



**TRAINING AND DEVELOPMENT
UTHUKELA ECONOMIC DEVELOPMENT AGENCY
2026/2027 FINANCIAL YEAR**

POLICY TITLE	TRAINING AND DEVELOPMENT MANAGEMENT
DATE APPROVED	29 MAY 2026
IMPLEMENTATION DATE	01 JULY 2026
REVIEW DATE	14 AUGUST 2026

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1. DEFINITIONS

Experiential Training: It is knowledge based on experience

HR Planning: Human Resources planning is a process of finding and placing the right candidates in the right numbers, in the appropriate department, at the right time, it encompasses all the organisation's employees regardless of their status

External Training: training actions which a training institution undertakes other than those of the Agency undertakes

Culture: the set of important assumptions (of an unstated) that the board as an organisation share in common

In-service Training: an in structural program to provide for continual career development of employees during their working years, this include attending internal training actions.

Training: use specific means to achieve specific goals. This involve training an employee to become competent and to extend his/her skills and knowledge to ensure that the employee involved can apply his/her skills and knowledge to carry out a specific task and so meet the objectives of the organisation.

No.	Term/Abbreviations	Definitions
1.1	ATR	Annual Training Report as defined by the Skills Development Amendment Act 37 of 2008
1.2	BU	Business Unit
1.3	BUM	Business Unit Manager
1.4	CEO	The person appointed as Chief Executive Officer of the UThukela Development Agency
1.5	UEDA	UThukela Economic Development Agency
1.6	CFO	Chief Financial Officer
1.7	HRBU	Human Resources Business Unit
1.8	NQF	National Qualifications Framework
1.9	SDF	Skills Development Facilitator as defined by the Skills Development Amendment Act
1.10	SETA	Sector Education and Training Authority
1.11	WSP	Workplace Skills Pan as defined by the Skills Development Amendment Act 37 of 2008

2 PURPOSE

The purpose of the UEDA Training and Development Policy is to set out the provisions and principles to guide, co-ordinate and prioritise the training and development needs and activities of all employees within available resources and align them to the organisation's strategic focus and operational plans.

3 LEGISLATIVE FRAMEWORK

This policy is underpinned by the following legislation and policy documents:

- 3.1 Employment Equity Act 55 of 1998.
- 3.2 Skills Development Amendment Act 37 of 2008;
- 3.3 UEDA Employment Equity Policy;
- 3.4 UEDA Performance Management Policy;
- 3.5 UEDA Strategic Plan 2009/2010 to 2013/2014.

4 POLICY STATEMENT

UEDA operates in an environment which competes for limited talent and is not readily available in the labour market. The ability of an organisation to deliver on its mandate relies heavily on investment in employee development. The requirement for training and development is important to support and enable employees at all levels to embrace change and increase their capability.

5 AIM

The policy aims to position UEDA as a learning organisation that continuously develops its people for the benefit of the organisation and its employees.

6 APPLICABILITY

This policy is intended to ensure the consistent implementation of Training and Development within UEDA and accordingly applies to all employees of UEDA.

7 POLICY PROVISIONS

Composition of Employment Equity & Training and Development Committee

- a. The committee shall be composed of members elected from each occupational category:
- b. Chief Executive Officer (ex-officio)
- c. Chief Financial Officer (ex-officio)
- d. 1 x Skills Development Facilitator (appointed by the employer)
- e. 1 x senior Manager
- f. 1 x middle Manager
- g. 1x Human Resources Manager
- h. 1 x representative from Officers
- i. 1 x representative from Administrator
- j. Non-designated group representatives; and
- k. 1 x representative from the staff association

8 THE COMMITTEE SHALL BE CHAIRED BY THE GENERAL MANAGER OF HUMAN RESOURCES,

8.1 TRAINING AND DEVELOPMENT PROGRAMS GENERIC TRAINING

- a. UEDA shall be registered with the Services Sector Education Training Authority (Services SETA)
- b. Generic training applies to all employees of UEDA and is intended to support UEDA's overall strategic objectives;
- c. Generic training shall be jointly identified at the Training & Development Committee deliberations and integrated into the Workplace Skills Plan;
- d. In some exceptional circumstances training interventions outside UEDA's workplace Skills Plan shall be permitted;
- e. Attempts will be made to ensure that training activities take place during working hours; and
- f. Generic training shall be categorised into In-service internal and external training

