

UNISA



institute for
corporate citizenship

2014 ANNUAL REPORT

Our Vision

Imagine, Provoke, Change



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1. Message from the Chair of Department

A friend of mine recently gave me a copy of a book entitled: "*Why the Cuban Revolution?*" On the surface this book was one of those glossy books which look ideal for putting on the coffee table. And when I received it, I suggested to my friend that this is just what I would do. His immediate reaction was that perhaps I should read the book before putting it where sensitive readers might pick it up. He was right. The book is a compilation of often gruesome photographs and disturbing narrative carefully assembled to depict the worst excesses of the Batista regime. Many of the photos were of course of revolutionaries who had been brutally tortured or murdered by the then Cuban government. But for me the most upsetting thing in the book by far were photos of children (mostly rural) living in the unimaginable poverty. The accompanying narrative described "*five hundred thousand farm laborers who live in miserable shacks, who work four months of the year and starve the rest*".

Which brings me to 2014 and to home – to South Africa. On the 3rd April this year, Stats SA released a press statement entitled "*Poverty Trends in South Africa. South Africa winning war on poverty*". Based on the title, one might imagine another "good story to tell". Sadly it wasn't. Not particularly well hidden amongst the numbers presented was the fact that about 10.2 million people in South Africa were living below the food poverty line. It is usually inappropriate for academics to use exclamation marks in their writing but for crying in a bucket, this is 20% – one person out of every five - of the population in the country essentially starving! Many of these people will no doubt be rural children who would look, if we actually took the time to see, just like the starving children in Batista's Cuba. From where I sit, with statistics such as this defining our reality, there is absolutely no way that we, as a nation, can lay claim to having a good story to tell. The empirical evidence unequivocally falsifies the claim. In fact I can easily imagine how this might in future be dressed up, with graphic photos of starving children and emotive language, and used as grounds for a just revolution.

This bad story is of course not uniquely South African. Far from it. At a global level, World Bank statistics from 2011 suggested that about 17% of the total human population lived below their poverty line (more or less equivalent to Stats SA's food poverty line). That

translates to somewhere between 1.2 and 1.4 billion people. It was with this as a contextual backdrop that I decided that my usual chocolate bar inflation index (which incidentally is sitting at over 100% in the past two years) was really just middle class winging. For 10.2 million South Africans, the R25 that it will now cost to buy 150 grams of chocolate would be nearly 10% of their total monthly income.

It is also against this sobering contextual backdrop that I reflected on our activities as an Institute in 2014. With our vision of "**Imagine, Provoke, Change**", I asked myself whether we had really made any difference whatsoever?

- Had we really **imagined** a better world?
- Had we **provoked** anyone (business included) to give any serious thought to these imaginings?
- Had anything **changed** as a result of our provocation?

The answer to the first of these questions is an obvious yes. Quite frankly it would have been hard to imagine a worse world. But actually we imagined much better worlds. Much of the research that we published contemplated more just ways of doing things. In this regard, the Exxaro Chair research programme under Godwell Nhamo was particularly productive participating in the publication of no less than 15 articles. With their focus on matters of the environment, most of these contemplated a more just world, albeit from an intergenerational perspective.

In terms of provoking anyone to give some serious thought to our imaginings, the story is a bit more mixed. On the up side, our running of the College of Economic and Management Sciences signature module entitled "Sustainability and Greed" yet again presented us with an incredible opportunity to provoke future leaders of our country with our imaginings. And we grasped this opportunity with both hands. Over the course of the year just over 10 000 students participated in the module, and we are certain that a fair proportion of them were provoked to at least think about the world around them.

On the down side, as far as our research was concerned, in 2014 we sadly fell into the "junk journal" trap with a large proportion of our published work. The simple consequence of this is that this work is really unlikely to ever have any significant impact on academic discourses

irrespective of how good or bad it was. The research credibility is tarnished by association. We will not be making the same mistake again I hope.

