



Adri Marais (TSiBA CEO), Rhoda Kadalie (Executive Director Impumelelo), Sandy Ueckermann (TSiBA Eden Director), Yasmin Bucknor and Genevieve Keene (both TSiBA staff) with the prestigious Impumelelo Gold Award won by TSiBA Eden.

TERTIARY SCHOOL  
IN BUSINESS  
ADMINISTRATION

# 2013

- 1 | HIGHLIGHTS
- 2 | STRATEGIC OVERVIEW
- 3 | FINANCIAL REVIEW
- 4 | LOOKING AHEAD



## 1 | HIGHLIGHTS

- 2013 ended on a celebratory note when TSiBA Eden achieved a **Gold Award** at the **Impumelelo** award ceremony for social innovation for being an exceptional model for rural tertiary education. Impumelelo has hosted the awards since 1999 and has become a sought-after repository of more than 1000 public service models which can be adapted to work in other locales. The Awards provide a common forum to bring government and civil society together to enable the sharing of ideas and networks to plan for a better South Africa for all.

Quality rural tertiary education and scholarship-based tertiary business schools are virtually absent in South Africa. TSiBA Eden is the only provider of a rural tertiary education business and entrepreneurship programme in the country which also includes a residential offering. The Impumelelo Awards assist with creating vital awareness of TSiBA's successful model which is producing outstanding results. For example, TSiBA Eden's sustained year-on-year graduate placement rate in further tertiary study or in aspirant employment with many top SA companies is 82%. This award is an acknowledgement to the team, our organisation, funding partners, our volunteers and, most importantly, our students and graduates.

- One of our first graduates, **Khanyisa Mtombeni**, has been awarded a fully-funded Kofi Annan Fellowship to study towards an MBA in Berlin, Germany, starting January 2014. Khanyisa, who hails from Khayelitsha in Cape Town, joins another TSiBA Graduate Andile Dyonase who was awarded a partially-funded Kofi Annan Fellowship at the end of 2012 to study towards his MSc in Finance in Lausanne, Switzerland.

With this achievement, Khanyisa has notched up another TSiBA first! Khanyisa was part of our first "Pioneering Intake", was our first "Top Student 2005", our first "Top Graduate 2008" and our first Mandela Rhodes Scholar (an award that gave him access to the BCom (Hons) Finance at UWC). He was also our first employee at JP Morgan – setting the foundation for what has become a flagship career choice for over 30% of TSiBA graduates currently employed at financial institutions. In September, Khanyisa became our first graduate to successfully pass his GMAT and to be accepted into an MBA programme. Khanyisa will study at the Berlin European School of Management Technology (ESMT).

- We were honoured to host a visit from the **Deputy Minister: Higher Education and Training**, Mr. Mduzuzi Manana and his team. After a campus tour and engagement with both staff and students, he acknowledged his admiration of TSiBA's work and indicated that ours is a remarkable and daring educational model. Deputy Minister Manana clarified that this visit should culminate in an exploration of the partnering possibilities ahead, and TSiBA looks forward to continued engagement with this young man who, at the age of 29, has indicated his intent to drive change in higher education – especially with regard to access. Read more about the auspicious visit: <http://www.tsiba.org.za/index.php/blog/view/symbiosis-in-education-confirmed-government-and-private-education-can-/>
- We have reached a very important milestone in our income generation journey and in building links with government departments by landing a tender with the **Department of Economic Development and Tourism**. Through this project, TSiBA will educate more than 900 youth in



work readiness and life skills, after which they will all be placed in companies for a 6-month internship. The project offers a wonderful opportunity for us to broaden our impact by using our intellectual property, impact the lives of deserving youth and earn income to reduce our long-term reliance on donor funding.

