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INSURANCE SECTOR EDUCATION AND TRAINING AUTHORITY

EMPOWERED TO **INFLUENCE** AND **INSPIRE!**

EXTERNAL NEWSLETTER 2026

Quarter 1

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INSURANCESETA INSURANCESETA

INSURANCESETA INSETA-Insurance Sector

CONTENTS

Collaborations and Partnerships

Strong collaborations are fundamental to INSETA's aim of developing skills, driving innovation, and making a meaningful impact in the insurance sector. We can develop opportunities and implement programmes that have a long-term impact by collaborating with industrial partners, the government, educational institutions, and other key stakeholders.

This newsletter serves as a vehicle to highlighting these collaborations, celebrating joint accomplishments, and sharing success stories that demonstrate the value of working together. We also welcome opportunities to feature new collaborations, innovative initiatives, and stakeholder contributions that advance our shared objectives.

If your organisation has a partnership success story, collaborative initiative, or industry insight to contribute, please contact the INSETA Stakeholder Relations team so that it can be included in future newsletters.

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Message from the Acting CEO

Recent media reports concerning the leadership of INSETA have understandably attracted the attention of our stakeholders. During times such as these, it is important that we communicate openly and reassure all those who we work with and depend on our organisation.

As the Acting Chief Executive Officer, I wish to assure our stakeholders that INSETA remains fully operational and committed to delivering on its skills development mandate. Our programmes, partnerships and strategic priorities continue uninterrupted, supported by a dedicated team focused on serving the insurance sector.

"INSETA remains fully operational and committed to delivering on its skills development mandate"

Our immediate priority is to ensure organisational stability while giving the necessary governance and audit processes the space to run smoothly. We remain committed to upholding the principles of excellence, good governance, accountability and transparency that underpin the work of this organisation. As these processes progress, relevant updates will be communicated through the appropriate channels when it is both necessary and appropriate to do so.

We recognise that our stakeholders place their trust in INSETA to oversee skills development, create opportunities and contribute meaningfully to the growth and transformation of the insurance sector. That trust remains at the centre of everything we do. Our focus continues to be on delivering quality programmes, supporting our partners, and ensuring that our resources are utilised responsibly and effectively.

I would like to express my sincere appreciation to our stakeholders, partners, beneficiaries and employees for their continued confidence, professionalism and support during this period. Your commitment enables us to remain focused on our shared purpose of empowering people through skills development and building a resilient insurance sector.

As we move forward, we remain optimistic about the future and steadfast in our commitment to excellence, ethical leadership and service delivery. Together, we will continue advancing the work that matters most—creating opportunities, developing skills and making a lasting impact on the lives of South Africans.
Thank you for your continued trust and partnership.

Ms Zanele Malaza

Acting Chief Executive Officer

Preparing the Insurance Sector for the Future

South Africa's post-school education and training landscape continues to evolve as the country advances towards a modern and sector-responsive qualifications framework. Central to this transformation is the transition from Legacy Qualifications to Occupational Qualifications developed under the Occupational Qualifications Sub-Framework (OQSF), ensuring that education and training remain relevant to the changing needs of employers, learners and the economy. The transition is intended to improve alignment between learning and workplace competence while strengthening the quality and relevance of occupational training.

In a significant development welcomed across the skills development sector, government recently announced a further extension of learner enrolment periods for selected legacy qualifications for up to 24 months. The extension provides employers, Skills Development Providers (SDPs), learners and SETAs with additional time to conclude the transition in a structured and responsible manner while continuing preparations for the implementation of Occupational Qualifications.

For the insurance and related services sector, this extension offers much-needed certainty. Organisations that have invested in legacy qualifications are afforded an opportunity to continue supporting learners while simultaneously preparing for the adoption of Occupational Qualifications that are better aligned with current occupational standards and workplace requirements.

Recognising the significance of this transition, INSETA has continued to play an active leadership role in supporting stakeholders across the sector.

In the beginning of the new financial year, the ETQA Division embarked on a series of Information and Compliance Workshops across five provinces, engaging Skills Development Providers, employers, assessment partners and other key stakeholders.

"Organisations that have invested in legacy qualifications are afforded an opportunity to continue supporting learners"

The workshops served as an important platform to:

- Provide clarity on the transition from legacy qualifications to Occupational Qualifications.
- Share updates on regulatory and compliance requirements.
- Strengthen understanding of quality assurance processes.
- Address stakeholder concerns and frequently asked questions.
- Encourage proactive planning for future programme implementation.

These engagements reaffirmed INSETA's commitment to ensuring that stakeholders are equipped with the knowledge and guidance required to navigate an evolving skills development landscape.

