

2016 ANNUAL REPORT

Imagine, Provoke & Change

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1. A review by the Chair of Department

It has become something of a tradition that at the end of each year that, in addition to reflecting on what has happened within the Institute, I reflect a little on what happened outside the Institute. And as I sit here thinking about what to write about 2016, I must confess I find myself at a bit of a loss. This is not because there is nothing to write about. Quite the contrary in fact. It is because there is just so very much to write about that I feel distinctly overwhelmed. One of the teaching assistants in our SUS1501 module captured it beautifully when he said: “It feels as though the world shifted in 2016.”

At a global level the shifts seem distinctly ominous. The apparent rise of what on the surface appears to be fascism the US and much of Western Europe to have all of us feeling exceptionally unsettled. Those who have done any history will no doubt draw parallels between events in the world today, and the chain of events in the 1930's and 1940's – the Great Depression; the rise of fascism; WWII. We have now had another great depression starting around 2008. We are now seeing the rise of fascism. So what is next? Do we need to concern ourselves about the spectre of Nietzschean eternal recurrence? In any event, I found myself nurturing the feeling that perhaps sitting at the bottom end of Africa is about as good a place to be in these times when rising global insecurity seems to be so likely.

We are, however, not without our own problems. As we plummet head long towards the quarter of a century post liberation mark, many South Africans are clearly beginning to realize the truth in the words “*Freedom's just another word for nothin' left to lose*” in the Kristofferson and Foster song “*Me & Bobby McGee*”. In the “miracle” years of Madiba, perhaps we all thought that South Africa would “obviously” be different to other post liberation countries. In reality however, Fanon's scathing critique of the post-liberation phenomenon in “*The Wretched of the Earth*” reads like a checklist of the ills that characterize South Africa today. And sadly it would seem to some of us on the outside as though the last of the intelligentsia in the ruling party who might have been inclined to read the likes of Fanon left when the EFF broke away. I know this can't be entirely true. But it really does feel as though it is.

Which brings me to higher education. No reflection on 2016 in a report from a university would be complete without some mention of the student protests that raged across universities in the country. These were initially sparked by the Minister of Higher Education granting university

councils the autonomy to increase fees by up to 8%. This was deemed a slap in the face for students who were calling for free education and the violent protests that followed are a matter of historical record.

Personally, I must say that think that the students are correct – at least in terms of their demands. Education to whatever level a person can ascend should be funded by the state. And the state should be funded by taxes. In effect, contrary to the Minister's insistence, I feel that the rich should not be called on to pay for their children to go to university. No. They should be called on to pay for *everyone* to go to university. Now, I am certain the many of us rich will scream that we are already taxed too much. As an answer to this, during the course of this year I stumbled onto some fascinating tax statistics. For almost half of the 20th Century the marginal tax rate for the highest income bands in the US was over 70%. And between 1942 and 1960 it was pegged at over 90%. So too much tax is all relative. And when a nation is busy reconstructing itself, calling on the rich to fund this is not without precedent.

In any event, it is in this world of turmoil that the little ICC pursued its vision of Imagine, Provoke, Change through our research, our tuition and our community engagement activities. In terms of research, we had a very productive 2016 with unaudited per capita outputs of 3! This is way in excess of any previous year. The risk of course with having produced these sorts of numbers is that they then become something of a benchmark – an expectation. This would not be good as it is highly unlikely that we will be able to sustain this sort of output rate consistently year in and year out. Much more satisfying than the numbers then, I'm happy to report that none of these outputs were in Beall's list journals, and several of them were in journals with very healthy impact factors. And so it seems that the quality of our research outputs is improving.

In terms of tuition, our efforts were once again restricted to the delivery of the College of Economic and Management Science signature module – SUS1501. While this remained a large module in terms of student numbers, there was a rather dramatic decline from the 17,000 odd students in 2015. The loss of students from the College of Accounting Sciences combined with problems with Unisa's registration processes played havoc with student numbers and in the end we only had around 8000 students pass through the module this past year. Numbers aside, every semester I find myself thrilled by the content of many of the final portfolios that I moderate. It is clear that in a little way, this module provokes many of the future captains of

industry who take, it to think about the world around them in a different way, at least for a moment.

Finally in terms of community engagement, I would like to make specific mention of the Melani village biogas project that is being run from our side by Prof Nhamo and his team in the Exxaro Chair. This is a collaborative project between Prof Nhamo's team, SANEDI and the University of Fort Hare. During 2016, thirteen bio-digesters were constructed and by the end of the year most of them were producing bio-gas for the households where they had been installed. And during 2017, Prof Nhamo and his team and collaborators will begin to conduct research on the roll out in earnest.