In terms of changing things in some positive way, thinking about this is always humbling. I cannot in my wildest dreams imagine that tonight significantly fewer South Africans will go to bed hungry because of our efforts last year. And this makes me so frustrated that I literally want to scream. But we are academics not revolutionaries. We do not change the world overnight in dramatic battles. We change it through our influence on public reasoning. In the closing chapter of his book "*The Idea of Justice*" Amartya Sen writes that:

"Resistance to injustice typically draws on both indignation and argument. Frustration and ire can help to motivate us, and yet ultimately we have to rely, both for assessment and for effectiveness, on reasoned scrutiny to obtain a plausible and sustainable understanding of the basis of those complaints (if any) and what can be done to address the underlying problems." (pg. 390)

And so when it comes to change we must be patient. Reasoned scrutiny takes time.

And on that note, I come to the bit that I most enjoy in my reflections - thanking my wonderful team publicly. Technical achievements aside, I can honestly say that I love coming to work in the morning. I am always greeted with brilliant, happy, and passionate people. This makes me happy and passionate.

Cruz, J.C.R. 2012. "*Why the Cuban Revolution?*" Editorial Capitán San Luis, Havana.

Sen, A. 2010. "*The Idea of Justice*" Penguin, London.

Stats SA. 2014. "*Poverty Trends in South Africa. South Africa winning war on poverty*" (Available at: <http://beta2.statssa.gov.za/?p=2591>. Accessed Jan 2015).

2. Research

In line with its vision that seeks to:

“IMAGINE a more just and sustainable world; PROVOKE business to meaningfully consider these imaginings through the magic of academic action; and in doing so CHANGE things for the better”

Through its research, the ICC asks pertinent questions aimed at enhancing the role and contribution of business to sustainable development. Currently there are four (4) research programmes namely:

1. Exxaro Chair in Business and Climate Change
2. Programme in Information security and social responsibility
3. Programme in Responsible Investment
4. Programme in Teaching Business Ethics

These programmes are led by programme leaders who are engaged in research and education in their respective areas and actively supervising postgraduate students. What follows is an overview of the activities under the respective programmes.

1. EXXARO CHAIR IN BUSINESS AND CLIMATE CHANGE

Programme Leader: **Prof Godwell Nhamo**

2014 - THE YEAR IN REVIEW

Much time was devoted to research, particularly for book projects, doctoral and masters student supervision as well as opening up a medium to long-term research programme on “Bio-derived Fuels and Solar Technology Transition under Climate change and Green Growth/Economy”. Significant work also took place with regards to the planning of the 2nd Exxaro Biennial Public Lecture that took place at Unisa on 17 November and the 2015 international conference focusing on “Innovation for sustainability under climate change and Green Growth/Economy” to be held at Birchwood Hotel, South Africa on 26-28 May 2015.

SUMMARY OF 2014 ACTIVITIES

Activity	Highlights
2014 Publications	15 journal articles publications (including 1.5 from postdoctoral fellow) 2 edited books published
Supervision: Masters/Doctoral students	<ul style="list-style-type: none">• 2 PhD graduated• 1 Masters' students graduated• 4 Doctoral candidates under supervision• 2 Masters' students under supervision
Community Engagement	<ul style="list-style-type: none">• Research on community engagement praxis at Unisa• Work on UNISA/NBI energy efficiency programme proposal
Other	<ul style="list-style-type: none">• High level invitation to run the UNESCO Green Economy Global Workshop in Nagoya (Japan) to mark the end of the Decade for Education for sustainable development• Successful application to host the CIRCLE (Climate Impact Research Capacity and Leadership Enhancement Programme for sub-Saharan Africa) Fellowship Programme

POST-DOCTORAL FELLOWS AND RESEARCH OUTPUTS

- Dr Vuyo Mjimba's postdoctoral fellowship renewed and 1.5 outputs realised.
- Dr Chipso Mukonza's postdoctoral fellowship granted for 2015

2015 - THE YEAR AHEAD

Work to implement the "Bio-derived Fuels and Solar Technology Transition under Climate change and Green Growth/Economy" research will take place with the aim to realise one on the ground project in a municipality. The year will also witness the publication of the book on climate change education in the SADC School Curriculum. In addition, we will be seeking of ethics clearances for a number of research projects related to the Chair's long term research agenda, including a book proposal on green building of South Africa. M&D supervision will continue with the aim to graduate two doctoral candidates and one master's candidate.