Occupational Qualifications represent more than a change in qualification design—they reflect a shift towards a skills development system that places greater emphasis on workplace competence, practical experience and industry relevance.

Unlike many legacy qualifications, Occupational Qualifications integrate knowledge, practical skills and workplace learning into a single qualification, ensuring that learners graduate with competencies that employers require in today's rapidly changing economy. This approach strengthens the connection between education and employment while improving the quality of learner outcomes. For the insurance sector, where technological advancement, digital transformation and changing customer expectations continue to reshape the workplace, Occupational Qualifications will play a critical role in preparing a workforce that is adaptable, competent and future-ready.

As the sector continues this important transition, INSETA remains committed to working closely with industry partners, employers, Skills Development Providers, government and regulatory bodies to ensure that no stakeholder is left behind.

The recent extension provides valuable time for organisations to plan effectively, strengthen implementation strategies and ensure that learners continue receiving quality education and training without disruption. At the same time, stakeholders are encouraged to use this period to accelerate preparations for the full implementation of Occupational Qualifications.

Through continuous stakeholder engagement, capacity-building initiatives and quality assurance support, INSETA will continue to provide leadership that enables a smooth transition while advancing the broader goal of developing a skilled, capable and globally competitive workforce.

The future of skills development lies in qualifications that are responsive to industry needs, promote employability and contribute to South Africa's economic growth. INSETA remains steadfast in its commitment to partnering with stakeholders to make this transition a success for the entire insurance and related services sector.

INSETA Strengthens Executive Education Through Strategic Partnerships

Strong leadership is essential for developing resilient organisations, promoting innovation and equipping sectors to respond to a more complex global environment. As the insurance sector evolves in response to technological advancements, changing stakeholder expectations and global economic developments, investing in senior or executive leadership has become more critical than ever.

Recognising this need, INSETA has strengthened its commitment to training high-performing leaders through strategic partnerships with two internationally renowned institutions: Henley Business School Africa and Regenesys Education. These collaborations represent INSETA's long-term goal of developing executive talent capable of leading organisations through transformation while also contributing significantly to the growth and competitiveness of South Africa's insurance sector.

Leadership development goes beyond managerial skills. It is about providing leaders with the skills to think strategically, lead with integrity, embrace innovation, and navigate an increasingly interconnected global market.

In collaboration with Henley Business School Africa, INSETA developed the International Executive Development Programme (IEDP), a flagship project aimed at strengthening executive capabilities in the insurance sector. The programme exposes senior leaders to internationally recognised leadership practices, strategic thinking, organisational transformation and global business perspectives.

Participants are challenged to connect with new trends, explore innovative approaches to leadership and create practical solutions that may be implemented in their organisations. The training pushes executives to think beyond operational excellence and position themselves as drivers of long-term corporate progress. Building on this momentum, INSETA further strengthened its executive development portfolio through its collaboration with Regenesys Education.

This collaboration provides possibilities for employees within the insurance sector to pursue accredited higher education programmes that support both professional advancement and organisational capability. These qualifications are intended to build future-ready leaders with the knowledge, analytical abilities and strategic mentality needed to thrive in an increasingly competitive business environment. By increasing access to quality business education, INSETA helps to foster a culture of lifelong learning while also offering avenues for career advancement within the sector. These partnerships form part of INSETA's broader strategy to develop leadership at every level of the insurance value chain. While technical and occupational skills remain essential, organisations also require visionary leaders capable of driving transformation, embracing digital innovation and creating inclusive workplaces that can compete on a global stage.

Executive development programmes enable leaders to sharpen decision-making, improve governance, increase organisational performance and build resilient organisations capable of responding effectively to future problems. As South Africa positions itself in an increasingly knowledge-driven economy, leadership capability will be key to attaining long-term growth and competitiveness.

INSETA's collaboration with Henley Business School Africa and Regenesys Education highlight the organisation's dedication to investing in people, by bringing together internationally recognised academic institutions and industry experience. These partnerships provide valuable opportunities for executives to improve their leadership skills while also contributing to their organisations' long-term success. Beyond individual growth, these programmes highlight INSETA's position as a strategic partner in developing a skilled, ethical, and forward-thinking.

As industries develop, leadership must evolve alongside them. Through these collaborations, INSETA not only invests in today's executives, but also shapes the next generation of leaders who will guide the insurance sector into a more innovative, resilient and globally competitive future.

