NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

Learning and Development Policy



HUMAN CAPITAL DIVISION

LEARNING AND DEVELOPMENT POLICY

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Table of Contents

ABBREVIATIONS AND ACRONYMS 1

DEFINITIONS 3

1. PREAMBLE 4

1.1 Purpose 4

1.2 Background 4

1.3 Objectives 5

2. SCOPE OF APPLICATION 5

3. POLICY STATEMENT 6

4. LEGAL FRAMEWORK 6

4.1 National Legislation 6

5. PRINCIPLES GUIDING PRACTICES AT NUST 8

6. POLICY CONTEXT 9

7. STRUCTURES GOVERNING THE POLICY 9

8. IMPLEMENTATION 9

8.3 Learning and Development Clusters 12

8.4 Workforce Development Plan and Annual Training Calendar 13

8.5 Learning and Development Programmes 13

8.6. Staff Development Scholarship (SDS) 14

8.7 Eligibility Criteria for SDS 14

8.8 Staff Development Loan (SDL) 15

8.9 Staff Development Investment (SDI) 15

8.10 Remission of Tuition Fees for Study at NUST and UNAM 16

8.11 Conference Attendance, Professional Exposure, and Special Leave 16

8.12 Leadership Development Streams 17

8.13 Coaching, Mentoring, and Buddy Support Programme 17
8.14 Notch Increases for Improved Qualifications 17
8.15 Sabbatical, Study, and Examination Leave 18
8.16 Professional and Regulatory Support 18
8.17 Job Rotation, Secondment, and Job Shadowing 19
8.18 Recognition of Prior Learning (RPL) 19
8.19 Talent Acceleration Programme (TAP) Support 19
8.20 Digital Learning and Technology-Enabled Development 20
8.21 Research Integrity and Academic Development 20
8.22 Ethics, Integrity, and Prevention of Conflict of Interest 20
8.23 Wellness and Support in Learning and Development 21
8.24 VET Levy and Grants 22
8.25 Service Obligations and Repayment 22
8.26.4 Nature of Support 23
8.26.5 Scope and Limitations 23
8.26.6 Employment and Exit Provisions 24
8.27 Transfer of Study Obligations 24
8.28 International Travel for Professional Development 24
8.29 Monitoring, Evaluation, and Reporting 24
8.30 Return on Investment (ROI) Measurement 25
8.31 Support and Advice 25
8.32 Communication 26
9. COMMENTS 26
10. REVIEW 26

ABBREVIATIONS AND ACRONYMS

Abbreviations	Meaning
CPD	Continuing Professional Development
EXCO	Executive Committee
HoD	Head of Department
IDP	Individual Development Plan
ISBP	Integrated Strategic Business Plan
LMS	Learning Management System
NQF	National Qualifications Framework
NTA	Namibia Training Authority
NUST	Namibia University of Science and Technology
ODL	Organisational Development and Learning
RPL	Recognition of Prior Learning
SDI	Staff Development Investment
SDL	Staff Development Loan
SDS	Staff Development Scholarship
TAP	Talent Acceleration Programme
UNAM	University of Namibia
VET	Vocational Education and Training
WDP	Workforce Development Plan

Acronym	Meaning
EXCO	Executive Committee
NUST	Namibia University of Science and Technology
TAP	Talent Acceleration Programme
UNAM	University of Namibia
VET	Vocational Education and Training

DEFINITIONS

Term	Definition
Council	The highest governing body of NUST, established in terms of the NUST Act, 2015 (Act No. 7 of 2015), with authority to approve institutional policies.
Dependent Children	An employee's biological, legally adopted, or stepchildren who are wholly or mainly financially dependent on the employee, supported by relevant documentation.
Executive Management (EXCO)	Senior executives appointed by Council on Peromnes Job Grades 01 to 03, entrusted with strategic and executive-level accountability for managing NUST.
Individual Development Plan (IDP)	A structured, employee-specific plan outlining an individual's development objectives, agreed between the employee and their line manager.
Meritorious Service	Excellent and praiseworthy service with no prior or pending major misconduct.
Recognition of Prior Learning (RPL)	Formal acknowledgment of competencies acquired through informal, non-formal, and formal learning, in accordance with the NQA Act.
Staff Development Investment (SDI)	University funding for non-credentialed learning interventions and institution-initiated development programmes not covered by SDS or SDL.
Staff Development Loan (SDL)	An interest-free loan provided to staff for approved work-related qualifications, repayable through monthly salary deductions.
Staff Development Scholarship (SDS)	A merit-based award funding credentialed formal qualifications for high-performing employees in strategic or scarce-skill areas.
Workforce Development Plan (WDP)	An annual strategic plan translating NUST's strategic objectives and workforce requirements into competency and capacity-building priorities.

1. PREAMBLE

NUST recognises that the continuous development and capacity building of staff and the organisation are fundamental to achieving institutional excellence in teaching, learning, research, innovation, and service delivery. This Policy is informed by NUST's transformation into a leading university of science and technology and the strategic imperative to attract, retain, and grow talented staff across all leadership streams. It ensures that employees are supported in acquiring the qualifications, knowledge, skills, and competencies required to meet performance expectations and evolving institutional demands.