Mentorship of two fellows from the Climate Impact Research Capacity and Leadership Enhancement (CIRCLE) in Sub-Saharan Africa programme will take place the whole year with a target to have at least a paper published by each fellow during their stay at Unisa. Additional effort will be made in selecting the next cohort of the CIRCLE Fellows for 2016. Based on the Chair's activities, an application was made on behalf of Unisa to become a host and home institution under the CIRCLE. Unisa was awarded the host status. The CIRCLE is an initiative of the Department for International Development (DFID) of the United Kingdom (UK) to develop the skills and research output of early career African researchers in the field of climate change and its local impacts on development. The programme will run from 2014 to 2018. The three main objectives of the CIRCLE fellowship programme are to:

- (1) Strengthen research capacity in Sub-Saharan African research institutions to support early career researchers and develop a coordinated and strategic approach to climate change research;
- (2) Strengthen the capacity of African researchers to undertake research on climate change and its local impacts on development; and
- (3) Strengthen the capacity of the African Academy of Sciences (AAS) to set and implement research programmes based on credible commissioning and peer-review processes.

However, mentorship of postdoctoral fellows, research and graduate assistants will also continue under the Exxaro Chair. A huge focus of the first half of the year will be the May international conference. On the community engagement front, efforts will be made to assist the Principal and VC's Office to implement the NBI/Unisa energy efficiency programme. In the latter part of the year, a proposal seeking funding for the 3rd term from Exxaro will be made.

2. PROGRAMME ON INFORMATION SECURITY AND SOCIAL RESPONSIBILITY

Programme Leader: **Prof Mariki Eloff**

2014 - THE YEAR IN REVIEW

This programme focuses on the importance of information security in the corporate environment and the way organisations contribute to raising security awareness, how they comply with legal requirements such as the ECT Act, the PoPI Act etc. Organisations' policies should also reflect their commitment to follow South African laws and guidelines such as King II and III.

SUMMARY OF 2014 ACTIVITIES

Activity	Highlights
2014 Publications	<ul style="list-style-type: none"> • 5 peer reviewed international conference papers • 1 book chapter
Supervision: Masters/ Doctoral students	<ul style="list-style-type: none"> • 1 MSc student graduated • 1 PhD student submitted
Community Engagement	Mariki Eloff is an active campaigner for people with disabilities. During 2014 she was elected as chairperson of the Unisa Employee Disability Forum (UEDF), and serves on various other forums, both within Unisa and outside, such as UNISA Disability Steering Committee and the University Estates Committee.
Other	Organizing committee member of the ISSA 2014 annual conference.

2015 - THE YEAR AHEAD

The following publications will be submitted during 2015:

- 2 journal papers
- 3 conference papers

It is envisaged that at least one Doctoral student will graduate in 2015 (Rabelani Dagada) and an M Tech student (Aubrey Labuschagne) will submit. 2015 also promises to be an interesting year, with the visiting research fellows of the CIRCLE, and possible collaboration with the Exxaro Chair.

3. RESPONSIBLE INVESTMENT PROGRAMME

Programme Leader: **Prof Neil Eccles**

The year in review - 2014

2014 was a very quiet year in the Responsible Investment Programme in terms of outputs. However, in terms of preparation, it was anything but quiet with ground work for two major projects – the integrated reporting project and the distributive justice project – being undertaken. The first of these projects which is being conducted in collaboration with colleagues from the University of Pretoria will look at current and anticipated impacts of integrated reporting on investment decision making. Significant progress was made in drafting a comprehensive proposal. The second of these projects will seek to investigate empirically the application of tools such as John Rawls’ “veil of ignorance” for overcoming positionality problems associated with investment. A significant amount of background reading was done towards this end, including a thorough reading of Rawls’ “A Theory of Justice” and Sen’s “The Idea of Justice”.

