

INVESTING IN YOUTH FOR EMPLOYABLE FUTURES

POPUP IMPACT REPORT FY 2023



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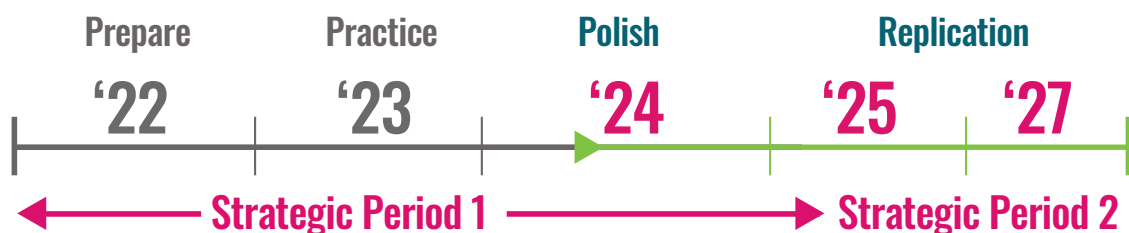


A LETTER FROM THE CEO

This year marks the 25th celebration of a deep compassion for the people who call our cities home. It's not sympathy or empathy, but the willingness to employ intent that characterises compassion. POPUP was born as the organisational expression of such intent and remains true to this mission.

I am deeply privileged to serve as CEO since November 2021. One in a long line of dedicated, faithful, and compassionate leaders to be deeply convicted of this mission and committed to its execution. This report is the culmination of the work of the POPUP team over the last two and a half years. If I could summarise this period in one word, it would be 'Preparation'.

This has been the overarching theme of our current Strategic Period. We have been repositioning for replication in the approaching period, starting in 2025.



We have interrogated every aspect of our work starting with our core purpose. Achieving clarity and ubiquitous understanding has been paramount to our strategic direction and successful execution. It has allowed us to craft a Theory of Change which you will notice throughout this document. We have also made an unstated value system visible through what we prefer to call our Postures. This indicates the 'way we show up'.

These postures guide our strategy, our decisions, our priorities and our language. They have become central to our stakeholder engagements and our processes. They have helped us to frame the world, and our activity in it.

We have also refined our internal management practices. We built a Central Support Team, initially comprising myself and Jani, responsible for Communications, and have added additional impetus to Finance, HR and Placements, and Enterprise functions with Lucy, Marina and Marlise respectively.

Bongwe

We find our identity in the body of Christ, honoring each member's unique gifts and fostering spaces for everyone to thrive. We value openness and transparency, and have faith for Whole Cities where everyone is treated with dignity, lives with significance, and contributes positively.



Our improved metrics have aided this team to define decision drivers for this period, as we prepare for the next. It has not been smooth sailing. We have closed 3 sites and placed 2 others in hibernation pending a more sustainable value proposition and partnership framework.

Stirring Hope

We passionately communicate a compelling vision for the future. We usher hope into every context we engage. We offer pathways for people to live with purpose and influence their family, community, and city for the better.



This period of consolidation has allowed us to refocus our energy towards sustainability. There are various factors in the external environment to which we are particularly susceptible as a donor-funded organisation. For replication to be successful and sustainable we must develop more resilient funding and value exchange models to come alongside the current donor structure and supersede it over time.

Armour Bearer

We joyfully shoulder the load with care and compassion to allow others to flourish. With dedication and intentional action, we enable sustainable, eternal and measurable impact. People are the point.



This celebration is a significant milestone and indicates the relevance of our mission. It is also a challenge in that we should be working towards our redundancy. Our mission is far greater than what we can accomplish alone. My greatest hope is that our mission will be less necessary when we celebrate 50 years of city transformation.

Gideonness

We bravely commit to a cause far greater than what we can accomplish alone. As Pioneers we wholeheartedly serve our cities with passionate dedication and courage to see every person thrive.



Truly, that would be the evidence that we have stayed the course, been faithful to the cause, and run with endurance the race that is set before us. Our path is lit, our next steps are clear, and I am convinced that with your partnership 2049 will be an even greater celebration.

