. The underlying asset subject to operating lease is not impaired and therefore no any impairment loss is recognised. No depreciation is recognised as cost for the underlying asset because the asset is deemed not to be depreciable.

3.10 Cash and cash equivalents

Cash and cash equivalents include cash and balances with entities, unrestricted balances held with the Institute, unrestricted balances held with other entities and any highly liquid financial asset used by the Institute in the management of its short-term commitments.

3.11 IFRS 1 Adjustments in relation to statement of compliance in prior years

The standard states that an entity that has applied IFRSs in a previous reporting period, but whose most recent previous annual financial statements did not contain an explicit and unreserved statement of compliance with IFRSs, must either apply this IFRS or else apply IFRSs retrospectively in accordance with IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors as if the entity had never stopped applying IFRSs.

The Institute's 2020 Financial Statements received a qualified audit opinion. This was as a result of failure to comply fully with IAS21. In effort to address the reversed opinion that an entity received in prior years ZIPAM management did an impact assessment of prior year foreign currency balances that was as a result of non-compliance with IAS 21. As per the impact assessment that was undertaken by the Institute, the effects of the opening balances are immaterial and an unqualified audit opinion should be issued as its impact has been effected on the Institute's retained earnings.

4. IMPACT OF COVID 19

Covid 19 was declared a public health emergency on 31 January 2020, and later a pandemic on 11 March 2020, by the World Health Organization due to the number of confirmed cases and deaths that were recorded in numerous countries the world over. The COVID-19 pandemic has led to widespread economic uncertainty and volatility in financial market as the measures taken across the globe to try and slow down the spread of the pandemic is impacting both the supply and demand for many goods and services. Although fiscal and monetary policy measures are also being implemented to prop up the economy, many still believe there is a possibility of a global recession. As at the date of the approval of the financial statements, management was in the process of assessing the full impact of COVID-19 on its operations.

Management, however, do not anticipate the COVID-19 to have a significant impact on its operations, and the ability of the Institute to continue operating as a going concern.

5.0 Going concern assumption

The Institute had a historic surplus of \$4 796 650 in 2021 (\$47 444 440 in 2020). Management have assessed the ability of the Institute to continue operating as a going concern and believe that the preparation of these financial statements on going concern is appropriate. The ability of the Institute to continue operating as a going concern is also assured by continued government support.

ZIMBABWE INSTITUTE OF PUBLIC ADMINISTRATION AND MANAGEMENT

NOTES TO THE FINANCIAL STATEMENTS

for the year ended December 31, 2021

6. Proper, plant and equipment

							Inflation Adjusted	
	Land ZWL	Buildings ZWL	Motor Vehicles ZWL	Furniture, Fittings & Equipment ZWL	Computers ZWL	Infrastructure ZWL	Total 2021 ZWL	Total 2020 ZWL
Depreciation Rate								
Opening carrying amount	11 533 889	61 870 824	831 905	151 121	413 521	-	74 801 260	74 297 717
Gross carrying amount	11 533 889	83 261 487	1 898 579	3 593 151	3 593 580	-	103 880 686	100 957 810
Accumulated depreciation	-	(21 390 663)	(1 066 674)	(3 442 030)	(3 180 059)	-	(29 079 426)	(26 660 093)
Additions	-	-	13 884 816	5 722 464	1 820 959	-	21 428 239	2 922 876
Addition @ valuation	-	-	-	-	-	119 398 071	119 398 071	-
Disposals	-	-	-	-	(383 923)	-	(383 923)	-
Accumulated depreciation on disposals	-	-	-	-	129 806	-	129 806	-
Depreciation charge for the year	-	(2 081 537)	(1 433 548)	(714 651)	(1 545 235)	-	(5 774 971)	(2 419 333)
Revaluation Surplus	249 264 511	502 069 857	3 988 788	15 318 869	2 753 024	-	773 395 049	-
Closing carrying amount	260 798 400	561 859 144	17 271 961	20 477 803	3 188 152	119 398 071	982 993 531	74 801 260
Gross carrying amount	260 798 400	561 859 144	17 271 961	20 477 803	3 188 152	119 398 071	982 993 531	103 880 686
Accumulated depreciation	-	-	-	-	-	-	-	(29 079 426)

							Historical	
	Land ZWL	Buildings ZWL	Motor Vehicles ZWL	Furniture, Fittings & Equipment ZWL	Computers ZWL	Infrastructure ZWL	Total 2021 ZWL	Total 2020 ZWL
Depreciation Rate								
Opening carrying amount	1 600 000	8 005 314	122 703	391 154	600 322	-	10 719 493	10 306 701
Gross carrying amount	1 600 000	11 550 170	263 374	674 705	1 013 452	-	15 101 701	14 005 033
Accumulated depreciation	-	(3 544 856)	(140 671)	(283 551)	(413 130)	-	(4 382 208)	(3 698 332)
Additions	-	-	10 625 370	4 220 965	1 381 123	-	16 227 458	1 096 668
Additions @ valuation	-	-	-	-	-	119 398 071	119 398 071	-
Disposals	-	-	-	-	(98 406)	-	(98 406)	-
Accumulated Depreciation for disposals	-	-	-	-	35 850	-	35 850	-
Depreciation charge for the year	-	(288 754)	(205 116)	(390 515)	(610 450)	-	(1 494 835)	(683 876)
Revaluation Surplus	259 198 400	554 142 584	6 729 004	16 256 199	1 951 413	-	838 277 600	-
Closing carrying amount	260 798 400	561 859 144	17 271 961	20 477 803	3 188 152	119 398 071	982 993 531	10 719 493
Gross carrying amount	260 798 400	561 859 144	17 271 961	20 477 803	3 188 152	119 398 071	982 993 531	15 101 701
Accumulated depreciation	-	-	-	-	-	-	-	(4 382 208)

