



NIPAM
NAMIBIA INSTITUTE OF PUBLIC
ADMINISTRATION AND MANAGEMENT



PROSPECTUS 2016

www.nipam.mdi.na



MANDATE

To provide administration and management training, instilling a performance culture in the Namibian public sector through capacity development, consulting and research, operational excellence, capacity development evaluation and strategic partnerships. The mandate is derived from the NIPAM Act, 2010 (Act 10 of 2010, Section 5).

MISSION

To transform the public sector of Namibia into an efficient, effective and accountable system through capacity development, consulting and research, operational excellence, capacity development evaluation, and strategic partnerships.

VISION

A world class management development institute that catalyses the transformation of the Namibian public sector into a developmental and entrepreneurial system.

CORE VALUES

Responsiveness

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

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.

Equality

We will embrace diversity and endeavour to treat everyone fairly irrespective of race, colour, creed or ability.

Innovation

We will be creative in responding to issues that impact on our business.

WELCOME BY THE ACTING EXECUTIVE DIRECTOR

It gives me great pleasure to welcome you to the 2016 edition of the NIPAM prospectus. This year we are offering a large range of courses and programmes for officials in Central, Local and Regional Government and State-Owned Enterprises. With over sixty courses and programmes on offer, NIPAM is by far the largest and most comprehensive training provider in the Public Sector in Namibia.

We pride ourselves on catering for every aspect of public administration and management in different tiers of Government and State-Owned Enterprises.

This is in line with the new approach in Government that focusses more on performance based management and aims to create a class of professional public servants that can move effortlessly through the ranks in different spheres of Government.

Our programmes embody the highest values of professionalism and service delivery as the pillars for creating a Government that is effective, efficient, transparent and citizen-friendly. With our palette of programmes and short courses we aim to equip civil servants with the tools to do the job efficiently; and with satisfaction, and to assist them in climbing the career ladder.

The standardisation of management techniques and practices as well as job-related competencies across Government makes NIPAM the ideal training partner to further your career as a civil servant or employee of a State-Owned Enterprise.

NIPAM also offers custom-made training programmes that are tailored to the specific needs of your organisation and can be delivered on site and at a competitive cost.

Please enjoy perusing our prospectus and choosing a course or programmes that meets your needs.

I hope to welcome you at NIPAM this year!

Best wishes,

Edwin Tjiramba
Acting Executive Director
Namibia Institute for Public Administration and Management

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ABOUT NIPAM

Founded in 2011, the Namibia Institute of Public Administration and Management (NIPAM) is Namibia's designated training provider for the public sector. Whether you are a young graduate or a civil service veteran of many years, our institute is the right choice to further your career.

At NIPAM we strive to improve the quality of service delivery within government, regional and local councils and public enterprises. We give you the opportunity to pursue a professional career in the public sector and equip you with the tools to climb the ladder.

We are proud to offer you, the client, our celebrated induction and management programmes, our short courses and custom-made training consultancies. Our programmes are world-class and can compete with the best in the field, without taking you away from your workplace for long periods of time.

NIPAM is an institute that embraces change. As a public sector think tank we promote dialogue and we understand that diversity is the bedrock of our democracy. We challenge civil service professionals to be part of the solution and promote a culture of continuous learning for a better Namibia.

NIPAM meets the growing demand for professional service delivery in the public sector. The institute plays a central role in moving Namibia towards a knowledge-based society, coordinating training efforts in offices, ministries and agencies. This way we ensure a uniform approach to customer service across the public sphere.

People increasingly choose a career in the public sector, but the changes taking place in our society mean that the demands made on civil servants are also progressively higher. Accountability, efficiency and transparency have become key-words permeating the civil service. Public sector employees are expected to manage, innovate and interact with the public, displaying empathy, honesty and competence.

The purpose of NIPAM is to transform the public service in Namibia through improving management, leadership and professional competencies. It also aims to foster a climate of purpose, values and professional traditions amongst public sector employees.

In the past five years NIPAM has trained thousands of public sector employees. We use a modern curriculum which is offered in partnership with world-class institutions. Our courses and programmes are geared towards both new entrants and career civil servants.

TRAINING PHILOSOPHY

We believe that the elements of "experiential, participatory, life-long learning and transformation" should be embedded in our approach to capacity development. We strive to do this within the broader context of achieving the goals of both the National Development Plans and Vision 2030 for Namibia. To achieve this, the NIPAM capacity building framework, a structure for continuous learning, was developed.

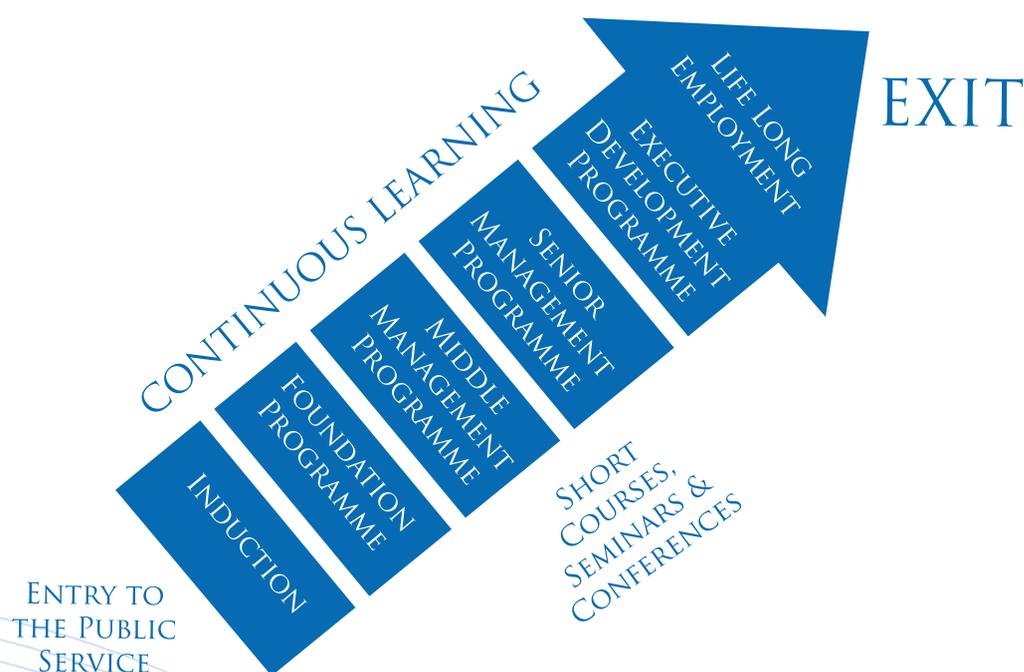
NIPAM's capacity-building framework, which is articulated in both the NIPAM Policy and the NIPAM Act, takes into account the adaptive learning environment. It provides a platform for systems-wide learning to facilitate the development of public servants who share common values, and whose ethos and perspective make for excellence in Namibia's public service.

The entry-level Foundation Programme (FP) is designed to be applied to every public servant upon entry into the public service at supervisory and operational level. It acts as the preparatory programme for the Middle Management Development Programme (MMDP), primarily targeting first level-managers in the public service. This is then followed by the Senior Management Development Programme (SMDP) and the Executive Development Programme (EDP) across all offices, ministries and agencies.

All programmes and courses will eventually be linked to the performance management system to ensure that training and capacity building responds to actual performance challenges in the public service. The flagship programmes offer a comprehensive platform for system-wide learning, and will facilitate the development of common values and practices, combined with crucial skills development at the various levels.

Key features of NIPAM's training philosophy:

- Practical orientation programmes that are academically sound, and which emphasise building and enhancing job competencies (knowledge, skills and attitudes)
- Learner centred approaches and methodologies
- Programme content that is supported by research, case studies and best practise
- Assessment and feedback
- Training to demonstrate value for money and return on investment





OUR CLIENTS

At our campus in the leafy Olympia suburb of Windhoek, NIPAM offers a large range of courses and programmes. Our curriculum was developed by experts in the field of public administration and management. NIPAM's programmes are specifically designed for the Namibian context and tailored towards developing holistic management skills and problem solving expertise.

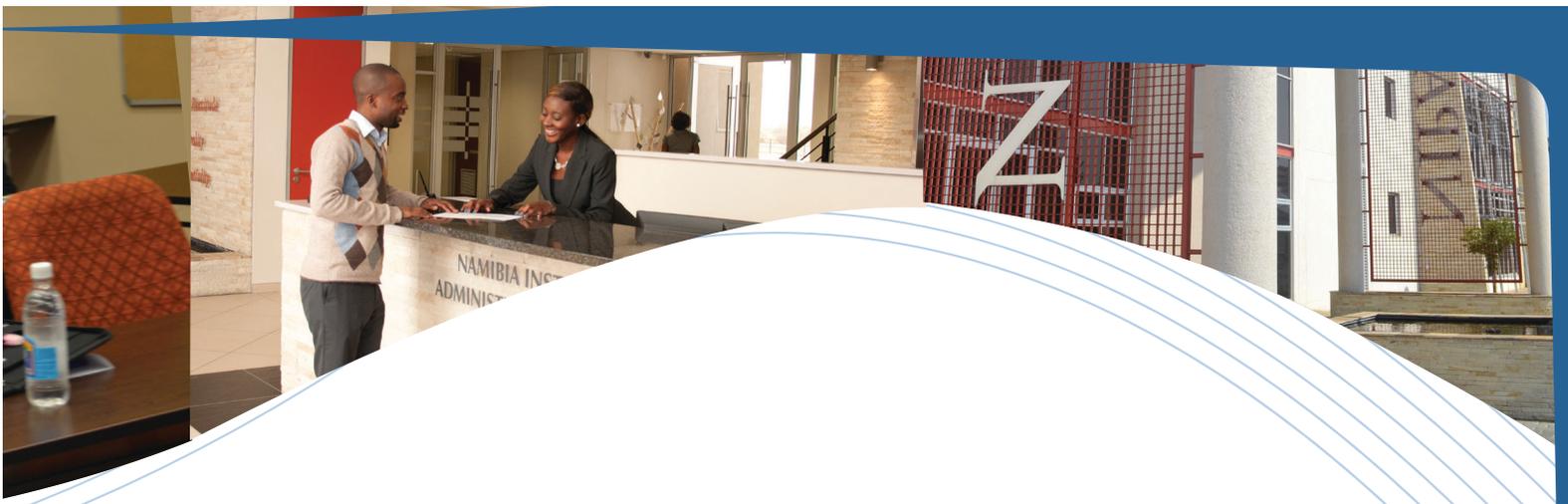
NIPAM provides career focussed training for every stage of the civil servant's occupational path through foundation and management programmes. We also offer a large selection of short courses for those who look to develop, or brush up on, useful skills such as minute taking or directive writing. Our custom-made training consultancies allow government departments or agencies to offer tailored training programmes to their staff on site.

Our focus is on the entire public sector with dedicated business centres for central government, local and regional councils and state-owned enterprises. The academic experience is supported through state-of-the-art IT infrastructure and a large resource centre with an ever expanding collection of works on public administration.

NIPAM aspires to be the training centre of choice for the public sector. We provide a conducive environment for continuous learning and re-learning, starting at the point of entry into the public service and culminating into a culture of lifelong learning.

After an initial orientation at their respective institutions, new entrants in the civil service can enter our Foundation Programme to build basic competencies. This will be followed by professional development programmes for middle and senior managers.

Our academic programmes adopt a learner-centred approach and focus on practical usefulness in the workplace. There is a strong emphasis on enhancing knowledge, skills and attitudes. Many of our programmes are offered in cooperation with renowned partners in the field such as the Southern Business School, PriceWaterhouseCoopers, Wits Business School, University of Stellenbosch, the Institute of Internal Auditors and many more.



ENROLLING IN NIPAM'S PROGRAMMES

Applying for one of our courses is quick and easy. Please first familiarise yourself with the programmes on offer and ensure you meet the stipulated criteria. Discuss the course or programme you would like to enrol for with your supervisor. If you require further assistance or advice after identifying a course or programme you wish to enrol for, please contact the relevant administrative officer at NIPAM.

Please visit the website and download and fill out the NIPAM Application Form. To confirm your enrolment, we require your completed application form and payment, or an official purchase order. Refer to the NIPAM Training Prospectus for further details on our courses and programmes.

“

With NIPAM, I unlocked my leadership potential so I can excel in my new job. ”

Emilia Mkusa
Secretary to the National Council



COURSE OVERVIEW

GOVERNANCE DEVELOPMENT PROGRAMMES

Course	Contact Person	Contact Details
Parliamentary Development Programme	Dr. Michael Tjivikua	E-mail: mtjivikua@nipam.na Tel: 061 2964717 Fax: 061 2964717
	Ms Hendrina Haluendo	E-mail: hhaluendo@nipam.na Tel: 061 2964702 Fax: 061 2964717

MANAGEMENT DEVELOPMENT PROGRAMMES

Course	Contact Person	Contact Details
Executive Development Programme (EDP)	Dr. Michael Tjivikua	E-mail: mtjivikua@nipam.na Tel: 061 2964717 Fax: 061 2964717
	Ms Hendrina Haluendo	E-mail: hhaluendo@nipam.na Tel: 061 2964702 Fax: 061 2964717
Senior Management Development Programme (SMDP)	Dr. Michael Tjivikua	E-mail: mtjivikua@nipam.na Tel: 061 2964717 Fax: 061 2964717
	Ms Hendrina Haluendo	E-mail: hhaluendo@nipam.na Tel: 061 2964702 Fax: 061 2964717
Middle Management Development Programme (MMDP)	Mr. Jafet Nelongo	E-mail: jnelongo@nipam.na Tel: 061 2964760 Fax: 061 2964717
	Ms Puye Nambili	E-mail: pnambili@nipam.na Tel: 061 2964710 Fax: 061 2964717
Essential Management Development Programme (EMDP)	Mr. Lister Chaka	E-mail: lchaka@nipam.na Tel: 061 2964766 Fax: 061 2964717
	Ms Selma Simbinga	E-mail: sssimbinga@nipam.na Tel: 061 2964788 Fax: 061 2964717
Foundation Development Programme (FDP)	Mr. Lister Chaka	E-mail: lchaka@nipam.na Tel: 061 2964766 Fax: 061 2964717
	Ms Selma Simbinga	E-mail: sssimbinga@nipam.na Tel: 061 2964788 Fax: 061 2964717

MANAGEMENT DEVELOPMENT PROGRAMMES FOR REGIONAL AND LOCAL GOVERNMENT

Course	Contact Person	Contact Details
Strategic Management and Governance Programme (SGMP)	Yrika Maritz	E-mail: ymaritz@nipam.na Tel: 061 2964754 Fax: 061 2964730
Management Competencies Progression Programme (MCP)	Mr. Nespect Butty Salom	E-mail: nsalom@nipam.na Tel: 061 2964755 Fax: 061 2964730
Essential Management Competencies Programme (EMCP)	Mr. Nespect Butty Salom	E-mail: nsalom@nipam.na Tel: 061 2964755 Fax: 061 2964730
Foundation Programme (FDP) for staff of Sub-National Government	Ms Emilia Leonard	E-mail: eleonard@nipam.na Tel: 061-2964763 Fax: 061-2964730
Councillor Development Programme (CDP)	Mr. Nespect Butty Salom	E-mail: nsalom@nipam.na Tel: 061 2964755 Fax: 061 2964730

