



TSIBA

FUTURE BUSINESS LEADERS

First Semester Review

2020



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From the desk of the CEO

'What you do makes a difference, and you have to decide what kind of difference you want to make.' - Jane Goodall

TSIBA's first Semester of 2020 can best be summed by the acronym 'VUCA' - Volatility, Uncertainty, Complexity and Ambiguity.

The semester included the tumultuous campus relocation to TSIBA House in Woodstock in early February 2020, the impact of Covid-19 and the resultant lockdown on the 24th of March, the pivot from a class-room based pedagogy towards online delivery on the 6th of April, and the appointment of a new CEO on the 1st of May. These are some of the many complex changes that TSIBA has had to navigate in a concentrated period of time.

'VUCA' however (or VUKA in isiZulu, isiXhosa and IsiSwati), also means to 'wake up'. Immediately following the lockdown announcement, TSIBA Business School 'awoke' to the unfolding reality of Covid-19 and its potential opportunities. Driven by our values of purpose and investing in people, we have responded decisively towards making a positive difference in the lives of our students.

Within two weeks of lockdown, following intense internal discussion and testing of digital platforms, TSIBA launched its first online class using ZOOM. This new method of digital programme delivery was scaffolded using 'communities of support and learning' established across various social media platforms.

Enabling the execution of the TSIBA curriculum in a new format with many known and unknown variables depended on the synergy and collaboration of all TSIBA stakeholders. Besides the teaching staff, this included our academic administrators (who manage teaching resources), the technical department (Chromebook distribution and data uploading), and academic support (coordinated academic and psycho-social support interventions). Our donors generously stepped in to fund data purchases and various unplanned expenses for student and other technology-related needs via the Chairperson's Fund.

The early and efficient collaboration between the stakeholders has ultimately resulted in the successful delivery of the first Semester, culminating in the online examinations (another TSIBA first!) in July 2020. Notwithstanding the immense challenges imposed by the events of the first half of 2020, we achieved a Bachelor of Business Administration in entrepreneurial leadership degree student engagement rate greater than 80%, and a pass rate higher than 90%. An in-depth analysis of the examination results is embedded below.



*Dr Rudi Kimmie(PhD)
Chief Executive Officer*

Exponential Value

"Are we ready to run the fastest race that has ever been run? It will be over a terrain that we have not seen before." Former Cisco CEO, John Chambers

During Semester 1, TSIBA's response to the pandemic was to work towards providing exponential value across all our programmes. Our aim was to mitigate the fear and uncertainty 'narratives' borne out of the significant health impact of Covid-19, the disruption of social and professional lifestyles, and the damage to the South African economy. TSIBA responded assertively and constructively by launching several developmental and innovative initiatives. These included the following:

- TREE: TSIBA's Reimagined Educational Epistemology - professional development seminars for the teaching staff;
- Voices of Hope and Inspiration: Student project - using the power of the written or spoken word for cathartic expression;
- LEAD: Leadership Entrepreneurship and Development webinars - cocreating insightful knowledge content with partner institutions, but hosted under the TSIBA brand, to foster societal intellectual advancement;
- Publication in general media: TSIBA academics published in The Daily Maverick, Leadership Magazine and Bizcommunity Online, to increase brand awareness and contribute towards thought leadership.

TSIBA Business School is steadfast in its mission to build a sustainable society. This 'VUCA' period not only enabled the Business School to pivot and develop the capacity for blended learning but also provided valuable opportunities to reflect and embed our value as a human-centered, purpose-driven organisation for personal and societal impact.

Semester Highlights

Road to Woodstock

Following years of dreaming and planning, our “Road to Woodstock” project became a reality at the official opening of TSIBA House, our amazing new campus in Woodstock on Thursday the 27th of February this year. On a windy Cape Town summer evening, we celebrated the incredible milestone of our move to TSIBA House. The celebration also presented the perfect opportunity to appreciate all those who have enabled TSIBA to come so far. If you are reading this review you are one of those people.

TSIBA House offers the latest facilities and IT infrastructure for our students and our staff, as well as facilities for entrepreneurs to use as they grow their businesses with our support. This new campus is also a physical representation of our determination to provide TSIBA students with a world-class and rewarding business education experience.

Notwithstanding the radical shifts that have occurred in the last few months, TSIBA House will remain the base from which we offer access to all TSIBA interventions to enable social justice in South Africa.

