

UNISA



institute for
corporate citizenship

2013 ANNUAL REPORT

Imagine,

Provoke,

Change

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1. 2013 in retrospect

Reflections from the Head of the Institute

It has become a bit of a tradition to start these reflections on what we have been doing in the Institute with a bit of a reflection on what has been going on around us. In this regard, the overwhelming feeling that I have as I reflect on 2013 is that it was just a tough year all round. Now obviously, the passing away of Madiba will cloak 2013 in a melancholic shroud for any South African. I think most of us stumbled around in the last few weeks of 2013 in a state of shock as we tried to come to terms with this.

But really this wasn't all that was tough about 2013. It was just the crown of thorns. For many the toughness of 2013 was much more material. In my inaugural lecture I reflected on the fact that countless numbers of our fellow humans live in Dickensian miserable grinding poverty. And by all accounts in 2013 we added to these countless numbers here in South Africa. Why do I say this? Well, partly it's a Cadbury thing you see. At the beginning of 2013 I used to go to the shop and pick up a 200 gram bar of Cadbury chocolate for about R15 I think. I was in the mood for some chocolate the other day and was shocked to see that the "same" bar now cost R19. But what really shocked me most was that it wasn't the same bar at all. Cadbury had surreptitiously decreased the mass of the bars from 200 grams to 180 grams in a process known as "shrinkflation". That's a 10% reduction. And I'm paying an awful lot more for this. The point of this little anecdote is not to bash Cadbury of course. Beacon and Nestle have done exactly the same thing. Or even to bash chocolate companies in general. The point is to illustrate that inflation on basic stuff which we really need to survive is a lot more than the 5 – 6 % which is being claimed, and which forms the basis for most salary increases (other than those of senior executives of course).

And it really doesn't look like things are going to get much better any time soon. The National Development Plan, which seems to be the alpha and omega of government thinking, by its own account won't work unless there is economic growth in the order of 5% if I am not mistaken. Even if we conveniently sweep under the carpet the fact that employment has become seriously uncoupled from economic growth, we are really never going to get 5% economic growth in the near future. So what the NDP really tells us is that

we are pretty certain that employment will drop in South Africa in the near future. The result is that there will be fewer people supporting more people. And of course, inflation is making most of those people doing the supporting poorer.

The result – our country was literally burning in 2013. Violent “service delivery protests” and labour unrest tore through countless communities during the year. I really do sometimes wonder how long it will be before these “isolated” incidents amalgamate and we end up with a full-on revolution – our own little Arab Spring?

In any event, it was really with this as a backdrop that we spent some time last year thinking about what we have been doing and what we ought to be doing as an Institute. Towards this end, Steve Nicholls from the National Business Initiative who has for a long time been a friend of the Institute’s, facilitated an ICC visioning exercise for us. The outcome of this was really three words: Imagine, Provoke, Change. “Imagine” a more just and sustainable society. “Provoke” business to meaningfully consider these imaginings through the magic of academic action. “Change” things for the better. This then is what we aim to do.

Looking specifically to what we did then, in terms of the magic of academic action, we had a fairly productive year in spite of the melancholic context. In terms of research, where we really imagine a more just and sustainable society, we estimate that our overall research output rate per academic (excluding any outputs associated with graduating students) was 0.945. This was slightly down relative to the 1.06 reported in 2012. However, we did also graduate two doctoral degree students and a Masters student which is far more than we have ever achieved before. In addition to this, two inaugural lectures were delivered. And we participated in the editing of a special edition of the Journal of Sustainable Finance & Investment. So, all in all 2013 was another productive research year for the Institute.

Although undergraduate tuition is technically not a core function of the Institute, it most certainly is one of the vehicles through which we have always sought to provoke change. And 2013 was a really fantastic year in this regard as we successfully delivered CEMS’ signature module to some 6500 students. This module really takes many the most critical aspects of our collective research, and presents this to economic and management sciences students in a way that provokes them to think about the world around them. The heutagogical tuition model which is used is inherently “engaged” in character. And as a

result, besides providing an outlet for our research, the signature module also provides a wonderful opportunity for doing research, particularly into the teaching of business ethics. We hope to take advantage of this opportunity in 2014.

Another initiative which sought to provoke change through engagement was the South African Local Government Association (SALGA) Green Economy Readiness Seminar and Training Series. This was a project which was carried out under the Exxaro Chair. The programme involved visits to 8 out of 9 provinces and conducting workshops in each of these. By all accounts these were very well received.

