

UNISA



institute for
corporate citizenship

2018
ANNUAL REPORT

Imagine, Provoke & Change

About this report

This report covers the Institute's activities from **January 2018 until December 2018**. Such activities acknowledge the interventions by the ICC in the areas of research, community engagement and tuition.

ICC Vision

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

ICC governance structures

The *Advisory Board* and the *Management Committee* are the two structures that broaden the scope of information that goes into the decision-making process at the ICC.

1) The Advisory Board

The Advisory Board advises and monitors the strategic direction and the governance of the Institute and comprises the following persons:

- the Vice-Principal
- the Executive Dean of CEMS
- the Deputy Executive Dean
- the ICC Head of Department
- CEMS Manager
- a representative of Senate
- a senior representative from the Research, Postgraduate Studies, Innovation and Commercialisation Portfolio
- one senior academic employee from the ICC
- at least one representative of any of the main stakeholder communities
- at least one independent external expert

2) The Management Committee

The Management Committee oversees the day-to-day management of the Institute, and it consists of the following persons:

- the Executive Dean of CEMS
- a senior representative from the Research, Postgraduate Studies, Innovation and Commercialisation Portfolio
- the Head of the Institute
- one senior academic employee from the Institute
- one academic employee other than a professor or associate professor
- at least one representative of any of the main stakeholder communities.

Purpose of this report

The purpose of this report is, inter alia:

- 1) to disseminate information about the Institute for Corporate Citizenship to:
 - i. attract interest in our activities
 - ii. encourage collaboration
 - iii. show commitment to the Institute's goals and objectives
 - iv. report on progress in the period
- 2) to report to our internal and external stakeholders
- 3) to provide insights into our future activities

A Message from the Head of Department

2018 was a very interesting year, and the Institute lived through many interesting challenges.

During the course of 2017, the first formal five-year review as prescribed in the Policy was done. The feedback from reviewers both external and internal was at once sobering and complimentary. The final report from this process was approved by the University Senate and is available. This five-year report required the institute to reconsider its vision and mission in terms of what is really being done. In order to brainstorm the vision and mission, a workshop was held on 1 June 2018 at the institute. Prof Petrus Venter from SBL facilitated the discussions. After detailed discussions, the three main catchwords found a place in the new vision:

“Imagine, Provoke and Inspire change within business and society”

The next challenge is to make work of this vision through research, community engagement and teaching.

The revised Unisa policy for Research Institutes and Bureaux (approved by Council on 25/04/2018) required the institute to revise its constitution in order to be aligned with the policy. The processes - legal, procedural as well as signatories, for the approval of the updated constitution proved to be challenging. By the end of 2018 the constitution of the ICC was approved by Man Com with the resolution that it should be approved by Senate and then Council. As these bodies only meet in 2019, final approval will only be granted in 2019.

In November 2018 a proposal Godwell Nhamo submitted to Exxaro was accepted and The Exxaro Chair in Business and Climate Change will be funded for another 5-year period from 2019 until 2023. Prof Nhamo will be seconded to the position of Exxaro Chair for the next 5 years.

On the physical front, all the Unisa staff from CEMS who were located at Club One in Hazelwood, were relocated to Muckleneuk Campus at the end of 2017. The ICC were allocated office space on the 3rd floor in the Finger Portion of the Samuel Pauw building together with the School of Economics directorate, (5th floor) plus the two Departments of Economics (4th floor) and Applied Management (5th floor). It took a quite a while to be fully operational in the new offices, such as getting the phones working and the air conditioners cleaned and operational.

During 2018 there were electricity interruptions which left staff with disabilities unable to exit safely on more than one occasion. There were no evac-chairs in working order. The first fire drill was held only towards the end of 2018. At the end of 2018 a water pipe burst on the 5th floor, flooding and damaging quite number of offices as well as books and documents. The electricity was also affected, resulting in the lift, internet and telephones not working. The lift was only fixed early in 2019.