For those who have not yet set foot here, TSIBA House is located in a quiet panhandle near the trendy Woodstock business district in Cape Town.

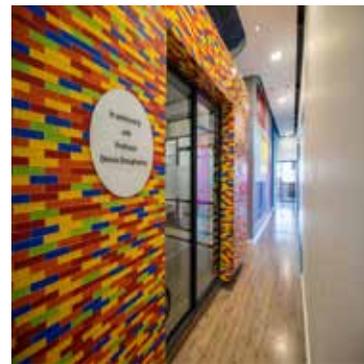
As the pictures show it really is quite beautiful and has been enjoyed by our students since the start of the 2020 academic year.

14th Annual International Entrepreneurship Dialogue Programme

TSIBA once again hosted the International Entrepreneurship Dialogue Programme, an annual programme now in its 14th year of existence, and run in partnership with Boston’s Northeastern University. During the programme, TSIBA Business School Bachelor of Business Administration in entrepreneurial leadership Degree students partner with Northeastern University students in a project which affords pro bono business consultation and support to small businesses in Cape Town.

The objective of this initiative is for students to use their business knowledge and tools to help emerging local entrepreneurs structure their businesses for growth and sustainability. At the same time, entrepreneurs share their experience and business context and help shape the thinking of tomorrow’s leaders from TSIBA and Northeastern University. The 2020 programme graduated six entrepreneurs through this high impact two-week dialogue. This year we adjusted to Covid-19 with a fully online programme, designing immersive and interactive interventions so that the students and entrepreneurs could engage meaningfully.

Since its inception, the programme has empowered more than 300 entrepreneurs and 1300 students and has invested US\$100 000 in grant funding to emerging small business enterprises. Following the success of this programme, we have also secured two further international programmes which will run in Semester 2 with other leading global institutions.



Capital Campaign

The dream of TSIBA House would not have been possible without significant funding. It is therefore with immense appreciation and pride that our community stepped in to provide the much-needed funding to enable this to happen. Within a short four-month campaign, our major funding partners, including local and international foundations, corporate partners, and many very generous individual supporters contributed 80% of the targeted R9.8 million needed for this project. We asked, and we have been humbled that our community stepped in with such generosity.

In honour of these partnerships, many individual givers are named on the TSIBA Gemstone Wall, while specific campus spaces as indicated below have been named in honour of TSIBA's major donors.

- The Arena - in partnership with Lewis Group Limited
- The Dignity room - in partnership with Remgro Management Services Limited
- The Maria Learning Centre - in partnership with the MariaMarina Foundation
- The Resilience room - in partnership with the Mapula Trust
- The Integrity room - in partnership with J.P. Morgan
- The Purpose room - in partnership with Trident Trust
- The Knowledge room - in partnership with JUTA and Company
- The Courtyard - in partnership with Old Mutual
- The Entrepreneurship Room - in partnership with RCS Group
- The Trust room - in partnership with Adam and Evelyn Forste
- The Gemstone room - in partnership with BankservAfrica
- The Think Tank - in partnership with Professor Dennis Shaughnessy
- The Marina Garden - in partnership with the MariaMarina Foundation



"I alone cannot change the world, but I can cast a stone across the waters to create many ripples"

- Mother Teresa

The Marina Garden



Gracing the garden of our Woodstock campus is The Treaty Tree of Woodstock. This tree is well over 500 years old and is a living piece of South African history. "Our" tree is one of four South African milkwood trees which have been declared national monuments.

It was around the Treaty Tree that we found a dilapidated and unnurtured garden when we first noticed 4 Treaty Road as a potential site for our new campus. Such territory is not new to TSIBA. Seeing the potential for developing great things is in our very DNA. And so it was that the idea to create a beautiful indigenous garden at TSIBA House was born.

The vision for this garden was to create a green space, a type of space which many of our students do not experience within the communities from which they emerge. Such spaces provide important learning for the respect of and appreciation for the natural environment. For a business school, and in terms of the crucial connection between environment and business, the particular focus area of SDG 12, such a perspective is more important now than ever.

And so it was that the universe came together. On the 10th anniversary of the MariaMarina Foundation, we were generously offered funds to invest in this concept and in a green space which was to become the Marina Garden. On another anniversary taking place at the time, that of the 89th birthday of Pick 'n Pay Founder and South African business legend Raymond Ackerman, we were provided with 100 spekboom plants as a gift to TSIBA.

