Second Semester Review 2022

TSIBA'S WAY

"TSIBA is a place with soul.

I feel it when I walk through the door.

It shines in the eyes of the
people I meet.

It lives in the passion and pride
with which they speak.

TSIBA is a place with heart.

Its heart is present in the quality of
attention that people pay each other.
It sings of their care in many ways.

TSIBA is where people are liberated
to be their best selves.

Here expression is given to the
very best of what education and
humankind can be.

It is where I come to draw inspiration,
courage and comfort.

Because it is where I feel my
dreams belong.

TSIBA is alive in my dreams and is
made real through my efforts.

Mayibuye! Let Africa return."

Contents

From the desk of CEO TSIBA Business School

Dr Rudi Kimmie

Another year has passed. For our recently graduated students of 2022 the year signified transitions to next phases of adulting and professional journeys - that of employment, entrepreneurship endeavours, postgraduate studies and reaching the higher levels of responsibility expected of those who have successfully navigated tertiary education.

Graduating students is a typical measure of the success of a Business School. At TSIBA , it's different. Our mandate is certainly to graduate skilled students, and we do. However, while this is necessary, it is not sufficient. Our education mandate is to produce graduates who are 'grounded' in themselves; who recognise their unique attributes and who can bring these into the matrix of life for professional and societal advancement. If this mandate is not achieved the education of our students is incomplete.

The section from the Executive Dean in this review unpacks the academic results of the Second Semester. Underpinning these results lies another category of success; the personal stories of resilience, commitment and ambition which, despite dire socio-economic challenges students often face, have not prevented their academic achievements. Success at TSIBA is thus a factor of cognitive intelligence (IQ).

However, we recognise that thriving in, and contributing to the world requires EQ (Emotional Intelligence), AQ (Adaptability Intelligence) and SQ (Spiritual Intelligence). Actively prepared with these attributes in mind our graduates are prepared to address the challenges we face collectively. We look forward to watching all our graduates, including those who graduated on April 3rd 2023 thrive and to challenge the status quo for a better world.

Towards the above, and supporting the academic programme, TSIBA pursued its holistic extracurricular activities through theSecond Semester of 2022. These included:

- **TSIBA Global:** International diversity and inclusion through TSIBA GLOBAL - Semester 2 of 2022 enjoyed the launch of TSIBA GLOBAL (Global Learning Opportunity in Business and Leadership). This remarkable programme hosted the first cohort of students from Audencia Business School, based in Nantes, France, and facilitated powerful cross-cultural interaction between students from the global north and south.

- **TSIBA Campus:** TSIBA Education NPC purchased premises which will become the TSIBA Business School campus from mid 2023. Construction on the premises to be campus ready as well as the migration project from TSIBA House in Woodstock is well underway so that the Second Semester of 2023 will begin in our new home.

- **TSIBA Founders' Gift:** Launched in the latter half of last year as the Capital Campaign to fund the acquisition, construction and migration costs of the new campus. The campaign presents an opportunity for funders to leave a significant legacy in youth education, and effectively in the education of future leaders of South Africa.

- **TSIBA EARTH:** TSIBA is a signatory to the UN Principles for Responsible Management Education (UN-PRME) and is committed to social and environmental sustainability. In support of our commitment to this relationship, students engaged in clean-up campaigns, recycling, food security vegetable gardens and honey farming through hosting an active bee-hive.

The Second Semester Review of 2022 highlights the academic achievements of the TSIBA Social Enterprise and progress made to our long term dreams. Much of what we have been aiming at landed in this period and have an exciting journey in front of us. This journey is one we will take with all of our stakeholders and we remain humbled by the unstinting support we continue to receive.

Highlights

TSIBA GLOBAL:

Semester 2 of 2022 welcomed the arrival of the first cohort of TSIBA GLOBAL students from Audencia Business School, France. TSIBA GLOBAL (Global Learning Opportunities in Business and Leadership) is a unique internationally-focused immersive TSIBA programme that exposes foreign students to the challenges of a developing economy whilst simultaneously promoting cultural awareness and skills transfer between students from different parts of the world. The huge success of this initiative has attracted a new cohort of international students from Audencia and other European Universities already signed up for TSIBA Global 2023.

