



INTERNAL REVIEW DOCUMENTATION

2021

TABLE OF CONTENTS

PART A RESEARCH REVIEW REPORT

PART B STRATEGIC PLANNING 2021 – 2013

PART C APPENDIXES

PART A

RESEARCH REVIEW REPORT

2018 - 2020

1 INTRODUCTION

1.1 Name

Research Unit: Law, Justice and Sustainability (RU).

1.2 Focus

Research in the RU utilises law to find innovative juridical solutions to advance justice and sustainability in South Africa and the region as a member of the international community of states and as an influential country on the African continent.

1.3 Vision

The vision and strategic aim of the RU is to utilise juridical science and the law to find innovative solutions for challenges of justice and sustainability in South Africa and the region as it relates to the rest of the world and to strive towards national, regional and international research excellence through innovative research.

The RU's vision correlates with the vision of the North-West University that is stated "to be an internationally recognised university in Africa, distinguished for engaged scholarship, social responsiveness and an ethic of care" and "to excel in innovative learning and teaching and cutting-edge research, thereby benefitting society through knowledge." The RU addresses cutting edge research issues relating to society not only in South Africa but also in Africa. The RU projects therefore aim to find innovative juridical solutions to advance justice and sustainability in South Africa and the region as a member of the international community of states and as an influential country on the African continent.

The five consolidated projects that incorporate all existing projects under the RU are constituted on the basis that they fully respond to the goals of the Sustainable Development Goals (SDGs) above:

- Environmental change
- Trade, finance and investment
- Vulnerable societies
- Justice in practice

South Africa is a signature to the United Nation's SDGs and must regularly report on its progress on the furtherance of these goals. The RU projects address the following goals:

- No poverty
- Zero hunger
- Good health and well-being
- Quality education
- Gender equality
- Reduced inequalities
- Clean Water and Sanitation
- Climate action
- Affordable and clean energy
- Sustainable cities and communities
- Life below water
- Life on land
- Decent work and economic growth
- Sustainable consumption and production
- Industry, innovation and infrastructure
- Peace, justice and strong institutions
- Partnerships for the goals.

The work of the RU and the SDGs correlate with goals set in the National Development Plan 2030 (NDP) and relates to the following aspects mentioned in the NDP, to mention a few:

- Economy, economic employment and economic infrastructure
- Transition into a low carbon economy
- Inclusive rural economy
- Globalisation and trade agreements
- Natural resource management
- Policy-making
- Human settlements
- Promoting health
- Social protection
- Building safer communities
- Building a capable state
- Promoting accountability
- Creating equal opportunity
- Create an active citizenry.

There is virtually no aspect in the NDP that is not addressed by one or more of the projects in the RU as law, Justice and Sustainability underpin (or should underpin) the work of government, international and regional governments and the private sector.

1.4 History

The original focus area, Development in the South African Constitutional State, was recognised by the University in 1998. It was designed and formulated against the background of the established research culture that already existed in the Faculty of Law. It was inevitable that the establishment and growth of the focus area was inextricably linked to all the other activities of the then relatively small Faculty, including undergraduate teaching and the rendering of professional services. When the focus area was initiated, the intention was to maintain and increase momentum and to systematically sharpen

the focus of the research output. In 2007 the Focus Area was recognised as a RU. The Director of the RU managed the Research and Post-graduate programme until 2011. In 2011 a Director Post Graduate Education was appointed to manage the Post-Graduate Programme. The two directors jointly chaired the Research and Post-Graduate Committee that made decisions on matters relating to research and post-graduate studies. These functions were subsequently fully divided with each of the directors chairing their respective committees.

Based on the recommendations of the External Evaluation Committee and several subsequent workshops the RU applied for a name change from 'Development in the South African Constitutional State' to 'Law, Justice and Sustainability' that was approved in 2016.

"Law, justice and sustainability" is a complex, but overarching name for the RU. "Law" relates to juridical science, including the collection of broad normative and institutional arrangements that govern human behaviour inter se and between humans and non-human entities. It includes practical, philosophical and theoretical considerations. "Justice" encompasses both procedural and substantive considerations of law in its broadest sense and relates to development, human rights issues such as equality, access to justice, socioeconomic empowerment, recognition, livelihoods, and the environment, among others. "Sustainability" relates to the spheres wherein law and justice function and encompasses three elements that need to be balanced: social elements (including broader human processes); environmental elements (such as ecological processes); and economic elements (such as trade, finance and investment and arbitration). A contemporary vision of sustainability as expressed through the SDGs is addressed in the projects of the RU. The RU projects therefore aim to find innovative juridical solutions to advance justice and sustainability in South Africa and the region as a member of the international community of states and as an influential country on the African continent.