As I look at these achievements, whether in the domain of imagining, provoking or changing, I think we did pretty well in 2013. We were able to do well because of the great team of people who make up the Institute. On the administrative front, we had Asanda who, once again, kept the ICC running smoothly. Kanyisa, helped the Exxaro Chair specifically and Refiloe helped Mariki and did our research reporting for us. Sadly, Dudu who was our departmental secretary for a number of years, resigned during the year and so I really need to say a special thanks to her for her help over the years. From an academic perspective, our research work in particular was brilliantly steered by Mariki and Godwell. And Nompe, Vuyo, Bongani and Nana all made wonderful, exciting contributions. Sadly one of our research assistants, Mandisa, also left us during the year but not before leaving her own little mark on the Institute.

Thanks!

2. Research

1. EXXARO CHAIR IN BUSINESS AND CLIMATE CHANGE

Programme Manager: Prof Godwell Nhamo

The year in review - 2013

The year 2013 was exciting for the Exxaro Chair in Business and Climate Change in that as of 30 June the Chair marked its halfway mark of the five year life span. This comes within the second life cycle of the Chair that was inaugurated in 2008 with the first life cycle marked between January 2008 to December 2010 and the second life cycle starting in January 2011 to December 2015.

Overall, the Chair has a mandate in three deliverable areas namely:

- Research (main focus);
- Teaching/Tuition; and
- Advocacy which include community engagement and academic citizenship.

Summary of activities during 2013

Activity	Highlights
Publications	<ul style="list-style-type: none">• 3 Journal articles (one a late 2012 publication)• 1 book chapter (late 2012)
Masters and Doctoral Students	<ul style="list-style-type: none">• 1 graduated doctoral candidate (Dr Muriel Chinoda)• 1 doctoral thesis under examination (Mr Ishmael Sango)• 1 master's thesis under examination (Mr Bongani Chavalala)• 5 doctoral candidates under supervision and making good progress.• 2 master's candidates under supervision (one making good progress (Mr Luke Mutisi) and the other struggling (Mr Peace Matangira)
Community Engagement	<ul style="list-style-type: none">• The Chair embarked on a community engagement programme in partnership with the South African Local Government Association (SALGA) in the form of the Green Economy Readiness Seminar and training series. The programme involved visiting 8 out of 9 provinces and conducting training seminars.
Other	<ul style="list-style-type: none">• Professor Nhamo delivered his well-attended inaugural lecture. Close to 200 people attended.

The Year Ahead – 2014

The year 2014 will witness continued research and other activities of the Chair. Research work will be conducted under two main thrusts namely: Green Economy/Growth; and Masters and Doctoral students (main focus). With regard to detail, the following may be noted:

- Publish 2 co-authored journal articles
- Planning and hosting the 2nd Exxaro Biennial Public Lecture
- Planning and abstracts reviews for the 2015 International conference to be jointly hosted with the University of Pretoria and Witwatersrand.
- Have two submitted thesis finalised and the students graduate.
- Work to have one doctoral thesis submission and one master's submission.
- Continue with the SALGA or formulate a new community engagement project.
- Start work on possible Exxaro Chair re-financing beyond 2015.
- Initiate collaborative research on Bio-derived Fuels (BDF) with MaPS, Department of Mechanical Engineering, Unisa Principal and Vice Chancellor's Office and Matayo Biofuels Pty.
- Finalise three edited books and have two of them published (*see details that follow*).
 - Nhamo, G. (Edited and In Press). Breakthrough: Corporate SA in the Green Economy – Expected March 2014 (17 chapters) - *published*
 - Nhamo, G. and Chekwoti, C. (Invitational Editing and In Press). Land Grabs in a Green African Economy: Implications for Trade, Investment and Development Policies – Expected March 2014 (9 chapters) - *published*
 - Shava, S. and Nhamo, G. (manuscript being finalised). Climate Change Education in the SADC School Curriculum (16 Chapters) – *submitted for publishing*.

PROGRAMME ON INFORMATION SECURITY AND SOCIAL RESPONSIBILITY

Programme manager: Prof M Eloff

The year in review - 2013

This on-going programme sets out to evaluate the attitude of corporations regarding information security as a social responsibility. It addresses the question: What is the current priority given to information security in South African corporations? This is an important question to answer because it will be a clear indication of their commitment to and actual implementation of the above indicators. It is one thing to say that they are doing it, but to find actual proof of them actually doing it, is much more challenging.