Purchase of the new TSIBA campus:

A significant achievement in 2022 which will unfold in the coming year was the purchase of the new TSIBA campus at Ndabeni, Pinelands. The purchase enables growth opportunities in a sustainable way and lays a solid foundation for our commitment to the education of South Africa's young people. Fully equipped with a working solar system the new TSIBA campus also provides much needed energy security to deliver on our academic mandate. With plans to commence the second semester from 01 July 2023 on the new campus demolition and building work has commenced, as have efforts to fund this project through the Founder's Gift Capital campaign. We appeal to potential investors to make contact regarding this groundbreaking

TSIBA partnership:

TSIBA Business School - FC Kapstadt Football Club Collaboration:

In a partnership which spans skills development of young people across the physical and intellectual, an exciting partnership between TSIBA and F.C. Kapstadt Football Club "Kicked-Off' in the second-half of 2022. In its early form the partnership reserves full scholarships for studies at TSIBA to deserving F.C. Kapstadt players, and for students wishing to pursue a career in the Sports industry, sees the club host final year TSIBA students on an industry practical experience.

Building Entrepreneurship:

The spirit of entrepreneurship may start in the classroom at TSIBA, as does entrepreneurial learning, its application however must be practised in the world around us, and in response to its needs. To this end, entrepreneurial dialogues and collaborations have long provided our students with extra-curricula inspiration and insight into this core part of the TSIBA curriculum. Among these initiatives is the 17th consecutive annual Entrepreneurship Dialogue in collaboration with Boston' s Northeastern University, confirmation of which was confirmed in later 2022. The 2023 version of this remarkable initiative will aim to inspire our current cohort as part of the next generation of entrepreneurial leaders through entrepreneurship initiatives of this nature.

Aligning Scholarships with Meritocracy:

As demand for a TSIBA education continues to grow, as do our plans to grow student numbers, TSIBA introduced an innovative fees model at the start of 2022. The model considers affordability and academic performance on application, and then academic excellence through the full journey of studies at the institution. Effectively all students enter TSIBA Business School on full or partial scholarships and are afforded the opportunity to retain or improve their scholarship status for academic excellence through the course of the learning journey here.

The overwhelming success of the model as an incentive to merit-orientated academic performance as well as its contribution to financial sustainability in 2022 will see the approach continue into the current academic year and beyond, and is an exciting aspect of our transition to an educational institution of choice while remaining fully aligned to the vision of providing access to talented and ambitious young people with severe financial constraints. In alignment with the Global Sustainability Goals on Education

TSIBA remains fully committed to the principles of inclusivity and access to quality higher education as a fundamental human right, and doing so in a sustainable manner.

Purpose-Lived podcast conversations

With a philosophy to see education as a catalyst to unlock the best of what people can be, 'Purpose-Lived' is a value that TSIBA espouses to in practice . This has given rise to numerous opportunities which have benefited the lives of thousands of young people as beneficiaries of a purpose-lived partnership between TSIBA and all of the institution's partners. In a contemporary expansion of this theme the Purpose-Lived, in conversation with TSIBA Chairperson Gia Whitehead, podcast series continued through the second Semester of 2022.
The conversations held throughout 2022 explored diverse perspectives on this important theme from remarkable humans across the world. Each conversation is a discovery of a personal purpose journey, ultimately providing a collection of profound perspectives from those who have been kind enough to share their unique stories.
The TSIBA Purpose-Lived conversations are available to all those wishing to be inspired, and dreaming of a better planet and a better humanity.

Click Purpose-Lived to listen to these profound stories.

Academic Review Executive Dean

Dr Peter Ayuk

Introduction

The shifts impacting academic provisioning introduced in the first semester of 2022 continued into the second semester. Several of the new, or the significantly enhanced modules of the revised (undergraduate) curricula were offered for the first time during this semester. In many ways, this was akin to breaking new ground, especially for the students. We also hosted two batches of international students; the first from Northeastern University, Boston, MA, USA and the second, from Audencia University, Nantes, France. The TSIBA SRC, working together with the broader student leadership were exemplary in mobilising active student participation in curricular as well as extracurricular activities. The outcomes of selected activities are highlighted in this segment of the report.