CORPORATE GOVERNANCE PROGRAMMES

Course	Contact Person	Contact Details
Corporate Governance Programme	Rebekka Kakololo or	E-mail: rkakololo@nipam.na Tel: 061 296 4783
	Monalisa Kapere	E-mail: mkapere@nipam.na Tel: (061) 296 4786 Fax: (061) 296 4741
Board Induction Training	Rebekka Kakololo or	E-mail: rkakololo@nipam.na Tel: 061 296 4783
	Monalisa Kapere	E-mail: mkapere@nipam.na Tel: (061) 296 4786 Fax: (061) 296 4741
Fraud Prevention and Ethics Course	Rebekka Kakololo or	E-mail: rkakololo@nipam.na Tel: 061 296 4783
	Monalisa Kapere	E-mail: mkapere@nipam.na Tel: (061) 296 4786 Fax: (061) 296 4741

ICT PROGRAMMES

Course	Contact Person	Contact Details
Programme in End-user Computer Literacy	George Sankwasa Mubita	E-mail: smubita@nipam.na Tel: 061-2964795 Fax: 061-2964775
Programme in Microsoft Word Basic	George Sankwasa Mubita	E-mail: smubita@nipam.na Tel: 061-2964795 Fax: 061-2964775
Programme in Microsoft Word Intermediate	George Sankwasa Mubita	E-mail: smubita@nipam.na Tel: 061-2964795 Fax: 061-2964775
Programme in Microsoft Word Advanced	George Sankwasa Mubita	E-mail: smubita@nipam.na Tel: 061-2964795 Fax: 061-2964775
Programme in Microsoft Excel Basic	George Sankwasa Mubita	E-mail: smubita@nipam.na Tel: 061-2964795 Fax: 061-2964775
Programme in Microsoft Excel Intermediate	George Sankwasa Mubita	E-mail: smubita@nipam.na Tel: 061-2964795 Fax: 061-2964775
Programme in Microsoft Excel Advanced	George Sankwasa Mubita	E-mail: smubita@nipam.na Tel: 061-2964795 Fax: 061-2964775
Programme in Microsoft Powerpoint Basic	George Sankwasa Mubita	E-mail: smubita@nipam.na Tel: 061-2964795 Fax: 061-2964775
Programme in Microsoft Powerpoint Advanced	George Sankwasa Mubita	E-mail: smubita@nipam.na Tel: 061-2964795 Fax: 061-2964775
Programme in Microsoft Outlook	George Sankwasa Mubita	E-mail: smubita@nipam.na Tel: 061-2964795 Fax: 061-2964775

TRANSFORMATION PROGRAMMES

Course	Contact Person	Contact Details
Programme in Strategic Planning and Budgeting	Mr. Lister Chaka	E-mail: lchaka@nipam.na Tel: 061 2964766 Fax: 061 2964717
	Ms Selma Simbinga	E-mail: ssimbinga@nipam.na Tel: 061 2964788 Fax: 061 2964717
Programme in Advanced Policy Analysis	Mr. Lister Chaka	E-mail: lchaka@nipam.na Tel: 061 2964766 Fax: 061 2964717
	Ms Selma Simbinga	E-mail: ssimbinga@nipam.na Tel: 061 2964788 Fax: 061 2964717
Programme in Intermediate Policy Making	Mr. Lister Chaka	E-mail: lchaka@nipam.na Tel: 061 2964766 Fax: 061 2964717
	Ms Selma Simbinga	E-mail: ssimbinga@nipam.na Tel: 061 2964788 Fax: 061 2964717
Programme in Administrative Policy Making	Mr. Lister Chaka	E-mail: lchaka@nipam.na Tel: 061 2964766 Fax: 061 2964717
	Ms Selma Simbinga	E-mail: ssimbinga@nipam.na Tel: 061 2964788 Fax: 061 2964717
Programme in Performance Management for the Public Sector	Mr. Lister Chaka	E-mail: lchaka@nipam.na Tel: 061 2964766 Fax: 061 2964717
	Ms Selma Simbinga	E-mail: ssimbinga@nipam.na Tel: 061 2964788 Fax: 061 2964717
Programme in Monitoring and Evaluation in the Public Sector	Mr. Lister Chaka	E-mail: lchaka@nipam.na Tel: 061 2964766 Fax: 061 2964717
	Ms Selma Simbinga	E-mail: ssimbinga@nipam.na Tel: 061 2964788 Fax: 061 2964717

TRANSFORMATION PROGRAMMES CONTINUED

Course	Contact Person	Contact Details
Programme in Value-for-Money in the Public Sector	Mr. Lister Chaka	E-mail: lchaka@nipam.na Tel: 061 2964766 Fax: 061 2964717
	Ms Selma Simbinga	E-mail: ssimbinga@nipam.na Tel: 061 2964788 Fax: 061 2964717
Programme in Organisational Development	Mr. Lister Chaka	E-mail: lchaka@nipam.na Tel: 061 2964766 Fax: 061 2964717
	Ms Selma Simbinga	E-mail: ssimbinga@nipam.na Tel: 061 2964788 Fax: 061 2964717
Programme in Knowledge Management	Mr. Lister Chaka	E-mail: lchaka@nipam.na Tel: 061 2964766 Fax: 061 2964717
	Ms Selma Simbinga	E-mail: ssimbinga@nipam.na Tel: 061 2964788 Fax: 061 2964717
Programme in Innovation and Creativity	Mr. Lister Chaka	E-mail: lchaka@nipam.na Tel: 061 2964766 Fax: 061 2964717
	Ms Selma Simbinga	E-mail: ssimbinga@nipam.na Tel: 061 2964788 Fax: 061 2964717
Programme in Business Process Re-engineering	Mr. Lister Chaka	E-mail: lchaka@nipam.na Tel: 061 2964766 Fax: 061 2964717
	Ms Selma Simbinga	E-mail: ssimbinga@nipam.na Tel: 061 2964788 Fax: 061 2964717
Programme in Advanced Project	Mr. Lister Chaka	E-mail: lchaka@nipam.na Tel: 061 2964766 Fax: 061 2964717
	Ms Selma Simbinga	E-mail: ssimbinga@nipam.na Tel: 061 2964788 Fax: 061 2964717



Course	Contact Person	Contact Details
Management	Mr. Lister Chaka	E-mail: lchaka@nipam.na Tel: 061 2964766 Fax: 061 2964717
	Ms Selma Simbinga	E-mail: ssimbinga@nipam.na Tel: 061 2964788 Fax: 061 2964717
Programme in Intermediate Project Management	Mr. Lister Chaka	E-mail: lchaka@nipam.na Tel: 061 2964766 Fax: 061 2964717
	Ms Selma Simbinga	E-mail: ssimbinga@nipam.na Tel: 061 2964788 Fax: 061 2964717
Programme in Basic Project Management	Mr. Lister Chaka	E-mail: lchaka@nipam.na Tel: 061 2964766 Fax: 061 2964717
	Ms Selma Simbinga	E-mail: ssimbinga@nipam.na Tel: 061 2964788 Fax: 061 2964717



FINANCIAL MANAGEMENT PROGRAMMES: LONG LEARNING PROGRAMMES

Course	Contact Person	Contact Details
Internal Auditors Training Programme (IAT)	Mr. Jafet Nelongo	E-mail: jnelongo@nipam.na Tel: 061 2964760 Fax: 061 2964717
	Ms Selma Simbinga	E-mail: ssimbinga@nipam.na Tel: 061 2964788 Fax: 061 2964717
Professional Internal Auditor Training Programme (PIA)	Mr. Jafet Nelongo	E-mail: jnelongo@nipam.na Tel: 061 2964760 Fax: 061 2964717
	Ms Selma Simbinga	E-mail: ssimbinga@nipam.na Tel: 061 2964788 Fax: 061 2964717
Programme in Advanced Financial Management for the Public Sector	Mr. Jafet Nelongo	E-mail: jnelongo@nipam.na Tel: 061 2964760 Fax: 061 2964717
	Ms Selma Simbinga	E-mail: ssimbinga@nipam.na Tel: 061 2964788 Fax: 061 2964717
Programme in Basic Financial Management for the Public Sector	Mr. Jafet Nelongo	E-mail: jnelongo@nipam.na Tel: 061 2964760 Fax: 061 2964717
	Ms Selma Simbinga	E-mail: ssimbinga@nipam.na Tel: 061 2964788 Fax: 061 2964717
Programme in Basic Accounting Skills for Financial Officials in the Public Sector	Mr. Jafet Nelongo	E-mail: jnelongo@nipam.na Tel: 061 2964760 Fax: 061 2964717
	Ms Selma Simbinga	E-mail: ssimbinga@nipam.na Tel: 061 2964788 Fax: 061 2964717
Programme in Public Sector Risk Assessment and Auditing	Mr. Jafet Nelongo	E-mail: jnelongo@nipam.na Tel: 061 2964760 Fax: 061 2964717
	Ms Selma Simbinga	E-mail: ssimbinga@nipam.na Tel: 061 2964788 Fax: 061 2964717
Programme in Tender, Asset and Infrastructure Management	Mr. Jafet Nelongo	E-mail: jnelongo@nipam.na Tel: 061 2964760 Fax: 061 2964717
	Ms Selma Simbinga	E-mail: ssimbinga@nipam.na Tel: 061 2964788 Fax: 061 2964717

Course	Contact Person	Contact Details
Programme in Procurement and Asset Management for the Public Sector	Mr. Jafet Nelongo	E-mail: jnelongo@nipam.na Tel: 061 2964760 Fax: 061 2964717
	Ms Selma Simbinga	E-mail: ssimbinga@nipam.na Tel: 061 2964788 Fax: 061 2964717
Supply Chain and Asset Management	Mr. Jafet Nelongo	E-mail: jnelongo@nipam.na Tel: 061 2964760 Fax: 061 2964717
	Ms Selma Simbinga	E-mail: ssimbinga@nipam.na Tel: 061 2964788 Fax: 061 2964717

HUMAN RESOURCES MANAGEMENT PROGRAMMES: SHORT COURSES

Course	Contact Person	Contact Details
Advanced Human Resource Management	Mr. Jafet Nelongo	E-mail: jnelongo@nipam.na Tel: 061 2964760 Fax: 061 2964717
	Ms Puye Nambili	E-mail: pnambili@nipam.na Tel: 061 2964710 Fax: 061 2964717
Intermediate Human Resource Management	Mr. Jafet Nelongo	E-mail: jnelongo@nipam.na Tel: 061 2964760 Fax: 061 2964717
	Ms Puye Nambili	E-mail: pnambili@nipam.na Tel: 061 2964710 Fax: 061 2964717
Programme in Industrial Relations for the Public Sector	Mr. Jafet Nelongo	E-mail: jnelongo@nipam.na Tel: 061 2964760 Fax: 061 2964717
	Ms Puye Nambili	E-mail: pnambili@nipam.na Tel: 061 2964710 Fax: 061 2964717
Programme in Training and Development	Mr. Jafet Nelongo	E-mail: jnelongo@nipam.na Tel: 061 2964760 Fax: 061 2964717
	Ms Puye Nambili	E-mail: pnambili@nipam.na Tel: 061 2964710 Fax: 061 2964717

COMMUNICATION & SECRETARIAL PROGRAMMES: SHORT COURSES

Course	Contact Person	Contact Details
Communication, Secretarial and Service Excellence	Mr. Lister Chaka	E-mail: lchaka@nipam.na Tel: 061 2964766 Fax: 061 2964717
	Ms Puye Nambili	E-mail: pnambili@nipam.na Tel: 061 2964710 Fax: 061 2964717
Programme in Advanced Communication for Public Sector	Mr. Lister Chaka	E-mail: lchaka@nipam.na Tel: 061 2964766 Fax: 061 2964717
	Ms Puye Nambili	E-mail: pnambili@nipam.na Tel: 061 2964710 Fax: 061 2964717
Programme in Intermediate Communication for the Public Sector	Mr. Lister Chaka	E-mail: lchaka@nipam.na Tel: 061 2964766 Fax: 061 2964717
	Ms Puye Nambili	E-mail: pnambili@nipam.na Tel: 061 2964710 Fax: 061 2964717
Programme in Basic Communication for the Public Sector	Mr. Lister Chaka	E-mail: lchaka@nipam.na Tel: 061 2964766 Fax: 061 2964717
	Ms Puye Nambili	E-mail: pnambili@nipam.na Tel: 061 2964710 Fax: 061 2964717
Programme in Business Writing Skills for Government	Mr. Lister Chaka	E-mail: lchaka@nipam.na Tel: 061 2964766 Fax: 061 2964717
	Ms Puye Nambili	E-mail: pnambili@nipam.na Tel: 061 2964710 Fax: 061 2964717
Executive Secretaries	Mr. Lister Chaka	E-mail: lchaka@nipam.na Tel: 061 2964766 Fax: 061 2964717
	Ms Puye Nambili	E-mail: pnambili@nipam.na Tel: 061 2964710 Fax: 061 2964717
Professional Secretaries	Mr. Lister Chaka	E-mail: lchaka@nipam.na Tel: 061 2964766 Fax: 061 2964717
	Ms Puye Nambili	E-mail: pnambili@nipam.na Tel: 061 2964710 Fax: 061 2964717



Course	Contact Person	Contact Details
Programme in Client Service	Mr. Lister Chaka	E-mail: lchaka@nipam.na Tel: 061 2964766 Fax: 061 2964717
	Ms Puye Nambili	E-mail: pnambili@nipam.na Tel: 061 2964710 Fax: 061 2964717
Excellence for the Public Sector	Mr. Lister Chaka	E-mail: lchaka@nipam.na Tel: 061 2964766 Fax: 061 2964717
	Ms Puye Nambili	E-mail: pnambili@nipam.na Tel: 061 2964710 Fax: 061 2964717
Excellent Customer Care for Frontline, Call Centre and Reception	Mr. Lister Chaka	E-mail: lchaka@nipam.na Tel: 061 2964766 Fax: 061 2964717
	Ms Puye Nambili	E-mail: pnambili@nipam.na Tel: 061 2964710 Fax: 061 2964717
Programme in Ethics for Public Sector	Mr. Lister Chaka	E-mail: lchaka@nipam.na Tel: 061 2964766 Fax: 061 2964717
	Ms Puye Nambili	E-mail: pnambili@nipam.na Tel: 061 2964710 Fax: 061 2964717





NIPAM FACILITIES

To acquire new skills we want our course participants to have the right tools. That's why we have invested heavily in our support infrastructure, whether it is our state-of-the-art library, our e-learning services, the well-stocked cafeteria or our conference facilities.