Summary of activities during 2013

Activity	Highlights
Publications	<ul style="list-style-type: none">• 3 Journal articles• 3 Peer reviewed conference papers• 1 Book chapter
M and D Students	<ul style="list-style-type: none">• 1 graduated doctoral candidate (Dr Carina Wangwe)• 1 graduated master's candidate (Mahier Hattas)• 1 masters candidate submitted (Basil Coetzee)
Community Engagement / Outreach	<ul style="list-style-type: none">• Mariki Eloff is an active campaigner for people with disabilities and serves on various forums, both within Unisa and outside, such as the Unisa Employee Disability Forum (UEDF), UNISA Disability Steering Committee and the University Estates Committee.

The Year Ahead – 2014

The following publications will be submitted early in 2014:

- 2 journal papers
- 3 conference papers
- One book chapter

It is envisaged that at least one student will graduate in 2014 (Basil Coetzee) and two students will submit in 2014 (Rabelani Dagada, PhD; Aubrey Labuschagne, M Tech).

2. RESPONSIBLE INVESTMENT PROGRAMME

Programme Manager: Prof Neil Eccles

The year in review - 2013

2013 was really a bit of a conceptual watershed year in terms of the Responsible Investment Programme. Much of the work in the programme leading up to 2013 had focused on delivering a scathing critique of emerging discourses in the broad field of responsible investment. The inaugural lecture entitled "Sustainable Investment: Dickens, Malthus and Marx" represented a climax to this critique. Subsequently, and in line with the new ICC vision which calls for imagining a more just and sustainable society, the focus of the Responsible Investment Programme shifted quite seismically towards thinking about better ways of doing things. And in towards this end, we have begun work on a project to examine how the work of the political philosopher John Rawls might be applied in the investment space.

Summary of activities during 2013

Activity	Highlights
Publications	<ul style="list-style-type: none">• 1 paper – non-accredited journal
M and D Students	<ul style="list-style-type: none">• 1 doctoral student delivered a complete thesis draft (Mr Barry Ackers)• 1 masters student made significant progress towards delivering a dissertation (Ms Janet Pretorius)
Other	<ul style="list-style-type: none">• Neil Eccles delivered an inaugural lecture• Neil Eccles was part of the editorial collective on a special issue of Journal of Sustainable Finance & Investment.

The Year Ahead – 2014

During 2014, the primary focus will be on continuing the exploration of the work of John Rawl, and hopefully bringing some of this to fruition. It is also anticipated that one doctoral student (Mr B Ackers) will submit and pass his degree during the year.

3. Academic research outputs

Table 3.1: Articles Published In Accredited Journals

Title of article	Author/s	Title of journal
Integration of policy aspects into information security issues in South African organisations.	Dagada R., Eloff M.M.	African Journal of Business Management
Digital Forensic Process Models – DFPMs.	Kohn M.D., Eloff M.M., Eloff J.H.P.	Computers & Security
Participatory Action Research as a Platform for Community Engagement in Higher Education. (Late 2012)	Nhamo G.	Journal of Higher Education in Revue del enseignement superieur en Afrique (JHEA/RESA)
Green economy readiness in South Africa: A focus on the national sphere of government.	Nhamo G.	International Journal of African Renaissance.
Conceptual framework for carbon foot printing in the South African banking sector.	Nhamo G., Bhima M.	Journal of Banks and Systems

Table 3.2: Papers Published in Peer-reviewed Conference Proceedings

Title of paper	Author/s	<i>Title of conference proceedings</i>
Democratic Detection of Malicious Behaviour in MANET: A Voting Process.	Ochola E.O., Eloff M.M., van der Poll J.A.	Proceedings of the 2013 Information Security South Africa (ISSA 2013) Conference
The Failure of Watchdog Schemes in MANET Security: A Case of an Intelligent Black-Hole.	Ochola E.O., Eloff M.M., van der Poll J.A.	Proceedings of South African Institute of Computer Scientists and Information Technologists (SAICSIT 2013) conference
Towards a Usable and Secure Online Banking Security Heuristic Model.	Mujinga M., Eloff M.M., Kroeze J.H.	24th Australasian Conference on Information Systems, (ACIS 2013)

Table 3.3: Books and Chapters in Published Books (Scholarly and Peer-reviewed)

Title of book	Title of chapter	Author/s
Natural Resources Management and Climate change: Vol.3 (Late 2012)	Climate change risk insurance: Emerging challenges and opportunities for Africa.	Nhamo S., Nhamo G.
Prosperous Report, The African Edition	Project Management Maturity VS. Project Outcomes in Africa	Eloff MM, Marnewick C.