Summary of activities during 2014

Activity	Highlights
2014 Publications	<ul style="list-style-type: none">• None
Supervision: Masters/ Doctoral students	<ul style="list-style-type: none">• Mr Barry Ackers submitted his Doctoral degree for examination. It was accepted with corrections.• Ms Rene Swart began her Doctoral degree on integrated reporting and investment decision making.

The Year Ahead – 2015

During 2015, preparation for empirical work on both of the major projects initiated in 2014 will take place. This will include developing the research protocols, and applying for ethics approval. It is also anticipated that Mr Barry Ackers will complete corrections on his Doctoral degree and graduate.

4. PROGRAMME IN TEACHING BUSINESS ETHICS

Programme Leader: **Prof Neil Eccles**

The year in review - 2014

Prior to 2014, this programme had been entirely opportunistic in its approach. However, in 2014 we began to focus our attention on the opportunities inherent in our delivery of the College of Economic and Management Sciences' signature module Sustainability and Greed as the foundational experimental space for the programme. Towards this end we presented a paper at a conference (currently being reviewed for inclusion into a journal special edition) which broadly described the pedagogical design principles of the module. This led to us being invited to deliver a series of lectures based on Sustainability and Greed to MBA students at Rhodes University, thereby expanding our potential experimental space beyond ODL. Arguably the most exciting development though was that we managed to attract two graduate students (one doctoral and one masters student) interested in pursuing their research under the banner of the programme.

Summary of activities during 2014

Activity	Highlights
2014 Publications	<ul style="list-style-type: none">• 1 peer reviewed conference proceeding
Supervision: Masters/ Doctoral students	<ul style="list-style-type: none">• Mr J Conradie registered for a Doctoral degree to begin in 2015• Ms M Chopdat registered for a Masters degree to begin in 2015

The Year Ahead – 2015

The priority for 2015 will be to ensure that Mr Conradie and Ms Chopdat successfully complete their research proposals, and get ethics clearance to make use of data available in the signature module. We are also working on a critical paper examining negative stereotyping in vignettes used in the teaching of business ethics.

3. Research outputs

Table 3.1: Articles Published In Accredited Journals

Title of article	Author/s	Title of journal
Community Engagement Paxis at the University of South Africa	Nhamo G.	Pogressio
CDM Projects and their impact on sustainable development: a case study from Kenya	Nyambura B., Nhamo G	Environmental Economics
Mainstreaming green economy into sustainable development policy frameworks in SADC	Nhamo S., Nhamo G.	Environmental Economics
Assessing Progress in Implementing UN PRME: International Perspectives and Lessons from South Africa	Nhamo S., Nhamo G.	Problems and Perspectives in Management
Clean and energy efficient technology as green economy transition mechanism in South African gold mining: case of Kusasaletu	Chavalala B., Nhamo G.	Environmental Economics
Access to Weather Forecasting and Early Warning Information by Communal Farmers in Seke and Murewa Districts, Zimbabwe	Mudombi S., Nhamo G.	Journal of Human Ecology
Biting the hand that feeds you: green growth and electricity revenues in South African metropolitans	Nhamo G., Mjimba V.	Public and Municipal Finance

Massive Open Online Courses (MOOCs) and green economy transition: Feasibility assessment for African higher education	Nhamo G.	Journal of Higher Education in Africa
Higher education institutions and carbon management: cases from the UK and South Africa	Nhamo G., Ntombela N.	Problems and Perspective in Management
From sustainable development through green growth to sustainable development plus	Nhamo G.	International Journal of African Renaissance Studies
Addressing women in climate change policies: A focus on selected east and Southern African countries	Nhamo G.	Agenda: Empowering Women for gender equity
Socio-Economic Determinants of Climate Change Awareness among Communal Farmers in Two Districts of Zimbabwe	Mudombi S., Nhamo G., Muchie M.	Africa Insight
Reviewing Some Implications of the Green Economy for Higher and Further Education Institutions	Nhamo G.	Southern African Journal of Environmental Education
Main-streaming the climate change and green growth agenda into development visions: A narrative from selected sub-Saharan African countries	Mjimba V.	International Journal of African Renaissance Studies
An Investigation into Kyoto Protocol's Clean Development Mechanism as Kenya's Green Economy Transition Mechanism	Nyambura B., Nhamo G.	Africa Insight

