

2018

Second Semester Review



TSIBA

**FUTURE
BUSINESS
LEADERS**



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Road to Woodstock

Two significant TSIBA events occurred towards the end of semester two in 2018. The first of these was our 10th annual graduation in October, in which 95 students across the Bachelor of Business Administration, the Post-Graduate Diploma in Small Enterprise Consulting and the Higher Certificate in Business Administration were honoured for completing our accredited qualifications.

Graduation remains the pivotal moment in the TSIBA calendar. This celebration represents the culmination of so many stories, and in particular, the stories of individual journeys from high-school leaver to degree or certificate graduate for all those who have passed successfully through our doors.

Graduation is also always the moment when TSIBA makes sense, when we feel intuitively that the work done here is work with the highest possible return - an investment in the future of ambitious, trail-blazing young people and an investment in South Africa.

The other second semester event to note was our 2018 Annual Appreciation which we held in November. This event is always about appreciating all of the selfless and inspiring people who are neither faculty, staff or students but who do so much for TSIBA, and without whom we would not be who and what we are. From funders to volunteer lecturers, mentors, tutors, to suppliers and external academic partners, this is our opportunity to say

thank you in the TSIBA tradition of appreciation. Under the event theme of “The Road to Woodstock”, the 2018 Annual Appreciation also afforded the opportunity to unveil a new corporate identity and a TSIBA which has evolved from a small not-for-profit higher education institution in 2004, into a three entity social enterprise collective.

The TSIBA collective now includes a Business School (registered as TSIBA Education NPC), an Ignition Academy (Pty) Ltd and an Education Trust working together to produce highly sought after people and successful small business enterprises.

Please see our new **TSIBA Company Profile** These unveilings express our ambition to produce graduates, learners and emerging business enterprises who will stand for ethical leadership and positive social change. TSIBA works for profound impact and for progress where poverty and related social issues remain stubbornly rooted in a country that is now 24 years into democracy. The new look TSIBA brand highlighted in this review, and our three tier collective entity structure, reflects the multiple ways in which TSIBA invests in people.

This review provides an update on this work, our positive financial performance for the year ending September last year and some of the individual stories which unfolded in the period. We hope that this makes for an informative and inspiring read.





Semester 2 Highlights



Leading By Example

TSIBA has offered the Bachelor of Business Administration in Entrepreneurial Leadership degree since 2006.

The content of this degree, and the specific focus on the subjects of leadership and entrepreneurship provided us with the knowledge and expertise to incubate our own for-profit business as a means to the broader sustainability of TSIBA Education. Following some years of incubation the result of these efforts was the registration of TSIBA Ignition Academy (Pty) Ltd, an entity wholly owned by

the TSIBA Education Trust. TSIBA Ignition Academy is a qualifying Emerging Micro Enterprise (EME) with 82% black ownership (BEE Level 2) and is eligible for enterprise development funding. This entity in the TSIBA social enterprise collective will also offer Learnerships and other educational, vocational and skills development interventions which enable access to employment and entrepreneurial activity and serve to extend TSIBA's impact.

Business Careers Exhibition

The second semester started with our very first Business Career Exhibition on Campus. The objective was to expose prospective and current students to the companies and organisations where our graduates are working, and which career opportunities open up with a TSIBA qualification. This was a day to get excited about TSIBA and it afforded a wonderful opportunity for many of our business partners to exhibit and

speaking directly to young people interested in working for these successful organisations.

Check out the business careers exhibition [video](#) for an overview of what will become an important event in our annual calendar.



Photo credit : David Peter Harris



TSIBA Campus in Woodstock

In October 2018 the TSIBA Business School Board approved a ten year lease to secure 108 Albert Road, Woodstock as our new campus.

This building is centrally located within easy walking distance of Woodstock Station, close to the buzzing Woodstock Exchange and is on the City of Cape Town metro cycling lane. The building will undergo extensive development to be ready for our planned move in 2020.