1.1 Purpose

This Policy establishes a structured and transparent framework for planning and implementing developmental initiatives at NUST. It seeks to build employee capacity, promote continuous learning and innovation, support the attainment of professional qualifications, and uphold fairness and consistency in the provision of development opportunities aligned with institutional goals.

1.2 Background

This Policy is informed by NUST's transformation into a university of science and technology and the strategic imperative to enhance the qualifications and skills profile of its staff. Staff development and capacity-building initiatives are prioritised to meet the needs of students, society, and the economy through multiple pathways, including quality education, applied research, and innovation. NUST's learning and development system further supports Namibia's NDP 6 and Vision 2030 priorities of human capital development, technological innovation, and knowledge-based economic growth.

This Policy is aligned to the NUST Integrated Strategic Business Plan (ISBP) 2026–2030, which commits the University to five strategic themes. Learning and development are a central enabler of all five themes and are accordingly governed, planned, and evaluated within this strategic framework.

1.3 Objectives

The objectives of this Policy are to:

1.3.1 Enable staff to acquire the knowledge, skills, and qualifications necessary to perform their current duties effectively and contribute to institutional objectives.

1.3.2 Support staff in gaining expertise that advances the University's strategic priorities and their own professional and career development, including the attainment of nationally and internationally recognised qualifications.

1.3.3 Foster an understanding of NUST's values, vision, and mission, promoting organisational citizenship and a culture of continuous learning and improvement.

1.3.4 Build institutional digital literacy, technology-enabled competencies, and research capacity in alignment with ISBP Themes 2 and 3.

1.3.5 Promote a culture of ethics, integrity, transparency, and accountability in all learning and development activities, in alignment with ISBP Theme 5, and support equitable access to development opportunities through the Recognition of Prior Learning (RPL) framework.

2. SCOPE OF APPLICATION

2.1 This Policy applies to all NUST permanent staff, employees with Namibian permanent residence, and staff on fixed-term contracts of four (4) years or longer. Eligible UNAM permanent staff employed at NUST may access specific provisions as outlined herein. Staff Development Fellows on contract shall be eligible for scholarships, provided that the service obligation and/or repayment period extends beyond their employment contract.

2.2 This Policy does not apply to student workers, ad hoc contractors, or service providers unless expressly stated. External service providers and training partners engaged by NUST are subject to separate contractual and procurement provisions.

3. POLICY STATEMENT

3.1 NUST encourages and supports continuous staff and organisational development and commits to creating an environment that enables staff to reach their full potential. Where appropriate, staff and organisational development requirements may be compulsory and integrated into performance agreements for specific positions.

3.2 The University shall exercise fairness, transparency, and consistency in all staff development decisions and shall adhere to the principles of employment equity. Staff and organisational development opportunities shall be prioritised and implemented in line with available resources and institutional strategic objectives.

3.3 The University further commits to embedding ethical conduct, integrity, and the prevention of corruption in all aspects of the learning and development process, from planning and selection to delivery, monitoring, and evaluation.

3.4 No employee shall misuse development opportunities or University resources for personal gain, and all decisions related to learning and development shall be made transparently, equitably, and free of undue influence.

4. LEGAL FRAMEWORK

This Policy is guided by and shall conform to the following national legislation, regional instruments, and international frameworks:

4.1 National Legislation

4.1.1 Namibia University of Science and Technology Act, 2015 (Act No. 7 of 2015) establishes NUST's mandate, governance structures, and the Council's authority to approve institutional policies governing staff development.

4.1.2 Labour Act, 2007 (Act No. 11 of 2007) governs the employment relationship, including training and skills development obligations and the equitable treatment of employees.

4.1.3 Affirmative Action (Employment) Act, 1998 (Act No. 29 of 1998) requires NUST to promote equitable representation in employment and development opportunities, directly informing the equity principles of this Policy.

4.1.4 Public Enterprises Governance Act, 2019 (Act No. 1 of 2019) – sets governance and performance standards for public enterprises, underpinning accountability in the governance of learning and development at NUST.

4.1.5 Namibia Qualifications Authority Act, 1996 (Act No. 29 of 1996) – establishes the NQF and regulates the recognition of qualifications, informing the qualification levels and RPL provisions of this Policy.

4.1.6 Vocational Education and Training Act, 2008 (Act No. 1 of 2008) – establishes the NTA and the VET Levy system, requiring eligible employers to contribute to the National Training Fund, as referenced in this Policy.

4.1.7 Higher Education Act, 2003 (Act No. 26 of 2003) establishes the regulatory framework for higher education in Namibia and confers obligations on institutions to invest in staff capacity and maintain academic excellence.

4.1.8 Anti-Corruption Act, 2003 (Act No. 8 of 2003) requires public institutions to promote integrity and prevent corruption, underpinning the conflict of interest, ethics training, and misconduct provisions of this Policy.

4.1.9 Whistleblowers Protection Act, 2017 (Act No. 10 of 2017) provides legal protection for persons who report corrupt or irregular conduct, assuring employees that disclosures made in good faith shall be protected.

4.1.10 Access to Information Act, 2022 (Act No. 8 of 2022) promotes transparency and public access to information, informing the recordkeeping and transparency obligations in learning and development processes.

4.1.11 The Gender Equality Act prohibits discrimination based on sex or gender, informing the equity and non-discrimination provisions of this Policy.

