

NIPAM

COURSE OVERVIEW

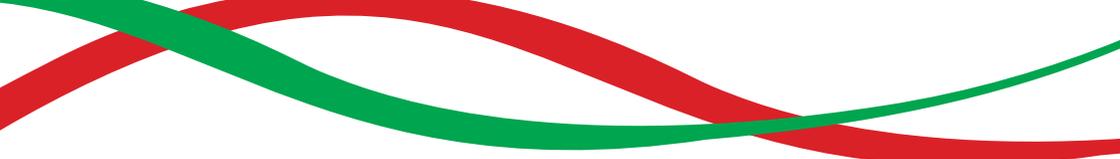
2018



NIPAM

NAMIBIA INSTITUTE OF PUBLIC
ADMINISTRATION AND MANAGEMENT

DEVELOPING A WORLD-CLASS PUBLIC SERVICE



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GLOSSARY

EDP	Executive Development Programme
FP	Foundation Programme
HPP	Harambee Prosperity Plan
LA	Local Authority
LRC	Learning Resource Centre
MMDP	Middle Management Development Programme
NDP	National Development Plan
NIPAM	Namibia Institute for Public Administration and Management
O/M/As	Offices, Ministries and Agencies
PE	Public Enterprise
RC	Regional Council
SDP	Supervisory Development Programme
SMDP	Senior Management Development Programme
SOE	State-Owned Enterprise

education

development *study*
preparation
practice courses
i n s t r u c t i o n
teaching learning
work education
H a r a m b e e
Prosperity Plan
t r a i n i n g

discipline

NDP5 Vision 2030
tuition *guidance*
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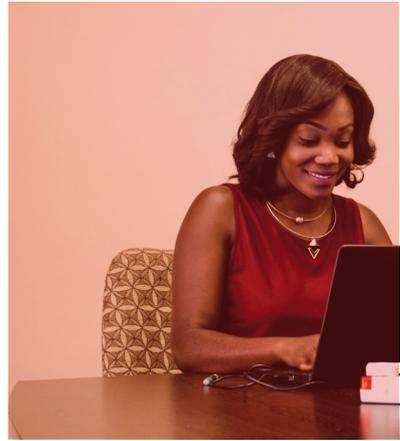
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MANDATE

Training – to provide training or cause such training to be provided, and conduct examinations or tests as a qualification for the appointment, promotion or transfer of persons in or to the public service.

Operational Research – to carry out investigation into and offer practical and implementable solutions that inform national policies, governance practices and challenges/problems of public administration and management and other social, economic and contemporary issues affecting the Government of the Republic of Namibia.

Consultancy - to serve as the official Government consultant to design, evolve new systems, procedures and methods that will prevent waste and leakages and make the public service more efficient and effective in service delivery, decision making, and formulating proposal for reforms.

Capacity Evaluation undertake regular surveys on capacity gaps in public service institutions for planning and determining training needs as a basis to expand training programmes and other interventions.

NIPAM aims to facilitate:

- » Improved performance of a unified Public Service;
- » The proper selection of new entrants to the Public Service;
- » Management of probation of new entrants in the Public Service;
- » Promotion on merits in the Public Service;
- » Proper exit from the Public Service;
- » Proper coordination of performance improvement interventions in the Public Service; and
- » Leadership performance management of a unified Public Service.

VISION & MISSION

VISION

To be a premier vehicle for capacity development of the Namibian Public Service.

MISSION

To develop the capacity of the Namibian Public Service

CORE VALUES

In transforming the Public Sector through capacity building, the NIPAM team promises to uphold the following core values:

People Centred We put you at the heart of our business.

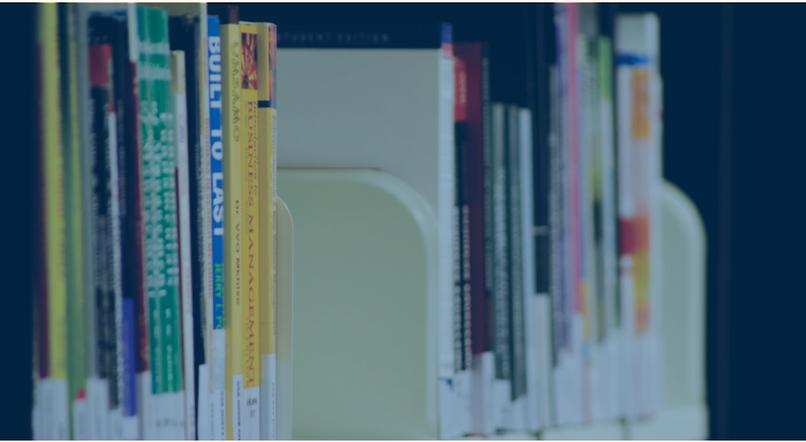
Empathy We hear you, we feel you, we are here for you – we want to see the world through your eyes.

Learning and Innovation We will continuously evaluate and assess our processes and systems in providing innovative, quality services and practical interventions, programmes and products to our clients.

Integrity We will be professional, transparent and adhere to moral values and ethical principles by exhibiting the quality of an intuitive sense of honesty and truthfulness with regard to the motivation of our actions.

Responsiveness We will be flexible, accurate and timely in meeting our customers' expectations

Access We will ensure that all customers enjoy full access to services they are entitled to.



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WHY NIPAM?