The new name and restructuring addressed the concerns of the External Evaluation Committee with regard to the broad focus of the RU, its inclusiveness and the need to ensure that the RU is social relevant, cutting edge, visible and marketable. The restructuring of the RU assists applications for funding as the social relevance of the RU becomes clearer. The name and focus of the RU is unique and it is the only Faculty of Law in South Africa that approaches legal studies in this manner.

Although the RU originally only had four projects, a fifth one was added in 2019. We are proud of the inclusion of the externally funded Nedbank/NRF SARCHI Chair for *Cities, Law and Environmental Sustainability* in 2019 as one of the projects under the leadership of the Chair, Prof AA du Plessis.

As an aside, and although the accredited journal Potchefstroom law Journal (PER/ PELJ) runs independently under the Editorship-in-Chief of Prof Christa Rautenbach, it is included as it is and has been closely connected to research activities in the Faculty and RU. The journal is sponsored by the Faculty and all the editors are members of the RU, with one exception. Ms Rieette Venter from the RU is also the Technical Assistant to the journal. See in general the PER website: <https://journals.assaf.org.za/index.php/per/about>.

1.5 Structure

The Director of the Unit is Professor Marita Carnelley and she is capably assisted by Ms Rieette Venter.

The RU is divided into five projects and all academics and PG students are linked to one or more of these projects:

· Finance, Trade & Innovation: Dr Jean Kanamugire & Dr Neels Killian

- Environmental Change: Prof Willemien du Plessis & Dr Germarie Viljoen
- Justice in Practice: Prof Tumi Mmusinyane & Prof Mitzi Wiese
- Vulnerable Societies: Dr Anri Botes & Prof O Fuo
- SARChi "Cities, Law and Environmental Sustainability": Professor Anel du Plessis

All academics in the Faculty of Law falls within the RU. The RU has members at different stages of their careers. At the time of compiling this report, the RU has approximately 72 permanent academics members:

- 9 Full Professors, of which one is a Research Professor
- 10 Associate Professors, of which one is a Research Professor
- 26 Senior Lecturers of which 14 have doctorate degrees
- 24 Lecturers of which 3 have doctorate degrees and
- 3 Junior Lecturers

The non-permanent academic members at not allocated to specific projects, but is included for purposes of accuracy in research reporting:

- 4 Post-65 appointments
- 6 Postdoctoral research fellows
- 26 Extraordinary appointments

Many academics in the RU subscribe to the notion that an NRF rating is an objective national and international benchmark of the quality of a researcher. The RU has the following NRF rated researchers:

INTERNATIONALLY ACCLAIMED RESEARCHERS (B)

Professor Louis Kotze B1 (2018 - 2023)
Professor Francois Venter B2 (2018 - 2023)

ESTABLISHED RESEARCHERS (C)

Prof Christa Rautenbach C1 (2016 - 2021)
Prof Robbie Robinson C1 (2016 - 2021)
Prof Willemien du Plessis C1 (2015 - 2020)
Professor Anel du Plessis C1 (2021 - 2026)
Professor Avitus Agbor C2 (2021 - 2026)

PROMISING YOUNG RESEARCHERS (Y)

Professor Howard Chitimira Y2 (2017 - 2022)
Professor Wian Erlank Y1 (2019 - 2024)

Professor Oliver Fuo Y2 (2018 - 2023)

Prof Anel du Plessis was theoretically still rated as a Y1-rated and Prof Avitus Agbor a Y2-rated researcher in 2020.

2 RESEARCH ACTIVITIES 2018 - 2020

The RU has been research active in numerous ways:

2.1 Research Highlights

As mentioned above, the award of the CLES Chair to Prof Anel du Plessis was a particular highlight for the RU. Their research contribution to the RU and the institution cannot be over-stated: it includes not only the research outputs and the hosting of PG students and postdoctoral research fellows, but also a series of Critical Discussion with national and international participants on topical issues relating to the Chair.