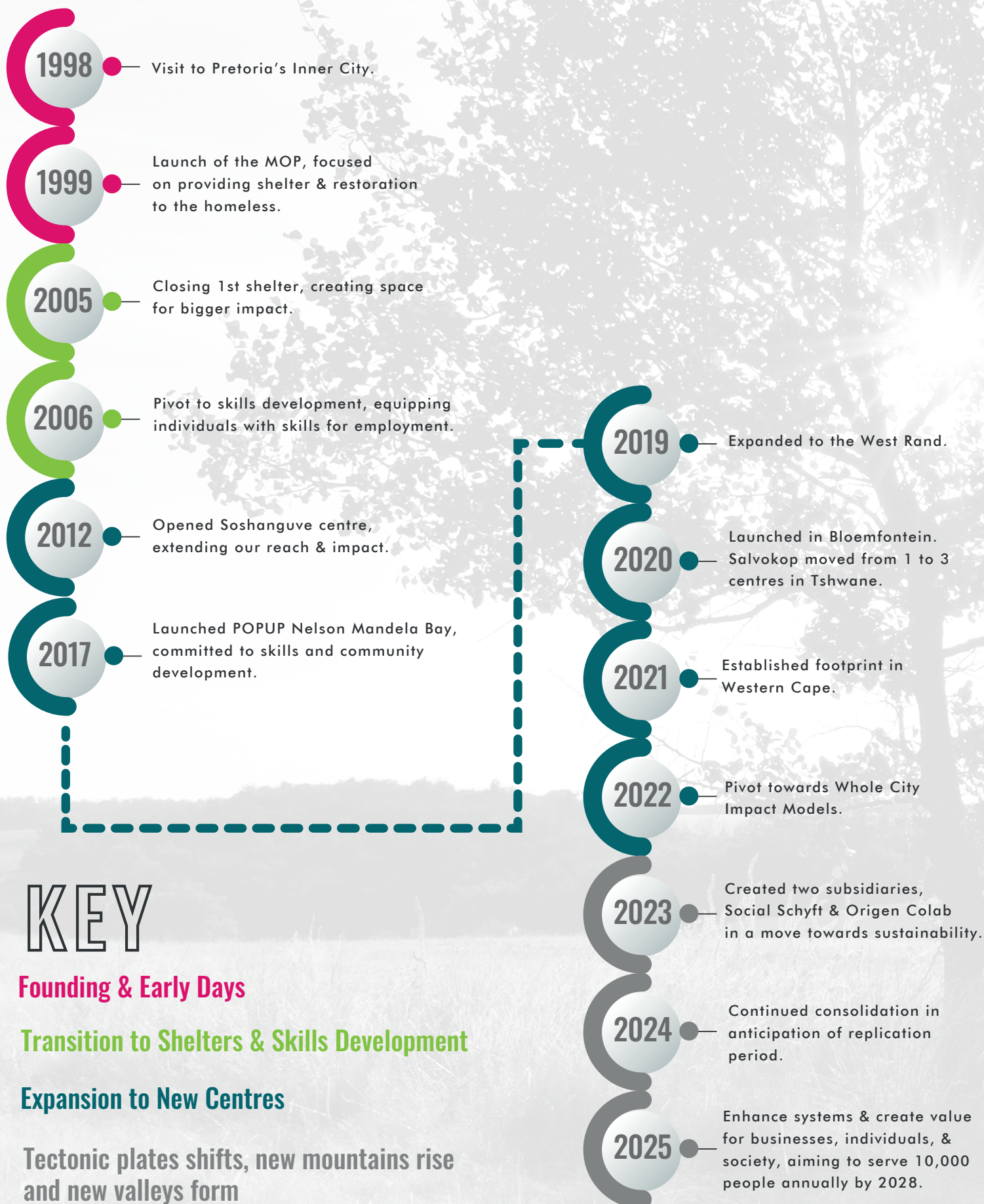
Yours in dedication,

Emile Raubenheimer

POPOP CEO

Our core purpose is to shape tomorrow's workforce.

WE CELEBRATE 25 YEARS OF IMPACT




KEY

Founding & Early Days

Transition to Shelters & Skills Development

Expansion to New Centres

Tectonic plates shifts, new mountains rise and new valleys form



A LETTER FROM THE CHAIRMAN

It is with immense gratitude that I reflect on the past 25 years of POPUP Upliftment; a journey marked by hope, transformation, and unwavering commitment. Our mission to empower individuals through holistic development and skills training has yielded remarkable results, touching the hearts and minds of thousands of people.

Over the past three years, POPUP has undergone substantial changes, including leadership transitions and strategic realignments. Our core purpose remains steadfast; to empower individuals through market-related, cost-effective training.

We are committed to remain true to our calling, vision and mission; it is therefore essential to have appropriate governance structures and processes in place. I would like to highlight the following in this regard:

Board of Directors:

POPUP's board of directors consists of five members, all of them non-executive. We have a blend of directors who have served POPUP for many years, but new members are added through a process of rotation, from time to time. This ensures that we have members with institutional memory and members who are able to contribute new ideas and concepts through their respective experiences.

Accountability and Transparency:

POPUP adheres to good corporate governance practices. We maintain transparency in our operations, ensuring that stakeholders are informed about our decisions, financial management, and strategic direction.

B-BBEE Level 1 Contributor:

POPUP has been a B-BBEE level 1 contributor for many years which adds value to our stakeholders. Our commitment to economic transformation, empowerment and inclusion remains steadfast.

As we move forward, our strategic intent remains focused on engaging the complexities and challenges faced by our youth. We aim to harness our most powerful resource — the transformed lives of individuals — to positively impact households, communities, and the nation at large. Together, we shape a brighter tomorrow.

I want to extend my appreciation to the board of directors, our POPUP team, our funders and many individuals who have served in many ways for their contribution and dedication to be agents of transformation in the lives of young people who are desperate for a better tomorrow.

In closing, I trust that this Impact Report will inspire you about the possibilities in our country and how each one of us can make a difference. Thank you for your unwavering support in our mission to uplift lives and create lasting change.

Gerrit Heymans

CHAIRMAN OF THE BOARD

MEET THE BOARD



**Gerrit
Heymans**

Non-Executive Chairperson of POPUP and Chief Financial Officer at Creation Capital, brings over 20 years of expertise in strategy, leadership, governance, finances, and taxation. A Chartered Accountant with extensive experience across multiple industries, he is passionate about empowering youth through skills development.



**Desiree
Mavikane**

With over 20 years of leadership experience in government and state agencies, is the Deputy Director of Strategic Management at CPSI. She holds advanced management qualifications and is committed to integrity and empathy, driven by her strong faith.



**Brenda
Mapane**

Experienced South African marketer, MASA MPSA and Google certified, MBA graduate with distinction in Retail Management Strategy from University of Pretoria. Award-winning professional skilled in digital media, advertising, brand management, PR, and event management.




**MG
Mahlobo**

Married to Jacobeth, he is the former President of the Apostolic Faith Mission (AFM) of South Africa, and the current President of the AFM International. Throughout his tenure, he has demonstrated a profound commitment to passionately serving the community, fostering spiritual growth, and addressing social needs with unwavering dedication and compassion.



