

**Thrive**

**Business Plan**

**March 2017 – February 2018**



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**Thrive identifies with and supports all of the 17 UN Sustainable Development Goals:**

1. No poverty
2. Zero hunger
3. Good health and wellbeing
4. Quality education
5. Gender equality
6. Clean water and sanitation
7. Affordable and clean energy
8. Decent work and economic growth
9. Industry, innovation and infrastructure
10. Reduced inequalities
11. Sustainable cities and communities
12. Responsible consumption and production
13. Climate action
14. Life below water
15. Life on land
16. Peace, justice and strong institutions
17. Partnerships for the goals

## Thrive Hout Bay

### **VISION**

To be a leading model in the development and promotion of environmentally sustainable living practices which enhances the health, social welfare and economic viability of local communities.

### **MISSION**

Its mission is to promote environmental sustainability through five pillars or goals:

- growing food,
- minimising waste
- protecting biodiversity
- reducing water pollution and wastage
- conserving energy

Thrive achieves this through a system of volunteer mentors and interactive teaching methods that promote sustainable practices through a school curriculum and a skills development focus for local residents, with a view to job creation.

Residents of Hout Bay are recruited as agents of change to practice skills and build models that are easy to replicate. The outcome is a united community, enabling all stakeholders to collaborate and benefit from an improved environment, society and economy.

### **BACKGROUND**

Thrive Hout Bay is a non-profit, community based organisation serving and operating in Hout Bay, Cape Town. Thrive was born out of a community needs assessment run by a group called *Imagine Hout* Bay in 2004, which identified that the community's top three priorities were

- the people of Hout Bay
- the natural beauty of its surroundings and its conservation
- its economy.

The survey revealed that the community needed to build houses, improve job opportunities and employment, clean up Hout Bay and provide amenities for children and youth.

In response to the clear need to address pollution in Hout Bay, Thrive's pioneer project was a recycling project called Zero Waste focused on reducing, reusing or recycling waste.

Thrive conducted a second survey called the *Green Living Survey* in 2010 and the results of this survey motivated Thrive's main areas of focus and current broad objectives, to provide environmental education for children and youth and to reach out to the community to support food gardens and create environmental sustainability jobs.

Thrive strives to unite the communities in Hout Bay and increase the wellbeing of communities through activities focused on addressing pollution, encouraging biodiversity, growing food locally, zero waste, energy efficiency and saving water. The central focus of

these activities is environmental education and action aimed at local schools, businesses, and communities in order to recruit agents of development or change. Thrive places a special emphasis on empowerment, self-organisation, education and cultural organising.

The goal of achieving unity between diverse communities through raising awareness around environmental sustainability has been the key motivation for Thrive's evolution.

Thrive is currently constituted as a non-profit organisation. It is run by a small staff x together with numerous volunteer mentors and a Management Committee made up of committed residents. It has an office at Valley Nursery in Hout Bay with most of its activities taking place on site at schools and within local communities.

#### **KEY CRITICAL SUCCESS FACTORS:**

- THRIVE is a pioneering model that can be shared and duplicated
- Community focused and driven
- Developmental best practices avoiding handouts and top-down approaches
- Longevity of organization (since 2004) and demonstrated success
- School curriculum containing components of the five environmental pillars
- Community outreach component of all pillars in local projects
- Registration as NPO and PBO as well as BEE compliant (75%)
- Financial integrity, audited annually
- Strong governance by a committed and skilled Manco (Board)

#### **SOCIO ECONOMIC FACTORS AFFECTING HOUT BAY**

Just 100 years ago, Hout Bay was a thriving ecosystem with clean streams and dense forests. However, housing developments, deforestation, landfills and other forms of land mismanagement have polluted and degraded the environment.

There have been historical class and race divisions among the different communities in Hout Bay reflecting the heritage of inequality in South Africa. Hout Bay society comprises the neighbourhoods of the Valley (including wealthy security estates) and the disadvantaged neighbourhoods of Imizamo Yethu and Hangberg. In recent years, there has been a concerted drive by many individuals and organizations, including Thrive, to commit to ongoing efforts to unite the various communities.