Other highlights include Prof Klaus Beiter who annually is closely involved in the NWU Public lecture by the Office of the Vice-Chancellor on academic freedom, first as presenter, but also as facilitator.

In addition, three RU academics graduated with their LLD in 2020: Dr Allison Geduld (uBuntu as a constitutional value: a social justice perspective); Dr Jean Kanamugire (Integration of refugees in South Africa: a critique of the law and state practice) and Dr Estie Gresse (Re-integration, rehabilitation and return-to-work of disabled workers: A comparative legal enquiry).

2.2 Academics

All the members of the Faculty of Law participate in the Research Unit, as well as extraordinary appointments, post-doctoral fellows and PG students. As mentioned, there are a number of NRF rated scientists. Approximately 50% of the participants have LLD degrees and the rest are in possession of LLM degrees. Most colleagues with LLM degrees are currently enrolled for an LLD/PhD degree.

2.3 Publication Output

The publication output is more or less consistent, although there is still some work to be done in this regard. Not all the academics in the RU are contributing to the research output. There are numerous academics, on all levels, who did not publish anything during the applicable year or even a number of years. This remains a worrying constant.

The subsidized accredited research output in the Faculty of Law has been as follows respectively for journals, conference proceedings and accredited books.

	2013	2014	2015	2016	2017	2018	2019*	2020*
Journals	39	49	78	44	50	38	54	53
Books	2	4	13	25	4	16	20	23
	42	53	91	69	54	54	74	76

NOTE: 2019 and 2020 not yet audited.

The contribution of the Law Faculty as a percentage of the total NWU output however remains small and decreasing since 2014 with only 3.75% in 2018. Previously: 3.50 (2013), 4.7 (2014), 7.3 (2015), 5.13 (2016) and 4.15 (2017).

2.4 Conference presentations

The Research Unit held several conferences and workshops and numerous academics have presented both nationally and internationally. Prof Louis Kotze's list of international presentations are particularly impressive. Of note is also Prof Howard Chitimira's annual Corporate and Financial Markets Law Colloquium / Conference, the only one of its kind in the country. With the continued annual financial assistance of the Konrad Adenauer Stifting the RU could also host numerous colloquia such as one on land compensation (Prof Elmien du Plessis), another on the role of women in traditional governance (Prof Christa Rautenbach) and one on vulnerable cities and climate change (Prof Anel du Plessis). As the conferences and workshop are attended by members of the academia, non-governmental organisations, government and the general public, the work of the Research Unit is disseminated over a broad spectrum.

2.5 Partnerships and Collaborations

The Research Unit is involved in various partnerships and collaborations.

One of the most recent collaborations is between members of the RU (Prof Willemien du Plessis and Dr Germarie Viljoen) as project leaders of the Environmental Change Project that were awarded an NRF/NOW project, titled The Water-Energy-Food communities in South Africa: multi-actor nexus

governance for social justice? The research project looks into the consequences of nexus implementation for social justice, focusing on the poor and women in South Africa. Capacity workshops are planned to discuss matters such as decision-making about competing for resource claims; or the WEF nexus's consequences for social justice. This project is in conjunction with the University of Fort Hare, the University of Utrecht, the University of Groningen as well as the WWF.

The Edolad doctoral programme still continues. Various colleagues were also invited to teach at international universities and participated in national and international conferences.

Several members received NRF awards. These awards assist both members of the Research Unit as well as their students to attend conferences and visit national and international institutions for collaboration and research purposes.

Academics are also linked to the Alexander von Humboldt scholarships with Prof Wian Erlank having received a scholarship and is anticipated to be in Germany in 2021. He follows in the footsteps of ia Prof Louis Kotze who held a return fellowship in 2020.

Academics also are linked to numerous fora in their field of study: ia Prof Louis Kotze to the University of Lincoln where he is a Senior Professorial Fellow in Earth Systems Law and Prof Klaus Beiter as a member of the Prof Jan de Groof global working group of international experts on the right to education.

Apart from the involvement in *PER*, numerous academics are on the editorial teams of accredited journals both nationally and internationally.

Closer to home, academics in the RU is active at a national policy-making level. Prof Elmien du Plessis is renowned for her contribution in the media and at governmental / parliamentary level on land expropriation, whilst the CLES Chair has conducted various research projects, including on the Legal perspectives on township economic development in the Gauteng Province for the South African Cities Network, on public procurement in the local government context in South Africa over the last 25 years for the South African Local Government Association and summaries of South African local government and environmental legislation for UN-Habitat UrbanLex.