Other challenges were student as well as staff protests. Due dates were also postponed without considering the wider effect throughout Unisa. Throughout this past year, the support from the ICC team was invaluable. Neil Eccles was always willing with guidance and advice, having been in this position from 2009 until 2017. Godwell Nhamo has been consistently outstanding in his research and other work as the Exxaro Chair. Nompe Ntombela and Busi Magagula, both lecturers, are busy with post-graduate studies - Nompe with her PhD and Busi to register for her PhD in 2019. Asanda Madikizela brings a wealth of knowledge and experience to the team. Matimba Novela, the departmental secretary, is offering invaluable support in terms of the administration of the Sustainability and Greed module as well as handling all the travel arrangements. Siphwe Mgidi joined the ICC team as workplace assistant in April. Her presence and support are invaluable.

Thank you for your support and trust!

Prof MM Eloff

Research

Through its research, the ICC asks questions aimed at enhancing the role and contribution of business to sustainable development under the following three (3) research streams:

- 1) Exxaro Chair in Business and Climate Change
- 2) Information security and social responsibility
- 3) Business Ethics

The above research streams are managed by Chief researchers who are engaged in research within their respective areas, teaching, actively supervising postgraduate students and involved in community engagement.

Exxaro Chair in Business and Climate Change

By Prof G Nhamo

Brief overview about the Chair

The chair was established in 2008 with a life span of three years. Following the chair's success, Exxaro Resources (Ltd), through its Chairman's Fund renewed the chair's mandate for five years to 2015. The Chair's life was further extended to 2018 at no cost and in 2018 another 5-year contract was finalised. The vision of the chair is "To create a centre of excellence in business and climate change research, education and advocacy-oriented community engagement". Its mission is "To support South African and African stakeholders (including business, government and civil society) in their quest to reduce greenhouse gas emissions and adapt to climate change through relevant and cutting-edge research, education and advocacy-oriented community engagement programmes". The chair is mandated to operate in three thematic areas aligned to the ICC namely, research, academic programme development (including training and capacity building), and advocacy-oriented community engagement.

The Chair dedicates between 70-80% of its time of research. The following are key impact areas of the chair's focus: M&D research and supervision, book publications, journal articles publications, postdoctoral fellowship programme, as well as conferences, general and multi-level peer academic mentoring and research administration. To align with the ICC's vision and mandate, the Chair's research agenda is streamlined to focus on business, and how it addresses climate policy in terms of understanding, interpretation and how it is likely to influence and impact policy at national, regional and international levels. Such engagement includes a focus on the transition to a low carbon economy (i.e., issues surrounding green/sustainable procurement), energy and climate change, integrated reporting, sustainable development (including the Sustainable Development Goals) and other emerging issues.

The year under review

The year 2018 yielded the necessary outputs across the areas of publication and finalising the Exxaro Chair funding for the next five years to 2022. Although the final contract of R12.48 million was concluded late in the year with the first disbursement only coming in on 9 November 2018, the money will be put to great use in 2019. Work to recruit postgraduate research assistants, postdoctoral fellows and senior researchers began. In addition, I developed a full research stream under the Unisa Academy titled 'Sustainable Development Goals for Society (SDGs4S) that was to be offered in 2019. This attracted an additional R215, 000 for use in 2019. The funding permits the use of external top researchers in activities linked to the SDGs4S research stream. In recognition of the work done by the chair, the following recognitions were made to the incumbent, Prof Godwell Nhamo:

1. Unisa Vice Chancellor Award of Research Excellence
2. Unisa Prestigious External Research Award and Recognition
3. Appointment to the African Union 4-member High Level Panel on Green Innovation Framework

Publications

Nhamo, G. (2018). UNFCCC decision on agriculture: Africa must continue prioritising adaptation in the Talanoa Dialogue and (I)NDC processes, *South African Journal of International Affairs*
<https://doi.org/10.1080/10220461.2018.1522275>

Dube, K. and Nhamo, G. (2018). Climate change and potential impacts on tourism: evidence from the Zimbabwean side of the Victoria Falls. *Environment, Development and Sustainability*.
Available Online at: <https://link.springer.com/article/10.1007/s10668-018-0118-y>

Mukonza, C. and Nhamo, G. Wind Energy in South Africa: A review of policies, institutions and programmes. *Journal of Energy in Southern Africa*. Vol. 29(2). pp. 21-28.