Student Retention and Academic Performance

In general, the quantum of registered students varies in the course of the academic year, as students register for, complete, suspend or withdraw from studies. However a snapshot of the number of active students in relation to total enrollments by September (i.e. midpoint of Semester 2), 2022 shows about 12 percent improvement in student retention in comparison to the same period of 2021.
Beyond improved student retention, we are also pleased to report a general improvement in the levels of student academic performance. The results show overall increases in pass rates, students progression and ultimately, graduation. These outcomes are the result of concerted efforts by both academic and support staff in enabling better student performances. Worthy of highlight is the effort of the student support team in mobilising, with great success, students who had been inactive for a year or more and were at risk of dropping out completely to resume and complete their qualifications.

	September 2022			September 2021		
	No. Registered	**No. Active**	**Retention**	**No. Registered**	**No. Active**	**Retention**
HCBA	240	204	85%	278	202	73%
BBA1	202	189	94%	204	157	77%
BBA2	106	104	98%	58	54	93%
BBA3	79	60	76%	46	30	65%
PGDBA (2021 Cohort)	9	8		14	10	71%
PGDBA (2022 Cohort)	22	18	78%			
Total	659	583	88%	600	453	76%

Postgraduate Diploma in Business Administration (PGDBA): June 2021 Cohort					
Course Code	**Registered**	**Wrote**	**Passed**	**% Passed**	**Average (%)**
EFN-400	8	8	8	100	67
DIB-400	8	7	7	100	69
STM-400	8	7	7	88	64
ACM-400	8	7	7	88	71
Postgraduate Diploma in Business Administration (PGDBA): June 2022 Cohort					
ALC-400	23	18	18	100	69
ENT-400	19	18	16	89	63
ELD-400	19	TBA	TBA	TBA	TBA
The June 2022 cohort of PGDBA students has also shown better retention and promises to produce the biggest batch of PGDBA graduates by the end of the 18 months qualification cycle.					

Higher Certificate in Business Administration (HCBA)					
Course Code	**Registered**	**Wrote**	**Passed**	**% Passed**	**Average (%)**
QMB-100*	45	41	25	61%	44%
PAF-100*	39	35	14	41%	42%
ENT-100	170	144	131	91%	64%
MKT-100	167	141	103	73%	59%
IBL-100	165	139	102	73%	52%
FPM-100	165	141	104	74%	52%
IBE-100	180	148	121	82%	60%
*These modules were a re-run to improve poor performance from the first semester.					

Appreciation

We feel a deep sense of indebtedness to our academic partners who continue to lighten our burden through their dedicated generosity. In this regard, our gratitude goes to B360 Education Partnerships for the sustained professional collaboration and to JUTA Publishers, The Snapplify Foundation, Hedron Consulting, EBSCOHost and InMagic for the resourcing of our library and enabling sufficient access to high quality educational content. We are also grateful to EDGE Publishers and Burke Publishing for generous discounts on academic content. Similarly, we are thankful to EVOLVE ABROAD for enriching the experience of our international exchange students.

Bachelor of Business Administration - Level 1					
Course Code	**Registered**	**Wrote**	**Passed**	**% Passed**	**Average (%)**
QMB-100*	17	16	14	88%	58%
PAF-100	179	165	136	82%	66%
PDL-100	164	149	149	100%	77%
ECO-102	183	163	107	66%	54%
BMA-102	179	162	133	82%	62%
Bachelor of Business Administration - Level 2					
FIN-200	74	70	65	93%	58%
HRM-200	96	95	95	100%	73%
MIT-200	80	77	77	100%	73%
CMA-200	35	35	35	100%	77%
ECO-200	33	33	33	100%	73%
PMA-200	46	44	42	95%	66%
TAX-200	13	13	10	77%	59%
IMA-200	10	10	10	100%	55%
BLW-200	20	20	11	55%	45%
ENT-202	104	99	92	93%	65%
DMA-200	30	28	28	100%	77%
ERM-200	18	17	16	94%	69%
Bachelor of Business Administration - Level 3					
IBU-300S2	9	8	7	88%	60%
SLD-300S2	2	2	2	100%	58%
RMT-300S2	3	3	3	100%	73%
ENT-300S2	3	3	3	100%	55%
SMA-300S2	5	4	4	100%	58%
IPJ-300S2	45	43	43	100%	68%

" I am an independent businesswoman who gives back and uplifts her community by inspiring, motivating and providing them with opportunities."