Table 3.4: Articles Published In Non-Accredited Journals

Title of article	Author/s	<i>Title of journal</i>
Psycho social Risks: can their effects on the Security of Information Systems really be ignored?"	Frangopoulos E.D., Eloff M.M., Venter L.M.	Management and Computer Security
Sustainable investment, Dickens, Malthus and Marx.	Eccles N.S.	Journal of Sustainable Finance & Investment

4. Tuition – SUS1501

Technically undergraduate tuition is not part of the core function of any institute. However, we have always recognised that it represents one of the most effective vehicles for disseminating our research and ensuring that our research has real impact. That it induces change. As a result we have always engaged on some level with undergraduate tuition. In 2013 this involvement took the form of delivering CEM's signature module entitled "Sustainability and Greed" to roughly 6500 students for the first time. The module's purpose is to try and create more thoughtful economic and management sciences graduates. It does this by teaching them some moral philosophy and then getting them to apply this to issues which ought to confront them daily associated with the themes of sustainability and greed. As the name suggests, the module is highly provocative. The authority for this pedagogical approach is derived from MacIntyre's observation that:

*"But infuriating someone may indeed be the only method of disturbing him sufficiently to force him into philosophical reflection on moral matters."*¹

When this approach works, it really works. One of the students put it this way:

"When I registered for this module, I thought, wow Sustainability and Greed has to be a walk in the park for me. Sustainability is obviously correct and Greed is obviously incorrect! Right! So really what could this module possibly teach me that I don't already know? I am a responsible person both professionally and in my personal life. I am the person who lives a black and white life, the kind of person who could teach you about morality because I walk the straight and narrow path. So this module would simply reiterate what I already know.

Little did I know that this would be the most challenging subject I have ever come across? I have never spent more time thinking on any subject matter in my life. I also know that I will never complete this module as it will be a nagging reminder that I don't have all the answers and I have to constantly look to humanity rather than black and white fact throughout my life and career. I have a responsibility beyond

¹ MacIntyre, A. 2002. *A Short History of Ethics*. pg 20. Routledge Classics, London

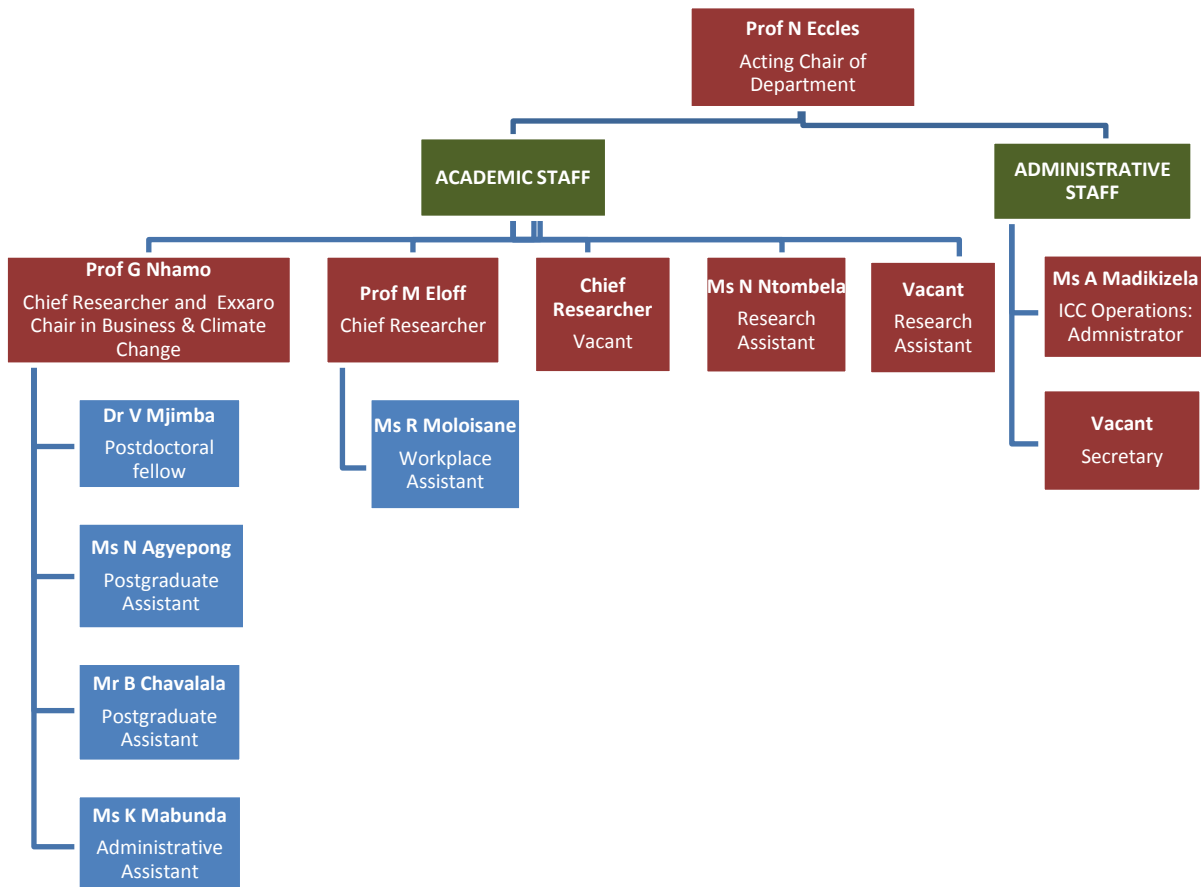
being just RARE but also being someone who is beneficial to this planet. So now that I am out of my blissful comfort zone, what have I learnt....."