NOTES TO THE FINANCIAL STATEMENTS

for the year ended December 31, 2021

7 Intangible Assets	Website	Inflation Adjusted	
		Total 2021 ZWL	Total 2020 ZWL
Opening carrying Amount	210 209	210 209	69 037
Gross carrying amount	210 209	210 209	69 037
Addition	32 637	32 637	
Revaluation	127 713	127 713	141 172
Closing carrying Amount	370 559	370 559	210 209
Gross carrying amount	370 559	370 559	210 209

	Website	Historic Cost	
		Total 2021 ZWL	Total 2020 ZWL
Opening carrying Amount	130 808	130 808	1 576
Gross carrying amount	130 808	130 808	1 576
Addition	25 125	25 125	
Revaluation	214 626	214 626	129 232
Closing carrying Amount	370 559	370 559	130 808
Gross carrying amount	370 559	370 559	130 808

ZIMBABWE INSTITUTE OF PUBLIC ADMINISTRATION AND MANAGEMENT

NOTES TO THE FINANCIAL STATEMENTS

for the year ended December 31, 2021

	Inflation Adjusted		Historical Cost	
	2021 ZWL	2020 ZWL	2021 ZWL	2020 ZWL
8 Inventory	2 820 397	1 684 250	1 976 620	957 326
Hotel stocks	2 820 397	1 443 236	1 976 620	807 386
Bar stocks		241 014		149 940
9 Trade and other receivables	29 437 605	11 011 058	29 437 605	6 851 934
Trade receivables	30 165 842	11 988 696	30 165 842	7 460 296
Allowances for credit loss	(728 237)	(977 638)	(728 237)	(608 362)
10 Cash and cash equivalents	18 737 670	83 971 540	18 737 670	52 253 603
Bank balances	18 654 713	83 254 270	18 654 713	51 807 262
Ecocash	82 957	717 270	82 957	446 341
11 Deferred income	823 467	121 544	1 042 161	75 634
Opening balance	121 544	148 304	75 634	92 286
Additions	7 259 617		6 682 811	
Amortised during the year	(6 557 694)	(26 760)	(5 716 284)	(16 652)
12 Trade and other payables	11 104 191	5 409 445	11 104 191	3 366 176
Trade payables	3 676 493	3 630 599	3 676 493	2 259 240
Salary arrears		24 344	-	15 149
Board fees arrears		33 194	-	20 656
Trade union	1 655	27 091	1 655	16 858
ZB Life assurance	370 853	37 390	370 853	23 267
Pay as you earn (PAYE)	567 080	605 117	567 080	376 551
National Social Security Authority	266 868	183 417	266 868	114 136
Manpower levy	-	398 687	-	248 094
Standards levy	-	39 804	-	24 769
Value Added Tax	5 938 554	424 936	5 938 554	264 428
Withholding tax	282 688	4 866	282 688	3 028

ZIMBABWE INSTITUTE OF PUBLIC ADMINISTRATION AND MANAGEMENT

NOTES TO THE FINANCIAL STATEMENTS

for the year ended December 31, 2021

	Inflation Adjusted		Historical Cost	
	2021 ZWL	2020 ZWL	2021 ZWL	2020 ZWL
13 Leave pay provision	4 127 707	1 942 386	4 127 707	1 208 703
Leave pay provision	4 127 707	1 942 386	4 127 707	1 208 703
14 Training revenue	9 712 241	6 265 407	8 951 344	3 898 822
Training and consultancy fees	9 712 241	6 265 407	8 951 344	3 898 822
15 Hotel revenue	97 332 216	104 230 544	78 766 709	64 860 326
Hotel revenue	97 332 216	104 230 544	78 766 709	64 860 326
16 Other income	13 286 386	26 687 871	11 329 026	16 607 262
Sundry income	159 976	5 516 016	120 719	3 432 493
Amortisation-government grant	6 557 694	26 760	5 716 284	16 652
Electricity Tokens	190 219	102 445	147 747	63 749
Decrease in allowance for credit losses	249 401	-	-	-
Foreign Exchange Gain	5 634 759	20 657 664	4 955 873	12 854 800
Clinic sales	14 380	9 674	11 698	6 020
Lease income	479 957	375 312	376 705	233 548

