



# Institute for Corporate Citizenship

# 2020 Annual Report



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**Define tomorrow.**

**UNISA**   
institute for  
corporate citizenship

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## A message from the Head of the Institute

During the year under review humanity experienced the devastating impact of the novel coronavirus disease 2019 (COVID-19), which was declared a global pandemic by the World Health Organization (WHO) on 11 March 2020. The pandemic destabilised communities, health and economic systems, increased inequalities, while exposing multiple fault lines. Through all this adversity, we remain steadfast behind our vision of “IMAGINING/dreaming of a just and sustainable world; PROVOKE business to meaningfully consider these imaginations through the magic of academic action, and, in doing so, CHANGE things for the better” while remaining mindful of the seemingly insurmountable challenges in the external environment.

Additionally, the Institute of Corporate Citizenship (ICC) and Unisa broadly had to reimagine how they deliver on their promise of excellent research outputs at a time when the country essentially shut down due to the pandemic. A plethora of research opportunities opened up, some of which focused on understanding pandemics and human survival that were undertaken by our researchers. More about this will be dealt with later in this report.

This Annual Report gives a terse account of the work undertaken by the Institute from the period January 2020 until December 2020. Looking at the depth and significance of the research produced, we remain confident that we shall, as an Institute within Unisa continue our purpose of supporting scholarly research, innovation and development within specialised research focus areas intending to support the transformation of the South African economy and society.

I wish to extend my gratitude to the ICC community; members of the Board and the Management Committee, and the broader University for richly contributing to the work of the ICC. I wish to also thank our sponsor, the

Exxaro Chairman’s Fund (ECF) for its continued support in sustaining part of our work under the Exxaro Chair in Business and Climate Change.

To the ICC employees who work tirelessly to ensure that our activities continue, especially in these COVID-19 times, I am grateful and applaud you for your dedication towards the Institute’s productivity. Despite the COVID-19 outbreak, the subsequent lockdowns, the introduction of remote working for the larger part of the 2020, the ICC had a considerably successful year nonetheless.

Thank you for your support and trust

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Professor MM Eloff

Head of Department, Institute for Corporate  
Citizenship

# ICC at a glance

## Governance

The ICC applies the highest standards of governance and is guided by the University’s policy on Research Institutes and Bureaux, which stipulates that it should have the two levels of governance, namely: The Advisory/Academic Management Board and the Management Committee.

**The Advisory/Academic Management Board**

The Advisory Board advises and monitors the strategic direction and the governance of the Institute. The board is composed of 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 the 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

**The Management Committee**

The Management Committee oversees the day-to-day management of the Institute. It is composed 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.

## Strategic vision

Through its vision the Institute seeks to “IMAGINE/DREAM of a more just and sustainable world; PROVOKE business to meaningfully consider these imaginations through the magic of academic action, and, in doing so, CHANGE things for the better”.

## Purpose of this report

The purpose of this report is, inter alia:

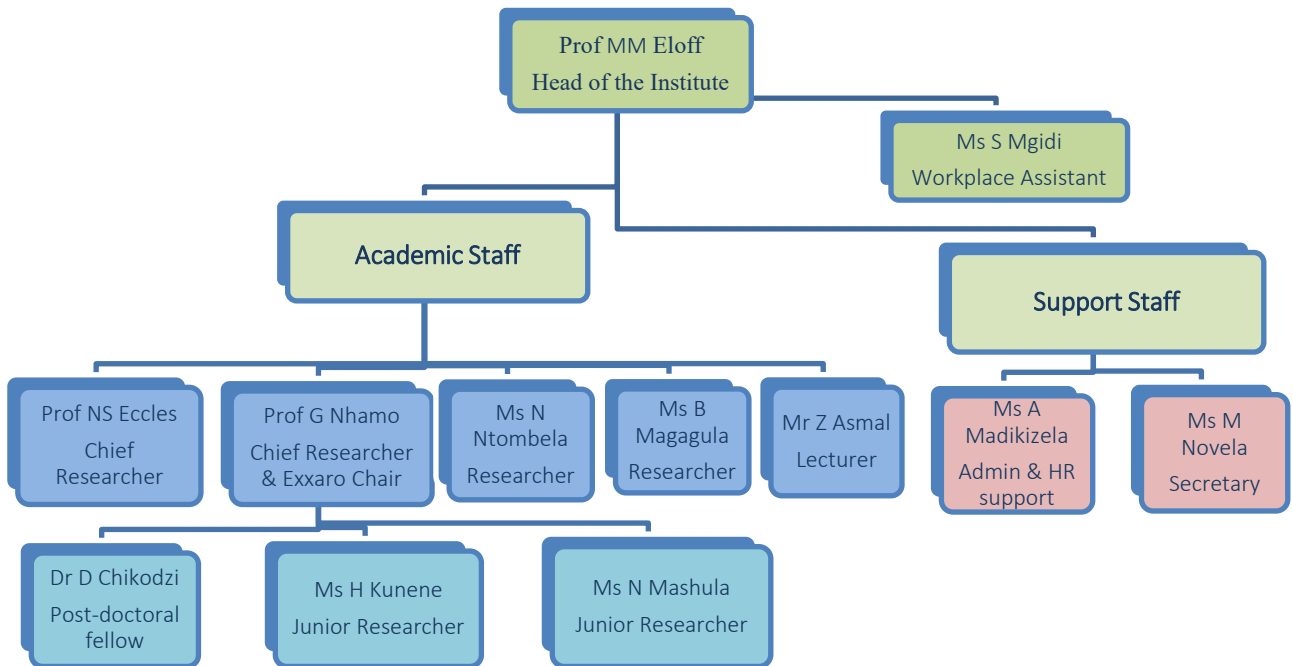
- ❖ to disseminate information about the ICC to:
  - i. attract interest in our activities
  - ii. encourage collaboration
  - iii. show commitment to the Institute’s goals and objectives
  - iv. report on progress
- ❖ to report to our internal and external stakeholders
- ❖ to provide insights into our future activities