2.6 Capacity Building

In light of a previous needs assessment, the RU places a premium on the capacitating of research inexperienced academics: There is a mentoring programme, continuous Academic Career Planning workshops and PG Supervision Training. A staff LLD Cohort has been created to assist staff with the completion of their doctorate. Other training sessions include how to approach funding applications. Numerous Writing Retreats have been held specifically for legal academics and internal presentations, colloquia, public lectures and Critical Conversations are held to facilitate enthusiasm and research skills.

Dated: July 2021

PART B

STRATEGIC PLAN 2021 - 2023

1. INTRODUCTION

The Research Unit: Law, Justice and Sustainability (RU) within the Faculty of Law should be viewed within a broader regulatory framework, both nationally, institutionally and within the Faculty. The RU uses the NWU Strategic plan 2015-2025 as the guiding document that should underpin the RU's strategic plan for the next three years.

We acknowledge that the Covid-19 pandemic has impacted and will continue to impact research in the RU, both directly or indirectly. Directly, as the limitation of international travel lead to the cancellation or postponement of conferences and other research-related activities; and indirectly, as academics with undergraduate teaching responsibilities had to suddenly rework their offerings to be presented online and this has impacted and will continue to negatively impact on their research time.

The goals in the NWU 2021 *Annual Performance Plan* specifically applicable to the RU are Goals 2 and 5: *Goal 2: Strengthen research ... with a strategic focus on impactful globalisation*; and *Goal 5: [To] ... develop and retain excellent staff and create an equitable staff profile*. *Goal 3: Integrate and align community engagement with ... research to develop a culture of active citizenship* is applicable to a lesser extent and considered in the plan.

The Unit also considered numerous national guiding documents and policies:

- 1.1. The *National Development Plan* (2011) 262 & 267 that places a premium on universities as knowledge-producers and with a stated aim of 75% of academic staff, including postdoctoral research fellows, to hold doctorates by 2030. In addition, the diversity aim is to have more than 50% of women and Blacks employed. This should be read with the *DHET Report of the Ministerial Task Team on the Recruitment, Retention and Progression of Black South African Academics* (2019) reiterating the need for increased diversity although some strides have been made in this regard.
- 1.2. The *White Paper for Post-School Education and Training* (2013) s 4.4 that notes that "the focus of policy must be on growing research and innovation, improving the quality of research, ensuring coherence of the policy frameworks guiding these areas across the higher education and research communities and strengthening particular areas identified as important for national development".
- 1.3. The *National Plan for Higher Education* (2011) 5 that aims "to sustain current research strengths and to promote the kinds of research and other knowledge outputs required to meet national development needs".
- 1.4. Department of Higher Education and Training (DHET) *Research Output Policy* (2015) 2.2 with the purpose to encourage peer-reviewed scholarly research productivity by rewarding quality research output at public higher education institutions through the granting of government subsidy. This should be read with the *DHET Report on the Quality of Research Publications in South Africa* (2019) recommending certain changes to the policy and its implementation.
- 1.5. The annual DHET reports on research output: *Reports of Research Output (All Universities)* and the *Research Output Reports regarding NWU*. The latest being the 2020 reports on the 2018 accredited research outputs.
- 1.6. *ASSAf Report on Grouped Peer Review of Scholarly Journals in Law* (2014)

Institutional policies and procedures considered are: The NWU Research and Innovation Policy, the Academic Integrity Policy, the Policy for the Management of Research and Innovation Contracts and External Investment / Stake holding, the Rules for the IREA Awards, Guidelines for the appointment of Extraordinary Appointments, the Postdoctoral Fellowship Guidelines and the Ethics Policy. In addition, the Research Unit *Comprehensive Research Unit Report to Inform Strategy* (2019) further informed this plan.