While the 2011 Census data shows that there are 12 000 households and 33 000 residents, statistics provided by the local neighbourhood watch, the ratepayers association and other sources estimate the figure to be much higher.

## NEEDS AND CHALLENGES

In Hout Bay, the poverty-stricken areas are in stark contrast to the wealthy and middle-class homes nearby where over-consumption and ineffective use of resources place a burden on the environment. Imizamo Yethu and Hangberg are densely populated, mixed informal and formal settlement areas. At least sixty percent (60%) of people living in these settlements are unemployed.

### 1. Inadequate food security:

Poverty, hunger and poor nutrition is high in Hout Bay – many families are undernourished because they can't afford fresh, nourishing foods. Not only is food security a problem locally and for the poor but nationally and globally we are facing the need to rethink how food is produced.

Food produced on a massive scale as a single crop requires extensive fossil fuel based resources in the form of pesticides and petrol for the machinery it requires. This farming method does not encourage biodiversity so is not drought resistant and provides nutrient poor food that is expensively transported to different parts of the world which adds to the carbon emissions and global warming.

### 2. Damage to biodiversity by invasive species and solid waste:

Together with solid waste, invasive non-indigenous plant species have a strong negative impact on life in Hout Bay and impact on the diversity of plant and animal species in the natural surroundings. The Cape otter that used to be seen often is only spotted occasionally, while the Oyster catcher, which could be seen daily is now never seen on the Hout Bay beach and rocks. This degradation of the natural environment has destroyed much of Hout Bay's natural beauty, which is a threat to the tourism that is a vital part of its economy.

### 3. Irresponsible disposal of waste:

A significant problem facing Hout Bay is solid waste pollution. Solid waste is:

- packaging
- unwanted food
- garden waste
- other materials from homes, light industry, businesses and boats

A high proportion of the population do not have access to the City of Cape Town's recycling service, nor do they have a hygienic way of storing their waste, which results in waste being mixed together, put into plastic bags (or not) and left on the street for collection by the city. Before collection, rats and dogs get into the bags and scatter the contents in the street, wind blows the waste about and rain forces waste into the storm water system and then into the river ways and the sea. The waste that is actually collected to go to landfill, amounts to 5 to 7 tons a day from the two areas that do not receive formal refuse services.

### **The cost to the Community, the City and to the Environment**

The waste could be redirected to recycling operations, and translated into income for community members. Most of this waste could be recycled, upcycled or composted.

Losses incurred are monetary costs related to transportation of waste and the construction and maintenance of expensive landfill sites. Thrive networks with the Cape Town City Council to consider alternatives to removal of waste to landfill as this creates transport pollution and habitat loss as well as leachate and poisonous gasses at landfill sites.

The cost to the environment and future generations is not taken into consideration. The resources of plastic, metals, glass, paper, and biomass are inaccessible at landfill sites. New resources then need to be grown and mined adding to the degradation and pollution of the natural environment at an even greater level.

#### 4. Water pollution and wastage

The above serious concerns have an obvious impact on the health of our river and in a broader sense, the water sources of our city. Ground water is also a valuable resource and borehole use has an impact on the water table too.