These amenities allow you to study in peace with all the necessary resources at your fingertips. Please visit our library section or explore our conferencing opportunities.

LECTURE HALLS & CONFERENCE CENTRE

NIPAM offers a range of excellent lecture and conferencing halls. NIPAM's state-of-the-art facilities are ideally suited to meet all the conference and training needs of public service agencies, private sector enterprises and non-governmental organisations.

Our recently expanded campus offers:

- Conference halls with seating for 100 or 500 participants, with movable partitions allowing for an intimate atmosphere for intermediate or smaller groups
- Break-away rooms for focus groups
- Fully equipped, flexible capacity seminar and workshop venues, with individual power points for participants (these venues have audio and video links to the main conference hall)
- A Learning Resource Centre (for registered programme participants only)
- Two computer laboratories, with a total of 40 on-line stations (these can be linked for e-learning purposes)
- A cafeteria that offers lunches and refreshments
- An amphitheatre for informal gatherings and discussions

NIPAM gladly assists you with the facilities that you need. We are also happy to discuss your training needs with you and help you with a custom-made training programme, including trainers.

Visit our website at www.nipam.na to download our pricelist or call for a quote 061 296 4700



LEARNING RESOURCE CENTRE

Our Learning Resource Centre is located on the campus in Olympia and boasts one of the largest collections on public administration and management in the region. Over 5000 titles are available for borrowing by our course participants. The LRC also is equipped with high speed internet connections and computer labs.

Titles in the LRC collection focus on management and leadership, accounting and finance, public management and decentralisation, economics, communication, information technology and law and development. Our reference collection includes encyclopaedias, dictionaries, atlases, directories and maps to be used for references purposes.

The NIPAM LRC strives for excellence in the provision of information services. It is aimed to be an innovative partner in the pursuit of excellence and leader in providing dynamic information services that support lifelong learning and NIPAM activities.

The resource centre is open on weekdays between 08h30 and 18h30 for course participants, staff and private individuals who have an introduction letter from their employer.

At our Learning Resource Centre there are two computer labs with seating capacity of 40. The LRC's digital collection encompasses hundreds of journals that are relevant to the public sector and can be accessed online.

CAFETERIA

Our catering department gladly assists you with their conference packages and helps you take all of the stress out of organising your conference. The standard package includes:

- Mints and water
- Welcome tea and coffee
- Mid-morning coffee/tea with sandwiches
- Buffet lunch in the NIPAM cafeteria
- Mid-afternoon coffee/tea with biscuits

MANAGEMENT DEVELOPMENT PROGRAMMES AND COURSES OFFERED BY THE CENTRAL GOVERNMENT BUSINESS CENTRE

PARLIAMENTARY DEVELOPMENT PROGRAMME

Target Group: Members of National Council and National Assembly

Generic Programme Outcomes:

- Critically interpret and apply Parliamentary procedures prescribed for the Namibian Legislators
- Show the relationship between the Constitutional and legislative framework for Parliamentary procedures in the Namibian Government, party political ideology and government programmes
- Comprehend the Namibian development agenda and the relationship between such agenda and the Parliamentary decision-making procedures and processes
- Analyse the processes of public policy formulation, analysis and impact assessment
- Apply governance decision-making within the context of a legislative environment and oversight over management structures and decision-making processes
- Construct a legislative and governance perspective on strategic planning and budgeting and related functional management systems and processes in the Namibian Government
- Apply effective legislative control and accountability

Module 1: Namibian Parliamentary Procedures and Procedures

Requirements of the Namibian Constitution about Parliament and legislative authority and duties, Parliamentary manuals and procedural guides, Parliamentary committees, The Namibian Constitutional framework for public policy making, Law-making in the Namibian Parliamentary system, Constitutional law, Administrative Law and the Interpretation of Statutes as key considerations in the Namibian legislative process

Module 2: The Namibian Development Agenda

- The process of formulating government priorities for the Namibian state, Namibian politics and civil society,
- Scrutinising the Namibian state, society and economy to determine government priorities, The public policy making process,
- The impact of political ideology on the public policy making process,
- Policy response to national development needs,
- Public policy evaluation and analysis,
- Policy impact analysis

Module 3: Namibian Management Systems and Processes

- The structures of public institutions, Financial management systems and processes,
- Human resource management and development systems and processes,
- Strategic planning systems and processes,
- Communication and ICT systems and processes,
- Performance Management,
- The Namibian systems of strategic planning and budgeting
- Legislative oversight over the processes of strategic planning and budgeting,
- Monitoring and evaluation

Module 4: Oversight and Accountability

The trias politica:

- Separation of state powers in legislative, executive and judicial branches,
- Judicial oversight,
- The Administrative branches of government,
- Control over governance and management systems and practices,
- Results assessment,
- Administrative accountability vs citizen-based feedback

For more information, contact:

Mr Lister Chaka | lchaka@nipam.na
Tel: 061-2964766 | Fax: 061-2964717

EXECUTIVE DEVELOPMENT PROGRAMME (EDP)

Target Audience

Senior managers and executives who have been identified by the organisation as potential leaders of business units. Tertiary level academic qualifications are preferable; however, the required experience at the appropriate level will be considered based on individual merit.

Learning Outcomes:

- Understand your own strengths and weaknesses in relation to your leadership style
- Formulate an action plan to improve leadership effectiveness
- Describe how to attract, develop and retain talent in organisations
- Describe the concepts of culture and cultural diversity
- Examine the international dimensions of diversity
- Explain how diversity influences the whole management system
- Understand how to use financial data to manage costs in an organization
- Discuss how good corporate governance should be entrenched in organisations
- Identify an organisational problem or opportunity and devise an action learning project to address it.

Group Dynamics

This module develops skills with regard to team building, group and team interaction; with issues of diversity and diversity management being emphasised. Group dynamic theory is interspersed with interactive learning. It also serves as an introduction to adult education and the philosophy of life-long learning as well as the principles of interactive and participatory learning.

Leadership and Change Management

The starting point of this module is that of understanding yourself as a leader and the importance of influencing followers. This is accomplished using psychometric instruments, which provide insights into the delegates' own leadership styles.

Ethics and Governance

In this module the core elements of corporate governance are explored, focusing on an overview of the King III report which includes directors' responsibilities in the ethical supervision and control of the organisation, compliance with the legal frameworks, and managing the relationships with stakeholders.

Financial Management

This introductory module covers an overview of the financial statements that drive managerial decision-making as well as the meaning and integration of the income statement, balance sheet and cash flow statement. We also cover the extraction of key ratios and their use in a variety of business contexts.

Strategic Marketing

We explore the pivotal role of marketing in creating value for customers and other stakeholders. The major topics include value creation for customers, developing a differentiated and creative marketing strategy, the latest concepts on product and brand strategy along with marketing best practices.

Environment of Business

Using country and business case studies, we explore the effect of globalisation on markets and production, national differences in political economy, the impact of the environment of business, the global trade and investment environment, and the strategy of international business.

Strategy and Strategic Thinking

This module examines the latest thinking on the formulation of strategy with exposure to the complexity of strategy and the strategy process. Some of the perspectives covered are strategy as an external environmental analysis, strategy as planning and learning, strategy as stretching market paradigms and leveraging firm resources, and how strategy has changed in the face of the 'new economy' and the appearance of the internet. These insights will enable a critical evaluation of strategy formulation.

For more information, contact:

Dr Michael Tjivikua | mtjivikua@nipam.na
Tel: 061-2964717 | Fax: 061-2964717

SENIOR MANAGEMENT DEVELOPMENT PROGRAMME (SMDP)

NIPAM has entered into a partnership agreement with the School of Public Leadership at the University of Stellenbosch, and the SMDP has been developed by NIPAM in collaboration with the School of Public Leadership.

Goal and objectives of the SMDP

The main goal of the SMDP is to contribute to the capacity for management and good governance of professionally competent senior managers in the Namibian public service.

Structure and content of the SMDP

The SMDP comprises five modules.

Module 1: Governance in Namibia – Context and Strategic Challenges

The content of this module includes perspectives and learning objectives relating to the development and current reality of the Namibian state; the constitutional and institutional landscape; strategic goals, macro-policy and planning perspectives; strategic issues and challenges; strategic planning processes and implementation; "STEEP" analysis; and scenario analysis.

Module 2: Understanding Good Governance: The Evolution and Impact of Concepts, Ideas, Philosophies and Theories

This module provides learning and understanding related to the concepts, ideas philosophies and theories that inform good governance, effective and ethical public leadership, and professional management for service delivery to citizens. Topics covered will include theories of the state; constitutional democracy; the rule of law; administrative justice and citizens' rights; morality, integrity and ethics in governance; the role of the media, legislatures, oversight bodies, courts and civil society; the theory and practice of good governance; public macro-organisation, including decentralisation and devolution; theories of bureaucracy, public management, network governance, and the developmental state.

Module 3: Public Finance for Good Governance

This module aims to enhance individual and institutional financial competencies in order to ensure the effective, professional and ethical management of public finances. Topics covered include financial literacy for public managers; financial management competencies and skills for non-financial managers; macro-economics and public finance; the legislative and institutional architecture of public finances; the public financial cycle; numeracy competencies for public finances; public finance techniques and applications; and control and accountability.

Module 4: Professional Competencies for Good Governance: Leadership and Organisation Development

This module focuses on leadership development and institutional capacity building for good governance, and effective and ethical public leadership for citizen-centred service delivery in a developmental state. Topics covered include leadership, innovation and change management; strategic thinking; organisation development; leading and managing learning organisations; knowledge management; leading and managing people; performance management; persuasive communication; analytical competencies and skills.

Module 5: Management Applications for Good Governance

This module deals with management applications as they relate to effective and ethical public leadership for good governance. Topics covered include policy analysis; strategic planning; project management; public participation; E-governance and Information Communication Technologies (ICT); and monitoring and evaluation.

Delivery of the SMDP

The delivery of the five modules is spread over several months. Each module will be taught over a period of five days. These will be complemented by overnight reading and assignments. Day 5 will usually take the form of a group evaluation session and end at lunch.

Assessment and evaluation of the SMDP

The SMDP covers the content of a formal postgraduate programme.

After attending this course, participants should be able, through the prescribed assessments for the respective modules, to provide proof that they are able to integrate course theory into the practice of being a senior manager in the public sector in a professional manner. This will be done through a combination of class-based group assessments and an individual assignment.

For more information, contact:

Dr Michael Tjivikua | mtjivikua@nipam.na
Tel: 061-2964717 | Fax: 061-2964717

MIDDLE MANAGEMENT DEVELOPMENT PROGRAMME (MMDP)

NIPAM has entered into a partnership agreement with the Southern Business School, South Africa, and the MMDP has been developed by NIPAM in collaboration with the Southern Business School.

Goal and objectives of the MMDP

The main goal of the MMDP is to contribute to the governance capacity development of professionally competent public service middle managers. The learning outcome of the programme will be the transfer of knowledge and competencies to participants in order to enable them to act professionally as public servants. The relevant knowledge, competencies, skills and attitudes will relate to the following learning areas:

Structure and content of the MMDP

The programme comprises six modules.

Module 1: Creating a SMART Government

This module will provide learning and understanding related to the concepts, ideas, philosophies and theories that inform good governance, effective and ethical public leadership, and professional management for service delivery to citizens in a democratic context. Topics covered will include

the Constitution, Acts of Parliament, policies and regulations; the socio-political economy at global, regional and national levels; the main components of 'SMART' government; and concept of value proposition in government.

Module 2: Finance and Asset Management

This module aims to enhance individual and institutional financial competencies in order to ensure that the management of public finances takes place in a professional, effective and ethical manner. Topics covered will include the legislative framework of public finance; the concept of 'REAL'; budgeting processes and cycle (MTEF) and budgetary control (PEMP); asset and inventory management; role-players involved in financial and asset management; supply chain management; and the role of the Tender Board.

Module 3: Managing People

This module focuses on leadership, management development and institutional capacity building for good governance. Topics covered will include labour legislation and policies, and negotiation techniques; Occupational Health and Safety (OHS) procedures, rules and regulations; leadership issues pertaining to equity, gender, diverse cultures, HIV/Aids etc.; job descriptions and recruitment procedures; assessing individual performance; mentoring and coaching skills; and training and staff development initiatives.

Module 4: Continuous Service Improvement

In this module, many of the ideas and competencies related to effective and efficient service delivery within the context of good governance are concretely captured in management applications. Topics covered will include service delivery in the context of public service reform initiatives; organising and managing business processes; quality management models; coordinating and managing GRN partners and stakeholders; performance management systems; the public policy development cycle; and the project management cycle.

Module 5: Transformation and Self Leadership

This module focuses on self-leadership and how this relates to good governance for citizen-centred service delivery in a developmental state. Topics covered will include various types of leadership; lifelong learning, and an ethical, performance-focused culture; self leadership and personal development; organisational transformation; effective time management; and change management.

Module 6: Communicating Government Business

This module focuses on upholding the image of the GRN through effective communication and the application of agreed protocols, and the accurate recording and referencing of information and activities. Topics covered will include protocols and effective communication; different types of communication in the workplace; managing meetings; different types of reports; and referencing techniques.

Delivery of the MMDP

The six modules are spread over several months. Each module will be taught over a period of five days. The presentations will be complemented by overnight reading and assignments. Day 5 will usually take the form of a group evaluation session and end at lunch.

Assessment and evaluation of the MMDP

The MMDP covers the content of an undergraduate programme.

After attending this course, participants should be able, through the prescribed assessments for the respective modules, to provide proof that they are able to integrate course theory into the practice of being a middle manager in the public sector in a professional manner. This will be done through a combination of class-based group assessments and individual assignments.

For more information, contact:

Mr Jafet Nelongo | jnelongo@nipam.na

Tel: 061-2964760 | Fax: 061-2964717

ESSENTIAL MANAGEMENT DEVELOPMENT PROGRAMME (EMDP)

Target Group: Supervisory Personnel in the Public Sector

Generic Programme Outcomes:

- Familiarise participants with the broad functions, roles and process of supervision in a Public Sector organisation
- Implement performance plans and strategies economically, efficiently and effectively
- Implement operational controls to ensure that performance targets are met and that organisational systems, processes and resources are utilised in a productive and regular manner
- Ensure effective supervision and first-line management in pursuit of organisational efficiency and achievement of goals
- Ensuring proper operation of and control over organisational systems and resources, to enable the achievement of the public sector organisation's vision and mandate

4 training blocks of 5 days

WEEK 1: Core Supervisory Competencies

Module 1: Core Supervisory Competencies

Authority and programmed decision-making, practicing leadership and supervising.

Module 2: Organising and Work Design

Understanding cause and effect cycles, programme-based structures of public sector organisation, work design.

Module 3: Communication and Meeting Procedures

Understanding the essence of organisational communication, basic computer skills, report-writing, meeting procedures.

