Response by the UCT Executive to the IRTC report:

For the consideration of the IRTC steering committee

1. **Introduction:**

The UCT executive has noted and considered the final IRTC report. The IRTC and the IRTC steering committee were established with the key intention of bringing reconciliation to a divided campus. The terms of reference of the IRTC are on record.

The executive is of the view that the work of the IRTC and the steering committee was and is important, particularly in as far as it can and will assist the institution to achieve reconciliation and transformation, and to carve a new future for itself.

The executive recognises that there will be a variety of views on the content and detail of the report. The executive will not respond to or comment on those inputs. We are aware that the IRTC steering committee and Council will have an opportunity to review those inputs independently.

It also recognises that a process of institutional review is a most complex exercise. While the IRTC has concluded its work, the institution will continue to have to work on changing and shaping itself. This is a long-term project for the entire institution.

The UCT executive views the IRTC report as an important document that will, alongside the comments received from many stakeholders, as well as other initiatives such as the inclusivity survey currently under way, assist us to set a strategy for future work that will help in our efforts towards reconciliation and transformation. However, the executive is of the view that it would be unhelpful to respond in detail to every point in the report. Not all issues raised will therefore necessarily be addressed and this should not be regarded as endorsement or rejection of any given point.

The executive places on record an appreciation for the efforts and commitment of the many involved, as IRTC commissioners, members of the IRTC steering committee, and all those who participated in the IRTC process, all of whom have made a contribution to help the university understand more of itself, to reflect and contemplate what steps are needed to move UCT and its community forward.

The IRTC was an important space for voices to be heard within the context that prevailed at the time. It is understood (and the IRTC confirms in the report) that in the majority of cases the intention from all who participated was to improve UCT, to make it a better institution. This is appreciated and is a signal of the commitment of many stakeholders to UCT's future.

2. **Some concerns in relation to the report:**

The executive has seven broad concerns in respect of the IRTC process as expressed through its report:

2.1 The executive is of the view that the overall report did not achieve all that was intended and as expressed in the terms of reference of the IRTC. The campus remains divided and the IRTC did not succeed in reconciling different stakeholders to the extent that was envisaged. Perhaps the expectation was too ambitious. Much work remains in this area. While it may not have intended, it is nevertheless the case that the tone and style of the report itself is often hostile in nature and hence not doing enough to enhance efforts to find a common ground so necessary for reconciliation.

2.2 The participation levels in the IRTC process were also disappointing. Only a fraction of the UCT community participated and this is regrettable. Perhaps the communication capacity of the IRTC to market itself and the resources it would require to do so were under appreciated. The IRTC worked independently and rightly so.

2.3 It must be recognised that many of the allegations made by those making submissions to the IRTC remain untested and might be contested.

2.4 The executive is of the view that the IRTC in some instances became too prescriptive in how UCT should implement certain recommendations. It is our view that the executive in consultation with the community should determine the best way to implement aspects of the recommendations.

2.5 In some instances, recommendations were made that are simply not implementable. These are pointed out elsewhere in this document.

2.6 The executive is also of the view that the report in some places seems to lack an understanding of, or too easily dismiss the profound complexities of issues and events that occurred.

2.7 In some cases there is an assumption on the part of the IRTC that little has been done in certain areas when in fact much work had already been commissioned and is actively proceeding.

3 **Commitment to the future work:**

The executive is committed to working towards reconciliation across the campus community, and to advancing transformation at UCT. The IRTC report, as well as the responses to it by various stakeholders, will serve as a guide in this ongoing work. The core objectives of reconciliation and transformation will demand continuous discussions and engagements across campus to ensure all voices are heard and considered. The more open and inclusive these engagements, the more enriching they will be. For the transformation initiatives to be sustainable and effective we need to work in a considered, consultative and deliberate manner across all faculties and departments. Openness, inclusivity and tolerance for the views of others will play a significant role as we tackle these issues. The executive will keep these objectives as the cornerstone of the work in the next few years and will rely on every member of the UCT community, particularly those in leadership positions across the campus, to make a positive and constructive contribution.

4   Summary response on the 14 recommendations:

The 14 specific recommendations on pages 69 to 71 of the IRTC report are in spirit and intention good recommendations. We also accept that they must be read and aligned with the more general comments and suggestions elsewhere in the report.

We agree that core matters included in the recommendations are all critically important challenges facing UCT. We have engaged with what we believe is the spirit of and intention behind each recommendation.

