



**NIPAM**  
NAMIBIA INSTITUTE OF PUBLIC  
ADMINISTRATION AND MANAGEMENT



**NQF LEVEL 7**

*For Directors*

**CERTIFICATE IN PUBLIC  
SECTOR MANAGEMENT**



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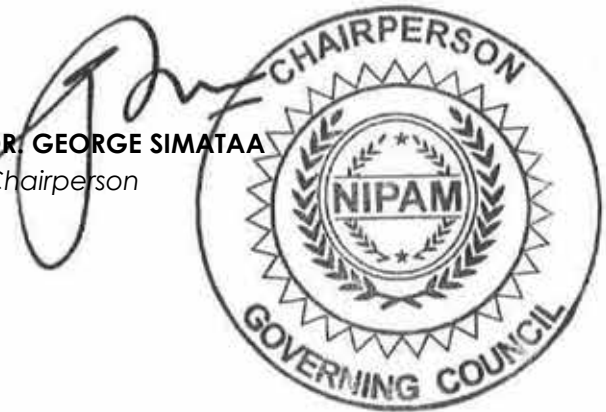
# FOREWORD

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 Certificate is purposefully designed to provide trainees with the opportunity to advance their management skills to function effectively at a senior management level of the Namibian public sector. As a basis, this programme promotes professionalism, effectiveness and efficiency in the formulation and implementation of government policies and programmes, management of human resources and public funds with a view to promote good governance and improve the quality of service delivery across the public sector. The programme offers transformational learning experiences that enable trainees to critically interrogate the management theory and practices relevant to public service organisations while ensuring creative decision making in the public sector.

## 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 7.

## 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:

- Apply the fundamental management principles and tools to analyse and communicate complex public sector management issues;
- Demonstrate knowledge of public governance structure, policy formulation and implementation in the Namibian public sector;

- Evaluate the Namibia economic policy framework and strategies for social and economic development;
- Formulate strategies to implement policies and systems for effective and efficient human capital management; and
- Develop strategies and systems to implement policies, principles and practices of good public financial management across the public sector.

## 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 trainees for this qualification should be appointed at or equivalent levels of Director at Central and Regional Governments or Senior Managers in the Public Enterprises, Local Authorities and Private Sector. In addition, an applicant should hold a minimum qualification at NQF level 6.

## 8. Articulation Options

This Certificate articulates vertically to the Postgraduate Certificate in Public Sector Management (Level 8). 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 Governance and Policy in Namibia	PGPN	Compulsory	7	15
Economic Policy and Strategies	EPS	Compulsory	7	15
Strategic Human Capital Management	SHCM	Compulsory	7	15
Finance for Good Governance	PFGG	Compulsory	7	15
<b>TOTAL CREDITS:</b>				<b>60</b>

# PART B: MODULE SPECIFICATIONS

<b>Module 1: Public Governance and Policy in Namibia</b>	
<b>Notional Hours</b>	<b>150 Notional learning hours</b> Facilitation: (40 hours) Assessment: (20 hours) Self-study (directed self-learning, and self-directed learning): (90 hours)
<b>NQF Credits</b>	15
<b>Prerequisite</b>	None
<b>Compulsory/Elective</b>	Compulsory
<b>Period Offered</b>	3 Months
<b>Module Aims</b>	
This module is designed to provide trainees with sound knowledge of public governance, policy analysis, the process and factors influencing the policy formulation and implementation processes in the public sector. In addition, the module provides trainees with insight and understanding of the principles of good governance in the public sector as well as professional values and ethics.	
<b>Learning Outcomes/Specific Learning Outcomes</b>	
After completing this module, the trainee should be able to:	
<ul style="list-style-type: none"> <li>• Demonstrate an in-depth understanding of the governance structures and implications on effective and efficient service delivery in the public sector;</li> <li>• Evaluate governance and ethical challenges in the public sector;</li> <li>• Develop innovative strategies and processes to facilitate the implementation of the Whole – of-Government Approach in the Namibia public sector;</li> <li>• Apply the principles of good corporate governance to promote the image of the public sector through decisions making and management practices; and</li> <li>• Formulate policies pertinent to organisations that contribute towards quality service delivery.</li> </ul>	
<b>Module Comprehensive Learning Outcome</b>	
<ul style="list-style-type: none"> <li>• Identify and apply the principles and main provisions of governance and policy analysis in the public sector.</li> </ul>	
<b>Module Content</b>	
<ul style="list-style-type: none"> <li>• Introduction to public governance;</li> <li>• The history of the Namibian governance;</li> <li>• Namibian governance structure: Central, Regional and Local Governments and Public Enterprises Governance;</li> <li>• Strategies to implement the Whole of Government Approach;</li> <li>• Principles of good corporate governance in the public sector (including public service values and corruption control);</li> <li>• Public Policy Formulation: Concept, typologies, models, Policy formulation processes (including the roles of different stakeholders) and Public policy analysis and formulation tools (including the format of policy document);</li> <li>• Factors influencing the formulation of successful public policy; and</li> <li>• Ethics and accountability.</li> </ul>	
<b>Methods of Facilitation of Learning</b>	
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