The Treaty Tree now has a new home for new stories to unfold around it. Students, staff and guests are welcome to visit the Marina Garden, sit under the branches of the Treaty Tree and reflect on what can be. When you do so, you will be inspired by what we think is now the most beautiful space in all of Woodstock.

Rosenheim University Student Exchange Programme

During February this year, TSIBA had the honour of hosting ten students and two staff members from Rosenheim University in Germany as the first leg of the 2020 student exchange programme. This innovative exchange programme will also give ten TSIBA students and a TSIBA faculty member the opportunity to spend two weeks in a reverse exchange to Rosenheim in Bavaria, Germany - with all expenses paid. The 2020 project will be the second time that this programme has been run (the first was in the 2017 academic year) as we build toward this globally focussed learning experience becoming a recurring part of life at TSIBA for selected students.

The 2020 TSIBA-Rosenheim exchange programme included academic discussions, workshops and related visits on the theme of the 12th United Nations Global Sustainable Development Goal (SDG 12) of responsible consumption and production. The achievement of economic growth and sustainable development concurrently is critical to our collective future and requires that we urgently reduce our ecological footprint by changing the way we produce and consume goods and resources. Such a theme provided fertile ground for a wonderful first leg of this international student exchange programme.

Academic Review

As with many institutions in South Africa and abroad, TSIBA was by no means immune to the impact of Covid-19, and the events which have subsequently transpired this year. To continue to deliver the curriculum required an immediate adaptation of our teaching style to adhere to Covid-19 regulations and guidelines. This has been an exceptional challenge and a wonderful opportunity to learn.

As our Bachelor of Business Administration in entrepreneurial leadership has been primarily contact-based, we quickly had to find alternative ways to continue so that students could progress. With this in mind, we managed to pivot successfully to online learning using ZOOM, Google Classroom and the provision of data as well as Chromebooks to all our Bachelor of Business Administration in entrepreneurial leadership students. The adaptation to an online programme has been a mammoth task, met with an equally huge effort by faculty, staff, students and financial partners. We are proud that our Chromebook initiative, which has been going for several years now, positioned us to shift quickly and effectively when Covid-19 struck. This helped us to navigate the complexities of online learning and to reach out to those TSIBA students' households most affected by severe economic challenges.

We are deeply grateful to our donor and sponsor community who contributed to the TSIBA Chairperson's Fund. This fund was set up to support the specific initiatives aimed at mitigating the social and academic impacts of Covid-19. TSIBA lecturers are now able to stream their lectures through ZOOM and make use of its various features such as polls and breakaway rooms to increase student engagement. We have also adopted collaborative tools such as G-Suite to support group work and action learning to provide a rich and impactful digital learning journey.

In addition to the above interventions, we relaxed the following academic rules to provide additional scaffolding support to students during this exceptional period:

- All students were afforded the opportunity to sit for exams irrespective of academic DP (DP measures students' attendance of classes on campus, which was prohibited under our national lockdown, and remains relatively unsafe currently).
- All students were given the opportunity to write examinations and supplementary examinations, and in approved circumstances, they were allowed to write an Aegrotat examination.
- We allowed additional time for students to write online examinations in order to mitigate connectivity issues.
- Late submission of work was allowed under certain circumstances

Extensive communications between students and lecturers facilitated this complex process.

We are pleased to report that the shift to online has been successful. Our first semester exams were completed by 94% of Bachelor of Business Administration in entrepreneurial leadership students and pass rates were comparable to previous years. Additionally, we are still hoping to complete the curriculum within this academic year.

A discussion of the first semester academic results in the TSIBA Bachelor of Business Administration in entrepreneurial leadership programme follows in the next section.



[Higher Certificate in Business Administration \(HCBA\)](#)
[SAQA ID: 84186](#)

[Bachelor of Business Administration in entrepreneurial leadership](#)
[SAQA ID: 61469](#)

[Postgraduate Diploma in Small Enterprise Consulting \(PGDip SEC\)](#)
[SAQA ID: 90822](#)

TSIBA Education is a South African Institution registered with the Department of Higher Education and Training as a private higher education institution under the Higher Education Act, 1997. Accreditation Certificate No.2007/HE08/001

Higher Certificate in Business Administration (HCBA)

SAQA ID: 84186

The HCBA programme started on the 10th of February 2020 at our new campus in Woodstock. The setup was amazing as we managed to house all our students in our one large venue, the TSIBA Arena which was established in partnership with Lewis Group Limited. The Arena is in itself a world-class facility with two large fitted touch screens giving each student a rich classroom experience as they are able to see clearly what the lecturer is presenting.

