

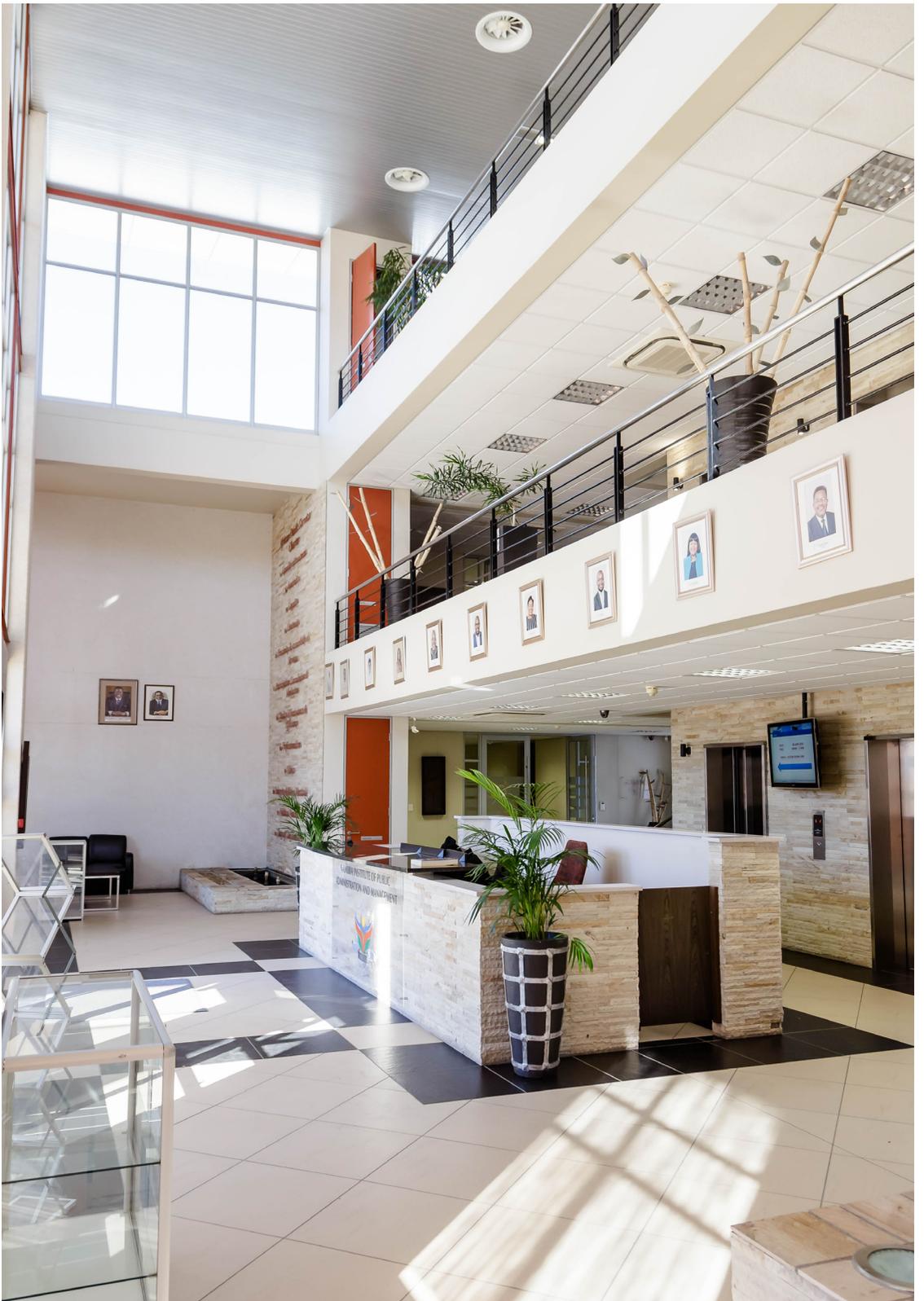


# NIPAM

NAMIBIA INSTITUTE OF PUBLIC  
ADMINISTRATION AND MANAGEMENT



PROSPECTUS 2018



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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 Central Government, Regional and Local Authorities 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 public sector 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 public servants are also progressively higher. Accountability, efficiency and transparency have become key-words permeating the public 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 sector 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 sector employees.

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# NIPAM'S ROLE IN NAMIBIA

The motivation around the establishment of NIPAM can be traced to the period of Namibia's struggle for freedom and independence. As a national liberation movement, SWAPO was aware of the challenges that would face Namibia upon attainment of independence. In order to address the impending needs of a free Namibia, the United Nations Institute of Namibia (UNIN) was established in Lusaka, Zambia, with the support of the international community to train and prepare future Namibian public administrators.

Apart from the training that was undertaken, UNIN also undertook major research, which, among others, produced an important Study entitled *Namibia: Perspectives for National Reconstruction and Development*, covering 26 fields, including social, economic, political and legal environments. The study provides the basis for the establishment of a new government and remains an important reference in the drive to deal with the inherited socio-economic development in the country. The study further recommended a continuous development of the required public administrative personnel, research capacity gaps and the best ways to address them.

After 26 years of independence, much has been achieved in terms of institutional, economic, social and technological development. However, despite enjoying political stability and sound macro-economic management required for sustainable development, poverty and income inequalities largely remain growing concerns for the government.

The political leadership has provided the road maps - Vision 2030, National Development Plans and Harambee Prosperity Plan - for high and sustained economic growth, increased income equality and employment creation.

At institutional level, the implementation of goals contained in Vision 2030, National Development Plans and Harambee Prosperity Plan are effected through institutional strategic plans. These plans contain desired outcomes aimed at meeting customer and stakeholder needs and expectations.

The establishment of the Namibia Institute of Public Administration and Management (NIPAM) was approved by the Namibian Cabinet in 2006 as part of the national desire for continuous socio-economic reconstruction of the Namibian society. The desire to establish NIPAM further took into account the need for nation building, which is a process that requires transformation and integration.

NIPAM, therefore, has a very important purpose of providing a framework for moulding the Namibian civil service into united and coherent state machinery capable of delivering effective and efficient service to the Namibian society, and to inculcate a sense of nationalism, patriotism and commitment to the country and its people.

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# THE MACROECONOMIC CONTEXT

Namibia is considered as one of the more stable countries in the world from the macro-economic perspective. Even though it is largely influenced by the macro-economic environment such as South Africa and other Southern African Customs Union (SACU) countries, the diversified economy is enabling the country to withstand external shocks. Growth has become more broad based and is underpinned by sound market-friendly macro-economic policies. The past years have seen prolonged drought conditions which will impact growth in the agricultural sector. The external political, economic, societal, technological and legislative forces, at regional and international level, have also influenced the socioeconomic and political development and landscape of Namibia since independence in 1990.

In order for Namibia to achieve Vision 2030 objectives of becoming an industrialised, globally competitive economy, the Government has adopted a robust strategic framework in the form of National Development Plans (NDPs).

Each NDP includes measures to enhance the country's international competitiveness in critical areas such as labour productivity, financial, infrastructure, macro-economic stability and good governance.

The realisation of Namibia's Vision 2030 strategy will require significant investments in the productive capacity of the country's human resources. To compliment NDPs, Namibia has adopted Harambee Prosperity Plan (HPP). HPP is premised on five pillars which are: Effective Governance; Economic Advancement; Social Progression; Infrastructure Development, and International Relations and Cooperation. HPP is a targeted action plan aimed at accelerating development in the identified focus areas.

NIPAM, being the Government's training implementation arm, will continue to pay attention to the successful realisation of the short, medium and long-term interventions of the Government by providing products and services that will enable Namibia's human resource base to compete effectively in the globalised environment.