We broadly agree with the following recommendations:

- To work towards celebrating and embracing diversity on campus (Rec 1)
- To engage on and advance issues related to decolinisation and coloniality (Rec 2)
- Advancing the South African Constitution, particularly the Bill of Rights (Rec 3)
- Strengthening staff recruitment, promotions processes, nurturing with a view to broaden participation and inclusivity (particularly black and women academic staff) (Rec 4)
- Student recruitment and affirmative action should work towards achieving a critical mass of black students (Rec 5)
- Advancing freedom of thought and speech (Rec 6)
- Holding employment equity as a firm objective which is constantly monitored (Rec 7)
- To improve and expand residence accommodation (Rec 8)
- Ensure appropriate mental health services to students and staff (Rec 9)
- Ensure the effective implementation and monitoring of policies related to racism, sexism, sexual harassment etc (Rec 10)
- Ensure the speedy finalisation of outstanding cases arising from protest action during 2016/2017 (Rec 11)
- Ensure fair disciplinary proceedings (Rec 12)
- Ensure that UCT has a comprehensive policy on campus security (Rec 13)
- Ensure effective communication channels with all staff and students (Rec 14).

While the executive broadly agrees with the above recommendations (as per the succinct version on page 4 of the report), the executive believes the details on how these are to be implemented should rest with the executive in consultation with the UCT community, taking into account initiatives that are already under way that respond to the recommendations.

Particularly in the case of recommendation 8, we agree with the intention to improve and expand the residence accommodation, but we differ quite extensively from the views of the IRTC on the issue and on points of implementation.

Similarly, while we agree that fair disciplinary proceedings are critical, we do not agree with the approach the IRTC recommends.

5   Initiatives already under way that will serve to address the recommendations:

The executive wishes to point out that several initiatives have already begun and will serve to address many of the challenges raised in the IRTC report. Some of these initiatives were introduced before the IRTC process began. Some initiatives were recently introduced or are being considered.

Work that has already commenced and that responds to IRTC recommendations:

<u>5.1</u>

<u>The IRTC advises that affirmative action practices and policies (admission strategy) must be aimed at increasing the number of black students in a way that ensures a critical mass:</u>

- The current admissions policy was designed to do exactly this. It uses redress consideration as a basis to transform the student body. In 2015, the first-time entering undergraduate student cohort reflected the following broad profile: 52% for redress category black, coloured, Indian and Chinese. International students totalled 11% and the balance were white students. For 2019 by comparison, and noting the admissions policy introduced in 2016, the first-time entering undergraduate student cohort reflected the following broad profile: 63% for redress categories black, coloured, Indian and Chinese. International students totalled 7% and the balance are white students.

- A number of initiatives have been implemented to ensure that once students arrive at university, they study under optimal conditions and to this end improvements have been made in respect of student financial aid, student accommodation (see below), mental health (see below) and, most recently, a food security programme that provides approximately 600 students with at least one meal a day.

- To have a postgraduate profile which is more diverse and representative of the population, with greater proportions of black, socio-economically disadvantaged and disabled students, the relevant policies and practices to support postgraduate funding were reviewed by a task team which concluded its work in 2018. The Postgraduate Studies Task Team (PSTT) addressed concerns raised by students with the aim of improving the postgraduate experience at UCT, including increasing support and increasing efficiencies in administration. Changes that improve support for needs-based and "gap" honours students have been extended to master's and doctoral students, and have already been implemented. These improvements are funded by the university, with more policy changes under way. Targeted donor funding for the black South African postgraduate cohort has been expanded, eg through UCT's proposal to the FirstRand Foundation for the provision of sabbatical grants to support black South African academics and academics with disabilities to complete their doctorates or have postdoctoral training. This is a five-year project with each academic completing a doctorate being given three years' sabbatical and two years for postdoctoral sabbaticals.

