



TSIBA FUTURE
BUSINESS
LEADERS

2019 Second Semester Review

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desk of the
CEO

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TSIBA shows what's possible when business education invests in people

I am a strong woman, a fearless woman. I am a woman of integrity. I am here to serve. I have lives to change that are waiting for my arrival.

Likopo Seleso
Bachelor of Business Administration
Graduate 2019



From the desk of the CEO

By the time this 2019 Second Semester Review has been published, TSIBA would have formally celebrated its relocation to TSIBA House, our new Campus in Woodstock. The move is a significant milestone in the history of this organisation and one which presents wonderful opportunities to elevate TSIBA to new heights and greater impact.

TSIBA House has been designed to be student-centric through the provision of advanced information technology infrastructure which enables teaching and learning. Through the creation of an appealing and comfortable campus with 'funky' spaces for students and other stakeholders alike, we also hope that it will be a Campus to feel inspired by and to be creative in.

In addition to the academic project which our Dean, Dr Kimmie, comments on in this document, much of the second half of last year was consumed by planning and preparing for a full campus migration. Such migrations typically have three major components, including the physical move and the planning and execution thereof, (old) campus decommissioning, and communication to all stakeholders. In our case this project had an additional component, namely that of raising capital to fund the campus of our dreams.

While there is no perfect project, it has

been my great privilege to witness all of these components unfold successfully, and to witness so many TSIBA stakeholders give of their time and resources so generously. The TSIBA universe seems literally to have come together to create something special, perhaps in a way that only an institution like this could make happen. While we are now located at a new address, and one which has a very different look and feel to our tenure in Mupine, we remain conscious that TSIBA has a soul which is unique, and one which must stay with us - whichever street address we may occupy.

On the note above it is important that we also acknowledge the opening of TSIBA Ignition Academy premises in Newton, Johannesburg during the 2019 Second Semester. This offers a significant presence and capability to our non-tertiary impact work, and perhaps a foothold into a (Gauteng) market which I am sure would welcome TSIBA Business School qualifications in time.

The formal celebrations at TSIBA House also marked our 16th birthday from starting in a blanket factory in Mowbray in 2004. What a journey it has been for TSIBA! The new TSIBA corporate identity centres around a beautiful Gemstone, an imagery which was designed for its symbolism of the amazing young Gems who pass through our doors of learning.

Our new imagery reflects further the great diversity of people who constitute TSIBA. We are so grateful to every person who has in so many ways made the Road To Woodstock and TSIBA House possible. We thank each of you. Happy 16th Birthday TSIBA, and welcome to your new home.



Professor Kobus Visser (PhD)
Chief Executive Officer

Highlights

11th Annual Graduation

The most significant event in the second semester of every academic year is our annual graduation. The 2019 edition celebrated the formal transition of 56 future business leaders from student to TSIBA alumni status. The full group of new TSIBA graduates included six capped with their Post Graduate Diploma in Small Enterprise Consulting, forty nine with the Bachelor of Business Administration in Entrepreneurial Leadership Degree and one Higher Certificate in Business Administration.

This graduation was made especially special for the presence and wonderful story-telling of our interim Chief Executive Officer Professor Kobus Visser, new Academic Dean Dr Riedwaan (Rudi) Kimmie and TSIBA Alumni guest speakers Mr Luvuyo Rani of Silulo Ulutho Technologies and Mandela Rhodes Scholar Thokozile Mcopele.

The 2019 graduation was TSIBA's 11th annual Graduation Ceremony and the last for TSIBA students who completed their studies at our Mupine campus. It also marked the realisation of TSIBA's 406th BBA Graduate, 226 (56%) female and 180 (44%) male, all of whom proudly celebrated a profound personal achievement and transition on this day. To experience this celebration more closely please take a moment to view the [2019 TSIBA Graduation video](#).



TSIBA students and staff make a stand against gender-based violence

Following so many tragic incidents TSIBA students joined South Africa in our collective voice against violence against women in South Africa. #Enough is enough.



TSIBA Students participate in #cocreateMYCITY Cape Town

In November last year the diplomatic network of the Kingdom of the Netherlands in South Africa hosted the biennial flagship event called [#cocreateMYCITY](#) in Cape Town. Since the majority of the global population already live in, or are migrating to, urban areas this event hosted representatives from government, the private sector and academia to come together to find 'Smart Solutions for Resilient Cities'.