INSETA is Offering the Following Programmes

Postgraduate Diploma in Business Administration

- INSETA International Executive Women in Leadership Programme (IEWLP) — NQF 8
- Management INSETA International Executive Management Development Programme (IMDP) — NQF 8

Gordon Institute of Business Science
University of Pretoria

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PROGRAMME OVERVIEW

This NQF 8 programme, at the core of which is a CHE accredited NQF level 8 qualification, the Post Graduate Diploma in Business Administration (PDBA), will be delivered within a period of 12 months to enrolled delegates. The aim of the PDBA (NQF 8) is to develop future leaders within the insurance sector in South Africa by exposing these leaders to cutting-edge thought leadership on functional areas of business and global insurance best practice through specially crafted engagements and experiences.

This prestigious programme consists of formal study blocks that will be delivered in a hybrid format (some online and some in person), international immersions into Africa, and syndicate-based Action Learning Research. During the programme, delegates are immersed in in-market experiences to accelerate their business insights and learn directly from global business leaders. Delegates will be required to apply their learnings to identified strategic industry challenges in the insurance sector, in support of the INSETA's goal to foster economic development and job creation. Delegates will also be assessed individually via exams and assignment submissions to validate their learning. The PDBA (NQF 8) will cultivate personal and professional development, as well as create opportunities for delegates to function more effectively in a team. The programme will promote the development of a network of empowered executives that can leverage each other's experiences for the betterment of their own organisations' strategic and operational sustainability, and to enhance the competitiveness of the insurance industry.

PROGRAMME AIM

The aim of the PDBA (NQF 8) is to equip participants with integrated general management, leadership and problem-solving skills, for them to become invaluable contributors to their organisation's success and therefore their industry's success. The programme will also align the leaders to global standards to ensure increased competitiveness of the sector on an international scale. The programme will promote the development of a group of dynamic, effective, and empowered sector leaders who can leverage each other's experience for the enhancement of the sector's sustainability.

PROGRAMME OUTCOMES

To meet the needs of the insurance sector, the programme must deliver the following outcomes:

- Cultivate personal and professional development.
- Improve participants' competence to apply their learning to identified sectoral challenges in the domestic insurance sector in support of INSETA's goal to accelerate transformation, foster economic development, and create jobs; and
- Promote the development of a network of empowered executives that can leverage each other's experiences for the betterment of their own organisations' strategic and operational sustainability.

PROGRAMME COMPONENTS

The table below describes each learning experience with reference to the overarching components and outputs of the PDBA (NQF 8). The systematic approach to the learning design for the PDBA is clear from the descriptions in conjunction with the architecture, which demonstrates the complementary and interconnected nature of each learning experience towards achieving the purpose and objectives of the programme.

LEARNING COMPONENT	DESCRIPTION
PDBA (NQF 8)	Participants will participate in an academically rigorous qualification that will help them become well-rounded and effective general managers by exploring the dimensions of the business environment, as well as by gaining a deep and integrated understanding of the various functional areas of business. They will have to complete the entrance tests and provide a detailed CV as part of the entry assessment criteria. Accredited programmes are appropriately assessed using assessments relevant to the delegates' context, and each module on the programme will be examined through either an integrative individual and/or group assessment (i.e., assignment and/or exam). An Applied Business Project on key insurance sector challenges/opportunities will also be completed as part of the programme assessment.
Disruption Corners	The disruption corners will follow the format of provocation sessions where delegates will be presented with cases of highly disruptive innovations that have been shaping the insurance space and will be required to leverage the underlying principles of the disruptive innovation to rethink their current ways of doing things. This highly creative process will allow delegates to reimagine their worlds without being constrained by what was and what is i.e., the status quo.
International Immersions	International immersions allow for benchmarking and exposure to different contexts and best practice and help influence the industry interventions through the participants on this programme. These opportunities also provide some affirmation where delegates get to see where they already have best and next practice. Visiting other countries also contributes to the development of cultural intelligence.
Learning Integrators	Group coaching provides a safe, structured, and trustworthy environment in which delegates can be supported and challenged as individuals. The group coach will help delegates understand their current competencies, see how they may be perceived by others and focus on identifying and clarifying current goals as well as the appropriate action steps to reach those goals during and post the programme
Action Learning	Action Learning is a process that involves a small group working on real problems/opportunities, taking action and learning while they do so. It is a powerful process that creates dynamic opportunities for individuals, teams, leaders and organisations to successfully adapt, learn and innovate. Projects are clearly defined, real, and specific rather than general and hypothetical. Groups either identify or are provided with a challenge or opportunity within the industry. Delegates will learn with and from one another during diagnosis and treatment of real problems.
Group Executive Coaching	Group executive coaching provides a safe, structured, and trustworthy environment in which delegates can be supported and challenged as individuals. The executive coach will help each delegate understand their current competencies, see how they may be perceived by others and focus on identifying and clarifying current goals as well as the appropriate action steps to reach those goals during and post the programme.