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# MANDATE

In terms of Section 2(1) of the NIPAM Act, 2010 (Act No. 10 of 2010), NIPAM's mandate focuses on the following:

- Training – to provide training or cause such training to be provided, and conduct examinations or tests as a qualification for the appointment, promotion or transfer of persons in or to the public service.
- Operational Research – to carry out investigation into and offer practical and implementable solutions that inform national policies, governance practices and challenges/problems of public administration and management and other social, economic and contemporary issues affecting the Government of the Republic of Namibia.
- Consultancy - to serve as the official Government consultant to design, evolve new systems, procedures and methods that will prevent waste and leakages and make the public service more efficient and effective in service delivery, decision making, and formulating proposal for reforms.
- Capacity Evaluation undertake regular surveys on capacity gaps in public service institutions for planning and determining training needs as a basis to expand training programmes and other interventions.

In terms of Section 5 of the NIPAM Act, 2010, the objectives for which NIPAM was established are to facilitate:

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

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# STRATEGY STATEMENT

## VISION

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

## MISSION

“To develop the capacity of the Namibian Public Service”

## CORE VALUES

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

### PEOPLE CENTRED

We put you at the heart of our business.

### EMPATHY

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

### LEARNING AND INNOVATION

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

### INTEGRITY

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

### RESPONSIVENESS

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

### ACCESS

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

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## 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

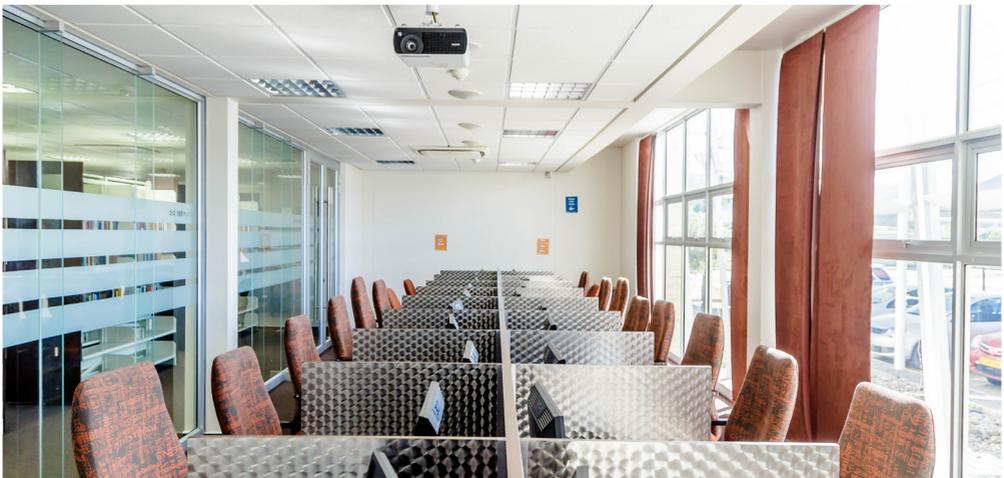
NIPAM offers a range of excellent lecture and conferencing halls. NIPAM's state-of-the-art facilities are ideally suited to meet all the conference and training needs of public service agencies, private sector enterprises and non-governmental organisations.

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](http://www.nipam.na) to download our pricelist or call for a quote 061 296 4700



# CONSULTANCY

NIPAM offer a comprehensive range of consultancy services across the Namibian Public sector (Central, Regional and Local Governments and Public Enterprises).

Our consultants and associates are highly professional practitioners and academics who have expertise in a wide range of areas and experience in designing and implementing consultancy projects and programmes.

We are very flexible and can manage large scale and long-term projects as well as short-term assignments.

NIPAM provides consultancy services in the following areas:

1. Strategic Planning
2. Business Planning
3. Business Process Re-Engineering
4. Performance Management
5. Team Building
6. Mentoring and Coaching
7. Turnaround Strategy
8. Policy Development; and
9. Organisation Development Interventions



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## RESEARCH AND CAPACITY DEVELOPMENT

NIPAM realised that to continue meeting the evolving needs of its stakeholders, it is obligated to constantly generate new knowledge and help to assess the capacity of public entities to meet their goals, especially in the context of a knowledge economy in which knowledge has become the key source of economic growth, development and transformation.

The Centre for Research and Capacity Evaluation (CRCE) conducts research related to, among other things, different areas of the public sector policy implementation, technology transfer, knowledge management, innovation, strategy, sustainable development, etc. The Centre also evaluates capacity and performs skills and knowledge audits.

CRCE introduces new dimensions to research in the Namibian context. It has an in-depth understanding of organisations in terms of how they are created and recreated through social practices. As such, it applies, a combination of perspectives to research, including sociological and participatory, for deeper understanding of what is being investigated with the view to engendering transformation of inherited social and institutional structures.



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## NIPAM TRAININGS

In order to deliver on its mandate, the value proposition of NIPAM is based on the following: Integrated Learning Programmes; Functional Development Programmes; Consultancy, Applied Research and the Think Tank; Experiential Learning Approach; and Case Studies.

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 business support 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.

NIPAM courses are divided into Flagship Programmes, Functional Courses and IT Related Courses.

## FLAGSHIP TRAININGS

The Flagship Programmes are NIPAM's signature programme aimed at achieving the tenet of linking training to performance management processes within the Government of Namibia. In doing so, the Flagship programmes ensures that appropriate capacity-building programmes aim to continuously improve institutional capacity to achieve sustainable national development.

## FUNCTIONAL TRAININGS

Over and above flagship training programmes, NIPAM through stakeholder engagement is developing functional training products to meet customer's technical skills capacity. As part of the product roadmap, some of the functional programmes are going to be consolidated into flagship programmes depending with the market demand and requirements.

### **TERMS AND CONDITIONS OF APPLICATION & PAYMENT**

The receipt of a provisional admission letter / email from NIPAM should facilitate the procedure for obtaining a purchase order (PO). The PO should be provided to NIPAM upon registration and must be paid within 30 days after commencement of the programme / course.

Please kindly note that: A 100% cancellation fee will be charged on any cancellations made.

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## OVERVIEW OF THE FLAGSHIP PROGRAMMES

The Human Resources Development Policy Framework of the Public Service (2012) provide pivotal direction to Public Sector leaders about learning and development. Section 2.4 embodies many tenets that Public Sector managers can use to harness the power of training and development.

Sub-section (k) of the framework specifically dictates that training and development should be connected to broader processes within a government institution, systematically and intrinsically linked to processes such as human resources development, strategic planning, service delivery, and change and budget planning in order to ensure that interventions proactively support the improved performance of Government to accelerate service delivery.

The Flagship Programmes are NIPAM's signature programme aimed at achieving the tenet of linking training to performance management processes within the Government of Namibia. In doing so, the Flagship programmes ensures that appropriate capacity-building programmes aim to continuously improve institutional capacity to achieve sustainable national development.

Our integrated approach is based on the open system theory. Government as system obtains resources from the management environment (clients, customers and communities) as inputs to the management process, and then processed into services, which represent the output of the government system.

The success and failure of government are then ultimately measured in terms of the outcomes resulting from the preceding processes; that is, by considering whether or not predetermined goals and objectives have been achieved, and if so, to what extent this has been done.

Executive Development Programme (EDP) is designed at an impact level with the view of building competencies of senior executives to be able manage overall performance of Offices, Ministries, Agencies, Regional Councils, Local Authorities and Public Enterprises they lead in meeting the needs of clients, customers and communities served.

Senior Management Development Programme (SMDP) is designed at an outcome level with a view of building strategic competencies to drive the goals and objectives of Offices, Ministries, Agencies, Regional Councils, Local Authorities and State Owned Enterprises.

Middle Management Development Programme (MMDP) is designed at the output level with the view of building tactical competencies of middle managers to be able to direct the production of goods and services to support the outcomes of Offices, Ministries, Agencies, Regional Councils, Local Authorities and Public Enterprises.

Supervisory Development Programme (SDP) and Foundation Programme (FP) are designed at input level with a view of building operational competencies, which includes the tasks, projects, programmes and initiatives performed by the individuals to support the outputs.

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## EXECUTIVE DEVELOPMENT PROGRAMME (EDP)

The EDP develops executives in central government Offices, Ministries and Agencies, Regional Councils, Local Authorities and Public Enterprises to manage and lead organizations at corporate level in the national and global context to achieve sustainable development.