TSIBA was very honoured to be invited to this event and was represented by TSIBA Business School third year degree students Andrew Selondo, Yolanda Matala, Chante Benson and Zaahid Gabriels. Following intensive consultation with representatives from the City of Cape Town and private business interests these students were afforded the opportunity to present urban solutions at the event plenary session on the final afternoon.

While confronted with challenges which have traditionally fallen outside of the TSIBA BBA degree curriculum, and following extensive consultation with fellow conference delegates our students more than held their own in presenting creative solutions to enhancing the urban experience in the Cape Town of the future.



TSIBA House Capital Campaign

Following signature to a long-term lease agreement on TSIBA House, TSIBA set itself onto the task of creating a campus that would literally enable us to leap ahead. Our dream was to create a campus which is edgy, attractive, aspirational and which would offer the latest infrastructure for our students, our staff, and the TSIBA business incubation hub (The Garage). We were also determined that while students at TSIBA pay only what they can afford, they deserve and should receive a world-class and rewarding business education.

Towards funding of the R10 000 000 needed to set up our dream campus we embarked on a Capital Campaign to a community who share our commitment to education, and in particular to TSIBA's mission of investing in purpose-driven humans and emerging businesses.

While this campaign is ongoing we have been honoured to have realised significant funding needed from both major donors and many individual contributors who have kindly supported our [Leave-a-Legacy Crowdfunding campaign](#).

All donors to our Capital Campaign have been honoured at TSIBA House as legacy partners.

When our first target has been achieved, the TSIBA Capital Campaign will continue as a means of building long-term partnerships, growth and our sustainability into the future.

Strengthening the TSIBA Board

The Board of Directors of TSIBA Business School was significantly strengthened in the second half of 2019 with the appointment of the following new board members:

Professor Kobus Visser

Professor Visser has a long-standing presence in Western Cape education since he joined the University of the Western Cape in 1983. He holds a PhD in Business Management from Stellenbosch University Business School. Following the completion of his tenure as Dean of the Faculty of Economic and Management Sciences at UWC, Professor Visser has joined as interim TSIBA Business School CEO.

Lee-Ann Hector

Lee-Ann is the Head of Operations at TSIBA Business School following her service to TSIBA as the Head of Finance. Lee-Ann has a National Diploma in Business and Financial Management, a CSSA Professional Qualification: Management and Administration and is a CIBA affiliate. Lee-Ann joins the Board as an executive member and as a member of the TSIBA Audit and Risk and Sustainability committees.

Dr Riedwaan (Rudi) Kimmie

Dr Kimmie holds a PhD in Leadership Studies from the University of KwaZulu-Natal and has a wealth of knowledge in teaching and academic development with more than 20 years' experience at UKZN in diverse roles from lecturer, strategic projects coordinator, to Operations Manager for the UKZN Foundation. Dr Kimmie has joined as the Academic Dean of TSIBA Business School.

Kieno Kammies

Kieno Kammies joins the TSIBA Board as a non-executive Director. He has over twenty years of experience as a commercial talk show host and media personality. Kieno also brings to the board a strong passion and commitment to two of the pillars of the TSIBA academic curriculum - business strategy and entrepreneurship.

Professor Milford Soko

Professor Soko teaches International Business and Strategy at Wits Business School and is a former Director of UCT Graduate School of Business. He holds a BSoc Sci degree from the University of Cape Town, an MA in International Studies from the University of Stellenbosch, as well as an MA and a Doctorate in International Political Economy from the University of Warwick in the United Kingdom. Professor Soko joins as a non-executive Director and members of the Academic Advisory Committee.

Lunga Schoeman

Lunga is a 2014 TSIBA graduate who has risen very quickly to the role of Assistant Group CSI Manager at the Shoprite Group of Companies, Africa's largest retail group. Lunga has joined as a non-executive Director.



Academic Review

Introduction to Academic Review

There are complex factors that impact academic pass rates. These include formative preparation within the secondary schooling and home environments, but also extends to student self-motivation and then the institutional academic support which enables scaffolding and remediation.

TSIBA's meta-purpose is not only to develop students' fullest potential in preparation for their careers but more importantly, to do holistically so that they can navigate the complexities of life and make meaningful contributions as citizens.