**Muller van
Loggerenberg**

With 25 years of experience across corporate and non-profit sectors, Muller van Loggerenberg has taken up roles in finance, leadership, management, and ministry. He serves on multiple boards, contributing his expertise to education, church, social society, and business. Muller and his wife, Carol-Anne, are passionate about the Church and dedicated to advancing God's kingdom in cities.



OUR THEORY OF CHANGE

Our country's biggest potential asset is its youth. This generation of young talent is our leaders of tomorrow. They will shape the fabric of our society and define our future trajectories. Their ability to steward our future well is dependent on how well they are educated, how their worldview is shaped, and how well-developed their character is. These are factors over which we can exert influence.

Unfortunately, we are not stewarding this generation well. 9.7 million youth between the ages of 18 and 35 in South Africa are classified as NEETS, (Not in Education, Employment or Training). Of the 1.1 million youth that turn 18 every year in our country, approximately 400,000 will be added to this grouping (Stats SA, 2021). This is like running a business where 36% of your products are not just discarded, they are kept in storage with an ever-increasing rental cost on space.

This may seem like a hopeless cause. Certainly, if you are one of these 9.7 million youth, you are confronted with hopelessness. You are also a parent, most likely, with a young kid, perhaps even a couple or more in early childhood development. Chances are 1 in 2 that your child is malnourished, and 1 in 4 that your child suffers from stunted growth (Erzse & Tugendhaft,

2023). This creates an anchor that drags down the following generation into a self-perpetuating, but spiralling reality.

This is precisely what presents the opportunity. By raising up our youth we address all the unintended consequences of hopelessness. We address domestic violence, often gender-based suffered by 1 in 2 (Open Foundation SA, 2021). We address drug abuse, human trafficking, criminal activity gangsterism, and fatherless homes. Ultimately, we empower parents to be better parents. We do not fix the consequences by taking care of their kids on their behalf, communicating and reinforcing their inadequacies and failures, but position them to do it themselves.

This is the source of Hope. The discovery of the inherent worth and dignity of each individual. The harnessing of personal agency and creativity to shape my world instead of being defined by it.

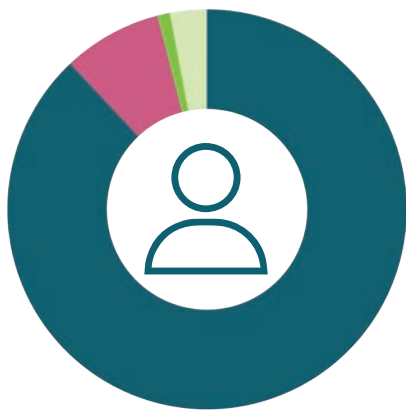
We coach learners every day to discover their agency, their ability to act. We wrap this in a blanket of skills to help them position themselves so that they become Change Agents and transform their environments into thriving spaces.

“I was a POPUP Learner in 2006, I received my certificate in computer literacy. It motivated me to further my studies. I registered for a Bachelor of Social Work at UNISA and I graduated in 2016. I am employed at a school as a social worker in Middelburg. Thank you POPUP. You indeed change lives!”

Lindiwe Ntuli,
QUALIFIED SOCIAL WORKER

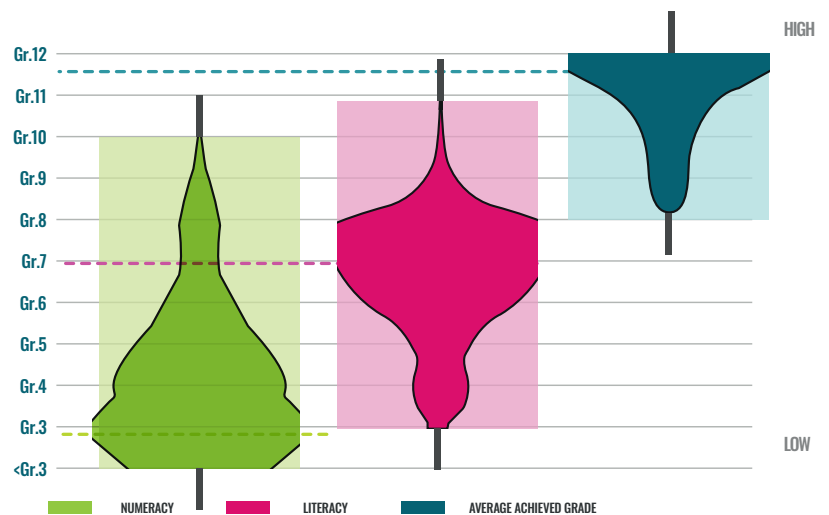
AVG AGE
25.5

RACE



AFRICAN COLOURED WHITE OTHER UNSPECIFIED

LEARNER INTAKE BASELINES



GENDER



CITY TRANSFORMATION

“to achieve”

TO SEE CITIES OF WHOLENESS

Where every person is:

1. treated with dignity
2. living in significance
3. contributing positively

67%

Youth Unemployment

Source: Stats SA 2020

37%

Education Quality

Grade 9 learners achieving at required levels in Annual National Assessments.
(Source: SA Medium Term Strategic Framework 14-19)

51%

Financially Constrained

Youth stating money as primary constraint to further education.
(Source: DHS 2017)



BY ADDRESSING

OUR WHY

Fun Fact

9.7 million youth between 18 and 35 in South Africa are classified as **NEETs**.
Not in Education, Employment or Training

“to ultimately cause”

INTERVENTIONS

ENGAGE THIS



IMPACT ECO-SYSTEMS

USE THIS



LEARNER-CENTRIC IMPACT STREAMS

BUILD THIS



WHOLE CITY IMPACT MODEL

OUR STRATEGIC IMPERATIVES



BY DOING

OUR HOW

Of the 1.1 million youth that turn 18 every year in our country, approximately **400,000** will be added to this grouping.
(Stats SA, 2021)

INTERMEDIATE OUTCOMES

RESTORE



Address learning deficits to enable access to further learning opportunities.