“ It is only through the adoption of a high standard of work ethic and a culture of service delivery that we can bring to fruition our national developmental aspirations. ”

-H.E. Dr Hage Geingob
President of the Republic of Namibia

A CITIZEN-CENTRED GOVERNMENT

Strong democracies are built on trust. A government that is citizen-centred and involves people in the decisions that affect them, earns respect. Namibia is modernising its bureaucracy to reflect 21st century expectations around the role of the government. Good governance, responsive institutions and an engaged citizenry are the bedrock of democracy and sustainable development. Namibia has consistently ranked among the top sub-Saharan African countries on good governance. The 2015 Ibrahim Index of African Governance maintained Namibia's ranking at fifth out of 54 African countries, while the 2016 Corruption Perception Index by Transparency International recognised Namibia as the third most transparent country in Africa, and ranks the country 53 out of 176 countries globally.

Increased accountability and transparency and improved service delivery and performance are important pillars of the President's Harambee Prosperity Plan (HPP) and the fifth National Development Plan (NDP5). This means providing public sector employees with the skills and tools to serve the public efficiently. To prepare them adequately for the demand of public service and to equip them to assist citizens in the fulfilment of their needs and responsibilities.

The ability of the public sector to deliver on its mandate effectively is a prerequisite for rapid growth, job creation and poverty eradication. The Namibian government, through NIPAM, has embarked on the training of public servants in modern techniques of governance, to catalyse efficiency and implementation of various public service improvement initiatives.

BRINGING SERVICE TO THE PEOPLE

To prevent uncontrolled rural-urban migration, we aim to assist people where they live. After all, 67% of Namibians call the rural areas home. This push towards decentralisation means that public servants on local and regional level must operate with a certain degree of autonomy and take ownership of the needs of citizens in their area. NIPAM builds capacity at Local Authorities and Regional Councils so they can govern their own affairs and meet their performance targets. This helps regions, cities, towns, villages and settlements to create economic opportunities and alleviates pressure on urban centres.

DELIVERING ON ECONOMIC TRANSFORMATION

Namibians look to government to guide the process of economic transformation. This doesn't mean the State can provide everyone with what they need or want. Rather, government creates the conditions for job growth and economic prosperity, while building a safety net for the most vulnerable. The road to economic equity is not without challenges. Income inequality and environmental protection are just a few. But challenges also offer opportunities. Climate change, for instance, gives rise to a demand for renewable energy resources which Namibia has in abundance. Globalisation and regional integration offer possibilities for a small nation like ours that is willing to invest in education and trade facilitation.

NIPAM's mandate is to capacitate public sector leaders to mitigate challenges and unlock opportunities for national development. We encourage leaders to be forward-thinking and reach across silos to partner with other O/M/As and the private sector to effectively implement government policies and programmes.

OUR CUSTOMERS

NIPAM serves close to 150 000 people in the public sector

- » 98 Public Enterprises (20 000)
- » 34 Offices, Ministries, Agencies (120 198)
- » 14 Regional Councils (1748)
- » 57 Local Authorities (8481)

Central government: NIPAM assists the central government (O/M/As) with capacity building amongst its staff members. Training is customised to meet the needs associated with differing responsibilities and functions, from the executive level right through to the operational staff level. This is achieved by offering our flagship programmes together with generic administrative training and development courses.

Regional and Local Government: Elected councillors at the regional and local levels play a very important role in providing the link between councils and citizens. Their leadership is critical in the process of local democratisation and economic development, and the empowerment of local actors. NIPAM offers a range of highly specialised courses and programmes that equip office bearers with new knowledge and skills.

Public Enterprises (PEs): Our training offering on governance and fraud prevention help the leadership of PEs to be more effective in managing their responsibilities, thus making the PEs more competitive, efficient and transparent.

FLAGSHIP PROGRAMMES

NIPAM offers its Integrated Flagship Programmes aimed at developing and providing common competencies across all Offices/Ministries/Agencies, Regional Councils, Local Authorities and Public Enterprises. The flagship programmes will further empower public servants to be innovative, have an adaptive and anticipatory capacity and develop competencies and instincts to tackle uncertainties and manage complex challenges within the public service. Our flagship programmes are also meant for those who newly enter, move up, or transfer within the public service.

The flagship programmes are:

- Executive Development Programme;
- Senior Management Development Programme;
- Middle Management Development Programme;
- Supervisory Development Programme; and
- Foundation Programme.

EXECUTIVE DEVELOPMENT PROGRAMME (EDP)

Who is it for?

The EDP is targeting Executive Directors, Permanent Secretaries & Deputy Permanent Secretaries, Chief Regional Officers and Chief Executive Officers of Local Authorities and Public Enterprises.

What do I learn?

EDP aims to assist participants to:

- Build greater insights into the public leadership role and increase personal effectiveness;
- Increase knowledge of the main functional areas of the public sector and the environment in which it operates;
- Improve understanding of the interactions between the operational and strategic management of the public sector;
- Improve people management skills by enhancing participants' understanding of individual and organisational behaviour, within the context of a public sector environment that is becoming increasingly diverse at strategic and operational levels; and
- Introduce examples of best public sector practices in advancing a good governance agenda.

A CLOSER LOOK

Module1: Good Governance in the Public Sector

Learning/Specific Outcomes

- 1.1 Apply the principles of good governance in making decisions and anticipating the impact and implications of such decisions;
- 1.2 Analyse and decipher organisational and political sensitivities regarding the state and act according to good governance principles;
- 1.3 Assess and evaluate the nuances in the international, regional and national political environment, sector priorities, structures and systems in the public sector while being attuned to external factors impacting the public sector;
- 1.4 Devise strategies to ensure that the organisation is equipped to achieve objectives set according to the overall public sector need and against the principles of good governance.