Pursuant to 'learning for life', what distinguishes TSIBA within the tertiary education sector is its emphasis on Leadership and Self-Development. This is taught experientially through a wilderness programme, as well as theoretically through classroom-based instruction.

The Semester 2 results hereunder represent a 'snapshot' of a particular cohort of students within a specific year. These results provide opportunities for reflection and for testing the robustness of our academic support systems in response to academic needs. It is therefore imperative that TSIBA remains a learning organisation that is critically reflective of its strategic intent to not only provide access to marginalised yet deserving individuals but that it ensures sufficient support throughout the student's educational journey.

The Semester 2 results are therefore indicative of how well the students and staff navigated the socio-economic and educational challenges and how well the institutional support mechanisms are functioning to mitigate learning challenges.

TSIBA Education NPC is registered with the Department of Higher Education (DHET) as a private Higher Education Institution (PHEI) under the Higher Education Act of 1997. TSIBA Education is accredited by the Council on Higher Education (CHE) to offer higher education qualifications and also by the Quality Council for Trades and Occupations (QCTO) to offer qualifications in the trades and occupations band on the national Qualifications framework (NQF). DHET registration number 2007/HE08/001. Services SETA accreditation number 3919.



TSIBA Business School Offerings

Bachelor of Business Administration (BBA)

SAQA ID 61469

Postgraduate Diploma in Small Enterprise Consulting (PGDip SEC)

SAQA ID 90822

Higher Certificate in Business Administration (HCBA)

SAQA ID 84186

BBA 1

With the exception of Financial Accounting 1 and Quantitative Business Application 102 which showed downward trends, the year-on-year comparison of results in the first year of the degree was satisfactory.

It is not unusual to experience lag in the quantitative subjects. This is a legacy of poor secondary schooling. However, in 2019, these results were also indicative of TSIBA systems which functioned less than optimally. Factors that impacted the results were the resignation of the Finance and Quantitative Convenor at short notice at the end of the first semester and the delay in finding a suitably qualified replacement.

Remediation was effected through the appointment of a replacement lecturer in November 2019. In the first term of 2020, an Academic Support Coordinator will also be appointed to coordinate the additional academic support which includes the skills labs.

To assure the quality of its course content, it is worth noting that TSIBA voluntarily submits all assessments in the degree for external moderation. Subjects where students do not perform optimally such as in the quantitative courses, results are then interrogated to ensure timeous intervention.

Course Name BBA1	2019S2	2018S2	2017S2	2016S2
Economics 1	70%	87.50%	83.33%	88.35%
Entrepreneurship 1	85.48%	82.81%	82.54%	92.71%
Financial Accounting 1	44.16%	70.53%	51.43%	*67.17%
Leadership & Self Development 1	68.18%	81.60%	81.25%	91.75%
Marketing 1	86.21%	89.23%	85.71%	84.21%
Quantitative Business Applications 102	58.44%	60.98%	72.50%	69.47%

** Previously offered in both semesters. Averaged for comparison purposes.*



BBA 2

The outstanding second-semester results for the BBA 2 show a consistent year on year excellent achievement. This is due to the academically stronger students progressing to their senior years of study, as well as growing maturity in the student cohort to manage their learning processes more effectively.

The Investment Management & Admin 2 course is a niche course presented by the ASISA Academy for a select group of students, who are quantitatively strong and with a leaning towards the financial investment industry.

Overall, TSIBA will remain vigilant on maintaining the excellent standards in the BBA 2 as the skills and competencies are also scaffolded towards the exit outcomes expected in year 3 for the Individual Practical Industry Project.

Course Name	2019S2	2018S2	2017S2	2016S2
Business Communication 2	92.86%	96.30%	97.62%	86.67%
Business Law 2	94.23%	82.50%	82.35%	91.11%
Entrepreneurship 2	92.31%	94.23%	98.84%	91.53%
Financial Techniques & Analysis 2	100%	75.00%	53.33%	75.00%
Investment Management & Admin 2	87.50%	100%	100%	100%
Leadership & Self Development 2	94.34%	98.25%	94.05%	85.25%
Business Management 2	83.33%	87.14%	73.33%	79.37%
Research 2	87.23%	86.67%	86.30%	-
Taxation 2	88.00%	95.24%	96.43%	100.00%



BBA 3

For the BBA 3 semester 2 courses, the focus is on preparing students for a professional environment. No students registered for Entrepreneurship 3 and Marketing Management 3.

