

UNIVERSITY OF THE
FREE STATE
UNIVERSITEIT VAN DIE
VRYSTAAT
YUNIVESITHI YA
FREISTATA



UFS

University of the Free State Protest Management Policy

Amendments approved at University Management Committee 01 August 2022

DISCLAIMER:

All Staff and Students of the UFS are responsible for ensuring that they read and understand this Policy. In addition, compliance with this Policy and its contents is expected of all UFS Staff and Students. Failure to comply with this Policy may lead to disciplinary action.

POLICY STATEMENT	
1. Preamble/ background	<p>1.1 The executive management of the UFS acknowledges and respects the fact that every person has the right to strike and/or protest. However, the executive management of the UFS will only allow protests that are peaceful and undertaken in accordance with the requirements stipulated by the relevant legislation.</p> <p>1.2 The UFS executive management will endeavour to implement all the measures it deems necessary to ensure that the UFS, as an employer, complies with its obligation to create and maintain a safe working and teaching environment as required by legislation.</p> <p>1.3 This Protest Management Policy (this "Policy") acknowledges and recognises that the management of strikes and/or protests on any of the UFS campuses, other sites and premises shall not be the sole responsibility of the executive management of the UFS and the Protection Services Department, but that the active involvement, participation, support and compliance of all other role players may be required.</p> <p>1.4. Interaction with external law enforcement functionaries such as the South African Police Service (SAPS) and the sourcing of private security providers shall be coordinated by the Protection Services Department in collaboration with the Vice-Rector: Operations and/or the Rector and Vice-Chancellor, or as delegated by the Rector and Vice-Chancellor.</p>
2. The Purpose	<p>The purpose of this Policy is <i>inter alia</i> -</p> <p>2.1 to provide an institutional framework in terms of which the right to strike and/or protest may be exercised in accordance with the requirements stipulated in the relevant and applicable legislation, as well as the relevant and applicable statutes, policies, guidelines and protocols of the UFS;</p> <p>2.2 to establish and maintain a space for peaceful and non-violent strikes and/or protests on UFS campuses while ensuring that the constitutional rights of non-participants and participants of strikes and/or protests are being respected and protected; and</p> <p>2.3 to ensure that crimes, violent protests and strikes on UFS campuses are properly investigated and reported to the relevant legislative authorities and/or dealt with swiftly and decisively in accordance with the relevant UFS disciplinary policies for Staff and Students.</p>
3. Scope	<p>3.1 This Policy shall apply to all UFS Students, Staff members, Visitors of UFS campuses, contractors and their employees, tenants on UFS campuses, independent service providers, and their employees.</p>

<p>4. Definitions and abbreviations</p>	<p>In this Policy, unless the context otherwise requires, the following capitalised terms shall have the meanings assigned to them below, and cognate expressions shall have corresponding meanings:</p> <p>Campus The geographical area at which the UFS conducts its operational activities, respectively known as the Bloemfontein Campus, the South Campus and the Qwaqwa Campus.</p> <p>Crime Any act or omission that constitutes an offence and is punishable in terms of the common law and/or legislation.</p> <p>Community Policing Forum A Community Police Forum (CPF) is a group of people from different communities and police representatives who meet to discuss safety problems in their communities. They aim at ensuring police accountability, transparency, and effectiveness in the community. CPFs are established in terms of section 19(1) of the South African Police Service Act, 68 of 1995.</p> <p>Close Protection Officers Security officers contracted to protect and safeguard staff, students and property during protest action to ensure order and safety.</p> <p>Constitution Means the Constitution of the Republic of South Africa Act, 108 of 1996.</p> <p>Demonstration An event at which two or more people meet, who are later joined by others, to protest or to support something in public.</p> <p>Disruptive protest Protest action conducted in contravention of paragraph 6.2.</p> <p>Emergency and Crisis Preparedness Committee The Emergency and Crisis Preparedness Committee was established to ensure that the UFS has planned and organised protocols to be followed when dealing with emergency and crisis situations on UFS campuses and satellite sites; to clarify roles and responsibilities, to ensure that the UFS is adequately capacitated to deal with emergency and crisis situations; and to ensure that risks facing the University are adequately identified and that there are mitigation plans to manage the risks.</p> <p>Incident Means any current or past event or occurrence that is taking place or that took place relating to a crime, protest or strike.</p> <p>ITP Means the Revised Integrated Transformation Plan as described in clause 5.2 of this Policy.</p> <p>Infrastructure Means any and all gates, fences, buildings, libraries, roads, sports fields, lighting and alarm fixtures, IT systems, turnstiles, cameras, various</p>
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constructions, vehicles and equipment on any UFS campus, satellite site or any other premises of the UFS.