## The ICC Team

The ICC team comprises of three (3) established NRF-rated researchers namely: Prof MM Eloff (Chair of Department), Prof NS Eccles (Chief Researcher), and Prof G Nhamo (Chief Researcher and Exxaro Chair incumbent). Additionally, there are three emerging researchers; Ms. N Ntombela, Ms. B Magagula and Mr Z Asmal. It is also important to mention that all these three emerging researchers are currently busy with their PhDs. Amongst the support staff are Ms. A Madikizela (Admin and HR support), Ms. M Novela (Secretary), and Ms. S Mgidi (workplace assistant to Prof MM Eloff).

Growing research requires a cohort of multiskilled researchers with specialised research and intervention expertise in multiple niche

areas. Accordingly, the Exxaro Chair continuously engages a diverse group of researchers under different contracts such as independent contractors, postdoctoral fellows, postgraduate assistants, and fixed-term contractors. In 2020 the Exxaro team comprised three (3) resourceful candidates: Dr. D Chikodzi (postdoctoral fellow), Ms. H Kunene (Junior researcher), and Ms. N Mashula (Junior researcher) and several other Independent Contractors that were appointed according to need. Postgraduate fellowships, postgraduate appointments and independent contracts are instruments used to prepare candidates for independent research within the team or to support candidates in furthering their professional development. Below is an ICC organogram as of 31 December 2020.



## Key Research Activities

Research is the most important function of the Institute, and as such, we take pride in being a research-intensive Institute. Thus, we constantly reflect and expand on inquiry-led research to ensure that the university develops quality students. Our cooperative research, which has extended for more than a decade, was created to focus on innovative and sustainable research areas and activities. Our research capacity is enhanced by the integration of perspectives across disciplines through the inclusion of established researchers, research mentors, and early-career researchers.

The ICC prides itself in the interdisciplinary and cooperative style of conducting research, which is reflected in the work done by the Exxaro Chair through its projects. It is through its research, tuition, and community

engagement that the ICC asks pertinent questions aimed at enhancing the role and contribution of business to sustainable development under the following four (4) research streams:

- 1) Exxaro Chair in Business and Climate Change by Prof G Nhamo
- 2) Information security and social responsibility by Prof MM Eloff
- 3) Business Ethics by Prof N Eccles

and,

- 1) Tuition (Module on Sustainability and Greed) by Prof N Eccles

The above research streams are managed by capable chief researchers engaged in research, teaching, community engagement and postgraduate student supervision.

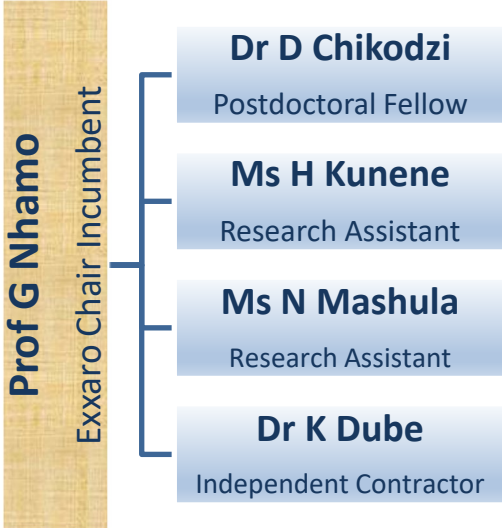
# Stream 1: Exxaro Chair in Business and Climate Change

## Reflections from the Exxaro Chair incumbent, Prof G Nhamo

The vision of the Exxaro Chair is to be a centre of excellence in business and climate change research, education and advocacy-oriented community engagement. Its mission is to support (South) African businesses, government and civil society to reduce greenhouse gas emissions and adapt to climate change in the broader context of the 2030 Agenda for Sustainable Development that has 17 intertwined sustainable development goals (SDGs) embedded in it. These stakeholders are represented in the Exxaro Chair’s Advisory Board, which provides advice on issues of relevance and direction in relation to research, education and community engagement. It is also important to note that the Exxaro Chair at Unisa is a **full research chair and does not engage in teaching and short course training** as both per Unisa internal set-up and the contractual agreement between the funder and Unisa.

Drawing from the advice provided by the Exxaro Chair Advisory Board over the years, the Exxaro Chair’s focus has been to address climate change in the broader context of the 17 SDGs, the South Africa’s National Development Plan Vision 2030 and business needs in the spaces of engagement. This move has been gradually shaping a future of the chair, which triggered the move towards the re-branding of the Chair to focus on just, climate and sustainability transitions matters in 2020.

From the 2020 reporting period, the Exxaro Chair had five staff members made up of the following offices:



The Chair, in line with the University’s objectives is committed to promote the development and growth of young researchers and has been on a deliberate recruitment drive targeting black South Africans, particularly women. As it stands, both research assistants are young black female South Africans with the requisite Masters’ qualifications that will allow them to enrol for their PhD studies with Unisa in 2021.

The year in review (2020) was one of the most challenging for the Chair given that the whole world was and is still grappling with the COVID-19 pandemic. This restricted movement of our staff regarding planned fieldwork and also called for the new normal of doing things. This ‘new normal’ involved adjustments to work from home and work online since the National Lockdown Level 5 was first declared by the government towards the end of March 2020. The world experienced different trends of 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup> and even the 4<sup>th</sup> waves of the coronavirus outbreak such that nobody knows what 2021 holds for the Chair, although everybody remains hopeful for a better year.