Namibia being a middle income country, achieving our national Vision 2030 being "A prosperous and industrialized Namibia developed by her human resources, enjoying peace, harmony and political stability" in a turbulent, dynamic and complex world requires results driven organizations.

The purpose of this EDP is to lay a firm foundation for those executives who are responsible for strategic public leadership responsibilities, with a joint focus on national, regional and international imperatives. One of the strengths of the EDP is the fact that it seeks to provide a wonderful opportunity for networking and building relationships that will be mutually beneficial long after the programme has ended. The EDP will assist participants in self-reflection as well as aid in preparation for further learning, training opportunities and career opportunities while at the same time developing knowledge, skills and abilities required for leadership of the public sector.

### Programme Learning Outcomes

Upon completion of this programme, the participant will have developed and demonstrated knowledge, qualities, skills and other attributes in the following areas. In particular, participants who have completed the EDP are able to:

- Use knowledge of the public sector culture and reality in making decisions and perceives the impact and implications of such decisions; perceives organizational and political sensitivities and acts accordingly; understands the political environment, management priorities, staff roles and responsibilities, and grasps external factors impacting the public sector;
- Anticipate possible future events and developments in order to set a clear direction for the organisation and spearhead the attainment of the Namibian vision as both a shepherd and steward; Enlist the aid and support of others in the accomplishment of a common task towards a Namibian Development Agenda;
- Inspire and empower individuals to give their best to achieve a desired result and maintain effective relationships with individuals and the organizational team as a whole; ensures that the organisation is equipped to achieve objectives set according to the overall public sector need;
- Lead and engage others as a developer in strategy execution and innovation to ensure organisational success; handle public affairs and strategy; spearhead transformational programmes such as laying clear leadership structures systems and performance as a priority;
- Demonstrate a thorough knowledge and understanding of international, regional and national issues pertaining to the specific area of policy; play a lead role in identifying the need for new or improved policies and spearheads the development of policies and oversees their development; incorporate new ways of thinking and innovation in policy development and implementation; and has the capacity to analyse stakeholders and options, design responses and advice on policy issues.
- Show openness to new ideas and foster organisational learning in analytical, problem solving and decision making manner, at the same time demonstrate strong ethics, considering information that is available, identify options and make timely decisions; analyse situations, diagnose problems and identify the

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key issues; establish and evaluate alternative courses of action and produce a logical, practical and acceptable solution while valuing diversity and differences in opinion;

- Uphold ethics, values and the code of conduct; demonstrate integrity; promote and defend diversity and equal opportunities; does not abuse power or authority; and recognise strength, uniqueness and differences in gender and diversity and take measures to harness it.
- Demonstrate financial and non-financial resource awareness; control costs and think in terms of added and shared value; use best efforts to prevent any prejudice to the financial interests of the organization / public sector; ensure that all applicable procedures are followed in the acquisition or disposal of property and that adequate arrangement is made for the custody, safeguarding and maintenance of government / public sector property while organising and overseeing work processes to achieve quality results within budgetary provisions.
- Uphold the etiquette and courtesy rules of diplomacy and affairs of office; conduct negotiations and resolve issues through peaceful means between representatives of groups; handle conflict situations or put forward one's point of view without causing offence; demonstrate awareness of the local and international customs on reciprocity such as specific nomenclature for dressing during functions; and keeps the language gender neutral in both verbal and written communication.
- Provide leadership in mainstreaming Information Communications Technology (ICT) and the use of e-governance in public sector operations and reforms for enhanced, effective and efficient service delivery
- Anticipate and minimise the possibility of risk and mitigate losses to government / public sector due to poor, weak and ineffective systems

## **Programme Modules**

Module 1: Good Governance

Module 2: Organisational Development

Module 3: Leadership in the 21st Century

Module 4: Performance-driven Organisation

## **Target Audience**

The EDP is designed for Accounting Officers / Chief Executive Officers / Chief Regional Officers/ Deputy Accounting Officers / Deputy Permanent Secretaries according to the structures of Central, Regional and Local Authorities as well as Public Enterprises.

In this context, Accounting Officers / Chief Executive Officer / Deputy Accounting Officers refer to the cohort that fills the highest management positions in the organisation and accountable for the institutional performance. Mayors and Councillors from Local Authorities are may also find this programme insightful and relevant. Commissioners from the Safety and Security Sector are also encouraged to apply.

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# SENIOR MANAGEMENT DEVELOPMENT PROGRAMME (SMDP)

Senior managers in central government Offices/Ministries/Agencies, Regional Councils, Local Authorities and Public Enterprises are responsible for achieving specific corporate goals and objectives. These outcomes are very important in Namibia's quest to achieve Vision 2030.

In working towards organizational goals and objectives in today's complex, fast-paced, competitive environment, senior managers must be adept at moving quickly to build new leadership capabilities. The main goal of the Senior Management Development Programme (SMDP) is to contribute to a process and result in the management development for good corporate governance 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.

## Programme Learning Outcomes

- Contribute to the state's development agenda through involvement in policy making processes and setting strategic direction to policy implementation;
- Evaluate the progress in achieving organisational mission.
- Respond appropriately and pro-actively to continuous organisational improvement, and its relationships with key stakeholders to optimise performance in the context of capacity constraints;
- Initiate and improve good governance practices in Namibia to contribute to sustainable development policies and adherence to constitutional frameworks for the benefit of the Namibian people;
- Ensure value-for-money and strategic purpose with the management of organisational resources that inform institutional capacity;
- Ensure an efficient and continuously developing operating environment through programme, project and change management strategies;
- Ensuring effectiveness in organisational strategy implementation and operations flowing from it to ensure accountability.

## Programme Modules

Module 1: Good Governance in Namibia

Module 2: Strategic Analysis & Action

Module 3: Organisational Management

Module 4: Policy,- Financial, - and Programme Management

## Target Audience

SMDP is designed for senior managers according to the structures of Central, Regional and Local Authorities as well as Public Enterprises. In this context, senior managers refer to the cohort that fills the positions higher than the middle management positions (e.g. in the context of central government, it would include: Deputy Directors and Directors). Participants to this programme will be able to use knowledge and skills acquired as a basis for further capacity building in the Executive Development Programme (EDP).

## Investment Costs

The cost of attending the SMDP is N\$18 000,- which is delivered in block release over a period of four (4) weeks. The programme costs exclude lunch and refreshments.

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## MIDDLE MANAGEMENT DEVELOPMENT PROGRAMME (MMDP)

The role of middle managers in influencing the direction of performance in the public sector cannot be overstated. Middle managers provide the vital link between strategy and operations, communicating and creating knowledge centers within the organization and translating strategic goals into outputs for sustainable development.

The purpose of this qualification 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, direct the work of others and self, integrate the critical reflective practice, and learning in action. This qualification provides participants 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, this qualification prepares participants to be future ready for more complex assignments that might be required at current and next level of employment.

### Programme Learning Outcomes:

- 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.

### Programme Modules

Module 1: Core Values of Public Administration and the New Public Management

Module 2: Organisational Development

Module 3: Relationship Management

Module 4: Tactical Policy -, Financial,-and Programme Management

### Target Audience

The Middle Management Development Programme (MMDP) is designed for middle managers according to the structures of Central, Regional and Local Authorities as well as Public Enterprises. In this context, middle managers refer to the cohort that fills the positions lower than the senior management positions. For example, Chief Human Resource Officers, Chief Policy Analysts, Control Administrative Officers, Inspectors of Education and School Principals in the context of central government. Participants to this programme will be able to use knowledge and skills acquired as a basis for further capacity building in the Senior Management Development Programme (SMDP).

### Investment Costs

The cost of attending the MMDP is N\$16 000,- which is delivered in block release over a period of four (4) weeks. The programme costs exclude lunch and refreshments.

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## SUPERVISORY DEVELOPMENT PROGRAMME (SDP)

First-Line supervisors in the public sector organizations face a formidable challenge in ensuring that public services and goods are delivered in line with Vision 2030, National Development Plans, Harambee Prosperity Plan and their institutional Strategic Plans.