Module 4: Stakeholder Management

Approaches to identification and dealing with key stakeholders in the Public Sector service delivery.

WEEK 2: Core Supervisory Competencies: Productivity Improvement and Legal Framework

Module 5: Conflict and Time Management

Conflict management, time management, performance culture.

Module 6: Legal Framework

Legal framework for supervisors, discipline and disciplinary procedures.

WEEK 3: Leading Competencies: Policy and Operations Implementation

Module 7: Municipal Policy Implementation

Policy making, practise efficient control within the implementation of policy.

Module 8: Implementation Planning

Processes of compiling organisational implementation performance plans.

Module 9: Organisational and Individual Performance Management

Organisational and individual performance management systems.

WEEK 4: Leading Competencies: Dealing with Money, Works Systems and Service Delivery

Module 10: Dealing with Money, Stock and Assets

Structure of financial management in the Public Sector, efficient internal financial controls, the essence of supply chain and asset control and management, budgetary and financial reporting.

Module 11: Work Systems and Processes

This module deals with the aspect of work process flow to improve service delivery.

Module 12: Public Sector Service Delivery

Improving public sector service delivery.

For more information, contact:

Mr Lister Chaka | lchaka@nipam.na

Tel: 061-2964766 | Fax: 061-2964717

FOUNDATION DEVELOPMENT PROGRAMME

Target Group: New entrants to the Public Sector

Generic Programme Outcomes:

- Interpret the Namibian public sector structures and systems to position themselves in it for optimal personal, ethical, professional and organisational benefit and development
- Outline essential rules, procedures and processes that must be complied with and adhered to in a public employee's interaction with superiors, colleagues and subordinates
- Reconstruct the Namibian Government's development agenda, systems and processes
- Apply the Namibian system of individual and organisation performance management

Module 1: Namibian Governmental Structures and Systems

- Constitutional provisions related to the civil service, Levels of government and governmental authorities,
- Separation of state powers: Legislative, Executive and Judicial branches,
- Namibian Ministries, Line vs staff Ministries, Specialised Ministries: Treasury, the National Planning Commission and OPM,
- Generic functions of government,
- Development functions of government,
- Organisational functions of government,
- Service delivery functions of government,
- Line vs staff functions in government,
- The unique nature of Namibian civil society, culture, religion and related political, economic, social and technological conditions,
- The complexities of the Namibian service delivery environment and conditions,
- Sustainable development and Human Development,
- The Namibian Constitutional values,
- Ethical norms and standards for employees in the Namibian public service,
- A public first approach to service delivery

Module 2: Rules, Processes and Procedures for Personnel Interaction

- Principles of Namibian Labour Law,
- The Public Service Act[s],
- Codes of Conduct, Disciplinary and grievance procedures,
- The salary structure and remuneration in the Namibian public service,
- Public servant's interpretation of, and implementation responsibilities related to functional legislation application to their Ministries or agencies,
- Decision-making systems and procedures in Ministries and agencies of government,
- Public Service and Treasury Regulations,
- Important considerations and requirements when dealing with procurement or money in a public servant's execution of duties,
- Remuneration, staff codes, housing, leave and related human resource matters,
- Recruitment, selection, appointment, placement and development of personnel,
- ICT systems and requirements in the Namibia public service

Module 3: The Namibian Development Agenda

This is where we are going as a country: Vision 2030 and NDP4, Two distinction, yet inter-related processes: Governance vs management, This is how we are going to get there: Namibian policy making processes, systems and processes, Namibian strategic planning and planning systems and processes

Module 4: Performance Management

Outcome (results-) based Performance Planning and Management, Performance monitoring, Performance evaluation, Control and Accountability, Individual Performance Management, Organisational Performance Management, Performance Evaluations

For more information, contact:

Mr Lister Chaka | lchaka@nipam.na
Tel: 061-2964766 | Fax: 061-2964717

MANAGEMENT DEVELOPMENT PROGRAMMES AND COURSES OFFERED BY THE REGIONAL / LOCAL GOVERNMENT BUSINESS CENTRE

PROGRAMME FOR SENIOR MANAGEMENT

STRATEGIC MANAGEMENT AND GOVERNANCE PROGRAMME (SMGP)

Target Group: Senior Managers in Regional and Local Government

Generic programme outcomes:

- Determine a development agenda through participation in policy making processes and setting strategic direction in policy implementation
- Monitor and evaluate the progress in achieving the vision and development agenda and respond appropriately and pro-actively to continuously improve the organisation and its relationships with key stakeholders to optimise performance in the context of capacity constraints
- Ensure value-for-money and strategic purpose with the management of organisational resources that inform institutional capacity, with specific reference to human resources, financial resources, assets and risk-related liabilities
- Ensure an efficient and continuously developing operating environment through programme, projects and change management that is ensuring effectiveness in public sector strategy implementation and operations flowing from it

4 training blocks of 5 days

WEEK 1: Core Competencies

Module 1: Intrinsic Competencies for Senior Management:

Moral competence, strategic management competencies, innovation and creativity (entrepreneurial competencies).

Module 2: Planning and Organising

Results-focused management, quality focused management, integrated planning and organising.

Module 3: Communication, Information and Knowledge Management

Strategic communication management, knowledge management.

Module 4: Manage in the Context of the Constitutional Status of Public Sector Organisations

Intergovernmental relations management.

WEEK 2: Governance, Strategy & Performance evaluation

Module 5: Governance toolkit for Public Sector Managers

Governance in public sector context, Public Sector policy analysis, Governance institutional controls.

Module 6: Strategic Direction and Leadership

Forecasting, strategic planning, Public Sector organisational performance management.

Module 7: Evaluating Progress towards Development

Monitoring and evaluation, assessment.

WEEK 3: Management of Resources

Module 8: People Management

Human capital planning and development, skills development, emotional intelligence, diversity management, employee relations management.

Module 9: Financial Management

Strategic financial management, financial monitoring and reporting, supply chain management.

WEEK 4: Organisational Development, Project and Change Management

Module 10: Change Leadership

Organisation-wide change management.

Module 11: Strategic Program and Project Assessment

Programme and project management, service delivery management.

Module 12: Analysis, Synthesis, Creativity and Innovation in Governance and Management

Managing performance in relation to capacity, community, regulators and environmental pressures as determinants of public sector performance expectations, organisational resources, systems and processes as determinants of institutional capacity and integrated organisational development.

Programme Coordinator:

Yrika Vanessa Maritz | E-mail: ymaritz@nipam.na

Tel: 061 2964754 | Fax: 061 2964741

MANAGEMENT COMPETENCIES PROGRESSION PROGRAMME (MCP)

Target Group: Middle Managers in Regional and Local Government

Generic Programme Outcomes:

- Plan, organise and control in alignment with strategies and budget priorities and plans
- Monitor and evaluate the progress of departments or directorates in achieving their vision and development agenda, and respond appropriately and pro-actively to continuously improve the organisation as well as strengthen its organisational capacity to deliver on its mandate
- Ensure economy, efficiency and effectiveness with the management of organisational resources that inform institutional capacity, with specific reference to human resources, financial resources, assets and risk-related liabilities
- Ensure organisational efficiency and effectiveness through programme, project and change management
- Ensuring efficiency in organisational systems, structures and resources to enable the achievement of the vision and mandate

4 training blocks of 5 days

WEEK 1: Core Tactical Management Competencies

Module 1: Core Tactical Management Competencies

Management decision-making, leadership, supervision and control, management progression.

Module 2: Organisational Design and Planning

Organisational structure designed within the context of a strategic plan.

Module 3: Action Research and Communication

Action research, communication for middle managers, information management and ICT in the public sector.

Module 4: Intergovernmental Relations

Intergovernmental relations management in the context of the public sector

WEEK 2: Government Policy, Planning, Control and Accountability

Module 5: Control and Accountability

Policy making, risk assessment, value-for-money

Module 6: Integrated Development Planning

Strategic and spatial planning, compiling a strategy framework based on the proposed KRAs for the Public Sector.

WEEK 3: M&E and Human Resource Management

Module 7: Monitoring & Evaluation

Performance management, performance reporting

Module 8: Human Resource Management

HR management systems and practices, human resource development, diversity and conflict management, workplace health and safety.

WEEK 4: Programme and Project Management; Organisational Development

Module 9: Financial Management for Middle Managers

The legislative framework for public sector financial management and accountability, performance budgeting, supply chain and asset management.

Module 10: Organisational Development

Work systems, processes and procedures, job and task design, organisational development.

Module 11: Program and Project Management

Programme management, project management, total quality management.

Module 12: The Role of Middle Managers in Contemporary Governance and Management

Effective supervision, participation in strategic decision-making, understanding the implications of strategies, decisions and alternatives and control and guardianship.

Programme Coordinator:

Nespect Butty Salom | E-mail: nsalom@nipam.na
Tel: 061 2964755 | Fax: 061 2964730

ESSENTIAL MANAGEMENT DEVELOPMENT PROGRAMME (EMDP)

Target Group: Supervisory Personnel in Regional and Local Government

Generic Programme Outcomes:

- Familiarise participants with the broad functions, roles and process of supervision in a Public Sector organisation
- Implement performance plans and strategies economically, efficiently and effectively
- Implement operational controls to ensure that performance targets are met and that organisational systems, processes and resources are utilised in a productive and regular manner
- Ensure effective supervision and first-line management in pursuit of organisational efficiency and achievement of goals
- Ensuring proper operation of and control over organisational systems and resources, to enable the achievement of the public sector organisation's vision and mandate

4 training blocks of 5 days

WEEK 1: Core Supervisory Competencies

Module 1: Core Supervisory Competencies

Authority and programmed decision-making, practicing leadership and supervising.

Module 2: Organising and work design

Understanding cause and effect cycles, programme-based structures of public sector organisation, work design.

Module 3: Communication and Meeting Procedures

Understanding the essence of organisational communication, basic computer skills, report-writing, meeting procedures.

Module 4: Stakeholder Management

Approaches to identification and dealing with key stakeholders in the Public Sector service delivery.

WEEK 2: Core Supervisory Competencies: Productivity Improvement and Legal Framework

Module 5: Conflict and Time Management

Conflict management, time management, performance culture.

Module 6: Legal Framework

Legal framework for supervisors, discipline and disciplinary procedures.

WEEK 3: Leading Competencies: Policy and Operations Implementation

Module 7: Municipal Policy Implementation

Policy making, practise efficient control within the implementation of policy.

Module 8: Implementation Planning

Processes of compiling organisational implementation performance plans.

Module 9: Organisational and Individual Performance Management

Organisational and individual performance management systems.

WEEK 4: Leading Competencies: Dealing with Money, Works Systems and Service Delivery

Module 10: Dealing with Money, Stock and Assets

Structure of financial management in the Public Sector, efficient internal financial controls, the essence of supply chain and asset control and management, budgetary and financial reporting.

Module 11: Work Systems and Processes

This module deals with the aspect of work process flow to improve service delivery.

Module 12: Public Sector Service Delivery

Improving public sector service delivery.

Programme Coordinator:

Nespect Butty Salom | E-mail: nsalom@nipam.na

Tel: 061 2964755 | Fax: 061 2964730

FOUNDATION PROGRAMME (FP)

Target Group: New entrants to the Public Sector and existing staff members that require (re -) orientation in the Public Sector (Central Government, Regional and Local Authorities and Public Enterprises)

Generic Programme Outcomes:

- To orientate officials on the system of Government and management in Namibia
- To sensitise officials in the ethical and functional requirements for Namibian Government management systems and processes
- To provide officials with the basics in the Namibian Government in essential management skills

1 training block of 5 days

Module 1: Namibian Public Sector

The Namibian public sector systems, the Constitutional and legislative functions of central, regional and municipal councils, the relationship between politicians/board members and officials, codes of conduct for officials, Local Government and public owned enterprises, decision-making and hierarchy in the Namibian Public Sector context, human capital employment conditions, roles and responsibilities of officials.

Module 2: Namibian Public Sector Management Essential Skills

Overview of the human resource management systems and processes, overview of financial management systems and processes, overview of project management in the public sector, introduction to disciplinary procedures and occupational health and safety, overview of ethics and professionalism.

Programme Coordinator:

Ms Emilia / Muna Leonard : E-mail: eleonard@nipam.na

Tel: 061 2964763 | Fax: 061 2964830

COUNCILLOR DEVELOPMENT PROGRAMME (CDP)

Target Group: Councillors and CEOs in Regional and Local Government

1 training block of 5 days

Generic Programme Outcomes:

- To apply the theories and practices of Intergovernmental and International Relations in the Namibian Regional and Local Government;
- To apply key governance and management processes in the Namibian Regional and Local Government
- To apply organisational systems and processes in the Namibian Regional and Local Government
- To use key management applications for the Namibian Regional and Local Government

Outline of the CDP

- The Namibian Agenda
- Protocol and International Relations
- Namibian Regional and Local Government Legislative Framework
- Traditional Leaders
- Community Engagement and citizen involvement
- Personal and Leadership skills
- Corporate Governance
- Employee Management and Development
- Financial Management
- Specialised Regional and Local Government Applications

Programme Coordinator:

Nespect Butty Salom | E-mail: nsalom@nipam.na

Tel: 061 2964755 | Fax: 061 2964730

PROGRAMMES AND COURSES OFFERED BY THE STATE-OWNED ENTERPRISES BUSINESS CENTRE

CORPORATE GOVERNANCE PROGRAMME

The programme aims to equip boards and staff in Public Enterprises (PEs) in Namibia with the necessary skills to enhance the performance of their respective enterprises to ensure good service delivery to the citizens.

At the end of the training programme, participants are expected to:

- Develop a common understanding regarding PEs in Namibia
- Analyse the business environment in Namibia
- Apply the principles of good corporate governance in the management PEs
- Understand the importance of financial systems, procurement systems and performance management in PEs.

The programme consists of the following seven modules.

Module 1: Business Environment and Public Enterprises

Focusses on the evolution of PEs in Namibia including the challenges facing public enterprises and the business factors that influence the operations of public enterprises in Namibia.

Module 2: Good Corporate Governance

Covers the introduction to corporate governance for public enterprises, legislative enhancement for corporate governance for public enterprises, ethics of business, the governance of information technology, the corporate social responsibility and the Role of Shareholders (Ministry of Public Enterprises & Portfolio Ministries) and key governance players of public enterprises such as the Board, the executive management, the Company Secretary and the Chief Finance Officer.

Module 3: Professional Development of Boards

Looking at the leadership, composition, nominations, appointments, functions, duties, responsibilities of the Board of Directors, the individual directors (Executive and Non-Executive), Board committees, the roles, duties and responsibilities of the Board chairperson, role of Board corporate strategy, governance & performance agreements, Board processes and effectiveness, Board evaluation processes and procedures and the Role of the Chief Executive Officer, Company Secretary and Chief Finance Officer.