A number of top academic publications and books came out in the reporting period. In addition, the following three mega research projects were initiated/executed:

- Cyclones and impacts on the SDGs in Southern Africa;
- SDGs for Society, and
- Climate Change and National Parks in South Africa

## Research outputs and outcomes

### Journal articles

Dube, K., **Nhamo, G.**, Chikodzi, D. (2020). COVID-19 pandemic and prospects for recovery of the global aviation industry. *Journal of Air Transport Management*, 92, 102022. <https://doi.org/10.1016/j.jairtraman.2021.102022>

Dube, K., **Nhamo, G.**, Chikodzi, D. (2020). Rising sea level and its implications on coastal tourism development in Cape Town, South Africa. *Journal of Outdoor Recreation and Tourism* 33 (2021) 100346, <https://doi.org/10.1016/j.jort.2020.100346>

**Nhamo, G.**, Chikodzi, D., Kunene, H.P. and Mashula, N. (2020). COVID-19 vaccines and treatments nationalism: Challenges for low-income countries and the attainment of the SDGs. <https://doi.org/10.1080/17441692.2020.1860249><sup>1</sup>

**Nhamo, G.**, Kandawasvika, G.Q. & Sibanda, M. (2020), 'Non-pharmaceutical strategies win coronavirus disease 2019 battle in New Zealand', *Jàmábá: Journal of Disaster Risk*

Work towards publishing the research on the first two projects is underway, while the national parks project will involve further fieldwork in 2021.

A summary of the progress made by the Exxaro Chair during the year under review, particularly on research and its impact is outlined below:

Studies 12(1), a1010.  
<https://doi.org/10.4102/jamba.v12i1.1010>.

Dube, K., **Nhamo, G.**, Chikodzi, D. (2020). Climate change-induced droughts and tourism: Impacts and responses of Western Cape Province, South Africa. *Journal of Outdoor Recreation*.  
<https://doi.org/10.1016/j.jort.2020.100319>.

Dube, K. and **Nhamo, G.** (2020). Tourism business operators' perceptions, knowledge and attitudes towards climate change at Victoria Falls, *The Journal for Transdisciplinary Research in Southern Africa* 16(1), a778. <https://doi.org/10.4102/td.v16i1.778>.

Dube, K. and **Nhamo, G.** (2020). Greenhouse Gas Emissions and Sustainability in Victoria Falls: Focus on Hotels, Tour Operators and Related Attractions. *African Geographical Review*. DOI:10.1080/19376812.2020.1777437.

Dube, K., **Nhamo, G.** and Chikodzi, D. (2020). COVID-19 cripples global restaurant and hospitality industry. *Current Issues in Tourism*. DOI:10.1080/13683500.2020.1773416.

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<sup>1</sup> It should be noted that there was a deliberate move to involve the junior researchers as part of building their capacity.

Dube, K. and **Nhamo, G.** (2020). Tourist perceptions and attitudes regarding the impacts of climate change on Victoria Falls. *Bulletin of Geography - Socio-economic Series*, 47(47):27-44. DOI:10.2478/bog-2020-0002.

Dube, K. and **Nhamo, G.** (2020). Vulnerability of nature-based tourism to climate variability and change: Case of Kariba resort town, Zimbabwe. *Journal of Outdoor Recreation and Tourism*, 29, 100281.

Dube, K., & **Nhamo, G.** (2020). Sustainable Development Goals localisation in the tourism sector: lessons from Grootbos Private Nature Reserve, South Africa. *Geojournal*. doi:10.1007/s10708-020-10182-8.

**Nhamo, G.** and Mukonza, C. (2020). Opportunities for women in the green economy and environmental sectors. *Sustainable Development*, <https://doi.org/10.1002/sd.2033>.

## Student supervision

### Masters student/s

Noncedo Jiyane (33957959). South Africa's business response to the Sustainable Development Goals (Masters in progress and co-supervised)

### PhD students

- Elize Trollip (32631537). Climate change and grape wine farmers in South Africa: Investigating adaptation measures in Northern Cape Province (PhD in progress and co-supervised)
- Dumisani Emmanuel Mthembu (62150618). An investigation into South Africa's policy response to climate change in the context of

## Books and Edited Books

**Nhamo, G.,** Dube, K., & Chikodzi, D. (2020). *Counting the Cost of COVID-19 on the Global Tourism Industry*. Springer International Publishing. doi:10.1007/978-3-030-56231-1. 418 pages.

**Nhamo, G.,** Nhemhachena, C., Nhamo, S., Mjimba, V. and Savic, I. (2020). *SDG7 - Ensure Access to Affordable, Reliable, Sustainable, and Modern Energy*. Emerald, 275 pages.

**Nhamo, G.,** Odularu, G.O.A. and Mjimba, V. (eds) (2020). *Scaling up SDGs Implementation: Emerging Cases from State, Development and Private Sectors*. Springer, <https://link.springer.com/book/10.1007/978-3-030-33216-7>. 194 pages.

**Nhamo, G.** and Mjimba, V. (eds). (2020). *Sustainable Development Goals and Institutions of Higher Education*. ISBN: 978-0-79830475-7, 212 pages, Springer. <https://link.springer.com/book/10.1007%2F978-3-030-26157-3>.

Sustainable Development Goals (Graduated in December 2020 and sole supervision)

- Dramani File (63993465). Climate compatible agriculture: Interfacing scientific, indigenous and local knowledge in the upper west region, northern Ghana (PhD in progress and sole supervision).