Nhamo, G., Nhamo, S. and Nhemachena, C. (2018). What gets measured gets done! Towards an Afro-barometer for tracking progress in achieving Sustainable Development Goal 5, *Agenda*.
<https://doi.org/10.1080/10130950.2018.1433365>.

Dube, K. and Nhamo, G. (2018). Climate variability, change and potential impacts on tourism: Evidence from the Zambian side of the Victoria Falls. *Environmental Science and Policy*, 84: 113-123.

Kupika, O., Gandiwa, E. and Nhamo, G. (2018). Green economy initiatives in the face of climate change: experiences from the Middle Zambezi Biosphere Reserve, Zimbabwe. *Environment, Development and Sustainability*. <https://doi.org/10.1007/s10668-018-0146-7>.

Nhamo, G., Muchuru, S. and Nhamo, S. (2018). Women's needs in new global sustainable development policy agendas. *Sustainable Development*.
<http://onlinelibrary.wiley.com/doi/10.1002/sd.1717/full>.

Elum, ZA, Nhamo, G. and Antwi, MA. (2018). Effects of climate variability and insurance adoption on crop production in select provinces of South Africa. *Journal of Water and Climate Change*.

Supervision

Below is a table that gives a summary of students under my supervision and their statuses in 2018:

PhD candidates

| Project | Status |
|--|--|
| Elize Trollip (32631537). Climate change and grape wine farmers in South Africa: Investigating adaptation measures in Northern Cape Province | Proposal done and passed |
| Ernest Peter Ndasowampangi (58537007). An investigation into corporate South Africa's readiness to implement the climate change Sustainable Development Goal | Ethics granted and student started pilot testing |
| Kaitano Dube 46592385). Tourism and climate change: An investigation of the two-way linkages for the Victoria Falls resort, Zimbabwe | Graduated |
| Dumisani Emmanuel Mthembu (62150618). An investigation into South Africa's policy response to climate change in the context of Sustainable Development Goals | Ethics granted and fieldwork started |
| Dramani File 63993465). Climate compatible agriculture: Interfacing scientific, indigenous and local knowledge in the upper west region, northern Ghana | Proposal completed and passed |
| Veronica Nonhlanhla Gundu-Jakarasi (61962074). Exploring responses to climate compatible agriculture in Zimbabwe: A case study of Chimanimani district | Proposal done, but awaiting ethics clearance |
| Nutsugah F (64107000). Adoption of global reporting initiative environmental standards and the SDG campus: the case of corporate Ghana | Proposal finalised and passed |
| Apollo Makumbi (55779913). An investigation into mechanisms adopted by Ethiopian industries for energy management and carbon reduction | Registration deferred and student has never registered |

| | |
|------------------------------|--|
| | again, yet he had done very well to start fieldwork |
| Asheal Mutungwazi (65102916) | Student just started working on proposal after his registration in July 2018 |

Master's student

| | |
|--|--|
| Noncedo Jiyane (33957959). South Africa's business response to the Sustainable Development Goals | Proposal passed and student abandoned work in 2018 |
|--|--|

Information Security and Social Responsibility

By Prof MM Eloff

Brief overview of the programme

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 include adherence to legal requirements pertaining to information security, such as the ECT Act, the POPIA, the International General Data Protection Regulation (GDPR) and the like. Their policies need to reflect their commitment to follow the South African laws and guidelines such as the King III and the King IV and highlight their contribution to raising information security awareness, not only within their own organisations but in the wider society as well.

Progress to date

The past year was productive in terms of research and supervision. The impact of security awareness of all users as well as the responsibility of organisations in assuring they adhere to the legal requirements as, for example, set out in the POPIA, was well reported on in both publications and the finalisation of Johnny Botha's dissertation. The research on usable security in online applications considered both InfoSec and usability in viewing the system as a socio-technical system with technical and social sub-systems. The STInfoSec framework that resulted from this research provides checklist of items that allow for easy application during the development process of online applications. These checklist items can also be used to evaluate for example, existing online banking websites to identify possible usable security problems. Security Awareness for all will stay an ongoing concern because humans are involved.

Publications

Journal papers:

Mujinga M., Eloff M.M. and Kroeze J.H. (2018). System usability scale evaluation of online banking service: A South African study, in the South African Journal of Science, Volume 114 | Number 3/4 March/ April 2018, pp1-8.

