



# NIPAM

*Transforming through  
Capacity Building.*

# BULLETIN

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## Welcome

September 2025 was a month of remarkable activity and progress for the Namibia Institute of Public Administration and Management (NIPAM). With a strong focus on capacity building, NIPAM delivered a wide range of impactful training programmes and advanced key consultancy projects across the country.

## Training Highlights

In September 2025, two hundred and ninety-six (296) participants from the public sector institutions took part in NIPAM's targeted training interventions. These programmes addressed priority skills needs, enhancing professional competencies, operational effectiveness, and service delivery across diverse public sector functions.



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1

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## Security Protocol and Risk Training (Swakopmund)



From 1–5 September 2025, thirty-seven (37) middle to senior management officials from various Offices, Ministries, and Agencies (OMAs) participated in the Security Protocol and Risk Training held in Swakopmund. The programme, facilitated by Mr. Nawa Nawa, an expert in security, equipped participants with practical knowledge and strategies to safeguard people, assets, and information in today’s evolving risk environment.

The training covered a wide spectrum of security competencies, including personal and physical security, document protection, and cybersecurity, with a focus on information technology safeguards. Participants engaged in scenario-based exercises and discussions designed to build resilience, improve decision-making under pressure, and enhance inter-agency coordination.

By developing these critical skills, the training reinforced the importance of proactive risk management as an essential part of effective governance, enabling officials to represent Namibia with professionalism and security preparedness on both national and international platforms.

## Leadership and Development Training – NAMPOL

From 1–5 September 2025, NIPAM hosted a Leadership and Development Training for twenty (20) senior officers of the Namibian Police Force (NAMPOL), including nineteen (19) Chief Inspectors and one (1) Senior Inspector drawn from Directorates, Regions, and First Divisions. The programme, facilitated by Dr. Donald Hlahla, strengthened core leadership competencies such as strategic thinking, emotional intelligence, communication, conflict resolution, and team building, skills essential for navigating today’s complex policing environment.

At the closing ceremony, Mr. Joubert Tawana, a Senior consultant of NIPAM commended NAMPOL for its continued investment in human capital, while Commissioner Fabianus Uupindi reaffirmed the value of capacity building as a driver of institutional success. He encouraged participants to put their knowledge into practice, empower colleagues, and continue building a stronger Police Force.



## Crime Statistics Analysis Training – NAMPOL

From 1–5 September 2025, thirty (30) senior officers of NAMPOL attended a Crime Statistics Analysis Training facilitated by Ms. Sinte Mutelo. The programme focused on statistical analysis, data mining, crime theory, data visualisation, and the use of crime mapping software to identify patterns and trends.

The training aimed to strengthen evidence-based policing by equipping officers with the tools to analyse and interpret crime data, improve strategic decision-making, and enhance operational effectiveness in crime prevention and law enforcement.

At the opening, Commissioner Moritz N. Naruseb, Head of the Criminal Investigations Directorate, officially launched the programme, while Mr. Sankwasa Mubita, NIPAM's Manager Strategy and Organisational Performance, welcomed participants. Commissioner Naruseb, delivered a closing remark and commended NIPAM for its continued partnership and urged participants to apply their new skills to improve safety and security across Namibia.





## Customer Care Training (Okahandja)

In September 2025, NIPAM facilitated two Customer Care training sessions in Okahandja, both led by Dr. Butty Salom. The first session, held from 1–5 September, brought together twenty-three (23) participants from the Ministry of Education, Innovation, Youth, Sport and Culture, and the Ministry of Defence and Veterans Affairs. The second session, conducted from 08 – 12 September, was attended by twenty-two (22) participants.

The training focused on equipping frontline staff with the skills and mindset required to deliver consistent, respectful, and people-centred service. Participants engaged in practical exercises on handling inquiries, resolving customer concerns, managing difficult situations, and maintaining professionalism in their day-to-day duties. Emphasis was placed on the importance of responsibility, positive first impressions, and personal conduct in shaping public trust.