The HCBA has, however, not been spared from the challenges of Covid-19. The 2020 HCBA cohort had concluded only five weeks of learning when the national lockdown started. We were compelled to discontinue classes and postpone the curriculum, significantly affecting the whole HCBA programme this year. Online classes were not feasible since HCBA students are not issued with laptops/Chromebooks.

We chose to develop content and learning-aid study packs for HCBA students to occupy them while off-campus until they were able to return to class. Students received these study packs in June, after a full two months of the academic year were lost for the 2020 HCBA cohort. The dire consequences of this year have been noticed in this cohort with up to a third not returning to collect workbooks, or responding to communications.

Notwithstanding, HCBA students will commence with Semester 1 examinations on the 31st of August. Semester 2 is scheduled to begin on the 14th of September, with the aim of completing the programme within this academic year. We will review the delivery of this programme as we progress, striving to achieve the greatest level of impact possible.



We invest in purpose-driven humans and emerging businesses who lead social change



Bachelor of Business Administration in entrepreneurial leadership

SAQA ID: 61469

Year 1

Comparing the first semester results to those of the previous four years has raised no particular concerns. Minor deviations in results are due to individual cases and not general changes in the internal teaching and learning environment. The teaching and learning team are satisfied with our students' results, notwithstanding current efforts to increase support to students during this very critical year.

The lockdown caused by Covid-19 affected our first-year students, particularly in the subjects of NUM-101 and BCM-1, both of which require face-to-face tuition. Students struggled to cope online, working from noisy and crowded home environments with erratic access to the internet. The other courses were also affected but to a lower and more acceptable degree.

In order to avert this situation for numerical subjects, the quantitative convenor is working on ways to have continuous seminars on NUM-102 to assist students in semester 2.

Semester 1	2020	2019	2018	2017	2016
Business Communication 1					
Pass Rate	71%	84%	86%	94%	92%
Enrolled	82	63	75	65	97
Passed	58	53	66	61	89
Business Management 1					
Pass Rate	78%	82%	83%	87%	86%
Enrolled	85	66	80	69	96
Passed	66	54	66	60	83
End User Computing 1					
Pass Rate	82%	88%	84%	90%	86%
Enrolled	83	66	75	70	85
Passed	68	58	63	63	70
Quantitative Business Applications 101					
Pass Rate	53%	71%	69%	65%	61%
Enrolled	91	75	99	94	109
Passed	48	53	68	61	67
Research 1					
Pass Rate	76%	84%	85%	92%	76%
Enrolled	84	63	75	79	96
Passed	64	53	64	73	73
Leadership and Self-development 1					
Pass Rate	76%	-	-	-	-
Enrolled	84	-	-	-	-
Passed	64	-	-	-	-

Year 2

The 2020 Bachelor of Business Administration in entrepreneurial leadership second-year results, when compared to 2019, show a decrease of about 20% and 17% in ENT-201 and MKT-2 pass rates respectively. These two courses require students to engage with lecturers and one another and to work together on assignments. The Covid-19 national lockdown severely limited our students' group work and their research projects with entrepreneurs. However, we have adapted our online methods in order to increase interaction between students, staff and entrepreneurs.

FIN-2 recorded an increase of about 8% in the pass rate. This was attributable to students having finished the course outline early and going through many revisions of the core concepts, as well as the experience of the lecturer, who focussed on areas where he knew students would have difficulties.

HRM-2 had a decline of 11% in its pass rate in comparison to 2019; this decrease was due to students failing to cope with the challenges brought about by Covid-19. The curriculum team continues to find new teaching methods to improve their engagement with students in a volatile education environment.

One particular highlight for our Bachelor of Business Administration in entrepreneurial leadership-2 students this first semester was their participation in the International programme with USA's Northeastern University. Working in groups, the students managed to engage in innovative ways of delivering real solutions to difficulties faced by entrepreneurs. All this was done through collaborating online in a virtual design thinking programme with the international faculty and students. Their work output and deliverables were of high quality and the entrepreneurs were very happy and excited with the ideas and deliverables.