5. PRINCIPLES GUIDING PRACTICES AT NUST

The following principles shall guide all learning and development practices at NUST:

Principle	Statement
5.1 Strategic Alignment	All development activities shall support NUST's strategic goals, departmental plans, and workforce development priorities, with explicit alignment to the five themes of the ISBP 2026–2030.
5.2 Shared Responsibility	Staff development shall be a collective effort involving employees, line managers, Human Capital, and the University. NUST shall provide an environment conducive t***o*** development and resources to enable staff to improve their qualifications and professional competencies.
5.3 Equity and Fairness	Access to development opportunities shall be fair, consistent, and aligned with the Affirmative Action Plan, ensuring equitable representation and opportunity for all staff, including women, persons with disabilities, and previously disadvantaged groups.
5.4 Accountability	Every Head of Department or section is accountable for identifying development needs and ensuring that staff receive appropriate development opportunities. The University may require any staff member to undergo training to improve individual, departmental, and organisational effectiveness.
5.5 Integration	Development initiatives shall align with succession planning, recruitment, and performance management systems as well as relevant internal processes and institutional priorities.
5.6 Ethics and Integrity	All learning and development activities shall be conducted with the highest standards of ethical conduct. Selection for and participation in development programmes shall be free from favouritism, nepotism, corruption, and conflicts of interest. Misrepresentation of qualifications, misuse of development funds, or dishonest conduct shall be subject to disciplinary action.

5.7 Continuous Improvement	The University shall foster a culture of lifelong learning, reflexive practice, and evidence-based improvement, using learning outcomes data, evaluation results, and stakeholder feedback to continuously strengthen the quality and relevance of development initiatives.
5.8 Digital Inclusivity	Learning and development shall leverage technology-enabled approaches, including online and blended learning, to ensure equitable, flexible, and accessible development opportunities for all staff, regardless of location, role, or working pattern.

6. POLICY CONTEXT

NUST operates in a competitive higher education environment with shortages of critical and scarce skills, rapid technological change, and rising stakeholders' expectations. The Staff and Organisational Development policy shall provide a structured, proactive response that enhances institutional capability, supports innovation and ensures sustainability.

7. STRUCTURES GOVERNING THE POLICY

7.1 The following structures shall govern and support the implementation of this Policy: Council; Executive Management (EXCO); Office of the Bursar; Human Capital Division; Organisational Development and Learning (ODL) Section; Line Managers and Heads of Departments; and Employees.

8. IMPLEMENTATION

8.1. The University shall implement staff development and training in a structured, needs-based and equitable manner to ensure that employees acquire and continuously enhance the knowledge, skills and attitudes required for effective performance, professional growth and the achievement of the University's strategic objectives guided by the following imperatives:

8.1.1 Implementation shall be guided by identified organisational and individual development needs, applicable institutional policies and procedures, and the availability of approved resources.

8.1.2 The development and training focus shall be on the competencies required for effective and efficient job performance, including knowledge, skills, and attitudes.

8.1.3 Every Head of Department or section is accountable for identifying development needs and ensuring that staff receive appropriate development or training opportunities.

8.1.4 Staff members shall not simultaneously study on a full-time basis at any other tertiary institution if they have been registered either at NUST or at the University of Namibia or at any other institution. Any registration for additional courses shall be approved by the Vice Chancellor.

8.2 Roles and Responsibilities

8.2.1 The roles and responsibilities of each structure in implementing this Policy are set out in the table below:

Stakeholder	Responsibilities
Council	ove this Policy and any major amendments. Receive periodic reports on staff development activities and outcomes. Ensure that staff development initiatives align with institutional strategic objectives.
Executive Management	de strategic direction and ensure that staff development initiatives align with institutional goals. Approve major staff development interventions and budgets. Champion a learning culture and ensure the availability of adequate resources.
Office of the Bursar	nister financial aspects of staff development, including tuition payments, allowances, and recovery of study loans or bonded obligations. Maintain accurate financial records and ensure compliance with financial policies.
Human Capital Division	linate and manage all staff development programmes. Facilitate Training Needs Analyses and align staff development to institutional competency frameworks. Monitor, evaluate, and report on the impact of staff development to EXCO and

	Council. Ensure compliance with all applicable policies, contracts, and bonding conditions.
Line Managers / HoDs	fy and recommend staff development needs in line with departmental goals and performance outcomes. Support employees in applying for development opportunities. Monitor and evaluate the application of learning in the workplace. Integrate staff development into performance appraisals and succession plans.
Employees	ownership of their professional and personal development. Apply for approved development opportunities and fulfil all administrative and contractual requirements. Comply with study, bonding, and service obligations. Submit progress reports and proof of qualification within stipulated timelines. Declare any conflicts of interest related to L&D applications or processes.
Division of Governance and Compliance	de guidance on ethics, integrity, and conflict of interest provisions within L&D. Monitor compliance with mandatory ethics and anti-corruption training. Receive and investigate disclosures of misconduct or irregularities in L&D processes.

8.3 Learning and Development Clusters

8.3.1 Learning and development initiatives shall be categorised into the following clusters. Detailed content, delivery standards, and scheduling requirements for each cluster are set out in the Learning and Development Implementation Guidelines.