- Fadwa Hassiem

Institutional collaborations

TSIBA Business School continues to foster fruitful collaborations with other institutions, both locally and internationally, towards advancing our mission of developing entrepreneurial leaders. Two of these collaborations involving extensive interactions amongst students from partner institutions are worth highlighting.

Firstly, was the 2022 TSIBA - NU (Northeastern University) Entrepreneurial Dialogue which was hosted at TSIBA House in June 2022. Co-facilitated by NU's Prof Gordon Adomdza and TSIBA's Mr John Durr (MBA), this marked the 16th edition of a long-standing relationship that has impacted over 1500 students and 240 entrepreneurs. The 2022 edition saw 30 visiting students from Northeastern University, studying alongside a select group of TSIBA-host students, and gaining invaluable business, economic and cultural insights through carefully curated immersive experiences. Notable guest speakers included Ms Toto Toto Antoinnette Sithole (Hector Pieterson's sister, pictured in the iconic 1976 Soweto uprising photo) and Mr Christo Brand, Nelson Mandela's prison warden.
To echo the sentiments of the participants, the 2-week experience was as intense in effort required as it was exhilarating in the emotions evoked.

Secondly, TSIBA Business School hosted nine undergraduate students from Audencia University for the full second semester of 2022. As a major milestone event for TSIBA Global, a vehicle conceptualised to drive TSIBA's internationalisation strategy, the French students were welcome to experience the full repertoire of academic and other experiences of our second year BBA students. On the evidence of feedback from both the visiting and TSIBA-host students, it was a richly rewarding experience. Despite initial language challenges, the French students adapted well and performed very well in all the modules they registered for. It was instructive to observe subtle yet profound differences amongst the two sets of students, in phenomena such as environmental consciousness, sense of time and general classroom discipline. The biggest wins were evidently in the engagements with entrepreneurs, various industry sectors and Cape Town's spectacular natural and cultural heritage, which unsurprisingly leaves every visitor in awe.

These collaborations, without doubt, enrich the TSIBA students' experience beyond the ordinary expectations of the formal curriculum.

TSIBA SRC echoes

The activities of the 2022 SRC have been elegantly summarised in the year-end report jointly issued by the President (Ms Tanaka Makuzva) and the Secretary General (Mr Thembela Jacobs). For the first time, TSIBA SRC was allocated a budget of R30000 to fund its initiatives. Working in tandem with the broader student leadership collective including Student Ambassadors, the 2022 SRC accomplished the following social events, which in many ways harnessed and galvanised a beautiful spirit of community among students and the broader

TSIBA ecosystem:

- Women's Race - 9th August
- Spring Day Celebrations - 1 September
- Heritage Week Celebrations - 26th -29th September
- TSIBA Talent Show - 30th September
- Pink Friday Event- 21 October

Other SRC initiatives included environmental consciousness drive through the TSIBA EARTH programme student-led study support interventions.
The honest and deceivingly modest comment by the 2022 SRC President very poignantly sums up her tenure: "my team and I didn't have to do everything but we had to do something and in that we learnt to appreciate every win , small or big" (Tanaka Makuzva, 2022 SRC President).

Management is grateful to the 2022 SRC for enabling strong and fruitful relationships between staff and students and for laying a strong foundation for future SRC activities.

Demographics

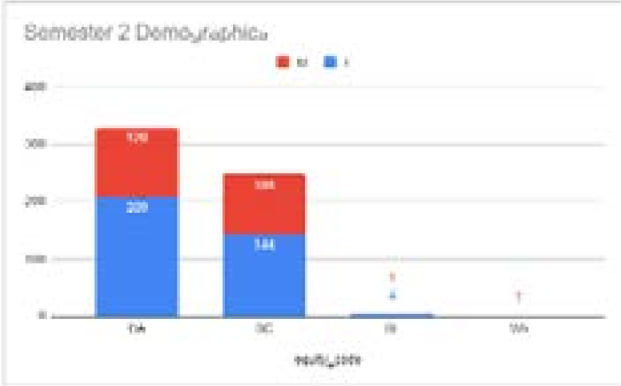
Notes of Student Development

Our student demographics in Semester 2, 2022 remained in line with our historical trend of attracting most students from the two larger demographic groups in the Western Cape (African and Coloured). While TSIBA welcomes students from all demographics, our roots remain primarily in the communities we have supported since inception. Our students are bright, ambitious and are as committed to building their lives and their own communities as they are to building South Africa.