2. ANNUAL NWU PERFORMANCE GOALS

2.1. GOAL 2: STRENGTHEN RESEARCH WITH A STRATEGIC FOCUS ON IMPACTFUL GLOBALISATION

KPI	Relevant performance indicator	Mid-year target	Target	Definition
8	Publications (article equivalents) per permanent academic staff member	Reported annually	0.97 ²	Based on staff HEMIS data and approved publications for reporting year n - 1. Number of approved publication units divided by the number of permanent Instruction/Research professionals.
9	Weighted research output	Reported annually	2828	The sum of the approved publication units, research Master graduates and (Doctoral graduates time three).
<p>The implementation of this goal will be achieved through:</p> <p>2.1 Improve research productivity 2.2 Implementation of the improvement plan presented in the doctoral review 2.3 Create and maintain a conducive, sustainable and supportive environment to advance research excellence 2.4 Building a pipeline of commercialisable technologies and increasing the rate of commercialization</p> <p>Link to risk register: C3-R7 (internationalisation), C3-R8 (research funding and quality), C3-R9 (PG programme offering), C7-R1 (non-compliant SLPs), C7-R2 (missing commercialisation opportunities), C7-R3 (failure to commercialisation), C1-R3 (poor financial support for PG students)</p>				

2.2. GOAL 5: ATTRACT, DEVELOP & RETAIN EXCELLENT STAFF & CREATE AN EQUITABLE STAFF PROFILE

13	Student mix: NWU Contact & Distance; All Campuses	Reported annually	<table border="1"> <tr><td>African (%)</td><td>59%</td></tr> <tr><td>Coloured (%)</td><td>5%</td></tr> <tr><td>Indian (%)</td><td>2%</td></tr> <tr><td>White (%)</td><td>34%</td></tr> <tr><td>Female (%)</td><td>63%</td></tr> <tr><td>Male</td><td>37%</td></tr> </table>	African (%)	59%	Coloured (%)	5%	Indian (%)	2%	White (%)	34%	Female (%)	63%	Male	37%	Based on HEMIS data. Division of registered students by race and gender for the total NWU for a specific academic year.
African (%)	59%															
Coloured (%)	5%															
Indian (%)	2%															
White (%)	34%															
Female (%)	63%															
Male	37%															
14	Staff mix	Reported annually	<table border="1"> <tr><td>African (%)</td><td>40.6%</td></tr> <tr><td>Coloured (%)</td><td>7.0%</td></tr> <tr><td>Indian (%)</td><td>1.9%</td></tr> <tr><td>White (%)</td><td>49.4%</td></tr> <tr><td>Foreign nationals (%)</td><td>1.1%</td></tr> </table>	African (%)	40.6%	Coloured (%)	7.0%	Indian (%)	1.9%	White (%)	49.4%	Foreign nationals (%)	1.1%	Based on HEMIS data. Division of staff by race and gender for the total NWU for a specific reporting year. (Permanent South-African staff)		
African (%)	40.6%															
Coloured (%)	7.0%															
Indian (%)	1.9%															
White (%)	49.4%															
Foreign nationals (%)	1.1%															
15	Permanent academic staff with PhDs	Reported annually	53% ¹	Based on HEMIS data. Permanent Instruction/Research professionals with a Doctoral degree as highest qualification												
<p>The implementation of this goal will be achieved through:</p> <p>5.1 Improve staff equity in order to promote transformation and diversity 5.2 Attraction and retention of excellent staff 5.3 Cultivate and Enhance an ethical, inclusive, welcoming and values driven culture 5.4 Create an enabling and values-driven, transparent and engaged leadership culture 5.5 Develop and Implement the P&C Digital Transformation Strategy through effective automation and digitization 5.6 Develop and implement working from home strategies and procedures 5.7 Optimal management of staff costs linked to the Risk Mitigation Plan 5.8 Implement academic professional development interventions to create critical high performing individuals that embrace the full scope of diversity and enhance academic productivity</p> <p>Link to risk register: C2-R2 (recruitment difficulties), C2-R3 (levels of diversity), C2-R4 (absenteeism and low staff morale), C4-R6 (non-compliance to OHS), C2-R6 (key person dependencies), C2-R7 (lack of competitive salaries)</p>																

2.3. GOAL 3: INTEGRATE AND ALIGN COMMUNITY ENGAGEMENT WITH TEACHING-LEARNING AND RESEARCH TO DEVELOP A CULTURE OF ACTIVE CITIZENSHIP

Relevant to the RU is that in the implementation plan the promotion of engaged research.