All in all I think we had a very good year, even though at times I must admit that it felt to me as though we were a bit like a kite in a hurricane. I would like to thank the entire ICC team for all of their varied contributions: Prof Nhamo and his team for their research efforts; Asanda Madikizela and Matimba Novela for keeping the administration of the Institute "tight"; Nompe Ntombela and Busi Magagula for keeping the College signature module going, particularly while I was away on sabbatical; and last but not least, Prof Eloff for taking over as Head of the ICC while I was away.

2. ICC Research programmes

The Institute's vision seeks to *"IMAGINE/DREAM 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"*

Therefore through its research, the ICC asks pertinent questions aimed at enhancing the role and contribution of business to sustainable development. This it does under the following four (4) research programmes:

- (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

Programme leaders of the abovementioned programmes are engaged in research and education, the supervision of postgraduate students and community engagement within their respective fields.

(1) Exxaro Chair in Business and Climate Change

By: Prof Godwell Nhamo

Unisa, in partnership with Exxaro Resources Ltd (Exxaro) established the Exxaro Chair in Business and Climate Change (Chair) in 2008 with a life span of three years. Following the Chair's success, Exxaro renewed the Chair's mandate for a further five years to 2015 and rolled it over to 31 December 2018. The vision of the Chair is 'To create a Centre of Excellence in Business and Climate Change research, education and advocacy oriented community engagement'. The Chair is mandated to operate in three thematic areas namely:

- (1) research;
- (2) academic programme development (including training and capacity building); and
- (3) advocacy oriented community engagement.

The Exxaro Chair's vision aligns well with the ICC vision in that it constantly seeks to be imaginative and dream in all its research and innovation, as well as community engagement programmes. A testimony to this is a flagship project commissioned in Melani Village of the Eastern Cape Province in July 2016 that is focusing on household biogas generation. Thirteen households are now

beneficiaries to this flagship project, and the Exxaro Chair is planning to commission additional projects on biogas in the five provinces surrounding and including Gauteng, South Africa.

In terms of governance, the Chair resides in the ICC, hosted by the College of Economic and Management Sciences under the auspices of the Executive Dean. While the Chair's autonomy will be safeguarded, he/she will be guided by an Advisory Board with nominated representatives from Exxaro, the business sector, civil society, government, and representatives from Unisa. The Advisory Board meets at least twice per annum and advises the Chair on issues of relevance and direction with regard to the Chair's mandate.

The year in review

The work programme of the Chair in 2016 focused mainly on rounding up research done by supervised masters and doctoral students as well as Unisa postdoctoral and Circle Research Fellows for publication. The incumbent, Prof Godwell Nhamo was on an 11 months research and development leave, which had its own obligations that had to be met, including the continued supervision of one master's and three doctoral students he had. In addition, and as highlighted earlier, the Chair launched a flagship project focusing on household biogas production on 1st July 2016 in Melani Village in the Eastern Cape Province. The Exxaro Chair also had the Unisa Energy and Carbon Policy it developed approved by Council in September 2016.

2016 activities

Publications

| | |
|----------------------|----|
| Journal papers | 14 |
| Community engagement | 1 |
| Other (edited book) | 1 |

The year ahead

- Research

The main research planned for 2017 focuses on biogas as a source of renewable energy and will focus on all facets that include: socio-economic contestations, health and safety, technological, finance, legislation and other areas. Such a programme will see the commissioning of new and additional sites across selected provinces in the country and working with other partners as

appropriate. Effort will be made to diversify the technology as well as bring a mix of institutional and shared household digesters.

- Community engagement

The key community engagement programme will be the continued installation and monitoring of existing biogas projects. Other engagements will be with Unisa on the implementation of the Energy and Carbon Policy. Furthermore, the Exxaro Chair will be involved in the GRI and IPCC work as appropriate.

- Supervision

A total of 3 doctoral students and one master's student will be supervised. The Chair looks forward to having one doctoral and one master's (both co-supervised) students completing their research to graduation. The Exxaro Chair also expects to recruit a minimum of 2 doctoral students.

(2) Programme on Information Security and Social Responsibility

By: Prof Mariki Eloff

This programme focuses on the importance of information security in the corporate environment and investigates how organisations can and do contribute to the improvement of information security in different ways. These ways include adherence to legal requirements pertaining to information security, such as the ECT Act, the PoPI Act and the like; if their policies reflect their commitment to follow the South African laws and guidelines such as King II and III and how they contribute to raise security awareness, not in their own organisation but in the wider community as well.

