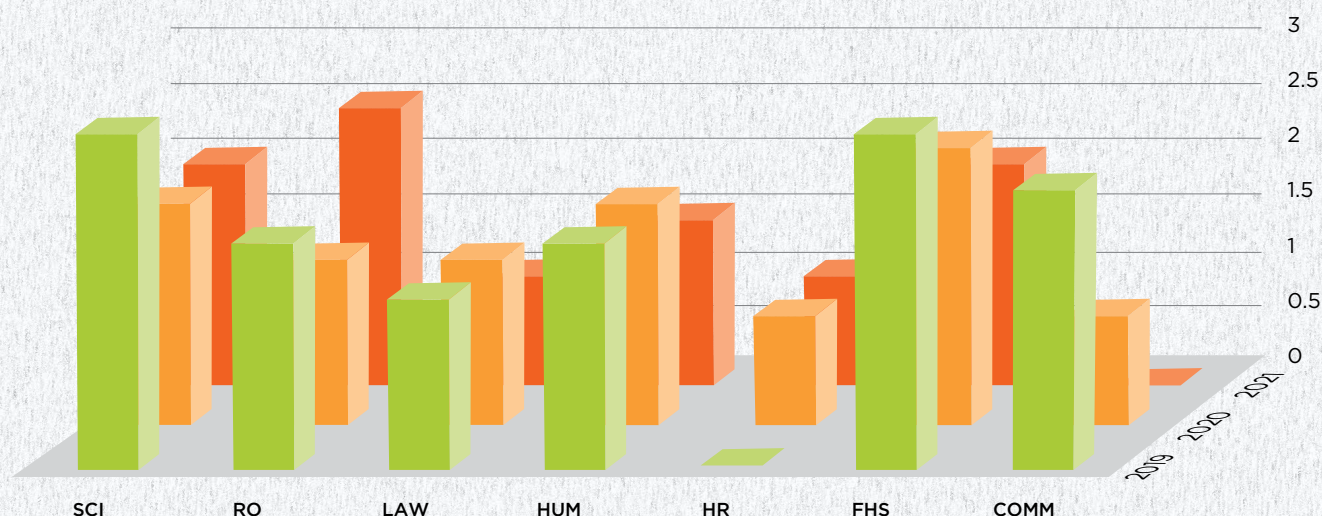


## Institutional responses to discrimination



**ABOVE:** Benchmark E, like benchmark B, makes the dips and peaks more visible. In this case, and in contrast to the other graphs, we can clearly see a reduced number of actions for many entities. The faculties of Commerce, Health Sciences, Humanities, Law and Science all reported fewer actions related to this benchmark. This could indicate that it is a waning priority.

These graphs are offered as examples of the ways in which the benchmark scores between 2019 and 2021 can be used to make sense of the transformation context in UCT. These examples suggest the following challenges and opportunities:

### OPPORTUNITIES

- Overall, the benchmark scores can offer a map or indication of where TDI priorities are positioned and work is occurring. In making the dips and the peaks visible, it indicates where good practices are probably occurring and where gaps are present.
- In doing so, it can assist the transformation portfolio to reframe its work or reprioritise actions to better support the spaces in need, or to enable and scale-up effective actions.
- While the data set for the first three years (2019–2021) is insufficient to justify any statements about trends, it does begin to indicate the direction in which entities in the university are going in terms of TDI. This indication, if tracked over time, can map progress or decline in TDI.

### CHALLENGES

- It's important to acknowledge that the quantity of the score doesn't always match up with the quality (or more accurately impact) of the action undertaken. The quality of the intervention or programme is represented through

the qualitative submissions by faculties and departments.

For example, under benchmark C, some entities may report a once-off event to support staff, while others might be implementing a structured programme for staff development. The impact of the former would be much smaller than that of the latter, but both would be able to achieve a sub-benchmark score.

- In addition, the benchmark scores don't take into account environmental factors. For example, COVID-19 led to entities reprioritising actions, budget limitations and additional stressors. This is likely to have impacted how and which transformation actions were prioritised in the past two years.
- Even with three years of data collection and data available from the same set of entities, it is still difficult to make clear statements about the direction the university is going in terms of TDI. There are no clear indications of decline, progress or stagnation, as yet. This exercise will need to be run for several more years before enough data is available.
- It's important to note that many entities submitted very similar reports over the years. This could mean that actions occur over many years, or that entities are reporting the same action several times over the years. This impacts the efficacy of the scores and the qualitative narratives collected for the individual years, but they are still useful for the overall story of transformation.

In conclusion, the benchmark approach offers a useful and standardised way to track actions related to TDI at UCT. While there are many challenges, documented above, the approach allows for an indication of peaks (possible good or effective practices) and dips (challenges or gaps), and this can assist the transformation portfolio to reformulate its approach, better enable good practices, and better support entities in need.