Module Contents

- Good governance concepts: The structure and the role of the Nation-State, Rule of Law, Democracy, Participation, Human Rights
- Political Institutions, State Formation, Civil Society, Social Norms & Informal Institutions
- Cascading good governance practices for the Namibian Public Sector: Global / Continental / Country / Central, Regional & Local Government and PEs
- Structural Challenges: avoiding the failure and collapse of Nation-States

Module 2: Public Sector Leadership

Learning/Specific Outcomes

- 2.1 Create an environment for organisational level change and beyond
- 2.2 Develop environments and relationships (inside and outside the organisation) which reduce barriers to change management functions
- 2.3 Apply the Guiding Principles of Good Public Leadership in advancing the Governance agenda

2.4 Adopt Transformational Leadership as a style for managing the principles of Good Governance

2.5 Encourage and display ethical public leadership and corporate citizenship

2.6 Participate positively in steering committees, boards of management & audit committees to provide impetus to strategies which develop and confirm best practices in organisational leadership, strengthened group cohesion and development

2.7 Display and model key principles / characteristics of transformational leadership that others seek to emulate and permeate into cultural development of the organisation and the public sector collectively

Module Contents

- Principles of Good Public Leadership and Good Governance
- Leadership Contexts
- Public Leadership Challenges
- Leadership styles and competencies at Executive Level
- Leadership & Social cohesion, group dynamics and competencies for the 21st Century Public sector collectively achieving a sustainable, developed and prosperous society, Agenda 2063, Vision 2030, & NDPs, HPP

Module 3: Public Sector Leadership

Learning/Specific Outcomes

3.1 Design and develop institutional strategies for the management of ethics and personal conduct including:

3.1.1 Institutional Ethics

3.1.2 Lead and develop areas as stipulated in Charter for the Public Service in Africa (Abridged version 2005)

3.1.3 Strategies to develop the understanding of the distinction between personal value and ethical values in the Namibian Public sector

3.1.4 Manage ethics at the work place via strategies and example.

3.1.5 Practically apply the core ethical values of Namibian Public service such as described in African Public Service charter & Namibian Public Service charter

3.1.6 Strategies to integrate performance and values in the workplace via

- Integrity and moral rectitude
- Fighting of Conflict of interest
- Declaration of assets
- Political neutrality
- Confidentiality (African Charter)
- Strategies to apply ethical values and standards contained in legislation and codes which have relevance to the conduct of employees in the public sector.

Module Contents

- Creating Shared Value / Co-creation
- Citizen-focused service delivery
- Social Cohesion
- The African Charter
- Governance Indicators & Enhancing Public Trust

Module 4: Public Sector Financial Management

Learning/Specific Outcomes

4.1 Apply financial management concepts to the economic growth of Namibia in relation to global economy and considering the operational and organisational management of the entity / organisation

4.2 Oversee the effective and efficient management of the public sector organisation's contribution to the financial management of allocated resources

4.3 Apply prudent financial management principles in view of developing and enhancing applications and systems related to budget and financial management so that they are managed in such a manner as to assure propriety and fiscal safeguards (no waste or misuse).

4.4 Comply and exercise financial discipline in the following:

Tender Board Regulations (Supply chain management)

- Revenue Instructions
- Financial Risk Management
- Budget allocations from all sources (GRN and Donor finance)
- Strategise to ensure the upholding of fiscal regulations including:
 - Processes associated with tendering and contract approval and management
 - Import micro and macroeconomics and public finance into everyday practices
 - Prescribe and assess the application of the public financial cycle
 - Apply numeracy competency for public finance
 - Assess combination strategies of public finance techniques & applications
 - Justify & promote financial control and accountability measures with reference to King IV and the NAMCODE
 - Monitor and evaluate all financial processes
 - Identify and maximise the use of legislative and institutional policies regulating public finance
 - Interpret and ensure the organisations' compliance to Treasury instructions and State Finance act.1991(Act 31 of 1991)

Module Contents

- The World Economy & International socio-political events
- The Namibian Development Agenda & budgeting priorities
- The Budget, revenue sources & Macro-economic factors
- Budgeting Systems
- The legal framework governing financial reporting & auditing
- The NAMCODE & King IV
- Chen, W., Dollar, D. and Tang, H. 2015. Why is China investing in Africa? Evidence from the firm level.
- International Public Sector Accounting Standards.

- World Economic Forum: Global Competitiveness Report 2015/2016
- World Economic Forum: Africa Report 2016
- <http://reports.weforum.org/global-competitiveness-report-2015-2016/economies/>

Module 5: Strategic Thinking, Innovation & Service Delivery

Learning/Specific Outcomes

- 5.1 Develop innovative ideas and methods of doing things
- 5.2 Recommend and apply innovation as part of TQM and strategic advancement
- 5.3 Formulate and test new methods and solutions, think outside the box, connect disparate ideas, unafraid to use unorthodox methods
- 5.4 Motivate and guide others to generate new ideas in creativity sessions
- 5.5 Consistently generate and employ original ideas, tackle both simple and complex problems
- 5.6 Create an environment across the organisation in which creativity flourishes

Module Contents

- Introduction to Service Delivery Innovation
- Understanding Key Concepts
- Environmental Scanning - Public Sector context specific / SWOT & PESTLE Analysis
- Distinguish between micro, meso & macro-environmental variables in the context of government service delivery
- Characteristics of services & the three Levels of Service
- Success Factors of Service Management
- The Service Quality Model, measuring service levels
- The Path to customer-centricity

