



NIPAM
NAMIBIA INSTITUTE OF PUBLIC
ADMINISTRATION AND MANAGEMENT



NQF LEVEL 6

For Operational Chiefs

**CERTIFICATE IN PUBLIC
SECTOR MANAGEMENT**

CONTENTS

FOREWORD	1
PART A: PROGRAMME SPECIFICATION	2
1. Purpose of the Programme	2
2. Rationale of the Programme	2
3. Evidence of Demand/National Support	2
4. NQF Level of Qualification	2
5. NQF Credits of Qualification	2
6. Exit Qualification Outcomes	2
7. Criteria for Admission	3
8. Articulation Options	3
9. Mode of Delivery	3
10. Requirements for Qualification Award	3
11. Assessment Arrangements and Strategies	3
12. Quality Assurance Arrangements	3
13. Career Opportunities	3
14. Summary Table for all Modules in the programme	4
PART B: MODULE SPECIFICATIONS	5
Module 1: Public Policy Management	5
Module 2: Local Economic Development	6
Module 3: Human Capital Management	8
Module 4: Public Financial Management	10

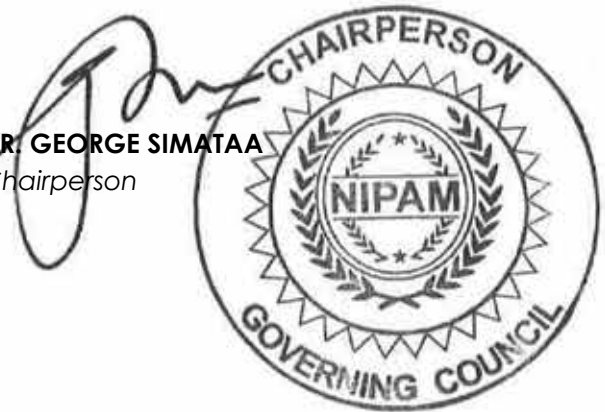
FOREWORD

The importance of public service in socio-economic development is well documented in developmental discourses. The public servants, inter alia, has to ensure an efficient, effective, accountable and transparent service delivery system meeting the needs of the citizens.

This qualification results from an exhaustive exercise that includes in-depth research, stakeholders consultations and international collaboration. The qualification outcomes are in synergy with the achievement of national documents such as Vision 2030, Harambee Prosperity Plan II, etc.

Clerical Call is to the Leadership and Management of the four segments of the governments, i.e. Central Ministries, Regional Councils, Local Authorities and Public Enterprises, to enrol in these courses for the transformation of the public sector.

DR. GEORGE SIMATAA
Chairperson



PART A: PROGRAMME SPECIFICATION

1. Purpose of the Programme

This programme is intended for trainees holding positions at grades 4 to 6 in Central Government, Regional Councils and equivalent levels in Local Authorities and Public Enterprises. The programme is designed for mid-level managers and aimed at equipping them with the relevant knowledge and skills required in managing day-to-day operations and systems, improving processes, as well as developing human capital. It is further designed to equip the trainees with a broad general understanding of the core public policy management issues and enable trainees to explore different ways to solve social problems by developing creative public policy solutions and improving management. This Certificate will expose trainees to the critical competencies related to public policy management, local economic development, human capital management, and public financial management. In addition, the programme prepares trainees to be future-ready for complex assignments that might be required at their current and next levels of employment.

2. Rationale of the Programme

The Namibian Institute of Public Administration and Management (NIPAM) was established by the NIPAM Act, No. 10 of 2010, 5(a) to systematise capacity building interventions and to function as a dedicated training and development institution for the unified Public Service in Namibia. In terms of sections 5(d) and (e) of the same Act, NIPAM's training is expected to:

- develop a new generation of holistic managers with the capacity to manage public policies, strategies and projects in a dynamic and complex environment; and
- enable public servants to acquire analytical, creative, advisory, administrative and other skills and knowledge necessary to formulate and execute policies and directives, respond to change, including changes in the social, cultural, racial and linguistic character of the Namibian society, and implement government programmes, resources and services efficiently, effectively, sustainably and equitably.