Students commenced with the Applied Strategic Management 302 which was immediately followed by the semester-long Individual Practical Industry Project (IPJ). The IPJ is comprehensively assessed through class participation, hosting company reports, individual presentations, as well as a summative assessment.

As with the BBA 2 results, BBA 3 Semester 2 results are also reflective of the maturity of the students. However, an additional factor which impacted the

results particularly at the pre IPJ courses were the enhanced use of the skills labs, academic coaching and research mentoring.

As mentioned earlier, all results were moderated externally and are a true reflection of the concerted effort made by the students and the onboarding of the research mentor. Each student who has submitted their final Individual Practical Industry Project report received extensive feedback from both the external examiner and moderator, along with sufficient time to address the necessary sections for re-work where necessary.

Course Name	2019S2	2018S2	2017S2	2016S2
Entrepreneurship 3	-	100.00%	66.67%	100.00%
Individual Practical Project for Entrepreneurs 3	91.00%	65.12%	76.67%	92.86%
Leadership 3	100.00%	100.00%	88.24%	100.00%
Strategic Management 301	80.00%	100.00%	92.31%	100.00%
Applied Strategic Management 302	100.00%	100.00%	63.33%	93.33%
Marketing Management 3	-	100.00%	-	100.00%



Concluding Academic Review of Results

Reviewing the academic results provides many opportunities for critical reflection on all facets that impact the students' academic journeys.

Albeit that there is constant room for improvement, there is also much to celebrate. Celebratory points are inter alia commitment from staff and students pursuant to academic excellence.

TSIBA's approach to teaching and learning is a holistic one. It is anticipated that with the recent occupation of TSIBA House in Woodstock, the election of the Student Representative Council and the many planned developmental initiatives, the academic results will not only reflect positively, but the TSIBA graduate will be better prepared for the enhanced opportunities of the Fourth Industrial Revolution world.

Financial Report

Our 2019 financial year started off with an expected and revised 5-year strategy. The aims of the new strategic pathway are to set TSIBA on a new trajectory towards 2023 which includes new branding, a new campus and shifting to a more agile and innovative educational space. The measures implemented in our previous strategy directed us into a new technologically-driven educational space and a need for change was evident.

To this end, a most notable achievement in the 2019 Second Semester was securing new premises from January 2020. This new innovative and vibrant space, which we have called TSIBA House, will allow us to significantly grow student numbers and challenge conventional ways of working. We aim to create an agile and evolving environment to stimulate the flow of information through the classrooms and staff body.

The 2019 financial year concluded with an operational deficit of R2 690 003. Our net deficit, however, was R1 290 066. This result was achieved with a non-operational income of R1 399 937, derived from a very positive cash position through the financial year and cumulative interest gained on these deposit accounts. Our positive cash position has followed an excellent previous financial year and the realisation of gains through investments. We have maintained careful cost management, remaining cognisant of a challenging donor environment. We note that funding from international donors has picked up and remains

positive in the forecast going forward. A number of new international funding partner opportunities have opened up to TSIBA and we anticipate that these will land in the coming year(s), providing very positive forecasts for continued sustainability across both TSIBA Business School and the TSIBA Ignition Academy.

Income streams

TSIBA continued on the path of pursuing diverse income streams through the second semester of last year. In this vein we actively worked to enable TSIBA Ignition Academy to achieve its own financial targets, with satisfactory results. Our partnership encompasses shared marketing, sales and infrastructure resources. Further, the sourcing and implementation of joint projects effectively enables the TSIBA Social Enterprise collective to open new opportunities to realise both impact and income.

Through the course of the second semester it has been pleasing to witness the developing operations of TSIBA Ignition Academy and particularly the recent opening of premises in Newton, Johannesburg. We are optimistic that the manner in which we have positioned TSIBA Business School, TSIBA Ignition Academy and the TSIBA Education Trust within the TSIBA social enterprise collective will strongly enable our long-term financial sustainability.

TSIBA Education Trust: Building reserves

TSIBA's reserves remain carefully stewarded by the TSIBA Education Trust. Following a decrease in reserves by 13.43% to fund our migration to and set out our new campus we launched a Capital Campaign in Semester 2 specifically targeted at boosting these reserves over the next four years.