Cluster	Description
(a) Mandatory	Legally required or institutionally prescribed programmes compulsory for all relevant employees, including induction, ethics and anti-corruption training, data security awareness, occupational health and safety, and research integrity training for academic staff.
(b) Functional and Technical	Interventions that enhance employees' functional and technical knowledge, skills, and capabilities, thereby improving job performance and career growth.
(c) Behavioural	Interventions aimed at changing or reinforcing employee behaviour and developing the required leadership capabilities within the workplace.
(d) Digital and Technology	In alignment with ISBP Theme 3, this cluster ensures all staff develop and maintain the digital literacy and technology competencies required for their roles, including AI literacy and e-learning facilitation skills.
(e) Academic Professional Development	Supports academic staff in developing competencies in teaching, learning, assessment, curriculum design, and supervision. Newly appointed academic staff shall complete a structured academic induction programme within 18 months of appointment.

8.4 Workforce Development Plan and Annual Training Calendar

8.4.1 The Workforce Development Plan (WDP) shall be used to identify the organisation's training needs and outline the interventions required to address them. Line Managers, in collaboration with the Human Capital Division, shall develop WDPs based on organisational needs, priorities, skills audits, and Individual Development Plans (IDPs).

8.4.2 The annual training calendar shall be compiled from the WDPs and implemented each year. All eligible staff members shall have access to human resource development in line with identified departmental, institutional, and individual needs, subject to the limits of available funds.

8.5 Learning and Development Programmes

8.5.1 Staff development funding shall be used to support formal qualifications from NQF Level 5 to NQF Level 10. The following instruments shall be applied:

8.5.1.1 Staff Development Scholarship (SDS) for merit-based, credentialed formal qualifications at NQF Level 7 and above.

8.5.1.2 Staff Development Loan (SDL) for interest-free loans supporting approved work-related qualifications at NQF Level 5 and above.

8.5.1.3 Staff Development Investment (SDI) for non-credentialed programmes, short courses, conferences, certifications, and institution-initiated development.

8.5.1.4 Remission of Tuition Fees for eligible staff, spouses, and dependent children studying at NUST or UNAM.

8.5.1.5 Eligible development programmes shall be funded based on strategic alignment, institutional priority, relevance to current or future role, and budget availability.

8.5.1.6 The Human Capital Division shall publish an annual L&D Funding Guide detailing applicable funding instruments, eligibility criteria, and application processes.

8.6. Staff Development Scholarship (SDS)

8.6.1 The Staff Development Scholarship shall fund merit-based, credentialed formal qualifications starting from three- or four-year programmes at NQF Level 7 and above. The scholarship shall be awarded once per qualification level, provided the qualification aligns with the employee's current role and/or identified succession, and covers the full approved study duration.

8.6.2 A second qualification at the same level may be funded only where the study is institution-initiated and approved by the custodian of this Policy.

8.6.3 The SDS shall fund international programmes only where it can be demonstrated that the programme is not offered locally within Namibia or regionally within Africa, or that no admission space is available at accredited local or regional institutions. Applicants shall submit satisfactory supporting evidence.

8.6.4 The SDS shall also be used to fund PhD qualifications for Staff Development Fellows to build institutional capacity through doctoral postgraduate study aligned to University priorities.

8.7 Eligibility Criteria for SDS

To qualify for the SDS, employees shall:

8.7.1 Be permanently employed or on a fixed-term contract of four (4) years or longer.

8.7.2 Have successfully completed their probationary period.

8.7.3 Meet or exceed performance expectations, demonstrate meritorious service, and have no pending disciplinary proceedings or active misconduct sanctions.

8.7.4 Have an intended study programme relevant to current job responsibilities and aligned with institutional strategic priorities.

8.7.5 Employees awarded the SDS shall enter into a formal agreement outlining service obligations and repayment conditions. Continued funding shall be subject to compliance with academic and contractual requirements, including annual progress reporting to the ODL Section.

8.7.6 Failure to submit required progress reports, unsatisfactory academic progress, non-compliance with conditions, failure to complete the qualification within the approved period, or termination

of employment may result in suspension or withdrawal of the scholarship and recovery of all or a pro-rata portion of funds at current market-related interest rates.

8.7.7 Where studies adversely affect work performance, the University reserves the right to require the employee to pause or discontinue studies to safeguard both performance and well-being.

8.8 Staff Development Loan (SDL)

8.8.1 The University may grant interest-free loans to support approved, work-related qualifications from NQF Level 5 and above.

8.8.2 Eligibility: Permanent employees or employees on contracts longer than the study and repayment period; studies shall be work-related and aligned to organisational needs; subject to affordability and policy limits. No service obligation applies; however, a formal loan agreement shall be signed.

8.8.3 The loan shall be repayable through equal monthly salary deductions over a maximum of 12 months. Loans are granted year-to-year; the preceding year's balance and a satisfactory progress report shall be required before the next disbursement. Any outstanding balance shall become immediately payable upon termination of employment; repayment obligations lapse in cases of death or permanent incapacity. Detailed loan conditions are set out in the Learning and Development Implementation Guidelines.

8.9 Staff Development Investment (SDI)

8.9.1 The Staff Development Investment shall serve as the primary funding mechanism for learning, research, and development interventions not covered under the SDS or SDL, including institution-initiated developmental programmes.