The development of this programme thereof is in line with and fulfils section 5(b) of the NIPAM Act, No. 10 of 2010, with regard to the provision of training and to conduct examinations or tests as may be necessary as a qualification for the appointment, promotion or transfer of persons in or to the Public Service and achieve the targets of the national development agenda (Vision 2030, SDGs, NDPs and HPPs).

3. Evidence of Demand/National Support

In 2013, the Government of the Republic of Namibia, after a thorough consultative process with a number of stakeholders and through the Training Needs Analysis conducted in the public sector, produced a Generic Public Service Competency Framework, which provides competencies required at different levels in the public sector. Importantly, the Citizen Satisfaction Survey Report (2017) conducted by the Office of the Prime Minister (OPM) confirmed a need to develop management and leadership competencies to address service delivery across the public sector. Hence, a need to develop a Namibian owned programme for Middle Managers in the public sectors, which will continuously be available for them at NIPAM.

4. NQF Level of Qualification

The Qualification is at level 6.

5. NQF Credits of Qualification

The Qualification has 60 credits.

6. Exit Qualification Outcomes

On successful completion, holders of this Certificate should be able to:

- Demonstrate understanding of public policies, policy formulation, processes, methods and management;
- Provide strategic day-to-day management to enhance service delivery in the public sector;
- Analyse, and develop institutional and public policy processes;

- Assess the political, social, economic, and legal environments of public sector organisations;
- Implement and manage public policies for effective service delivery;
- Apply project management principles to execute local economic development programmes and projects, thereby promoting organisational and institutional excellence and goal achievement;
- Implement human capital management policies, plans and systems to contribute toward organisational effectiveness; and
- Execute operational plans within the approved budget and in compliance with all statutory requirements.

7. Criteria for Admission

Admission to this programme is determined by the grading and position an applicant holds in the public and private sectors. Prospective applicants should be Middle Managers appointed at grades 4-6 in Central and Regional Governments or equivalent levels in the Public Enterprises, Local Authorities and Private Sectors. In addition, an applicant should hold a minimum qualification at NQF level 5.

8. Articulation Options

This Certificate articulates to the Certificate in Public Sector Management (NQF 7) at NIPAM. Furthermore, credits from other established systems might be recognised, but not more than 50% will be allowed.

9. Mode of Delivery

This programme will be delivered through different methods, namely: a blended learning/hybrid learning journey and consists of four core modules that will be offered over four quarters of the financial year.

10. Requirements for Qualification Award

This Certificate is awarded to a trainee who has successfully met the requirements of the four compulsory modules that are credited with a

minimum of 60 NQF credits.

11. Assessment Arrangements and Strategies

The modules will be assessed through formative and summative activities. The formative assessment contributes 60% and summative activities 40% of the final grade. A trainee must score at least 50% in each of the modules in order to be awarded the qualification. Furthermore, a trainee who could not obtain an overall score of 50% in each of the modules will be given a second opportunity to re-do the assessment activity with the support of the assigned module's facilitator(s).

12. Quality Assurance Arrangements

Commitment is made to ensure that the modules under this qualification remain relevant and provide trainees with a high-quality teaching and learning experience. Therefore, quality for this qualification will be assured through:

- Accreditation and registration (of the qualification) on the National Qualifications Framework (NQF) by the Namibia Qualifications Authority (NQA);
- Engagement with relevant stakeholders from the public sector in regular reviewing of the qualification;
- Benchmarking and regular review of policies, curriculums, delivery strategies and assessments;
- NIPAM will use qualified facilitators at all times;
- Regular monitoring of facilitators' activities and staff development by the Head of Training;
- Trainees' will be required to complete evaluation forms for each module studied regularly; and
- Moderation of both formative and summative activities will be guided by NIPAM internal academic policies.

13. Career Opportunities

In terms of career possibilities, trainees who have completed this qualification will be in an advantageous position to apply for promotion, horizontal transfer in terms of commensurate roles within the public sector.