Papers in Conference proceedings

Maboe M.M., Eloff M.M. and Schoeman M.A. (2018). The role of accessibility and usability in bridging the digital divide for students with disabilities in an e-learning environment, in proceedings of SAICSIT 2018 Conference - pp 222-228, 26 -28 September 2018, Port Elizabeth, DOI 10.1145/3278681.3278708.

Maboe M.M., Eloff M.M. & Schoeman M.A., Abatan O.M. (2018). The Experience of Students with Disabilities at an Open Distance e-learning Institution, at ICEL 2018, The 13th International Conference on e-Learning, pp 220-227, Print ISBN: 978-1-911218-90-6, 5 - 6th July 2018, Cape Town, South Africa

Mujinga M., Eloff M.M. Kroeze J.H., (2018) Perceptions of online banking custodians on system development and user behaviour: an empirical study, at IST-Africa 2018 Conference, Gaborone, Botswana, 09 - 11 May 2018

Student supervision

PhD students

| Project | Status |
|--|---------------|
| Mujinga M. "Towards a framework to promote the development of secure and usable online information security applications", | Graduated |
| Ochola E. "Towards an Optimal Black Hole Attack Detection and Elimination Routing Algorithm in Mobile Ad-Hoc Networks" | Ongoing |
| Bobo N. "The design and implementation of the Information Security Awareness Adoption Framework (ISAAF) for Universities in Zimbabwe". | Ongoing |

Master's students

| Project | Status |
|--|---------------|
| Motsitsi D. "From awareness to practice: A practical approach to creating cyber security awareness under personal internet users | Ongoing |

| | |
|---|--|
| Mujuru T; “Cyber-security: Considerations for Policymakers and Regulators in Zimbabwe | Ongoing |
| Maboe M; “From Disability Policies to Universally Usable Websites for People with Disabilities: The Case of South African Universities | dissertation submitted for examination |
| Botha J; “The Measurable Effects of the Protection of Personal Information Act Adoption on Personal Identifiable Information Leakages in South Africa | Graduated |

Business Ethics Programme

By Prof Neil Eccles

Brief overview of the programme

Although this is the first time that this programme is appearing in an ICC Annual Report, on a technical level it is not really a new programme. Rather it is a consolidation of two programmes that have been a regular feature: The Responsible Investment Programme and the Teaching Business Ethics Programme. The increasingly philosophical character of the research being undertaken under the Responsible Investment Programme and the increasing expansion of this research beyond the boundaries of what would traditionally be thought of as responsible investment both militated in favour of name change to business ethics. And once this was seriously contemplated, it was inevitable that the Teaching Business Ethics Programme ought to be brought into the same fold as a sub-programme. From epistemic, ontological and axiological perspectives, this programme has to date, and will continue to privilege a critical research perspective (Alvesson & Deetz, 2000)¹.

In terms of specific focus areas that have occupied our imagination over the past year, three are key. The first has been the issue of fiduciary capitalism and its implications in terms of social justice. This consideration has looked at justice claims both within and beyond the fiduciary-beneficiary sphere. And it has considered implications in the contexts of responsible investment as well as in business more broadly. The second has been a critical consideration of certain aspects of what has been labelled as responsible leadership. Two PhD students have each considered dimensions of this, one working on a critical discourse analysis and the other considering integrated reporting from a responsible leadership perspective. Finally, in terms of teaching business ethics as a sub-programme, a PhD student began work on a project considering an African moral philosophy perspective on teaching ethics to

¹ Alvesson, M. & Deetz, S. (2000). *Doing Critical Management Research*. Sage: London.

accountants. Beyond this we also gave some thought to occurrence of stereotyping in the business ethics literature.

Progress to date

During the course of 2018, much progress made. Two papers emergent out of our work on fiduciary capitalism were published, one in the very prestigious Journal of Business Ethics. And we made significant progress in drafting a third. In relation to our focus on responsible leadership, one of our PhD students successfully defended his proposal and another submitted a final thesis for examination. In addition, significant progress was made in drafting a paper for the journal Critical Perspectives on Accountancy. In terms of our teaching business ethics sub-programme, the PhD student working on an African moral philosophy perspective made significant progress towards his project, finalizing an exceptionally good draft of his methods chapter and beginning to undertake his research. Sadly, another of our PhD students who had been working in this sub-programme decided for personal reasons to withdraw from the programme. Finally, we presented a paper on stereotyping at the European Business Ethics research conference in Vienna and subsequently submitted this to a journal for consideration.