EQUIP



Access to workplace based learning opportunities and skills programs to create employment opportunities.

EMPOWER



Disciplining entrepreneurs through a structured multi-year program for sustainable new business development.

HIGHER EDUCATION & TRAINING



SKILLED EMPLOYMENT



ECONOMIC ACTIVITY & EMPLOYMENT OF OTHERS



“leads to”

CHANGE AGENTS

Whole people who:

1. appreciate own dignity
2. understand own significance
3. contribute positively



TO CAUSE

OUR IMPACT

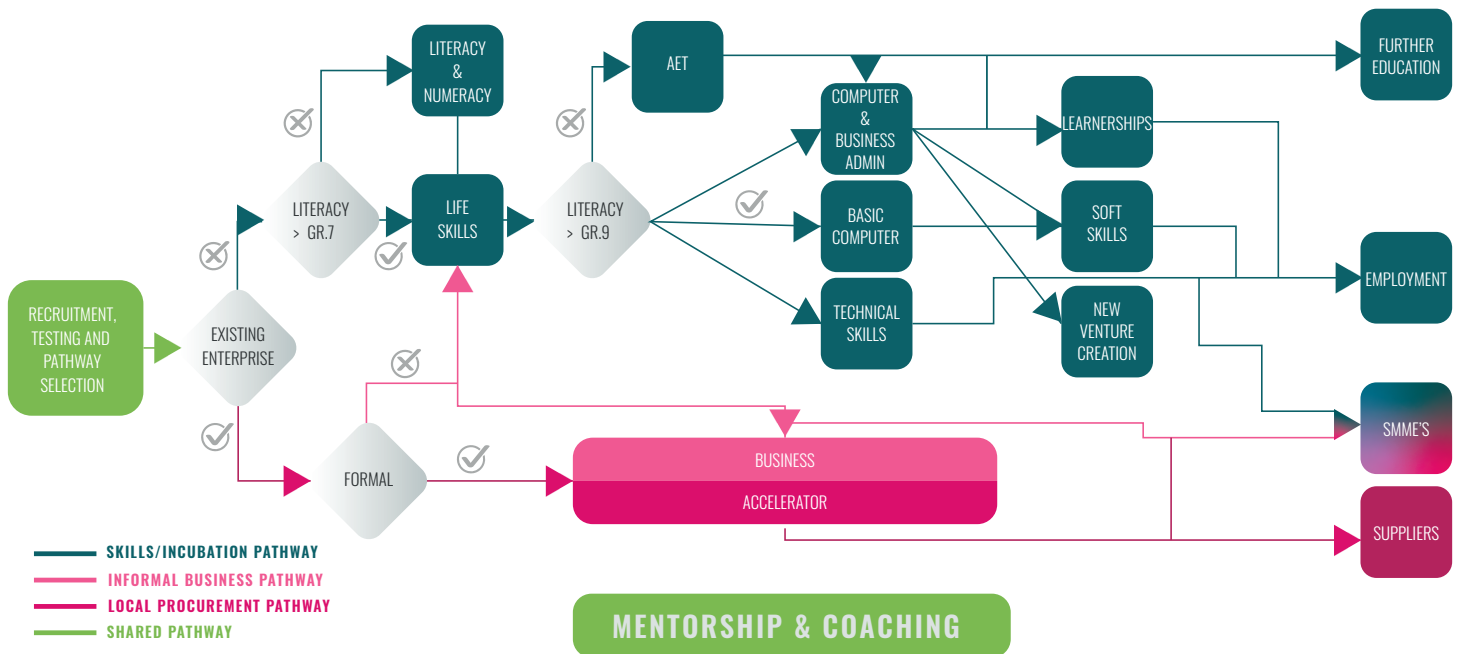
We shape tomorrow's workforce.

OUR IMPACT DELIVERED

Over the last two years, our focus has been on creating value. The NPO sector is challenged by inefficiencies and organisations that struggle to produce value greater than the sum of their parts. These structures cannot and indeed should not scale.

We have been on a mission to ensure we are ready to scale our impact. This required a dedicated and intentional focus on increasing efficiency. Crafting efficient learner pathways was an essential component.

POPUP Learner Pathways Map



Value Created

POPUP uses a simplified approach. How much money was spent vs how much value was created? Spend is easy to determine.

The value created is determined by benchmarking an equivalent spend in the market to achieve the same academic outcomes.

Five categories are used:

COURSE	BENCHMARK	% SAVING
Life Skills	Commercial	53%
Basic Literacy	Government	91%
AET (Advanced Literacy)	Government	73%
EUC (Computer Skills)	Commercial	33%
Other Outsourced	Various	12%

Fun Fact

Our drop out rates are 6%.
3-5 times lower than industry avg.

The government is the best proxy for Basic Literacy and Adult Education and Training since comparative data for these specific interventions is very limited and highly nuanced. This makes it difficult to compare like for like. A standard, such as government spending, allows for comparative performance measured against a publicly available and neutral benchmark.

*In 2021, the government in South Africa spent USD 3578 per full-time equivalent student on public institutions (below the OECD average of USD 11 560) in primary to tertiary education (Education GPS, OECD, 2023).