<u>5.2</u>

<u>The IRTC recommendation that a comprehensive policy on the functioning of all security on campus, including private security, be developed.</u>

- Council had previously developed guidelines for the deployment of the South African Police Service (SAPS) on campus. The guidelines recognise the right of students, staff and individuals considered to be part of the university community to engage in demonstrations and protest action compliant with the law. The guidelines do not recognise a right to endanger the health and safety of others, or to damage property. The guidelines start from the premise that UCT is committed to protecting the rights and safety of both protestors and other members of the university community. Further, they are based on a commitment to discussion and working through demands, differences of opinion and conflict through direct engagement, mediation and other means so as, wherever possible, to avoid conflict escalating to a situation where security needs to be called in. In cases where conflict has escalated and Campus Protection Services (CPS) staff are not able to contain or defuse threatening situations on their own, the guidelines recommend the use of private security services, before seeking the intervention of SAPS. When private security services are deployed: a) all private security personnel must be identifiable, for example through a clearly visible name badge and number; b) the lines of accountability, and of redress where there are allegations of

unacceptable actions, must be clearly specified. UCT commits that where it is forced to deploy the services of private security, only those providers who have been accredited by the Private Security Industry Regulatory Authority (PSIRA), and whose mandate derives from the Private Security Industry Regulation Act 56 of 2001, will be considered. The executive is giving consideration to drafting an appropriate contract regarding the engagement of security personnel.

5.3

The IRTC recommendation on amnesty

- Individual students whose disciplinary cases were considered and concluded via the University Student Disciplinary Tribunal were subsequently granted amnesty by the UCT Council. The executive supported this decision in the interests of restorative justice. The executive believes that the granting of amnesty is an extraordinary measure and any similar future decisions will depend on context and circumstances.

5.4.

The IRTC recommendation on the conclusion of outstanding cases against students arising out of 2016/2017.

- The university for a lengthy period of time placed on hold the prosecution of these cases, not wanting to potentially undermine the work of the IRTC. Dealing with these cases was a matter covered by the terms of reference of the IRTC. The IRTC subsequently declined to deal with these cases given disputes of fact in some of these cases, and as the cases had not yet been the subject of due process through the student disciplinary process, and that the IRTC did not have investigative capacity.
- Notwithstanding the time delay, the executive agrees to seek a restorative justice approach in regard to these outstanding cases, mindful also that prosecution of a number of these cases will now be extremely challenging given the time that has elapsed, the availability of witnesses and the fact that a number of affected students are no longer registered as UCT students.

5.5

The IRTC recommendations on student housing and residences to address chronic shortages of student accommodation and to improve the system and ensure that those in the most need are provided accommodation first.

- UCT acknowledges the importance of this concern and the need for a more deliberate focus on the issue of student housing. The expansion of accommodation is already a priority for the university.
- The allocation of residence and UCT-leased beds to UCT students is informed by the Council-approved Student Housing Admissions Policy. The policy undergoes a formal review annually and student and staff inputs are harnessed during the consultation process. An extensive review of the policy is currently under way.
- Regarding the current model of allocations, and in respect of housing booking and offers, the current approach will continue to be aligned to the approved institutional policy imperative for the rationale as contextualised: Presently 4 500 offers are made for 2 200 residence bed spaces. This year only 1 100 students signed in to actually take up the offers made, fewer than in previous years. For insight and contextual understanding: If UCT made only 2 200 offers, the 2019 sign-in number would have been in the region of 550 students and this would render the service unviable. As a public institution, a responsive student accommodation service also needs to be viable and

sustainable if it is to remain a primary point of accommodation access for students in accordance with the criteria as set out in the policy approved by Council. The notion of over-booking/over-allocation can only be addressed if the university introduces a system of ensuring a definite take-up rate either by means of a deposit, similar to the rental market, or other agreed confirmation of arrival. However, this approach would be to the advantage to those students with the funds to pay up front while those students in dire financial need who require funding support will be disadvantaged. The implication is that this would skew equity and access in favour of those who have the means, mindful that fee-free education is only applicable to recent entrants to university eligible for this funding dispensation. Previously disadvantaged students in the system still have to contend with fee-debt issues.

- The system of random allocation replaced that of a "residence preference" – where students chose their preferred residences – more than a decade ago. The previous system tended to bias groupings with greater personal material resources and directly impacted on race and social class dynamics of the student community in a residence. There is no empirical evidence to show that preferential treatment has been given to students based on the parents' previous stay in residence. Where a student finds him/herself living in a residence in which their parents lived, it is entirely coincidental through the random allocation system and is not orchestrated.

- Students eligible for residence accommodation are not refused places in residences. Given the bed space capacity constraints, only a set number of housing offers can be made for first-time entering students. The policy makes provision for categories of students who are deemed to be vulnerable and who meet the eligibility criteria (eg under 18 years of age, family income, etc).