- Veronica Nonhlanhla Gundu-Jakarasi (61962074). Exploring responses to climate compatible agriculture in Zimbabwe: A case study of Chimanimani district (PhD in progress and co-supervised).
- Nutsugah F (64107000). Adoption of global reporting initiative environmental standards and the SDG campus: the case of corporate Ghana (PhD in progress and sole supervision).
- Asheal Mutungwazi (65102916), Biogas energy in South Africa. (PhD in progress and co-supervised)

## Community Engagement

The Exxaro Chair organized an SDGs localisation workshop jointly with the City of Tshwane and made several virtual presentations as indicated herein.

- 3-5 March 2020: Organised a three-day author workshop on cyclones, floods and SDGs for Society book projects at Burgers Park Hotel, Pretoria.
- 4 March 2020: Face-to-face presentation made during the Bela-Bela IDP Strategic Planning Session with the title “Localisation of SDGs in Bela-Bela Local Municipality, South Africa”.
- 21 March 2020: Face-to-face presentation made during the CoT SDGs Half-day Bootcamp with title “Localisation of SDGs at Municipal Level in South Africa”.
- 13 August 2020: Virtual presentation made on “Addressing CC in the context of SDGs and the Sendai Framework on DRR” during the 2nd SADC Youth Forum, 12-14 August.
- 31 August 2020: Virtual presentation made during the Academic Publishing and Funding Proposal Writing research seminar organised by the Great Zimbabwe University.
- 22 September 2020: Virtual presentation made during a Webinar on Water Quality Threatens Eco-tourism: Save our Heritage organised by the Water Research Commission.
- 6 October 2020: Podcast recording made with The Conversation on the book “Counting the Cost of COVID-19 on the Global Tourism Industry”.
- 29 October 2020: Virtual presentation made during a Webinar on “Climate Change Weather Extremes and the Economy time for action” organised by the Vaal University of Technology.

## Stream 2: Information security and social responsibility

Reflections from the stream leader, Prof Eloff

This programme focuses on the importance of information security on the broader business environment. It investigates how organisations can and do contribute to the improvement of information security in different ways. These include their contribution in raising awareness regarding information security and adherence to legal requirements about information security, such as the ECT Act, the POPIA, and the international General Data Protection Regulation (GDPR). Organisations' policies need to reflect their commitment to follow the South African laws and guidelines such as King III and King IV and highlight their contribution to raising information security awareness, not only in-house but also on the broader society.

The research on usable security in online applications is an ongoing project. It considers both InfoSec and usability in viewing the system as a socio-technical system with technical and social sub-systems. One study regarding usable security in the online banking area, identified 12 usable security design principles that forms the basis of a proposed sociotechnical information security (STInfoSec) framework.

Security awareness is an important research area as it impacts all citizens in their daily online

activities, be it for work, business, or leisure purposes using computers, laptops, tablets, or smartphones. Security awareness resulting in a 'security culture' in all government departments is just as important as for individuals and private organisations. A master's study is currently being undertaken in the Northern Cape Provincial Departments. This study seeks to determine whether, by what means and to what extent the NCPG encourages and fosters a culture of IS in its departments with the aim to help forge or maintain a culture of compliance in the provincial government. Another area is the accessibility and usability of online interfaces for people with disabilities. It is important to ensure that people with disabilities have the same opportunities as any other person without disabilities. A Master's study was undertaken to determine to what extent the Unisa and myUnisa websites are accessible and usable for students with disabilities, e.g. blind or partially sighted, hearing and mobility impaired students. A number of students with disabilities were observed using these websites where they had to perform specific task. A number of papers were already published from this study. This research area also contributes to the Open Distance and e-Learning research focus in Unisa.

### Research outputs and outcomes

#### Journal articles

Dlamini, M.T., Venter, H.S., Eloff, J.H.P., & Eloff, M.M. (2020). Digital deception in cybersecurity: an information behaviour lens. In Proceedings of ISIC, the Information Behaviour Conference, Pretoria, South Africa, 28 September - 1 October 2020. Information Research, 25(4), paper isic2018. Retrieved from <http://InformationR.net/ir/25-4/isic2020/isic2018.html> (Archived by the Internet Archive at <https://bit.ly/3qRXNlr>) <https://doi.org/10.47989/iric2018>

## Student supervision

### Masters student/s

- Motlhabane Maboe (32684754) From Disability Policies to Universally Usable Websites for People with Disabilities: The Case of South African Universities No known prior study about students with disabilities on accessibility, usability and disability policies at South African tertiary institutions was found. This study investigated how students with disabilities' use e-learning websites at selected South African tertiary institutions focusing on the Unisa websites. (Dissertation to be reworked and resubmitted, and co-supervised)
- Donald M Mothisi (33570353) From awareness to practice: A practical approach to creating cyber security awareness under personal internet users. This research study investigates how to create effective ways to increase cyber security awareness amongst personal internet users. In this research study, personal internet users refer to users who use their own private computers, computers at work or at a public place like an internet café to access the internet. (Masters in progress and co-supervised)
- Patrick Lakota (32320620) Protection against cyberattacks and promoting cyber security awareness (master's research proposal)
- Jane Mmetseng (59323671). Information security as a social responsibility – the case of government departments in the Northern Cape Province. The aim of the study is to determine whether there is social sufficient responsibility towards information security (IS) and the protection of information in the Northern Cape Provincial Government (NCPG). In order for the provincial government to exercise their responsibility towards IS, it is necessary for its executive and employees to have an understanding of IS, its value in corporate governance and its regulatory requirements. (MAdmin - Deferred for 2020)