On this basis, POPUP can claim the following: **We create R1.88 of educational value for every R1 spent.**

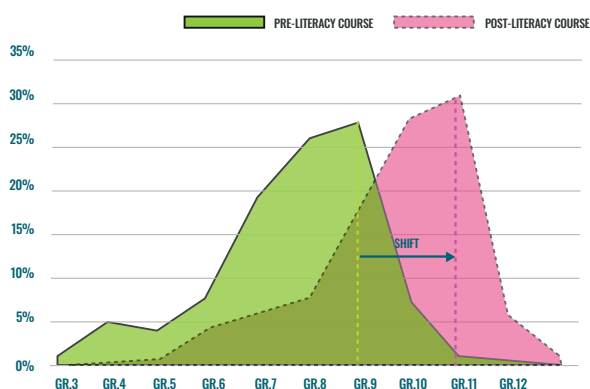
2023	LEARNER COUNT	VALUE CREATED	COST	IMPACT RETURNS	YIELD %
Life Skills	508	R5 080 000	R2 395 220	R2 684 780	112%
Basic Lit	47	R3 191 770	R281 060	R2 910 710	1036%
AET	60	R4 074 600	R1 110 900	R2 963 700	267%
EUC	179	R2 989 300	R2 017 330	R971 970	48%
Other Outsourced	287	R6 629 700	R5 900 433	R729 267	12%
TOTAL		R21 965 370	R11 704 943	R10 260 427	88%

Intervention Value Validation

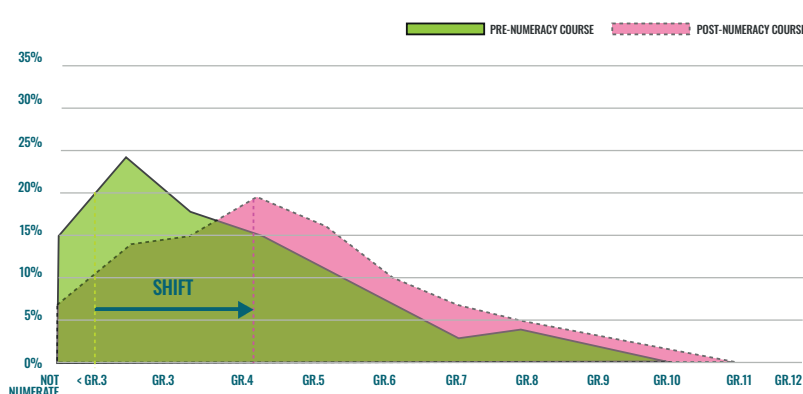
Below is an indication of pre- and post-intervention assessments for literacy and numeracy. It indicates that during a 12-week cycle, our interventions deliver on average a 2-grade increase per learner.

IMPACT YIELDS OF
88%
PER ANNUM

Pre- & Post-Intervention: Literacy



Pre- & Post-Intervention: Numeracy



“I received counselling at POPUP and my days became better as I healed. I dream of permanent employment at an organisation where I can fulfill my purpose”

Nomsa Simelane,
QUALIFIED OFFICE ADMINISTRATOR

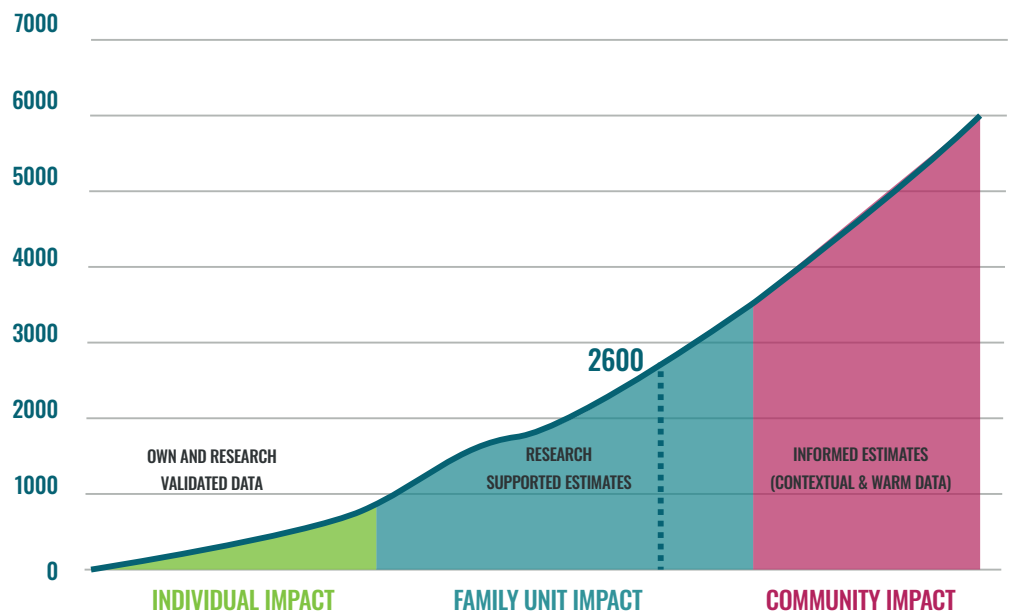
Social Impact

On the softer side of value we also estimate the economic impact of our interventions. This is challenging since we are dependent on data from learners that are no longer in our interventions and contact details tend to change regularly.

POPUP trained 524 learners in skills (2023) that allow them to find employment. We placed 101 people in jobs in 2023 and 85 to date in 2024.

These are often the only incomes apart from state grants in their families and provide economically for on average 8 - 14 people. The people we directly helped find jobs have **lifted 800 people out of poverty. Indirectly we estimate this figure conservatively to be 2600 people for 2023 based on the jobs people get that we are not informed about.**

People we raised out of poverty in 2023



Initiative to increase access to Career Guidance and Development.

In January 2024, POPUP launched a weekly Podcast called Skills Journey. Hosted by Emile Raubenheimer and Jani Bravenboer it explores the power of skills to transform our world. It offers fresh perspectives from esteemed guests and real-world applications that lead listeners on an inspiring journey of self-discovery and professional growth.