Publications

Eccles, N.S. 2018. Overcoming constraints imposed by fiduciary duties in terms of justice as a “Leadership Challenge that Matters”. **African Journal of Business Ethics**, 12(2): 18-35.

Eccles, N.S. 2018. Remarks on Lydenberg's "Reason, Rationality, and Fiduciary Duty". **Journal of Business Ethics**, 151(1): 55-68

Eccles, N.S. 2018. “Ethics, Governance & Leadership as Drivers for African Growth”: A critique of the conference theme. *17th Annual BEN-Africa Conference 8-9 November 2018 Maputo, Mozambique*

Eccles, N.S. and Magagula, B. 2018. “Consider the following scenario: ‘A politically connected White male Western European offers to smooth the way for your company to sell in his country ... for a fee.’” *European Business Ethics Network (EBEN) Research Conference*. 6 – 8 September, Vienna, Austria.

Student supervision

PhD students

| Project | Status |
|--|-----------|
| Swart, R. ‘The social construction of leadership: a follower-centric investigation into integrated reporting’ University of Pretoria | Submitted |

| | |
|--|-------------------|
| Warinda, T. 'Exploring 'Hunhu' as an alternative to western philosophies in the undergraduate accounting ethics curricula in Zimbabwean universities' Unisa | Chapter 3 |
| Van der Merwe, B. 'Responsible Leadership: a Critical Discourse Studies Approach' University of Pretoria. | Proposal approved |
| Conradie, J. 'An investigation into the effects of problem posing and emotive content as pedagogical strategies on the development of moral cognition amongst first year economic and management science students' Unisa | Withdrawn |

Combined Research Outputs

| Type of Output | Full reference | Author |
|------------------------|---|--|
| Journal Article | Overcoming constraints imposed by fiduciary duties in terms of justice as a "Leadership Challenge that Matters" | Eccles NS |
| Journal Article | Remarks on Lydenberg's "Reason, Rationality, and Fiduciary Duty" | Eccles NS |
| Journal Article | UNFCCC decision on agriculture: Africa must continue prioritizing adaptation in the Talanoa Dialogue and (I)NDC processes | Nhamo G |
| Journal Article | Gender and geographical balance: With a focus on the UN secretariat and the intergovernmental panel on climate change | Nhamo G, Nhamo S |
| Journal Article | Climate change adaptation and the African fisheries: evidence from the UNFCCC National Communications. | Muchuru S, Nhamo G |
| Journal Article | Climate variability, change and potential impacts on tourism: Evidence from the Zambian side of the Victoria Falls | Nhamo G, Dube K |
| Journal Article | What gets measured gets done! Towards an Afro-barometer for tracking progress in achieving Sustainable Development Goal 5 | Nhamo G, Nhamo S Nhemachena C |
| Journal Article | Wind energy in South Africa: A review of policies, institutions and programmes | Mukonza C, Nhamo G |
| Journal Article | Effects of climate variability and insurance adoption on crop production in select provinces of South Africa | Elum Z, Nhamo G Antwi M |
| Journal Article | Reflections on the Green Growth Index for developing countries: A of selected African countries | Nhamo G, Nhamo S Kararach G, Mubila M Nhemachena C, Babu S |
| Journal Article | Women's needs in new global sustainable development policy agendas | Nhamo, G, Muchuru, S and Nhamo, S |
| Journal Article | System usability scale evaluation of online banking service | Mujinga M., Eloff M.M. Kroeze J.H. |
| Conference proceedings | The role of accessibility and usability in bridging the digital divide for students with | Maboe M.M., Eloff M.M., Schoeman M.A., |