PROGRAMME OUTLINE

POSTGRADUATE DIPLOMA IN BUSINESS ADMINISTRATION | NQF 8

SAQA ID	NQF LEVEL	CREDITS
12135	8	120 1200 NOTIONAL HOURS

ENTRY CRITERIA

Qualification

A three-year degree or equivalent NQF level 7 Matric mathematics.

Applicants without a degree complete GMAT

Experience

Approximately 5 years of work experience, 3 of which at management levels

BUSINESS DISCIPLINES

Broad range of general management disciplines

- Strategy in the digital age
- Economics: prices and mark
- Operations management
- Marketing
- Ethics and sustainability
- Financial accounting
- Human resource strategy
- Applied business project
- Management accounting
- Macro-economics
- Organisational behaviour
- Foundations of research

PROGRAMME OBJECTIVES

The objectives of the PDBA (NQF 8) are to:

- Equip future insurance sector leaders in South Africa with the ability to identify and solve industry challenges through progressive thinking on key industry topics and by engaging a broader range of stakeholders.
- Create a network of empowered executives in the form of "champions" for the sector; highly visible, successful leaders who can influence other leaders and leverage each other's experience to improve the sector's competitiveness.
- Expose delegates to global insurance thought-leadership and best practices.
- Create awareness of the South African insurance sector internationally and potentially create business opportunities.
- Increase the talent pipeline of highly promotable sector leaders; and
- Create "stickiness" in the sector where top talent is retained within the sector.

PROGRAMME ARCHITECTURE

LEARNING JOURNEY

This qualification spans 40 days over 12 months (including application process, orientation, modules, exams and graduation.

Nominations
Applications
Entrance test
Selection

Pre-reading
Pre-work
Pre-session
360 assessment

Programme Orientation
Self-directed Learning
2 DAYS

1

Financial Accounting
Foundations of Research
ABP Introduction
5 DAYS

2

Marketing
Strategy in a Digital Age
APB Problem Formulation
5 DAYS

3

Human Resources Strategy
Organisational Behaviour
5 DAYS

4

Macro Economics
Management Accounting
5 DAYS

5

Micro-economics
Management Accounting
5 DAYS

6

Operations Management
Ethics and Sustainability
5 DAYS

ABP dry runs
ABP Final Presentation
2 DAYS

Graduation Ceremony

Exams – Continuous discussions with line manager

Individual & Syndicate Work: Assignments, embedding activities, Coaching on APB, and pre-reading for next module

Learning Integration: personal reflection, learning transfer to the workplace, development of PDP, and individual & syndicate assignments

Entry requirements onto the accredited Postgraduate Diploma in Business Administration (NQF 8) programme for non-degreed participants

At GIBS, we understand that not all applicants have had the opportunity to pursue tertiary education or may only have diploma or certificate level qualifications as their highest qualification. This should not be a deterrent, and we recognise that they are **capable of adding value and personal learning and knowledge to the classrooms due to their work and management experience**. The Council on Higher Education allows for a small percentage of any specific cohort to be admitted through a Recognition of Prior Learning (RPL) process, which requires a cognate level 7 or 8 (depending on the programme). The GMAT is, however, a **compulsory assessment to be written for non-degreed applicants**, and applicants' scores from this assessment will be used as input into the RPL process.

WHAT IS THE GMAT?

The **GMAT (Graduate Management Admission Test)** is an internationally recognised test designed to help graduate business schools assess the academic ability of those who seek admission to study for an MBA (**the NQF 8 programme offered in this proposal can articulate into an MBA** – see explanation below). Almost 1 800 graduate management programmes around the world use GMAT scores as part of their selection procedure. The GMAT is a computerised examination that combines essay and multiple-choice formats. Decades of research confirm that the GMAT exam is a valid and reliable predictor of your academic performance in today's graduate management programmes.

The GMAT is not a general knowledge test. It is an **exam designed to measure candidates' ability to think logically and employ a range of intellectual skills.** Extensive preparation is required. Candidates are assessed in two broad areas: quantitative and verbal skills. The quantitative section includes problem-solving, basic algebra, and geometry. Verbal reasoning includes reading comprehension, critical reasoning and sentence correction. Candidates can prepare for the GMAT by purchasing books and/or taking preparatory classes.