Since its launch it has been included in the GCIS (Government Communications and Information Systems) database,

making this content available to 230 community radio stations country wide. This significantly increases our reach and impact, offering career guidance and skill development to a wider audience. We're also excited to announce that the Skills Journey Podcast is now available on the POPUP website and airs live every Tuesday from 18:00 to 18:30 on Impact 103. Tune in and join us on this journey of growth and empowerment!

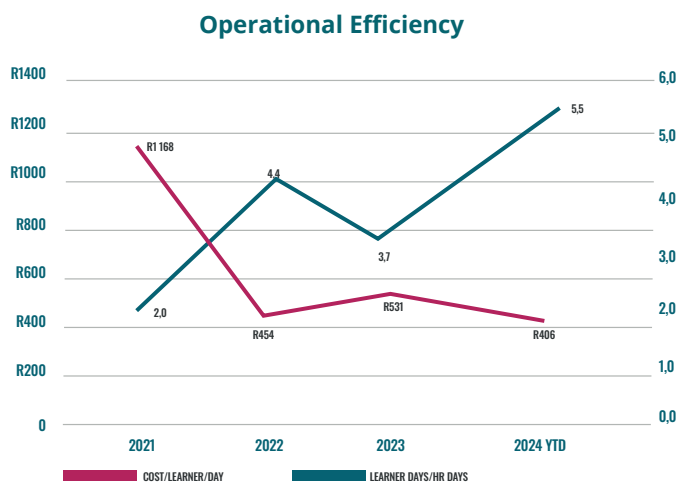
SKILLS *Journey*

Fun Fact

We run classes of 20 learners. This ensures we overcome the hurdles that led to the need for our interventions in the first place. In 2023 we trained for 21072 learner days

Volumes & Efficiency

Efficiency is determined by two factors. On the one hand, we need to be efficient at delivery of impact. On the other hand, we need predictable and sustainable funding for the interventions that deliver impact. We have significantly improved our internal efficiency and cost components on both variable and fixed costs.



Our efficiency is measured on an occupancy basis. This is calculated by dividing the total number of learners days (seats x training days per year) by the number of bums on seats in the system.

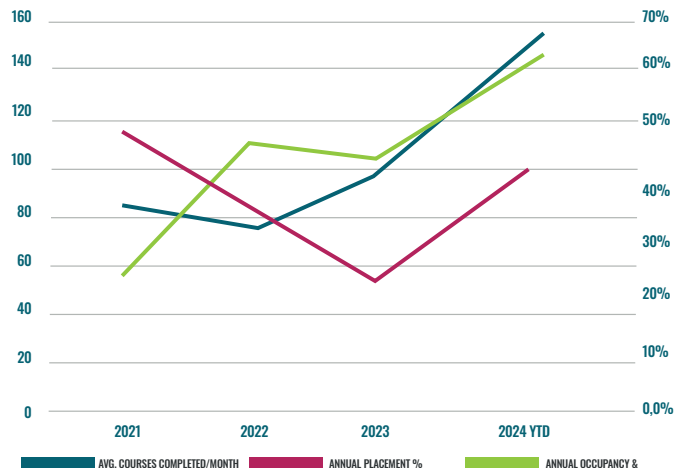
Financial Health

The financial ratios are reflective of the current funding environment driven by factors including the grey-listing, the general economic environment, and sensitivities to changes in Broad-Based Black Economic Empowerment legislation. This is particularly affected by the election year and the implications on the Department of Social Development funding cycles and structures.

It also reflects the consolidation over the last two years in preparation for our new strategic direction. It does indicate some risks, which are being well managed and monitored by the board on an ongoing basis. It indicates that we need to explore more sustainable impact partners over longer time horizons.

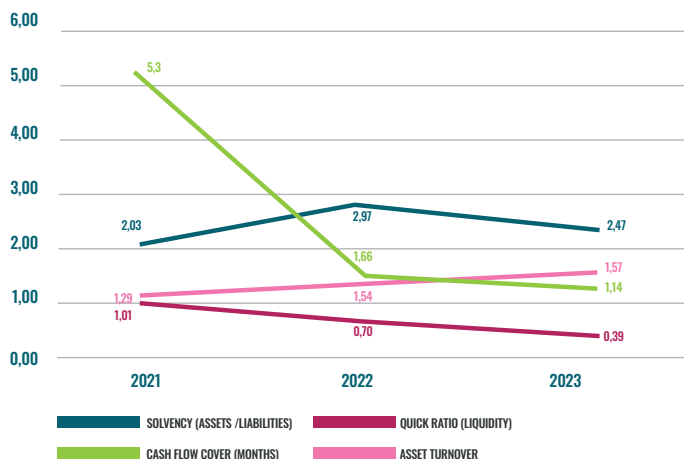
We continue to cultivate long term impact partnerships to ensure fixed costs are not standing dormant due to lack of funding. We have made significant progress on how we evaluate projects, regions, sites and interventions, but we still have some ways to go.

Operational Volumes

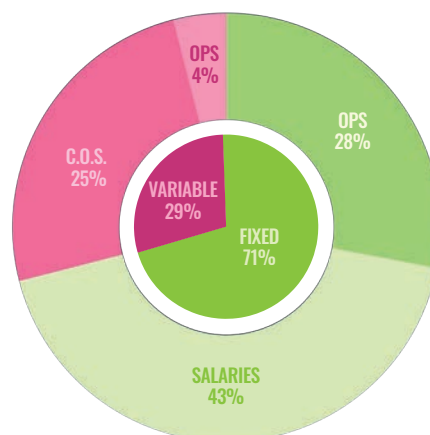


Occupancy will never be 100% since all our training interventions are different lengths varying between 3 and 12 weeks. We are working towards 75% and continue to innovate in our delivery and scheduling to achieve this number.