Module 6: Namibia in the Global Political Economy

Learning/Specific Outcomes

6.1 Apply the principles of global socio-economic and management concepts in advancing the economic growth of Namibia in relation to foreign policy agenda

6.2 Develop strategies to uphold fiscal regulation including:

6.2.1 The application of Namibia's foreign policy imperatives, micro and macroeconomics and public finance into everyday practices for the public sector institution

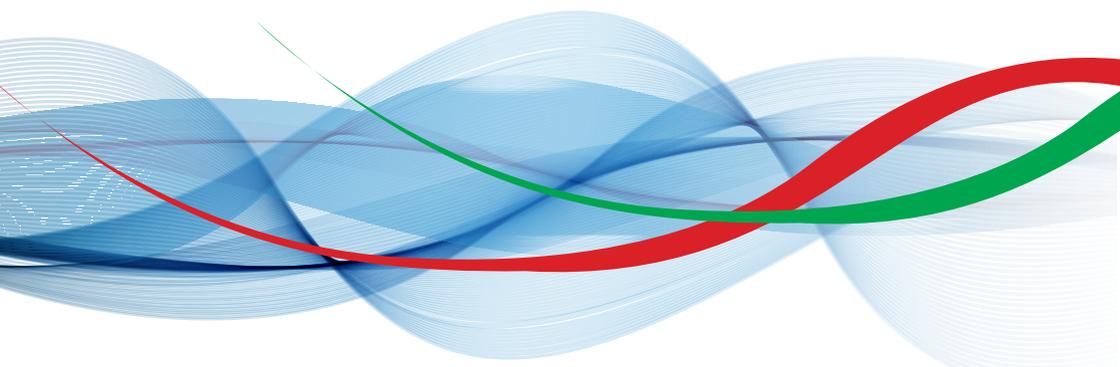
6.2.2 Prescribe and assess the application of the Namibian foreign policy to position Namibia as a Global player in the broader International arena

Module Contents

- The Namibian Economy and foreign policy imperatives – A Global Snapshot
- Fiscal Policy Implementation
- The Macro-Economic Regulatory Architecture
- Capital Flows and Foreign Exchange
- The International Financial Crisis 2007
- The Rise of Asia & BRICS
- Africa's Emerging Economy

“What our people want is to be involved in the decision-making process and to actively participate in decisions, which will ultimately affect them. They then will take ownership of these decisions and ensure that they are successfully implemented.”

**– Sam Nujoma
First President and Founding Father of the Namibian Nation.**



SENIOR MANAGEMENT DEVELOPMENT PROGRAMME (SMDP)

Who is it for?

The SMDP is targeting Directors and Deputy Directors in Office/Ministries/Agencies, Regional Councils and their equivalents in Local Authorities and Public Enterprises.

What do I learn?

The main goal of SMDP is the development of management and good corporate governance qualities of all senior managers in public enterprises and the civil service. The learning outcome of the Programme will be to transfer knowledge and competencies to participants in order to understand and to act professionally as public sector leaders, to be leaders who inspire others and innovators for change.

A CLOSER LOOK

Module 1: Governance in Namibia

Learning/Specific Outcomes

- 1.1 Improve governance in the Namibian context from a theoretical context and constitutional perspective and relate this to strategic analysis and action.
- 1.2 Understand the working of the state and its relationship to other stakeholders.
- 1.3 Contribute to the development and application of Vision 2030 to the organisation and public sector as a whole.
- 1.4 Contribute to the competitiveness of Namibia in a global environment.

1.5 Design strategies for compliance to policies, rules and regulations, directives and guidelines.

1.6 Oversee compliance to legislation and policy and take corrective action as required.

1.7 Enhance cooperative governance in Namibia.

Module Contents

- The Namibian state: development and current realities
- The Namibian Constitution and institutional landscape
- Structure of Government
- Good governance and associated concepts (accountability, transparency, ethics)
- The need for good governance in the public sector
- State instruments to shape good governance
- The interface between various organs of state
- Parliamentary oversight
- Namibia in the global environment
- National Development Plans
- Governance and Compliance

Module 2: Management in the Public Sector

Learning/Specific Outcomes

2.1 Examining a moral regeneration programme in terms of its implications for, and impact on ethical standards in governance and management.

2.2 Improve current strategies and policies for continuous institutional growth and development.

2.3 Modelling outcome based planning in the public sector.

2.4 Appraise current policies, systems and practices on diversity and improve workplace diversity

2.5 Improve the quality of stakeholder engagement in the public sector

Module Contents

- Moral competence
 - Innovation and creativity
 - Result-based management
 - Intergovernmental relations and management
 - Policy Analysis
 - Diversity management
 - Employee relations management
-

Module 3: Public Sector Finance

Learning/Specific Management

3.1 Execute Public Sector Management Framework

3.2 Implement Treasury instructions

3.3 Initiate strategies on revenue collection and management

3.4 Attain efficiency in public procurement

3.5 Manage financial relationships between line Ministries, Regional and Local Councils and public enterprises,

3.6 Evaluating the financial risks facing the public sector based on Auditor General reports.

3.7 Comparing actual versus planned performance in terms of the strategic and annual performance plans, budget, monthly budget reports, the mid-budget and performance report and the comprehensive Annual Report

3.8 Generating cost estimates for budget purposes based on the requirements of the Annual Performance Plan

3.9 Predicting future cash-inflows and outflows based on commitments and expenditure trends

3.10 Devising alternatives for revenue enhancement, given economic trends and local circumstances.

Module Contents

- Interface between line Ministries, Regional and Local Authorities and PEs in budgeting;
- Budget control mechanism;
- Risk management and
- Public procurement in Namibia

Module 4: Strategic Leadership & Organisational Development

Learning/Specific Outcomes

- 4.1 Assist the Executive Branch of Government in leading the public sector
- 4.2 Initiate change and innovation in their respective units
- 4.3 Propose sustainable organisational changes in areas of their expertise
- 4.4 Manage performance improvement
- 4.5 Re-engineer organisational processes and systems, based on the results of a comprehensive organisational analysis
- 4.6 Evaluating the impact of process strategy and/or work system changes on core technical and human behaviour and productivity
- 4.7 Modelling a framework for Change Management M&E System
- 4.8 Outlining the scope and framework for a comprehensive Change Management Strategy
- 4.9 Assess the impact of public policies and strategic objectives on institutions and recommend improvements to achieve sustainable development.