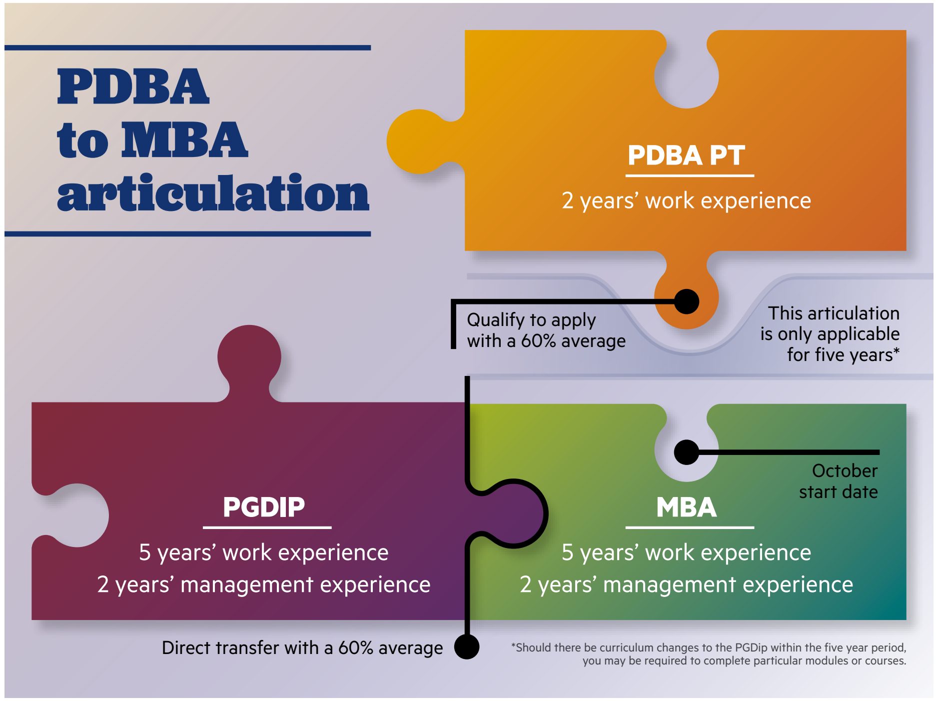
HOW DO APPLICANTS PREPARE FOR THE GMAT?

GIBS does not administer the GMAT assessment; Coefficient Solutions, an external service provider, offers GMAT preparation courses at the GIBS campus to assist applicants in preparing sufficiently and timeously for the GMAT assessment. Applicants are taught techniques, strategies, and approaches, and extensive practice is required. Most GMAT test-takers start preparing about 3 to 6 months before the actual test date. The GMAT Essential Course at GIBS runs for over 50 hours of class time. A maths foundation course and an Advanced GMAT course are also available. **Candidates must score 550 points or more to be considered for the PDBA (NQF 8).**

ARTICULATION OF THE NQF 8 PROGRAMME INTO AN MBA

The NQF 8 Post-graduate Diploma in Business Administration programme proposed in this submission could articulate into an MBA if the architecture included the Corporate Finance Techniques and the Research and Statistics electives. These could be substituted for the electives suggested in the architecture during the design phase. This will afford delegates who wish to and have met the entry criteria to continue their studies and pursue the MBA, a NQF 9-level qualification.

The PGDip GM (NQF 8) is phase 1 of the MBA programme, and a **60% average is required to proceed to phase 2 (MBA).** INSETA delegates who qualify can proceed to complete their MBA at GIBS. The GIBS Part-Time PDBA covers the same fundamental business principles as the GIBS PGDip. Students who have the necessary work experience and a PDBA qualify to apply directly to the MBA.



ABOUT GIBS

Internationally accredited Gordon Institute of Business Science (GIBS) is the University of Pretoria's business school based in Johannesburg.

We focus on general management and aim to significantly improve responsible individual and organisational performance in South Africa and our broader African environment through high-quality business and management education. Our purpose is to inspire exceptional performance to make business healthier.

The UK *Financial Times* ranked GIBS 37th globally for open enrolment programmes in the Executive Education Rankings 2025. In 2024, the GIBS MBA was recognised as having the best reputation amongst employers and being the first choice for students looking to pursue an MBA, by the *Financial Mail* Top MBAs Ranking. In 2025, GIBS ranked 7th amongst large schools in the Corporate Knights Better World MBA Ranking, and the Quacquarelli Symonds (QS) Global Executive MBA Rankings 2025 ranked the GIBS MBA in the top 100 globally. In 2026, US-based *CEO Magazine* ranked GIBS 22nd in its Global MBA Rankings, recognising it as a Tier 1 business school. The School was also acknowledged as a Tier 1 institution in the magazine's inaugural Green MBA Rankings.