Table 3.2: Papers Published in Peer-reviewed Conference Proceedings

Title of paper	Author/s	<i>Title of conference proceedings</i>
Information Security Economics: Induced Risks and Latent Costs	Evangelos F., Eloff M.M., Venter L.	Proceedings of the 13 th European Conference on Cyber Warfare and Security
The Effectiveness of Online Gaming as Part of a Security Awareness Program	Labuschagne A. W., Eloff M.M.	Proceedings of the 13 th European Conference on Cyber Warfare and Security
Requirements for Preparing the Cloud to Become Ready for Digital Forensic Investigation	Dlamini M., Venter H., Eloff J., Eloff M.M.	Proceedings of the 13 th European Conference on Cyber Warfare and Security
Information Systems: Transforming the Future	Mujinga M., Kroeze J., Eloff M.M.	Proceedings of the 24 th Australasian Conference on Information Systems
CBAC4C: Conflict Based Allocation Control for Cloud	Dlamini M.M., Eloff J., Eloff M.M.	The 9 th International Conference for Internet Technology and Secured Transactions (ICITST-2014)
Human Aspects of Information Assurance: A Questionnaire-based Quantitative Approach to Assessment	Frangopoulos, E.D., Eloff M.M., Venter L.M.,	The 8th International Symposium on Human Aspects of Information Security & Assurance, (HAISA 2014)
The Bridge over the River Kwai": Reflection first and anti-solutionism, problem posing and infuriation as tools to nurture this.	Eccles N.S.	3rd International Conference on Responsible Leadership.

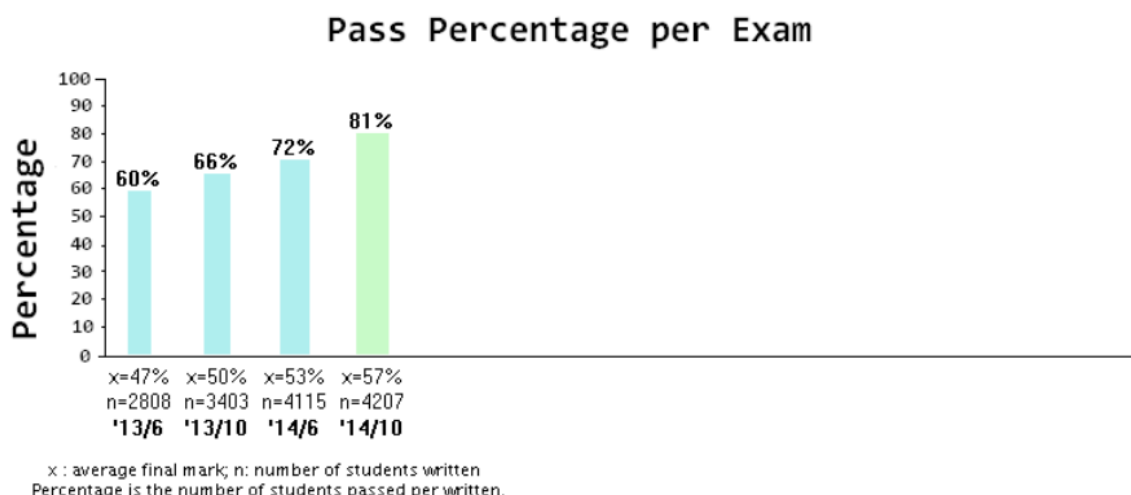
Table 3.3: Books and Chapters in Published Books (Scholarly and Peer-reviewed)