The challenges they face include complex issues, conflicting demands from the community, changes in technology, increasing diversity. As public servants, they must face these challenges and lead their sections, team and communities in ways that do not only provide safety and prosperity, but also in a manner that engenders public support.

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 an organisation, fair and effective role in service delivery in the public sector.

### Programme Learning Outcomes

- Demonstrate knowledge of the structure and role of the State sector, Parliament and Government
- 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
- Apply principles of performance management while using the tools and techniques to deliver quality service
- Manage performance oneself and direct reports/ reporting staff in the execution of duties;
- Apply project management tools and techniques to deliver quality service.

### Programme Modules

M1: Public Sector Practices and Management

M2: Communication and Information Management Technology

M3: Performance Management for Effective Service Delivery

M3: Project Management for Effective Service Delivery

### Target Audience

The Supervisory Development Programme (SDP) is designed for supervisors according to the structures of Central, Regional and Local Authorities as well as Public Enterprises. In this context, supervisors refer to the group that fills the positions between operational and middle management positions. For example, Senior HR, Senior Policy Analysts, Education Officers, Schools Head of Department in the context of central government. Participants to this programme will be able to use knowledge and skills acquired as a basis for further capacity building in the Middle Management Development Programme (MMDP).

### Investment Costs

The cost of attending the SDP is N\$4 500,- which is delivered over a period of five (5) days.

The programme costs exclude lunch and refreshments.

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# FOUNDATION PROGRAMME

For many new entrants into the public sector, serving the public presents its own unique opportunities and challenges. The expectations of the public are ever increasing and also the standards at which they want these services to be delivered are generally high. It is about delivering excellent service to all citizens of Namibia and our visitors from all over the world in a manner that is in line with our public service charter on non-discrimination, consultation and choice, information, standards, openness, quality of service, value for money, courtesy and helpfulness and accountability.

## The Foundation

Programme was designed to prepare newly appointed staff members in central government Offices, Ministries and Agencies, Regional Councils, Local Authorities and Public Enterprises to adapt effectively to demands and expectations placed upon them.

The Foundation Programme is a complete learning resource providing basic knowledge of how the public sector works. From democracy, daily challenges of a public sector employee, official communication, public sector organization websites, standards of integrity and HIV/Aids in the workplace, it is all covered in the Foundation Programme.

## Programme Learning Outcomes

- 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 and organizational performance improvement and productivity and service delivery
- Develop a range of personal development skills and abilities such as effectively integrating 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 performance of duties and functions

## Programme Modules

M1: Public Sector Structures and Functions

M2: Staff Wellness and Risk Management

M3: Public Service Delivery

M4: Public Sector Resource Management

## Target Audience

The Foundation program (FP), is an entry-level program to be applied to all operational staff across the public sector in their probation period. It is an ideal programme for new entrants to the public service and serves as the preparatory program for the supervisory development programme (SDP) for first line and overhead supervisory staff. Therefore, the primary target group is Operational and Frontline Staff.

## Investment Costs

The cost of attending the FP is N\$4 000,- which is delivered over a period of five (5) days.

The programme costs exclude lunch and refreshments.

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## FUNCTIONAL COURSES

Over and above flagship training programmes, NIPAM through stakeholder engagement is has developed functional training products to meet customer's technical skills capacity. As part of the product roadmap, some of the functional programmes are going to be consolidated into flagship programmes depending with the market demand and requirements.

Functional Courses offered by NIPAM focuses on practical learning to meet a specific learning need in the Namibian Public Sector. The Functional Courses offered at NIPAM can update or broaden skills and knowledge in a specific area to enable lifelong learning. In this manner, functional course assist public sector employees with their continuing professional development by upgrading their skills and knowledge in newly developed areas.

### Courses offered at NIPAM

1. Corporate Governance Programme
2. Councillor Development Programme
3. Customer Care
4. Finance for Non-Finance Managers
5. Leadership & Change Management
6. Business Writing Skills
7. Secretarial Skills
8. Monitoring and Evaluation
9. Project Management
10. Protocol & Etiquette
11. Record Management
12. Strategic Management
13. Disciplinary Procedure
14. HR for Non-HR Managers
15. Fraud Prevention & Ethics
16. Enterprise Risk Management
17. Standing Rules & Orders for Regional Councils
18. Understanding Decentralisation
19. Basic Health & Safety
20. Quality Management Systems

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# BUSINESS WRITING SKILLS

<b>Venue:</b>	Windhoek, NIPAM Campus
<b>Duration:</b>	5 Days
<b>Fees:</b>	N\$ 4,100.00

## Course overview

The NIPAM Business Writing Skills course have been designed to provide public sector employees with principles, techniques and practical knowledge for analysing, structuring and writing memoranda, minutes, reports and submissions for improved communication within public sector organisations. The course also covers analysing and writing police statements. It draws insights from the concept of genres of organizational communication which makes it very unique in the Namibian context. It also emphasizes both the product and process, thus representing a departure from traditional approaches to teaching writing skills that focus on products at the expense of processes that writers go through in crafting business communications.

## Course Learning Outcomes

- Write memos, letters, take minutes, reports and submissions;
- Identify purpose and audience in written communications;
- Analyse different written business communications using the genre approach;
- Apply appropriate register when writing;
- Reflect and evaluate their products;
- Develop strategies to improve their products;
- Edit their written texts

## Who Should Attend

This course is designed for all Public Sector employees who are responsible for writing reports, submissions and take minutes

## Course Modules

Module 1: Writing memo's and Letters

Module 2: Takes Minutes

Module 3: Writing Business Reports

Module 4: Writing Submissions

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# BUSINESS PROCESS RE-ENGINEERING (BPR)

Venue:	Windhoek, NIPAM Campus
Duration:	5 days
Fees:	N\$ 6 300.00

## Course Overview

With all time high public demand for efficient public services and quality products across all Industries and organisations, compounded with stiff competition due to globalisation, it has become inescapable for the public sectors and industries to review the way they do business in order to meet the expectations of the citizens or customers and remain competitive in the world market.

Business Process Reengineering is a Namibian reform initiative to radically improve the processes to deliver efficient services and products. This programme is designed to equip participants with skill and knowledge to successfully implement the BPR reform initiative by designing new processes that radically improve turnaround time, reduce cost, improve quality and improve the profitability.

## Course Learning Outcomes

- Compile a Business case to motivate process improvement
- Project planning and governance
- Understand change management
- Conduct process analysis
- Build AS-IS process maps
- Validate processes
- Establish process measurement
- Identify Change initiatives
- Set performance goals
- Design/Redesign business process
- Build TO-BE Business Process
- Develop performance controls & management reports
- Pilot new business process and measure performance of new process

## Who Should Attend

The target audience are the process owners, supervisors, subject matter experts (SME) at different levels, senior executives, individuals from reengineering teams, managers from business units, corporate planners and quality assurance managers.

## Course Modules

Module One: Process Planning & Governance

Module Two: Process Analysis & As-Is Process Mapping

Module Three: Process Design /Redesign

Module Four: TO-BE Process Mapping & Implementation

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# COACHING AND MENTORING

Venue:	Windhoek, NIPAM Campus
Duration:	4 Days (08h00 – 16h30)
Fees:	N\$ 4,100.00

## Course overview

The focus of this course is on the role that learning conversations, mentoring and coaching can play in the development of a public servant. The overall aim of the course is to enable participants to fully understand the role coaching and mentoring can play and will equip participants with the knowledge and skills to use coaching and mentoring.

## Learning outcomes

- Identify the difference between coaching and mentoring
- Describe the benefits of coaching and mentoring to both the individual, team and organisation,
- Understand when and where to use coaching and mentoring,
- Identify the characteristics of an effective coach or mentor,
- Define and apply essential coaching and mentoring skills such as questioning, listening and establishing trust and,
- Create development plans for employees from coaching or mentoring sessions

## Who Should Attend

This course is designed for all staff who manage others.