8.9.2 Through the SDI, the University shall fund relevant developmental activities such as short courses, conferences, certifications, talent acceleration programmes, leadership development programmes, and other structured learning interventions aligned with organisational priorities and individual development needs. All SDI-funded initiatives shall be subject to relevance, formal approval, and budget availability.

8.10 Remission of Tuition Fees for Study at NUST and UNAM

8.10.1 Permanently appointed employees whose probation has been confirmed, and employees on a fixed-term contract of four (4) years or longer, together with their spouses and dependent children, shall qualify for 100% remission of tuition fees at NUST.

8.10.2 Remission of tuition fees for NUST employees, their spouses, and their unemployed dependent children studying at UNAM shall be limited to undergraduate studies only. UNAM staff members, their spouses, and their dependent children studying at NUST shall similarly be remitted for undergraduate studies only.

8.10.3 Registration fees and costs for repeated modules shall be borne by the staff member. Employees benefiting from tuition remission shall serve NUST for a period equivalent to their study period. The remission shall cease upon termination, resignation, or dismissal; the employee shall repay NUST in full or on a pro-rated basis the total costs incurred. In the event of retirement, medical boarding, or death, the employee, spouse, or dependent children shall be permitted to complete the registered qualification. Detailed conditions are set out in the Learning and Development Implementation Guidelines.

8.11 Conference Attendance, Professional Exposure, and Special Leave

The University shall provide financial support and/or special leave for employees t:

8.11.1 Attend approved conferences, congresses, seminars, symposiums, workshops, staff exchanges, secondments, and industrial or technological attachments that contribute to individual and organisational development objectives, subject to budget availability and approval requirements.

8.11.2 Priority shall be given to employees who actively contribute as presenters, facilitators, or panel members and who can demonstrate the potential to transfer acquired knowledge and skills to the organisation. Attendance at approved work-related events shall be regarded as special leave; attendance for personal purposes shall be treated as annual leave. Post-attendance reporting and knowledge-sharing obligations are set out in the Learning and Development Implementation Guidelines.

8.12 Leadership Development Streams

The University shall implement three defined leadership development streams:

8.12.1 Managerial Leadership Stream, comprising Executive, Senior Management, Middle Management, and Supervisory Leadership.

8.12.2 Emerging Leadership Stream (Individual Contributor).

8.12.3 Academic Leadership Stream (Lecturer, Senior Lecturer, Associate Professor, Professor).

8.12.4 Development interventions, competency models, and succession planning efforts shall be aligned to these streams to support equitable access, targeted development, individual progression, and organisational effectiveness.

8.13 Coaching, Mentoring, and Buddy Support Programme

8.13.1 Coaching, mentoring, and buddy support are structured developmental interventions aimed at improving employee performance, capability, integration, and leadership development. These interventions shall be time-bound, aligned to approved development frameworks, and shall support capability development without replacing formal supervisory or disciplinary processes.

8.13.2 To support effective onboarding and early integration, a buddy shall be assigned to all new employees. The buddy shall be an experienced staff member designated by the relevant Line Manager or Head of Department and shall provide informal guidance, orientation, and workplace support during the initial integration period.

8.14 Notch Increases for Improved Qualifications

Employees who acquire higher qualifications shall qualify for salary progression upon successful completion of probation, as follows:

8.14.1 One (1) salary notch for obtaining a three- or four-year Diploma or Degree at NQF Level 7, or a four-year Honours Degree at NQF Level 8.

8.14.2 Two (2) salary notches for obtaining a Master's Degree (NQF Level 9) of one year or more.

8.14.3 Three (3) salary notches for obtaining a Doctoral Degree (NQF Level 10) of one year or more. Honorary Doctorates shall not be eligible for notch increases.

8.14.4 Salary adjustments shall be applied until the employee reaches the maximum notch of their current position or grade. Employees already on the highest notch shall receive a once-off achievement bonus, calculated as: 1× the current maximum annual salary notch for NQF Level 7–8 qualifications; 2× for a Master's Degree; and 3× for a Doctoral Degree.

8.14.5 Salary adjustment shall be made at the beginning of the month in which written proof of the completion of the relevant qualification is submitted. A staff member registered for a qualification before appointment to NUST shall not receive a notch increase for obtaining that qualification.

8.15 Sabbatical, Study, and Examination Leave

8.15.1 Permanent academic staff members and permanent residents in academic positions may be eligible for sabbatical leave as follows:

8.15.2 Six (6) months with full pay after three (3) years of meritorious service.

8.15.3 One (1) year with full pay after six (6) years of meritorious service.

8.15.4 Approval shall be subject to the submission of a programme of national or institutional importance. A post-sabbatical report and fulfilment of service obligations shall be mandatory upon completion.

8.15.5 Eligible staff shall be eligible for full-time, part-time, paid, or unpaid study leave as well as examination leave for study purposes. Study leave shall be agreed upon and approved in advance by the applicant and the line manager. Further provisions governing study leave eligibility, including provisions applicable to probationary employees, fixed-term contract staff, and leave encashment, are set out in the Learning and Development Implementation Guidelines.