Module Contents

- Leadership, innovation and change management;
- Organising,
- Strategic thinking;
- Organisational development;
- Leading and managing learning organisations;

- Knowledge management;
- Leading and managing people including mentoring and coaching;
- Performance management;
- Communication in the public sector;
- Negotiation
- Emotional Intelligence

Module 5: Knowledge Management

Learning/Specific Outcomes

5.1 Concluding the implications of communication messages and channels in the public sector

5.2 Judging the communication process holistically and identifying the strategic risks flowing from deficiencies in the process

5.3 Develop an appropriate marketing and branding strategy for the organisations

5.4 Re-engineering the process whereby raw data are translated into value-adding information

5.5 Appraising the implications of modern information technology on strategy and service delivery

5.6 Modelling a community of practice to optimise value gains from Knowledge Management

5.7 Enhance IT governance in the public sector.

Module Contents

- Strategic Communication Management
- Knowledge Management
- IT Governance and Knowledge Management
- Organisational Branding
- Marketing strategies for the organisation

MIDDLE MANAGEMENT DEVELOPMENT PROGRAMME (MMDP)

Who is it for?

The MMDP is targeting staff members at Chief level in Offices/Ministries/Agencies, Regional Councils, Local Authorities and Public Enterprises.

What do I learn?

The purpose of this programme is to provide participants with intermediate knowledge and ability to relate to staff above and below their levels. It introduces or builds knowledge, skills and abilities to plan, organize and direct the work of others and self. This programme provides staff members at middle management levels with the requisite qualities required to effectively and efficiently manage performance for better service delivery in the areas of finance, human capital management and leadership, project management, and communication.

The MMDP aims to assist participants to:

- Discharge their duties in compliance with the values and principles of Namibian Public Sector.
- Apply the principles and guidelines related to effective communication in their work context.
- Manage the work of others and self in line with the organisational and national strategic objectives.
- Provide leadership and guidance towards the realization of organisational and national objectives.
- Apply financial propriety and systems to safeguard public funds assets.
- Implement policies and solutions associated with their own work as part of innovation and creativity in the public sector.

A CLOSER LOOK

Module 1. Public Sector Management and Leadership

Learning/Specific Outcomes

- 1.1 Demonstrate an understanding of intergovernmental relations in Namibia (Central Government, Regional and Local, and Public Enterprises).
- 1.2 Apply the values and principles of the Namibian Public Service (accountability, neutrality, effectiveness, equity, equality) in executing their duties.
- 1.3 Develop the ability to manage/lead self and others.
- 1.4 Examine various types of leadership styles.
- 1.5 Demonstrate the role of leadership in change management.

Module Contents

- Structure of the Namibian Government
- Overview of the Namibian Public Service (History, Structure)
- Public Service ethics and conduct
- Personal values and ethics and conduct in Government (Namibian Constitution Chapter 3)
- The values and principles of Namibian Public Service Charter and Africa Public Service Charter
- Leadership and Management Styles
- Management Function in the Workplace (Planning, Organising, Leading and Control)

Module 2. Human Capital Management

Learning/Specific Outcomes

- 2.1 Enhance sound labour relations through application of relevant legislation, policies and negotiation techniques.
- 2.2 Understand and apply Occupational Health and Safety (OHS) procedures, rules and regulations.

2.3 Lead a diverse team in terms of equity, gender, multi-cultures, differently-abled (disabilities) persons and other aspects.

2.4 Manage, assess and reward individual performance (IPM).

2.5 Apply mentoring and coaching skills in the workplace.

2.6 Manage staff careers through appropriate training and development initiatives (talent management).

2.7 Provide advise and guidance to staff on HR rules, code of conduct and service benefits.

Module Contents

- Overview of the Human Resource Value Chain
- Recruitment Process in the public Service
- Conflict and Diversity Management
- Conditions of Employment (appointments, probation, transfer, promotions, daily subsistence allowance, use of official transport, misconduct management, grievances, remuneration, service bonus, leave of absence, including all service benefits)
- Individual Performance Management (planning, assessment and reward)
- Learning and Development (Career Planning, Mentoring and Coaching)
- Employee health and safety

Module 3. Organisational Communication

Learning/Specific Outcomes

3.1 Uphold a good image of government through effective communication and the application of agreed protocol.

3.2 Contribute to the enhancement of communication among public servants.

3.3 Demonstrate active listening and response techniques.

3.4 Interpret and apply different types of communication in the workplace.

3.5 Conduct and manage meetings effectively.

- 3.6 Oversee and coordinate proper minute-taking procedures.
- 3.7 Write different types of reports.
- 3.8 Apply correct referencing techniques in communication material.