TSIBA Cycling Team

The second semester saw an energetic and growing Cycling Team turning heads in the cycling scene. The team and their South African-built steel bikes took part in the [Tour of Ara](#), a prestige race that follows a tough dirt-road route over six days and 600 km through the Karoo. Mkhonto Mafanya, First Year Degree student shared his thoughts on the experience, "I cherished the opportunity of taking part in one of the world's most difficult cycle stage races and coming out the other side with a new appreciation of what I can achieve when I put mind to it". This experience re-

affirmed the Team's vision of cycling to inspire my South Africa's youth, by showing the impact that their individual performance can trigger in society. Upon returning to Campus, the Cycling Team amplified its social impact by promoting a culture of cycling not only among TSIBA students but with Capetonians at large. In addition to conducting cycling lessons for TSIBA students, they lead cycling-peletons organised by [Open Streets](#) every last Friday of the month (#BikeBus) and for Open Street Days



Introduction

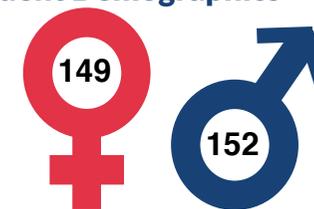
It remains a TSIBA imperative to ensure that we not only provide access to tertiary studies to deserving young people, but that we also work on addressing the education deficits which show up in the first year of study and continue throughout their academic journey.

Towards resolving this, the design of a coherent academic development programme and a bridging programme

that builds on our learnings through the 2018 academic year will be the key focus for 2019. These programmes will expand on our expertise in developing quantitative and linguistic literacies and will further develop the digital, data, coding and computational competencies that the future world of work requires.



Student Demographics



BBA 1: SEMESTER 2 COURSES

With the exception of Financial Accounting 1, the year-on-year comparison of results in the first year of the degree was satisfactory. It is worth noting that although we are not required to, TSIBA voluntarily submits all courses for external moderation. As is good practice, courses in which students traditionally do not perform well (quantitative courses) are reported on as soon as sufficient results are available.

During the second semester, Financial Accounting 1 was 'flagged' as a course in which the pass rate had fallen to an unacceptable level. An intervention

was offered to students in the form of a week of workshops on the topics covered during that semester. An additional final assessment was then offered to all students who qualified to write the previous exam. The results were very encouraging and lessons learned from this experience have been incorporated into the planning for this course in 2019.

Although not a cause for concern at this stage, there will be renewed focus on courses like Quantitative Business Applications 102, where there is a prerequisite course (Quantitative Business Applicants 101) for which a pass allows a student to access the next level.

Course Name	2018S2	2017S2	2016S2	2015S2
Economics 1	87.50%	83.33%	88.35%	82.43%
Entrepreneurship 1	82.81%	82.54%	92.71%	89.86%
Financial Accounting 1	70.53%	51.43%	*67.17%	*66.63%
Leadership & Self Development 1	81.60%	81.25%	91.75%	84.29%
Marketing 1	89.23%	85.71%	84.21%	-
Quantitative Business Applications 102	60.98%	72.50%	69.47%	56.47%

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



BBA 2: SEMESTER 1 COURSES

As students progress into their second and third years, it becomes more complex to draw comparisons on a year-on-year basis. This is because the students taking a course no longer represent a single cohort (the group that started on the degree together in a particular year). With this in mind, there are no immediate concerns that do not have a 'cohort' explanation, especially where the quantitative courses are concerned.

We are however very pleased with the second year of results in the Research 2 course, especially as the lecturer has engaged across discipline areas to deliver an innovative course that keeps students critically engaged as they interrogate the data that informs their thinking as young leaders in South Africa.

Course Name	2018S2	2017S2	2016S2	2015S2
Business Communication 2	96.30%	97.62%	86.67%	87.18%
Business Law 2	82.50%	82.35%	91.11%	92.75%
Entrepreneurship 2	94.23%	98.84%	91.53%	93.51%
Financial Techniques & Analysis 2	75.00%	53.33%	75.00%	78.57%
Investment Management Administration 2	100.00%	100.00%	100.00%	100.00%
Leadership & Self Development 2	98.25%	94.05%	85.25%	90.67%
Business Management 2	87.14%	73.33%	79.37%	68.06%
Research 2	86.67%	86.30%	-	-
Taxation 2	95.24%	96.43%	100.00%	-

BBA 3: SEMESTER 1 COURSES

The impact of different cohorts being represented in third year courses is illustrated here. While it is disappointing that the pass rate has dropped to 65%, it is important to note that the pass rate is closer to 82%, i.e. the percentage of students who passed on the first attempt.

We are satisfied that the results that were moderated externally, are a true reflection of the effort made by the students in this final requirement. Each student who has submitted their final Industry

Report receives extensive feedback from both the internal examiner and the external moderator, along with sufficient time to address the necessary sections for re-work. The assessment process has evolved out of negotiations with student-interns and their corporate hosts to significantly improve the relevance and quality of the content and to enable more convenient logistics, including the timing of contact time for lectures during the internship period.