Module 4: Financial Reporting and Risk Management

Deals with the issues of budgeting and the importance of effective financial reporting in public enterprises, audit and risk management in public enterprises and investment, dividends and business rescue process for public enterprises.

Module 5: Communication

Covers the integrated reporting, marketing, research and development in public enterprises.

Module 6: People Management

Focusses on key strategic human resources issues that impact on the operations of public enterprises and service delivery in the following areas: recruitment, employee motivation, managing the training and development function, work-based action learning, managing performance, industrial relations/handling labour relations and alternate dispute resolution, role of trade unions and talent management.

Module 7: Public Procurement

Covers the legislation governing the procurement process of public enterprises in Namibia, the pillars of a good public procurement system, the key elements in preparing tender documents and different procurement contracting methods and the criteria and guidelines for evaluation of bids.

The target group for this programme includes:

- Board of directors & Board committees
- Executive and middle managers
- Company Secretaries of public enterprises, other public and private sector institutions.

The Board Induction Training will be delivered as new Boards of directors for public enterprises are appointed in consultation with the Ministry of Public Enterprises and portfolio/line Ministries.

The course fee per delegate: N\$7000-00 per three day workshop. The fees include VAT, study material, tea and coffee during breaks, lunch and an attendance certificate.

The programme is offered over a period of three days for all seven modules of the programme. The training is presented at the NIPAM Campus, in Paul Nash Street, Olympia.

For more information, contact:

Rebekka Kakololo | E-mail: rebekka.kakololo@nipam.mdi.na | Tel: (061) 296 4783

Monalisa Kapere | E-mail: monalisa.kapere@nipam.mdi.na | Tel: (061) 296 4786

Fax: (061) 296 4741

BOARD INDUCTION TRAINING

The Board Induction Training will be delivered as new Boards of directors for public enterprises are appointed in consultation with the Ministry of Public Enterprises and portfolio/line Ministries.

The course fee per delegate: N\$7200-00 per three day workshop. The fees include VAT, study material, tea and coffee during breaks, lunch and an attendance certificate.

For more information, contact:

Rebekka Kakololo | E-mail: rebekka.kakololo@nipam.mdi.na | Tel: (061) 296 4783

Monalisa Kapere | E-mail: monalisa.kapere@nipam.mdi.na | Tel: (061) 296 4786

Fax: (061) 296 4741

FRAUD PREVENTION AND ETHICS COURSE

The Fraud Prevention and Ethics course aims to foster a critical understanding of the concepts, issues and practices pertaining to fraud prevention in any organisation, and a practical approach to the application of ethical standards in fraud prevention.

Topics covered in the Fraud Prevention and Ethics course include:

- The PwC Global Economic Crime Survey – February 2014
- Statistics and the fraud triangle;
- Definitions and manifestations of fraud;
- A comprehensive approach to preventing fraud;
- High-level fraud risk identification;
- Development of a draft fraud policy and fraud prevention plan;
- Critical issues in the Code of Conduct related to fraud;
- Fraud red flags; and
- Detecting fraud.

The target group for this course includes:

- Board members, Company Secretaries and management of State-Owned Enterprises and other Public & Private Sector institutions, forensic investigators, internal auditors, compliance officers and risk managers.
- Civil servants such as taxation officers, customs & excise officers, immigration officials and officials that are dealing with inspections and procurement (auxiliary services).

The Fraud Prevention & Ethics is a one day course. The course is offered in collaboration with PricewaterhouseCoopers, Namibia ("PwC").

For more information, contact:

Rebekka Kakololo | E-mail: rebekka.kakololo@nipam.mdi.na | Tel: (061) 296 4783
Monalisa Kapere | E-mail: monalisa.kapere@nipam.mdi.na | Tel: (061) 296 4786
Fax: (061) 296 4741

PROGRAMMES AND COURSES OFFERED BY THE INFORMATION MANAGEMENT BUSINESS CENTRE

PROGRAMME IN END-USER COMPUTER LITERACY

Target Group: All staff in the Public and Private Sector (Central Government, Regional and Local Authorities and Public Enterprises).

Generic Programme Outcomes:

- Effectively understanding computing, including knowledge and use of computer hardware, software, and operating systems. Participants will be able to use computers on a basic level in order to work efficiently.

1 training block of 1 day

Generic Programme Outcomes:

- Computer Fundamentals: Foundational understanding of computing, including knowledge and use of computer hardware, software, and operating systems.
- Living Online: Working in an Internet or networked environment.

For more information, contact:

Mr Sankwasa Mubita | E-mail: smubita@nipam.na
Tel: 061-2964795 | Fax: 061-2964775

PROGRAMME IN MICROSOFT WORD BASIC

Target Group: All staff in the Public and Private Sectors (Central Government, Regional and Local Authorities and Public Enterprises).

Generic Programme Outcomes:

- In this course, the learner will learn fundamental Word 2013 skills
- The learner will start by getting acquainted with the Word user interface, creating a new document, and finding help
- The learner will find, select, and modify text
- The learner will format text as well as paragraphs, and add tables to documents
- The learner will manage more complicated lists, and insert graphic objects

- The learner will apply design and layout options to pages
- The learner will check the documents for spelling, grammar, and other errors, and use other proofing tools to look up information
- Finally, the learner will customise the Word environment to better suit individual work habits, and learn additional methods of saving documents

1 training block of 3 days

For more information, contact:

Mr Sankwasa Mubita | smubita@nipam.na
Tel: 061-2964795 | Fax: 061-2964775

PROGRAMME IN MICROSOFT WORD INTERMEDIATE

Target Group: All staff in the Public and Private Sectors (Central Government, Regional and Local Authorities and Public Enterprises).

Generic Programme Outcomes:

- In this course, the learner will expand his/her knowledge of Microsoft Word.
- The learner will work with tables and charts to organize and summarize data. The learner will use styles and themes to customise the look of documents
- The learner will add images and custom graphic elements to your documents to graphically show information
- The learner will add building blocks of information and updatable fields to the document to improve efficiency
- The learner will control how text flows around graphics, between paragraphs, and between pages, and use section, page, and column breaks in your documents
- The learner will use templates to maintain consistency between documents. The learner will use the mail merge feature to customize and personalise content
- Finally, the learner will create and use macros to automate tasks

1 training block of 3 days

For more information, contact:

Mr Sankwasa Mubita | smubita@nipam.na
Tel: 061-2964795 | Fax: 061-2964775

PROGRAMME IN MICROSOFT WORD ADVANCED

Target Group: All staff in the Public and Private Sectors (Central Government, Regional and Local Authorities and Public Enterprises).

Generic Programme Outcomes:

In this course, the learner will manage, revise, and distribute documents. The learner will:

- Collaborate on documents
- Add reference marks and notes
- Simplify and manage long documents
- Secure a document
- Create forms

1 training block of 2 days

For more information, contact:

Mr Sankwasa Mubita | smubita@nipam.na
Tel: 061-2964795 | Fax: 061-2964775

PROGRAMME IN MICROSOFT EXCEL BASIC

Target Group: All staff in the Public and Private Sectors (Central Government, Regional and Local Authorities and Public Enterprises).

Generic Programme Outcomes:

- The learner will gain a foundational understanding of the basic functionalities of Excel 2013
- The learner will begin by navigating the Excel 2013 environment
- From there, the learner will perform the basic tasks associated with creating and saving Excel worksheets and exploring the Help system
- The learner will use formulas and functions to perform calculations in worksheets, and the learner will modify worksheets by manipulating cells and data, by searching for and replacing data, and by checking for spelling errors
- The learner will format worksheets and prepare them for printing
- The learner will also begin working with larger workbooks that contain multiple worksheets
- Finally, the learner will customise Excel to more closely meet their needs

1 training block of 3 days

For more information, contact:

Mr Sankwasa Mubita | smubita@nipam.na
Tel: 061-2964795 | Fax: 061-2964775

PROGRAMME IN MICROSOFT EXCEL INTERMEDIATE

Target Group: All staff in the Public and Private Sectors (Central Government, Regional and Local Authorities and Public Enterprises).

Generic Programme Outcomes:

- Create advanced formulas
- Analyse data with logical and lookup functions
- Organize worksheet data with tables
- Visualize data by using charts
- Analyse data with pivot tables, slicers, and pivot charts
- Insert graphic objects
- Enhance workbooks

1 training block of 3 days

For more information, contact:

Mr Sankwasa Mubita | smubita@nipam.na
Tel: 061-2964795 | Fax: 061-2964775

PROGRAMME IN MICROSOFT EXCEL ADVANCED

Target Group: All staff in the Public and Private Sectors (Central Government, Regional and Local Authorities and Public Enterprises).

Generic Programme Outcomes:

- Automate worksheet functions
- Audit worksheets
- Analyse data
- Work with multiple workbooks
- Import and export data

1 training block of 2 days

For more information, contact:

Mr Sankwasa Mubita | smubita@nipam.na
Tel: 061-2964795 | Fax: 061-2964775

PROGRAMME IN MICROSOFT POWERPOINT BASIC

Target Group: All staff in the Public and Private Sectors (Central Government, Regional and Local Authorities and Public Enterprises).

Generic Programme Outcomes:

- Identify the basic features and functions of PowerPoint
- Develop a PowerPoint presentation
- Perform advanced text editing
- Add graphical elements to a presentation
- Modify objects in a presentation
- Add tables to a presentation
- Add charts to a presentation
- Prepare to deliver a presentation

1 training block of 2 days

For more information, contact:

Mr Sankwasa Mubita | smubita@nipam.na
Tel: 061-2964795 | Fax: 061-2964775

PROGRAMME IN MICROSOFT POWERPOINT ADVANCED

Target Group: All staff in the Public and Private Sectors (Central Government, Regional and Local Authorities and Public Enterprises).

Generic Programme Outcomes:

- Modify the PowerPoint environment
- Customize design templates
- Add SmartArt to a presentation
- Work with media and animations
- Collaborate on a presentation

- Customize a slide show
- Secure and distribute a presentation

1 training block of 2 days

For more information, contact:

Mr Sankwasa Mubita | smubita@nipam.na
Tel: 061-2964795 | Fax: 061-2964775

PROGRAMME IN MICROSOFT OUTLOOK

Target Group: All staff in the Public and Private Sectors (Central Government, Regional and Local Authorities and Public Enterprises).

Generic Programme Outcomes:

- Composing Messages
- Reading Options

1 training block of 2 days

TRANSFORMATIONAL PROGRAMMES

PROGRAMME IN STRATEGIC PLANNING AND BUDGETING

Target Group: Strategic planners, budget managers, chief financial officers, middle to senior managers, M&E and PMS officers and managers, risk managers in the Public Sector

Generic Programme Outcomes:

Mastering strategic planning and budgeting skills; policy making, strategic planning, performance budgeting, monitoring and evaluation.

1 training block of 5 days

Module 1: Policy Making

Formulate government policy to guide strategic planning and budgeting, formulate administrative policy to support strategy implementation.

Module 2: Strategic Planning

Mandate, vision and mission, community engagement in the planning process, situation, SWOT and risk analysis, formulate goals and objectives, define strategies, activities, programmes and projects, cascade strategic plans into annual performance plans, cascade APPs into departmental performance plans.

Module 3: Performance Budgeting

Budgeting systems, principles of modern government budgeting, performance budgeting, activity based budgeting, activity based costing, revenue and expenditure control and forecasting.

Module 4: Monitoring and Evaluation

Monitoring and evaluation, performance management, policy and strategy analysis.

For more information, contact:

Mr Lister Chaka | lchaka@nipam.na
Tel: 061-2964766 | Fax: 061-2964717

PROGRAMME IN ADVANCED POLICY ANALYSIS

Target Group: Senior managers involved in policy formulation, strategic management, monitoring and evaluation, risk management and auditing in the Public Sector (Central Government, Regional and Local Authorities and Public Enterprises).

Generic Programme Outcomes:

Mastering advanced policy analysis skills; formulate government policy proposals in the context of the Public Sector development agenda, practical policy analysis, policy analysis and strategy formulation.

1 training block of 5 days

Module 1: Formulate Government Policy Proposals in the Context of the Public Sector Development Agenda

Public policy and analysis as core value drivers for development, systems and methods for policy analysis, Government policy in the context of national, regional and local development priorities, Government policy in the context of political policy and political processes, Government policy in the context of sustainable development.

Module 2: Practical Policy Analysis

Policy interpretation as a theoretical concept, interpreting Government policies to conclude output, outcome and impact implications, policy evaluation as a theoretical concept, evaluating government policies to conclude the implications thereof on organisational efficiency, effectiveness and economy, policy analysis as a scientific application, analyse Government policies to determine cost-effectiveness and cost/benefit.

Module 3: Policy Analysis and Strategy Formulation

Organisational strategy formulation in the context of policy analyses.

PROGRAMME IN INTERMEDIATE POLICY MAKING

Target Group: All officials involved in policy-making in government organizations (executive policies).

Generic Programme Outcomes:

Mastering intermediate policy making skills; formulate executive policy in the context of Government's national, regional and/or local service delivery priorities, the compilation of executive policies, strategy formulation in the context of executive policy demands, quality and implementation control systems and processes.

1 training block of 5 days

Module 1: Formulate Executive Policy in the Context of Government's Public Sector Service Delivery Priorities

Policy formulation in the context of national, regional and/or municipal strategic priorities, different types and levels of policy formulation, the legislative framework for the development and formulation of executive policies development.

Module 2: The Compilation of Executive Policies

Technical considerations in writing an executive policy, integrated vision in the contents of executive policies.

Module 3: Strategy Formulation in the Context of Executive Policy Demands

Formulate strategy in the context of executive policy.

Module 4: Quality and implementation control systems and processes

Quality control checklist for executive policies, process of the approval of executive policies, communication in policy implementation, control arrangements to evaluate the implementation of executive policies, policy audit, with the emphasis on executive policies.

For more information, contact:

Mr Lister Chaka | lchaka@nipam.na
Tel: 061-2964766 | Fax: 061-2964717

PROGRAMME IN ADMINISTRATIVE POLICY MAKING

Target Group: All officials involved in policy-making in government organizations (administrative policies).

Generic Programme Outcomes:

Mastering Basic (Essential) Policy Making Skills; administrative policies in the context of Government and executive policy and organisational strategy, the writing of administrative policies, implementation of administrative policies.

1 training block of 5 days

Module 1: Administrative Policy Making

Policy formulation in the context of institutional vision and mission, different types and levels of policy formulation, the legislative and regulatory framework for policy development, institutional policies to support strategy implementation, analysis of institutional workflows to guide the formulation of administrative policies.

Module 2: The Writing of Administrative policies

Technical considerations in writing an administrative policy, credibility checklist for administrative policies.

Module 3: Implementation of Administrative Policies

Quality control checklist for administrative policies, process of the approval of administrative policies, administrative policy controls (internal controls), communication in policy implementation, control arrangements to evaluate the implementation of administrative policies.