## Course Objectives

- To provide highly effective coaching and mentoring skills that can be put into practise immediately,
- To develop listening, questioning, feedback, motivating and guiding skills,
- Deal with issues of confidentiality and
- Assist the participants with their personal and professional development

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# COMMUNICATION SKILLS

Venue:	Windhoek, NIPAM Campus
Duration:	5 Days
Fees:	N\$ 4,100.00

## Course overview

This Communications Skills Course helps people communicate effectively, appropriately and clearly in all situations. This is a great course for public servants as the benefits can have a positive effect on every aspect of their professional and personal lives.

Communication plays a pivotal role in the day to day running of any business. As such, it needs to be properly managed as it has the power to either make or break business contacts. Communication can be considered as the heart of all public sector enterprises and the most important of all business skills. The ability to transmit information helps both clients and employees feel they can communicate with and ultimately trust each other. Learn to understand how you communicate, how others communicate and adjust to meet their needs. This will help them receive your message more clearly and improve relationships in general.

## Course Learning Outcomes

- Understand the importance of communication in business operations
- Identify the different stages in the communication process
- Identify and understand the barriers to communication
- Understand the various reports available in business.
- Describe the functions, types, and directions of communication channels in their organisation.
- Learn to actively listen and obtain feedback to understand others and build rapport
- Read non-verbal communication signals
- Increase the credibility and clarity of messages they send to others
- Understand the impact of unethical communication

## Who Should Attend

Applicants must be appointed officials in central, regional and local government and Public Enterprises.

## Course Modules

Module 1: Understanding yourself and others

Module 2: Understanding Communication Barriers and

Module 3: Paraverbal Communication Skills and Speaking like a Star

Module 4: Active Listening Skills; Appreciative Inquiry and Mastering the Art of Conversation

Module 5: Non-Verbal Communication and Conversational Psychology

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# CUSTOMER CARE

Venue:	Windhoek, NIPAM Campus
Duration:	5 Days
Fees:	N\$ 4,100.00

## Course overview

This Communications Skills Course helps people communicate effectively, appropriately and clearly in all situations. This is a great course for public servants as the benefits can have a positive effect on every aspect of their professional and personal lives.

Communication plays a pivotal role in the day to day running of any business. As such, it needs to be properly managed as it has the power to either make or break business contacts. Communication can be considered as the heart of all public sector enterprises and the most important of all business skills. The ability to transmit information helps both clients and employees feel they can communicate with and ultimately trust each other. Learn to understand how you communicate, how others communicate and adjust to meet their needs. This will help them receive your message more clearly and improve relationships in general.

## Course Learning Outcomes

- Understand the importance of communication in business operations
- Identify the different stages in the communication process
- Identify and understand the barriers to communication
- Understand the various reports available in business.
- Describe the functions, types, and directions of communication channels in their organisation.
- Learn to actively listen and obtain feedback to understand others and build rapport
- Read non-verbal communication signals
- Increase the credibility and clarity of messages they send to others
- Understand the impact of unethical communication

## Who Should Attend

Applicants must be appointed officials in central, regional and local government and Public Enterprises.

## Course Modules

Module 1: Understanding yourself and others

Module 2: Understanding Communication Barriers and

Module 3: Paraverbal Communication Skills and Speaking like a Star

Module 4: Active Listening Skills; Appreciative Inquiry and Mastering the Art of Conversation

Module 5: Non-Verbal Communication and Conversational Psychology

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# DIPLOMACY, PROTOCOL AND ETIQUETTE

Venue: Windhoek, NIPAM Campus

Duration: 5 Days

Fees: N\$ 5,700.00

The Diplomacy, Protocol and Etiquette course is a hands-on learning provision that has been designed and developed to equip participants in the unified Public Sector with the necessary knowledge, skills and field application in the said areas. The course will assist in improving the conduct of public sector employees in diplomacy, protocol and etiquette, and bring effective and efficient service delivery to the public.

## Course Learning Outcomes

- Demonstrate knowledge of state protocol principles
- Demonstrate knowledge of the flag protocol
- Demonstrate understanding of state and diplomatic ceremonies
- Identify titles and forms of address
- Perform calling and calling cards
- Practise proper introductions and their responses, invitations and replies, official entertainment and private parties
- Illustrate knowledge of table seating etiquette, state house and diplomatic corps, global gift giving practices, and dining etiquette
- Appraise and evaluate security issues in protocol.

## Who Should Attend

Applicants must be appointed officials in central, regional and local government and Public Enterprises.

## Course Content

This course covers the following pertinent topics in diplomacy, protocol and etiquette:

- 1) State protocol principles
- 2) Flag protocol and flag precedence
- 3) State and diplomatic ceremonies
- 4) Title and forms of address
- 5) Proper introductions and their responses
- 6) Invitations and replies
- 7) Official entertainment and private parties
- 8) Table seating etiquette
- 9) State house and diplomatic corps, global gift giving practices, and dining etiquette
- 10) Security issues in protocol.

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# DISCIPLINARY PROCEDURES

Venue:	Windhoek, NIPAM Campus
Duration:	5 Days
Fees:	N\$ 4,100.00

The aims of this disciplinary procedure course are to provide a framework within which managers can work with employees to maintain satisfactory standards of conduct and to encourage improvement when necessary.

This course is developed to enable the staff members in the Public Service to gain a deeper comprehension of the disciplinary procedures as per the Staff Rules for their own professional growth and benefit as well as for their interaction in the work environment.

This course covers the legal framework, different types of misconduct, the disciplinary process, roles and responsibilities of the disciplinary committee, guidelines for disciplinary inquiry, formulating charges of misconduct, and arbitration and appeal process. The course ensures that employees are familiar with the rules and regulations governing their conduct to ensure that staff members understand and adhere to all the guidelines and procedures.

## Course Learning Outcomes

- Develop an understanding of the Legal Framework for disciplinary procedures in the Public Service
- Identify different types of Misconduct and Action to be Considered
- Explain the procedures to be followed in the disciplinary process
- Clarify organizational, legal policies, procedures for instituting disciplinary action
- Formulate charges of misconduct
- Evaluate the arbitration and appeal process.

## Who Should Attend

Applicants must be appointed officials in central, regional and local government and Public Enterprises.

## Course Content

This course covers the following pertinent topics in misconduct and disciplinary procedures as per the Public Service Staff Rules. The content covered is as follows:

1. The Legal Framework (Public Service Act of 1995, Public Service Staff Rules, The Labour Act)
2. Different Types of Misconduct and Action to be Considered (Major Offences, Serious Offences, Minor Offences)
3. Fundamental Procedures to be followed in the Disciplinary Process
4. Appointment, and Roles and Responsibilities of the Disciplinary Committee
5. Guidelines for Disciplinary Inquiry
6. Formulating Charges of Misconduct
7. The Arbitration and Appeal Process

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# FINANCE FOR NON-FINANCIAL MANAGERS

Venue:	Windhoek, NIPAM Campus
Duration:	3 Days
Fees:	N\$ 5,700.00

The field of finance is broad and dynamic. Finance directly affects everyone's life, whether you are an individual or organisation. Basic principles of finance can be applied in business organisations of different types. Many of these principles are applicable to an individual personal financial life.

A basic understanding of finance will benefit most adults by enabling them to make better personal financial decisions. For those who work in non-financial positions will benefit by being able to understand basic financial concepts, reading and interpreting financial statements, which will assist in making informed financial decisions. It will additionally enable them to interact effectively with the firm's financial staff, processes, and procedures.