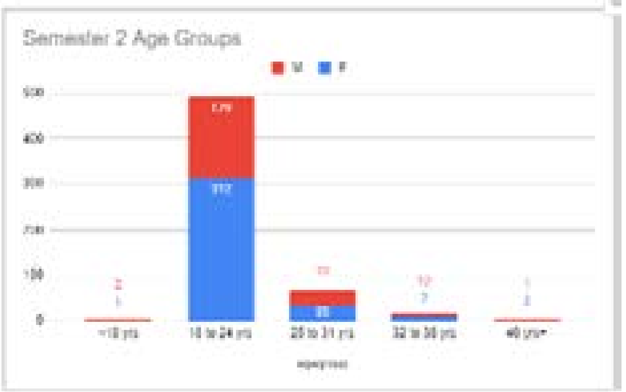
Notwithstanding the introduction of the new subsidised fees model, TSIBA continues to offer financial support to every TSIBA student based on a model of relative levels of affordability, and no fees are payable for students whose household income is less than R 350 000 per year, with minimum academic thresholds on application and through the learning journey in this institution. Accordingly, all students study on subsidised scholarships of 100%, 75% and 60% respectively. In this way, TSIBA undergraduate students pay at relative levels of affordability, with clear academic incentives in place to study on full scholarship.

Our longer-term strategy remains to grow the number of students registered on our programmes, across all scholarship levels, and towards significantly increased impact. This strategy will be well supported with the move to our new campus in June 2023 and has included the introduction of part-time studies in 2023.

COUNTA of tnum	gender_code		
equity_code	F	M	Grand Total
BA	209	120	329
BC	144	104	248
BI	4	1	5
Wh		1	1
Grand Total	**357**	**226**	**583**



COUNTA of tnum	gender_code		
agegroup	F	M	Grand Total
<18 yrs	1	2	3
18 to 24 yrs	312	179	491
25 to 31 yrs	35	32	67
32 to 38 yrs	7	12	19
46 yrs+	2	1	3
Grand Total	**357**	**226**	**583**



Financial Overview

An early pioneer of access to tertiary education through fully-funded tuition-fee scholarships, TSIBA has since 2005 offered fully-funded high quality tertiary level business education.

Notwithstanding, with the tertiary education demand curve continuing to proceed upwards globally (including in South Africa) TSIBA has become acutely aware of the need to transform beyond fees-free to an institution which is aspirational of diverse communities of young people. The strategic journey to build an aspirational and sustainable tertiary education institution and brand has subsequently continued for multiple years at TSIBA.

Progress made towards these strategic objectives are well evidenced in the financial results for 2022. Donor funding realised in excess of ZAR 20 million surpassed our annual forecast as well as donor funding levels achieved for some years. TSIBA interprets this result as growing recognition of the relevance and importance of our work. For the incredibly generous funding from all of our donor partners we are sincerely grateful.

Further important indicators of progress towards long-term objectives was the continued uptick in student applications, which now far exceed space at this institution, the successful implementation of the subsidised scholarship model, and the acquisition of a fully owned campus from which TSIBA will operate from mid-2023.

The introduction of a fees model which shares the education investment between funders, TSIBA and students has exceeded early expectations in revenue generation and academic performance. Effective from the commencement of the 2022 academic year, all TSIBA students study on full or partial scholarships at 100%, 75% or 60% respectively. In addition to allocation to a scholarship category on acceptance to studies, all TSIBA students have the opportunity to maintain or improve their scholarship level, with converse in application for students whose academic results fall outside of minimum academic targets. Besides the impact on financial sustainability TSIBA has seen the model have a direct positive impact on student performance in the past year.