Module Contents

- Communication and feedback
- Different types of communication (verbal and non-verbal)
- Basic presentation design and delivery
- Report writing (monthly, quarterly and annual)
- Minute taking and preparation
- Business office communication etiquette (official correspondence, terms of reference, report writing, memos, submission, agenda)
- Effective meeting management (agenda, chairing of meetings)

Module 4. Public Sector Assets and Finance Management

Learning/Specific Outcomes

- 4.1 Apply the concept of REAL (Revenue, Expenditure, Asset and Liability).
- 4.2 Implement internal control mechanisms to reduce losses of the Public Accounts and the Public Service.
- 4.3 Examine the role of key role players involved in financial and asset management.
- 4.4 Apply the legislative framework of public finance.
- 4.5 Interpret and implement the requirements of the MTEF.
- 4.6 Examine the effectiveness of the Supply Chain Management.

Module Contents

- Public Service financial legal framework
- REAL management in the Public Service
- Asset and inventory management

- Supply chain management in the Public Service
- Role players in the Public Service
- Budget cycle (MTEF and PEMP)
- Public Finance control and accountability.

Module 5. Project Planning, Management and Implementation

Learning/Specific Outcomes

5.1 Examine the linkage between policy formulation, programmes, and project implementation in the public sector context.

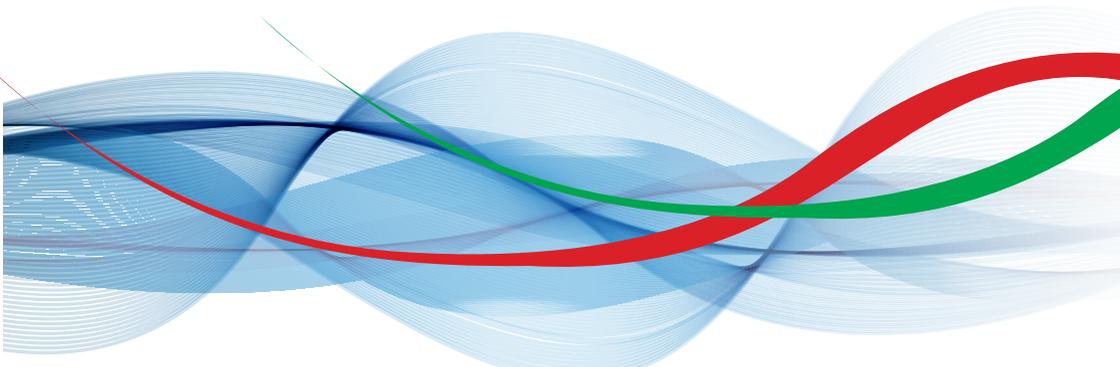
5.2 Apply basic project management skills in terms of project identification, formulation, work break-down (scheduling), and resource allocation (human and financial).

5.3 Apply basic monitoring tools to determine the successful implementation of projects.

5.4 Apply basic evaluation research methods to determine the effectiveness of policy and projects.

Module Contents

- Introduction to project management cycles
- Project design and implementation (identification, consultation, adoption, monitoring and evaluation)
- Effective project implementation
- Monitoring and evaluation
- Basic research methods for project evaluation.



SUPERVISORY DEVELOPMENT PROGRAMME (SDP)

Who is this for?

The SDP is targeting first line Supervisors in Offices/Ministries/Agencies, Regional Councils, Local Authorities and Public Enterprises.

What do I learn?

The Supervisory Development Programme was designed to give public sector supervisors a deep understanding of leadership, management and supervision concepts and equip them to play a firm, fair and effective role in quality service delivery in the public sector.

The SDP aims to assist participants to:

- Manage own performance and the performance of others.
- Apply effective communication skills to both staff and external stakeholders;
- Ensure harmonious customer relations in service delivery; and
- Apply performance management tools and techniques to deliver quality service.

A CLOSER LOOK

Module 1: Public Sector Practices and Management

Learning/Specific Outcomes

- 1.1 Explain the levels of Government: Central, Regional and Local government and the placement of PEs in that structure
- 1.2 Interpret policies, rules and regulations to transfer knowledge to peers and direct reporting staff
- 1.3 Apply basic legal rules and procedures at a supervisory level
- 1.4 Manage direct reporting staff, time, physical resources and finances to improve public service delivery
- 1.5 Demonstrate an understanding of a diverse working environment
- 1.6 Demonstrate knowledge of conditions of employment and service benefits
- 1.7 Apply rules related to conditions of employment and service benefits
- 1.8 Manage personal & direct reporting, staff well-being and organizational safety
- 1.9 Apply customer service standards to the satisfaction of the customers
- 1.10 Demonstrate good personal relationship with all people
- 1.11 Manage a sustainable relationship with stakeholders

Module Contents

- Public Service Management and Leadership
- Resource Management (People, Time, Finance)
- Conditions of Employment and Service Benefits
- Customer care and Relationship Management

Module 2: Communication & Information Technology

Learning/Specific Outcomes

- 2.1 Knowledge of the basic components and fundamental skills of effective communication
- 2.2 Prepare written documentations with detailed data and information
- 2.3 Apply information technology to enhance performance
- 2.4 Demonstrate the application of the Namibian Public Service values in everyday performance]

Module Contents

- Communication
 - Communication process
 - Stakeholder communication (*i.e. internal, intra and external*)
 - General guidelines on communication (*i.e. letter, minutes, memorandum, submission and report writing*)
 - Interaction with subordinates
 - Protocol and forms of addressing people (*i.e. internal and external stakeholders*)
 - Meeting procedures
 - Electronic communication
 - Communication of policies and directives

Module 3: Performance Management for Effective Service Delivery

Learning/Specific Outcomes

- 3.1 Apply performance management tools and techniques to manage resources
- 3.2 Record accurate data to monitor and evaluate the performances
- 3.3 Apply instructions accurately and effectively to complete tasks
- 3.4 Set performance agreements, monitor and assess staff performance
- 3.5 Evaluate project activities

Module Contents

- Work process flow
 - Scheduling monitoring and evaluation
 - Develop and agree performance agreement with direct reporting staff
 - Monitor and assess performance of direct reporting staff
 - Making budgetary estimates and controlling expenditures
 - Project knowledge management
-

“

Effective governance, responsive institutions and an engaged citizenry are the bedrock of sustainable development.