Intimidation

Is defined in the Intimidation Act, 72 of 1982, as compelling someone to do or not do something, or to assume or abandon a standpoint through violence or the threat of violence, or through other conduct that can reasonably be perceived as a threat to a 'person's safety or property

Investigating Officer

Means an employee in the employ of the Protection Services Department appointed to investigate any reported incident.

ISRC

The ISRC is the highest Student Governance Body regarding Student Governance issues at the UFS and is established in terms of section 26(2)(e) of the Higher Education Act, 101 of 1997.

Joint Operational Centre

A jointly manned facility of all role-players involved in the management of incidents which is established for planning, monitoring, and guiding the execution of the decisions taken.

Lockout

Means an action by the UFS, in its capacity as the employer of UFS staff members, of locking out UFS staff members to compel them to accede to a demand and/or in response to a strike embarked upon by UFS staff members.

Misconduct

Means any act and/or omission in contravention of any UFS rule, regulation, guideline or policy by a student or staff member, whether written or otherwise, known or reasonably ought to have been known by such student or staff member, which may result in disciplinary measures taken by the UFS against such student or staff member.

Other premises

Means any other property and/or premises that the UFS may occupy or have a legal entitlement to including under this definition from time to time, either temporarily or permanently, due to the nature of the business conducted therein or as necessary to promote the goals of the UFS.

Other Sites

Means any other satellite sites or premises of the UFS, including, but not limited to Boyden Observatory, Naval Hill Planetarium, Paradys Research Farm, Lengau Agricultural Centre (Sydenham), Pannar Research Farm (Bainsvlei), the community-based education centre in Trompsburg and Sharon Court in Kimberley, as well as all other farms and premises that the UFS owns or may acquire in the future.

Picketing

Means when one or more students or staff marches in front of, around or within the UFS campus in support of any strike or opposition to any lockout at a UFS campus, and "**Picket**" shall have a corresponding meaning.

Private Security Service Provider

Means a company duly incorporated and registered in accordance with the relevant and applicable Company Laws of the Republic and duly accredited by the Private Security Industry Regulatory Authority to render security-related services in terms of the Private Security Industry Regulation Act, 56 of 2001 and/or any other relevant and applicable law.

Property

Means any movable and/or immovable property in respect of which the UFS holds or exercises a legal title, ownership of, or any other enforceable right over. The aforesaid shall include but is by no means limited to property, which may be tangible or intangible, including motor vehicles, any and all equipment and furniture, infrastructure and buildings as well as any and all fittings and fixtures thereto attached, any and all statues, art and any other non-defined assets.

Protection Services

Means the department primarily responsible for the management of security risks and/or incidents on UFS campuses and other premises, which includes the management and coordination of contracted security service providers appointed by the UFS to assist the department in executing its mandate.

Protest

Means any demonstration, gathering, picket, presentation of a petition, concourse, procession or performance with the purpose of promoting, discussing, criticising, opposing or supporting the principles, policy or conduct of any person, group or institution; or highlighting an issue or the plight of a person or group.

Rectorate

Means the executive management of the UFS.

Non-violent Protest

Protest or strike action without resorting to any form of violence, with violence being defined as any form of physical violence against the body of another or UFS facilities or private property (malicious injury to property/vandalism), but also includes any psychological harm or psychiatric injury (which can be caused by i.e. hate speech, crimen injuria, intimidation, etc.).

Policy

Means this Protest Management Policy as amended, varied or replaced from time to time.

Private Security Industry Regulatory Authority

Means the Private Security Industry Regulatory Authority established in terms of Section 2 of the Private Security Industry Regulation Act, 56 of 2001.

Protection Services Site Manager

The Protection Services staff member appointed to oversee security services management at the respective campuses and/or sites.