Financial Ratios



POPUP Expense Profile



OUR STRATEGIC INTENT

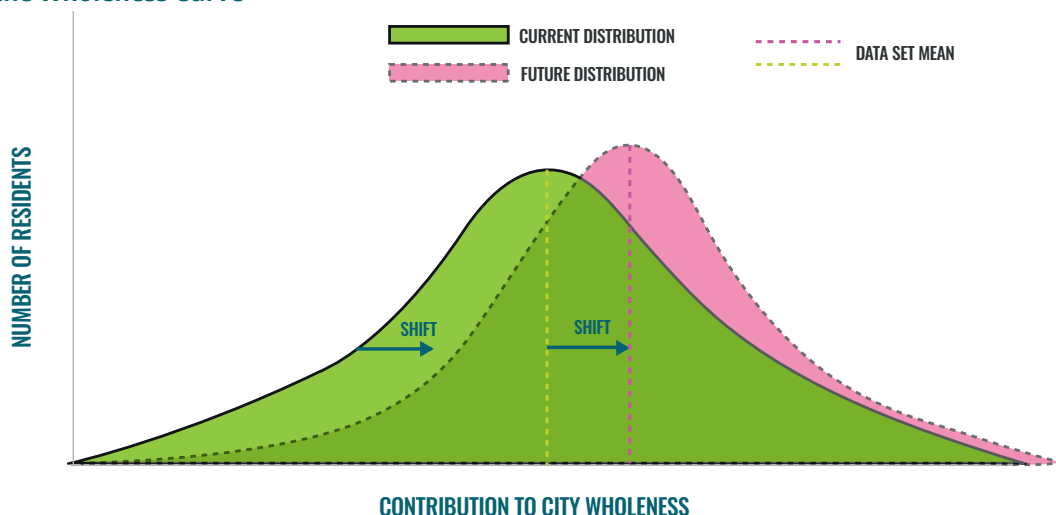
“A key reason I consider POPUP to be a valuable partner is the value they see in young people and the contributions they make to their development.”

Jan van der Westhuizen
CEO EXPERTECH

We are deeply convicted by our theory of change. It exemplifies our mandate and vision: to see cities of wholeness. This may seem abstract and idealistic, and it may be so, but what it

also does is place the individual front and centre. Cities are collections of people who do life together. The degrees of separation are far lower than we think with even London coming in under 3. (Deloitte UK, 2016).

Shifting the Wholeness Curve



Despite the complexity of a city, the individual parts and their behaviour are more predictable than the system in general. If we then want to change the fabric of our cities, it is logical to start with the smallest common denominator, the person.

If we consider the people of a city on a bell curve distribution from contributing to being a burden on the city, the most

catalytic progress towards a better city would be accomplished not by increasing the ‘income’ but by decreasing the ‘expense’. If we could shift the tail towards the centre this would radically alter the mean and median values, much more so than by stretching the opposite side of the curve.

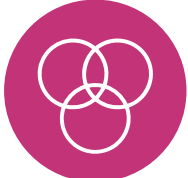
Bringing Wholeness to a City

This begs the question – how? How do we do this really challenging, complex thing. We believe in creating a learner-centric system. When we understand the various pathways from Hopelessness to Economic Contribution, we can craft the

interventions and progressions necessary to help change the trajectories of individual lives. This allows for interventions in systemic brokenness and inefficiencies that ultimately improve outcomes and begin to shift the city curve.



ENGAGE THIS



IMPACT
ECO-SYSTEMS

Such an undertaking requires that we function in eco-systems rather than neatly packaged silos. The Goal (Goldratt, 2004) offers great insight into how silo functioning, even between NPO's creates

inefficiencies in the system and move the bottlenecks around. He equates it to scouts on a hike. We are all heading for the same camping site, and need to get there together, but we all walk at different paces. This wastes energy and frustrates everyone. Move the slowest hiker to the front, design around the constraints of the system.

It necessitates that we place the wholeness of our city as the shared objective around which energy and intent is mobilised, rather than the objectives of individual organisations or streams of intervention. In pursuit of this objective we created the Whole City Initiative. A Partnership network of the largest NGO's in the city, across various intervention streams, to explore how we can integrate our interventions to craft pathways from hopelessness to economic contribution in the most efficient way. This continues to be a key strategic objective.

BUILD THIS



WHOLE CITY
IMPACT MODEL

Finally, we are developing and refining our whole city model. Whole people are only whole if they make a positive contribution to society. What do they need to make this contribution?

What causes them not to make it at present? In pursuit of these questions, we have developed a META Skills framework; the fundamental and foundational capabilities required for individuals to be valuable in the economy. This is a new product line in development that will be going to market within 2024.

The programme will empower learners with these competencies:



I CAN LEAD MYSELF

A function of character, values and moral intelligence.



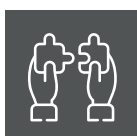
I CAN COMMUNICATE EFFECTIVELY

Written, verbal, visual, and perceptive.



I CAN WORK IN A TEAM

Understand roles, expectations, dynamics and values.



