

## TRAINING APPROACH

NIPAM provides competency-based training programmes characterised by theoretical and practical training. The training programmes comprise of flagship and functional courses specifically designed to meet the needs of institutions.

The flagship training programmes are categorised into five distinct units which are the Executive Development Programme (EDP), Senior Management Development Programme (SMDP), Middle Management Development Programme (MMDP), Supervisory Development Programme (SDP) and the Foundation Programme (FP). Our functional training programmes are demand-driven, tailor-made training courses that are delivered to specific target clients in the public sector.

NIPAM's target group is primarily comprised of Government Institutions across the Namibian Public Sector, namely: 98 Public Enterprises, 34 Offices, Ministries, Agencies, 14 Regional Councils and 57 Local Authorities. The analysis carried out in 2016 indicated that NIPAM is expected to serve about 148 679 employees in those institutions.

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

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

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

## FLAGSHIP TRAINING PROGRAMMES

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

### Executive Development Programme (EDP)

#### Who is it for?

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

#### What do I learn?

EDP aims to assist participants to:

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

### Senior Management Development Programme (SMDP)

#### Who is it for?

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

#### What do I learn?

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

### Middle Management Development Programme (MMDP)

#### Who is it for?

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

#### What do I learn?

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

capital management and leadership, project management, and communication. In addition, MMDP prepares participants to be future ready for more complex assignments that might be required at current and next level of employment.

The MMDP aims to assist participants to:

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

### Supervisory Development Programme (SDP)

Who is this for?

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

What do I learn?

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

The SDP aims to assist participants to:

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

### Foundation Programme (FP)

Who is it for?

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

What do I learn?

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

The Foundation programme aims to enable trainees to:

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

### The flagship programme Coordinators are: Dr. Jafet Nelongo Senior Consultant - NIPAM

He has completed his PhD in Public Administration (DPA) through the University of South Africa (UNISA). His dissertation focused on: Constraints and success factors in the implementation of the performance management system for the Namibian public service. In addition, Dr Nelongo holds a Master of Public Administration from the University of Namibia and is about to complete his Master's of Business Administration (MBA)



### Mr. Nespect Butty Salom Senior Consultant - NIPAM

He holds a Master of Arts in Public Policy and Administration (MPA) from Stellenbosch University and a Master of Philosophy in Special Needs Education from the University of Oslo in Norway. Mr. Salom is currently reading for his PhD in Public Administration and Management where he is focussing on Community management of common resources.



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