- African Union Commission. (2015). Agenda 2063: The Africa we want. Addis Ababa, Ethiopia.
- African Union Commission. (2011). African Charter on Values and Principles of Public Service and Administration. Addis Ababa, Ethiopia.
- Keyter, C.A., et al. (2018). Namibian Governance: A Public Administration and Management Perspective, 2018. Juta, Cape Town
- 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). The Decentralisation Policy of Namibia. Ministry of Regional and Local Government and Housing.
- Republic of Namibia. (2004). Vision 2030. Windhoek, Namibia.
- Republic of Namibia. (2006). State-Owned Enterprises Governance Act, No 2 of 2006. Windhoek, Namibia.
- Republic of Namibia. (2012). The Namibia Public Service Charter. Windhoek. Office of the Prime Minister.
- Republic of Namibia. (2016). The Harambee Prosperity Plan. Windhoek, Namibia.
- Republic of Namibia. (2020). Nationhood and National Pride Strategic Framework. Windhoek, Namibia.
- Republic of Namibia. National Development Plans (NDPs).
- The King IV Report.

## Module 2: Economic Policy and Strategies

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

### Module Aims

This module aims to equip trainees who are employed at senior management levels (Directors in Central and Regional Councils and Senior Managers in both the Public Enterprises and Local Authorities) with competencies required to analyse and develop policies and strategies that contribute toward local economic growth.

### **Learning Outcomes/Specific Learning Outcomes**

After completing this module, trainees should be able to:

- Examine policies and strategies for the economic development of the world economic leading countries and lessons for Namibia;
- Develop local economic development policy and strategy and an implementation plan in accordance with international trends in economic development national strategies and policies;
- Apply the concept of the Whole of Government approach in the formulation of integrated economic development strategies;
- Apply M&E framework and tools for evidence-based decision-making and integrated reporting;
- Initiate appropriate strategic partnerships to contribute to achieving the economic objectives of the integrated national economic development plan.
- Coordinate and manage the aspects of a local economic development programme, including monitoring and evaluation; and
- Develop evidence-based tactical plans that contribute toward local economic development in the country.

### **Module Comprehensive Learning Outcome**

- Demonstrate understanding of the fundamentals of economic policy and strategies and the impact on local economic development.

### **Module Content**

- Introduction to economic development;
- Global LED policy and strategies for economic development;
- Economic transformational journeys of world economic leading countries and lessons for Namibia;
- Research methods and techniques for economic policy analysis and development;
- The Namibian local economic development policy framework and strategies (e.g. growth at home strategy, FDIs Policy and Strategies, Public Procurement Act 2015, PPP, and others);
- Monitoring and Evaluation (M&E) policy framework and tools for evidence-based decision-making or strategies and integrated reporting;
- The Whole of Government Approach for integrated national economic development plans (NDPs, HHPs); and
- Tactical Planning for economic development initiatives or programmes.

### **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*. Vol. 139. pp. 189-202.
- Chen, W., Dollar, D. and Tang, H. (2015). Why is China investing in Africa? Evidence from the firm level.
- John, W. McArthur. (2017). Fertilizing growth: Agricultural inputs and their effects in economic development. *Journal of Development Economics*. Vol, 127. pp. 135-152.
- Republic of Namibia. (1990). The Constitution of the Republic of Namibia as amended. 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, Namibia.
- Republic of Namibia. (2015). Public Procurement Act. Windhoek, Namibia.
- Republic of Namibia. (2016). The Harambee Prosperity Plan (2016-2020). Windhoek, Namibia.
- Republic of Namibia. (2017). Public Private Partnership Act, No. 4 of 2017. Windhoek, Namibia.
- Republic of Namibia. Growth at Home: Namibia's Execution Strategy for Industrialization. Ministry of Trade and Industrialization. Windhoek, Namibia.
- Republic of Namibia. National Development Plans (NDPs).
- Salami, A. (2004). Indicators and Indices of development: An Unhealthy Obsession with Numbers. *Journal of Development Economics*.
- Stiglitz, J. (2002). Globalisation and its Discontents. W.W. Norton & Company. N.Y.
- Wenyi, S. 2018. Government spending effects in low-income countries. *Journal of Development Economics*, 139, 201-219.
- World Economic Forum: Africa Reports.
- World Economic Forum: Global Competitiveness Reports.
- World Economic Forum: The Inclusive Growth and Development Reports.

### Module 3: Strategic Human Capital Management

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

#### Module Aims

This module aims to provide trainees with a critical understanding of the theories, principles, trends, current issues and practices relevant to human resource management strategy in public institutions. Through this module, trainees will acquire the competencies required to develop administrative policies, strategies and systems to implement policies for effective and efficient human capital management. Trainees will then be able to interpret and integrate human resources management into the strategic thinking, direction setting, planning and operation of a public organisation. More so, this module enables trainees to develop the knowledge and skills required by senior managers to strategically manage human capital.