By the end of both sessions, participants were better prepared to contribute to a culture of service excellence within their institutions, reinforcing the crucial role that frontline staff play in enhancing the image and performance of the public service.

## Productivity and Multi-Tasking Training – Game Production Trust Fund

On 08 - 09 September 2025, nine (9) participants from the Game Product Trust Fund (GPTF) attended a two-day Productivity and Multi-Tasking Training facilitated by Dr. Felix Mukasa and Mr. Lister Chaka.

The course focused on equipping participants with practical tools to manage time effectively, balance multiple priorities, and improve workplace efficiency. Emphasis was placed on personal organisation, stress management, and aligning daily tasks with institutional objectives to drive performance.





## **Formulating Administrative Policies Training – Oshakati Town Council**

From 15–19 September, nine (9) officials from the Oshakati Town Council participated in a training programme facilitated by Senior Consultants; Dr. Felix Mukasa and Mr. Joubert Tawana. The session focused on strengthening capacity in drafting, implementing, and reviewing administrative policies. Emphasis was placed on ensuring compliance with legislation, promoting transparency, and aligning policies with council service delivery mandates.

## **Board Induction, Board Effectiveness and Corporate Governance Stakeholders Engagement**

On 15 September 2025, NIPAM hosted a Board Induction, Board Effectiveness and Corporate Governance Stakeholders Engagement session. The session was attended by fifteen (15) participants representing key institutions, including the Namibian Association of Local Authority Officials (NALAO), Ministry of Finance and Social Grants Management, Association of Local Authorities in Namibia (ALAN), Office of the Prime Minister, Public Enterprises CEOs Forum, Namibia Institute of Corporate Governance, and the Public Enterprises Chairpersons Forum.

Facilitated by Ms. Hannelie Eksteen, the engagement provided a structured platform to strengthen understanding of board roles, governance frameworks, accountability mechanisms, and leadership effectiveness. Emphasis was placed on aligning governance practices with national priorities, improving board decision-making, and promoting ethical leadership across the public sector.

This high-level session fostered dialogue among governance stakeholders, reinforcing NIPAM programmes built in effective board training and ensuring that trainees deliver on their mandates with transparency, efficiency, and integrity.



## Leadership and Change Management Training – Roads Authority (NIPAM Campus)

From 15–19 September, twenty-two (22) officials from the Roads Authority attended a Leadership and Change Management training facilitated by Dr Donald Hlahla. The programme enhanced participants' ability to lead organisational change, motivate teams, and align employees with the vision of transformation.



## Cleaning and Housekeeping Training – Ministry of Health (Swakopmund)

From 15–19 September 2025, nineteen (19) participants from the Ministry of Health and Social Services (MHSS) attended Cleaning and Housekeeping Training facilitated by Ms. Beatrix Akuake. The training focused on hygiene management, workplace duties, and maintaining professional housekeeping standards in health-related facilities.



## Cleaning, Housekeeping, and Landscaping Training – Ministry of Health (Swakopmund)

From 22–26 September 2025, another group of twenty-two (22) participants from the Ministry of Health and Social Services attended training that extended beyond housekeeping to include landscaping skills. Facilitated by Ms. Beatrix Akuake, the training enhanced participants' ability to maintain not only cleanliness but also outdoor environments, contributing to healthier and more welcoming public facilities.



## Presentation Skills



From 22–26 September 2025, eight (8) participants from the Ohangwena Regional Council and NamPost attended a Presentation Skills training facilitated by Prof. Fred Opali. The course enhanced participants' ability to structure and deliver clear, impactful presentations by focusing on effective content organisation, verbal and non-verbal delivery, audience engagement, and the use of visual aids. By the end of the programme, participants were better equipped to communicate with confidence and influence in professional settings.



### Consultancy

Consultancy is one of NIPAM's mandates, with most assignments running as ongoing projects that require continuous engagement, stakeholder consultations, and technical expertise. During September, several consultancy projects progressed steadily, reflecting NIPAM's growing role in providing tailored institutional solutions across the public sector.