- Each student journey at TSiBA is an emerging success story of opportunities ignited, paying it forward and social change in action. To read more about these journeys, keep a keen eye on our blog and website: <http://www.tsiba.org.za/index.php/blog/view/joseph-maisels-making-movements/>, [http://tsiba.org.za.www74.jnb2.host-h.net/images/uploads/TSiBA-AnnualReport\\_2012.pdf](http://tsiba.org.za.www74.jnb2.host-h.net/images/uploads/TSiBA-AnnualReport_2012.pdf)

## 2 | STRATEGIC OVERVIEW

### ACADEMIC EXCELLENCE

- 2013 marked the successful launch of TSiBA's Post Graduate Diploma in Small Enterprise Consulting (PG Dip Sec). PG Dip Sec is the first postgraduate programme of its kind in South Africa, and is designed to develop consultants to be more effective coaches and mentors who can effectively support and help scale micro-enterprises into small and medium-sized businesses. In addition to being an innovative programme that addresses a pressing market need for entrepreneurship consulting, PG Dip is an income generation initiative that leverages TSiBA's Intellectual Property to secure non-donor revenues for the organization, which will be ploughed back to cover scholarships for undergraduate students. TSiBA is currently recruiting its 2014 cohort of PG Dip students.
- We launched the Graduate Accelerator Program (GAP) this year, for TSiBA degree alumni who are ready to start businesses. 2 out of 4 applications received partial seed funding to launch their entrepreneurial endeavors (BlueNib Web & Graphic Design and Xhosa Language School). Rayne Moses, a 2013 TSiBA graduate, received full GAP funding based on his compelling commercial strategy for Nebula – a company that produces and shares skateboarding media, hosts events and implements youth development programmes in Cape Town ([www.nebulaskateboarding.co.za](http://www.nebulaskateboarding.co.za)).
- Our first cohort of Investment Management Administration and Management (IMACS) students graduated. We co-developed the IMACS stream in conjunction with the ASISA Academy, which represents the majority of South Africa's asset managers. Through our relationship with ASISA, we have garnered industry support for this stream within the TSiBA curriculum.

### ACCESS TO OPPORTUNITY

- The Ignition Centre addressed many of its challenges this year, in terms of driving income generation activities whilst implementing and maintaining donor-sponsored initiatives. We delivered on an 8-month training programme from April to November with the University of Stellenbosch Business School (USB) that was hugely successful, and we are building credibility for future partnerships of this nature. The 20 participating entrepreneurs had to apply marketing strategies and financial systems to their existing business models, in order to

## 2013 YEAR END REVIEW



transform their enterprises into revenue generating businesses that create value for their customers and society. We will be partnering with the USB again next year, and aim to continue to **ignite social change through entrepreneurship**.

- In partnership with the UCT Graduate School of Business (GSB), 5 TSiBA graduates wrote a pre and post-course mock exam to benchmark the effectiveness of the GSB's GMAT preparation course as well as the preparedness of our graduates for the international MBA market. This partnership allowed TSiBA graduates to receive GMAT courses hosted by the GSB, and ignited opportunity for them to explore post graduate opportunities within and beyond South Africa's borders.
- Our students paid it forward in many ways this year, including through their involvement with Peer Education and Enactus. Through our Peer Education programme sponsored by Janssen Pharmaceuticals, TSiBA students were mentored and in turn trained 60 high school learners across 3 schools, on issues pertaining to health, HIV/AIDS, sexuality and wellbeing. Our students also participated in the Enactus programme this year, designed to enable progress through entrepreneurial action. This year our Eden campus students participated in the programme for the first time, which broadened their application of learning and enabled them to **"pay it forward"** by putting forth business ideas to improve their surrounding community.

## SUSTAINABILITY

- We are acutely aware that TSiBA cannot remain donor reliant and, although our fundraising efforts have been stepped up in earnest, we continue to build long-term sustainability through **Income Generation** by employing our Intellectual Property (IP) in the training and for-profit education market. We have made significant strides to this end, notably as relates to unlocking government funding and tenders. As described above, we're extremely delighted by our recent partnerships with the DEDAT. In the executive education space, we've also submitted a number of proposals to corporates who are looking to upskill entry and mid-level managers through accredited and non-accredited courses. Through our Ignition Centre, we've also partnered with several organizations (most recently the University of Stellenbosch) to deliver training and courses to cohorts of learners and entrepreneurs. Income generation through our IP will continue to be a key strategic priority for TSiBA in 2014, and successfully receiving Level II B-BBEE certification earlier this year will enable us to access and unlock more opportunities in this arena.
- We continue to deepen our **International Fundraising** efforts, and have registered a charitable trust in the UK called Friends of TSiBA Education (Charity no. 1153039). We are also in the process of registering a trust in Switzerland to bolster our fundraising efforts in Europe. Brand SA invited co-founder Leigh Meinert in June to talk at their Rising Stars event in London which aimed to "celebrate youth and the future in South Africa". Adri Marais, our CEO also made a trip to Europe in August, and met with our supporters in the UK, Germany and Switzerland. Our story and achievements were warmly received during these trips, and the

## 2013 YEAR END REVIEW



support that we are already receiving in these early days of our international fundraising initiative is extremely encouraging.