14. Summary Table for all Modules in the programme

Module Title	Module Code	Compulsory Or Elective	NQF Level	NQF Credits
Public Policy Management	PPM	Compulsory	6	15
Local Economic Development	LED	Compulsory	6	15
Human Capital Management	HCM	Compulsory	6	15
Public Financial Management	PFM	Compulsory	6	15
TOTAL CREDITS: 60				

PART B: MODULE SPECIFICATIONS

Module 1: Public Policy Management	
Notional Hours	150 Notional learning hours Facilitation: (40 hours) Assessment: (20 hours) Self-study (directed self-learning, and self-directed learning): (90 hours)
NQF Credits	15
Prerequisite	None
Compulsory/Elective	Compulsory
Period Offered	3 Months
Module Aims	
<p>This module aims to equip trainees who are involved in middle management in the public sector with competencies related to policy formulation, process, analysis, implementation, management and evaluation. The module will help trainees to develop their understanding of a wide range of public sector policy and management issues. Trainees will investigate the economic, social and political forces which influence public policy and give rise to conflicts between the achievement of economic, environmental and social objectives. Considerable emphasis is also given to understanding public policy implications for urban and rural life. In addition, the module provides technical skills required in policy formulation, e.g. research methods, techniques and report writing.</p>	
Learning Outcomes/Specific Learning Outcomes	
<p>After completing this module, the trainee should be able to:</p> <ul style="list-style-type: none"> • Demonstrate understanding of and analysis of the policy development process within the context of the Namibian governance system; • Demonstrate understanding of the roles of governance framework and institutions in formulating regulations and policies; • Identify and interpret public policy issues and problems and relate them to policy imperatives of the country; • Carry-out policy design through evaluation of different policy imperatives; • Apply basic cost-benefit analysis techniques to evaluate different policy alternatives; • Demonstrate understanding of the ethical principles in carrying out policy design and analysis. 	
Module Comprehensive Learning Outcome	
<ul style="list-style-type: none"> • Demonstrate understanding of a wide range of public sector policy and management issues in public institutions. 	
Module Content	
<ul style="list-style-type: none"> • Introduction to public policy; • Public analysis and policy advocacy; • Policy development process within the Namibian governance system: With an emphasis on the cost-benefit analysis techniques to evaluate different policy alternatives; • Public policymaking process: The roles of government institutions and various actors in formulating regulations and policies; • Public policy research methods and techniques (include identification and interpret public policy issues and problems and relate them to policy imperatives of the country); • Economic, social and political forces which influence public policy; • Ethical principles in policy design and analysis; and • Policy implementation, monitoring and evaluation. 	
Methods of Facilitation of Learning	
<p>The module will be facilitated through case studies, lectures, group discussions and learning journeys and work-based projects.</p>	

Assessment

This module will be assessed through formative and summative activities. The formative assessment contributes 60% and summative activities 40% of the final grade. A trainee must score at least 50% to pass the module. Furthermore, a trainee who could not obtain an overall score of 50% in the modules will be given a second opportunity to re-do the assessment activity with the support of the assigned module's facilitator(s).

Quality Assurance Arrangements

This module will be delivered, assessed and moderated by qualified and competent facilitators, assessors and moderators. NIPAM will ensure that it complies with its internal quality management system and that of the accrediting body at all times.

Learning Resources

- Burgruen N. & Gardels N. (2013). Intelligent Governance for the 21st Century: Policy Press, Cambridge, UK.
- Cloete F. (2011). Improving Public Policy for Good Governance.
- NamCode – Handbook (2014).
- Office of the Prime Minister (OPM). (2011). Being a Public Servant in Namibia (2nded.): A Pocket Guide. Windhoek: NamPrint.
- Republic of Namibia. (1990). The Constitution of the Republic of Namibia as amended. Windhoek, Namibia.
- Republic of Namibia. (1992). Local Authorities Act, No. 23 of 1992. Windhoek, Namibia.
- Republic of Namibia. (1992). Regional Council Act, No. 22 of 1992. Windhoek, Namibia.
- Republic of Namibia. (1997). Decentralisation Policy. Windhoek, Ministry of Regional and Local Government and Housing.
- Republic of Namibia. (2019). Public Enterprise Governance Act, No. 1 of 2019. Windhoek, Namibia.
- Sapru R.K. (2011). Public Policy: Art and Craft of Public Policy Analysis, (2nd ed.), PHI Private Learning Limited, New Delhi, 2011.
- The King Reports.