Title of book	Title of chapter	Author/s
Breakthrough: Corporate SA in a Green Economy	Addressing Carbon Reduction through civil aviation industry's four pillar strategy implementation at South African Airways	Nhamo G., Nyamwena-Mukonza C.
Breakthrough: Corporate SA in a Green Economy	FirstRand's Responsible Financing and the Green Economy	Nhamo G.
Breakthrough: Corporate SA in a Green Economy	Ensuring Sustainability through Strategy at Barloworld	Nhamo G.
Breakthrough: Corporate SA in a Green Economy	Pick 'n Pays Supply Chain Connectivity , Food Security and the Green Economy	Nhamo G.
Breakthrough: Corporate SA in a Green Economy	Addressing Climate Change through resource efficiency and combined heat and power systems at Mondi	Fombad, M., Nhamo G.
Breakthrough: Corporate SA in a Green Economy	Mapping the Green Economy Landscape in SA	Nhamo G., Nedson P., Tshangela M.
Breakthrough: Corporate SA in a Green Economy	Business in the Green Global Economy	Nhamo G., Nedsom P.
Breakthrough: Corporate SA in a Green Economy	Emerging Trends and Learning points	Nhamo G.
Land Grabs in Green African Economy: Implications for Trade, Investment and Development Policies	New Generation Land Grabs in a Green African Economy: The contextual settings	Nhamo G., Chekwoti C.
Land Grabs in Green African Economy: Implications for Trade, Investment and Development Policies	Conclusions and Policy Pointers: What must Africa do?	Nhamo G.
Information Security in Diverse Computing Environments	Information Security Innovation: Personalisation of Security Services in a Mobile Cloud Infrastructure	Eloff J., Eloff M., Bihima B.M., Isherwood D., Dlamini M., Ngassam E.

4. Tuition – SUS1501

Prof Neil Eccles

Since 2013, the Institute has run a single, but very important undergraduate module for the College of Economic and Management Sciences entitled Sustainability and Greed (SUS1501). This is the College's signature module and is therefore gradually being included in all College programmes. As such, during 2014 we entertained roughly 5000 students per semester, an increase from around 3000 per semester in 2013. As with all signature modules, SUS1501 makes use of relatively intensive learner support practices based on the use of online teaching assistants. And I'm really happy to be able to say that it seems that we are (as a team comprising myself, six secondary lecturers and between 25 and 30 teaching assistants) getting better at what we do. This is apparent from our steadily improving pass rates for the module:



Now some may view this improving pass rate as grounds for celebration in and of itself. I do not share this view. Contrary to what one might believe if one were to listen to many a strategic discussion on higher education in South Africa today, I do not believe that our ultimate goal as academics is to achieve improved pass rates just for the sake of it. Our ultimate goal is to produce people (whether they graduate or not) who have the ability to reflect critically on the world around them. And it is in this regard that I think we have real grounds for celebration in SUS1501. To illustrate this, one of the teaching assistants collected a series of quotes from students in their final portfolio. Here is a selection of these:

" This module has certainly been crazy, and I have loved every minute of it. The fact that this has been very interactive, I have enjoyed reading the opinions of other people and in doing that I have realized, how very different people are. Thank you for this journey."

" Thanks for the letting us know prior, how this module will make us feel. This was of great help as I was about to lose my marbles, I will always remind myself that it is okay to feel this way. This was a journey that was worth it, as it touches most of the aspects in life holistically."

" This module was a soul/personality tester for me. I know very well who I am and what I believe in. However during the module my beliefs were conflicted based on the discussions that we had."

" This has been a hectic and crazy course but it opened my eyes and changed the way I think about a lot of things."

" Wow, where to begin. What this module did best was that it made me think."