8.2 INTERNAL TRAINING AND DEVELOPMENT

- a. For this policy, In-service internal training development refers to training programmes held internally and facilitated by a member of staff who is a subject matter expert;
- b. The subject matter and material for such programmes would be compiled by subject matter experts;
- c. In some exceptional cases, UEDA may utilise external trainer's facilitators to deliver in-service internal training provided they are registered with the Sector Education Training Authority (SETA);
- d. Internal Training and Development Programmes are classified as Workshops, Practical Courses etc.,
- e. The costs of these programmes will be borne by UEDA; and
- f. Employees who attend any in-service internal training programmes shall not be obliged to serve an additional period with UEDA

8.3 PROCEDURE

Employees can be nominated by their managers or voluntarily submit their names for consideration to be enrolled on any In-service internal training courses; Employees are to complete and submit an In-service Internal

Training Request Form to HRBU; HRBU shall submit such a form to the Training and Development Committee for consideration and approval; and The Human Resources Manager will then inform employees in writing of the outcome of their application.

8.4 EXTERNAL TRAINING AND DEVELOPMENT

- 8.4.1 External training and Development refers to training and development programmes held externally i.e. the subject matter for such courses would be compiled by organizations other than UEDA. Such programmes would be facilitated by External Training Consultants;
- 8.4.2 External Training and Development shall include workshops, seminars, symposiums, overseas or any course longer than three weeks; and
- 8.4.3 In considering the attendance of seminars and conferences, the following should be considered:
 - 8.4.3.1 The approved budget
 - 8.4.3.2 The value that will be added to UEDA
 - 8.4.3.3 Improvement of UEDA efficiencies; and
 - 8.4.3.4 Career development of an employee

8.5 PROCEDURE

- 8.5.1 Employees can be nominated by their Managers or voluntarily submit their names for consideration to be enrolled on any of these training and development programmes;
- 8.5.2 Employees are to complete and submit an external Training Request Form to HRBU;
- 8.5.3 HRBU shall submit such a form to the Training and Development Committee for approval;
- 8.5.4 The Human Resources Manager will then inform employees in writing of the outcome of their application;
- 8.5.5 Records of the Seminar, Workshop, etc. attended are to be kept on the employee's training file; and

8.5.6 Once completed the employee must submit a report to his/her manager detailing the newly gained expertise and how it will add value to UEDA

8.6 CAREER DEVELOPMENT

8.6.1 UEDA supports the principle of In-service internal career development and advancement based on the availability of career opportunities and will therefore encourage and assist employees in personal career development;

8.6.2 Whereas UEDA promotes self-development and improvement, dedicated performers will be identified early in their career paths and assisted through their career-pathing; and

8.6.3 Employees will be provided with an environment in which they can develop their full potential through education, training and work experience in line with identified career paths.

9 ROLES AND RESPONSIBILITIES FOR TRAINING PROVISION HUMAN RESOURCES

- a. It is the function of the HRBU after consultation with Business Unit Managers to provide UEDA with training and development strategy in support of UEDA's overall strategy and objectives;
- b. HRBU shall co-ordinate the annual training needs analysis and source appropriate service providers to conduct identified training interventions;
- c. Training and development interventions that are generically applicable will be coordinated by HRBU to ensure standardization and to prevent duplication; and
- d. HRBU will, on an annual basis, develop a workplace skills plan to be submitted to the sector education and training authority (SETA).