”

-H.E. Dr Hage Geingob
President of the Republic of Namibia

FOUNDATION PROGRAMME (FP)

Who is this for?

The programme is targeting staff members at operational level in Central Government, Regional & Local Government and Public Enterprises with a special focus on new entrants in the public service.

What do I learn?

The integrated Foundation Programme is designed to develop the knowledge, skills and attitudes of staff members in central government, regional and local government and public enterprises required to meet the challenges of public sector performance, service delivery improvement, socio-economic needs of Namibians and building a developmental and entrepreneurial state.

The Foundation Programme aims to enable trainees to:

- Interpret the Namibian public sector structures and systems to position themselves in it for optimal personal, ethical, professional and organisational benefit and development
- Explain the integration of health, wellness, safety and security, organizational performance improvement, productivity and service delivery
- Develop a range of personal development skills and abilities such as effective integration of individual and organizational needs, managing personal finances, own emotions and time
- Explain key public sector service delivery challenges and national strategies to deal with those challenges
- Outline essential rules, procedures, systems and processes in public sector human, financial and performance management that must be complied with in the performance of duties and functions

A CLOSER LOOK

Module 1. Public Sector Structures and Functions

Learning/Specific Outcomes

1.1 Demonstrate understanding of what a public servant is, what it means to be a public servant and roles of public servants

1.2 Break down the system of Namibian government to explain the different levels of hierarchy, the different level of government and different role and responsibilities

1.3 Demonstrate an understanding of the Namibian framework for development-focused service delivery, and the role of government Ministries and agencies in this process

1.4 Demonstrate an understanding of the Namibian Constitutional and ethical framework for a value-drive public service

Module Contents

- Fundamentals of public service
- Structures of Government
- Functioning of the Namibian Government
- Normative guidelines for the public sector employees
- Public sector ethics and conduct in the Namibian Government

Module 2. Staff Wellness and Risk Management

Learning/Specific Outcomes

2.1 Explain the integration of individual health, safety, and wellness, organizational wellness, conducive environment, quality improvement and productivity and service delivery

2.2 Explain disaster risk reduction conceptual framework, policy and institutional structures in Namibia

2.3 Explain general measures for safeguarding national security, public safety, and general welfare of the nation in the performance staff members duties

Module Contents

- Employee Health and Wellness
 - Disaster Risk Management in Government
 - Staff Security in the Public Sector
-

Module 3. Self-Management

Learning/Specific Outcomes

- 3.1 Explain the integration of individual and organizational needs in the public sector
- 3.2 Identify personal financial priorities
- 3.3 Explain how emotional intelligence impact on career development
- 3.4 Use time management tools more effectively

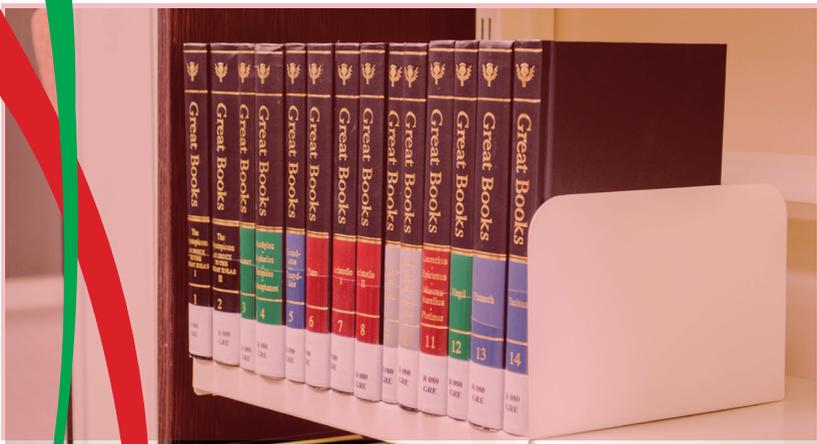
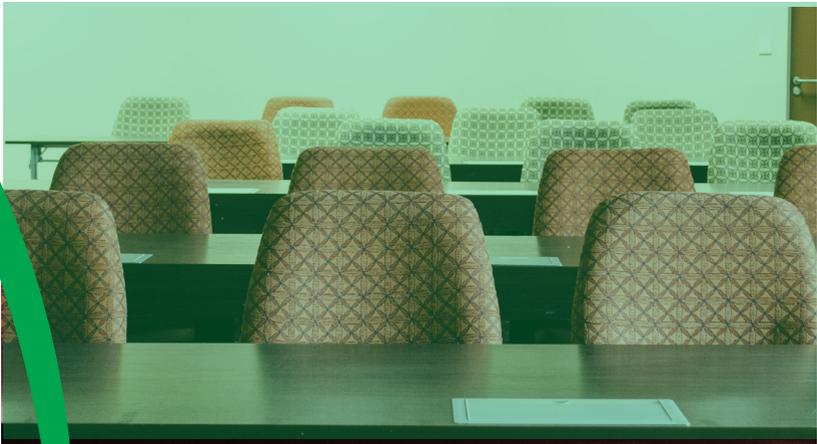
Module Contents