	<p>Security Means the security of UFS property, infrastructure at UFS campuses, satellite sites and other premises of the UFS, and the security of persons and the property of all students, staff and visitors to campuses, satellite sites and other premises of the UFS.</p> <p>SAPS Means the South African Police Service, established in terms of the South African Police Service Act, 68 of 1995</p> <p>Security Management Committee Means the committee consisting of various representatives responsible for issues relating to the safety and security at the UFS.</p> <p>Strike(s) Means the partial or complete concerted refusal to work or the retardation or obstruction of work by persons who are or were in the employ of the UFS for purposes of remedying a grievance or resolving a dispute relating to their conditions of employment.</p> <p>Staff Member Means any person, irrespective of his or her position, who is under the employment, either temporarily or permanently, of the UFS.</p> <p>Standard Operating Procedures Means the Standard Operating Procedures as described and provided for in clauses 8.1.1 (a) and (b) of this Policy.</p> <p>Student(s) Means any individual or person duly registered as a Student at the UFS.</p> <p>SRC Means the Student Representative Council of a UFS campus.</p> <p>UFS Security Officers Means the department's employees responsible for the safety and security of all UFS campuses and Other Sites.</p> <p>Vandalism Means any act involving the intentional destruction of or damage to any public or private property or things.</p> <p>Violent The intentional use of physical force or power, threatened or real, against oneself, another person, or against a group or community that results in or has a high likelihood of resulting in injury, death, psychological harm, mal-development or deprivation.</p> <p>Visitor(s) Any persons (excluding UFS Students and Staff members) who arrive at any of the UFS campuses, Other Sites or other premises for whatever reason or find themselves on the premises of any UFS campus, Other Sites or other premises at any time of the day or night, for any reason. Including, but not limited to, academic and professional visitors, service providers, conference-goers, parents and family members of students,</p>
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	<p>visiting schools and sports teams, contractors (and their employees), tenants (and their employees), service providers (and their employees) and any person transiting the campuses, Other Sites and other premises of the UFS.</p>
<p>5. Guiding principles</p>	<p>5.1 The following principles guide this Policy:</p> <p>5.1.1 The safeguarding and advancement of the fundamental rights and freedoms of all Staff and Students, especially the constitutionally guaranteed rights of every person to life, human dignity, equality, freedom and security of the person, freedom of religion, belief and opinion, expression and association, political rights, freedom of movement and education.</p> <p>5.1.2 The creation of a coordinated approach to addressing grievances to prevent disruptive assemblies, demonstrations, Picketing, petitioning and violent protests or strikes.</p> <p>5.1.3 The creation of a coordinated approach to the management of assemblies, demonstrations, picketing, petitioning and protests or strikes at UFS campuses, taking cognisance of the responsibility placed on the UFS to provide and maintain, as far as is reasonably practicable, a working environment that is safe and without risk to the health of employees.</p> <p>5.1.4 The creation of a coordinated approach to the management of assemblies, demonstrations, picketing, petitioning and protest or strikes at UFS campuses, taking cognisance of sections 64(1), 67, 68 and 69 of the Labour Relations Act, 66 of 1995, and the agreements between the UFS and the recognised labour unions, which provides for the right of employees to strike and the 'employer's recourse to lockout.</p> <p>5.1.5 The establishment of sustainable partnerships with the relevant role-players within the UFS to resolve disputes and grievances that may result in picketing, demonstrations, strikes or protests.</p> <p>5.1.6 The training and development of persons who have a role to play during protests or strikes.</p> <p>5.1.7 The obligation of the executive management of the UFS to provide support and adequate resources for members of Protection Services to improve their skills and deal effectively with the management of protests and strikes within the context of legislative limitations.</p> <p>5.1.8 The obligation of the Protection Services Department members is to protect and safeguard persons and property and act in self-defence and necessity while protecting and safeguarding people and property.</p> <p>5.1.9 Enhancing awareness, especially of the obligations of those who want to exercise their right to protest or strike, so that such protests or strikes may enjoy constitutional protection.</p>