9.1 EMPLOYEE MANAGER'S RESPONSIBILITY

9.1.1 It is the responsibility of each employee's manager to conduct an in-depth training needs analysis, identifying training needs at the Business Unit (BU) level;

- 9.1.2 The implementation of appropriate training interventions, based on the training needs analysis, is the responsibility of HRBU;
- 9.1.3 It is also the responsibility of the employee-manager to identify existing potential and to ensure that employees are developed to their fullest potential; and
- 9.1.4 Business Unit Managers (BUMs) must, every quarter, report to the HRBU on the progress made on the implementation of individual training and development plans

10 CONTINUATION OF STUDIES

- 10.1 For this policy, continuation of studies refers to studies longer than 3 consecutive weeks i.e. Degrees, Diplomas or Certificated courses;
- 10.2 UEDA is willing to provide financial support to develop the potential of its employees by means of training geared towards the achievement of UEDA goals;
- 10.3 Investment in study and training should benefit the individual employee as well as UEDA;
- 10.4 Employees can be nominated by their Managers or submit their names for consideration for enrolment;
- 10.5 Employees are to complete and submit an external Training Request Form to HRBU;
- 10.6 HRBU shall submit such a form to the Training and Development Committee for consideration and approval;
- 10.7 The External Training Request Form should then be forwarded to the training and Development Committee for authorisation;
- 10.8 The Human Resource Manager will then inform employees in writing of the outcome of their application;
- 10.9 Employees successful in their application will receive an interest-free loan as stipulated by the Training & Development Committee from time to time;
- 10.10 If the cost of the Degree/Diploma/Certificate exceeds the stipulated amount, authorisation is to be given by the Training & Development Committee;

- 10.11 If the cost of the Degree/Diploma/Certificate is below the stipulated maximum, the actual cost of studies is paid out;
- 10.12 Tuition fees are paid directly to the institution an employee is registered with.
- 10.13 Deductions from the interest-free loan are effected for twelve months, from the employee's wages/salary;
- 10.14 If an employee passes the full course, the total amount deducted will be paid back to the employee. If the employee passes part of the course, the amount deducted becomes repayable pro-rata to the modules passed. This amount is subject to taxation.
- 10.15 An employee who does not complete or fails his/her studies forfeits all deductions effected and will be required to pay back the loan in full over the remaining instalments, save that where an employee failed, he/she will have an option to rewrite examination for the subjects failed.
- 10.16 If the studies pursued extend more than one year, there is no guarantee that another interest-free loan will automatically be approved for subsequent years. At the end of the year, the employee will be required to reapply for the loan for the following year;
- 10.17 Any employee granted an interest-free study loan under this paragraph will be required to work for UEDA for at least twelve months after the course has been completed unless authorisation is granted from the Training and Development Committee to waive or amend this service period;
- 10.18 If an employee leaves UEDA, before serving the required period, the outstanding balance of the interest-free study loan becomes payable pro rata to the period not worked in one lump sum;
- 10.19 Whilst an employee is obliged to render a service period in return for financial assistance granted, UEDA may terminate the employee's contract of employment in accordance with applicable law; and
- 10.20 A copy of all results is to be kept on the employee's training file.

11 OVERSEAS TRAINING

Overseas training refers to training and development programmes held outside the Republic of South Africa. All nominations of candidates and courses for overseas

training shall be submitted to the Training and development Committee for deliberation and recommendation and must be approved by the Committee

11.1 PROCESS

11.1.1 Employees can be nominated by their managers or submit their names for consideration to be enrolled on overseas studies;

11.1.2 Employees are to complete and submit an Overseas Training Request Form to HRBU;

11.1.3 HRBU shall submit such a form to the Training and Development Committee for approval;

11.1.4 The Human Resources Manager will inform employees in writing of the outcome of their application;

11.1.5 The Training and Development Committee will prescribe the total cost of training and will decide on whether the full cost should be borne by UEDA or whether the employee should bear a portion;

11.1.6 The period to be served by an employee for receiving financial assistance for overseas training will be decided by the Training and Development Committee;

11.1.7 A copy of the course studied is to be kept on the employee's training file;

11.1.8 The following applies to the continuation of studies and overseas programmes:

- Employees must be in the full-time employ of UEDA for at least six months to qualify for any programme.
- Applications are to be approved only if they are in line with the employee's occupation or succession plan.