## Course Learning Outcomes

- Explain/define the basic finance/accounting terms
- Compile business unit, household or own financial statements
- Analyse the entity's financial performance using ratios
- Distinguish the budget cycle of the Government
- Able to compile own unit's and personal budgets
- Able to cost a project

## Who Should Attend

This course is principally meant for non-financial functional managers and other professionals with limited knowledge of finance in the Namibian Public Sector (Offices, Ministries, Agencies, Regional Councils, Local Authorities and Public Enterprises). These should be in positions to manage and run their own business units, divisions and section's budgets and participates in the organization's budget preparations

## Course Content

Unit 1: Introduction to Finance

Unit 2: Financial Literacy for Non-Financial Managers

Unit 3: Financial Statements

Unit 4: Interpretation and Analysis of Financial Statements

Unit 5: Budget and Control

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# LEADERSHIP AND CHANGE MANAGEMENT

Venue:	Windhoek, NIPAM Campus
Dates:	Please see annual training calendar for dates
Fees:	N\$ 7,150.00

The course content is based on traditional theoretical material, practical experience and current research in three main areas: Organisational studies, Leadership perspectives and Change management. The focus of this course is increasing the effectiveness of leadership and change management skills at an individual and organisation level. Leadership and change management are increasingly seen to be key factors affecting the performance of contemporary organisations and are important areas of study in the fields of management and organisational behaviour. Effective leadership and change management of organisations are important to the public sector.

## Course Learning Outcomes

- Understand Change
- Describe how to implement a Change Program
- Identify and overcome Obstacles to Change
- Using the knowledge gained, and contributing in effective change in their organization
- Understand the impact of change in the organization
- Understand the requirement for a sound change process within the organization
- Compare the success/failure of strategic leadership practices across cultures
- Review and apply the change management process to organizational sustainability
- Critically analyse changes within industrial and technology intensive operations from a system perspective

## Who Should Attend

Applicants must be appointed officials in central, regional and local government and Public Enterprises.

## Course Modules

Module 1 Sustainability

Module 1 Leadership

Module 3 Change management

Module 4 Applying Strategic Leadership and to Change Management Sustainability

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# MONITORING AND EVALUATION

Venue:	Windhoek, NIPAM Campus
Duration:	5 Days
Fees:	N\$ 5,700.00

This course focuses on monitoring and internal/external evaluations and shows how these processes are used to measure the results of a project. It provides a step-by-step guide on how to monitor and evaluate projects and adapt them if and when necessary.

Development projects need continuous tracking in addition to periodic assessments in order to be effective and efficiently. Stakeholders, project implementation team, beneficiaries and general public's require constant feedback on project performance. Consequently, the M & E training workshop will equip you with advanced Project Monitoring and evaluation skills including developing an appreciation of the components of an effective M & E Plan, Data collections methods, tools, ethical considerations in data collection, statistical analysis, processing, storage, sharing and feedback mechanisms and reporting to enhance your capacity of managing the project effectively and efficiently to deliver on the expected intervention outcomes.

## Course Learning Outcomes

- Distinguish between process-, outcome-, and impact-level evaluations
- Explain the different monitoring and evaluation conceptual approaches and frameworks
- Identify key stakeholders in program monitoring and evaluation
- Identify methods for overcoming barriers to effective monitoring and evaluation
- Identify appropriate indicators for each technical area
- Design systems to manage and use data and provide feedback to appropriate staff
- Design country/site-specific monitoring flow process based on organizational structure (e.g., single country office, field office, or regional office)
- Design and implement a monitoring and evaluation work plan for a country/site program, taking into consideration donor requirements

## Who Should Attend

Applicants must be appointed officials in central, regional and local government and Public Enterprises.

## Course Content

Module 1: Introduction to Monitoring and Evaluation

Module 2: Collecting, Analysing, and Using Monitoring Data

Module 3: Developing a Monitoring and Evaluation Work Plan

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## PERFORMANCE MANAGEMENT

Venue:	Windhoek, NIPAM Campus
Duration:	5 Days
Fees:	N\$ 5,700.00

The purpose of this course is to provide participants with tools that would guide them in managing performance in the public service. This module will focus on performance agreements and performance reporting in the context of performance management in the Namibian Public Service.

The effectiveness of the public service depends on the capacity of its human resources in terms of performance management. An effective performance management depends on proper planning at all levels and reporting as a way to monitor performance and that provide opportunity for coaching and mentoring during performance review meetings. In addition, issues regarding disputes and appeals resulting from appraisal are clarified in line with the PMS Policy of the Namibian Public Service, 2011 and the Public Service Staff Rules E VI.

### Course Learning Outcomes

- Explain how performance agreement fits in the Performance Management System (PMS) framework;
- Develop Performance Agreements and Personal Development Plans (PDPs) for staff members at all levels in the public service;
- Conduct 'One on One' (performance review meeting);
- Compile performance reports both quarterly and annual reports; and
- Handle disputes and difficult people (staff) professionally

### Who Should Attend

The purpose of this course is to equip all staff members in the Namibian Public Sector with the necessary knowledge and skills to be able to develop performance agreements (PA) and compile performance reports.

### Course Content

- PMS Framework and Performance Agreement;
- Performance Agreements and Personal Development Plans;
- Performance Reporting; and
- Handling disputes and difficult people (staff).

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# PROJECT MANAGEMENT

Venue:	Windhoek, NIPAM Campus
Duration	4 Days
Fees:	N\$ 5,700.00

Projects are how organisations make things happen. Projects deliver changes that improve services to customers, increase operational effectiveness and process change. Staff in all types of roles participate in projects, so what exactly is project management?

This short course takes you through the cycle of a project, from early conception and defining the scope through to the evaluation and lesson learned. Throughout the short course you look at tools, techniques and standards developed by professional organisations such as PMBOK but also explore what is used in your own organisation. This short course will help those new to project management to lead and/or contribute to projects more effectively.

## Course Learning Outcomes

- Define project management and articulate the role of the project manager
- Demonstrate an understanding of Project Management as a contemporary management approach with unique benefits in comparison to traditional management approaches
- Demonstrate a comprehensive understanding of the project cycle and the applications of project management knowledge areas and process groups at different stages of project management
- Understand the factors that contribute to a successful project outcome and why a project may fail
- Have an awareness of different project management techniques and how they may be useful

## Who Should Attend?

The course is aimed at all and every employee in public institutions who may be involved with or who is interested in "project-type" work, similarly all people who may be responsible for planning and executing projects be it small or medium in size and ranging from low to medium complexity, aspirant project managers, junior project managers, assistant project managers, operations managers, project planners, project controllers, but even senior managers and PS's or CEO who need to gain a basic understanding of and appreciation for the dynamic nature, unique body of knowledge and potential advantages which may be gained by project management.

## Course Modules

Module One: Introduction to project management dynamics

Module Two: Project management philosophy, strategy and systems

Module Three: Project management leadership and organisation

Module Four: Project planning and scheduling

Module Five: Project control and closure

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## SECRETARIAL SKILLS

Venue:	Windhoek, NIPAM Campus
Duration:	5 days
Fees:	N\$ 4,100.00

This course will equip any executive or personal assistant with the competence needed to excel on the job. It will give you an in-depth understanding of the principles and best practices of successful senior administrators. It will also increase your impact and visibility at the office and it will enable you to derive several action plans for taking on more challenges and raising your career up a notch.

You will come up with key strategies for broadening your role and expanding yourself to go beyond expectations. You will also develop a professional approach for optimizing your relationship with your manager and building excellent relationships with all stakeholders at the workplace. You will be able to construct professional e-mails which will reflect a professional image of your department and company. This course will also give you vital insights on ways to increase your tolerance to stress and be in control of your time.

Organizing professional meetings, including writing effective agendas and minutes of meetings, is also an important element of this course. The last segment of this course provides the know-how of professional dealing with visitors, internal and external customers and how to make your department and company more customer friendly.

### Course Learning Outcomes

- Practice advanced administration techniques to effectively run the office of a senior manager
- Develop excellent relationships with the manager to maximize productivity
- Acquire modern communication concepts and strategies to facilitate work flow
- Apply professional business writing techniques in e-mails
- List the main causes of stress and prepare an action plan to keep them under control
- Prepare and organize a professional meeting, write its agenda and take minutes accurately
- Demonstrate professional skills in serving internal and external customers effectively

### Who Should Attend?

Participants on this course usually are experienced senior assistants of PS's, Deputy PS's, Directors and Deputy Directors. Hence, you will have the opportunity to exchange experiences and discuss the challenges facing you.