For more information, contact:

Mr Lister Chaka | lchaka@nipam.na
Tel: 061-2964766 | Fax: 061-2964717

PROGRAMME IN PERFORMANCE MANAGEMENT FOR THE PUBLIC SECTOR

Target Group: All middle managers, supervisors and PMS practitioners, HR managers, planners in the Public Sector

Generic Programme Outcomes:

To ensure that managers and practitioners engaged in performance management understand the integrated processes of planning, implementing and evaluating organisational and individual performance.

1 training block of 5 days

Module 1: Principles, Systems and Processes of Performance Management

Performance planning, aligning sustainable development performance strategy with organisational development strategy, aligning development strategies with organisational structures and the organisational budget, define and formulate performance indicators and targets, performance management models.

Module 2: Organisational Performance Management

Strategic plans and annual performance plans, performance implementation plans, principles of balanced performance, balanced scorecard and other performance evaluation models, organisational performance scorecards.

Module 3: Individual Performance Management

Individual performance plans, individual performance scorecards, performance evaluations, performance improvement and development, individual performance and ethics, performance coaching.

PROGRAMME IN MONITORING AND EVALUATION IN THE PUBLIC SECTOR

Target Group: Senior/middle managers, LED Practitioners, strategic planners, PMS officers in the Public Sector

Generic Programme Outcomes:

Apply the Public Sector framework for monitoring and evaluation, monitoring and evaluation as an analytical policy and management tool.

2 training blocks of 5 days each

Module 1: Planning and Budgeting

Strategic Planning and its application in the Public Sector, the National Development Plan and M&E framework, SWOT and situation analysis, planning in terms of Vision 2030 and the National Development Plan, outcomes-based approach in Government, Setting goals and objectives in line with outcomes, link goals and objectives to activities, programmes and projects, outcomes-based budgeting approach, the role of monitoring and evaluation in the budgeting process.

Module 2: M&E Systems and Processes

Sustainable development, Human Development Index, systems, processes and tools for monitoring and evaluation, collection, analysis, quality assurance and verification approaches in respect of performance data, M&E reports, monitoring and evaluation policies and frameworks, conducting evaluations and impact assessments in respect of key government programmes, planning and budgeting.

Module 3: Organisational Performance management

Approaches towards monitoring and evaluation, the role of monitoring and evaluation in the Namibian Public Sector, the concept of service delivery performance, performance measures and indicators, monitoring and evaluation reports, elements of effective monitoring and evaluation, performance reporting, performance auditing.

Module 4: Individual Performance Management

Individual performance management, performance evaluation and assessment, performance reporting.

PROGRAMME IN VALUE-FOR-MONEY IN THE PUBLIC SECTOR

Target Group: Technical managers, senior and middle managers, financial and procurement managers and practitioners in the Public Sector (Central Government, Regional and Local Authorities and Public Enterprises).

Generic Programme Outcomes:

Mastering the skills to promote value-for-money in government operations in a sustainable manner; efficiency, effectiveness, economy.

1 training block of 5 days

Module 1: Efficiency, Effectiveness and Economy

Value-for-money; efficiency, effectiveness and economy.

Module 2: Planning for VfM

Value for money in strategic planning, value-for-money in operations planning, value-for-money in financial planning, value-for-money in logistics planning, value-for-money in strategic planning.

Module 3: Measuring Value-for-Money

Basic cost analysis, VfM in risk assessment, cost-benefit analysis, cost/effectiveness analysis.

Module 4: Value-for-Money Auditing

VfM auditing methodologies and reporting.

For more information, contact:

Mr Lister Chaka | lchaka@nipam.na

Tel: 061-2964766 | Fax: 061-2964717

PROGRAMME IN ORGANISATIONAL DEVELOPMENT

Target Group: Chief Regional Officers and Chief Executive Officers, Permanent Secretaries, Chief Operating Officers, senior and middle managers, strategic planners, organisational development practitioners, human resource practitioners, performance management officers in the Public Sector

Generic Programme Outcomes:

Mastering organisational development skills:

- The theory and practice of organisational development (OD), organisational analysis, improving organisational efficiency and effectiveness, monitoring organisational intervention initiatives, managing organisational change.

1 training block of 5 days

Module 1: The Theory and Practice of Organisational Development (OD)

Planned organisation-wide change for improvement, increased organisational efficiency.

Module 2: Organisational Performance Improvement

Analyse organisational governance structures, systems, processes and policies, compile an organisational risk assessment, value-for-money in an organisational context; efficiency, effectiveness and economy, organisation-wide systems and process improvement planning, organisational development monitoring and evaluation.

Module 3: Organisational Change

Change Management, project management.

For more information, contact:

Mr Lister Chaka | lchaka@nipam.na

Tel: 061-2964766 | Fax: 061-2964717

PROGRAMME IN KNOWLEDGE MANAGEMENT

Target Group: Senior managers (decision-makers), strategic planners, performance management practitioners, work study officers, communication officers, ICT personnel in the Public Sector

Generic Programme Outcomes:

Mastering knowledge management skills:

- Conceptualisation of knowledge management
- Knowledge creation spiral
- Knowledge management in decision-making and strategy formulation

1 training block of 5 days

Module 1: Conceptualisation of Knowledge Management

Conceptualisation, purpose of knowledge management, knowledge management strategies and instruments, knowledge management technologies.

Module 2: Knowledge Creation Spiral

Collect raw data through action research, translate raw data into value-adding information, share information to create development-orientated organisational wisdom, build an organisational knowledge database, using organisational ICT systems to process raw data, and store and spread knowledge-building information.

Module 3: Knowledge Management in Decision-making and Strategy Formulation

Knowledge management in policy-making, knowledge management in strategy formulation, knowledge management in budgeting, knowledge management in organisational control and development.

For more information, contact:

Mr Lister Chaka | Ichaka@nipam.na
Tel: 061-2964766 | Fax: 061-2964717

PROGRAMME IN INNOVATION AND CREATIVITY

Target Group: Senior managers (decision-makers), strategic planners, performance management practitioners, work study officers, other personnel employed in an innovative capacity in the Public Sector

Generic Programme Outcomes:

Mastering innovation and creativity skills:

- The essence of organisational innovation and creativity
- Intrapreneurship in Government organisations and institutions
- Specialised innovation and creativity applications

1 training block of 5 days

Module 1: The Essence of Organisational Innovation and Creativity

Building organisational culture that stimulates innovation and creativity, continuous renewal, innovation, creativity and organisational development, the three dimensions of organisational innovation; structures, leadership and people creativity in the organisational and individual contexts, fostering creativity in individual employees, enhancing creativity; organisational practices that enable, enhancing the creative potential of groups.

Module 2: Intrapreneurship in Government Organisations and Institutions

Entrepreneurship versus intrapreneurship, individual creativity in organisational renewal, the characteristics of successful intrapreneurs, intrapreneurship in government.

Module 3: Specialised Innovation and Creativity Applications

Organisational development, six sigma, organisational re-engineering, towards the innovative organisation.

For more information, contact:

Mr Lister Chaka | lchaka@nipam.na
Tel: 061-2964766 | Fax: 061-2964717

PROGRAMME IN BUSINESS PROCESS RE-ENGINEERING

Target Group: Strategic planners, M&E practitioners, works study managers, senior managers in the Public Sector

Generic Programme Outcomes:

Mastering business re-engineering skills; the business process re-engineering theory and process, strategy-based business process re-engineering, core topics and application in business process re-engineering.

1 training block of 5 days

Module 1: The Business Process Re-engineering Theory and Process

Business management strategy, workflows, business processes, the service delivery angle of business re-engineering.

Module 2: Strategy-based Business Process Re-engineering

Strategy formulation, the organisation as the strategy implementation agency, align organisational structures, systems and processes with strategy, analyse organisational structures, systems and processes to optimise economy, efficiency and effectiveness.

Module 3: Core Topics and Application in Business Process Re-engineering

Data-bases, telecommunication networks, decision-support communication, wireless data communication, interactive videodisk, high performance computing, service analyses and improvement, service innovation, process mapping and analysis.

Module 4: Business Process Re-engineering Success Factors

BPR team composition, business needs analysis, adequate IT infrastructure, effective change management, ongoing continuous improvement.

For more information, contact:

Mr Lister Chaka | lchaka@nipam.na
Tel: 061-2964766 | Fax: 061-2964717

PROGRAMME IN ADVANCED PROJECT MANAGEMENT

Target Group: All officials with extensive exposure and/or training in project management that are involved in small, medium or large scope projects in the Public Sector

Generic Programme Outcomes:

Mastering advanced project management skills; project life-cycle planning, project time and activity scheduling, advanced project costing and budgeting, project implementation control, advanced project management risk management, MS Projects.

1 training block of 5 days

Module 1: Project Life-cycle Planning

Project decision-making; formulate project scope in the context of the project knowledge areas, project life-cycle planning, programme planning, project selection based on cost/effectiveness considerations, project performance planning.

Module 3: Project Time and Activity Scheduling

Project activity scheduling, resource loading based on activity float, earliest start/earliest finish/latest start/latest finish, advanced GANTT chart, advanced network diagram, resource smoothing and levelling.

Module 4: Advanced Project Costing and Budgeting

Activity-based project costing and budgeting, project cash flow forecasting, project accountability arrangements.

Module 5: Project Implementation Control

Performance-based contracting in projects, project M&E, earned Value analysis.

Module 6: Advanced Project Management Risk Management

Advanced project risk management, risk-based project internal controls, MS Projects (computerised project management).

For more information, contact:

Mr Jafet Nelongo | E-mail: jnelongo@nipam.na
Tel: 061-2964760 | Fax: 061-2964717

PROGRAMME IN INTERMEDIATE PROJECT MANAGEMENT

Target Group: All officials with previous exposure and/or training in project management that are involved in intermediate scope projects in the Public Sector

Generic Programme Outcomes:

Mastering intermediate level project management skills; define project scope, activity scheduling in projects, project costing and budgeting, project quality control, project risk management.

1 training block of 5 days

Module 1: Define Project Scope

Project scope in the context of key project stakeholders, the project Casual Tree, the Project Rich Picture, time, cost, quality trade-off to define project scope, the project scope statement.

Module 2: Activity scheduling in projects

Project activity scheduling, activity behaviour; the project activity path, parallel and series scheduling of project activities, critical path, activity float, the GANTT Chart, the project network diagram.

Module 3: Project Costing and Budgeting

Costing project activities, resource-based costing, overhead costs, revenue and expenditure control in projects.

Module 4: Project Quality Control

Quality control in project management, Total quality management in projects.

Module 5: Project Risk Management

Project risk management principles, risk assessment and prioritisation of projects.

For more information, contact:

Mr Jafet Nelongo | jnelongo@nipam.na
Tel: 061-2964760 | Fax: 061-2964717

PROGRAMME IN BASIC PROJECT MANAGEMENT

Target Group: All officials involved in projects with limited exposure and/or training in project management in the Public Sector

Generic Programme Outcomes:

Mastering basic project management skills; conceptualise and apply basic project management terminology and methodologies, demonstrate the competencies to set realistic goals for a limited scope project, do project planning for a limited scope project.

1 training block of 5 days

Module 1: Conceptualise and apply basic project management terminology and methodologies

Projects and project management, project scope, project life-cycle, project knowledge areas, PMBOK.

Module 2: Demonstrate the competencies to set realistic goals for a limited scope project

Project stakeholders, the project management team, the internal project environment, the external project environment, perform a project SWOT analysis, project outcomes, project objectives.

Module 3: Do project planning for a limited scope project

Project activity scheduling, project time scheduling, project cost scheduling, project quality scheduling, project risk assessment, project organising.

For more information, contact:

Mr Jafet Nelongo | jnelongo@nipam.na
Tel: 061-2964760 | Fax: 061-2964717

FINANCIAL MANAGEMENT AND AUDITING PROGRAMMES

Accredited by IIA-SA and recognised by IIA-Namibia

NIPAM has entered into a partnership agreement with the Institute of Internal Auditors – South Africa (IIA-SA). Both the Internal Audit Technician Programme (IAT) and the Professional Internal Auditor (PIA) Training Programmes are accredited by the IIA-South Africa and recognised by the IIA-Namibia.

Goals and objectives of the (IAT) and the (PIA) Programme

The objectives of both these training programmes are to:

- Build institutional capacity of internal auditors within the Public Sector to be able to perform their duties efficiently and effectively
- Build the professional competencies of internal auditors within the Public Sector as a prerequisite to proceed with a Certified Internal Audit (CIA) qualification
- To use the certificate so obtained as a qualification for appointment or confirmation of probation, promotion or transfer of internal auditors into the Public Sector.

INTERNAL AUDITORS TRAINING PROGRAMME (IAT)

Structure and content of the IAT

The Internal Audit Technician Programme (IAT) comprises eight modules. Each module is three full days in duration.

Module 1: Introduction – Building the foundations

1. The role of the IIA(SA) as a professional body
2. The career path

3. Business etiquette
4. The role and responsibilities of IA
5. The position of the IAA in the organisational structure
6. Elements of the IPPF

Module 2: Aspects of Fraud

1. Role and Responsibility of internal audit in relation to fraud
2. Elements of fraud
3. Psychology of a fraudster
4. Occupational fraud categories:
 - Corruption
 - Asset misappropriation
 - Fraudulent financial statements
5. Components of a best-practice ethics and fraud risk management program including management buy-in and handling intimidation.
6. Fraud Risk Assessment

Module 3: The Internal Auditor and Information Technology

1. The role of ICT in an organisation
2. Basic ICT governance & control frameworks, KING III recommended practice and common terminology
 - COSO Framework
 - COBIT 4 and 5 Frameworks (ISACA)
 - ITIL
 - ValIT
3. General control principles and related risks
4. Application control principles and related risks
5. Latest development in the ICT environment e.g. Cloud computing, BYOD, Big Data, Social Media and other developments
6. The internal auditor's role in relation to ICT.

Module 4: Business Communication

1. Elements of effective communication
2. Interpersonal communication skills
3. Interviewing techniques
4. Presentation skills
5. Business writing skills
6. Graphic communication (Charts, graphs, diagrams)

Module 5: Governance, Risk Management and Control

1. Organisational governance (overview) with specific reference to internal audit's stakeholders, (such as BOD, audit & risk committee, management, external audit), as well as applicable legislation and regulations (such as PFMA, MFMA, TR, Companies Act)

2. Governance, risk and control frameworks e.g. King III, Cadbury, COSO, COSO ERM, CoCo, ISO 31000
3. The enterprise risk management (ERM) process

Module 6: The Internal Audit Process

1. Difference between assurance and consulting services
2. Different types of assurance assignments
3. The audit approach (methodology) including automated working papers
4. The internal audit process, including planning, fieldwork, communicating results and monitoring

Module 7: Business Processes

1. The audit universe
2. Business processes including:
 - Revenue and receipts
 - Supply chain management
 - Purchases and payments
 - Inventories and production
 - Human Resources and payroll
 - Health and Safety

Module 8: Aspects of Financial Management

1. Principles of financial management & cost accounting
2. Budgets
3. Equity, assets, investments and liabilities
4. Finance and funding
5. Analytical review
6. Financial reporting frameworks and standards (IFRS, GRAP, etc.)