GIBS is Triple Crown accredited, holding EQUIS accreditation from the European Foundation for Management Development (EFMD), the Association of MBAs (AMBA), and the Association to Advance Collegiate Schools of Business (AACSB). GIBS is the 113th business school worldwide to achieve Triple Crown status. In addition, the School holds regional accreditation from the Association of African Business Schools (AABS) and local accreditation from the South African Council on Higher Education (CHE). GIBS is a member of the South African Business Schools Association (SABSA) and Global Business School Network (GBSN).

GIBS is a United Nations Principles for Responsible Management (PRME) Champion and is an affiliate of the Central and East European Management Development Association (CEEMAN).

GIBS is a Level 1 B-BBEE Contributor

For more information, visit **www.gibs.co.za**

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Gordon Institute of Business Science
University of Pretoria

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26144

CORPORATE ACCREDITED PROGRAMMES | DESIGNED FOR INSETA

Advanced Diploma in General Management

- INSETA International Women in Leadership Programme (IWLP) — NQF 7
- Management INSETA International Management Development Programme (IMDP) — NQF 7

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PROGRAMME OVERVIEW

This accredited programme is offered to managers ready to take their personal and professional journey to the next step.

The programme is aimed at managers looking to progress their career by deepening their understanding of business and improving their general management capability. The programme is designed to deepen delegates business knowledge and acumen, to advance their capability to contribute, and excel in the workplace by pursuing a qualification in general management.

The purpose of the Advanced Diploma (NQF 7) is to formalise managers' existing experience as well as accelerating their ability to contribute to their teams and businesses by increasing their business knowledge and acumen.

PROGRAMME OUTCOMES

The programme is governed by the following exit level outcomes:

- Understand the core knowledge and skills in general management required of a manager at this level.
- Identify and apply appropriate problem-solving techniques for effective business management.
- Apply research skills to access, process and manage information.
- Communicate effectively at the required level in general management.
- Understand the leadership role in the organization.
- Explore thinking and learning strategies.

ADVANCED DIPLOMA IN GENERAL MANAGEMENT | NQF 7

SAQA ID	NQF LEVEL	CREDITS
67215	7	120 1200 NOTIONAL HOURS

ENTRY CRITERIA

Minimum Qualification

An advanced certificate or equivalent NQF level 6 and Matric mathematics, GIBS Entrance Test.

RPL Candidates: POE & interviews

Experience

Approximately 2 years of work experience

ELECTIVES

During the development phase, four electives will be pre-selected from the following options to form part of the customised AdvDipGM programme. The four electives will be selected from the following options:

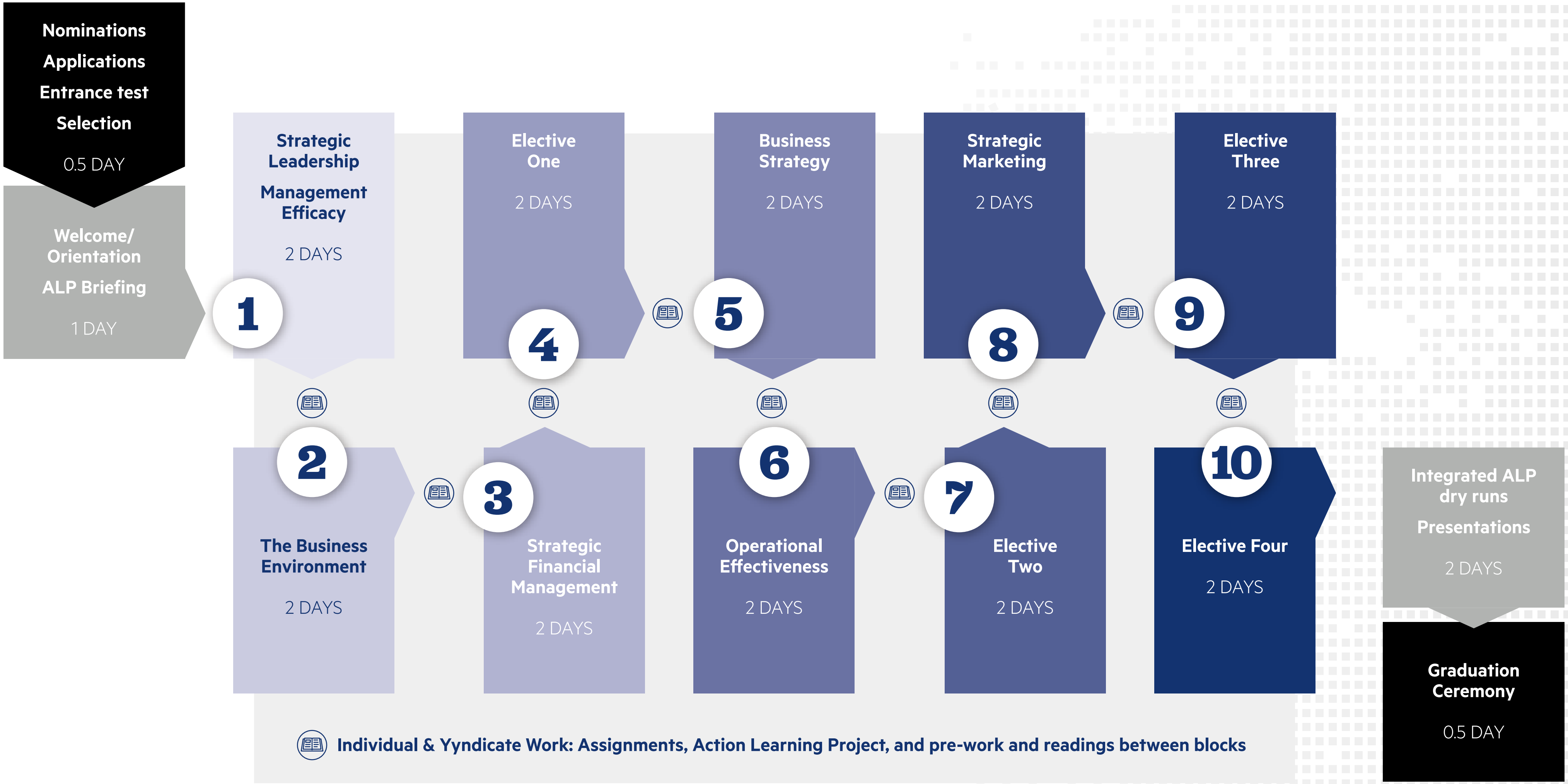
- Strategic Project Management
- Governance and Ethics
- Strategic Sales
- Building Personal Mastery
- Innovation, Technology and Knowledge Management
- Leading Change
- Strategic Entrepreneurship
- Human Resource Strategy
- Sustainability
- Customer Centricity
- Organisational Behaviour
- Transformation
- Information Technology
- Decision Making
- Women in Leadership
- Organisational Risk
- Economics
- Integrated Simulation

Each elective is worth 9 points

PROGRAMME ARCHITECTURE

LEARNING JOURNEY

This qualification comprises seven compulsory modules (84 credits) plus a minimum of four optional electives (36 credits) that can be selected to suit the individual programme focus or customisation. 28 days over 12 months (includes entrance testing, orientation, modules, exams and graduation).



COMPONENT DESCRIPTORS

The table below describes each learning experience with reference to the overarching components and outputs of the AdvDip (NQF level 7). The systematic approach to the learning design for the programme is clear from the descriptions in conjunction with the architecture, which demonstrates the complementary and interconnected nature of each learning experience towards achieving the purpose and objectives of the programme.

LEARNING COMPONENT	DESCRIPTION
Advanced Diploma in General Management (NQF 7) Accredited Components	The delegates will participate in an academically rigorous qualification that will help them become well-rounded and effective general managers by exploring the dimensions of the business environment, as well as by gaining a deep and integrated understanding of the various functional areas of business. They will have to complete the entrance tests and provide a detailed CV as part of the entry assessment criteria. Accredited programmes are appropriately assessed using assessments relevant to the delegates' context, and each module on the programme will be examined through either an integrative individual and/or group assessment (i.e., assignment and/or exam). An Action Learning Project (ALP) on key sector challenges/opportunities will also be completed as part of the programme assessment. As part of the qualification delegates will need to complete the compulsory four electives that are chosen to form part of the final programme.
Learning Integration	Led by a skilled facilitator, learning integration enables delegates to reflect on what they are learning and how they are applying it in practice. It becomes more critical in this journey that has collective and individual learning components, as it will bring together what everyone is learning. In these sessions, delegates will be able to bring together what they are learning from the academic programme, the customised components, the action learning, and the PDP coaching process.
Action Learning Project (ALP)	Action Learning is a process that involves a small group working on real problems/opportunities, acting and learning while they do so. It is a powerful process that creates dynamic opportunities for individuals, teams, leaders and organisations to successfully adapt, learn and. innovate. Projects are clearly defined, real, and specific rather than general and hypothetical. Groups either identify or are provided with a challenge or opportunity within the industry. Delegates will learn with and from one another during diagnosis and treatment of real problems
Group PDP Coaching	Group coaching provides a safe, structured, and trustworthy environment in which delegates can be supported and challenged as individuals. The group coach will help delegates understand their current competencies, see how they may be perceived by others and focus on identifying and clarifying current goals as well as the appropriate action steps to reach those goals during and post the programme
Insurance Business Simulation	A business simulation is a representation of a real business in a safe environment. The simulations will teach delegates how to make decisions in a systemic way that helps them understand the linkages between the roles of various departments, such as operations, marketing, finance, HR, and R&D. A business simulation gives delegates the experience of running a company in a challenging environment. Delegates play the role of leaders of competing companies. They will be responsible for crafting the business strategy and executing that strategy through the business decisions they make. This computer-based simulation puts the teams of delegates (companies) into an ever-changing external environment as they battle it out to have financial success while keeping their employees and customers engaged. This creates a dynamic environment where all the teams influence the market through their decisions.
Fireside Chats	The programme will include two fireside chats. A fireside chat is an informal yet structured conversation between a facilitator and a guest that GIBS will invite. The format of a fireside chat allows delegates to gain insights through the guest speaker's personal stories and thoughts on various topics or thematic topics.