	<p>5.1.10 The reporting of incidents to the relevant authorities (SAPS and the Private Security Industry Regulatory Authority) as required by legislation and this Policy.</p> <p>5.1.11 This Policy acknowledges the role of accurate and timeous communication with relevant stakeholders during disruptive demonstrations, Picketing, petitioning, strikes and protests. This can only be achieved through the availability of accurate information pertaining to the incidents.</p> <p>5.2 This Policy was compiled taking into account the strategic goals of the UFS, as well as the Revised Integrated Transformation Plan (ITP).</p> <p>5.3 This Policy acknowledges the principle of one University with three campuses, including Other Sites and premises spread over a large geographical area, and stipulates that security conditions may be distinctive to each campus, Other Site and other premises.</p> <p>5.4 This Policy further acknowledges that -</p> <p>5.4.1 the challenges faced by the UFS in dealing with disruptive protests that may have an impact on the constitutional rights of Staff, Students and Visitors not participating in such protests;</p> <p>5.4.2 the importance of a coordinated and focused approach to the management of protests;</p> <p>5.4.3 the challenges and importance of investigating all protest-related transgressions and the need for disciplinary action when the rules relating to protests are transgressed; and</p> <p>5.4.4 the legislative and regulatory constraints faced by the Protection Services Department in relation to the policing of protests.</p> <p>5.5 Through the implementation of this Policy, the UFS executive management (within its ability) commits itself to provide the necessary support to the Protection Services Department and other role players to enable them to effectively manage protest action to ensure the continuation of UFS academic, research and administrative activities.</p> <p>5.6 The UFS executive management further acknowledges the challenges faced by the UFS when dealing with the right to protest or strike while also protecting the constitutional rights of non-participating Staff, Students and Visitors. Therefore, the UFS is committed to establishing and maintaining partnerships with all relevant stakeholders, including (but not limited to) the SAPS, the Community Policing Forum and Private Security Service Providers to enhance the management of protests or strikes at UFS campuses. These partnerships will ensure that transgressions receive the required investigative and disciplinary attention to protect the UFS community's rights.</p> <p>5.7 The planning, financing and implementation of this Policy and related activities will be based on and informed by early warning notices, protest risk assessments, national legislations and</p>
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	<p>directives, best practices and sound management processes, taking into account issues of inclusiveness, transparency and affordability.</p> <p>5.8 The Protection Services Department shall develop, regularly update and implement Standard Operating Procedures to deal with protests or strikes on all UFS campuses and Other Sites in terms of the applicable legislation, directives, regulations, rules, policies, guidelines, protocols and case law.</p> <p>5.9 Protection Services is duly registered as an in-house security service provider (PSIRA number 992665) in terms of the Private Security Industry Regulation Act, 56 of 2001. Based on the above-mentioned, it must be stressed that an in-house security service provider is mandated to protect and safeguard persons and property on the employer's premises or premises under the employer's control and act in self-defence, necessity and protection of property.</p> <p>5.10 The executive management of the UFS also acknowledges that some protest or strike situations will require the assistance of other role players, such as the SAPS and the Close Protection Officers. The use of these role players will occur according to the relevant UFS protocols. The above services shall be activated on approval by either the Vice-Rector: Operations or the Rector and Vice-Chancellor, in consultation with the Senior Director: Protection Services and the relevant site manager.</p> <p>5.11 The Emergency and Crisis Preparedness Committee shall ensure that all the necessary mitigation measures are in place before and during protests or strikes and conduct a review of lessons learnt after a protest or strike comes to an end.</p>
<p>6. Policy and procedures</p>	<p>6.1 Permitted activities</p> <p>The UFS welcomes non-violent protest and is legally obliged to respect, protect, promote and fulfil the constitutional right of all members of its community, peacefully and unarmed, to demonstrate, picket and present petitions.</p> <p>The following activities may be permitted during a protest or strike at a UFS campus:</p> <p>6.1.1 Non-violent demonstrations, picketing, striking or protesting on UFS campuses, satellite campuses and/or premises where Students and/or Staff members are aggrieved about a particular matter and seek the attention of the UFS executive management.</p> <p>6.1.2 Protesting or striking students or staff members are permitted to wear clothing bearing the logos of the organisations or branches to which they belong or support during demonstrations, Picketing, Strikes or protests, and may not be victimised or intimidated for wearing such clothing.</p>