11.1.9 Employees enrolled for training should give periodical feedback to the Human Resource Manager about their studies;

11.1.10 A copy of training results should be submitted to the Human Resource Manager for filing as soon as the employee has access to them;

11.1.11 UEDA is not liable for any injuries caused to employees during training programmes that are a result of an employee being negligent or not following proper instructions from the training facilitator;

- 11.1.12 Training programmes can be held either during or outside normal working hours (N.B. Normal working hours refers to the work hours agreed with the employee in their contract of employment);
- 11.1.13 Employees listed down for training must report for training at the required dates or times unless permission to do otherwise has been obtained from their business Unit manager;
- 11.1.14 Failure to report for scheduled training without permission as described above shall be dealt with by UEDA's Disciplinary Policy; and
- 11.1.15 All time spent by employees in training shall be recorded by the Human Resource Manager. These time records should be forwarded to the employees' Business Unit Manager.

12 BURSARIES

12.1 APPLICABILITY

- 12.1.1 Bursaries may only be received by any deserving employee who is employed on a full-time basis with UEDA provided such employee is not participating in any other UEDA-funded studying programme:
- 12.1.2 A bursary may be granted provided that the proposed studies are directed towards obtaining a recognised degree/diploma/certificate that is related to UEDA i.e. the business of UEDA, is forming part of the employee's development plan and is provided for in terms of budgeted UEDA financial resources;
- 12.1.3 Bursaries will further be awarded based on the following principles:
- The employee has been employed by UEDA for a minimum period of 12 months, before commencing the course of study, and
 - The course directly relates to the employee's current/prospective job description and responsibilities with UEDA
 - There is equitable distribution of the training budget amongst all employees.
 - The bursary amount will include registration, class fees, books other study materials, accommodation and travel;
 - Bursaries will only be granted for a period of one study year and if the duration of the studies exceeds one year, the employee will be required to apply for financial support on an annual basis; and

- Subject to the availability of funds, UEDA may support newly appointed employees who have commenced studies before joining UEDA by inheriting financial commitments the employee may have had before joining the organisation;

12.2 PROCEDURE

- l. To apply for a bursary UEDA, the employee must complete UEDA Bursary Application Form;
- m. Once the application has been approved by the Training and Development Committee, the employee will be required to complete and sign the UEDA Bursary Agreement Contract;
- n. Bursary applications should include the following details:
 - Course name;
 - Type of qualification being pursued;
 - The name of the educational institution in which the course will be undertaken;
 - The duration of the course, indicating whether it will be completed on a part-time, full-time or distance learning basis;
 - A list of the course subjects and a summary of the contents of each course;
 - Where the employee has already completed some components of the course, a list of the subjects already completed, and evidence of the grading received for each completed subject;
 - A list of the prescribed reading materials (textbooks/ resources etc.);
 - An itemised list of the costs involved in completing the course (e.g. course fees and other expenses expected to be incurred such as textbooks, travel time etc.) and evidence to confirm these costs;
 - An explanation of how the course of study directly relates to the employee's current/prospective job description and responsibilities and how it will contribute to the employee's career development;
 - An explanation of how the course of study is relevant to the business
- HRBU must consolidate bursary applications and submit them to the Training and Development Committee for consideration and approval.