Semester 1	2020	2019	2018	2017	2016
Financial Management 2					
Pass Rate	85%	76%	83%	81%	88%
Enrolled	58	66	65	69	43
Passed	49	50	54	56	38
Human Resource Management 2					
Pass Rate	89%	100%	97%	96%	93%
Enrolled	45	56	69	68	61
Passed	40	56	67	65	57
Marketing 201					
Pass Rate	76%	91%	100%	97%	78%
Enrolled	45	57	59	92	54
Passed	34	52	59	89	42
Leadership and Self-development 201					
Pass Rate	84	71%	69%	65%	61%
Enrolled	44	75	99	94	109
Passed	37	53	68	61	67
Leadership and Self-development 201					
Pass Rate	84%	-	-	-	-
Enrolled	44	-	-	-	-
Passed	37	-	-	-	-

Year 3

The coursework results for third-year students were very good. There were no major changes when compared with the 2019 results. Most of the courses maintained a 100% pass rate during this period of Covid-19. We believe the emotional maturity of the students cultivated over the years in their Leadership and Entrepreneurial journey helped them to navigate the challenges.

We employed a Research Mentor to enable the Individual Practical Industry Project (IPJ) students to complete their research report at an academically acceptable standard.

The Research Mentor implemented a remediation programme with a series of Compulsory Skills Lab Workshops. During these workshops, students were introduced to the overarching theme and academic focus of the respective topics.

We are particularly pleased that we were able to place almost all of our third-year students into internships for semester 2. We owe this to the support of our corporate partners who worked with us to overcome Covid-19 challenges. The immersive internship experience is an important part of students' learning journey as they gain insights and practical experience in the workplace.

Concluding remarks: 2020 First Semester Academic Results

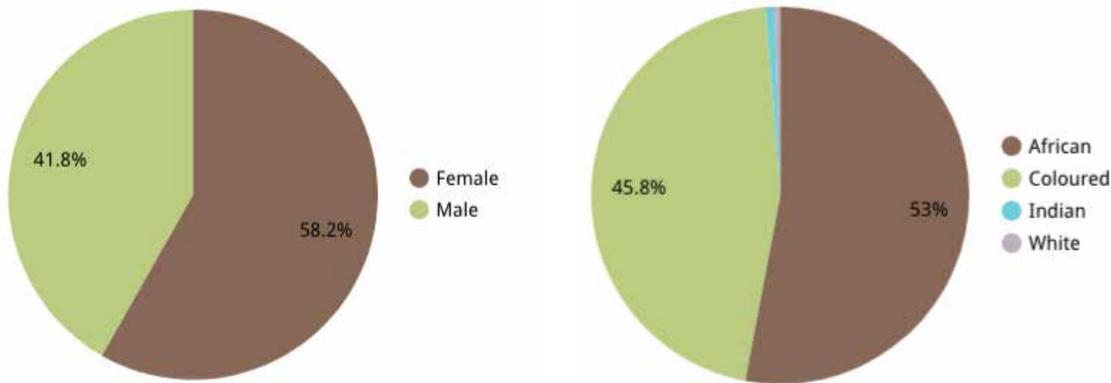
We endeavour to work with our peers to ensure that TSIBA students continue to enjoy a high-quality teaching and learning experience that is measured by the academic results presented and discussed in this report. We have introduced a number of new international partnership programmes for Semester 2 which involve the use of online and design thinking methods in order to give our students a rich academic and entrepreneurial experience. We look forward to collaborating with these institutions, which will give our students fantastic exposure as they work on multicultural projects that have significant social impact.

Our faculty's academic rigour and commitment to effective online teaching were matched by our students' hunger to learn. This resilience and willingness to adapt enabled the academic year to remain on track for completion in 2020.