	<p>6.1.3 Leaders of protests or strikes may be permitted to address their participants at UFS campuses and may not be intimidated or threatened by the UFS executive management.</p> <p>6.1.4 Protesting or striking Students or Staff members may be provided with the required facilities for meetings to be held or engagements to take place upon such a request made thereto by protesting or striking Students or Staff members to the UFS executive management and the UFS executive management may not unreasonably deny such a request.</p> <p>6.1.5 Aggrieved Staff members and Students are encouraged to engage the relevant line functionaries of the UFS campuses (Student Affairs for student-related matters and Human Resources for staff-related matters) and actively engage in debate and negotiations to resolve any disputes and/or grievances.</p> <p>6.1.6 It will be in the interest of 'protesters' and/or 'strikers' safety to give at least 48 (forty eight) 'hours' written notice to either the Executive Director: Student Affairs (in the case of students) or the Senior Director: Human Resources (in the case of Staff members). The Executive Director: Student Affairs or the Senior Director: Human Resources must then inform the Senior Director: Protection Services of the planned protest or strike to enable the Protection Services Department to put the necessary safety and security measures in place and to assist with the coordination, especially if a protest or strike may occur outside the UFS premises.</p> <p>6.1.7 Protesting or striking Staff members or students may attempt to persuade or convince non-participating Staff members or Students to join or support the protest or strike, however, the use of any form of violence and/or intimidation to achieve such participation or support is strictly prohibited.</p> <p>6.2 Prohibited activities during a protest</p> <p>The following activities are prohibited during protests or strikes at UFS campuses:</p> <p>6.2.1 Any unjustifiable infringement of any of the rights contained in Chapter 2 of the Constitution, including the right to education and the right to freedom of trade, occupation and profession, read with the requirement that employers must ensure the safety of employees during protests or strikes.</p> <p>6.2.2 The disruption of any of the 'UFS's administrative and academic activities by blocking entrances and exits, disrupting classes, tests, examinations, registrations, graduations, the library, computer laboratories or laboratory activities, in any manner that fully prevents those activities from continuing or that results in permanent curtailment of those activities, may constitute misconduct which may result in disciplinary action being taken</p>
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	<p>against a Staff member or a Student found to have committed such an action.</p> <p>6.2.3 Any form of physical violence during a protest or strike, whether exercised by protesters or strikers against others, by security officers against protesters, strikers and bystanders, or by Staff members or Students not participating in the protest against protesters, is prohibited. This excludes the use of force or acts during self-defence, out of necessity and for the protection of person or property, noting that such force must be reasonable and justifiable to prevent harm, damage or loss. If incidents of violence occur during a protest or strike, it does not necessarily mean that the protest or strike as a whole is prohibited. Violent protests or strikes, which is prohibited, is only protests or strikes that is intentionally violent, i.e. where violence is used as a protest or strike tactic on purpose.</p> <p>6.2.4 Malicious damage to property/vandalism, i.e. damage intentionally caused to UFS facilities or private property.</p> <p>6.2.5 Holding anyone captive or hostage, which means not only attempting to persuade or convince, but physically obstructing or preventing any person from leaving or entering a building, a room or the campus, as well as denying any person reasonable access to any building or premises at the UFS campuses or Other Sites.</p> <p>6.2.6 Inciting hatred or harm, acting in such a way as to cause or encourage violence or be hurtful. Inciting hate or violence is prohibited not only expressly in the context of protest by the Regulation of Gatherings Act, 205 of 1993, but also more generally in terms of criminal law and the Promotion of Equality and Prevention of Unfair Discrimination Act, 4 of 2000, which also prohibits conduct that incites harm or is hurtful. The Promotion of Equality and Prevention of Unfair Discrimination Act, 4 of 2000, also prohibits disseminating and publishing any information that discriminates unfairly. The Regulation of Gatherings Act, 205 of 1993, also provides that no person present at or participating in a gathering or demonstration shall:</p> <ol style="list-style-type: none"> a) by way of a banner, placard, speech or singing, or in any other manner, incite hatred of other persons or any group of other persons on account of differences in culture, race, sex, language or religion; b) perform any act or utter any words which are calculated or likely to cause or encourage violence against any person or group of persons. <p>6.2.7 Carrying a firearm or other dangerous weapon. This prohibition applies to airguns and firearms as defined in the Firearms Control Act, 60 of 2000, and dangerous weapons (any object capable of causing death or inflicting serious bodily harm if it were used for an unlawful purpose) as provided for in terms of the Dangerous Weapons Act, 15 of 2013. This excludes defensive equipment such as shields but includes items that qualify as cultural weapons (pipes, iron bars, knives, etc.), where reasonable</p>
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	<p>suspicion exists that the person intended to use the item for an unlawful purpose, e.g. intimidation, assault or property damage.</p> <p>6.2.8 Engage in intimidation or in any manner whatsoever, either before or during a gathering or demonstration, compel or attempt to compel any person to attend, join or participate in the gathering or demonstration, and the convener and marshals, if any, shall take all reasonable steps to prevent any person from being so compelled.</p> <p>6.2.9 Intentionally hindering or obstructing traffic on a public road, as indicated in section 319 of the National Road Traffic Regulations.</p> <p>6.2.10 Failure by conveners of a protest to appoint marshals to control the protesters and failure by the appointed marshals, who must be clearly identifiable, to ensure that the protest proceeds peacefully.</p> <p>6.2.11 Wearing a mask or disguise or in another way obscuring facial features and preventing identification, taking cognisance of the requirements of other legislation in terms of the Covid 19 pandemic, requiring the wearing of masks for public safety reasons.</p> <p>6.2.12 Wearing of any form of apparel that resembles any of the uniforms worn by members of the security forces, including the South African Police Service, the Municipal Police Services and the South African National Defence Force.</p>
<p>7. Responsibilities</p>	<p>7.1 Staff, Students, regular Visitors and Service Providers:</p> <p>UFS Staff, Students, regular Visitors and Service Providers (and their staff) will have the responsibility to:</p> <p>7.1.1 Familiarise themselves and comply with the UFS policies, procedures and/or protocols dealing with protest and security-related matters.</p> <p>7.1.2 Immediately report any information and damages to the Protection Services 24/7/365 Duty Room.</p> <p>7.1.3 Provide a statement in relation to transgressions of this Policy and to assist the UFS investigating officers in identifying perpetrators.</p> <p>7.1.4 In the case of non-protesting Staff, Students and Visitors, to stay informed of impending or ongoing protest action and how it unfolds by registering to receive communication via the official UFS communication channels.</p> <p>7.1.5 In the case of non-protesting Staff, Students and Visitors, to try to avoid the protest area.</p> <p>7.1.6 Help others if it is safe to do so, and seek emergency treatment when required.</p> <p>7.2 UFS Security Officers</p> <p>UFS Security Officers will have the responsibility to:</p>