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| | disabilities in an e-learning environment in proceedings of SAICSIT 2018 Conference | |
| Conference proceedings | The Experience of Students with Disabilities at an Open Distance e-learning Institution, at ICEL 2018, The 13th International Conference on e-Learning | Maboe M.M. Eloff M.M. Schoeman M.A., Abatan O.M |
| Conference proceedings | Perceptions of online banking custodians on system development and user behaviour: an empirical study, at IST-Africa 2018 Conference, Gaborone, Botswana | Mujinga M. Eloff M.M. Kroeze J.H |

Tuition – SUS1501

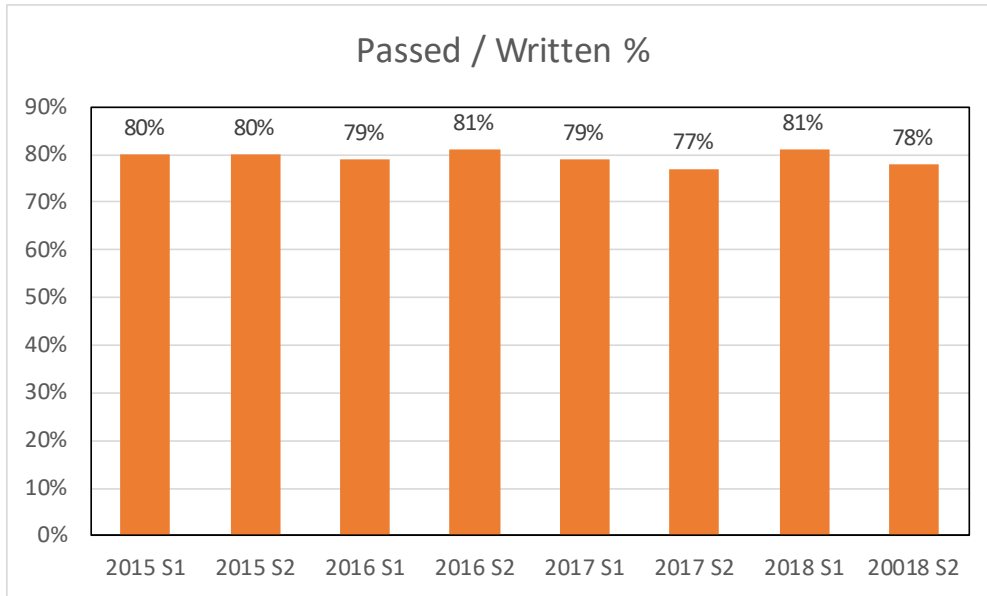
By Prof Neil Eccles

The Year in Review

During 2018 we began the process of reviewing the content of the module for release in 2020. Of particular note in this regard was the inclusion of a new section on virtue ethics to replace the old section on egoism, and the addition of a section on informal logic (i.e. how to construct an argument). The latter of these was motivated by our observation that very often our students are unable to construct a logically sound argument in defence of their own opinions. On a technical level we also began to explore the opportunities inherent in the migration from Sakai's Learning units to Lessons, although there remains some uncertainty as to whether Lessons will be able to support automatic group site creation.

Operationally, in our 2017 annual report we bemoaned increasing student numbers and the consequences of this in terms of workloads of the lecturing staff. And we noted how we had recruited additional teaching assistants to try and mitigate this. Unfortunately, these were not nearly enough to cope with 2018's growth in student numbers which jumped from 14,713 registered in 2017 to 18,925 in 2018. We were able to avoid a repeat of 2017's workload challenges only by being able to offer a significant number of our teaching assistants' second contracts. Once again we undertook a TA recruitment drive to increase our pool of TA's. There is however always an unpalatable risk of creating a surplus labour army. While this might be an ideal in a capitalist context, it does not sit well with us from a moral perspective as it leads to great insecurity for the teaching assistants concerned.

Happily our pass rates remained consistently in the region of 80%:



The Year Ahead

Besides completing the module redevelopment there are no major changes planned during 2019.