The acquisition of a fully owned campus, albeit on loan funding from the TSIBA Education Trust was a further significant milestone taken on the road to impact growth and long-term sustainability. The consensus view of the Board was that TSIBA would be best placed for the attainment of its long-term objectives and mandate from a campus which the institution had full ownership of. As stated by TSIBA Chair Gia Whitehead, "When TSIBA has full ownership of our campus, the long-term sustainability for the critical work that TSIBA does in South Africa will be massively enabled." This step has been taken, albeit that reserve funding leverage to finance the transaction will require replacement, and active steps towards this through the Founders' Gift campaign commenced in the latter half of this reporting period.

Finally, other income streams including income from TSIBA Ignition Academy, premises rental at both the Woodstock and the (new) Ndabeni camus, as well as healthy returns on investment income on NPC and TSIBA Trust reserves have contributed to a satisfactory financial year, and most importantly, one which position TSIBA strongly for the years ahead.

**** Full 2022 Audited Financial Statements are available on request.***

Founders' Gift

Capital Campaign

The TSIBA Founders' Gift Capital Campaign was launched during the second semester of 2022 to fund the acquisition, construction and migration costs of the new campus.

Acquired with loan funding to the TSIBA Education NPC, the new TSIBA Campus is situated at 51 Old Mill Road, Ndabeni. The premises are located on 9200 square metres of land, with 4500 square metres of campus floor space facilities, 125 parking bays, and numerous outside green spaces providing an aspirational home for this institution in a secure and highly valued area. The new TSIBA House at 51 Old Mill Road provides more than adequate space and facilities for our current student cohort of 700 students. Situated on the boundary of the industrial area of Ndabeni, this particular address is easily accessible to students and staff. Critically, the promises provide sufficient space to realise our 2025 strategic goal to accommodate 1000 students in studies by 2025, and greater number by 2030 with the introduction of additional TSIBA undergraduate and postgraduate academic offerings.

Founders' Gift aims at raising sufficient financial resources to replenish the loan funding of ZAR 50 000 000 which the Business School has acquired from the TSIBA Education Trust, and effectively secures the sustainability of mission of TSIBA - To profoundly change the future trajectory of young people from systemic and inter-generational poverty.

Founders' Gift presents an opportunity for funders to leave a significant legacy in youth education, and effectively in the education of future leaders of South Africa.

Interested investors are invited to enquire via email on info@tsiba.ac.za .

Major Donors 2022

Adam and Evelyn Forste
AllanGray Orbis Foundation
Anglo American South Africa
ASPIRE
Cambridge University Press
Derrick Msibi
EQ Foundation
Equites Property Management / Michel Lanfranchi Foundation
Frank Jackson Foundation
Good Hope Endowment Trust
Granate Asset Management
Herrmann Family
Esme Margaret Comer Hardidge Trust (Nedbank Charitable Trusts)
Jacobs Matasis / Worley Matasis
Harry Kirsch
Leshni Shah
Lewis Group
Liz De Wet Leadership Development
Malcom and Gladys Cameron Foundation (Nedbank Charitable Trusts)
Mapula Trust
MariaMarina Foundation
Laura McKeaveney
Modern Plumbing Works
Molteno Brothers Trust
Multilect Administrators (Pty) Ltd
New Settlers Foundation
Nozala Trust
Old Mutual Property Group
Penguin Films
Philanthropy Initiative with Employees of Allan Gray NPC
Rachel Du Toit Charitable Trust (Investec Charitable Trusts)
Remgro Management Services Limited
Retail Credit Services (RCS Group)
SABVest Capital
Smollan Group
SOMA Initiative
South Africa Bankers Service Company
Spencer Stuart South Africa
Susman Charitable Foundation
Telviva
TSIBA Ignition Academy
10X Investments
The 476 Charitable Trust
The Doris Crossley Foundation
Thomas Foundry Grinding Media
Young Living Foundation

From the desk of the CEO - TSIBA Ignition Academy

Karien Cloete

The TSIBA Ignition Academy team started the year inevitably changed and determined to build on the learnings from a pandemic-impacted 2020/21. As we close the chapter on a successful 2022, we have the opportunity to reflect on the progress we have made as a business and I am reminded that resilience is not just about bouncing back from setbacks; it's about harnessing the strength and resourcefulness within us to transform challenges into opportunities for growth and improvement.