	<p>7.2.1 Record the details of all reported protest-related incidents in the occurrence book and immediately inform the Protection Services Site Manager of the initiation of a protest.</p> <p>7.2.2 Respond to all reported transgressions of this Policy and to take all reasonable steps to protect and safeguard people and property from transgressions of this Policy through defensive measures (static barriers, etc.) as directed by the Protection Services Site Manager.</p> <p>7.2.3 Ensure that proper records are kept of all victims and witnesses and that all CCTV video footage is downloaded and made available for evidence purposes.</p> <p>7.2.4 Ensure that the necessary emergency care is provided to any person injured during a protest.</p> <p>7.2.5 Keep the Protection Services Site Manager abreast of all developments via radio communication.</p> <p>7.2.6 Provide statements in respect of transgressions of this Policy immediately after reporting from duty, to ensure that the disciplinary process is expedited.</p> <p>7.2.7 As the first responders to protest action, to engage with protesters and to try to calm the situation through engagement with leaders, until such time as a member of the executive management, Student Affairs or Human Resources is available to address the protesters.</p> <p>7.2.8 Oversee the activities of Private Security Service Providers assigned to them to ensure the orderly execution of instructions to protect people and property, as received from the Protection Services Site Manager.</p> <p>7.2.9 Ensure strict compliance with the Access Control Policy of the UFS in terms of the Control of Access to Public Premises and Vehicles Act, 53 of 1985.</p> <p>7.3 Investigating Officers</p> <p>UFS Investigating Officers will have the responsibility to:</p> <p>7.3.1 Ensure that detailed statements are obtained from victims, complainants, and witnesses regarding all transgressions of this Policy.</p> <p>7.3.2 Ensure that all transgressions of this Policy are thoroughly investigated and that evidence is collected and reported to the relevant disciplinary body to initiate disciplinary proceedings as deemed necessary.</p> <p>7.3.3 Ensure proper record-keeping of all investigations in the relevant registers and investigation dockets, and to report all demonstrations and protest action to the SAPS as required by the directives issued by the Private Security Industry Regulatory Authority.</p> <p>7.3.4 Compile investigation reports for submission to the relevant disciplinary body and management, detailing all events and transgressions of the policy.</p> <p>7.3.5 Provide operational support to the Joint Operational Centre.</p> <p>7.4 Site Managers and the Deputy Director: Protection Services</p> <p>UFS Site Managers and the Deputy Director: Protection Services</p>
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	<p>will have the responsibility to:</p> <p>7.4.1 Ensure that members of Protection Services are adequately equipped, through training and personal protective equipment, to deal with the management of protests and transgressions of this Policy.</p> <p>7.4.2 Take command and control of the deployment of all security officers, including members of Protection Services and Private Security Service Providers (when so required), and to ensure the daily briefing and debriefing of all deployed capabilities with the focus on ensuring the protection and safeguarding of persons and property through defensive security measures (static barriers, etc.).</p> <p>7.4.3 Activate a Joint Operational Centre from where all protest and protest management-related activities can be recorded and managed through an integrated and coordinated approach.</p> <p>7.4.4 Activate the SAPS to conduct crowd control activities, when so required, in accordance with the stipulations of the Regulation of Gatherings Act, 205 of 1993, and the directives issued by the Private Security Industry Regulatory Authority.</p> <p>7.4.5 Report all incidents of demonstrations or protest action to the Private Security Industry Regulatory Authority in terms of the relevant directives.</p> <p>7.4.6 Consult with the Senior Director: Protection Services, the Deputy Director: Protection Services and the Assistant Director: Threat Detection, Investigations and Liaison regarding the early warning notices and security risk assessments conducted.</p> <p>7.4.7 Compile a daily incident report for the executive management.</p> <p>7.4.8 Compile security deployment plans to deal with actual and perceived security risks upon receiving an early warning report regarding a protest.</p> <p>7.4.9 Ensure that a sequence of events report, supported by footage, is compiled for insurance claim purposes after each protest.</p> <p>7.4.10 Continuously assess the situation on the ground and advise the Senior Director: Protection Services so that the executive management can be kept abreast of developments on a real-time basis.</p> <p>7.4.11 Inspect the tools of the trade of the contracted Close Protection Officers before they are deployed, and to ensure that these officers operate strictly under the command and control of UFS members.</p> <p>7.5 Senior Director: Protection Services</p> <p>UFS Senior Director: Protection Services will have the responsibility to:</p> <p>7.5.1 Oversee all activities of Protection Services members and contracted private security capabilities through the existing lines of command.</p> <p>7.5.2 Advise the executive management on the security implications of decisions related to the management of protests, obtain approval for the deployment of Private Security Service Providers, and advise on the need for a court interdict.</p>
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	<p>7.5.3 Ensure the availability of funds for contracted Private Security Service Providers and overtime for deployed members of Protection Services.</p> <p>7.5.4 Liaise with the provincial structures of the SAPS regarding the deployment of members of the public order policing units and other capabilities.</p> <p>7.5.5 Compile a post-protest report and cost report in respect of expenses incurred and damages caused.</p> <p>7.5.6 Ensure that command and control are handed to the SAPS in terms of the relevant legislation and directives when so required, and to ensure the provision of reasonable assistance to the APS to allow them to perform their functions in terms of the Constitution, the South African Police Service Act, 68 of 1995, and the Regulation of Gatherings Act, 205 of 1993.</p> <p>7.5.7 Ensure that the Rector and Vice-Chancellor and the Vice-Rector: Operations are kept abreast of all developments.</p> <p>7.6 Occupational Health and Safety Office</p> <p>UFS Occupational Health and Safety Office will have the responsibility to:</p> <p>7.6.1 Liaise with the relevant disaster management structures to ensure rapid deployment of emergency services when required.</p> <p>7.6.2 Ensure the availability of emergency medical services.</p> <p>7.6.3 Ensure that all safety equipment is functional and available when so required.</p> <p>7.6.4 Record all injuries of staff, students and Visitors.</p> <p>7.7 Student Affairs</p> <p>UFS Student Affairs will have the responsibility to:</p> <p>7.7.1 Ensure that there is ongoing interaction with student leadership and other student bodies to enhance engagement, debate and negotiations to de-escalate tensions and pro-actively address concerns to prevent the protest from taking place.</p> <p>7.7.2 Facilitate engagement between student leaders and other UFS structures to address issues of concern that could lead to protest action.</p> <p>7.7.3 Continuously advise the relevant campus SRCs and the ISRC, as well as other student leadership formations, about the importance of following University policy concerning protests.</p> <p>7.7.4 Advise the executive management and Protection Services on all planned protests.</p> <p>7.7.5 Inform the Senior Director: Protection Services about 'students' concerns relating to the behaviour of South African Police Service members, Private Security Service Providers and/or UFS Protection Services members.</p> <p>7.8 Communication and Marketing</p> <p>UFS Communication and Marketing will have the responsibility to:</p>
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	<p>7.8.1 Ensure that the UFS community is informed of all planned and ongoing activities through predetermined channels, should such information be available.</p> <p>7.8.2 Align messages with the 'UFS's position on the protest at hand.</p> <p>7.8.3 Communicate facts to all stakeholders as quickly and regularly as possible.</p> <p>7.8.4 Update information regularly as circumstances change.</p> <p>7.8.5 Ensure the continuation of essential services in accordance with the 'department's Crisis Communication Plan.</p> <p>7.9 Coordination of the institutional response to protests</p> <p>7.9.1 All aspects of the institutional response to protest will be coordinated by the office of the Deputy Vice-Chancellor: Operations.</p> <p>7.10 Independent monitoring of protest activities</p> <p>7.10.1 The Rectorate can appoint an independent panel or individuals to monitor the conduct of the role players during protest action from a social justice / human rights perspective and advise the Rectorate accordingly.</p> <p>7.10.2 The independent panel or individuals to be appointed shall possess the necessary experience in human rights and social justice issues.</p> <p>7.10.3. The Vice Rector : Operations shall ensure that clear terms of reference are compiled and approved by the Rectorate before the independent panel members or individual are deployed on any of the UFS campuses to monitor the protest action.</p>
8. Accountability and Authority:	
8.1 Implementation:	<p>8.1.1 In order to accomplish the above-mentioned aim, the following guidelines for the implementation of this Policy will be followed:</p> <ul style="list-style-type: none"> a) Standard Operating Procedures and protocols shall be developed and approved by the UFS executive management (Rectorate). b) The Policy and all supporting Standard Operating Procedures and protocols shall be communicated widely through various UFS communication platforms. c) Where necessary, workshop sessions shall be held to enhance the awareness capacity of staff and students. d) Adequate staffing and continuous professional development of security officers employed within the Protection Services Department, in line with the UFS Security Policy, must be ensured. e) The continuous improvement of the quality of the protest management capacity of Protection Services, including crowd management techniques and