#### 5. Energy

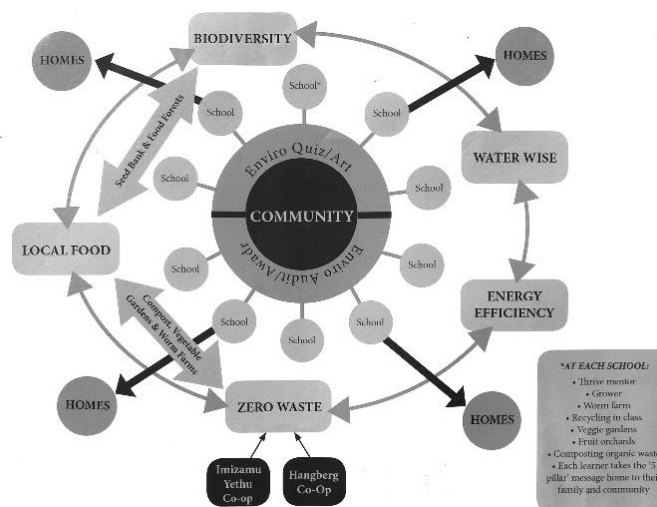
Thrive has partnered with local businesses to encourage the responsible use of energy in Hout Bay. Thrive and its partners are committed to highlighting energy conservation.

### SOLUTION

#### Thrive's "Big Five" Model

##### Key Focus Areas

- 1: Local Food
- 2: Biodiversity
- 3: Waste
- 4: Water Wise
- 5: Energy Efficiency



The **five pillars** of the Thrive approach form the basis of our model which is one that can be duplicated and scaled.

Thrive's areas of focus in Hout Bay and our goals for our community are:

- LOCAL FOOD - Nourishment and food security
- BIODIVERSITY PRESERVATION – Restoration, protection and preservation of the fauna and flora indigenous to Hout Bay
- ZERO WASTE - Finding solutions for solid waste pollution
- WATER WISE - Responsible use and protection of our water resources
- ENERGY Efficiency - Efficient clean energy use and conservation

## PROGRAMS

Thrive has 3 programs:

1. **Sustainable Schools**
2. **Sustainable Communities**
3. **Governance**

### **Program 1: Sustainable Schools Program – Education forms the foundation**

3 200 learners at 10 local schools are educated about environmental sustainability and engage in projects to eliminate waste and encourage environmental sustainability through:

#### **Curriculum Project**

- Participating in community gardens, learning about composting and worm farms
- Recycling waste on the school property and learning about reuse of plastics and other goods
- Learning about biodiversity
- Learning how to save water
- Learning how to save energy

Learners at these schools take these activities home to the community and can then engage in their own home food gardens, composting and waste recycling activities, water and energy saving actions and awareness of alien and indigenous vegetation in their community.

#### **Enviro Project**

At the beginning of every school year, the theme for the year is announced and participating Hout Bay schools begin the hard work on their compliance in the five areas of Water, Waste, Biodiversity, Food and Energy. They appoint **Eco Heroes** to champion the process.

During the second term, the competition is opened up to other schools outside of Hout Bay, who are invited to join in by participating in the Thrive **EnviroArt** and **EnviroQuiz** event, which takes place in the third term, giving visitor schools two terms to prepare.

Around mid-year, the Thrive enviro auditors visit the participating Hout Bay schools and audit their grounds and buildings, giving each a score.

During the third term, there is an exciting build-up to the **Enviro Quiz** and **Enviro Art** Event, held close to the spring holidays. This is an annual inter-schools event and all schools both inside and outside Hout Bay, who have entered the competition, then choose their teams and study prescribed articles.

On the day of the event they compete in a quiz using this prescribed material. The Enviro Art component takes the same theme, and schools that enter this part of the competition must make an art project, either a one by two-meter wall piece or a moving art sculpture. They have about two terms to complete the art project.

The schools are scored on points gained in the Audit, the Quiz and the Art. The winning school is announced at the event and wins a getaway for their participating teams. The theme for the next year is then announced at the EnviroArt EnviroQuiz event.

## **Program 2: Sustainable Communities Program – Thriving communities & lives**

Hout Bay communities can have sustainable livelihoods through:

- growing their own food using unutilised land and open spaces, while composting all organic refuse to enrich their compost and worm farms, reselling food
- fighting alien vegetation and restoring the natural environment to its pristine condition
- recycling and upcycling waste and goods
- water efficiency
- energy intelligence

### **PROJECTS**

The Thrive projects fall under the five pillars and Thrive is working to identify projects that will enable us to create models that can be shared with others.