- Career paths in the public sector
 - Effective personal finance
 - Emotional intelligence
 - Basic time management
-

Module 4. Public Service Delivery

Learning/Specific Outcomes

- 4.1 Define basic problem solving approaches to effectively identify, manage and solve public service delivery problems
- 4.2 Demonstrate an understanding of the Namibian Government's strategic priorities
- 4.3 Break down and reconstruct the Namibian governance and management systems and processes
- 4.4 Demonstrate ability to apply the public service reforms initiatives of Government



Module Contents

- Public service delivery problem solving
- The priorities of the Namibian government
- Public service reforms and development

Module 5. Public Resource Management

Learning/Specific Outcomes

- 5.1 List service benefits for employees in the Namibian public sector
- 5.2 Explain the discipline and grievance procedure in the public sector
- 5.3 Identify key elements of budget and procurement process
- 5.4 Demonstrate an understanding of the principles and model of Monitoring and Evaluation in the Namibian Government
- 5.5 Demonstrate the competency to apply individual and organizational performance management

Module Contents

- Human resource conditions of service
- Labour in a nutshell
- Basic public sector finance
- Monitoring and evaluation
- Individual and organisation performance management



A closer relationship between government and the citizens promotes the culture of citizen-centred public service.



-Saara Kuugongelwa-Amadhila
Prime Minister of the Republic of Namibia

OUR SHORT COURSES

In addition, NIPAM offers functional interventions and short courses for Public Enterprises, Central Government, and Regional & Local Government, which include:

- » ITIL
- » Stock Taking
- » Procurement
- » Customer Care
- » Secretarial skills
- » Microsoft Office
- » Board Induction
- » Risk Management
- » Industrial Relations
- » Cobit 5 Foundation
- » Project Management
- » Contract management
- » Strategic management
- » Protocol and Diplomacy
- » Performance management
- » Total Quality Management
- » Monitoring and Evaluation
- » Introduction: e-governance
- » Supply Chain Management
- » Executive Computer Literary
- » Effective Company Secretary
- » Human Capital Management
- » Immigration and Management
- » Business process re-engineering
- » Finance for Non-Financial Managers
- » Excellence in cleaning and housekeeping
- » Communication skills including Business writing skills
- » Leadership, Change management, innovation and creativity, knowledge management

CONSULTANCIES AND RESEARCH

NIPAM provides consultancy and research services in the following areas:

- » Strategic and Annual Planning;
- » Business Planning;
- » Business Process Re-Engineering;
- » Performance Management;
- » Team building; and
- » Policy Development.

“

As leaders, we need to apply the formula, Transparency +
Accountability = Trust

”

-H.E. Dr Hage Geingob
President of the Republic of Namibia

education

development *study*
preparation
practice courses
instruction
teaching *learning*
work *education*
training

discipline

tuition *guidance*
knowledge
understanding



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OUR FACILITIES

NIPAM is located on a modern campus in Windhoek's Olympia suburb. Our facilities consist of several large lecturing halls, multifunctional classrooms and breakaway rooms for groupwork. Conference halls have moveable partitions to allow for a variety of setups. Seminar and workshop venues are fully equipped with state-of-art equipment and video links to the main conference hall.

Courses and programmes are facilitated by our experienced academics who work throughout the year to ensure that the curriculum is up to date and meets the needs of the ever-evolving public sector. In addition, NIPAM has created a resource pool of experts who lecture on specific topics such as finance and governance, or functional short courses. Our experts are recognized authorities in their field and many have had a long and distinguished career in the public sector.

Our Learning Resource Centre (LRC) has close to 5000 titles on public administration and an extensive electronic collection of journals and periodicals. Two fully equipped computer labs are available for groupwork or to assist course participants with completing their assignments.

We have invested in e-learning facilities that allow our participants in the Regions to engage in distance learning. This saves local and regional authorities money and time, and allows people to learn at their own pace without having to take extended leave from their workplace.

A fully stocked kitchen serves our cafeteria, which can cater for any occasion whether gala dinner or informal braai. All NIPAM venues are available for hire.

INSTITUTIONS WITH MOST TRAINING ATTENDANCE AND CONSULTANCY SERVICES AT NIPAM

OFFICES, MINISTRIES & AGENCIES

- Office of the President
- Office of the Prime Minister
- Ministry of Public Enterprises
- Ministry of Urban & Rural Development
- Office of the Auditor General
- Office of the Judiciary
- Ministry of Defence
- Ministry of Education, Arts & Culture
- Ministry of Finance
- Ministry of Gender Equality & Social Welfare
- Ministry of Health & Social Services
- Ministry of Home Affairs & Immigration
- Ministry of Industrialisation, Trade & SME Development
- Ministry of International Relations and Cooperation
- Ministry of Justice
- Ministry of Labour, Industrial Relations & Employment Creation
- Ministry of Safety & Security – Namibian Police
- Ministry of Works & Transport



Electoral Commission of Namibia



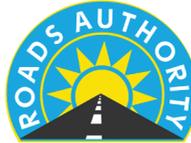
Regional Councils



Local Authorities



Public Enterprises & Other Organisations



“ In a citizen-centred public service culture, citizen satisfaction becomes the measure of success. ”

-Saara Kuugongelwa-Amadhila
Prime Minister of the Republic of Namibia



NIPAM

NAMIBIA INSTITUTE OF PUBLIC
ADMINISTRATION AND MANAGEMENT

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