Highlights for 2022 at the Academy included achieving an on-target operational profit and we are equally grateful for both the continued support from established partners as well as new collaborations that made this possible. We also hosted a glamorous LevelUp showcase event in-person and, for the first time, in Johannesburg - a testament to the increasing geographical footprint of this key project. More about this under our Enterprise and Supplier Development report.

Small businesses must continuously evolve and grow to remain relevant and competitive. For the Academy, operating in an ever-changing educational landscape, with the increasing emphasis on online and remote learning this is especially true. We have spent considerable time and resources in 2022 on the quality assurance of our offering, building our network of facilitators and assessors and offering specialised hybrid solutions to partners engaging us as their skills development implementation partner for Learnerships.

When the Sector Education and Training Authorities (SETAs) sent out a memorandum announcing the phasing out of their legacy, unit-standard based qualifications for updated modular qualifications published by the QCTO over the next two years, we saw an ideal opportunity to extend our offering with additional, future-fit qualifications. In December 2022 we submitted our application for accreditation of the following eight (8) qualifications:

1. Small Business Consultant (118741)

2. Sales Assistant (99669)

3. Data Science Practitioner (118708)

4. Software Tester (119438)

5. Project Manager (101869)

6. Organisational Risk Manager (94222)

7. Internet of Things (IoT) Developer (119262

8. Design Thinking Practitioner (118705)

TSIBA Ignition Academy anticipates results on the progress of our application and a date for a site visit in the first quarter of 2023. With the exciting prospect of expanding our training offerings and a new mentor support programme for our entrepreneurial alumni launching in 2023, and with the generous support of Deutsche Bank South Africa, we are looking forward to what the new year will bring.

Operations and Project Reporting

Skills Development

We are happy to report that our course participants, predominantly employed Learners, progressed well despite numerous challenges trying to balance work, personal and study lives. Remote and self-paced learning remain the predominant mode of delivery, but more synchronous learning in the form of both virtual and in-person workshops have been rolled out and include theory and assessment support. This has proven beneficial for our course participants as seen by the completion rate for assessments has greatly improved in comparison with the first semester - an outcome that has further enhanced relationships with our clients.

To improve our service delivery and gear up for our planned expanded offering, we aim to build capacity internally and from the external learning community. We will do so by forging relationships with independent Accredited Education and Training practitioners who are subject matter experts and specialise in assessment, moderation and facilitation. Internally, we aim to capacitate our staff. Elsa Marman is currently completing a Skills Development Facilitation Course. Katleho Macheke is completing a National Certificate in Generic Management and will be mentored to assist with training coordination and learner liaison support duties in 2023.

Programme	**Active learners**	**Notes**
Business Administration 4	20	8 Learners to undergo moderation next semester
Business Analysis and Support Practice 5	5	2 Learners to undergo moderation next semester
Generic Management 5	18	In progress with theoretical training and assessment
SP - Business Analysis and Support Practice 5	4	4 learners to undergo moderation next semester
SP - New Venture Finance (ESD - Business Essentials Programme)	32	Onboarded in November 2022
Total Active learners	79	

Enterprise and Supplier Development

Our annual Business Essentials Capacitation Programme has on-boarded thirty two (32) entrepreneurs in total in our 2022 intake. Fifteen (15) of the entrepreneurs are supported by De Beers Marine, and the remaining seventeen (17) are co-funded by Enterprise and Development contributions from AARD Mining, Anchor Industries and SOMA) - and are all part of a consortium of Small and Emerging Businesses in the East of Johannesburg that we partnered with. Interestingly, two (2) businesses in the De Beers group are businesses that started their journey with TSIBA through theTBS / NU Programme.