	<p>negotiation skills, and ongoing benchmarking of best practices.</p> <ul style="list-style-type: none"> f) The effective management of all deployed security functionaries during a protest action at the UFS. g) The enhancement of the coordinated approach to protest and crowd management, including the contracting of security service providers and the reporting of illegal activities to the South African Police Service, in order to conduct crowd control functions as required by the Regulation of Gatherings Act, 205 of 1993. <p>8.1.2 The UFS is aware of the fact that security is the responsibility of all students, staff and Visitors, but recognises that the Protection Services Department is the department primarily responsible for ensuring the security of Students, Staff and Visitors on all UFS campuses, Other Sites and other premises, including the management of protest actions.</p> <p>8.1.3 The coordination of activities concerning the management of protests shall be the responsibility of the Protection Services Department, as well as other critical role players such as representatives from:</p> <ul style="list-style-type: none"> a) Student Affairs, b) Human Resources, c) Finance, d) University Estates (specifically the Occupational Health and Safety office), e) the Unit for Institutional Change and Social Justice, f) the Free State Centre for Human Rights, g) Communication and Marketing, and h) the faculties. <p>8.1.4 All protest management activities will be conducted in terms of the UFS Security Policy, other applicable policies and the Protection Services Standing Operating Procedure to manage protests, demonstrations, Picketing, Strikes and/or labour unrest.</p> <p>8.1.5 When required, liaison will occur with law enforcement and other entities regarding crowd control-related matters.</p> <p>8.1.6 Proper record-keeping of all protest-related activities through establishing a Joint Operational Centre where all activities must be recorded in an event log, and which must be supported by the availability of CCTV video footage and photographs of all incidents.</p> <p>8.1.7 The reporting of all recorded incidents through the submission of the required information to the Private</p>
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	Security Industry Regulatory Authority and the SAPS as required by legislation and to the Finance Department regarding expenses incurred and damage to UFS property and infrastructure, as well as to any private property.
8.2 Compliance:	8.2.1 All employees, students, line managers, supervisors, tenants, service providers, contractors, and employees must comply with this Policy.
8.3 Monitoring and evaluation:	8.3.1 The Vice Rector: Operations shall be responsible for monitoring and evaluating the effectiveness of the policy through existing structures such as the of the Emergency and Crisis Preparedness Committee and independent panel or individuals that can be established from time-to-time as and when the need for such an intervention arise.
8.4 Development/review:	8.4.1 The Policy was developed by the Protection Services Department, and the Senior Director: Protection Services shall be responsible for reviewing the policy and ensuring that standard operating procedures and protocols to support the implementation of the policy are developed and implemented.
8.5 Approval authority:	Council
8.6 Interpretation and advice:	Senior Director: Protection Services