I CAN SOLVE PROBLEMS

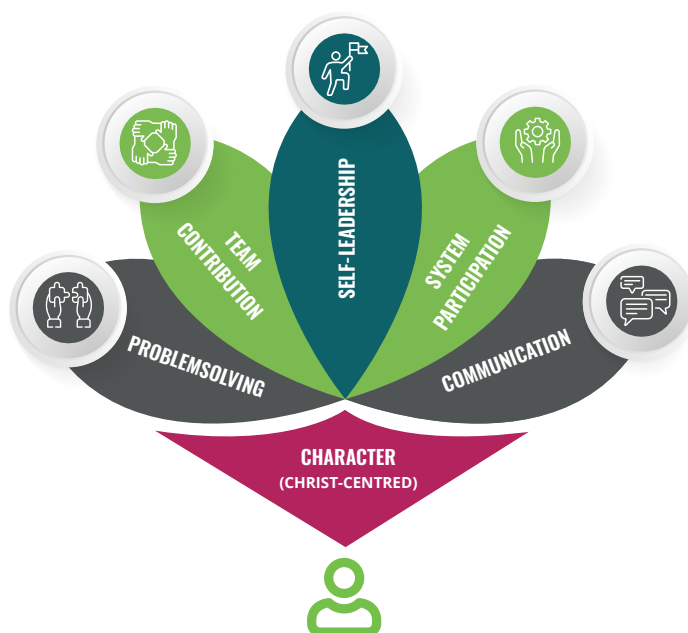
Logic, agency and initiative.



I CAN CONTRIBUTE TO A SYSTEM

Systems insight, understanding processes, projects and risks.

META-SKILLS FRAMEWORK



This approach will serve the employer market with high-quality entry-level staff, and offer talent pipeline development opportunities in communities surrounding employers from which they can recruit in future. It is also intended to serve our city by increasing the agency of all our residents

and supporting a shared value system. It cultivates moral intelligence to counteract corruption, self-centred practices and short-term perspectives on relational, ecological and economic dimensions.

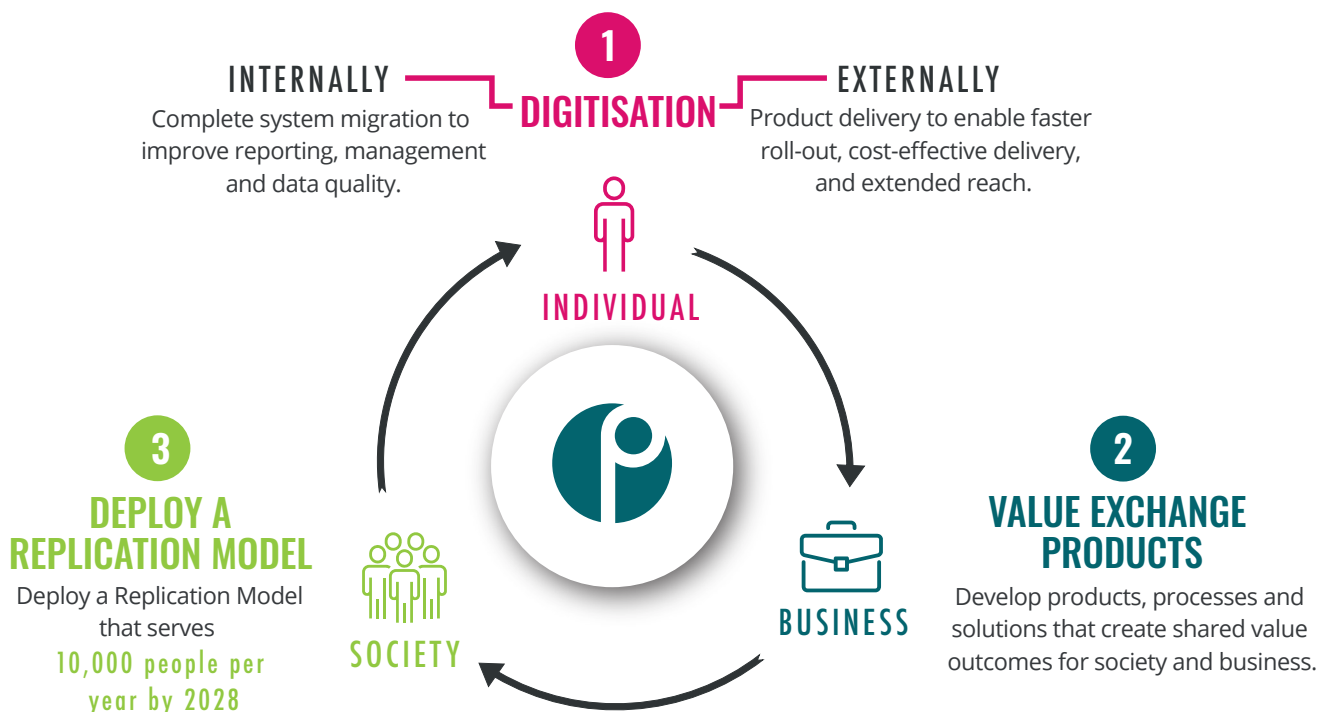
“They will be called oaks of righteousness. They will rebuild the ancient ruins and restore the places long devastated; they will renew the ruined cities that have been devastated for generations.”

Isaiah 61:3-4

KEY PRIORITIES FOR 2025 & BEYOND

POPUP Learners not only achieve the prescribed learning outcomes but play an integral part in the operational functioning of the firm. Since 2017, 15 POPUP Learnership Learners received employment at Savage, Jooste and Adams.

Savage, Jooste and Adams



POPUP SHARED VALUE MODEL

ACKNOWLEDGEMENTS & THANKS

Words are inadequate to fathom the depth of our gratitude towards our funders and partners over the last 25 years. Thank you! Thank you for trusting us as stewards for your impact funds. Thank you for choosing us as your hands and feet to wade into the challenges of our society and clean up the pollution.

Thank you to our leadership, including Doxa Deo for their pioneering vision, and the board in all its iterations for their wise council, dedication and resolve to navigate the storms and seasons.

Most of all, thank you to our staff, who despite many challenges, uncertainties and change find an inconceivable balance between the nurturing and the pioneering, the emotive demands, and the focused intent. You are champions of your city and we salute you!

25 YEARS OF IMPACT



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SHAPING TOMORROW'S WORKFORCE