### PhD students

- Elisha Ochola (47974311) Towards an Optimal Black Hole Attack Detection and Elimination Routing Algorithm in Mobile Ad-Hoc Networks. In this study, an analysis on secure routing protocols in MANET against black-hole attack is presented. It proposes an algorithm and its associated framework, which utilises cluster-heads and votes from neighbourhood nodes to accurately detect and eliminate malicious nodes. (PhD in progress and co-supervised)
- Sarah J Namakula (10099808) A model of influential factors for online shopping in developing countries: an empirical study in Uganda. Adoption of online shopping is low in developing nations as compared to the developed world. This study investigates the key factors that influence online shopping. It aims to propose, validate and evaluate a model of influential factors for online shopping in developing country contexts like Ugandan. (PhD research proposal and co-supervised)

## Community Engagement

Prof Eloff was invited to join the editorial board of the Computers & Security Journal as Sub-editor in 2020

## Stream 3: Business Ethics

Reflections from the stream leader, Prof NS Eccles

I suppose there are two types of annual report contributions. Those which simply report coldly on 'production'. And those that reflect critically on what has actually gone down and what this might mean both locally and more globally. This report is of the latter type. There are two things in particular, that I want to reflect on:

1. The academic working day; and
2. The division of academic labour

### The academic working day

Somewhat unusually in the context of an Institute, the fortunes of this research stream are intimately tied to the Institute's delivery of an undergraduate module, Sustainability and Greed. This is because, as is the case with most 'normal' academic activity outside of institutes, the same people are doing both the research work and the teaching work. This 'normal' academic condition sets up a very simple equation for the length of the academic working day (WD):

$$WD = R + T$$

Where R are the hours spent on research (including research admin) and T are the hours spent teaching (including teaching admin). Now, to many readers it may seem that stating this is going a step too far in the direction of stating the obvious. However, all too often in capitalist-like endeavours, uncomfortable obviousnesses tend to get swept under the carpet in the imaginaries of management. And at Unisa, the suppression of this particular obviousness is actually quite profound in the sense that it has become structural. The Teaching

and Learning portfolio is completely separate from the Research portfolio.

Each of these set their own agendas, dream their own 'production' targets, and ultimately make 'production' commitments to Council ... apparently completely independently of one another. The consequence of this is that, in the mad scramble for increased 'production' to justify performance bonuses of portfolio management, both demand more 'production'.

The problem is that there are really no quantum leaps which are happening in terms of technology and support which might improve academic productivity.<sup>2</sup> In other words, there is nothing which might result in more 'production' in the same amount of labour time.

The simple consequence of this is that there is upward pressure on R and there is upward pressure on T. Which of course leads to the nub of the class struggle – compounded upward pressure on the length of the academic working day as a whole.

This has many profound consequences for academics, all of which I and my team personally experienced over the course of 2020. Exhaustion, resentment, anger, rebellion, anxiety, depression, despair, family problems, brain deadness...and more exhaustion. None of these are good for any sort of intelligent endeavour. Which is what research is meant to be.

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<sup>2</sup> In fact at Unisa, it seems that quite the opposite is the case as core systems collapse under the strain of decisions made and the sheer scale of

operations, and 'support' functions become increasingly unsupportive..

### Division of academic labour

Which brings me to my second point of reflection. As I mentioned, the WD equation above is not typically something that would find expression in an annual report of an institute. This is because institutes typically don't participate in undergraduate teaching.

In this regard they represent the pinnacle of the structural division between research work and teaching work at a 'production' level rather than at a managerial level. But this is not to say that this is not affecting academic departments too. Here it manifests as the increasing division of academic labour between:

- a) 'minions' (generally junior academics) who run around thanklessly carrying the enormous and ever-expanding teaching burden of the university and as such have no prospect whatsoever of doing any research in a reasonable working day; and
- b) 'research superstars' (usually full professors) who are exempted from undergraduate teaching duties and who produce vast quantities of research outputs for which they are lavishly celebrated with promotions, financial incentives and travel benefits.

This division of labour is as profoundly problematic as it is efficient in the short term. At the level of the individual academic, those who get trapped into the teaching stream get left behind. They don't get promotions. They don't get celebrated. They don't get incentives. They don't go to conferences where their academic imaginations might get stimulated. They work as a labour of love in an environment where there is really not a lot to love anymore. Eventually they are ground down to alienated mediocrity – to just drawing a wage.

And because they simply don't get to do research, what they teach is grey textbook stuff. There is nothing cutting edge about this. Nothing novel. Nothing unique. Certainly, it is unimaginable that someone participating in this

sort of teaching could ever publish a profound monograph based on their series of lectures.

In contrast, irrespective of whether they are aware of it or not through the haze of their deification, those who get elevated to the status of 'research superstars', become alienated from much of the meaning of the academic project. All they do is 'produce' tiny droplets of knowledge which gets dripped into a vast ocean where they are diluted to the point of meaninglessness.

I mean let's be honest, how many Unisa academics can claim that their research is actually read by more than a 1000 different people out of the nearly 8 billion people on the planet? And of those who can claim this, how many can claim that their research is cited by more than a 1000 different people? And of these, how many can claim that their research is meaningfully cited ... ever?

For those who are unsure of the answer, it is a rather humbling exercise to go and have a look at the substance of the research citations which we covet as though they are diamonds. I think we would do well to compare this to the teaching academic at Unisa who could easily have between 2,000 and 20,000 students a semester meaningfully grappling with their research – if only they had time in the working day to do any, and space left in their imagination to include this into their teaching.

So, what is my point in reflecting on these issues? Well, I'm not sure whether it is a manifestation of the exhaustion that comes with consistently working an average of 6 or 7 hours a day 6 days a week from 2 January to 23 December just answering emails from undergraduate students, but as I reflect on 2020, I see nothing good from a research perspective. Nothing at all. And I haven't even mentioned Covid once. The research 'production' below reflects this state of affairs.