ZIMBABWE INSTITUTE OF PUBLIC ADMINISTRATION AND MANAGEMENT

NOTES TO THE FINANCIAL STATEMENTS

for the year ended December 31, 2021

	Inflation Adjusted		Historical Cost	
	2021	2020	2021	2020
	ZWL	ZWL	ZWL	ZWL
17 Administration costs	44 123 794	21 152 100	31 968 105	12 340 858
Board expenses	325 795	89 756	298 738	55 853
Board fees	2 544 056	1 701 464	2 056 780	1 058 783
Cleaning and fumigation	941 913	698 773	719 958	434 831
Consulting fees	-	153 865	-	95 747
Depreciation	5 774 971	2 419 333	1 494 835	683 876
Electricity	2 069 726	1 670 369	1 450 284	1 039 433
Electrical consumables	1 776 487	81 150	1 534 511	50 498
Fuel and lubricants	3 632 190	1 396 936	3 021 121	869 282
Licences and insurances	488 333	169 015	401 854	105 174
Periodicals and subscriptions	748 682	407 162	582 981	253 368
Postages and telephones	2 329 681	1 324 544	1 801 888	824 234
Printing and stationery	1 906 432	632 740	1 562 698	393 740
Rent and rates	-	17 741	-	11 040
Repairs and maintenance	10 770 695	4 073 711	8 607 367	2 534 979
Sundry expenses	1 267 200	101 294	1 040 534	63 033
Travel and subsistence	440 352	184 358	324 088	114 722
Vehicle hire	429 789	170 228	416 280	105 929
Water	2 782 249	1 546 385	2 179 973	962 281
Audit fees	1 733 623	1 730 169	1 233 840	1 076 645
Bank charges	2 895 327	850 804	2 302 887	529 436
Increase in allowance for credit loss	-	740 578	119 875	460 845
Penalties and fines	-	100 291	-	62 409
Tourism levy	1 033 868	542 298	771 757	337 460
Bad debts written off	-	347 036	-	215 953
Loss on disposal	232 425	-	45 856	-
Environmental levy	-	2 100	-	1 307
18 Employment costs	49 383 870	27 850 026	41 277 226	17 330 446
Basic salary	19 700 888	8 015 467	16 253 072	4 987 845
Hazard Allowance	-	1 931 861	-	1 202 154
Cushioning Allowance	4 970 109	5 618 882	3 467 923	3 496 504
Increase in Leave pay provision	2 185 321	1 048 010	2 919 004	902 370
Other staff costs	22 527 552	11 235 806	18 637 227	6 741 573

ZIMBABWE INSTITUTE OF PUBLIC ADMINISTRATION AND MANAGEMENT

NOTES TO THE FINANCIAL STATEMENTS

for the year ended December 31, 2021

	Inflation Adjusted		Historical Cost	
	2021 ZWL	2020 ZWL	2021 ZWL	2020 ZWL
19 Operating costs	25 580 418	13 258 820	21 005 098	8 250 666
Marketing and advertisements	123 285	189 820	104 435	118 121
Hotel cost of sales	20 419 331	10 258 400	16 554 725	6 383 572
Cutlery and linen	2 601 837	1 174 492	2 297 239	730 860
Other Operating costs	2 435 965	1 636 108	2 048 699	1 018 113

20 Leases

The Institute leased a piece of land to Netone for base station. The lease was considered to be of a low value hence was accounted for as an operating lease. The lease income realised is as given below:

	Inflation Adjusted		Historic cost	
	2021 ZW\$	2020 ZW\$	2021 ZW\$	2020 ZW\$
Lease Income	479 957	375 312	376 705	233 548

21 Related party transactions

21.1 Board of directors fees	2 059 418	312 746	2 355 518	1 108 636
Board fees	1 733 623	1 691 822	2 056 780	1 052 783
Other board expenses	325 795	89 756	298 738	55 853
21.2 Key management staff	15 568 762	2 973 777	4 741 258	4 741 258
Remuneration	7 942 806	1 577 585	6 471 828	2 208 128
Allowances	7 625 956	1 396 192	6 071 469	2 533 130

22 Pension arrangements

22.1 ZB Pension fund

Pensions are provided for all permanent employees by a separate fund to which the Institute contributes. The pension fund, which is administered by ZB bank, is a defined contribution plan in which the retirement benefits are determined by reference to the employees' pensionable remuneration and years of service.

22.2 NSSA

The National Social Security Authority was introduced in October 1994 and with effect from that date, all employees are members of the scheme to which both the Institute and the employees contribute as follows;

Employees: 4.5% of the monthly basic salary.

Employers: 4.5% of the monthly basic salary.

Contributions by the employer are charged to the Statement of comprehensive income during the period under review. These amounted to: ZWL\$ 1 012 817 (2020: ZWL\$ 414 222).

ZIPAM- Observing the National Clean-up Day “*Creating a Conducive Learning Environment*” for our Stakeholders



IN PICS: Clean-up Campaign at ZIPAM Complex, Darwendale

HEALTH AND WELLNESS TRAINING



COURSE OBJECTIVES:

The course in health and wellness is designed to develop participants' knowledge and skills of managing their health and wellness and that of others. The course also covers current trends and best practices in the development of a healthy and well society.