### Course Modules

- Module 1: Progressive Role of the Executive or Personal Assistant
- Module 2: Staff Wellness and Risk Management
- Module 3: Effective Interpersonal Communication
- Module 4: Optimizing the Relationship with the Boss

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# STRATEGIC MANAGEMENT

Venue: Windhoek, NIPAM Campus

Duration: 5 Days

Fees: N\$ 4,100.00

Strategic Management Course has been designed and developed to equip the trainees in the Namibian Public Sector with the necessary knowledge, skills and application of strategic management. This will improve the productivity of public sector employees and bring effective and efficient service delivery to the public. The overall outcome is to enhance the skills of senior public sector officials to drive the development, implementation, monitoring and evaluation of Strategic and Annual Plans in the Namibian Public Sector in order to provide improved service delivery to the public.

## Course Learning Outcomes

- Explain the strategic management process in the Public Service of Namibia;
- Conduct a situational analysis in order to identify challenges that impact on the organisation performance in the public sector;
- Formulate the organisational vision, mission and principle values;
- Formulate organisational strategy to position the Namibian public sector organisations to respond to changes in the environment;
- Develop organisational risk assessment framework;
- Draft Strategic Plans;
- Develop operational plans in the form of Annual Plans/ Business & Financial Plans;
- Monitor the implementation of the Strategic and operational plans; and
- Evaluate the performance of the organization in the context of the outgoing strategy.

## Who should Attend?

This course is targeting executive directors, chief executive officers, chief regional officers, senior and middle managers, Ministerial Implementation Teams (MITs)/ Committees in the Namibian Public Sector (Offices, Ministries, Agencies, Regional Councils, Local Authorities and Public Enterprises), who are involved in the development, implementation, monitoring and evaluation of Strategic and Annual Plans.

## Course Modules

Module 1: Strategy Formulation:

Module 2: Strategy Implementation:

Module 3: Strategy Evaluation:



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# INFORMATION TECHNOLOGY

Computer technology is essential in today's business world. It allows Public sector institutions to maximize productivity and potential. The use of computers in operations has over the years become essential.

The information technology unit is primarily responsible for providing instructional technology resources for participants and instructors, for developing programs and services that promote and support technology-enhanced learning, and for providing educational-technology related professional development opportunities and resources.

A commitment has been made to maintain new computer systems capable of running the latest software for education. A dedicated network connection provides participants and instructors with always-available Internet access.. NIPAM is committed to expanding the use of technology in support of learning, and the IT unit is leading in this effort.

## Programmes / Courses

NIPAM offers a variety of technology courses and educational opportunities.

These trainings are for individuals who are employed by any institution in the Namibian public sector. To see a list of available workshops, please select a category on the next page:

Take a class to improve your technology skills!

## Custom Training

We also offer customized training for your department, unit or organisation.

## Department Vision

Transform the public sector through technology. Whether working internally as an IT service provider to NIPAM departments, or providing trainings to our clients, the IT department will help transform the Namibian Public Sector through technology.

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## COMPUTER LITERACY

Course Title: Computer Literacy Windows 10 Beginners  
Duration: 1 Day  
Price: N\$1 265.00  
Prerequisite: Basic literacy and numeracy

Description: The course is designed for learners who wish to gain the foundational understanding of the use of a computer desktop. The course teaches uses on the use of a keyboard and a mouse. The course also explains to the learners the different types of hardware, software and operating system.

### Course Learning Outcomes

- Use the keyboard fully
- Use the mouse fully
- Know different types of hardware
- Know what Software is
- Know what an Operating System is

Course Title: Computer Literacy Windows 10 Intermediate  
Duration: 2 Days  
Price: N\$2 530.00  
Prerequisite: Computer Literacy Windows 10 Beginners or equivalent Experience

Description: This course will help you to define what a PC is, and familiarize you with the Windows 10 user interface and its basic capabilities. In this course, you will explore Windows 10 and learn how to create documents, send email, browse the Internet, and share information between applications and with other users.

### Course Learning Outcomes

- Perform basic work-related tasks on a PC running the Windows 10 operating system
- Access Windows 10.
- Use Windows apps and desktop applications to complete day-to-day tasks, including installing new apps and multitasking with multiple programs.
- Work with files and folders by using File Explorer and OneDrive.
- Use Cortana as your virtual personal assistant and use Edge for web browsing.
- Customize the Windows 10 environment.
- Install and remove printers and peripheral devices.
- Use Windows 10 security features to create more secure passwords and protect your device against common attacks.

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**Course Title:**            **Computer Literacy Windows 10 Advanced**

Course                      Length: 2 Days

Price:                      N\$2 530.00

Prerequisite:            Computer Literacy Windows 10 Intermediate or equivalent experience

Description:            The course is designed for learners who wish to gain a full understanding of the use of the Internet and the World Wide World. The course teaches the candidates on ways they can use the Internet to improve their productivity at the work place.

Course Learning Outcomes

- Know what the Internet and the World Wide Web is.
- Know what an email is and how to send one
- Protect their computers
- Handle security threats
- Understand and implement computing ethics
- Use digital lifestyles (Audio, Video & Photography)
- Create an Internet Email Account
- Fully utilize search engines for finding resources
- Efficiently implement search techniques when searching for information on the Internet
- Effectively use focused researches to get information from the Internet
- Use web-based resources to make their work more productive
- Engage and use blogs, instant messaging, personal networking sites, etiquette and security
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## MICROSOFT OFFICE WORD

**Course Title:**           **Microsoft Word 2016 Basic**

Duration:               1 Day

Price:                   N\$1 265.00

Prerequisite:         Windows Computer Literacy or equivalent experience

Description:           This Introduction to Microsoft Word 2016 training class is designed for students new to working with Microsoft Word in Windows. Students will learn to create, edit, format, and print Microsoft Word documents.

Course Learning Outcomes

- Create and edit Microsoft Word documents.
- Use Ribbon file tab functions
- Create new documents and use Word templates.
- Format Word documents.
- Add page numbers, headers and footers, and spell and grammar check documents.

**Course Title:**           **Microsoft Word 2016 Intermediate**

Duration:               2 Days

Price:                   N\$2 530.00

Prerequisite:         Microsoft Word 2016 Basic or equivalent experience

Description:           Students in this Intermediate Word 2016 training class should already be able to create, edit, and print Word 2016 documents on Windows. In this Word 2016 class, students will learn advanced formatting, use Word 2016 drawing tools, create and manage tables, and work with column layouts.

Course Learning Outcomes

- Use Word 2016's advanced editing tools
- Work with images, including placing and sizing images, wrapping text around images, and using borders and effects.
- Adjust page orientation and layout.
- Work with columns.
- Work with page and section breaks.
- Document views, using the navigation pane, and viewing multiple windows.

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**Course Title:** **Microsoft Word 2016 Advanced**

Duration: 2 Days

Price: N\$2 530.00

Prerequisite: Microsoft Word 2016 Intermediate or equivalent experience

Description: In this Microsoft Word 2016 training class, students learn advanced techniques, such as working with tables of contents, footnotes, and endnotes, adding comments, tracking changes, comparing and combining documents, creating envelopes and labels, using Mail Merge, and protecting documents. This class is for Word 2016 on Windows.

Course Learning Outcomes

- Work with tables of contents.
- Work with footnotes and endnotes.
- Insert bibliographies and indexes.
- Use comments.
- Use track changes including accepting and rejecting changes.
- Compare and combine documents.
- Use Mail Merge and create envelopes and labels.
- Protect documents.
- Use bookmarks, add watermarks, and customize the Ribbon.

## MICROSOFT OFFICE EXCEL

**Course Title:** **Microsoft Excel 2016 Basic**

Duration: 1 Day

Price: N\$1 265.00

Prerequisite: Windows Computer Literacy or equivalent experience

Description: In this Introduction to Microsoft Excel 2016 training class, students will create and edit basic worksheets and workbooks. This course is designed for students who want to gain the necessary skills to create, edit, format, and print basic Microsoft Excel 2016 worksheets.