The year in review

During 2016 Unisa faced many challenges regarding student fees and outsourcing. From February to April I was acting HOD for ICC during Prof Eccles' sabbatical. Despite these we stayed committed to Unisa, our research and our post graduate research supervision. The research outputs and the progress of the students are testament to these.

2016 activities

| | |
|------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Conference proceedings | <ul style="list-style-type: none">• 6 Peer-reviewed international conference papers |
| Supervision: Masters/ Doctoral students | <ul style="list-style-type: none">• 4 Doctoral candidates under supervision• 6 Masters' students under supervision |
| Community engagement: | <ul style="list-style-type: none">• Active campaigner for people with disabilities.• Chairperson of the Unisa Employee Disability Forum (UEDF) for a second two year term• Serves on newly constituted UNISA Institutional Employee Equity Forum. |
| Other | <ul style="list-style-type: none">• NRF Re-rating on C2 for the period 2017-2022• Programme and organising committee member of the ISSA 2016 annual conference. |

The year ahead

Research

- One paper is already accepted at an accredited journal.
- One paper is already accepted at an international conference.
- One paper to be submitted to an accredited journal.
- Three papers to be submitted to submitted to international conferences.

Community engagement

As the chairperson of the UEDF and member of the Unisa Institutional Employee Equity Forum, it affords me the opportunity to advocate disability awareness and accessibility for all in Unisa.

Supervision

It is envisaged that at least one Doctoral student and three Masters' students will submit in 2017. All these students are in the final stages of their studies.

(3) A programme on Responsible Investment

By: Prof Neil Eccles

The Responsible Investment Programme seeks to explore the phenomenon of socially responsible investment defined in the broadest sense as investment practices that take into consideration environmental, social and governance matters. It stands to reason that if we can “imagine, provoke, change” in the way in which money is invested, such that this becomes an endeavour in pursuit of social good, we are likely to make a difference in this world.

The year in review

The focus of our work in 2016 was on the issue of fiduciary responsibility in relation to socially responsible investment and this was pursued from two perspectives. The first was a consideration of the matter from the perspective of theories of justice. Towards this end we drafted a paper that was accepted for publication in the Journal of Business Ethics considering reason and rationality in relation to fiduciary duty. The second was from the perspective of integrated reporting and in particular the leadership claims made about integrated reporting in relation to providers of financial capital and by definition their fiduciaries. A doctoral student in the programme made significant progress in assembling a wonderful qualitative data set on this matter over the course of the year.

2016 activities

Publications

| | |
|----------------------------------------|----------------------------------------------------------------------------------|
| Journal papers | 1 paper in press (published online: DOI: 10.1007/s10551-016-3254-z) |
| Supervision: Masters/Doctoral students | Ms Rene Swart conducted 31 interviews amounting to roughly 20 hours of material. |

The year ahead

- Research

During the course of this year, we will continue with the exploration of fiduciary duty from the perspective of theories of justice. We will be presenting a paper on this at the Fourth International Conference on Responsible Leadership to be held in Johannesburg. We are also hoping to submit a

paper for the European Business Ethics Network Research Conference with the theme “Ethics, the Economy and the Idea of Justice” to be held in September.

- Supervision

During 2017, Ms Rene Swart will begin writing her thesis with the aim of submitting this in early 2018. In addition, a second PhD student, Ms Mandebvu will begin work on a proposal to conduct research into microfinance.

(4) A programme on teaching business ethics

By: Prof Neil Eccles

One of the, if not the, most effective ways in which all academia provokes change is through our teaching. In this programme our aim is quite simply to conduct research into how we might best take advantage of this.

The year in review

There were no formal outputs from this programme during 2016, however, significant progress was made in terms of gathering a large dataset from which future outputs are likely to emerge. Assignment records for a thousand SUS1501 students both before and after taking the module were compiled into a single database. A PhD student in the programme also made significant progress towards completing the analysis for, and beginning the write up of his thesis.

2016 activities

Publications

| Activity | Highlights |
|----------------------------------------|---------------------------------------------------------------------------------------------|
| Supervision: Masters/Doctoral students | Mr Jan Conradie made significant progress in terms of analysis and writing up of his thesis |

The year ahead

- Research

We are hoping to submit at least one paper from the research conducted by Mr Conradie towards his PhD. There is a draft in place already. We are also busy conceptualizing a paper on alienation amongst academics, and in particular academics in the open distance learning context.

- Supervision

We anticipate that Mr Conradie will submit his PhD for examination quite early in 2017. Furthermore, two new PhD students, Mr T Warinda and Mr Y Galada will begin work on their proposals.