Course Name	2018S2	2017S2	2016S2	2015S2
Entrepreneurship 3	100.00%	66.67%	100.00%	100%
Individual Practical Project 3	65.12%	76.67%	92.86%	93.62%
Leadership 3/ Project Management 3	100.00%	88.24%	100.00%	100.00%
Strategic Management 301	100.00%	92.31%	100.00%	100.00%
Applied Strategic Management 302	100.00%	63.33%	93.33%	95.83%
Marketing Management 3	100.00%	-	100.00%	100.00%

As always, we celebrate our students' successes and remain mindful of where there is room for improvement. In the year ahead we will be focussed on the future business leaders who are attracted to TISBA and, as the Teaching and

Learning Team, to deepening our understanding of how we can continue to support our students towards academic excellence.



Financial Performance

Notes to Financial Performance (To End-Sept 2018)

The 2018 financial year results demonstrate impressive performance against TSIBA's 5 year financial strategy that TSIBA forged and honed in 2012 for the period 2013 - 2018.

The aim of this plan was to significantly shift away from a donor-reliant model by capacitating and building new, alternative donor income streams and diversifying income streams. The measures that were implemented in accordance with this plan since 2012 have borne fruit and become integral to the way that we do business.

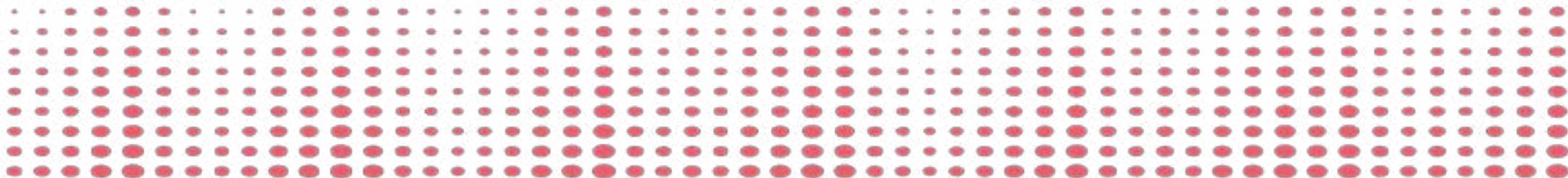
To this end, our most notable achievement in 2018 was the launch of our first for-profit company within the collective of social enterprises that includes TSIBA's non-profit company and our Trust.

The TSIBA Ignition Academy, which provides enterprise and skills development solutions to our corporate and government partners, was successfully established in October 2018 as a stand-alone entity after three years of incubation with TSIBA Education NPC.

Our healthy net surplus is particularly impressive in the light of the operating deficit of R2,731,628 that we forecasted in our budget at the outset of the financial year, cognisant as we were of the necessary strategic shifts that we were undertaking to consolidate and implement our new #Vision2020.

Statement of Finances - 2018 and 2017 Financial Year Comparison (Per Audited Results)

	2018	2017
REVENUE	25 637 095	23 818 985
COST OF SALES	(2 603 794)	(2 131 259)
Gross profit	23 033 301	21 687 726
OTHER INCOME	2 341 476	1 465 162
OPERATING EXPENSES	(24 337 916)	(27 850 426)
Operating profit (loss)	1 036 861	(4 697 538)
Investment revenue	3 124 528	1 287 085
Investment charges	(126 945)	(188 085)
Total comprehensive income (loss) for the year	4 034 444	(3 598 882)



Learnership Report

The TSIBA Ignition Academy (TIA) embarked on the exciting journey of offering the Services SETA accredited qualification: Further Education and Training Certificate in Business Administrative Services (FETC:BAS) as a Learnership programme for the first time in 2018. This vocational training programme was offered in both Cape Town and Johannesburg. The Cape Town project is supported by The Julius Baer Foundation and the Johannesburg delivery benefits from catalytic grant funding from J.P. Morgan. Cape Town learners and Cohort 1 in Johannesburg

will complete the programme at the end of March 2019. In addition to the unemployed learners enrolled (detailed below), the Ignition Academy is also supporting approximately 90 RCS Card employees in attaining the FETC:BAS through a guided employed Learnership programme.

Summary: Learner demographics of Learners enrolled on unemployed Learnerships in Cape Town and Johannesburg:

Cape Town and Johannesburg Learnerships		
Ethnicity		
African	116	87%
Coloured	17	12%
White	1	1%
Total	134	100%
Disability		
Persons with a disability	49	36,6%
Able bodied	85	63,4%
Total	134	100%
Gender		
Female	79	58,96%
Male	55	41,04%
Total	134	100%

Tamzin May



“My experience during the Learnership has been informative and exciting. I have learned so many things at campus and at my workplace. It has taught me so many life skills that I can carry throughout my life. I am truly grateful for getting the opportunity to do the Learnership – it is the best learning experience I have ever had.”