8.16 Professional and Regulatory Support

8.16.1 Where a role or position requires an employee to belong to or register with a professional body, NUST shall bear such membership fees, limited to one (1) professional body per employee. The

application to register for such membership shall be approved by the relevant Deputy Vice-Chancellor.

8.16.2 Eligible employees shall be funded to attend conferences that offer Continuing Professional Development (CPD) points to promote ongoing professional growth, maintain compliance with regulatory body requirements, and support readiness for current or future succession positions. If an employee leaves NUST for any reason, payment of membership fees shall be discontinued with immediate effect.

8.17 Job Rotation, Secondment, and Job Shadowing

8.17.1 These interventions shall be available to all permanent and fixed-term employees of the University, subject to operational requirements and the approval of the relevant authority. Participation shall be based on demonstrated developmental need, readiness, and alignment with the employee's IDP or the University's succession planning requirements.

8.17.2 Participation in any of these interventions shall not constitute a promotion, guarantee a change in employment conditions, or create an entitlement to the host role upon completion.

8.18 Recognition of Prior Learning (RPL)

8.18.1 In accordance with the Namibia Qualifications Authority Act, 1996 (Act No. 29 of 1996) and the National Qualifications Framework, the University shall recognise the value of knowledge and competencies acquired through informal, non-formal, and prior formal learning when assessing eligibility for development opportunities and career progression.

8.18.2 Employees who do not meet formal academic entry requirements for a development programme but who can demonstrate equivalent competencies through work experience or prior learning may apply for RPL assessment through a registered institution. RPL shall not be used to circumvent minimum qualification requirements for regulated professions or academic posts.

8.19 Talent Acceleration Programme (TAP) Support

8.19.1 The University shall implement a structured Talent Acceleration Programme to develop emerging and early-career talent in support of institutional capability building and Namibia's national skills

development agenda. The programme shall comprise the following pipelines: Graduate Trainees, Internships, Work Integrated Learning (WIL), and Administration and Academic Entry Pipelines.

8.19.2 TAP support shall not constitute a formal bursary or scholarship and shall be limited to learning interventions aligned to the objectives and duration of the specific pipeline. Participation shall not guarantee permanent employment; absorption into the University shall be subject to performance, conduct, organisational needs, and normal recruitment processes.

8.20 Digital Learning and Technology-Enabled Development

8.20.1 In alignment with ISBP Theme 3 (Digital Transformation and Institutional Sustainability), the University shall develop and maintain an institutional Learning Management System (LMS) as the primary platform for delivering, tracking, and reporting on learning and development activities. The University shall adopt a blended learning framework and shall assess digital literacy competencies of all staff to inform targeted development plans. Operational requirements, assessment timelines, and the LMS governance framework are set out in the Learning and Development Implementation Guidelines.

8.21 Research Integrity and Academic Development

8.21.1 In alignment with ISBP Theme 2 (Applied Research, Innovation and Entrepreneurship), the University shall provide structured development opportunities for academic staff to strengthen research supervision capacity, research methodology, grant writing, publication, and knowledge transfer. All academic staff engaged in research activities shall complete accredited research ethics and research integrity training within 12 months of appointment and at regular intervals thereafter. Compliance shall be tracked and reported to Senate and Council annually.

8.22 Ethics, Integrity, and Prevention of Conflict of Interest

8.22.1 All learning and development activities shall be conducted with integrity, transparency, and accountability, consistent with NUST's Code of Conduct and Ethics, the Anti-Corruption Act, 2003

(Act No. 8 of 2003), and ISBP Theme 5 (Ethical Governance, Compliance and Institutional Integrity).

8.22.2 All NUST employees shall complete a mandatory ethics, integrity, and anti-corruption awareness programme within six (6) months of appointment and at intervals of no more than three (3) years thereafter. Completion shall be tracked through the LMS and reported to EXCO and Council.

8.22.3 Any employee who has a personal, financial, or other interest in the outcome of a learning and development decision — including selection for scholarships, loans, training programmes, or the appointment of training providers — shall declare that interest in writing to the Human Capital Division before the decision is made and shall recuse themselves from the relevant process. The selection and appointment of external training providers shall comply with applicable procurement procedures. Failure to declare a conflict of interest shall constitute misconduct subject to disciplinary action.

8.22.4 All selections for learning and development opportunities shall be made on the basis of documented, objective, and consistently applied criteria and shall be available for audit. Any misuse of development funds, misrepresentation of qualifications, use of funds for unapproved purposes, or failure to fulfil study obligations while retaining funds shall constitute misconduct and may result in disciplinary action, recovery of costs, and referral to the Anti-Corruption Commission where warranted. An employee whose application has been declined may appeal in writing to the Director: Human Capital in accordance with the Learning and Development Implementation Guidelines.

8.23 Wellness and Support in Learning and Development

8.23.1 Development planning shall consider employee well-being, flexible learning approaches, and support for diverse employee needs. The Human Capital Division shall ensure that workloads, study demands, and deadlines do not unduly compromise employee health and well-being. Where an employee demonstrates that study is materially affecting their health or performance, the University shall engage the employee in a structured support conversation before exercising any right to require a pause in study.