3. SWOT ANALYSIS

The 'Strengths, Weaknesses, Opportunities and Threats' (SWOT) analysis of the RU revealed the following:

STRENGTHS

- Comparatively vibrant research ethos with accompanying funding opportunities
- Comparatively strong research output
- Strong formal and informal mentoring of staff for most staff and a collegial atmosphere
- Reputable post-graduate programmes and effective Research Methodology training
- Experienced administrative support for research
- Flexibility of teaching / leave / sabbatical system to support research culture
- RU has well-established research nodes

WEAKNESSES

- Some unevenness in workload (some staff overloaded) and perceived inequalities; with no specific work allocation model that comprises scaled research norms and supervision loads
- Need to heighten the specific accountability for non-performance (research-related) e.g. for projects where funding is received
- Despite some initiatives, the RU is not achieving equity goals
- Some limited career planning / mentoring of younger staff, where they fall outside project/thematic research areas (eg language appointees)
- National recognition only of certain projects within the RU, but only limited national recognition of the RU as a whole
- Lack of dedicated space within the Law Faculty for Research Unit activities

OPPORTUNITIES

- Possibility of creating another NRF Centre of Excellence
- Increasing national visibility to highlight substantial research being undertaken
- Explore potential to increase research associates / honorary positions where there are small numbers of researchers within the Unit
- Strengthen professional, practice and community links in regional area (multi-disciplinary research)
- Expanding existing multi-disciplinary research in appropriate thematic areas with institutional support; including development of dedicated research-unit space
- Consider further expanding the professional LLM / LLD option for the post-graduate programme
- Optimise research outputs of postgraduate students (few student dissertations published)
- Increase in postdoctoral positions through external-funding

THREATS

- Decrease in government and NRF funding
- Overburdening of staff at various levels (T&L, Management, etc) that negatively impact on research output and their research career
- Inability of attracting and retaining young and Black research-orientated staff – especially at Mahikeng campus
- Lack of succession planning

3. IMPLEMENTATION PLAN

3.1. GOAL 2: STRENGTHEN RESEARCH

From the annual statistics, the RU accepts that all the members do not meet their publication targets and that there are too many members not publishing anything over a number of years. This is the case at all the levels of appointment and should be addressed through an equitable workload model.¹

Various factors are considered:

One factor that played a role is that the RU has lost a number of productive senior academics that were replaced mainly by younger, less experienced academics without doctoral degrees or publication experience. This also increase the supervision burden on other academics that take time away from their personal research. In addition, productive researchers are taken up in management, leading to a reduction in their output. Non-research productive academics in management tend not to finalise their own doctorates or produce research output.

A second factor is the increase in teaching responsibilities / requirements for academic staff members with a decrease in administrative support. In is anticipated that a positive outcome of the pandemic lockdown is that it has resulted in re-usable online materials.

Research has shown that academics with a doctorate has a better research output. Assisting those without a doctorate with space to complete their own degree's sooner, should yield positive results.

We have consistently lost younger academics targeted for capacity building that relocated to other institutions once they became research active. This is especially problematic at the Mahikeng campus.

On the positive side, the number of postdoctoral research fellows have stabilised and the number of post 65 and extraordinary appointments have increased, resulting with an increase in the number of research active members.

A substantial effort and resources of the RU are aimed at increasing the number and quality of academic research outputs and to create and maintain a conducive, sustainable and supportive environment to advance research excellence.

Goal 2 STRENGTHEN RESEARCH			
	2021	2022	2023
Increased number of publishers / publications (FLAW)			
- Performance management agreements	Implementation of research goals	Implementation of research goals	Implementation of research goals
- Build understanding of importance	3 x Academic Planning Workshops (1 per campus)	3 x Academic Planning Workshops (1 per campus)	3 x Academic Planning Workshops (1 per campus)
- Positive work division for research active's	Ensure implementation	Ensure implementation	Ensure implementation

¹ The Faculty annual average expectations are as follows: Research Professor – 5; Professor - 2.25; Associate Professor – 2; Senior Lecturer with doctorate - 1.75; Senior Lecturer without doctorate - 1.25; Lecturer with doctorate – 1; Lecturer without doctorate - 0.75; Junior Lecturer -0.25; Post 65 – 2; Postdoctoral research fellows – 4.