- To increase the bed capacity, 800 additional leased beds have been secured through head-lease agreements since 2017 and the bed capacity will increase further in 2020 with an additional 500 new beds coming on stream.

5.6

IRTC recommendations related to the need for transformation at UCT including embracing and celebrating diversity, advancing research on this matter, advancing decolonisation and the inculcation of Constitutional values.

- Transformation at UCT, including the work of the Office for Inclusivity and Change (OIC), is already informed by a research-based approach, but also takes into account best practice nationally and at other tertiary institutions in South Africa and globally. UCT understands that transformation that is measurable must be based on quantitative and qualitative data and to this end it rolled out the South African Student Engagement Survey (SASES) in 2018 and is currently considering qualitative research based on the outcomes of the survey. Data from the survey will identify academic spaces that require a review of engagement in the teaching and learning space.

- In addition, the Inclusivity Survey initiated in 2017 with a working committee will identify levels of exclusion. Following the survey outcome, the university will identify specific problematic areas and design interventions to respond to cultures and behaviours that are unintentionally or consciously problematic.

- In addition, as part of the triple imperative for transformation, sustainability and excellence, the Vice-Chancellor launched three new projects in 2018 which are entirely funded through VC discretionary funds. One of them, the Decoloniality Project (2017–2019), challenges academics to develop new thinking about the problems that should most urgently be addressed by UCT as an African university, and to feed this thinking not only into published research, innovative products and solutions, but also into the curriculum. Internal funds were set aside to award three decoloniality grants through a competitive, proposal-driven process. The Advancing Womxn Project (2019–2024), aims to amplify women researchers' voices – both for their own advancement and for the advancement of others. The project promotes human capital development of women,

as well as helps us rethink our views on gender in South Africa and gives us new insights into ourselves and others in different communities.

- Furthermore, the Engaged Scholarship (ES) Programme continues to provide an alternative research framework to the dominant Western paradigms prevailing in universities. It moves from the understanding that knowledge production cannot be justified as a mere epistemological or "production of new knowledge" exercise. It has to respond to three main requirements: first, to be relevant to social, cultural and economic needs; second, to include diverse knowledge producers (communities, non-scientific or non-academic actors); and third, to embrace the diverse spaces where knowledge is produced. The value of ES in the current context of decoloniality and transformation is that it challenges the attitudes of researchers, which determine how, by and for whom research is conceptualised and conducted and the corresponding location of power in the research process. It is this orientation to research that speaks to the theme of transformation and decolonisation.

A transformation strategy:

- A university transformation strategy was developed in 2017. In this strategy, clear indicators for transformation were set against five strategic goals. At the end of 2017, the Deputy Vice-Chancellor: Transformation provided the university with a conceptual framework for transformation that focused on shifting the culture of UCT towards one that is responsive and proactively engaging with the realisable goal of inclusion which replaces the abstract definitions that usually obfuscate the utopic goals of transformation. UCT does not apply a compliance model of transformation. It has made the strategic decision to integrate the functions of employment equity as part of inclusive transformation. Two separate committees oversee the culture change work and the employment equity compliance. In this way the university can dedicate sufficient time to the strategy of equity and the shift towards inclusion.

Addressing racism and bullying:

- Following the restructuring of DISCHO and HAICU into the Office for Inclusivity and Change, response mechanisms in respect of all reported claims of racism have been created. In respect of departments where claims of institutional racism have been registered, the OIC provides dialogues among student and student-staff groups to highlight difference and bridge understanding of equality in the areas of research, teaching, learning and the social project at UCT. It also gathers the concerns and challenges and formulates actions within departments and faculties to ensure that experiences of racism and/or barriers to success are removed.
- Furthermore, UCT has developed an unconscious bias tool which will be used for individual self-assessment and personal and professional development.
- A specialised tribunal to oversee racism has been approved and guidelines are being established to set it up.
- Prior to 2018, a bullying policy was not in place. The draft policy has now been developed to address behaviours that perpetuate the culture of dominance and victimisation.
- It is often hard to find tangible evidence of bullying and victimisation. However, the persons who intentionally or unintentionally reinforce negative behaviours and patterns should be informed and educated in order for them to correct their engagement.
- Finally, the Inclusivity Survey referenced above will hopefully scope a path forward that might begin to address the underlying "climate of fear" as referenced by the IRTC in recommendation 6. It is anticipated that in the process we will advance and enhance the notions of openness, dialogue and freedom of thought and speech in the institution.