Sizakele

“I believe that this Learnership opportunity has made me stronger and wiser in my job. I have learned so much more about the importance of teamwork, managing inter-cultural differences and conflict resolution. I have also learned how to do a research framework. The lecturers are great. To Chloe, I especially thank her for her support and I will always remember her wise words to us.”



Enterprise Development Report

A fundamental belief in nourishing an entrepreneurial spirit in all engagements is core to the TSIBA social collective and essential to creating socio-economic inclusion for all South Africans.

Enterprise and Supplier Development (ESD), defined as a business-to-black-business engagement, in which the aim is to contribute towards black owned businesses' operating, financial and development needs, with the ultimate goal of achieving sustainability, is a focus of the TSIBA Ignition Academy (TIA). These engagements can take the form of operating cash flow, loans and/or investments, but equally important, technical help and transfer of knowledge and skills. It is in the latter space – technical help, and transfer of knowledge and skills – that TIA is particularly well placed.

The LEVEL UP programme, run by TSIBA Ignition Academy on behalf of the RCS Group, a leading financial services provider, is in this regard a flagship. RCS, which is part of the BNP Paribas Group, has a longstanding commitment to innovation as a mechanism for driving progress and growth and is deeply established in the innovation ecosystem of Cape Town.

RCS approached TIA to support it in developing an ESD programme that would serve the dual purpose of formally channeling its innovation

efforts, and of helping it meet its BBBEE targets.

RCS offered a space – the top floor of its offices in Mowbray – as the stage for this work, and identified several entrepreneurs with whom it already had relationships, as beneficiaries of the work. Apart from this, it offered TIA a blank canvas. It was a brief that spoke to TIA's own drive to increase the role it already plays in the sphere of enterprise development.

The LEVEL UP programme was ultimately launched in November 2018 with an initial cohort of seven hand-picked entrepreneurial businesses: a fitness business (Xtreme Boxing Fitness), two educational businesses (Chameleon Schools and Educate24), a recruiting firm (Cape National Recruitment), a digital supply chain solution (Lima Procurement), a design business (Pencil Box) – and a digital financial solution (FlexPay).

TIA's academic programme for LEVELUP embodies the principles of 'agile'. While this is clearly defined in terms of the skills sets, including the social and self-knowledge required by entrepreneurs, it is also responsive to the needs (technical, social and emotional) of the cohort, and is fluid in adapting to meet those needs through modifying the design of each module as the need arises. Following orientation events and Module 1 in which deep trust relationships were formed, the scene is set for significant learning in 2019.

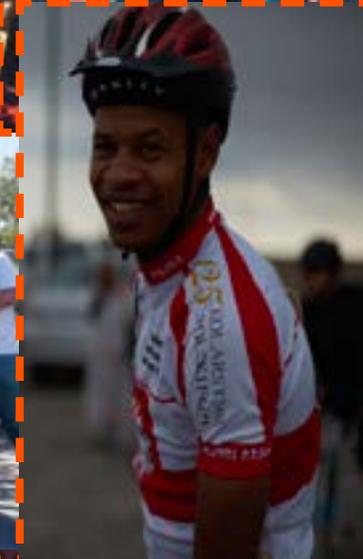
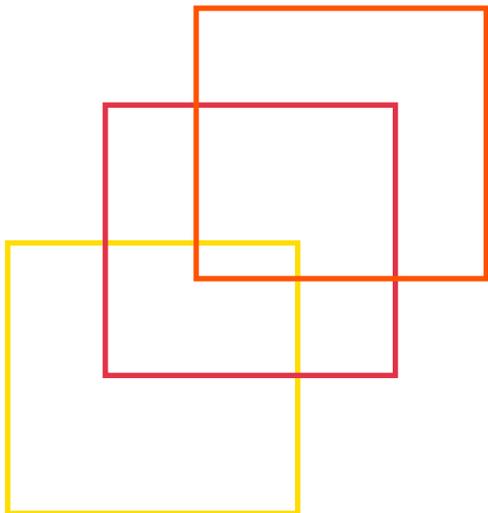


TSIBA Education Trust

Ensuring that the TSIBA business degree offerings remain inclusive and accessible, the TSIBA Education Trust was established in 2007 as a Broad-Based Black Economic Empowerment entity. The Education Trust aims to secure the long-term financial sustainability of TSIBA beneficiaries and the TSIBA collective.