Module 2: Local Economic Development

Notional Hours

150 Notional learning hours

Facilitation: (40 hours)
Assessment: (20 hours)
Self-study (directed self-learning, and self-directed learning): (90 hours)

NQF Credits

15

Prerequisite

None

Compulsory/Elective

Compulsory

Period Offered

3 Months

Module Aims

The objective of this module is to provide trainees with an introduction to relevant concepts and to ground them in the methods and practices of the local economic development (LED) approach in public sector governance. The focus of this module is on creating and managing multi-stakeholder processes that take place in the local and regional urban economy to ensure that Local Economic Development efforts bring about inclusive and sustainable development. Skills training will be provided to government officials, local authorities and community development middle manager staff in all three spheres of government. This module aims to equip middle managers in the public sector with the competencies required to analyse and implement government policies and programmes that contribute toward local economic development in the country. In addition, this module will explore strategies and tools for local authorities to promote sustainable and inclusive economic growth as well as to improve individual performance in the areas of programmes and project management and monitoring and evaluation.

Learning Outcomes/Specific Learning Outcomes

After completing this module, trainees should be able to:

- Demonstrate understanding of the Namibian economic, legal frame, system, agenda and reforms;
- Apply a range of research methods and techniques to undertake local economic development research projects to determine the effectiveness of government policies, programmes and projects;
- Apply basic project management principles and methods to identify, design and implement competitive projects that can contribute to local economic development;
- Identify challenges and opportunities for strengthening the local economy and job creation together with stakeholders at the local, regional and national levels;
- Develop approaches for strategic local economic planning; and
- Apply monitoring and evaluation (M&E) tools for reporting and evidence-based decision making that contribute toward local economic development.

Module Comprehensive Learning Outcome

- Outline strategies and apply tools to manage inclusive and sustainable local economic development (LED) processes and projects.

Module Content

- Local Economic Development Concepts (LED), including the methods and practices of the local economic development (LED);
- Approaches for strategic local economic planning;
- Contextual understanding of LED in Namibia: Namibian economic, legal framework, system, agenda (Vision 2030, NDPs and HPPs) and reforms (to include government policies and programmes relevant to LED);
- Research methods and techniques in local economic development;
- Basic project management principles and methods (to include the identification, designing and implementation of competitive projects that can contribute towards inclusive and sustainable local economic development);
- Monitoring and evaluation (M&E) tools and reporting; and
- Evidence-based decision-making in the Public sector.

Methods of Facilitation of Learning

The module will be facilitated through case studies, lectures, group discussions and learning journeys and work-based projects.

Assessment

This module will be assessed through formative and summative activities. The formative assessment contributes 60% and summative activities 40% of the final grade. A trainee must score at least 50% to pass the module. Furthermore, a trainee who could not obtain an overall score of 50% in the modules will be given a second opportunity to re-do the assessment activity with the support of the assigned module's facilitator(s).

Quality Assurance Arrangements

This module will be delivered, assessed and moderated by qualified and competent facilitators, assessors and moderators. NIPAM will ensure that it complies with its internal quality management system and that of the accrediting body at all times.