For more information, contact:

Mr Jafet Nelongo | jnelongo@nipam.na
Tel: 061-2964760 | Fax: 061-2964717

PROFESSIONAL INTERNAL AUDITOR TRAINING PROGRAMME (PIA)

Structure and content of the PIA

The Professional Internal Auditor (PIA) Programme comprises five modules. Each module is three full days in duration.

Module 1: Internal Audit's role in Governance

1. The business environment – factors that affect the organisation with reference to governance and applicable legislation:
 - Private sector – commerce & industry
 - Public sector – spheres of government.
2. Governance maturity models
3. Governance frameworks/systems – the main elements (COSO, King III)

4. Understand governance with relation to risk management and internal control
5. Three lines of defence model including governance assessment (Wrt std. 2110 and related PAs)
6. Combined assurance (King III) – Lead role of the IAA and the challenges in implementing the model
7. Integrated reporting (King III) – Role of the IAA and the challenges in implementing an integrated reporting system
8. Ethical leadership and corporate citizenship (King III) - Role of the IAA in assessing ethical culture and ethics performance
9. The IAA's role in governance. Auditing governance including governance assessments (WRT Std. 2110 and related PAs)

Module 2: Internal Audit's role in Risk Management and Control

1. The main elements of the enterprise risk management process (ERM), including the development and implementation of an organisation-wide risk and control framework
2. The risk management process:
 - Risk identification, formulating the risk, risk assessment, structure/frameworks, risk strategy, monitoring and reporting.
3. Levels of risk maturity in the organisation
4. Specific roles and responsibilities in the ERM process
5. Internal assessment of risk management processes in the organisation (Wrt Std. 2120 and related PAs)
6. The impact of the risk assessment on audit plan development
7. Control
 - Definition, control frameworks, roles and responsibilities, purpose, control vs. risks, limitations, adequacy vs effectiveness.
8. Internal audit assessment of control processes in the organisation (Wrt Std. 2130 and related PAs), management's acceptance of risks (Wrt Std. 2600)

Module 3: Managing the Internal Audit Activity

1. The role of the CAE (Wrt Std. 2000 and relevant PAs) including the leadership role
2. CPD planning for internal audit staff
3. Marketing and selling of internal audit
4. Stakeholder management
 - Primary stakeholders of the IAA - The Board, executive management, audit committee, line management, other assurance providers.
5. Quality assurance and improvement program (QAIP)
 - Purpose of QA reviews
6. Internal and External assessments (Wrt Std. 1300)

Module 4: Advanced Interpersonal Skills and Communicating Results

1. Supervision responsibilities (Wrt Std. 2340 and related PAs)
2. Problem management – techniques, personal and technical, conflict management, managing difficult conversations and dealing with intimidation.
3. Evaluating evidence for relevancy, sufficiency and completeness.
4. Communicating results of the audit engagement and monitoring the implementation of recommendations (Wrt Std. 2400, 2500 and related PAs) – including presentation skills

Module 5: Specific Internal Audit Engagements

1. Types of engagements:

- Assurance versus consulting engagements-challenges such as independence
- Contract auditing
- Environmental auditing
- Sustainability assurance
- Facilitating control risk self-assessment
- Audit of predetermined objectives
- Performance auditing
- IT auditing
- SDLC methodologies and other program/system change policies and procedures
- Change and PATCH
- Continuous auditing
- Privacy risks
- Managing and auditing IT vulnerabilities
- Forensic investigations
- Due diligence audits

For more information, contact:

Mr Jafet Nelongo | jnelongo@nipam.na
Tel: 061-2964760 | Fax: 061-2964717

PROGRAMME IN ADVANCED FINANCIAL MANAGEMENT FOR THE PUBLIC SECTOR

Target Group: Senior managers involved in the management of financial resources or processes at advanced management levels in the Public Sector

Generic Programme Outcomes:

- Advanced skills and competencies in the Public Sector financial management

1 training block of 5 days

Module 1: Financial, Asset and Procurement Management, Control and Accountability

Financial transaction processing and the financial management system (including chart of accounts), structuring for the financial management function; financial transaction processing, supply chain management, asset management and financial reporting, internal and external auditing (the internal audit plan), governance and financial management; internal auditing and risk-based planning, risk-based audit planning, political and management accountability, interpreting financial statements.

Module 2: Budgeting and Expenditure Control

Strategic planning and budgeting, budgeting systems and process, performance budgeting, cash flow forecasting and control, expenditure control, budget reports.

For more information, contact:

Mr Jafet Nelongo | jnelongo@nipam.na
Tel: 061-2964760 | Fax: 061-2964717

PROGRAMME IN INTERMEDIATE FINANCIAL MANAGEMENT FOR THE NAMIBIAN GOVERNMENT

Target Group: Middle managers involved in the management in financial resources or processes at advanced management levels in the Public Sector

Generic Programme Outcomes:

- Build intermediate knowledge and skills in financial management.

1 training block of 5 days

Module 1: Principles of Financial Management Systems and Processes in the Public Sector

Risk-based financial decision-making, internal controls and the financial management control environment in institutions, transaction processing and control, features of financial and supply chain processing and information systems, treasury functions in regional and local government, the principles of accountability and the organisational obligations and requirements to ensure its effective implementation, role-players in intermediate financial management, financial statements: an overview.

Module 2: Module 2: Performance Budgeting

Demonstrating an ability to apply basic cost and managerial finance, prepare performance plans, compile budget forecasts, making investment and social impact decisions in the budgeting process, supply chain and asset management in budgeting, drafting budgets according to performance plans of the unit.

For more information, contact:

Mr Jafet Nelongo | jnelongo@nipam.na
Tel: 061-2964760 | Fax: 061-2964717

PROGRAMME IN BASIC FINANCIAL MANAGEMENT FOR THE PUBLIC SECTOR

Target Group: All personnel involved in the management of financial resources or processes at entry and primarily levels in the Public Sector

Generic Programme Outcomes:

- Build basic (foundation) knowledge and skills in financial management.

1 training block of 5 days

Module 1: Principles of Financial Management in the Public Sector

Financial decision-making, the legislative and regulatory framework for financial management, responsibilities of role-players in the financial management process, reading of financial statements.

Module 2: Costing and Budgeting

Key concepts of managerial finance, interpreting financial statements, drafting financial forecasts, supervising the financial management of a unit against given requirements, basic principles of supply chain and asset management, drafting budgets according to operational plans of the unit.

PROGRAMME IN BASIC ACCOUNTING SKILLS FOR FINANCIAL OFFICIALS IN THE PUBLIC SECTOR

Target Group: Financial officials in the Public Sector

Generic Programme Outcomes:

- Mastering accounting skills for public sector:
- Basic Accounting for Public Sector
- Transaction recording and bookkeeping
- Overview of financial statements

1 training block of 5 days

Module 1: Basic Accounting for Public Sector

Introduction to Public Sector financial management, accounting; basic accounting practices, general principles of accounting in government, overview of financial statements.

For more information, contact:

Mr Jafet Nelongo | jnelongo@nipam.na
Tel: 061-2964760 | Fax: 061-2964717

PROGRAMME IN PUBLIC SECTOR RISK ASSESSMENT AND AUDITING

Target Group: Elected Councillors, Chief Regional Officers, Permanent Secretaries, and Chief Executive Officers in the Public Sector

Generic Programme Outcomes:

Mastering risk assessment and auditing skills:

- Public control & accountability, enterprise risk assessment, internal auditing, dealing with external auditors.

1 training block of 5 days

Module 1: Public Control and Accountability

The principles of public sector risk assessment and auditing, the regulatory nature of the public sector, value-for-money and regulatory requirements in Public Sector management, the principles of Public Sector risk assessment and auditing; public sector management, budgeting and organising, public control and accountability, the principles of Public Sector risk assessment and auditing; assessment and analytical skills risk management infrastructure and systems.

Module 2: Enterprise Risk Assessment

Enterprise risk management; organisational risk analysis, strategic risk analysis, risk and SWOT analysis, process risk analysis, strengthen the internal capacity environment; budgeting for results, internal controls, process mapping, delegation of authority.

Module 3: Auditing

Types of audits, auditing for regularity, auditing for value-for-money, risk-based internal auditing planning, functions and responsibilities of internal auditors, the auditing process, conducting an internal audit, audit reporting, dealing with external auditors and audit reports.

For more information, contact:

Mr Jafet Nelongo | jnelongo@nipam.na
Tel: 061-2964760 | Fax: 061-2964717

PROGRAMME IN COMPILATION OF FINANCIAL STATEMENTS

Target Group: Senior managers, financial officers and staff in finance departments in the Public Sector

Generic Programme Outcomes:

Mastering skills required for the compilation of a variety of financial statements:

- Accounting standards, annual financial statements, performance and budget reports, review and auditing.

1 training block of 5 days

Module 1: Accounting Standards

Accounting standards generating bodies, generally recognised accounting standards, Private versus Public Sector accounting standards.

Module 2: Annual Financial Statements

Compilation of annual financial statements; income statements, balance statement, cash flow statement, notes.

Module 3: Performance and budget reports

Quarterly, mid-year and annual performance evaluations, performance reports, performance trends, revenue and expenditure forecasting, cash flow forecasting, revenue and expenditure reports.

Module 4: Review and auditing

Obtain limited assurance that there are no material modifications to statements, principles for the auditing of financial statements.

For more information, contact:

Mr Jafet Nelongo | jnelongo@nipam.na
Tel: 061-2964760 | Fax: 061-2964717

PROGRAMME IN TENDER, ASSET AND INFRASTRUCTURE MANAGEMENT

Target Group: Technical managers, senior managers, middle managers, financial and procurement managers and practitioners in the Public Sector

Generic Programme Outcomes:

Mastering tender, asset and infrastructure management skills: Tender administration, asset management, infrastructure management.

1 training block of 5 days

Module 1: Tender Administration

Tender procedures, arrangements for effective tender administration, tender adjudication, awarding of tenders, tender committees.

Module 2: Asset and Infrastructure Management

Life-cycle assets management, asset control, warehouse management, transport management, safe-keeping and utilisation of assets, disposal of assets, planning, budgeting for infrastructure, procurement of infrastructure, infrastructure operations and maintenance, infrastructure and asset management.

For more information, contact:

Mr Jafet Nelongo | jnelongo@nipam.na
Tel: 061-2964760 | Fax: 061-2964717

PROGRAMME IN PROCUREMENT AND ASSET MANAGEMENT FOR THE PUBLIC SECTOR

Target Group: Line managers and functional personnel working with procurement in the public sector.

Generic Programme Outcomes:

Provide knowledge of and application guidance with purchasing and asset management in a government context.

1 training block of 5 days

Module 1: Overview of Procurement Management in the Namibian Government

Strategic procurement management (procurement planning in terms of the annual performance plan and the budget), procurement and acquisition management functions; demands management, acquisition management, logistics management and disposal management, Procurement and acquisition management in the organisational context.

Module 2: Overview of Tendering and Asset Management Systems and Processes

Tendering (bidding), structures, systems and processes, general principles of law of contract; breach of contract, contract of sale, interpretation of contracts, agency representation and legal framework for purchasing in Namibia, life-cycle asset management, recording and safe-keeping of assets, asset control, stock-taking.

For more information, contact:

Mr Jafet Nelongo | jnelongo@nipam.na
Tel: 061-2964760 | Fax: 061-2964717

SUPPLY CHAIN AND ASSET MANAGEMENT

Target Group: Personnel working in supply chain and procurement and asset management, line managers and supervisors in the Public Sector

Generic Programme Outcomes:

Overview of supply chain management, overview of the procurement and asset management systems and processes in the public sector.

2 training blocks of 5 days

Module 1: Overview of Supply Chain Management and Procurement

Supply chain management in the organisational context, supply chain management functions; demands management, acquisition management, logistics management and disposal management, procurement management.

For more information, contact:

Mr Jafet Nelongo | jnelongo@nipam.na
Tel: 061-2964760 | Fax: 061-2964717

HUMAN RESOURCES MANAGEMENT PROGRAMMES

PROGRAMME IN ADVANCED HUMAN RESOURCE MANAGEMENT

Target Group: Senior managers and chief HR practitioners involved in the management of human resources or processes at advanced management levels in the Public Sector

Generic Programme Outcomes:

HR strategic planning and management, human resource performance evaluation and development.

1 training block of 5 days

Module 1: Strategic Human Resource Management

Human resource management planning from a strategic perspective, aligning HR planning with the organisational strategic and annual performance plans, HR recruitment based on employment equity considerations, HR recruitment based on the demands of the organisational structures, HR placement and utilisation, including rotation for skills enlargement, HR retainment.

Module 2: Human Resource Performance Evaluation and Development

Personnel performance management, performance-based personnel development, HR training, coaching and mentoring, training impact assessment, HR performance evaluation and improvement.

For more information, contact:

Mr Jafet Nelongo | jnelongo@nipam.na
Tel: 061-2964760 | Fax: 061-2964717

PROGRAMME IN INTERMEDIATE HUMAN RESOURCE MANAGEMENT

Target Group: Line managers on middle management positions, experienced Human Resource management practitioners in the Public Sector

Generic Programme Outcomes:

Provide knowledge of and application of intermediate human resource management and development in a government context.

1 training block of 5 days

Module 1: Human Resource Management in a Tactical Context

Analysis of human resources systems and processes for strategy implementation, the legislative and regulatory framework for human resource management, fit organisational structures with HR demands and requirements, HR management in terms of the annual performance plan and organisational scorecards, HR record management, HR rewards systems, personnel recruitment and selecting based on employment equity targets and organisational capacity, post appointment utilisation of personnel.

Module 2: Tactical HR Performance Measurement and Development

Human resource management planning from a tactical perspective, human resource development strategy, HR performance evaluation systems, innovative solutions for HR innovation.

For more information, contact:

Mr Jafet Nelongo | jnelongo@nipam.na
Tel: 061-2964760 | Fax: 061-2964717

PROGRAMME IN INDUSTRIAL RELATIONS FOR THE PUBLIC SECTOR

Target Group: Personnel practitioners, labour relations officials, supervisors and managers in the Public Sector (Central Government, Regional and Local Authorities and Public Enterprises).

Generic Programme Outcomes:

Understand the principles of Namibian labour law and legislation, deal with disciplinary issues in a legally authorised manner.

1 training block of 5 days

Module 1: Namibian Labour Law

Principles of Namibian labour law and legislation, introduction to labour relations within the context of the Public Sector, legal foundation of labour relations (Constitution of the Republic of Namibia, Labour Act, employment contracts and international law), labour unions, strikes and labour-related negotiations in the Namibian labour relations framework, shop stewards and other role-players in the Namibian labour relations dispensation, rights and responsibilities of parties and players in the Namibian labour relations dispensation.