- We launched our **Individual Giving Campaign** this year, which in addition to diversifying our income streams, has garnered tremendous student engagement and support. TSIBA students have been involved in the campaign through launching a Raffle, and through the call centre we established to reach out to individual givers. We look forward to kicking the campaign into full gear in 2014, in tandem with TSIBA's 10 year anniversary celebration.

### 3 | FINANCIAL REVIEW

#### FISCAL YEAR OCTOBER 2012– SEPTEMBER 2013

<b>SUMMARY: INCOME &amp; EXPENSES IN R</b>		<b>COMMENT:</b>	
Monetary Donations	12 432 629	Our financial results for the 2012 – 2013 financial year shows an income deficit which is due to a number of large funding proposals and agreements that did not materialise.	
Donations in Kind	1 909 112		
Non-donor based Revenue	1 924 850		
<b>TOTAL INCOME</b>	<b>16 266 591</b>	The overall deficit was curbed through a stringent cost control initiative which just about cancelled out our income shortfall. Some of the cost cutting was once-off and cannot be continued while others are recurring, enabling us to hold the overall operating deficit.  Because of the good performance of our investments, our overall performance has improved and our sustainability reserves are up by R2,4 million.  Looking ahead, our income generation strategy, a substantial increase in non-donor income, careful expense management and renewed fundraising efforts have secured a positive start to the new financial year.	
Administration	607 981		
Marketing & PR	407 411		
ICT & Infrastructure	3 086 319		
Human Resources	10 367 608		
Travel	418 513		
Student Education	1 379 295		
Depreciation	654 489		
<b>TOTAL OPS EXPENSES</b>	<b>16 921 616</b>		
<b>NET SURPLUS/DEFICIT</b>	<b>-655 025</b>		
<b>OVERALL COMPARISON IN R</b>			
	<b>Actual</b>	<b>Budgeted</b>	<b>Prior Year</b>
<b>Income</b>	16 266 591	21 062 687	15 728 507
<b>Expenditure</b>	16 921 616	20 925 777	17 340 088



## 2013 YEAR END REVIEW

---

### 4 | LOOKING AHEAD

2014 is an auspicious birthday year for TSiBA as the organisation celebrates **TEN** years of Igniting Opportunity. We are planning to celebrate our birthday throughout the year and hope you will be able to participate in some of the events we have planned.

We have designed our 2014 goals around TSiBA's 3 main priorities and look forward to sharing our progress in the year ahead.

#### **ACADEMIC EXCELLENCE**

- Complete the research project on student selection procedures and share our findings.
- Roll out a part-time offering of our Higher Certificate and BBA degree through night school, to give early exists from the past 10 years an opportunity to compete their qualifications and enable working folk to access higher education on a part-time basis.
- Roll out the use of tablets in our senior lecture rooms to support a flipped classroom approach and assist students with access to study materials and online resources.
- Graduate the first cohort of students completing the Post Graduate Diploma in Small Enterprise Consulting.

#### **ACCESS TO OPPORTUNITY**

- Train more than 900 unemployed youth in work place readiness and life skills as part of a project with the Department of Economic Development and Tourism.

#### **SUSTAINABILITY**

- Grow our income generation initiatives by focusing on a structured Enterprise Development approach and offering training and executive education based on our tried and tested intellectual property.
- Grow our donor income through an individual giving campaign and by optimising opportunities presented by the amended BBBEE codes.



To keep abreast of developments and highlights as they happen, please visit <http://www.tsiba.org.za/index.php/blog/>

Should you require more information about TSiBA or have questions on any of the items in this review, please contact [yasmin@tsiba.org.za](mailto:yasmin@tsiba.org.za)