8.24 VET Levy and Grants

8.24.1 If deemed eligible by the Namibia Training Authority (NTA), the University shall contribute one percent (1%) of its annual salary and wage bill exceeding N$1,000,000 to the NTA's National Training Fund as a VET Levy, of which up to fifty percent (50%) may be reclaimed for approved training activities. The Human Capital Division shall be responsible for maintaining accurate payroll records, submitting levy returns, and claiming eligible grants in a timely manner.

8.25 Service Obligations and Repayment

8.25.1 In the event of contractual default, non-completion of studies, or termination of employment prior to the fulfilment of the prescribed service obligation, the University reserves the right to recover all associated costs incurred in respect of the SDS, Remission of Tuition Fees, or SDI. Such recovery shall be in accordance with the service obligations or repayment schedule set out below:

Costs (N$)	Service Obligation	Repayment Condition
Less than 10,000	3 months	100% repayment if the obligation is not fulfilled
10,001 – 50,000	6 months	Pro-rata repayment
50,001 – 100,000	12 months	Pro-rata repayment
100,001 – 150,000	18 months	Pro-rata repayment
More than 150,000	24 months	Pro-rata repayment

8.25.2 The costs shall include all tuition fees, travel, accommodation, and related costs paid by the University on the employee's behalf, calculated in full (100%) or on a pro-rata basis in accordance with the remaining bonding period.

8.25.3 Should an employee be deceased, retrenched, or become incapacitated due to mental or physical disability or proven medical reasons, any liability for reimbursement under the bonding agreement shall lapse immediately, subject to approval by EXCO.

8.25.4 The University reserves the right to pursue legal or collection remedies to enforce repayment or recover costs where necessary.

8.26 Talent Acceleration Programme (TAP) Support

8.26.1 The University shall implement a structured Talent Acceleration Programme (TAP) to develop emerging and early-career talent in support of institutional capability building and Namibia's national skills development agenda.

8.26.2 The programme shall focus on enhancing employability, providing meaningful workplace experience, and developing foundational and academic capabilities required for socio-economic growth and sustainability.

8.26.3 Programme Pipelines

The TAP comprises the following programme pipelines:

a) Graduate Trainees, Internships and Work Integrated Learning (WIL)

Administration and Academic Entry Pipeline

b) No service obligation required

8.26.4 Nature of Support

a) Development support under TAP constitutes a capacity-building investment aligned to participants' Individual Development Needs. Such support is intended to strengthen institutional talent pipelines and contribute to national human capital development.

b) Support provided under this programme does not constitute a formal bursary or scholarship.

8.26.5 Scope and Limitations

a) Support is limited to learning interventions aligned to the objectives and duration of the specific TAP pipeline, including short courses, certifications, mentoring, and work-integrated learning. Funding for formal academic qualifications shall not be provided under TAP.

b) Support shall cease upon completion of, or exit from, the programme.

8.26.6 Employment and Exit Provisions

a) Participation in TAP does not guarantee permanent employment. Absorption into the University is subject to performance, conduct, organisational needs, availability of positions, and selection through normal recruitment processes.

b) Where a participant exits the programme prior to completion, no repayment shall be required unless otherwise contractually stipulated.

8.27 Transfer of Study Obligations

8.27.1 The University may, on merit, assume responsibility for an employee's existing study obligations from a previous employer. This applies to high-performing employees, identified successors, or sought-after talent recruited for strategic purposes. Such transfers shall be subject to a formal agreement and to applicable cost-recovery conditions.

8.28 International Travel for Professional Development

a) Employees may be authorised to travel internationally to attend workshops, conferences, or training aligned with organisational objectives. All international travel must be pre-approved and supported by a formal request detailing the event and estimated costs.

b) The organisation will cover reasonable expenses including airfare, accommodation, registration/course fees, and Subsistence and travel allowance, where applicable. Travel insurance is mandatory and must cover medical emergencies, and other travel-related risks; the organisation will arrange or reimburse this cost.

8.29 Monitoring, Evaluation, and Reporting

8.29.1 The Human Capital Division shall monitor implementation and compile periodic reports on participation, completion, and outcomes. The University shall adopt an evidence-based evaluation framework (Kirkpatrick Model) encompassing participant reaction, learning acquisition, behavioural application, and organisational impact. Detailed evaluation tools and processes are set out in the Learning and Development Implementation Guidelines.

8.29.2 Evaluation results shall be submitted to EXCO and Council as part of the annual L&D report, which shall include data on equity distribution of L&D opportunities, mandatory training compliance rates, ethics training completion statistics, and Return on Investment analysis for high-cost interventions.

8.29.3 All learning and development interventions shall be designed with clearly defined evaluation criteria. Line managers and the ODL function shall be jointly responsible for ensuring effective implementation, monitoring, and reporting of evaluation outcomes.

8.30 Return on Investment (ROI) Measurement

a) For highly structured roles where financial benefits can be directly attributed to the learning intervention, a Return on Investment (ROI) analysis shall be conducted using the standard formula: **ROI (%) = (Net Benefit of Training ÷ Cost of Training) × 100.**

b) For less structured or managerial roles, where financial outcomes are not easily quantifiable, the effectiveness of learning interventions shall be assessed through supervisor-based evaluations and performance improvements. This shall include pre- and post-training assessments, aligned to **Level 3 (Behaviour)** of the Kirkpatrick Model, focusing on the application of learning, changes in performance, and behavioural impact in the workplace.

c) All learning and development interventions shall be designed with clearly defined evaluation criteria aligned to this framework. Line managers and the Organisational Development and Learning function shall be jointly responsible for ensuring the effective implementation, monitoring, and reporting of evaluation outcomes.