Learning Resources

- Charles, A. (2019). Monetary policy and bank lending in developing countries: Loan applications, rates, and real effects. *Journal of Development Economics*, 139, 189-202.
- McArthur, J.W. (2017). Fertilising growth: Agricultural inputs and their effects in economic development. *Journal of Development Economics*, 127, 135-152.
- Republic of Namibia. (2015). Public Procurement Act, No. 15 of 2015. Windhoek, Namibia.
- Republic of Namibia. (2016). The Harambee Prosperity Plan (2016-2020). Windhoek, Namibia.
- Republic of Namibia. 1990. The Constitution of the Republic of Namibia. Windhoek, Namibia.
- Republic of Namibia. 2004. Vision 2030. Windhoek, Namibia.
- Republic of Namibia. 2009. Public-Private Partnership Policy. Windhoek, Namibia.
- Republic of Namibia. 2014. Infant Industry Protection Policy. Windhoek, Ministry of Trade and Industry.
- Republic of Namibia. National Development Plans.
- Salami, A. (2020). Indicators and Indices of development. *Journal of Development Economics*. 501-529.
- Wenyi, S. (2018). Government spending effects in low-income countries. *Journal of Development Economics*, 139, 201-219.
- World Economic Forum: The Inclusive Growth and Development Reports.

Module 3: Human Capital Management

Notional Hours	150 Notional learning hours Facilitation: (40 hours) Assessment: (20 hours) Self-study (directed self-learning, and self-directed learning): (90 hours)
NQF Credits	15
Prerequisite	None
Compulsory/Elective	Compulsory
Period Offered	3 Months

Module Aims

This module aims to equip trainees with the competencies required to implement human capital management policies, plans and systems that contribute toward organisational effectiveness. The module aims to promote an empowering work environment to maximise and align workforce efforts to achieve organisational goals.

Learning Outcomes/Specific Learning Outcomes

After completing this module, trainees should be able to:

- Identify the national legal framework and policies governing human resource management and practices in the Namibian public sector;
- Explain the importance of human resources function and the roles of line managers;
- Compile a human resource plan;
- Recruit, select and interview staff;
- Manage individual performance, training and development and diversity within a team;
- Apply relevant legislation, policies and practices related to disciplinary and grievances procedures in order to solve conflicts in the workplace; and
- Implement systems and practices to improve administration on matters pertaining to human resource management.

Module Comprehensive Learning Outcome

- Analyse the influence of the statutory and regulatory guidelines on human resource management.

Module Content

- Introduction to human resource management;
- Human resource management legal framework and policies in the Namibian public sector;
- The importance of human resources function and the roles of line managers;
- Human resource plan;
- Recruitment and selection;
- Managing individual performance;
- Staff training and development (include basic aspects of knowledge management and creativity and innovation);
- Leading and managing a diverse team;
- Labour relations in the public sector (include application of relevant legislation, policies and practices related to disciplinary and grievances procedures in the public sector); and
- Administration of human resources matters (including systems and practices to improve administration on matters pertaining to human resource management, e.g. recruitment, leaves, benefits, retirement, training and development, individual performance results).

Methods of Facilitation of Learning

The module will be facilitated through case studies, lectures, group discussions and learning journeys and work-based projects.

Assessment

This module will be assessed through formative and summative activities. The formative assessment contributes 60% and summative activities 40% of the final grade. A trainee must score at least 50% to pass the module. Furthermore, a trainee who could not obtain an overall score of 50% in the modules will be given a second opportunity to re-do the assessment activity with the support of the assigned module's facilitator(s).

Quality Assurance Arrangements

This module will be delivered, assessed and moderated by qualified and competent facilitators, assessors and moderators. NIPAM will ensure that it complies with its internal quality management system and that of the accrediting body at all times.

Learning Resources

- Argue, M. (2015). The Importance of the Strategic Recruitment and Selection processes on meeting organisation objectives. MBA Thesis. Dublin Business School.
- Government of New Found land Labrador. (2008). Human Resource Planning, Reference Tools.
- Jacobson, W. S. (2010). Preparing for tomorrow: A case study of workforce planning in North Carolina municipal governments. Public Personnel Management, 39(4):353-377.
- Republic of Namibia. (1990). The Public Service Commission Act, Act 2 of 1990. Windhoek: Office of the Prime Minister.
- Republic of Namibia. (1992). The Local Authority Council Act 1992. Windhoek: Office of the Prime Minister.
- Republic of Namibia. (1992). The Regional Council Act 1992. Windhoek: Office of the Prime Minister.
- Republic of Namibia. (1995). The Public Service Act 13 of 1995. Windhoek: Office of the Prime Minister.
- Republic of Namibia. (1998). Affirmative Action (Employment) Act, 1998. Windhoek, Namibia.
- Republic of Namibia. (2011). Performance Management Policy. Windhoek: Office of the Prime Minister.
- Republic of Namibia. (n.d.). Recruitment Policy Framework of the Public Service of Namibia. Windhoek: Public Service Commission.
- Van der Westhuizen, E. (2016). Human Resource Management in Government: A South African Perspective on Theories, Politics and Processes. Cape Town: Juta & Co.Ltd