3. ICC Research outputs combined

| Type of Output | Full reference |
|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Book | Sustainability, Climate Change and the Green Economy |
| Conference | Pro-Active Data Breach Detection: Examining Accuracy and Applicability on Personal Information Detected. In: <i>Proceedings of the 11th International Conference on Cyber Warfare & Security</i> |
| Conference | Evolutionary Neural Crypto-System for Cloud-bound Data. In: <i>Southern Africa Telecommunication Networks and Applications Conference (SATNAC) 2016</i> |
| Conference | Industrial Espionage: Corporate Data continues to Leak. In: <i>Proceedings of the 11th International Conference on Cyber Warfare & Security</i> |
| Conference | Securing Cloud Computing's Blind-spots using Strong and Risk-based MFA. In: <i>2016 International Conference on Information Resources Management</i> |
| Conference | Ethical and legal issues involved in the Pro-active collection of personal information with the aim of reducing online disclosure. In: <i>12th IFIP TC 9 international Conference on Human Choice and Computers, HCC12 2016</i> |
| Journal | Mainstreaming biodiversity and wildlife management into climate change policy frameworks in selected east and southern African countries. <i>Jamba: Journal of Disaster Risk Studies</i> Vol 8: 36-44 |
| Journal | Benchmarking the effectiveness of mitigation measures to the equality of environmental impact statements: lessons and insights from mines along the great Dyke of Zimbabwe. <i>Environment, Development and Sustainability</i> Vol 18: 527-546 |
| Journal | Policy, Institutional and programme readiness for solar energy uptake in South Africa. <i>Africa Insight</i> Vol 45: 69-90 |
| Journal | Policy, Institutional and programme readiness for solar energy uptake in South Africa. <i>Africa Insight</i> Vol 45: 69-90 |
| Journal | Institutional and regulatory framework for biodiesel production: international perspectives and lessons for South Africa. <i>African Journal of Science, Technology, Innovation and Development</i> Vol 8: 1-11 |
| Journal | Effectiveness of Environmental impact assessment follow-up as a tool for environmental management: lesson and insights from platinum mines along the great Dyke of Zimbabwe. <i>Environmental Earth Sciences</i> Vol 75: 561-578 |
| Journal | Translating mitigation measures proposed in environmental impact statements into planning conditions: promises and practices by multinational platinum mining firms along the great Dyke of Zimbabwe. <i>Environmental Science and Policy</i> Vol 57: 10-21 |
| Journal | Trade implications of grid emission factors under climate change and the green economy: comparative study of African and Asian continents. <i>Journal of Economic and Financial Sciences</i> Vol 9: 13-27 |
| Journal | The association between energy saving and guest comfort in selected guesthouses in Mpumalanga province, South Africa. <i>Africa Insight</i> Vol 45: 195-208 |

| | |
|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Journal | Information and communication technology and climate change adaptation: Evidence from selected mining companies in South Africa. <i>Jamba: Journal of Disaster Risk Studies</i> Vol 8: 67-75 |
| Journal | Farmer perceptions of climate change impacts on Swaziland's sugar industry. <i>African Journal of Science, Technology, Innovation and Development</i> Vol 8: 429-438 |
| Journal | Paris (COP21) agreement: Loss and damage, adaptation and climate finance issues. <i>International Journal of African Renaissance Studies</i> Vol 11: 118-138 |
| Journal | One global deal from Paris 2015: Convergence and contestations on the future climate mitigation agenda. <i>South African Journal of International Affairs</i> Vol 23: 323-346 |