Since inception, numerous empowerment transactions have been concluded with external stakeholders and the TSIBA Education Trust as an equity partner. Significant amongst such transactions was one concluded in 2008 with J.P. Morgan with a ten-year equity maturity agreement.

It is very pleasing to report that on maturity of this transaction the TSIBA Education Trust will benefit with proceeds exceeding R30 million, net of capital gains and other taxes. Such transactions empower our long-term sustainability and are held in reserves to fund capital projects, investment in the TSIBA academic curricula and stand as a guarantee to graduation financing for the full cohort of current TSIBA Business School students in any academic year. This is an example of a true mutually beneficial partnership and grassroots broad-based empowerment at all levels of the BBBEE scorecard.



Looking Ahead



In 2018 we set out on “The Road to Woodstock” which sees us firmly on our way with a bold strategy for our next five years. Our new strategy aims to reposition TSIBA in the higher education landscape and ensure that our organisation and our graduates are future proofed.

To this end we’ll also start recruiting for full fee paying students into our degree in 2020 (up to 20% of our intake) and we will be launching a capital campaign so that we can ultimately own our new campus in Woodstock. TSIBA must be a place where students from diverse communities aspire to study. When this has been achieved we will know that our vision is working. Our campus move will happen in 2020 and there will be a lot happening at our Pinelands campus in 2019 to help us prepare for this. This includes a focus on staff capacitation

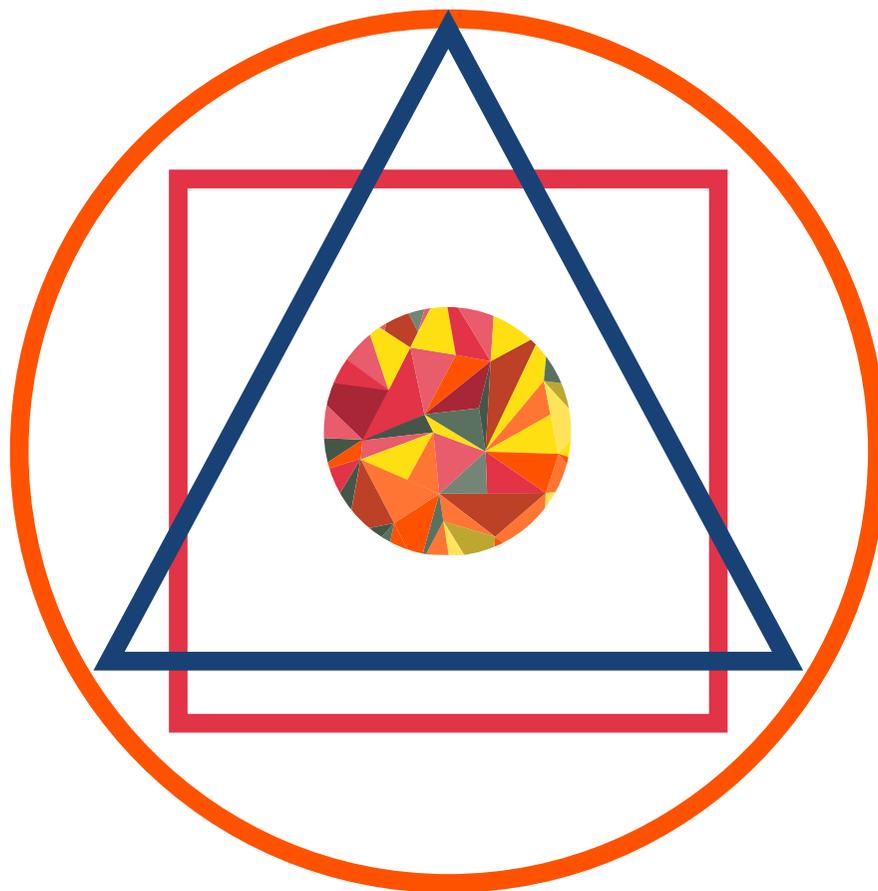
and redesigning a foundation programme that helps to bridge entrants into our degree programmes based on the comprehensive review that Prof. Martin Hall, former Deputy Vice-Chancellor at the University of Cape Town has been commissioned to undertake for us.

In 2019 when TSIBA turns 15, we’ll be celebrating our growth from a nascent NGO and higher education institution into a robust social enterprise collective with a great reputation and real social impact. It’s been a privilege to return to TSIBA in an executive capacity and set out with the team and our awesome students on this ambitious “Road to Woodstock”.

We’ve come far in 15 years and the future is exciting.

Thank you sincerely for investing in TSIBA, and the humans who make us all what we are. Umntu ngumntu ngabantu.





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