13 GENERAL CONDITIONS

- a. Within ten working days of receiving the bursary the employee must provide HRBU with proof of registration; UEDA, in its absolute discretion, decides to pay any educational costs on behalf of an employee in advance, if the employee commences but later withdraws from the course, the employee agrees to immediately repay to UEDA that part of the education costs which have been paid by UEDA as at the date of the employee's withdrawal from the education course.
- b. The employee agrees, that any debt that the employee is due to repay to UEDA, may be deducted from any monies owed to the employee by UEDA on the date of termination of their employment. If no such monies are owed to the employee, the employee agrees to repay the debt immediately
- c. Employees will be required to pay back the bursary financed by UEDA, including interest if the employee fails the whole or part of the courses or does not complete studies;
- d. Notwithstanding the provision of the clause above, bursary for the subject failure can be granted again in the following year, provided that the employee has fully repaid for the subject failure in the previous year;
- e. UEDA employees will not be required to repay the bursary in the event of UEDA deciding to discontinue the bursary scheme owing to the following situations:
 - Change in business focus/strategy:
 - Retrenchment;
 - Forced early retirement; or
 - Disability
- f. Where an employee ceases to be engaged by UEDA except for the reasons above: while completing the education course; or within 2 years of completion of the education course or part thereof, for any part of which the employee has been reimbursed or had the fees otherwise paid by or on behalf of UEDA, the employee will be required to repay to UEDA as a debt, by the following scale, all relevant financial assistance provided by UEDA in connection with the

education course: Up to 12 months from the date of the relevant reimbursement date - 100% of the costs reimbursed by UEDA;

- g. From 12 months to 18 months from the date of the relevant reimbursement date -50% of the costs reimbursed by UEDA; and
- h. From 18 months to 24 months from the date of the relevant reimbursement date - 25% of the costs reimbursed by UEDA.
- i. Approval of all studies to be financed by UEDA rests with the training committee and must be financed within the approved budget.

14. MEMBERSHIP OF PROFESSIONAL BODIES

- a. The membership of one relevant professional body/institute per employee may be paid for at the discretion of UEDA; and
- b. Payment of professional membership will only apply to recognised professions related to the business of UEDA provided that UEDA will benefit from this association.

15. IN-SERVICE TRAINING

15.1 PREAMBLE

- i. UEDA recognises the challenge of limited employment opportunities facing school leavers and young graduates in South Africa. The organisation further acknowledges that in addition to the general nature of joblessness in the country, lack of individual exposure to real work situations is one of the major contributory factors to high levels of unemployment;
- ii. UEDA believes in sharing experiences, knowledge, and expertise with organisations and individuals from other countries. The organisation welcomes in-service trainees and encourages them to participate in the organisation as part of their experiential learning;
- iii. In the spirits of good working relationships with permanent staff of the organisation, it is important that in-service trainees feel at home and part of the UEDA team.

- iv. UEDA has a set of policies and procedures, most of which apply to all staff and will apply to in-service trainees alike.

15.2 ENTRY

- v. In-service trainees at UEDA will be received by the skills development facilitator who will run an induction programme with them to familiarise them with the content of this in-service training policy as well as the activities, policies and procedures of UEDA;
- vi. During the first two weeks of arrivals at UEDA, the Business Unit Manager to which in-service trainees will be allocated, will conduct entry interviews with individual in-service trainees. The interview is intended to allow the in-service trainee to communicate and set up his/her objectives for joining the UEDA in-service training programme.
- vii. The minimum period of service as an in-service trainee will be determined by the specific arrangement between UEDA and the in-service training sponsor, while the maximum stay may not exceed 18 months unless expressly stated in the in-service training agreement or memorandum of understanding.
- viii. The purpose of the in-service training programme is to develop the skills of the South African Workforce and to improve the quality of life of workers, their prospects of work and labour mobility.

15.3 GOALS OF THE PROGRAMME

15.3.1 To provide a sound basis for the development of skills for newly qualified professional personnel, particularly those qualified in competencies related to UEDA core business;

15.3.2 To establish the culture of mentorship within UEDA and ensure that work experience by in-service trainees is at a satisfactory level.

16 IN-SERVICE TRAINEE AGREEMENT

- In-service trainees are required to agree and sign an agreement which sets out issues such as starting times for work, leave entitlement, disciplinary processes etc.;
- Other than a stipend, there should be no expectation of other payment or benefit.