Course Learning Outcomes

- Create basic worksheets using Microsoft Excel 2016.
- Perform calculations in an Excel worksheet.
- Modify an Excel worksheet.
- Modify the appearance of data within a worksheet.
- Manage Excel workbooks.
- Print the content of an Excel worksheet.
- Learn how to use handy features new in 2016

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**Course Title:** **Microsoft Excel 2016 Intermediate**

Duration: 2 Days

Fees: N\$2 530.00

Prerequisite: Microsoft Excel 2016 Basic

Description: This Intermediate Microsoft Excel 2016 training class is meant for students who want to advance their skill set by learning to work with advanced formulas, lists, and illustrations. Students will also work with charts and advanced formatting including styles.

Course Learning Outcomes

- Learn to use formulas and functions.
- Create and modify charts.
- Convert, sort, filter, and manage lists.
- Insert and modify illustrations in a worksheet.
- Learn to work with tables.
- Learn to use conditional formatting and styles.

**Course Title:** **Microsoft Excel 2016 Advanced**

Duration: 2 Days

Fees: N\$2 530.00

Prerequisite: Microsoft Excel 2016 Intermediate

Description: This Advanced Microsoft Excel 2016 training class is designed for students to gain the skills necessary to use pivot tables, audit and analyse worksheet data, utilize data tools, collaborate with others, and create and manage macros.

Course Learning Outcomes

- Create pivot tables and charts.
- Learn to trace precedents and dependents.
- Convert text and validate and consolidate data.
- Collaborate with others by protecting worksheets and workbooks.
- Create, use, edit, and manage macros.
- Import and export data.

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# MICROSOFT OFFICE OUTLOOK

**Course Title:** Microsoft Outlook 2016 Basic

Duration: 1 Day

Price: N\$1 265.00

Prerequisite: Windows Computer Literacy or equivalent experience

Description: This Microsoft Outlook training class introduces the 2016 interface and gets students up and running quickly working with messages, calendars, and contacts.

Course Learning Outcomes

- Work with new features in Outlook
- Work with the Ribbon, Tabs, Groups, and Commands.
- Work with the Backstage View.
- Set up accounts and work with messages.
- Work with calendars and contacts.
- Use the Tell Me feature and other new features in 2016

**Course Title:** Microsoft Outlook 2016 Advanced

Duration: 2 Day

Price: N\$2 530.00

Prerequisite: Microsoft Outlook 2016 Basic or equivalent experience

Description: This Microsoft Outlook training class builds on basic skills in Outlook and teaches students to work with some of the more advanced features of Outlook.

Course Learning Outcomes

- Work with tasks and notes.
- Work with signatures and themes.
- Manage the inbox including filtering, creating search folders, and archiving.
- Work with multiple accounts.

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# MICROSOFT OFFICE POWERPOINT

**Course Title:** Microsoft PowerPoint 2016 Basic

**Duration:** 1 Day

**Fee:** N\$1 265.00

**Prerequisite:** Windows Computer Literacy or equivalent experience

**Description:** This Introduction to PowerPoint 2016 training class is designed for students who are interested in learning the fundamentals needed to create and modify basic presentations using Microsoft Office PowerPoint 2016. Students will explore the PowerPoint environment and create a presentation. Students will format text on slides to enhance clarity and add graphical objects to a presentation and modify them. Students will also add tables and charts to a presentation to present data in a structured form and then finalize a presentation.

## Course Learning Outcomes

- Start and end a PowerPoint session.
- Edit a presentation.
- Create different types of slides.
- Use the Outline tab.
- Add Clipart to a slide.
- Format slides and use templates.
- Use the Slide Sorter to reorganize a presentation.
- Apply Tables and Charts to a presentation.
- Print various components of a presentation.
- Run a slide show.

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**Course Title: Microsoft PowerPoint 2016 Advanced**

Duration: 2 Day

Price: N\$2 530.00

Prerequisite: Microsoft PowerPoint 2016 Basic or equivalent experience

Description: This Advanced Microsoft PowerPoint 2016 training class is for PowerPoint 2016 users who want to build upon their basic skills. Students will use advanced techniques such as working with Masters and Special Effects within their presentations

#### Course Learning Outcomes

- Create customized presentations with templates.
- Add special effects.
- Use the slide, notes, and handout masters.
- Create, edit, and import charts.
- Manage hyperlinks.
- Create custom shows.
- Secure and share presentations.

#### Computer Literacy for Executives

Venue: Windhoek, NIPAM Campus

Duration: 20 hours, Flexible time arrangement between the Client and NIPAM

Fees: N\$ 22,500.00

NIPAM recognise the busy schedule of executives inclusive of Ministers, members of parliament, Regional and Local Authority Councillors, Permanent Secretaries, Deputy Permanent Secretaries, Chief regional offices, Chief Executive officers, etc. who do not have time to sit in class for many days to upgrade their computer skills. This course is tailor made train executives one on one at their convenient time and location. The purpose of this course is to capacitate executives to use IT optimally using the basic cutting edge computer functionalities

#### Programme Learning Outcomes

- Understand basic computer hardware components and functions
- PC security and User information security
- Understand basic computer network
- Use of the internet
- Use Microsoft Word, Excel and PowerPoint
- Use of email, Calendar and tasks

#### Who should attend?

Executives and anyone who cannot attend group training due to time constraints.

# ITIL FOUNDATION

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Venue:	Windhoek, NIPAM Campus
Duration:	5 days
Fees:	N\$ 6,432.81

The purpose of the ITIL Foundation certificate in IT Service Management is to certify that the candidate has gained knowledge of the ITIL terminology, structure and basic concepts and has comprehended the core principles of ITIL practices for service management.

The ITIL Foundation certificate in IT Service Management is not intended to enable the holders of the certificate to apply the ITIL practices for service management without further guidance.

## Programme Learning Outcomes

- Service management as a practice (comprehension)
- The ITIL service lifecycle (comprehension)
- Generic concepts and definitions (awareness)
- Key principles and models (comprehension)
- Selected processes (awareness) Selected functions (awareness ) Selected roles (awareness)
- Technology and architecture (awareness)
- Competence and training (awareness).

## Who should attend?

Individuals who require a basic understanding of the ITIL framework and how it may be used to enhance the quality of IT service management within an organization.

IT professionals working within an organization that has adopted and adapted ITIL who need to be informed about and thereafter contribute to an ongoing service improvement programme.

# COBIT 5 FOUNDATION

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Venue:	Windhoek, NIPAM Campus
Duration:	5 days
Fees:	N\$ 5,785.95

COBIT 5 is the only business framework for the governance and management of enterprise IT. Launched in April 2012, COBIT 5 helps maximize the value of information by incorporating the latest thinking in enterprise governance and management techniques, and provides globally accepted principles, practices, analytical tools and models to help increase the trust in, and value from, information systems.

Learn the importance of an effective framework to enable business value. Developed into the elements of ISACA's evolutionary framework to understand how COBIT 5 covers the business end-to-end and helps you effectively govern and manage enterprise IT. Developed for anyone interested in obtaining foundation-level knowledge of COBIT, the course explains the COBIT framework and supporting materials in a logical and example-driven approach.

## Programme Learning Outcomes

- How IT management issues are affecting organizations
- The need for an effective framework to govern and manage enterprise IT
- How COBIT meets the requirement for an IT governance framework
- How COBIT is used with other standards and best practices
- The functions that COBIT provides and the benefits of using COBIT
- The COBIT Framework and all the components of COBIT
- How to apply COBIT in a practical situation

## Who should attend?

Applicants must be employed in the Public Sector Information Technology sector with an ICT qualification.

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## 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).



## CONTACT DETAILS

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	Mr. Joubert Tawana	Senior Consultant	E-mail: jtawana@nipam.na Tel: (061) 296 4867

## IT Related Courses

Department	Contact Person	Rank	Contact details
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