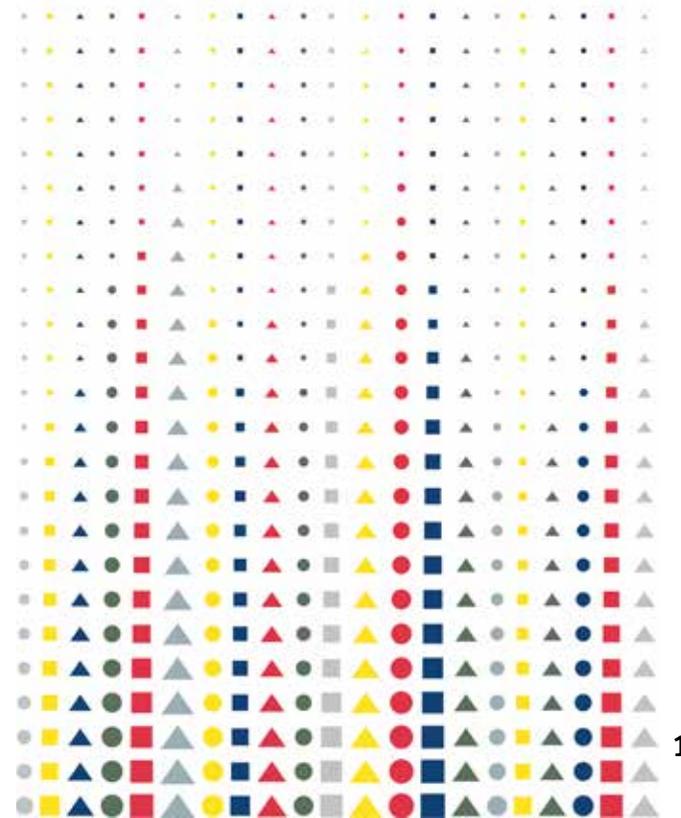
Semester 1	2020	2019	2018	2017	2016
Corporate Finance - 3					
Pass Rate	100%	100%	89%	75%	67%
Enrolled	17	9	9	12	15
Passed	17	9	8	9	10
Entrepreneurship 3					
Pass Rate	92%	98%	97%	93%	95%
Enrolled	50	60	66	56	55
Passed	46	59	68	52	52
Investment Management Administration 3					
Pass Rate	100%	100%	100%	100%	92%
Enrolled	8	5	11	13	13
Passed	7	5	11	13	12
Leadership - 3					
Pass Rate	98%	98%	100%	94%	100%
Enrolled	56	51	42	54	53
Passed	55	50	42	51	53
Marketing - 3					
Pass Rate	100%	100%	100%	100%	100%
Enrolled	34	57	59	36	41
Passed	34	57	59	36	41
Strategic Management - 301					
Pass Rate	100%	98%	97%	93%	96%
Enrolled	31	44	51	41	49
Passed	31	43	50	38	47

Demographics

Our student demographics in Semester 1 remained in line with our historical trend of attracting students mostly from the two larger demographic groups in the Western Cape (African and Coloured). While TSIBA welcomes students from all walks of life, our roots remain primarily in and around the communities we have supported since inception. We also continue 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. In this way, TSIBA undergraduate students pay only what they can afford, thereby removing financial barriers to tertiary education.



Our longer-term strategy, through the introduction of additional tertiary and further education and training qualifications in 2020 and 2021, is to grow the number of students registered on our programmes, and towards significantly increased impact. This strategy is well supported with the move to our new campus in early 2020 and will include efforts to welcome students from increasingly diverse communities. Uniting and reconciling all South Africans is a work in progress. As we grow our student population we hope to enable this important work.



Financial Report

Underlying a relatively satisfactory financial report for the year to date has been the incredible generosity of TSIBA donors to the Capital Campaign and Chairperson's Fund over and above the funding traditionally provided to Impact and Skills Development funding. The Capital Campaign which preceded the Covid-19 outbreak raised just under R 7.5 million, an amount which provided 80% of our total funding requirement to migrate to and set up TSIBA House, our new campus in Woodstock. This funding helped us to create what we believe is an exceptional space, an environment which TSIBA students fully deserve and which will maximise learning.

No sooner had we moved into TSIBA House than we were faced with the multiple crises of Covid-19, and the necessity of supporting previously unforeseen costs of emergency remote learning. Once again our donors stepped in to help fund the technology and data necessary to adapt effectively, and to provide some level of financial support to students most impacted by the economic destruction caused by the lockdown. Such costs were neither anticipated nor budgeted for. Thankfully, with the partnership of our donors, and the assurance of significant reserves at our disposal, we were able to respond positively. We are confident that we will not only fully complete the academic year, but we will also reach our full donor income targets for the financial year ending on 30th September 2020.

Less satisfactory has been our financial performance on income generation

through non-donor partnerships. After two very successful years of growing our non-donor income stream, the general economic challenges of South Africa, now exacerbated by Covid-19, have placed great pressure on financial targets in this stream. Notwithstanding a positive pipeline of non-donor income generation projects, the net effect of this will play a major factor in a likely year-end financial deficit. Once again, blessed with significant reserves, long-standing and committed partners, and a strong team, we remain fully confident of our long-term ability to fund our impact work. We also remain committed to our non-donor income generation project and will continue to pursue this actively.

