

Thrive

Business Plan

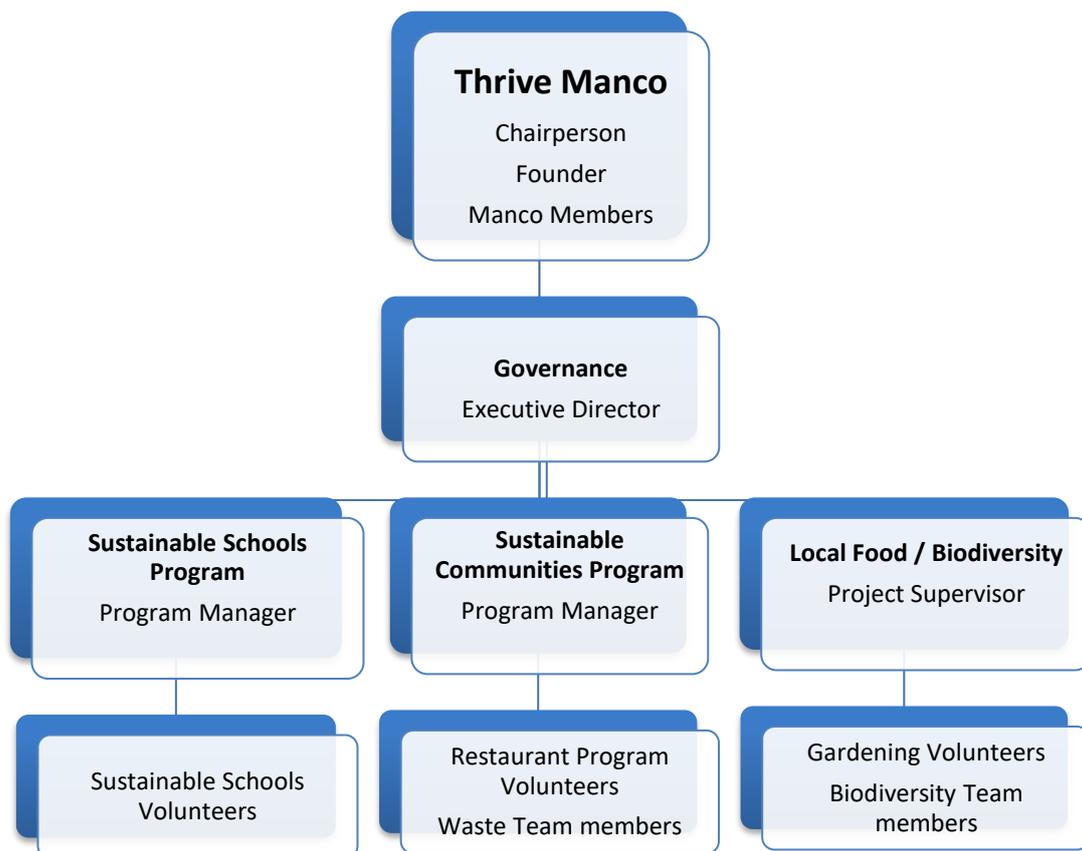
March 2019 – February 2020



Contents

- Vision and Mission
- 3-Year Strategic Plan
- Background
- Key Critical Success Factors
- Socio Economic Factors affecting Hout Bay
- The Needs – under five main focus areas
- The Solution – Thrive’s Big 5 Model
- Programs
 - Program 1: Sustainable Schools Program
 - Program 2: Sustainable Communities Program
 - Governance
- Projects
- Organisational Details

ORGANOGRAM



Contact Details:

Ms Helen Adendorff, Executive Director, 062 191 3673

Mr Paul Robinson, Chairperson, 060 527 9005

Thrive Hout Bay

VISION

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

MISSION

Thrive's Mission is to promote environmental sustainability through five pillars or goals:



Grow local **FOOD**



Minimise **WASTE**



Preserve **BIODIVERSITY**



Protect **WATER**



Conserve **ENERGY**

PROGRAMS

Thrive achieves its Mission and Vision through two parallel programs:

Sustainable Schools Program

ENVIRO CLUB
ENVIRO CURRICULUM
ENVIRO AUDIT
ENVIRO QUIZ
ENVIRO ART
SCHOOL PROJECTS,
GARDENS, OUTINGS



Sustainable Communities Program

FOOD GARDENS & COMPOSTING
INVASIVE CLEARING
WASTE MINIMISATION
RECYCLING
WATER AND ENERGY CONSERVATION

APPROACH

Thrive achieves this through:



Volunteers and Mentors



Interactive Teaching Methods



Sharing skills with residents

VALUES

- Compassion
- Integrity
- Inclusivity
- Care for natural resources
- Responsibility
- Interdependence between people and nature



IMPACT

- Harmony
- Empowerment
- A sense of purpose
- Job creation
- Entrepreneurship
- Stimulation of local economy
- Attractive living environment

3-Year Strategic Plan: March 2018 to February 2021

During February 2018, Thrive Manco and Operational Team held a Strategic Planning session during which it was decided to focus on the following 3-year plan.