4. Tuition – SUS1501

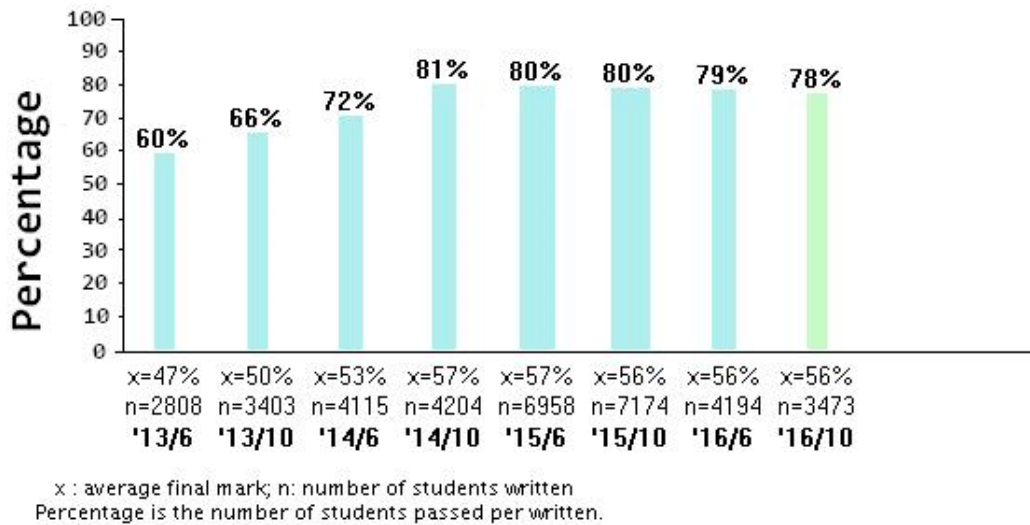
By: Prof Neil Eccles

The year in review

2016 was an exceptionally unsettled year where teaching at Unisa was concerned. Problems with the application and registration processes in particular resulted in lengthy extensions of the registration periods. The knock on effect of this was the granting of blanket extensions to students for their assignment submissions. While this might seem like a trivial matter to administrators, from an academic perspective this results in compression of the academic semester. In terms of SUS1501, with its unusual assessment regime comprising eight assignments and a portfolio, the effect of this is even more acute. From a purely practical perspective, it means that teaching assistants are put on a permanent back foot as they try to progress through the entire curriculum with students who are running according to the schedule while having to go back and coddle those who are lagging. This is a highly unsatisfactory state of affairs and one which we would hope would not recur.

In spite of all of this however, we rather miraculously managed to sustain our module pass rates at more or less the levels that we achieved in the preceding year:

Pass Percentage per Exam



Admittedly student numbers at 7667 were down significantly from 2015's 14,000 odd students. Part of this reduction was due to the introduction of a signature module for the College of Accounting Sciences. This meant that we lost all of our Accounting Sciences students. We estimated that this would have accounted for a reduction of between 3000 and 4000 students. The rest of the reduction we assume was due in a large part to the application and registration fiasco. The only silver lining in this reduction was that we were able to use only our very best teaching assistants. This was rather fortunate as it allowed the core teaching team space to focus on the roughly 6000 student emails received rather than having to chase teaching assistants to do their jobs.

In short this was a year that we would really like to not see repeated.

The year ahead

2017 will be the fifth year that SUS1501 has been running. We are hoping to begin the process of doing a fairly major revision of the module during this year.

5. Financial information

ICC, NOAH FI AND EXXARO CHAIR IN B&CC INCOME AND EXPENDITURE INCOME AND EXPENDITURE STATEMENT AS ON 31 DECEMBER 2016

| ITEM | 2016 R | 2015 R |
|------------------------------------------------------|------------------|------------------|
| INCOME | 639,937 | 2,528,267 |
| Donation/Grant | | 2,051,000 |
| Seminar/Congress fees | | 40,075 |
| Interest Revenue | 639,937 | 437,192 |
| EXPENDITURE | 946,775 | 2,242,493 |
| Depreciation : Furniture and Equipment | 2,246 | 244 |
| Depreciation : Computer equipment | 4,465 | |
| Courier service/Sms/Telephone | 228 | 2,349 |
| Entertainment Expenditure | 2,419 | 15,586 |
| Attendance Training course | - | 58,800 |
| Congress attendance | | 5,841 |
| Seminar/Congress presentation | | 260,985 |
| Cost: Attendance Bosberaad | | 338,805 |
| Media advertising | | 65,292 |
| Membership/Subscription | 843 | 1,270 |
| Non Capitalisable furniture and equipment | 83,032 | 9,473 |
| Non Capitalisable Books and Journals | - | 175,000 |
| Non capitalisable: Laboratory and research equipment | 309,001 | |
| Photocopying Costs | 8,311 | 6,079 |
| Basic research | | 14,400 |
| Sundry expenses | 2,113 | |
| Office consumables: internal | | 3,706 |
| Stationery and Office Requirements | 5,804 | 32,453 |
| Travel and Subsistence : Domestic | 124,025 | 85,398 |
| Travel and Subsistence : Foreign | 640 | 373,230 |
| Salaries | 383,611 | 655,521 |
| Unisa Shop | 2,890 | 32,720 |
| UIF | 2,147 | 4,462 |
| Overhead costs | | |
| Royalties | 15,000 | 100,880 |
| NETT SURPLUS/DEFICIT | (306,837) | 285,774 |
| OPENNING BALANCES | 8,766,936 | 8,481,162 |
| Exxaro | 5,695,535 | 5,575,423 |
| ICC | 239,220 | 224,511 |
| NOAH FI | 2,832,181 | 2,681,228 |
| UNAPPROPRIATED SURPLUS 2016-12-31 | 8,460,099 | 8,766,936 |