9. Who should know this policy?

All employees, students, line managers, supervisors, tenants, service providers, contractors, and employees must know and comply with this policy.

10. Policy implementation plan

10.1 The Policy must be communicated and explained to students by the relevant role-players within Student Affairs and to staff via the existing communication channels for implementation and compliance.

11. Resources required

11.1 The existing resources in Protection Services will be used to implement the Policy, but constant reskilling and training of members will be required to ensure the delivery of a professional service.

11.2 Communication and Marketing will be required to communicate the Policy to all staff and students and ensure that it is brought to the attention of students at least on an annual basis, at the beginning of the academic year.

12. Answers to FAQs

**12.1 Provide a brief exposition of possible protest situations that will require the assistance of external role players.
For example, there are violent protests and situations that UFS Protection Services cannot deal with.**

This will relate to any protest action that has become violent or so disruptive that the situation cannot be managed by the limited human resources available to Protection Services. It

	<p>must be noted that, as soon as a protest takes place, Protection Services is legally bound to inform the SAPS and is then not mandated to handle the situation, as it then becomes the responsibility of the SAPS.</p> <p>12.2 Explain the part in paragraph 6.2.3 where it is indicated that if incidents of violence occur during a protest, it does not mean that the protest as a whole is prohibited.</p> <p>The law indicates that the actions of one person do not necessarily affect the actions of others, but how the action is met will determine the nature of the action. If the group condemns the violent action, it is not supported by the whole group, and the protest is not illegal, but if others support the action, the violent action is part of the whole protest, which becomes illegal.</p>
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EFFECTIVENESS OF THE POLICY	
Performance Indicator(s):	To be completed on review by the person responsible for implementation, monitoring and evaluation.