8.31 Support and Advice

The Organisational Development & Learning Department together with the line managers and supervisor serves as the contact for advice.

8.32 Communication

8.32.1 This Policy shall be formally communicated to all staff through the University's official communication channels, including email circulars, the staff intranet, staff meetings, induction, and workshops.

8.32.2 Queries regarding the application of this Policy shall be directed to the Organisational Development and Learning Section or the Human Resources Business Partner assigned to the relevant department. Ethics and integrity matters relating to learning and development shall be directed to the Division of Governance and Compliance.

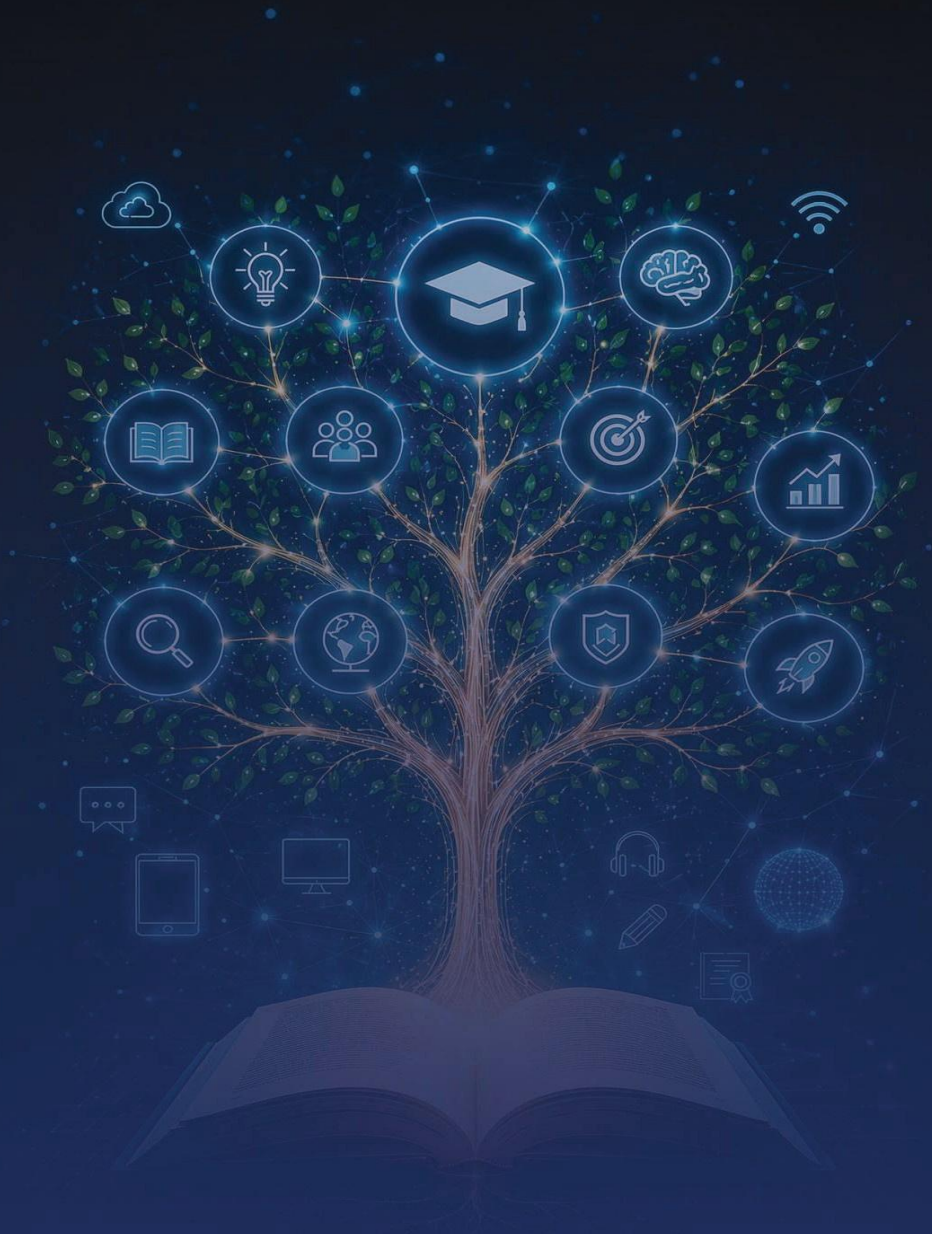
9. COMMENTS

9.1 All NUST staff members are invited to submit comments or suggestions regarding this Policy to the Director: Human Capital. Feedback shall be reviewed during the policy review process and may lead to amendments if necessary.

10. REVIEW

10.1 This Policy shall be reviewed every five (5) years from the effective date, or earlier if required by changes in applicable legislation, institutional strategy, or the operating environment.

10.2 The review shall commence in the 4th year and shall be coordinated by the Human Capital Division in consultation with the Division of Governance and Compliance and relevant institutional stakeholders.



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Learning and Development Policy

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