<u>Addressing gender and sexuality:</u>

- UCT is the first university in sub-Saharan Africa to focus on sexual diversity and the inclusion thereof.
- Despite this, the current review of existing policies for sexual violence/gender based violenceand racism and other forms of discrimination is under way.
- A gender policy is being developed.

<u>Sexual violence:</u>

- UCT has led the way in establishing a specialised student disciplinary tribunal for sexualised violence cases. It is broadening this to staff and other forms of discrimination, including racism (as noted above).
- The Student Wellness Service at UCT provides comprehensive psychological services for survivors.
- An online management tool which was informed by survivor demands now provides data that enables the effective monitoring and tracking of cases in the UCT system.
- The establishment of the Sexual Assault Response Team (SART) has also ensured that a dedicated forensic service at Victoria Hospital is provided to our students. Free legal assistance has always been provided to survivors and respondents.

<u>5.7</u>

<u>The IRTC recommendations that Employment Equity must be an objective of the university, expressly stated and practised in every sphere of activity in which the university engages.</u>

- The university's new three-year employment equity plan details, among other affirmative action measures, how it plans to reform its recruitment and promotion policies, processes and practices that are based on equity, transparency and inclusiveness. The overall black South African academic representivity increased by almost 2% over the past six months, ie a shift from 29.7% in September 2018 to 31.4% by March 2019. Plus, three black South Africans academics were promoted to full professors, while seven were promoted to associate professors, of which six were female, in December 2018. Therefore, the university is on track to reaching its first mini-target for this category in the new employment equity plan of 32% by December 2019. If all goes as planned, this figure should be 39% or more by the end of 2021. Also, black South African female academics outnumbered their male counterparts by 19 in March 2019.

- Short-term corrective measures in terms of the new plan that are expected to have been put in place by the middle of next year, aimed at addressing recruitment and promotion practices as recommended by IRTC commission, include:
  o revised employment equity, recruitment and selection, sexual and racial harassment, promotion, disciplinary, probation and contracts policies
  o a clearly articulated attraction and retention strategy for senior and academic black South African employees in key roles
  o reviewing the role of employment equity representatives in recruitment and selection processes
  o the HR department's reintroduction of mandatory exit interviews in the organisation, which will assist with data collection and enable trend analysis going forward
  o the inclusion of a transformation/EE key performance area in the performance agreements of all employees in a leadership position.

Strategic initiatives already on the go are:

- A VC strategic EE Fund enables the acquisition of talent for which there is no current budgetary provision. Recipient departments commit to creating permanent posts by the end of the period. Furthermore, the EE-funded candidates are offered additional supported by the Research Office.
- UCT participates in an early career, Department of Higher Education and Training supported, national programme to increase the number of black South African academic staff across South Africa. The institution's New Generation Academics Programme (nGap) has had 16 partly funded posts awarded since 2015, of which 10 are occupied by black South African females. Five additional posts will be added this year. The programme has been expanded to include nGap associates who benefit from the events, mentorship, additional training courses and networking opportunities.
- The Next Generation Professoriate (NGP) is a mid-career support programme directed towards the promotion to associate and full professor. NGP participants receive support for their research and writing in the form of writing retreats, as well as support to gain international exposure through fellowships, sabbaticals and conference participation.
- The 2030 Future Research Leaders Project (2019–2024), aims to lift out a small cohort of exceptionally talented and hard-working early career researchers who are recognised by their peers as future world leaders in their fields. In order to ensure that we transform research at UCT and that we build on existing excellence and ensure its sustainability, the project aims to retain this cohort of scholars at UCT by supporting them in reaching their full potential. The aim is also for them to train students who can reach the same heights and in turn become the research leaders of the future. Ten researchers have been selected for the project, with a further two joining in 2019.