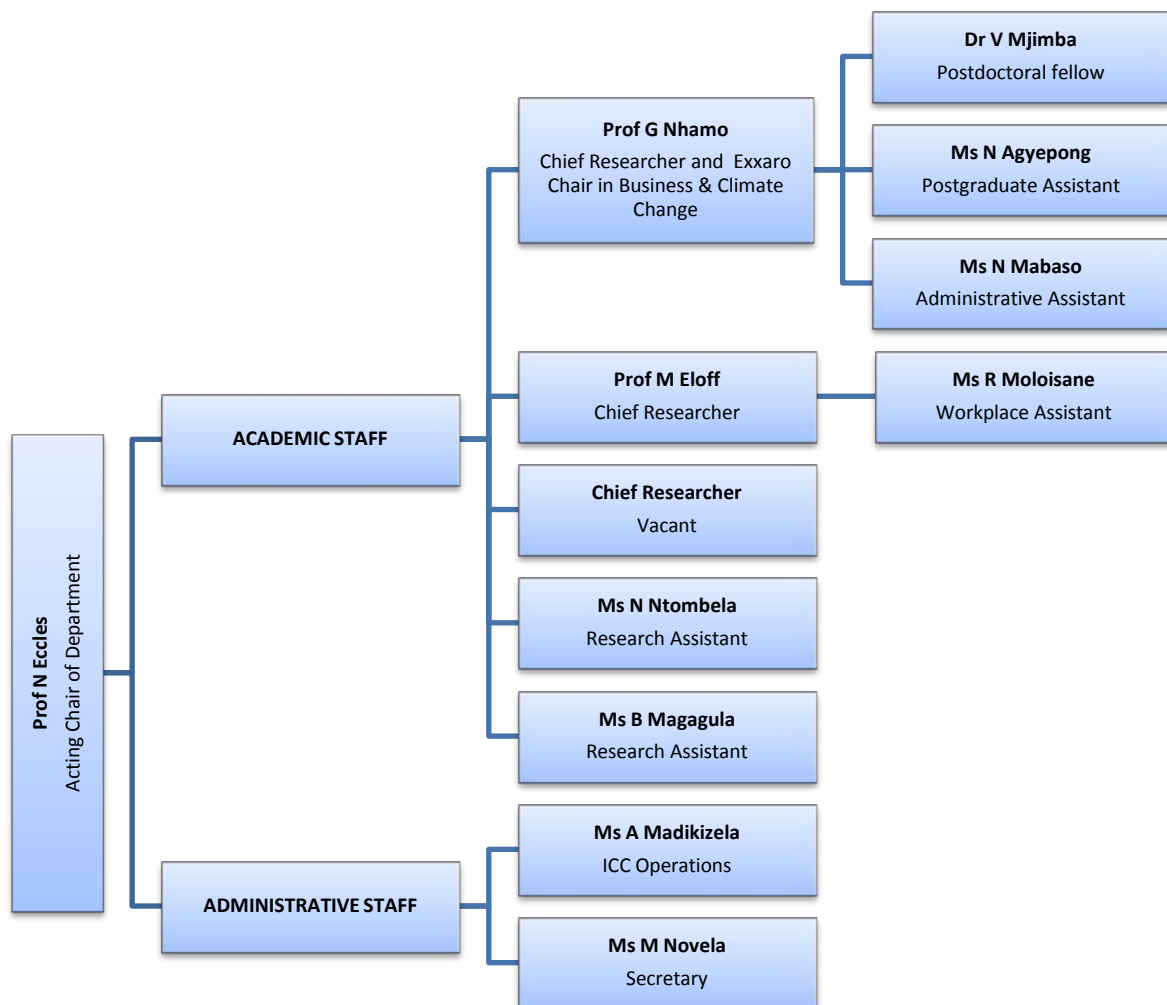
" This module helped me look at ethical issues and my own ethics. I was forced to face my views and rethink my views when I was presented with questions and theory provided in the learning units."

" Looking back at the beginning of this course, socio-economic responsibility was the last thing on my mind. How that has changed!"

If this selection of quotes from the final portfolio of a single teaching assistant are anything to go by, we are being successful in exposing our students to the joys and pains of being more thoughtful.

In 2015 we will expand our numbers yet again to as much as 10 000 students per semester. The challenge then will be to sustain our successes in terms of facilitating thoughtfulness and pass rates in the face of such a large increase in student numbers. I think we are positioned well to do this.

5. ICC staff



2014 saw resignations of Ms K Mabunda and Mr B Chavalala. However, three employees joined the ICC; Ms Busi Magagula (Research Assistant), Ms M Novela (Departmental Secretary) and Ms Nhlanhla Mabaso (Administrative Assistant for the Exxaro Chair in Business and Climate Change).