Financial information

INSTITUTE FOR CORPORATE CITIZENSHIP

**STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDING 31 DECEMBER 2018

| ITEM | 2018 | 2017 |
|---|---------|----------------|
| | | R |
| INCOME | - | 36,527 |
| Bad Debts Recovered | | |
| Enrollment fees : Programmes and Courses | | 36,527 |
| Interest Received | | |
| Sundry Income | | |
| EXPENDITURE | 73,819 | 27,262 |
| Entertainment Expenditure | 1,894 | 4,543 |
| Membership fees : Professional Associations | 266 | 2,556 |
| Photocopying Costs | 331 | 7,702 |
| Sale on loss of movable assets | | |
| Stationery and Office Requirements | 26,566 | 11,928 |
| Attendance of congress | 14,000 | |
| Travel and Subsistence : Domestic | 30,438 | |
| Internal Use Of Univ Vehicles | 323 | 533 |
| CURRENT SURPLUS/(DEFICIT) FOR THE YEAR | -73,819 | 9,265 |
| UNAPPROPRIATED SURPLUS 2018-01-01 | 273,273 | 264,008 |
| NETT SURPLUS/(DEFICIT) FOR THE YEAR | 199,455 | 273,273 |

EXXARO CHAIR IN BUSINESS AND CLIMATE CHANGE
****STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDING 31 DECEMBER 2018**

| ITEM | TOTAL | PRIOR YEAR |
|---|------------|-------------------|
| | | R |
| INCOME | 1,966,582 | 762,663 |
| Donations/Grants - Private Bodies/Individuals | 1,966,582 | 514,058 |
| Enrollment fees : Programmes and Courses | | 248,605 |
| Interest Received | | |
| External Services | | |
| Sales : Books and Reports | | |
| Sundry Income | | |
| EXPENDITURE | 680,270 | 2,025,625 |
| Depreciation : Computer Equipment | - | 5,565 |
| Depreciation : Furniture and Equipment | 1,438.13 | 5,927 |
| Depreciation - Office Furniture and Equipment | - | 1,501 |
| Entertainment Expenditure | 3,445.29 | 17,694 |
| Expenditure: Attendance Training Course | 4,310.18 | 392,000 |
| Expenditure : Attendance of Congresses | 23,328.87 | 105,572 |
| Expenditure : Presentation of Courses | 7,621.80 | |
| Basic Research expenditure | 19,950.00 | 373,060 |
| Non-Capitalisable - Laboratory and Research Equipment | - | 16,853 |
| Non-Capitalisable - Books and Journals | - | 66,875 |
| Salaries - Permanent Staff | 2,456.50 | 4,715 |
| UIF Fund - Employer Contribution | 446.16 | 3,421 |
| Salaries: Fixed Term Contracts | 118,289.51 | 754,178 |
| Salaries - Temporary | 301,752.00 | 75,584 |
| Office Consumables - Internal Issues | 13,899.46 | - |
| Internal Use of Seminar Rooms | 1,000.00 | - |
| Stationery and Office Requirements | 762.54 | - |
| Travel and Subsistence : Domestic | 61,351.89 | 165,511 |
| Internal Use Of Univ Vehicles | 2,596.17 | 6,176 |
| Travel and Subsistence : Foreign | 117,621.87 | 30,993 |
| CURRENT SURPLUS/(DEFICIT) FOR THE YEAR | 1,286,312 | -1,262,962 |
| Unappropriated surplus 2018-01-01 | 3,391,468 | 4,654,430 |
| NETT SURPLUS/(DEFICIT) FOR THE YEAR | 4,677,780 | 3,391,468 |

NOAH RI

****STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDING 31 DECEMBER 2018**

| ITEM | TOTAL | PRIOR YEAR |
|---|-----------|------------|
| | | R |
| INCOME | - | 211,932 |
| Donations/Grants - Private Bodies/Individuals | - | - |
| Enrollment fees : Programmes and Courses | | 211,932 |
| Interest Received | | |
| Sundry Income | | |
| EXPENDITURE | - | - |
| Advertising costs | | |
| Audit Fees | | |
| Internal Use Of Univ Vehicles | | |
| Travel and Subsistence : Foreign | | |
| Unisa Shop | | - |
| CURRENT SURPLUS/(DEFICIT) FOR THE YEAR | - | 211,932 |
| UNAPPROPRIATED SURPLUS 2018-01-01 | 3,239,533 | 3,027,601 |
| NETT SURPLUS/(DEFICIT) FOR THE YEAR | 3,239,533 | 3,239,533 |

****NOTE**

These comprehensive statements of income are unaudited.

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