### **FOOD**

- **Seed and Seedlings Project**

Thrive collects a seed bank of 3 000 heirloom organic seeds with a variety of 30 types from donors willing to share them. The school children are taught to value heirloom seeds and shown how to plant, germinate and care for their plants. Planting takes place at the schools and the seedlings are then cared for in a tunnel at Valley Nursery.

- **Local Food Gardens**

Thrive also purchases seedlings in support of a network of local school and community food gardens which creates part-time jobs or small businesses. These are situated in open pieces of land, some of them on school properties which has the added benefit of allowing the children to learn about growing food as part of their Curriculum and Enviro projects.

- **Permaculture Training Garden**

Thrive is working towards the development of a flagship permaculture training garden at Domestic Animal Rehabilitation Group (DARG) in collaboration with Ubuntu Urban Farmers who produce compost at the garden. Workshops are offered for community growers, school mentors and visiting eco-tourism groups

- **Composting and Worm Farm Cooperative Project**

Thrive supports 5 people from Ubuntu Urban Farmers, who earn an income through the establishment of a local composting, Bokashi and worm farm enterprise. Our home-made worm bins are popular in Hout Bay, being both inexpensive and highly effective.

- **Organic Market Project**

Thrive's aim with the Organic Market is to host weekly Markets during the summer months, at which 20 percent of the produce sold is grown or made locally.

### **BIODIVERSITY**

- **Invasive Alien Clearing Project**

Thrive provides 6 local residents with jobs clearing invasive plants growing in Hout Bay's natural surroundings.



## WASTE

- **Zero Waste Hangberg Pilot project**

10 resident Eco educators assisted the local community in keeping the streets of Hangberg clean and educate the local community about separating waste into recycling, composting and waste removal as part of a pilot project.

- **Recycling Cooperative Project**

Thrive mentors a number of residents of Imizamo Yethu in running a recycling depot at the City of Cape Town's municipal waste drop off facility for 1 000 Hout Bay residents that recycle their waste.

- **HB Waste Minimization Project**

Thrive is currently working towards the development of a Waste Minimisation Project in Imizamo Yethu, in collaboration with Hout Bay Partnership and the Cape Town City Council. The purpose of this project is to minimize waste that goes to landfill, by separating it at source into recyclable, landfill and compostable waste.

## WATER

Water and the health of the Hout Bay river is closely tied to Waste in Hout Bay. Efficient disposal of waste will undergird efforts to clean up the river and reduce high Ecoli levels.

## ENERGY

Energy efficiency is taught through the Schools Curriculum to encourage responsible energy use in Hout Bay. Measures such as electric vehicles, recharge points at local coffee shops and other exciting initiatives are gaining recognition and popularity in Hout Bay.

### ***Program 3: Governance – Advocacy, Model Development, Engagement***

Thrive positions itself to:

- advance awareness, interest, involvement and commitment to the organisation and its work
- advance strategically through sound governance, ensuring the smooth operations of the organisation by way of sound financial, administrative and governance policies and procedures
- develop and streamline the Thrive model so that it can be shared

#### **Activity 1:**

Thrive implements sound governance and complies with all its financial and legal obligations

#### **Activity 2:**

Thrive has a sound financial plan in place and its administrative systems allow for good evidence of programme delivery as well as efficient document storage and retrieval.

#### **Activity 3:**

Thrive has a fundraising plan in place to ensure its short medium and long-term sustainability.

#### **Activity 4:**

Thrive has a communications plan in place to promote the organisation's voice and visibility.

#### **Activity 5:**

Thrive has a human resource plan in place to ensure its smooth operations.

### Beneficiaries:

All school children in the Hout Bay communities benefit from education and training and these skills are passed on by the children, to their families and neighbours.

A number of community adults benefit from income generation activities initiated by Thrive. They and many others are also beneficiaries of skills development from Thrive's projects.