Module 2: Disciplinary Procedures in the Public Sector

Grievance procedures, common disciplinary problems, disciplinary process (disciplinary process and procedures, investigating a disciplinary matter, disciplinary hearing, warning letters and charging employees), principles of natural justice in disciplinary matters (substantive fairness and procedural fairness), disciplinary hearing (employee rights, conducting disciplinary hearings and disciplinary action).

For more information, contact:

Mr Jafet Nelongo | jnelongo@nipam.na
Tel: 061-2964760 | Fax: 061-2964717

PROGRAMME IN TRAINING AND DEVELOPMENT

Target Group: Training officers, all officials responsible for training, personnel evaluation and employee development in the Public Sector

Generic Programme Outcomes:

Mastering training skills; undertake a training needs analysis, develop a training programme based on the needs analysis, facilitate a training session, develop a training evaluation system for a specific training session.

1 training block of 5 days

Module 1: Training Needs Assessment

Conducting a training need analysis; identifying skills needed, identifying training needed, methods of training to meet identified needs, control and review of training.

Module 2: Facilitate a Training Session

Facilitating techniques, communication techniques to enhance interactive learning, facilitating results-oriented training, training techniques; presentation, role play, simulation, small group discussion, demonstration, adult learning methods; learning style, experiential learning, identifying the learning process, writing learning objectives.

Module 3: Develop Training Evaluation System

Design of a training evaluation checklist, conducting training evaluation, interpret feedback from a training evaluation.

Module 3: Employee Development

Employee development based on performance management information, employee development and skills gap analysis, employee development and training.

For more information, contact:

Mr Jafet Nelongo | jnelongo@nipam.na
Tel: 061-2964760 | Fax: 061-2964717

COMMUNICATION, SECRETARIAL AND SERVICE EXCELLENCE

PROGRAMME IN ADVANCED COMMUNICATION FOR PUBLIC SECTOR

Target Group: Experienced communication officers and Public Sector liaison personnel, senior managers, managers interacting with the community on a regular basis.

Generic Programme Outcomes:

Mastering advanced communication skills; media communication and community liaison, strategic communication management, event communication, problem-solving and decision-making, conflict and stress.

1 training block of 5 days

Module 1: Media Communication and Community Liaison

Identify the various media for communicating with large audiences effectively, communication processes employed by the mass media, functions of the mass media, propaganda and image enhancement.

Module 2: Strategic Communication Management

Strategic communication management, strategic time management, the formulation and utilisation of mandate, vision and mission, formulate and communicate goals, objectives and strategies.

Module 3: Event Communication

Press releases, printed programmes for events, the travel file and itinerary.

Module 4: Problem-solving and decision-making

The role of communication in problem-solving and decision-making.

Module 5: Conflict and Stress

Functional and dysfunctional conflict, types of conflict, reasons for conflict, results of conflict, coping with conflicts, conflict resolutions, dealing with stress.

For more information, contact:

Mr Lister Chaka | lchaka@nipam.na

Tel: 061-2964766 | Fax: 061-2964717

PROGRAMME IN INTERMEDIATE COMMUNICATION FOR THE PUBLIC SECTOR

Target Group: Experienced communication officer and media liaison officers, middle managers, managers interacting with colleagues in a coaching and/or guiding capacity in the Public Sector

Generic Programme Outcomes:

Mastering intermediate communication skills; organisational communication, presentation communication, language use, business writing, interviews.

1 training block of 5 days

Module 1: Organisational communication

Corporate culture, external communication, internal communication, organisational hierarchy, formal communication channels, briefings, interventions, information communication channels.

Module 2: Presentation communication

Speech-making, language use in speech making and delivery, visual and other aids, actions to promote goodwill.

Module 3: Language Use

Concise writing in the business world, subjective and objective writing, direct and indirect speech, core notes, summary writing.

Module 4: Business writing

Secrets of effective business letter writing, layout of a business letter, different types of business letters, the purpose of a report, requirements for effective report writing, format of reports, different types of reports, submissions, basic meeting terminology, types of meetings, duties of office bearers, notes, agendas, minutes.

Module 5: Interviews

Employment interviews, psychological aspects of the employment interview, types of employment interviews, role of the interviewer, phases of the employment interview, types of employment interview, hints for the applicant, guidelines for the interviewee and the interviewer.

For more information, contact:

Mr Lister Chaka | lchaka@nipam.na

Tel: 061-2964766 | Fax: 061-2964717

PROGRAMME IN BASIC COMMUNICATION FOR THE PUBLIC SECTOR

Target Group: Communication officers and media liaison officers with limited experience and/or previous training in communication, first-line supervisors, front-desk and front-line personnel working with the public, including receptionists.

Generic Programme Outcomes:

Mastering basic communication skills; critical competencies for basic communication, write for a whole range of contexts, engage in sustained oral communication and evaluate spoken texts, read analyse and respond to a variety of texts, use the writing process to compose texts required in the business environment.

1 training block of 5 days

Module 1: Critical Competencies for Basic Communication

Body language, tone of voice, words, empathy, active listening.

Module 2: Write for a whole range of contexts

Write/sign for a specific purpose, audience and context, use grammatical structures and writing/signing conventions to produce coherent and cohesive texts for specific contexts, adapt language to suit context, draft and edit own writing/signing.

Module 3: Engage in sustained oral communication and evaluate spoken texts

Respond critically yet sensitively as a listener/audience, analyse own responses to spoken/signed texts and adjust as required, use strategies to be an effective speaker/signer in sustained oral/signed interactions, evaluate spoken/signed discourse.

Module 4: Read analyse and respond to a variety of texts

Critically analyse texts produced for a range of purposes, audiences and contexts, identify and explain the values, attitudes and assumptions in texts, evaluate the effects of content, language and style on readers'/viewers' responses in specific texts.

Module 5: Use the writing process to compose texts required in the business environment

Using textual features and conventions specific to texts, Identifying the intended audience for the communication, identifying the purpose of a text, selecting the appropriate text type, format and layout for the purpose, organising and structuring a technical text appropriately, using appropriate grammar conventions, drafting and editing a technical text, recognising errors and checking for accuracy, presenting the same information in different ways, using plain language in business.

For more information, contact:

Mr Lister Chaka | lchaka@nipam.na
Tel: 061-2964766 | Fax: 061-2964717

PROGRAMME IN BUSINESS WRITING SKILLS FOR GOVERNMENT

Target Group: All government officials that must regularly compile reports, engage in written communication, and/ or compile planning or progress reports.

Generic Programme Outcomes:

Mastering business writing skills for public sector:

- Meetings and meeting procedures
- Report writing
- Submission writing

1 training block of 3 days

Module 1: Meetings and Meeting Procedures

Definitions, basic meeting terminology, types of meeting, preparation for the meeting, constituting a meeting, duties of office-bearers, chairperson, secretary, meeting documents, the notice, the agenda, the minutes, skills and criteria, style and tone, tone in minute writing, paraphrasing/ summarising, taking notes of an oral presentation, using abbreviations.

Module 2: Report Writing

Definition and purpose of a report, Five important requirements for effective report writing, correct layout, objective reporting, concise and clear reporting, language use, present details clearly and explanations simply, report writing formats, report writing; tips for format and illuminating errors, informal report; memo form, formal report, different types of reports, accident report (printed form), feedback report (memo), progress report (memo), investigation report (formal report or informal memo), writing the report: the essential stages, how to write a great report; 7 tips to make your next report stand out.

Module 2: Submission Writing

When submission is writing as a group by a number of individuals, strategies for coherence in group work, an example of a submission.

For more information, contact:

Mr Lister Chaka | lchaka@nipam.na

Tel: 061-2964766 | Fax: 061-2964717

EXECUTIVE SECRETARIES

Target Group: All experienced secretaries with a minimum of 5 years secretarial experience, and previous secretarial training

Generic Programme Outcomes:

Mastering advanced skills for professional secretaries:

- Advanced administrative skills
- Essential functional knowledge
- Working with people in a pressurised and multi-cultural environment

1 training block of 5 days

Module 1: Advanced Administrative Skills

Introduction to Business English, Computer Practice and the on-line working environment. Introduction to high performance office practices

Module 2: Working with people in a pressurised and multi-cultural environment

Business etiquette in a multi-cultural working environment, A professional working environment, High performance working environments

Module 3: Essential functional knowledge

The essential elements of financial management, The essential elements of human resources management and development, The essential elements and rules of procurement management, Working in a highly regulated and legislative environment, Essential organisational skills, Excellence in service

For more information, contact:

Mr Lister Chaka | lchaka@nipam.na

Tel: 061-2964766 | Fax: 061-2964717

PROFESSIONAL SECRETARIES

Target Group: All entry level secretaries, or secretaries that did not attended previous training

Generic Programme Outcomes:

Mastering essential skills for professional secretaries:

- Essential administrative skills
- Apply your skills in a pressurised context
- Working with people

1 training block of 5 days

Module 1: Essential administrative skills

Making essential decisions, Handling correspondence, Keeping files and records up to date, Effective time management, Taking minutes and prepare agendas, Proofreading documents, Coordinating activities Implementing new technologies, Working in a computerised environment, Working under pressure, Setting priorities

Module 2: Working with people

Working with your boss and his or her colleagues, Working with colleagues and other personnel, Taking the initiative, Taking the lead, Keeping an open mind, Negotiating deals, Participating in group discussion

For more information, contact:

Mr Lister Chaka | lchaka@nipam.na
Tel: 061-2964766 | Fax: 061-2964717

PROGRAMME IN CLIENT SERVICE EXCELLENCE FOR THE PUBLIC SECTOR

Target Group: All front-line staff, supervisors and managers in the Public Sector

Generic Programme Outcomes:

Provide the participant with the knowledge, understanding and skills to transform the organisation into one that is responsive to the needs and demands of communities and its clientele in developing and maintaining customer relationships.

1 training block of 5 days

Module 1: Overview of Procurement Management in the Public Sector

What is client care and service, client care in the Public Sector context, characteristics of client service, developing a customer service strategy, developing a code of customer service values/ credo, the role of the mission statement and the vision in client services, management's role in customer care, creating value-added customer service, measuring customer service performance, relationship-marketing; building relationships and customer retention, relating customer focus to the mission statement, overview of core concepts as they relate to responsiveness, organisational and managerial responsiveness in customer care.

Module 2: Quality in a Customer-driven Culture

A total quality management philosophy focusing on the customer, developing a customer quality policy, developing a customer quality action plan, monitoring customer quality performance, developing and monitoring a quality service culture, developing a culture of excellence, an overview of TQM and the creation and maintenance of a quality culture, developing the TQM System and the tools and techniques for the continuous improvement of quality, the implementation of TQM.

For more information, contact:

Mr Lister Chaka | lchaka@nipam.na
Tel: 061-2964766 | Fax: 061-2964717

EXCELLENT CUSTOMER CARE FOR FRONTLINE, CALL CENTRE AND RECEPTION

Target Group: Front-line personnel, receptionists, call centre personnel in the Public Sector (Central Government, Regional and Local Authorities and Public Enterprises).

Generic Programme Outcomes:

Understand your company's standards, build your knowledge of company products and services, and their features and benefits, understand the importance of obtaining customer feedback, keep track of what your customers and staff think of your service, master interpersonal skills, improve your telephone skills, monitor staff-customer relations, understand the importance of evaluating and dealing with customer complaints, establish rapport with customers and maintain a professional relationship, identify customer requirements, rectify complaints, identify ways to improve complaint handling procedures and increase customer satisfaction, apply the principles of the Public Service Charter.

1 training block of 5 days

Know your company

- The importance of understanding your company's standards
- Understanding the products and services your company supplies to the market
- Promoting the features and benefits of your products and services

Getting feedback from your customers

- Understanding the concept of customer service
- The importance of obtaining customer feedback
- Keeping track of what your customers and staff think of your service

Interpersonal skills

- Communicating with your customers
- Applying active listening
- Delivering on your promises
- Consistently delivering terrific service on the telephone
- Providing online customer service

Building better customer relationships

- Identifying methods to monitor staff-customer relations
- Evaluating and dealing with customer complaints
- Establishing rapport with customers and maintaining a professional relationship
- Identifying customer requirements and how best to deal with them
- Rectifying complaints
- Identifying ways to improve complaints handling procedures and increase customer satisfaction

Critical success factors: good customer service

- Analysing and applying the Public Service Charter
- Personal values and world view
- Professional behaviour and appearance
- Mapping conflict
- Critical success factors: competence

- Professional knowledge and skills
- Responsibility and ownership
- Circle of influence and locus of control
- Process mapping
- Improving team performance
- Critical success factors: follow through
- Tickler systems, memory aids and closing the loop
- Providing constructive feedback
- Critical success factors: personal effectiveness
- Managing time and determining priorities
- Stress management
- Curbing time wasters and interruptions

For more information, contact:

Mr Lister Chaka | lchaka@nipam.na
Tel: 061-2964766 | Fax: 061-2964717

PROGRAMME IN ETHICS FOR PUBLIC SECTOR

Target Group: All public sector officials

Generic Programme Outcomes:

Promoting ethical decision-making and decision-making in Government:

- Issues in ethical conduct for Government
- Making value judgments in exercising a range of governing, policy and managerial decisions
- Incorporate ethical considerations in the management and performance contracts of Government employees
- Prepare an anti-fraud and corruption policy

1 training block of 5 days

Module 1: Issues in Ethical Conduct for Government

The statutory and regulatory framework for ethics in Government (Constitution, Legislation, Codes of Conduct), African and Namibian Public Service Charter, public servants doing business with government, conflict of interests, financial disclosures, handling gifts.

Module 2: Making value judgments in exercising a range of governing, policy and managerial decisions

Value judgements in executing the leadership function, theoretical and practical principles of conflict in authorities, the requirements for good leadership by members of the legislature and leading officials.

Module 3: Incorporate ethical considerations in the management and performance contracts of Government employees

The ethical behaviour requirements for senior managers, the ethical behaviour requirements for other employees, assessing and evaluating ethical behaviour.

Module 4: Prepare an Anti-Fraud and Corruption Policy

Anti-fraud and corruption policies and strategies in government.

For more information, contact:

Mr Lister Chaka | lchaka@nipam.na
Tel: 061-2964766 | Fax: 061-2964717



CUSTOM-MADE TRAINING INTERVENTIONS

If our standard courses do not meet your training needs, or if you need to train large groups in your organisation on a specific skills set, NIPAM offers custom made training programmes. We have had excellent results with devising and implementing training programmes for government departments and large employers such as the Namibian Police.

Our close relationship with SOEs has led to an increased demand in tailor-made courses in areas such as customer care, procurement and tendering, industrial relations and report writing, most notably from the Namibia Qualifications Authority (NQA) and the Namibia Training Authority (NTA).





NIPAM

NAMIBIA INSTITUTE OF PUBLIC
ADMINISTRATION AND MANAGEMENT