Module 4: Public Financial Management

Notional Hours	150 Notional learning hours Facilitation: (40 hours) Assessment: (20 hours) Self-study (directed self-learning, and self-directed learning): (90 hours)
NQF Credits	15
Prerequisite	None
Compulsory/Elective	Compulsory
Period Offered	3 Months

Module Aims

The management of public financial resources in a changing world exposes trainees to the fundamental concepts and strategies of public financial resource management in a rapidly changing fiscal environment. The module, therefore, aims to develop competencies required by trainees to be able to effectively and efficiently manage public financial resources across the public sector. It provides trainees with the concepts and skills needed to evaluate budget processes and documents and to evaluate the financial condition of governments. Emphasis will be placed on best practice models and case studies; the module will focus primarily on public sector finance with reference to state government policies and practices.

Learning Outcomes/Specific Learning Outcomes

After completing this module, the trainee should be able to:

- Demonstrate understanding of the Namibian fiscal policies and budget framework;
- Apply the concept of REAL (Revenue Expenditure Asset and Liability) in public financial management;
- Demonstrate understanding of the roles of key players involved in the budgeting process in Namibia;
- Formulate divisional budget considering the capital development and operational budgets;
- Analyse and interpret financial reports and statements for decision making; and
- Implement internal control mechanisms that contribute toward prudent financial management, compliance, accountability and risks mitigation.

Module Comprehensive Learning Outcome

- Demonstrate understanding of the fundamental financial concepts and principles required for sound financial management.

Module Content

- Introduction to public financial management;
- Namibia Fiscal Policies, Budgetary Framework and Reforms;
- The Concept of REAL (Revenue Expenditure Assets and Liabilities) in public financial management;
- The budgeting process in the Namibian public sector (including key role players and the interface between Central Government, Regional Government, Local Authorities and Public Enterprises);
- Budget formulation;
- Budget execution and control (including auditing, reporting, analysis and interpretation of financial statements);
- Safeguarding ethics and accountability in the public sector;
- Legislative requirements for public financial compliance; and
- Financial Risk Management.

Methods of Facilitation of Learning

The module will be facilitated through case studies, lectures, group discussions and learning journeys and work-based projects.

Assessment

This module will be assessed through formative and summative activities. The formative assessment contributes 40% and summative activities 60% of the final grade. A trainee must score at least 50% to pass the module. Furthermore, a trainee who could not obtain an overall score of 50% in the modules will be given a second opportunity to re-do the assessment activity with the support of the assigned module's facilitator(s).

Quality Assurance Arrangements

This module will be delivered, assessed and moderated by qualified and competent facilitators, assessors and moderators. NIPAM will ensure that it complies with its internal quality management system and that of the accrediting body at all times.

Learning Resources

- Republic of Namibia. (1991). State Finance Act, 31 of 1991. Windhoek, Namibia.
- Republic of Namibia. (1992). Local Authority Act, 23 of 1992. Windhoek, Namibia.
- Republic of Namibia. (1992). Regional Council Act, 22 of 1992. Windhoek, Namibia.
- Republic of Namibia. (2015). Public Enterprises Act, 2015. Windhoek, Namibia.
- Republic of Namibia. (2015). Public Procurement Act, 15 of 2015. Windhoek, Namibia.
- Republic of Namibia. Accountability Reports.
- Republic of Namibia. Budget Statements. Ministry of Finance.
- Republic of Namibia. National Development Plans.
- World Economic Forum: Africa Reports.
- World Economic Forum: Global Competitiveness Reports.



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