We believe this is real evidence of research impact. Even if only a small minority of our 6500 students are impacted to anywhere near this extent, we think that we will be doing justice to our mantra of "Imagine, Provoke, Change"

Our involvement in this module does not begin and end with tuition however. Sustainability and Greed provides an incredible platform for doing research into both the perspectives of our students in respect of contemporary issues relating to the themes of sustainability and greed, and into the teaching of ethics. There are at least three research projects which we hope to initiate during the course of 2014:

- A case study of hegemonic action provoked by the module name;
- A quantitative exploration of the opinion changes which students undergo over the course of the semester;
- A review of the literature on the teaching of business ethics

5. ICC staff



As on 31 December 2013, the ICC had a relatively small staff complement of five permanent staff members (indicated in red above) and five non-permanent people (indicated in blue above). During this reporting year, changes within the ICC included resignations of Ms M Magwaza a research assistant and Ms D Msibi the departmental secretary. We were unable to appoint a suitable person to fill the vacant Chief Researcher post. We had advertised this as a very specific portfolio – namely business ethics teaching.

6. Financial information

EXXARO CHAIR IN BUSINESS AND CLIMATE CHANGE + NOAH FINANCIAL INNOVATIONS CHAIR IN RI AND INSTITUTE FOR CORPORATE CITIZENHSIP

COMBINED STATEMENT OF COMPREHENSIVE INCOME FOR YEAR ENDING 31 DECEMBER 2013

	2013 R	2012 R
INCOME	1,981,650	1,970,974
Donation/Grant - Exxaro Chairman's fund	1,450,000	1,620,455
Interest Revenue	531,650	350,519
EXPENDITURE	415,108	533,705
Entertainment/Events/Meetings	19,625	84,833
Subscription books/Membership fees	510	1,352
Depreciation - Furniture and Equipment	3,363	7,809
Costs - Seminar/Congress	-	39,600
Costs - Attendance Bosberaad	32,870	-
Attendance - Training Course	83,349	3,500
Travel & Subs - Foreign	6,772	132,374
Travel & Subs - Domestic	38,062	133,106
Unisa Shop	575	8,175
Photocopying Costs	868	3,108
Non capitalisable furniture/equipment	3,910	9,220
Stationery and office requirements	3,786	8,428
Salaries - Permanent	203,099	91,538
Telephone costs	-	10,662
Salaries - Temporary	18,319	-
Surplus/(deficit) for the period	1,566,542	1,437,269
Balance at beginning of period	6,284,860	6,916,000
Exxaro Chair in Business and Climate Change	3,599,318	4,417,089
Noah Financial Innovations Chair in Respinsible Investment	2,402,806	2,293,227
Institute for Corporate Citizenship	282,736	205,684
Balance at end of period	<u>7,851,402</u>	<u>8,353,269</u>