Of course, this commentary is not to say that cost adjustments have not been necessary or implemented. They have. As always, TSIBA has remained extremely cost-conscious and will continue to be vigilant in our responsibility to utilise donor funding and our hard-earned financial resources with care. The necessity of financial diligence will of course play on centre stage as we work to navigate through the expected financial storm that the new global economic context has thrust upon us.

In support of our commentary above, our Income Statement and Balance sheet for the first ten months of the current financial year (to end-July 2020) are provided.

SUMMARY: INCOME AND EXPENSES (ZAR)	
Year-To-Date: October 2019 - July 2020	
Monetary Donations	17 689 954
Non Cash Donations	1 317 646
Direct Costs of Fundraising	(277 672)
Gross Revenue From Donor Income	18 729 928
Enterprise Development	44 563
Education Solutions	377 745
Direct Costs of Project Delivery	(354 457)
Gross Revenue From Project Delivery	67 851
Academic Fees	590
Tuition Fees	669 255
Income from Events & Services	30 515
Income From Sales	26 473
Income from Financial Activities	880 088
Direct Costs of Other Income	(6 390)
Gross Revenue Other Income	1 600 531
GROSS OPERATING INCOME	20 398 310
Administration Costs	580 585
Marketing Expenses	516 043
Campus Infrastructure	5 186 680
IT / Telephone / Printing	2 056 842
HR: Other Costs	1 850 873
HR: Payroll	10 691 337
Travel	94 182
Educational Costs	983 809
Depreciation	761 392
OPERATING EXPENSES	22 721 743
NET OPERATING SURPLUS/(DEFICIT)	(2 323 433)
Non-operating income (Interest, Dividends)	392 436
NON OPERATIONAL SURPLUS	392 436
NET SURPLUS/(DEFICIT)	(1 930 997)

STATEMENT OF FINANCIAL POSITION Year-To-Date: October 2019 - July 2020	Opening 01/10/2019	Closing 31/07/2020
CURRENT ASSETS		
Cash on Hand	R 26 816 213	R 22 267 807
Group Accounts	R 2 315 967	R 1 816 782
Debtors	R 2 821 975	R 2 913 777
	R 31 954 155	R 26 998 367
Non-Current Assets		
Fixed Assets	R 1 397 892	R 5 900 996
SA Investments	0	0
Offshore Investments	0	0
TOTAL ASSETS	R 33 352 047	R 32 899 362
FUNDS		
General Funds	R 13 337 884	R 11 014 451
Net Surplus / Deficit from Operations	(R 1 290 067)	(R 2 323 433)
Retained Income Previous Years	R 14 627 951	R 13 337 884
Investment Reserves	R 18 170 468	R 18 403 018
Sustainability Reserve	R 8 287 785	R 8 287 785
Staff Wellness Fund	R 147 386	R 0
Capital Campaign	R 244 077	R 0
Property Project	R 469 438	R 0
Endowment Reserve	R 9 021 782	R 9 021 782
TOTAL	R 31 508 352	R 29 417 470
CURRENT LIABILITIES		
Suppliers/Other	R 686 050	R 1 043 322
Provision for future expenses	R 336 009	R 57 116
Student stipends and grants	R 608 327	R 808 133
Restricted Grants	R 213 309	R 1 573 322
Total	R 1 843 695	R 3 481 892
TOTAL FUNDS/LIABILITIES	R 33 352 047	R 32 899 362



‘The Education Trust
aims to secure the
long-term financial
sustainability of
TSIBA beneficiaries.’



TSIBA Ignition Academy: CEO Report

**“The secret of change is to focus all of your energy, not on fighting the old, but on building the new.”
Socrates**

When we established the TSIBA Ignition Academy in October 2018, our core mandate was to contribute to TSIBA’s sustainability. We committed ourselves to the design principle of driving innovation, which has served us well in these complex times.

Thanks to established cloud-based administration systems, our geographically dispersed team based in Cape Town, Johannesburg and Knysna was already accustomed to working together virtually, and seamlessly shifted to remote working. Our operations were therefore minimally affected by lockdown protocols and restrictions.

We accelerated our adoption of resources such as ZOOM for Educators, Google Classroom and a newly customised Moodle LMS (Learner Management System) which enabled the virtual delivery of all our programmes and projects.