### Projected Cost Breakdown Estimate

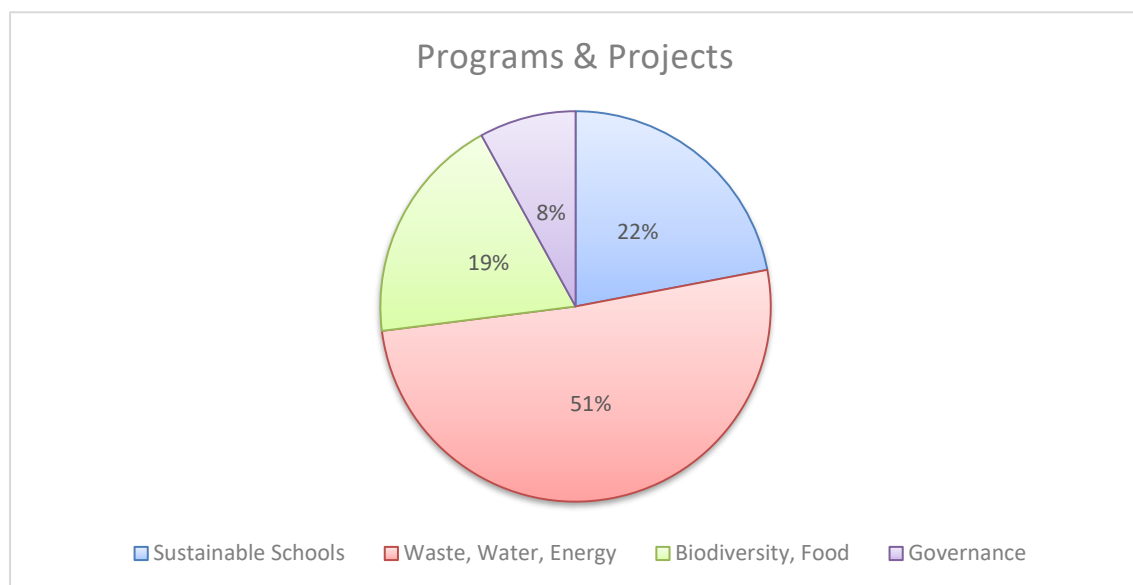
Thrive's projected expenditure for the year ahead is estimated as follows:

Sustainable Schools: 22%

Sustainable Communities: Waste/Water/Energy: 51%

Sustainable Communities: Biodiversity/Local Food: 19%

Governance: 8%



### Fundraising and Sustainability Plan

Thrive works continuously and consistently to pursue all avenues to raise funds to maintain operations and projects.

1. Current funders are kept informed of all activities supported and renewed approaches are made when annual reports are submitted
2. Hout Bay residents are encouraged to support fundraising initiatives where possible
3. Relevant donors in the directories are approached according to their calls for proposals and criteria, amongst them corporates, trusts, foundations, small businesses
4. Regular events and other income generating activities are held
6. Many private donors make small donations or support a specific project

### Socio-economic Profile

BEE Compliance, measured by way of the B-BBEE scorecard, affects eligibility by an organisation, for government and business tenders and grants. As an EME (Exempted Micro Enterprise), Thrive is a Level 4 contributor under the 2015 revised rules, which means that donors are able to claim 100% points for donations. While at least 75% of our 3200 beneficiaries are Black South Africans, most of these are school children.

## ORGANIZATIONAL DETAILS

Organisation Name: Thrive Hout Bay  
NPO No: 098-971-NPO  
PBO No: 930048195  
Postal Address: 10 Stirrup Lane Extension, Hout Bay,  
7806  
Physical Address: Valley Nursery, Valley Road, Hout Bay  
Telephone: 062 191 3673

## BANKING DETAILS:

Account holder name: Thrive Hout Bay  
Bank: Nedbank  
Branch number: 167 609  
Type of account: Cheque  
Account Number: 1013997441  
Proof of Payment to: [info@thrive.org.za](mailto:info@thrive.org.za)

## ORGANAGRAM WITH CONTACT PEOPLE AND NUMBERS