### **Learning Outcomes/Specific Learning Outcomes**

After completing this module, trainees should be able to:

- Analyse changes and practices taking place in human capital management across the globe;
- Identify the opportunities and challenges facing contemporary human resource management in public institutions;
- Develop administrative policies and systems for effective strategic human capital management in the public sector;
- Assess the appropriateness and sustainability of employees' remuneration structures or package in the public sector;
- Implement the provisions of the Labour Act to promote harmonious labour relations and high productivity in the public sector;
- Apply 21st century leadership competencies that contribute toward a high-performance culture in the public sector; and
- Implement best practices for effective change management and problem-solving in the public sector.

### **Module Comprehensive Learning Outcome**

- Examine and apply public human resource policies and practices to human resource management systems such as recruitment, selection, performance appraisal, and compensation.

### **Module Content**

- Strategic Human Capital Management: concept, theories and practices;
- Human Capital Management in the 4th Industrial Revolution;
- Strategic Human Capital Management policy, strategy formulation and systems (to include integrated systems that can contribute towards effective and efficient administration of matters related to human capital management. For example, recruitment, remuneration, leave administration, probation, retirement, benefits, filling, performance management and staff development, disciplinary and misconduct);
- Recruitment and selection methods and practices;
- Employees' remuneration policies, structures or packages in the public sector (to include issues such as appropriateness, sustainability, competitiveness and risks associated with remuneration);
- Labour relations for high productivity in the public sector;
- Leadership and management competencies for the 21st Century public managers (include knowledge management, creativity and innovation); and
- Change 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 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.
- Bessant, J. (2010). Beyond Light Bulbs and Pipelines: Leading and Nurturing Innovation in the Public Sector. WordPress.com
- Goleman, D. (2004). What Makes a Leader. Harvard Business Review, 82, (1), 82.
- Government of New Foundland Labrador. (2008). Human Resource Planning, Reference Tools.
- Republic of Namibia. (1990). The Public Service Commission Act, Act 2 of 1990. Windhoek, Namibia.
- Republic of Namibia. (1992). The Local Authority Council Act 1992. Windhoek: Namibia.
- Republic of Namibia. (1992). The Regional Council Act 1992. Windhoek, Namibia.
- Republic of Namibia. (1995). The Public Service Act 13 of 1995. Windhoek, Namibia.
- Republic of Namibia. (1995). The Public Service Act, Act 13 of 1995. Office of the Prime Minister. Windhoek
- Republic of Namibia. (1998). Affirmative Action (Employment) Act, 1998. Windhoek, Namibia.
- Republic of Namibia. (2011). Performance Management Policy. Windhoek, Namibia.
- Republic of Namibia. (n.d). Recruitment Policy Framework of the Public Service of Namibia. Windhoek: Public Service Commission.

### Module 4: Public Finance for Good Governance

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

#### Module Aims

This module explains the key characteristics of good governance broadly. It further outlines good practice in financial management in the context of good governance characteristics. Good practice is of major importance in budgetary analysis of any kind. An assessment of the extent of good practice in governance and the nation's annual budget are prerequisites for determining whether responsive budgeting programmes might be effective and efficient. This module is designed to introduce trainees to the concepts, ideas, philosophies and theories that inform public financial management and good governance for improved service delivery to citizens in a democratic context. It is worth stating that governance is a critical aspect in supporting the need for efficient use of public funds, reduction of budgetary deficits, as well as improving performance and management of risks. Thus, this module will enable Senior managers (Directors in Central, Regional Councils and equivalent levels in Local Authorities, Public Enterprises, and Private Sector) to be able to apply the concepts of public finance management coupled with good governance in the development of sustainable strategies, systems and implementation of policies, and public financial management best practices across the public sector.



### **Learning Outcomes/Specific Learning Outcomes**

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

- Analyse fiscal policies for public sector financial management in Namibia;
- Apply administrative policies and strategies for effective and efficient revenue collection and administration;
- Formulate a budget based on the requirements of the strategic and annual business plans;
- Apply numeracy competency for public financial management;
- Oversee compliance with financial legislation and policy and take corrective actions as required; and
- Assess financial risks facing the public sector based on institutional financial reports.

### **Module Comprehensive Learning Outcome**

- Demonstrate knowledge of financial reporting and its fundamental importance in public institutions.

### **Module Content**

- Concepts, ideas, philosophies and theories that inform public financial management and good governance;
- Characteristics of good governance;
- Overview of public sector financial management in the context of good governance;
- Namibia Fiscal Policy, Budgetary Framework and Challenges;
- Budget Reform, Process and Key role players (to include Interface between Central Government, Regional and Local Authorities and Public Enterprises in budgeting, execution, control, oversights and reporting);
- Public Revenue and Expenditure Management;
- Financial Statements and Reports: Analysis and interpretation of financial statements or reporting for planning and decision making;
- Current Issues in public sector financial management;
- Public financial compliance for good governance; 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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