The reserves have also funded the launch of this Capital Campaign towards this goal. The TSIBA Education Trust, established in 2007, continues in engaging B-BBEE transactions and has reaped significant rewards towards the long-term financial sustainability of TSIBA. With the maturity of a 10-year empowerment transaction with J.P. Morgan our reserves have increased to the value of +R60 million.

Trustees:

Simon Susman | David Polovin |
Zikhona Ngumbela | Derrick Msibi |
Leshni Shah

**TSIBA Education NPC
(TSIBA Business School)**

**Statement of Financial Performance - Financial Year
October 2018 - September 2019**

	2019 ZAR	2018 ZAR
Revenue	24 060 390	25 637 095
Cost of Sales	(6 677 521)	(2 603 794)
Gross Profit	17 382 869	23 033 301
Other income	1 639 219	2 388 508
Operating expenses	(21 712 091)	(24 384 948)
Operating (loss) profit	(2 690 003)	1 036 891
Investment revenue	1 399 937	3 124 528
Investment charges	-	(126 945)
Total comprehensive (loss) surplus for the year	(1 290 066)	4 034 444

Full TSIBA Education NPC Audited Financial Statements are available on request.

Please email request to graham.moore@tsiba.ac.za

**TSIBA Education NPC
(TSIBA Business School)**

Statement of Financial Position - Year Ended 30th September 2019

	2019 ZAR	2018 ZAR
ASSETS		
Non-Current Assets		
Property, Plant & Equipment	1 397 891	1 496 044
Current Assets		
Cash and cash equivalents	26 816 213	33 876 172
Trade and other receivables	3 406 098	2 592 962
Other financial assets	1 731 845	569 681
Total Assets	33 352 047	38 525 859
EQUITY AND LIABILITIES		
EQUITY		
Reserves	18 170 468	19 021 612
Retained Income	13 337 887	14 627 953
LIABILITIES		
Current Liabilities		
Provisions		308 400
Trade and other payables	1 843 692	4 567 894
Total Equity and Liabilities	33 352 047	38 525 859

TSIBA Ignition Academy

The Second Semester of 2019 was a time of bold strides for the TSIBA Social Collective. As the Business School secured and prepared to move into the aspirational TSIBA House in Woodstock, the Ignition Academy took up residence in its own campus in Newtown, Johannesburg. This fully resourced training facility in the heart of Johannesburg is near to public transport nodes which makes for an attractive venue that is easy to access by prospective learners.

Having our own facility not only establishes a permanent agency and brand presence for TSIBA outside of the Western Cape, but we now have the ability to commercialise further by making our facilities available for rental and offering shorter paid for skills programmes. Short term successes in this regard includes hosting learners taking part in a ServicesSETA project for their induction week in partnership with Masithuthuke Holdings as well as delivery of an accredited short learning programme in Project Coordination in partnership with H1 Holdings during September. To ensure that we optimally leverage our opportunities, the Ignition Academy CEO relocated to Johannesburg in November 2019.

Furthermore we are extending the scope of our vocational training beyond Business Administration to increase our market appeal. We have received accreditation for a qualification in Business Analysis with MICTSeta and are well on the way

to being accredited for qualifications in End-User Computing, Wholesale and Retail Operations, Contact Centre and Business Process Outsourcing Support and Community Health Work.

Although things always seem to move too slowly when one has high growth targets, it is such a pleasure to pause and reflect on successes achieved. We are extremely proud of what we have done in 2019 and look forward to expanding the reach and impact of TSIBA in 2020.

Other highlights for the reporting period include:

Supporting 23 budding township entrepreneurs in our first ever Gauteng Igniter programme - sponsored by AARD Mining Enterprise Development - in Kagiso

Celebrating the completion of 48 incredible young people's Learnership journey at the Sci Bono Center as well as successfully guiding 40 junior RCS employees through an Employed Learnership.

A journey for 24 young learners on a Learnership in Business Administration Services (FETC: Business Administration Services) commenced in Gauteng in July 2019. These Learners will conclude the programme at the end of June 2020.