These Business Essential Programmes are specifically tailored to meet the needs, profiles, and objectives of the participating businesses. Thus far, within the second semester, a number of workshops and modules have been successfully delivered, including:

1. Leadership Workshop: The Journey (Part 1)
2. Business Purpose and Value Proposition workshop
3. Business Model Canvas workshop
4. Leadership Workshop: The Journey (Part 2)
5. Online accredited Finance short-course (in progress)

Since our kickoff in September, we have had great successes, learnings, stumbling blocks and insights but what has shone through the most has been the gratitude and growth from the entrepreneurs, as well as the impact made after only 3 months in the programme. Below is feedback from two of the entrepreneurs in our cohorts:

"(Great) as an introduction to this program and what's to come, it's exciting to upskill my academic ability. This will allow me to make informed and educated decisions. The course content is relevant, helpful and practical. I am therefore looking forward for what's to come after the academic preparation is completed"

-Angelo De Villiers (AlphaVigor Trading)

"The programme thus far has opened a new perspective in our business with regards to thinking deeper and starting to apply new tools within our business. Great start, looking forward to more"

Robin Heubner (DLH Marine)

LevelUp:

The LevelUp Showcase took place on 12 October 2022 showcasing the nine (9) Businesses in Residence at a hybrid event broadcast from Johannesburg. The Empire ballroom in Auckland Park had 50 guests in attendance, including the RCS Group CEO Regan Adams. The audience of executives and collaborators from banking institutions, venture capital groups, group CEOs, small business owners, and LevelUp alumni list was strategically curated to enable strategic partnerships, and consequently the collaborative energy was palpable. The event was streamed live to Cape Town at the RCS offices in Golf Park where a room full of RCS staff was hosted by the LevelUp Team..

We also used the opportunity to introduce the new (5th) group of LevelUp Businesses in Residence which joined the programme in September 2022. Each business invited into LevelUp crafts their own bespoke learning Journey and we are increasingly excited by the potential for collaboration amongst our growing LevelUP community.

Since the Cohort launched in October we've had two virtual community events and a successful in-person event co-hosted with Innovation City in CapeTown on 15 November where we had Payfast, RCS, Efficacy Payment and Airbuy in one room speaking about Financial inclusion. We look forward to more collaborative events with the Innovation City Community. Feel free to read more about these activities by following the LevelUp Linked in Page to follow and share.

Looking Ahead - Board Chair

Gia Whitehead

While the investment into the TSIBA strategy is evident in our student performance and growing student numbers, the TSIBA Board and Executive continues to endorse the long-term strategy to ensure the relevance and financial sustainability of the institution and TSIBA as a going concern. To this end, the Board and Executive are encouraged by increased student applications to all of our academic programmes (as indicated above), and importantly the number of fee-paying undergraduate, postgraduate and international students who have registered for studies at TSIBA, albeit all on full or partial scholarships. Attracting fee-paying students to an aspirational academic institution stands as one key objective of the ongoing investments in Campus, Facilities, Faculty and Academic offerings referred to above.

A further investment into the financial sustainability of TSIBA is the (recent) acquisition of a TSIBA campus (a long-awaited dream) and an associated capital campaign to fund this project. On realisation of a fully owned campus TSIBA will enjoy the twin benefits of a stronger balance sheet and significantly reduced annual operational costs, particularly as associated with payment of property rental and lease costs. TSIBA is excited to move into our new "home" in June 2023, and to create a space where our students can thrive, and the community that is engaged with TSIBA feel part of, and build on an organisation that is positioned and committed to achieve the TSIBA education mandate.

Within the next three years TSIBA would hope to realise a donor-funding to fee-paying ratio of 50/50 and 30/70 by no later than 2030. Towards this, TSIBA looks to introduce additional undergraduate and postgraduate academic programmes, and will introduce part-time studies from the start of the 2023 academic year. The migration to a blended curriculum which is already in place, as well as the migration to a new campus in mid 2023 supports these strategic ambitions. Once realised, TSIBA will continue to provide full scholarships to those who cannot afford education at all, partial scholarships to those who can afford to pay something, and full fees to those who aspire to a Purpose-Lived business education, and one aligned to the global sustainability goals.

Founders' Gift presents an opportunity for funders to leave a significant legacy in youth education, and effectively in the education of future leaders of South Africa.

Interested investors are invited to enquire via email on info@tsiba.ac.za .

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TSIBA is registered with the Department of Higher Education and Training as a Private Higher Education Institution under the Higher Education Act, 1997. Registration certificate No. 2007/HE08/001.

www.tsiba.ac.za

HOW TO INVEST

Contact Gia Whitehead,
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Invest directly to the Founders' Gift Campaign through these platforms:

GIVE TO TSIBA

GLOBAL GIVING