## Research outputs and outcomes

### Papers and chapters

- **Eccles, N.S.** & van der Merwe B. 2020. “The 2030 Agenda for Sustainable Development, the SDGs and corporations: A critical reflection.” In: Rendtorff, J.D. (Ed). Handbook of Business Legitimacy. Springer.
- De Klerk, R.L., **Eccles, N.S.** & de Jongh, D. 2020. “The possibility of achieving sustainability and financial stability through the influence of integrated reporting on investment decisions.” In: Charl de Villiers, Pei-Chi Kelly Hsiao, Warren Maroun (Eds). The Routledge Handbook of Integrated Reporting. Routledge, Abingdon.

### Student supervision

- Mataboge, M. ‘The problems of business or the problem is business: A black theological ethical critique of business ethics in South Africa’ Unisa. PhD under way.
- Neuhoff, L. 2021 ‘The nature, extent and possible implications of director interlock in South African listed companies’ Unisa SBL. DBL submitted for grading.
- Nukunah, C.N.T. ‘Decolonising management education? A multi-stakeholder analysis’ Unisa. PhD under way.
- Van der Merwe, B. Degree: PhD. Title: ‘Responsible Leadership: a Critical Discourse Studies Approach’ University of Pretoria. PhD under way.
- Warinda, T. ‘Exploring ‘Hunhu’ as an alternative to western philosophies in the undergraduate accounting ethics curricula in Zimbabwean universities’ Unisa. PhD under way.

### African Journal of Business Ethics

In 2020, Prof Eccles assumed the role of Editor-in-Chief of the African Journal of Business Ethics.



## Tuition: Sustainability and Greed

### Basic statistics

	2019 S1	2019 S2	2020 S1	2020 S2
Registered	6042	7016	9503	19098
Admitted	5091	5411	9393	19089
Adm/Reg	84%	77%	99%	100%
Written	4145	4611	6108	13066
Wri/Adm	81%	85%	65%	68.4%
Passed	3315	3453	4738	8739
Pass/Reg	55%	49%	50%	45.8%
Pass/Adm	65%	64%	50%	45.8%
Pass/Wri	80%	75%	78%	67%
TA Contracts	31	35	48	95
Permanent staff	7	7	7	7
Student/Perm	863	1002	1358	2728
Contract/Perm	4	5	7	14

### Reflection on the year

First there are the cold numbers. And in this regard the most striking and important number is the number of students. This leapt by nearly 120% from 13,058 in 2019 to 28,601 in 2020. This jump was most pronounced in semester 2 where the number of registered students reached nearly 20 000.

The reason for these dramatic increase in student numbers in semester 2 particularly was the introduction of a number of new higher certificates which proved to be very popular. More popular than anticipated.

Given that higher certificate students tend to be less accomplished students; and that less accomplished students will inevitably struggle more with the same content than more accomplished students; this changed academic demography had an inevitable negative impact on our pass rates in semester 2. For example, the sitting pass rate (Pass/Wri) dropped to 67% compared to long term averages which had generally been around 80%.

The increased student numbers also necessitated dramatic increases in the number of teaching

assistant contracts particularly in the second semester. The number of permanent academic staff, however, remained unchanged. This meant dramatic increases in the tuition and tuition administration workloads for the permanent staff involved.

This cold look at the numbers, however, hides much.

### **Semester 1 – the real story**

Tuition activities in the first semester were initially marred by a particularly aggressive strike which disrupted student registrations dramatically. This meant that assignment deadlines were adjusted and adjusted and adjusted again. The net result was that we were effectively managing multiple assessment plans which is always a complicated thing.

As the effects of the strike were being worked out of the system, Covid hit. Students and many staff alike found themselves unable to access the tools necessary to do their work. This meant more changes to the assessment plans. In fact, by the time this happened, any semblance of an assessment plan was effectively tossed out.

And the total tuition workload got dropped into the laps of those staff members who happened to have laptops and reasonable internet connections at home. In effect, “Permanent staff” dropped to an effective one staff member for much of the semester.

That we managed to sustain our long-term average sitting pass rate for this semester was nothing short of a miracle and came at a high personal cost to some.

### **Semester 2 – the real story**

By the time semester 2 got underway, many of these issues relating to tools had been resolved. However, this didn’t mean that we had a smooth ride at all. Quite the contrary. Prior to this semester, the most students that we had ever

had to cope with was just under 12 000. We had teaching assistant capacity for just over 9 000 students with teaching assistants on single contracts and had previously managed excesses by giving a limited number of teaching assistants double contracts.

When we first looked at our registered student numbers some time towards the end of July, we were therefore shocked to see that our registered students were already nearing 15 000. We immediately alerted management and pleaded with them to stop all further registrations. Had they done so, we would have been able to handle the registered students with existing teaching assistant capacity by relaxing the conditions associated with second contracts.

Needless to say, management refused. In fact, they told us this could not be done technically. We therefore started the process of recruiting and training new teaching assistants in the middle of a semester. This took six weeks!!!! Five of these six weeks were taken up by HR and ICT administrative activities. And had we not reduced our training time from the usual three to four weeks to just over a week, we would have taken even longer.

Registrations continued such that while in the thick of trying to train new teaching assistants, and micro-manage HR/ICT it became apparent that if registrations continued any further we would not have enough teaching assistants even with our additional ones.

At this point we essentially gave management an ultimatum: either stop registrations immediately or teach the excess students you registered yourselves. Faced with this mini rebellion, it was miraculously discovered that in fact registrations could be stopped?! And they were.

Eventually we were able to register 16 500 odd students with our original teaching assistants and a further 2500 odd students with new teaching assistants. However, because it took us 6 weeks to appoint the new teaching assistants, these

2500 students could not proceed on the original assessment plan. Eventually all assignments for these students were pushed out by four weeks to accommodate the late start.