Impact Story

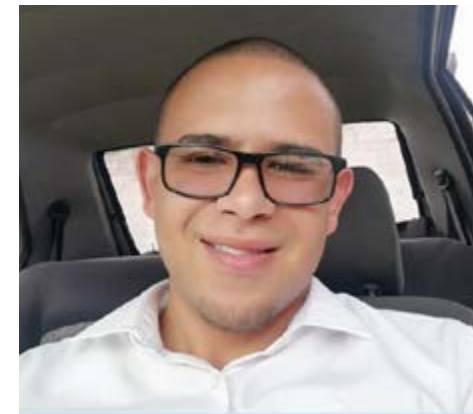
Ralton grew up in the community of Eldorado Park, Johannesburg. This is a previously under-served community that had been established to house Coloured people (a race term coined by the Apartheid government to describe people of Khoi-San, Malay, and mixed-race descent - this term is still used as a racial designation in South Africa) as part of the Group Areas Act in 1965 (a law distinguishing certain residential areas for exclusive use for single races). Eldorado Park is a mix of low to middle-income

Ralton was privileged to be able to attend a well resourced high school outside of his community and matriculated from Sir John Adamson High School in Ormonde, Johannesburg in 2014. After school, he joined an internship to become a mechanic but did not complete as he felt he wanted to do something else. He worked in the Diamond Industry as a machine operator for three months after that, followed by a welding course which he completed. Unfortunately, as is the issue in South Africa, he became unemployed. During that time he applied for numerous jobs but was unsuccessful.

An ex-girlfriend referred Ralton to the Learnership offered by TSIBA in conjunction with LearnEx and he applied. During his time in the programme he was hosted by the Spar Distribution Centre where he said he truly enjoyed working there. It was not long after being in the distribution centre (working in the HR department) that he was moved to retail operations where he was part of a team that headed up the YES program (a program launched by President Ramaphosa to kickstart youth employment in South Africa) for that division. He now works as an assistant manager in the OHS department of a local Spar store.

He said that he had worked very hard to be noticed, and showed leadership in all the positions he had occupied.

When asked what he envisioned for himself for the next five years, he stated that he wanted to own his own Spar Franchise Store. This is certainly a bold vision but he believes wholeheartedly that he will achieve this goal. He was privy to a lot of information at Head Office level to know how various stores are managed and feels that he will be able to improve a particular store's performance.



Ralton van Niekerk
(Cohort 3 - Johannesburg)



Looking Ahead

The Father of our Nation, President Nelson Mandela famously quoted that *“After climbing a great hill, one only finds that there are many more hills to climb.”* And so it is following our relocation to TSIBA House in Woodstock as from January 2020. If TSIBA is to deliver on its Mission of investing in purpose-driven people who lead social change, we simply cannot, and must not rest here. Certainly, we will not.

Towards this, one of the questions we must continually answer is how best do we meet the needs of our students and the youth of South Africa?

To this question, and having read the recently released [Draft National Youth Policy for 2020 – 2030](#) by the South African Government, I am encouraged by TSIBA's trajectory. We have long pursued an education model which embraces many of the proposals made in the draft policy.

In the tertiary education space, the draft policy proposes that “All higher education institutions (colleges, universities) must introduce foundation programmes for learners in transition from the basic to higher education learning environment”, that “these foundation courses should include soft skills development to help students cope with university demands,” and that “every qualification at university should be coupled with an experiential component to ensure graduates have experience when they qualify.” These proposals are all, without exception, well-established components of the TSIBA Business School offering.

In the non-tertiary education space, the Government's proposal that “all government departments including municipalities should have internships” confirm our investment in the registration and delivery of both internship and learnership programmes offered by both TSIBA

Business School and the TSIBA Ignition Academy.

TSIBA has made a considerable investment to establish an online presence and infrastructure for the introduction and implementation of academic courses and short courses. In addition to enlarging our academic footprint in the higher education sector, online courses will provide an additional source of revenue.

TSIBA's application for the introduction of the BCom degree is in the process of being reviewed by the Department of Higher Education and Training. Together with its current portfolio, the addition of a further degree will be another step towards fulfilling its Mission.

In conclusion, by addressing the issues of academic and financial access to tertiary education long before the #FeesMustFall Movement was addressed at the public higher education institutions. TSIBA has been ahead of the curve.

Our responsibility now is to stay ahead, and it is to this task that we have now set ourselves. Our new home with its location in the central business district of Woodstock, its new infrastructure and digital facilities challenges us to rise to the occasion.





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