#### **Business Process Mapping (BPM) - Government Institutions Pension Fund (GIPF)**

NIPAM continued its critical engagement with the Government Institutions Pension Fund (GIPF) on a significant Business Process Mapping (BPM) project. This initiative, led by Ms. Hannelie Eksteen, with support from Ms. Anycia Madiza, and Ms. Emma Shivute, focuses on reviewing and optimising GIPF's key operational processes. The goal is to enhance service delivery efficiency, streamline decision-making, and ensure the optimal functionality of the institution's core systems, thereby securing better outcomes for GIPF stakeholders.





# Strategic and Annual Planning

A portfolio of high-impact planning projects advanced under the oversight of Senior Consultant Ms. Hannelie Eksteen:

## **Integrated Strategic Business Plan (ISBP) - NAMCOL**

Work advanced on the formulation of the Integrated Strategic Business Plan (ISBP) for NAMCOL. This crucial document will provide a clear strategic roadmap, aligning the institution's operations and resource allocation with its mandate in distance education.

## **Integrated Strategic Business Plan (ISBP) - Namibia Film Commission (NFC)**

The formulation of the ISBP for the Namibia Film Commission (NFC) progressed. The plan is to establish a solid strategic direction to guide the development and promotion of Namibia's film industry.

## **Annual Business and Financial Plan (ABFP) – Windhoek Vocational Training Centre (WVTC)**

NIPAM advanced its consultancy engagement with the Windhoek Vocational Training Centre (WVTC), focusing on the development of the institution's Annual Business and Financial Plan (ABFP). This plan ensures clear financial stewardship and responsible resource allocation for the Centre's vocational training activities.





# Performance Management and Governance

Interventions focused on enhancing performance culture and governance progressed under the guidance of Ms. Christine Nesongano.

## **Strategic Plan - Namibian Competition Commission (NaCC)**

The Integrated Strategic Business Plan (ISBP) 2025-2030 and the Annual Business and Financial Plan 2025/26 for the NaCC were successfully finalised and the documents are now ready for presentation to the Ministry of Finance.

## **Performance Agreements - Ondangwa & Ongwediva Town Councils**

As part of ongoing consultancy support, NIPAM successfully populated Performance Agreements for the Chief Executive Officers and Senior Managers of both Ondangwa and Ongwediva Town Councils during September 2025. The exercise aimed to strengthen accountability, clarify performance expectations, and align individual outputs with each council's strategic objectives. By embedding performance-based management practices, this initiative enhances transparency, drives efficiency, and promotes a culture of results-oriented governance within local authorities.

## **Performance Management System (PMS) Policy - Grootfontein Town Council**

The comprehensive Performance Management System (PMS) Policy for the Grootfontein Town Council was finalised. This policy provides the necessary institutional framework to guide performance planning, monitoring, and evaluation across the organisation.





## Local Authority Interventions

Planning projects to ensure local authorities have clear, performance-driven roadmaps progressed under the guidance of Dr. Felix Mukasa.

### **Integrated Planning and PMS - Okahao Town Council**

A new project commenced for the development of both the Strategic Plan and the Annual Plan, coupled with a Performance Management System (PMS) refresher training for all staff.

### **Annual Planning and Performance Management System (PMS) - Katima Mulilo Town Council**

The development of the Annual Plan and the Performance Management System (PMS) for the Katima Mulilo Town Council progressed steadily, ensuring that annual activities are clearly linked to long-term goals.

## Conclusion

September 2025 highlighted NIPAM's role as both a capacity builder and strategic advisor, with impactful training programmes, high-level engagements, and consultancy projects that continue to strengthen governance and service delivery in Namibia. The Institute's ongoing efforts reflect a clear commitment to empowering public servants, enhancing institutional performance, and fostering a culture of excellence that advances national development.

**NIPAM – Shaping the Future of Public Sector Excellence!**