Completing our current Learnership programmes for the unemployed was one of our highest priorities. The academic team adjusted the assessment methodology and allowed learners to submit work via WhatsApp, mindful that they may not have access to laptops and data to upload to Google Classroom. In addition, we used the WhatsApp platform extensively to support learners emotionally and create a sense of community. Preliminary monitoring and evaluation figures show a 75% engagement of learners and all indications are that we will be able to conduct Final Assessments during August.

Securing new business was our greatest challenge in this first semester, as many larger companies have been retrenching staff or placing training budgets on hold since March. We have however seen a shift since July, with existing and new clients expressing interest and requesting proposals.

The first semester of 2020 has certainly been a time like no other. However, I can honestly say that I have never been more grateful to be part of the TSIBA community. I am extremely proud of the supportive Ignition Academy team, as well as our learners and enterprise beneficiaries. We look forward to the rest of the year with hope.



Karien Cloete
CEO TSIBA Ignition Academy



Enterprise and Supplier Development

Following the successful conclusion of year one, LevelUp has grown into more than an Enterprise and Supplier Development initiative. It has become an “Inspirator”. The programme co-created with the RCS Group (RCS) is a corporate-adjacent, curated, open ecosystem which enables, facilitates and inspires business development and innovation in the financial services and retail sectors.

After a careful selection process, year two of the programme kicked off virtually in July 2020. Participants had the opportunity to meet the LevelUp team and alumni, and chat about their expectations for the programme. The highlight of the session was a fantastic 30 minutes of Q&A with the inimitable Luvuyo Rani, founder of Silulo Ulutho and inspiring entrepreneurial force.

Our new cohort consists of eight businesses: Arumloo and Green Earth Recycling build sustainability in their communities. Databotics, GotBot, Akiba and Sompisi IT Solutions are data, process optimisation and automation businesses. Finally, we support Rentozza, an equipment rental business, and Snapslip, a B2B Value Proposition Business. Since the kickoff, we have had one-on-one consultations with each participant in order to map out a bespoke learning journey ensuring that the content of the programme is designed specifically to meet each business’ development needs.

LevelUp also successfully hosted its first webinar in partnership with the TSIBA Business School on the 3rd of June 2020 as part of the Alumni Programme. The well-attended webinar on Visual Storytelling for Startups was presented by German photographer, Erol Gurian, and we look forward to two in-depth virtual training sessions in this series during the latter half of this year.

In addition to business development support for small, medium and micro enterprises (SMMEs), LevelUp introduced the Innovation Studio in 2020. The Studio is a platform for the co-creation and testing of real solutions and projects aligned with the RCS Group’s overall strategy. LevelUp continues to support the personal growth and development of entrepreneurs and RCS intrapreneurs, positively impacting RCS staff, participating entrepreneurs and the wider innovation community in Cape Town.

Shameez Naidoo
LevelUp Programme Manager





Looking Ahead

The Covid-19 pandemic has presented TSIBA Business School with a portal through which to enter a new reality; a reality which emphasises disruptive innovation, exponential value and social impact.

Scenario planner Clem Sunter once wrote, 'It's not the strongest species that survives; but the most adaptable.' In the first semester of this year, TSIBA demonstrated its ability to adapt from a classroom based pedagogy to an online delivery platform. We also increased awareness of our brand and social impact through our series of webinars and our collaborations with partner institutions. The Cape Town Philharmonic Orchestra Youth Development project benefited from TSIBA's AHA initiative.

However, South Africa's bleak socio-economic context, increasing social upheaval and economic decline this year will require an enhanced value proposition. In line with this, our 'Looking Ahead' strategy is guided by our 'exponential value' theme in which we will aspire to leverage more efficient value from current assets.

TSIBA Business School is positioning itself comprehensively for our new reality. We are upskilling our staff and repurposing our excellent facilities at TSIBA House in Woodstock for online and blended learning, harnessing the latest Clevertouch technology. For lectures which do take place on campus, our spatial layout and Covid-19 preparations adhere to national health protocols. At the same time, we are enhancing our value through knowledge production and additional offerings such as Art for Healing and Affirmation (AHA) and Leadership Entrepreneurship and Development (LEAD) activities. We are facing the future by shaping the future!

Dr Rudi Kimmie (PhD)
CEO
TSIBA Business School