RPL and entry requirements onto the NQF 7 for individuals that do not hold an NQF 6 qualification:

At GIBS, we understand that not all applicants have had the opportunity to pursue tertiary education or may only have certificate level qualifications as their highest qualification. Applicants who do not meet the formal academic entrance criteria for their intended academic programme will need to undergo a **Recognition of Prior Learning (RPL)** Process.

RPL, as defined nationally by SAQA, applies to formal, informal, or non-formal learning. All RPL applications are reviewed against the entry requirements of the Advanced Diploma in General Management. GIBS is mandated by the Council on Higher Education (CHE) to allow a **maximum of 10% of any cohort as RPL applicants**.

The 2019 National Policy and Criteria for the Implementation of Recognition of Prior Learning provides for the implementation of RPL within the National Qualification Framework (NQF), and positions RPL in relation to the overarching principles and priorities of the NQF in South Africa. Therefore, if candidates do not hold an NQF 6 qualification for entry onto the Advanced Diploma in General Management qualification (SAQA accredited NQF 7 qualification), they will be **required to submit a portfolio of evidence regarding recognition of prior learning** to the Admissions office, **as well as do the GIBS entrance test**. It is, however, important to note that **no more than 10% of the delegates may be admitted onto the programme through the PRL process**.

For individuals who need to proceed through the RPL process, the submitted portfolio of evidence must contain the following:

1. **Personal details and contact information**
2. **Table of contents listing the sections of the POE**
3. **Full updated CV with expanded detail regarding work history:**
   - Clear job specifications
   - Outline specific projects/ assignments worked on
   - Outline leadership roles
4. **Explain learning outcomes gained in different roles or projects**
5. **Include evidence of prior learning**
6. **Include certificates and transcripts**
   - Include certificates of attendance
   - Include evidence of incomplete qualifications
   - Include curriculum or outcomes of completed courses
   - Records of in-house or on-the-job training and development
7. **Evidence of work-based assessment**
8. **Evidence of professional memberships**
9. **Evidence of achievements**
10. **Personal experience**

The Portfolio of Evidence (POE) should only be submitted at the request of the admissions department. The POE will be reviewed in committee against the entry requirements of the Advanced Diploma in General Management programme.

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We focus on general management and aim to significantly improve responsible individual and organisational performance in South Africa and our broader African environment through high-quality business and management education. Our purpose is to inspire exceptional performance to make business healthier.

The UK *Financial Times* ranked GIBS 37th globally for open enrolment programmes in the Executive Education Rankings 2025. In 2024, the GIBS MBA was recognised as having the best reputation amongst employers and being the first choice for students looking to pursue an MBA, by the *Financial Mail* Top MBAs Ranking. In 2025, GIBS ranked 7th amongst large schools in the Corporate Knights Better World MBA Ranking, and the Quacquarelli Symonds (QS) Global Executive MBA Rankings 2025 ranked the GIBS MBA in the top 100 globally. In 2026, US-based *CEO Magazine* ranked GIBS 22nd in its Global MBA Rankings, recognising it as a Tier 1 business school. The School was also acknowledged as a Tier 1 institution in the magazine's inaugural Green MBA Rankings.

GIBS is Triple Crown accredited, holding EQUIS accreditation from the European Foundation for Management Development (EFMD), the Association of MBAs (AMBA), and the Association to Advance Collegiate Schools of Business (AACSB). GIBS is the 113th business school worldwide to achieve Triple Crown status. In addition, the School holds regional accreditation from the Association of African Business Schools (AABS) and local accreditation from the South African Council on Higher Education (CHE). GIBS is a member of the South African Business Schools Association (SABSA) and Global Business School Network (GBSN).

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