These 2500 odd students were tutored by 12 brand new and very hastily tested teaching assistants. Four of these proved to be very unreliable in terms of grading to the extent that the primary lecturer ended up grading about 30% of their assignment load.

To this, it is necessary to add a number of ICT failures including the Assignments tool crashing on key deadlines, and extremely limited ICT support (at least a two-week waiting time on just about any call).

Eventually, we signed off the semester on 23 December. By that stage, our bodies were complaining, our families were complaining, and our minds were essentially an exhausted mush.

And as we sat in this state of stupor in January 2021, we discovered that a significant number of our teaching assistants were not paid their December salaries.

This is the real story of tuition at Unisa in 2020 for us. And more than likely for a large number of other teaching academics who do not have platforms such as this to vent their complaints.

Aluta continua.

**Attendance of conferences/Seminars**

Staff member	Date	Attendee/Conference/Seminar/Workshop/Training
Prof MM Eloff	August 2020	20th International ISSA Conference (Virtual)

**Other professional/academic activities**

Involvement with other universities or institutions	
Name	Institution/Capacity
Prof NS Eccles	Editor-in-Chief of the African Journal of Business Ethics.
Prof MM Eloff	Sub-editor of Computers & Security Journal

## 2020: The year under review in a nutshell

### Unisa Strategic objectives and ICC performance 2020

The Institute, through its activities gives expression to the overall strategic intent of the university and strategic targets. Thus, the Institute aligns itself with the vision and mission of the university under the following strategic targets and objectives.

Unisa strategic focus area 1: Leading ODeL, comprehensive university in teaching, learning, research, innovation, and community engagement based on scholarship		
Strategic Target	Objective	Outcomes (2020)
<p><b>Strategic target 1</b></p> <p>Provision of quality educational offerings to serve current and future generations through a streamlined and relevant PQM appropriate for a comprehensive university and responsive to current and future societal and stakeholder needs and the unique student profile</p>	Transformed and streamlined programme offerings and PQM	28 601 students registered (S1 & S2) – Detailed statistics in the preceding pages under “Sustainability and Greed”
<p><b>Strategic target 3</b></p> <p>A leading participant in and producer of research and innovative solutions in identified niche areas, focusing on identifying African solutions and global responses to African strategic focus areas and concerns.</p>	Advance ODL research on the African continent and internationally	5 registered Master’s students 11 registered PhD 1 registered DBL student 1 PhD completed in 2020
	Increase staff research capacity development and NRF rating	2020 ICC staff members registered for PhD were as follows: <ul style="list-style-type: none"> <li>• Two (2) permanent academic staff members</li> <li>• One (1) contract staff member (nGAP candidate)</li> </ul> <p>Staff training is ongoing with staff members encouraged to identify areas of interest</p>
	Increased number and quality research outputs and patents	A total of 33 publications including journal papers, book chapters, and co-authored books. The journal impact factor ranged from 10 to below 1 with an average impact factor of 3.1.

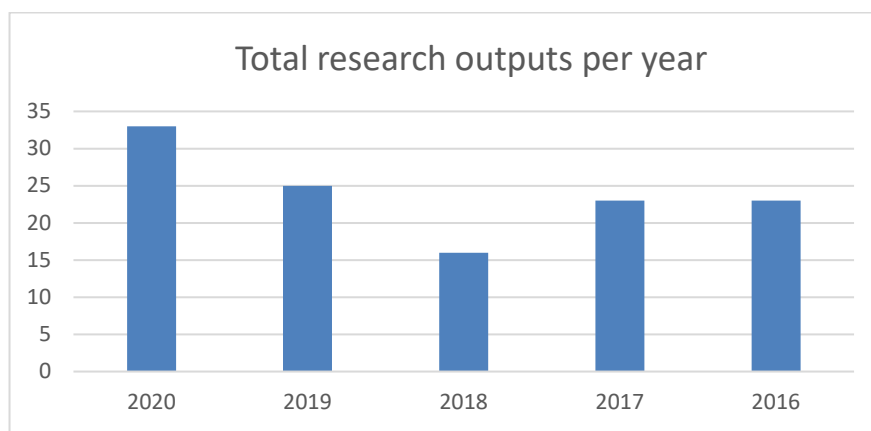
		<p>Research outputs tabulated in detail in this report. In summary, the 2020 ICC research outputs were as follows:</p> <ul style="list-style-type: none"> <li>• 15 Journal articles</li> <li>• 2 co-authored books</li> <li>• 4 edited books</li> <li>• 12 Chapters in books</li> <li>• 1 PhD completed</li> </ul>
<p><b>Strategic target 4</b></p> <p>Effective engagement with communities to respond to their needs, uplift, and empower them</p>	<p>Implement the Senate approved 3-year institutional community engagement strategy and rolling plan</p>	<p>Through the Exxaro Chair, an SDGs localisation workshop was organized jointly with the City of Tshwane and made several virtual presentations</p> <p>The module Sustainability and Greed represents a fundamentally engaged scholarship endeavour. The radical assessment design, which is based largely on public discussion forums, forces students and academics to engage in public discourse on some of the world's most pressing challenges such as great poverty, great wealth, and environmental sustainability. Through this engagement, we ALL learn. Further, the module will be registered as a formal community engagement project in 2021.</p>

**Tabulated ICC Research Outputs from 2015 to 2020**

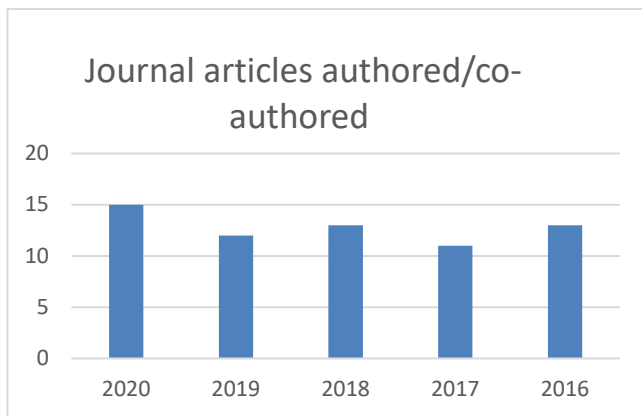
The table below provides the number of research outputs generated over the past years. Two co-authored books, 12 chapters in 4 co-edited books are credited to the work of the Exxaro Chair in Business and Climate Change. In total, 15 journal articles were published in 2020 across the Institute which indicates a considerable increase from 2015.