- Sabbaticals for staff credentialing	2	2	2
- LLD Staff cohorts	2	2	2
- Build writing skills capacity	2 x Writing Workshops	2 x Writing Workshops	2 x Writing Workshops
- Case discussions in sub-disciplines	1 per project p.a.	1 per project p.a.	1 per project p.a.
- Presentation of research opportunities	2 x Faculty lecture by each of the five projects	2 x Faculty lecture by each of the five projects	2 x Faculty lecture by each of the five projects
- Hosting international conferences / colloquia	2 p.a	2 p.a	2 p.a
- Conferences (funding and C19-dependant)	Additional support for younger staff, APs and those going for rating	Additional support for younger staff, APs and those going for rating	Additional support for younger staff, APs and those going for rating
- Reporting of progress	Ongoing	Ongoing	Ongoing
- [NWU APP] Increase publications in Scopus/ISI journals (research visibility)	Scopus and ISI (WoS) are not appropriate for most legal scholars. The <i>ASSAf Report on Grouped Peer Review of Scholarly Journals in Law (2014)</i> recognised this by noting on p 17 that special considerations apply to law journals: legal content is more locally-orientated and jurisdiction-specific, often applied legal practice to prompt legal developments for the South African community that is not of interest to international journals.		
Improve international research and impact (NWU APP)			
- Reporting on all activities on an ongoing basis	2021 Annual Report	2022 Annual Report	2023 Annual Report
- Visits by international scholars	None (C19)	4	5
- Collaborations with international scholars	5	6	7
- Appointment of international scholars	The Faculty of Law has a commitment to teach South African Law. Appointing international scholars are problematic as they cannot teach UG students.		
- No of researchers with Scopus profiles	1	2	4
- Number of Publications in international Scopus/ISI journals	1	1	1
- NWU rating and ranking applications	Participate	Participate	Participate

Improve partnerships with reputable international institutions so that MoA's, MoU's and co-publications can be increased (NWU APP)			
- Available documented proof of all partnerships	Dir: Professional Development	Dir: Professional Development	Dir: Professional Development
- Improve international agreements	Ongoing	Ongoing	Ongoing
- Keep MoU/MoA's agreements active and in place	Ongoing	Ongoing	Ongoing
- Amount of funding obtained	Report annually	Report annually	Report annually
NRF Rating (NWU APP)			
- Conduct NRF rating application workshops and review applications - RISC	Institutional Research Office	Institutional Research Office	Institutional Research Office
- Clear procedures for NRF rating preparation available	Institutional Research Office	Institutional Research Office	Institutional Research Office
- No of NRF rating applications submitted	2 pa	2 pa	2 pa
Improve and sustain a culture of research integrity (NWU APP)			
- Monitor research integrity activities	The RU deals with RISC awareness (ethics, plagiarism, article writing, predatory journals etc) at the various capacity building workshops – planning of an academic career and writing workshops. It is also part of the PG Directorate where all staff has to complete annual plagiarism training online.		
CREATE AND MAINTAIN A CONDUCTIVE, SUSTAINABLE AND SUPPORTIVE ENVIRONMENT TO ADVANCE RESEARCH EXCELLENCE ACCOUNTABLE (NWU APP)			
To inculcate an environment conducive to research integrity			
- Monitor the review and improvement of the NWU Research and Innovation awards	Annually	Annually	Annually
- RISC awareness sessions Revised NWU R%I awards together with T&L and CE awards	Annually	Annually	Annually
Increase fund applications			

- Monitor regularly	Annually	Annually	Annually
- Progress reports on SOF 5 initiatives	Annually	Annually	Annually
- Annual Funding workshops	Annually	Annually	Annually
To improve Post-Doctoral activity			
- Feedback reports of research outputs	Annually	Annually	Annually
- Postdoc conference	Annually	Annually	Annually
- Number of publications	See above	See above	See above
Goal 5: Attract, develop and retain excellent staff and create an equitable staff profile (NWU APP)			
- Goal Improve staff equity in order to promote transformation and diversity	RU not appoint, but regards staff academic training / capacity building as a focus area also to promote the number of black and women professors.		
Implement academic professional development interventions to create critical high performing individuals that embrace the full scope of diversity and enhance academic productivity			
- Offering of continuous professional development opportunities	See above		
Implement academic professional development interventions to create critical high performing individuals that embrace the full scope of diversity and enhance academic productivity			
- Proof of completion of the formal qualification or a portion thereof if the duration is more than one academic year.	See above		

Date: July 2021