17 BENEFIT OF IN-SERVICE TRAINING

- Trainees who are new to UEDA are assigned to the Business Unit which best correlates to their existing qualifications
- They will work under the guiding hand of a senior employee who has been assigned to mentor the trainee in that environment;
- Besides acquiring the very essential skills of communications, planning and organizing through hands-on experience and in-house training, the trainees are exposed to the way decisions are taken and how different levels of management function;
- Equally important is the trainees' ability to become a resource in the workplace, understand the job and develop an ability to provide ideas and express informed opinions confidently.

18. COMMUNICATION

- In-service trainees are entitled to use UEDA postal addresses for both personal and business purposes. Stamped mail for posting will be posted by the receptionist. At the end of the period of in-service training In-service trainees must ensure that all possible communications are informed of the change of postal address;
- Telephone and e-mail facilities will be provided by the host Business Unit only for work purposes.

18.1 TRANSPORT

Each in-service trainee shall be responsible for their transportation requirements as UEDA does not provide or pay for public transport for its employees.

18.2 ACCOMMODATION

UEDA does not provide accommodation and In-service trainees joining UEDA will be expected to find appropriate accommodation on their own.

18.3 EXIT

- A final report will be submitted by the In-service trainees/volunteers within four weeks of departure. This report will document activities conducted, lessons learnt and comments on whether the set objectives were meant;
- During the last week of stay, volunteers/In-service trainees will be expected to deliver a presentation to the department on experience at UEDA, highlighting some of the lessons learnt, skills and experience gained to be covered in the final report again;
- During the course of the last week of stay, the BU concerned will hold a small farewell function for all In-service trainees exiting.

18.4 RESPONSIBILITY FRAMEWORK

- The Human Resource Business Unit will be responsible for the development and or review of this policy by the designated date for review except in extraordinary instances where circumstances may dictate a need to review the policy earlier. It undertakes to regularly Training and Development Policy evaluate and monitor the policy to ensure that in an ever-changing business environment, the conditions are kept up to date with the latest developments in human resources and corporate governance fields;
- The Board will provide final approval of the policy. Amendments to any sections of the can be made from time to time. The policy can only be changed in writing by the Board of UEDA. It is the responsibility of every employee to whom a copy of this policy has been issued, to ensure that the contents of his/her copy of the policy are current and up-to-date. The copy held by the Human Resources Business Unit is deemed to be the master copy. Any changes to the document will be communicated to all employees and where applicable, employees will be consulted to this effect.

19. IMPLEMENTATION AND MONITORING

19.1 IMPLEMENTATION

Management and staff have the responsibility of upholding this policy and the effective implementation thereof. HRBU will ensure standardised and uniform application and compliance with the policy throughout UEDA.

19.2 MONITORING

The HRBU must monitor and report on compliance with this policy.

19.3 ENFORCEMENT

- Business Unit Managers must ensure that the provisions of this policy are strictly complied with. It is also the duty of the employees themselves to see to it that the policy is adhered to and that any discrepancies noted are immediately brought to the attention of the HRBU.
- Any deviation from the provisions of this policy shall be with the approval of the CEO and/or the Board.
- Abuse of any of these policy provisions constitutes misconduct and will be dealt with in terms of UEDA's Code of Conduct and Disciplinary Procedure.

20 INFORMATION AND EDUCATION

A copy of this policy and procedures should be placed on the website or other information sharing and storage system. A hard copy of the policy should be kept in a file of policies and placed in an appropriate location in the organisation's records system. All staff should be informed as to where the policy file can be accessed. All staff should sign to the effect that they have received, read and understood the policy.

21 EDUCATION

Orientation of managers on the provisions of this policy should be undertaken upon its approval or subsequent amendments, where applicable

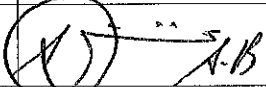
22 POLICY IMPLEMENTATION DATE

This policy comes into effect on the date of approval by the board.

23 POLICY REVIEW DATE

This policy may be reviewed after five years from the date of approval or earlier if required by circumstances.

24 APPROVED BY:

NAME	SIGNATURE	DESIGNATION	DATE
MR SB SIBISI		ACTING CHIEF EXECUTIVE OFFICER	29/05/2026