5.8

<u>The IRTC recommendations that appropriate mental health services be made available to students and staff:</u>

- Professional psychosocial support is offered to employees by the Organisation Wellness unit in the Human Resources Department in the form of advisory services, telephonic and face-to-face counselling services, support groups and training services, available to UCT staff from ICAS (Independent Counselling and Advisory Services) and SADAG (South African Depression and Anxiety Group). This is other than support offered by in-house professionals located in the university's Occupational Health and Safety clinics and the Office for Inclusivity and Change.
- A mental health policy for staff is being developed which details the services offered to staff.
- The Student Mental Health Policy in response to student mental health trauma and mental health crisis was approved towards the latter part of 2018 and is already actively implemented in supporting students, including the provision of debriefings for student groupings.
  - Mental health support is provided to students through a 24-hour, 365-day telephonic counselling service for all students (while located in South Africa). The resources to the Student Wellness Service (SWS) have been strengthened to increase service access for the student population.
  - Furthermore, the SWS has realigned its operational systems to incorporate public health approaches so as to increase service access and to eliminate the historic long waiting lists. This included establishing counselling services on all UCT campuses and migrating to a digital booking platform for appointments to make the services more accessible, bookings suited to the student's choice of location, and access to a multidisciplinary service. It offers medical investigations, treatment, appropriate referrals and psychosocial support.

6   Important point that can't be agreed by the executive:

There are recommendations in the IRTC report that the executive is not in agreement with. The executive is of the view that these should not be implemented as they will have negative consequences for the institution. These include:

6.1

The IRTC recommendation that UCT make legal representation available to students to defend themselves in disciplinary cases brought against them by UCT. Also, the recommendation that UCT must provide legal assistance to its students:

The executive does not agree to this recommendation. UCT's student disciplinary court is an administrative tribunal and not a court of law. For more serious and complex cases external legal representation is allowed. In all other (less serious) cases where external legal representation is not allowed, the student is entitled to be assisted by another student or member of staff. The Administrative Justice Act refers to legal representation in the context of serious and complex cases. It is irrational for the university to be expected to make "reasonable" legal representation available to students in cases where the university is prosecuting students for an infraction of the student code of conduct. It is not clear what "reasonable" means. It is also very likely that this could be interpreted to mean that UCT will also be expected to cover costs. This would have serious implications for UCT and for the South African higher education sector. We are of the view that students have the right to fair treatment and for that reason the university takes reasonable steps to steer students who are brought before the student tribunal towards an awareness about options to explore for pro bono legal support via the Cape Law Society, Legal Aid, the pro bono sections of legal firms, and the School of Legal Practice. In the case of the Shackville matter, a number of the students involved did have external legal assistance. If the commissioners implied that UCT should cover the financial costs of cases, the executive is of the view that if implemented, it is not sustainable and will have a negative impact and far reaching consequences on the higher education sector as a whole.

6.2

The IRTC recommendation to urging the NPA to drop charges against students:

The IRTC report recommends that UCT "withdraws the complaints and urges the NPA to drop criminal charges against those students who have been granted amnesty for their conduct during the Shackville protest". UCT responded to the NPA that in certain cases UCT would not oppose a decision to withdraw charges and seek diversion out of the criminal prosecution system contingent on the students concerned accepting responsibility for their actions and undertaking community service. The executive does not agree to a blanket withdrawal of charges, especially where these include cases of assault. It holds the view that it would be irresponsible to make representation to withdraw cases reported to the SAPS. Some charges were brought by other entities outside UCT. The impact of withdrawing cases that involve criminal activity should be a serious consideration.

6.3

The allegation that the university community was not kept informed of the disciplinary and legal processes taken by the university to deal with students who were part of the Shackville protest.

The executive is of the view that communication during crisis times in particular is critical. It is important to attempt to improve all communications to staff and students as well as other stakeholders within our community. It is also necessary to place on record that court processes require that interdict applications are brought to the attention of respondents. UCT complied with this as required and also placed such notices in the

public domain. High court processes are also open, so the details regarding those proceedings were available in the public domain at the time. University Student Discipline Tribunal processes do not generally permit publication of the names of the accused students.

<u>6.4</u>
<u>The recommendation that the university must develop a comprehensive policy on amnesty and clemency.</u>
A policy in this regard may not be appropriate as future circumstances are not predictable. UCT's processes have appropriate measures to deal with disciplinary issues in a manner that resolves matters rather than exacerbating them.

7   Key recommendation:

The executive and the wider Leadership Lekgotla has taken note of and considered the IRTC report. It recommends to Council that:

- the recommendations be implemented (in their spirit and intention)
- the details of implementation be left to the executive to achieve
- some recommendations not be implemented as per the points mentioned above
- these inputs and all other inputs from stakeholders be collated as public documents that stand as the record of the matter.

The Executive

University of Cape Town

30 May 2019