Year:	2020	2019	2018	2017	2016	2015
Journal articles authored/co-authored	15	12	13	11	13	10
Books authored/co-authored	2	1			1	1
Books edited	4					
Chapters in books authored/co-authored	12	8			4	2
Conference papers authored/co-authored		4	3	7	5	3
Masters students graduated				3		2
Ph.D. Students graduated	1			2		6
Total research outputs per year	33	25	16	23	23	24

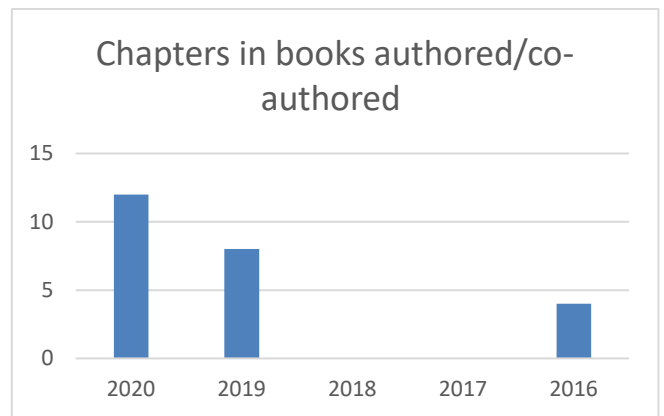
Some of these numbers are visualised below.



All research outputs 2016-2020



Journal Papers 2016-2020



Book chapters 2016-2020

## Income and Expenditure reports

### Institute for Corporate Citizenship

#### STATEMENT FOR THE YEAR ENDING 31 DECEMBER 2020

<b>ITEM</b>	<b>TOTAL</b>
<b>INCOME</b>	<b>0</b>
Donations/Grants - Private Bodies/Individuals Interest Revenue/Allocated	
<b>EXPENDITURE</b>	<b>44 373</b>
Memb. Fees - Prof Societies Stationery and Office Requirements Office Consumables - Internal Issues Travel and Subsistence: Domestic	869,89 1 383,43 15 103,23 27 016,87
<b>NET SURPLUS/DEFECIT FOR THE YEAR</b>	<b>44 373</b>
Accumulated Fund Balance Transfers - Related Funds	223 717 0
	<b>179 344</b>
<b>CURRENT ASSETS/(LIABILITIES)</b>	<b>870</b>
Total Prepaid Amounts	870 870
<b>TRUST INVESTMENT UNISA</b>	<b>180 214</b>

# Exxaro Chair in Business and Climate Change

## STATEMENT FOR THE YEAR ENDING 31 DECEMBER 2020

ITEM	TOTAL
<b>INCOME</b>	<b>2 273 498</b>
Donations/Grants - Private Bodies/Individuals	2 039 208
Interest Revenue/Allocated	234 290
<b>EXPENDITURE</b>	<b>2 046 157</b>
Software - Purchases/Hiring - General	43 851
Congress Attendance	18 861
Entertainment	3 398
Venue Consumables	36 340
Depreciation - Computer Equipment	6 949
Stationery and Office Requirements	2 270
Subscriptions Books and Journals	70 000
Travel and Subsistence: Foreign	-8 579
Travel and Subsistence: Domestic	514 703
Internal Use Of Univ Vehicles	3 286
Salaries - Permanent Staff	12 955
UIF Fund - Employer Contribution	3 569
Salaries: Fixed Term Contracts	642 805
Salaries - Temporary	695 748
<b>NET SURPLUS/DEFECIT FOR THE YEAR</b>	<b>227 341</b>
Accumulated Fund Balance	4 000 812
Transfers - Related Funds	0
	<b>4 228 153</b>
<b>CURRENT ASSETS/(LIABILITIES)</b>	<b>1 535 944</b>
<b>Total</b>	<b>189 889</b>
Asset Cost	220 274
Secondary Assets < R5000	21 037
Accumulated Depreciation	-51 423
<b>Total Current Liabilities</b>	<b>1 725 833</b>
Sundry Creditors - Students	0
Total Sundry Creditors	51 407
Deferred Income	1 674 426
<b>TRUST INVESTMENT UNISA</b>	<b>5 764 098</b>



# Noah Financial Innovations

## STATEMENT FOR THE YEAR ENDING 31 DECEMBER 2020

<b>ITEM</b>	<b>TOTAL</b>
<b>INCOME</b>	<b>0</b>
Donations/Grants - Private Bodies/Individuals	
Interest Revenue/Allocated	
<b>EXPENDITURE</b>	<b>0</b>
Memb. Fees - Prof Societies	
Stationery and Office Requirements	
Office Consumables - Internal Issues	
Travel and Subsistence: Domestic	
<b>NET SURPLUS/DEFECIT FOR THE YEAR</b>	<b>0</b>
Accumulated Fund Balance	3 688 173
Transfers - Related Funds	0
	<b>3 688 173</b>
<b>TRUST INVESTMENT UNISA</b>	<b>3 688 173</b>