6. Financial information

During 2014 we were challenged by members of College's Management Committee to give thought to our financial sustainability as an Institute. This was precipitated by the fact that cost units for the funding of the ICC's staff structure (excluding Exxaro Chair staff) were entirely provided out of the Dean's cost units. This prompted the question as to whether the ICC's contributions justified this apparent on-going subsidy, or whether these Dean's cost units might not be better spent on other endeavours. Before venturing into the formal statements of income and expenditure, we felt that it would be worthwhile to present what our reflection in this regard yielded.

From the above presentation of our activities during 2014 it should be clear that we do two things:

- We do research under the banner of four research programmes;
- We teach the module SUS1501

These activities are obviously associated with certain costs which were the subject of College's Management Committee scrutiny. But they are also obviously both associated with certain revenues which were somewhat less fully considered.

Costs:

Since 96% of our costs were associated with staffing, the most appropriate "currency" for considering our costs and revenues is cost units. In terms of the costs then, the actual ICC staff (including SUS1501 associated cost units but excluding Exxaro Chair units) were as follows:

ICC			
	Cost units	Number	Total
Full Professors	1.53	3	4.59
Associate Professors	1.25		0
Senior Lecturers	1		0
Lecturers	0.77	1	0.77
Junior Lecturers	0.61	3	1.83
TOTAL			7.19

SUS1501 specific			
	Cost units	Number	Total
Senior Lecturers	1	3	3
Teaching Assistants	0.16	29	4.64
TOTAL			4.64

TOTAL COST UNITS	11.83
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Revenues:

Although institutes at Unisa are not funded via ACHRAM we can nonetheless use the model to estimate our revenues. Considering only the cost units associated with enrolments of our

Masters and Doctoral students, and our SUS1501 students we get the following:

Doctoral Degrees		
Number of students	Funding category	Cost units
4.83	4	2.42
3.5	3	0.88
2.5	2	0.42
0	1	0.00
TOTAL		3.71
Masters Degrees		
Number of students	Funding category	Cost units
1.5	4	0.25
6.5	3	0.81
1.5	2	0.15
0	1	0.00
TOTAL		1.21
SUS1501		
Number of students (2014)	Funding category	Cost units
10500	2	14.00
TOTAL COST UNITS		18.92

Conclusion:

From this more proper accounting of costs *and* revenues it is clear that the ICC is financially sustainable. During 2015 we will use this analysis to motivate for the formal allocation of ring-fenced cost units to the College Deanery for our staffing.

Consolidated statement of income & expenditure as at 31 December 2014

ITEM	2014	2013
	R	R
INCOME	1 790 176	1 850 737
Donation/Grant	1 375 000	1 450 000
Interest Revenue	415 176	400 737
EXPENDITURE	994 675	410 624
SMS Expenses	21 679	-
Entertainment	23 866	19 625
Non-Capitalisable - Books and Journals	147 500	-
Depreciation - Computer Equipments	3 795	3 363
Membership fees	960	510
Non-Capitalisable - Furniture and equipment	7 968	-
Photocopying Costs	5 021	-
Costs - Seminar/Congress	10 000	868
Costs - Attendance Bosberaad	46 030	32 870
Attendance - Training Course	-	83 349
Travel & Subs - Foreign	180 608	6 772
Travel & Subs - Domestic	22 386	38 062
Stationery	16 021	-
Royalties	70 000	-
Basic Research	26 769	-
Unisa Shop	10 922	-
Salaries - Permanent	354 157	203 099
Stationery and Office Requirements	6 850	3 786
UIF	-	-
Salaries - Temporary	40 145	18 319
Surplus/(deficit) for the period	795 501	1 440 113
UNAPPROPRIATED SURPLUS 01/01/2014		
Exxaro Chair in Business and Climate Change	5 039 431	3 599 318
Institute for Corporate Citizenship	220 374	259 556
Noah Financial Innovations	2 535 200	2 402 806
BALANCE AT THE END OF PERIOD	5 834 932	5 039 431

NOTES:

- Salaries for permanent employees are paid from the Executive Deans' cost units
- Financial Statements are unaudited
- There is no statement of cash flow as ICC financial statements form part of the University's consolidated statements and so there is no separate bank account for the Institute