3-year Roadmap

Year 1: 2018-2019

Execute a few projects really well, in order to create a quality model

Year 2: 2019-2020

Continue with projects, package and prepare, review and document

Year 3: 2020-2021

Create a platform, promote the Model, and share with other areas



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, Zero Waste, was created to focus on reducing, reusing or recycling waste.

Thrive conducted a second survey called the *Green Living Survey* in 2010 and the results 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 share environmental awareness and practices. This is done through activities focused on addressing pollution, encouraging biodiversity, growing food locally, zero waste, energy efficiency and saving water.

Thrive places a special emphasis on empowerment, self-organisation, education and cultural organising. The goal of raising awareness around environmental sustainability has been the key motivation for Thrive's evolution.

Thrive is currently constituted as a non-profit organisation run by a small staff 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
- Committed donors: National Lottery Commission, DGMT and Nedbank
- Committed Corporate supporters
- Committed Individual donors
- Strong governance by a committed and skilled Director and Manco (Board)

Socio Economic Factors

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 work for unity amongst 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.

The Needs

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. Sixty percent (60%) of people living in these settlements are unemployed. The signs of poverty are self-evident:

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.

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. This degradation of the natural environment threatens much of Hout Bay's natural beauty, which negatively impacts tourism that is a vital part of its economy.

3. Irresponsible disposal of waste:

A significant problem facing Hout Bay is solid waste pollution. Packaging, unwanted food, garden waste, other materials from homes, light industry, businesses and boats.

4. Water pollution and wastage

The above serious concerns have an obvious impact on the health of the river and in a broader sense, the water sources of the town. 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 partners are committed to highlighting energy conservation.

Finding Solutions

The Thrive model is focused on five key areas, in response to the felt needs identified above. 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 – Restoration, protection and preservation of the Hout Bay flora
- ZERO WASTE - Finding solutions or solid waste pollution
- WATER WISE - Responsible use and protection of our water resources
- ENERGY EFFICIENCY - Efficient clean energy use and conservation

PROGRAMS

Thrive has a two-pronged approach:

1. ***Sustainable Schools Program***
2. ***Sustainable Communities Program***

Program 1: Sustainable Schools Program

We hear the message from our school children:

“Education is the foundation for environmental responsibility – educate us!”

More than 3000 learners at local schools are educated about environmental sustainability and engage in projects to eliminate waste and preserve natural resources through:

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

Learners at participating 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.

Impact: 30 percent of the learners at these schools engage in their own home recycling and composting activities, water and energy saving actions and food gardens per annum.

1. Curriculum Project

a. 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

We hear the message from our local communities:

“We want things to change – remind us how to do it!”

In our local communities, Thrive operates out of an understanding that the values we stand for are the same as the values inherent in South Africa’s diverse peoples. Thrive is honoured to be asked for guidance in the revival of forgotten practices that are embedded in the memories of all of our local cultures.

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 loosely under the five pillars and during 2017-2018, Thrive worked hard to identify projects which would enable us to focus on demonstrating the five pillars working together and the synergies that can exist between them. Our aim is to demonstrate a holistic approach that will enable us to create a community model that can be shared with others. Here follows a basic outline of the Sustainable Communities Program approach to each of the five pillars.

WASTE

IY Waste Minimisation Project: Through our partnership with Hout Bay Partnership and the City of Cape Town, Thrive became involved in a dynamic project called the Imizamo Yethu Waste Minimization Project which is a good foundation for a series of interlinked projects in Imizamo Yethu, through which Thrive might demonstrate a Sustainable Communities model for the five pillars i.e. Waste, Water, Food Gardens, Biodiversity and Energy.

In consultation with the community and following through on our commitment to really listen to community leaders and members as to what they would like, it became clear that the issue of waste minimization was much broader than simply recycling plastic. The biggest challenge in the eyes of the IY community is rats and Thrive realised that this is an issue that needs to be tackled head-on, along with the question of where and how community

members could dispose of their solid food waste, in an effort to minimise the rodent problem ongoing. The Food Garden/biodiversity supervisor offers advice and support through awareness, training and mentoring sessions for IY residents.

Penzance Forest Project: Thrive has identified the Penzance Forest as a potential site for transformation into a clean safe communal area, in partnership with community based organisations, donor partners and the City of Cape Town, to demonstrate a workable model for waste management in informal settlements. **This project will depend on co-operation from the City of Cape Town in provision of manpower and resources.**

The Penzance Forest is an area owned by the CoCT which is zoned for use as a public recreation area, and bordered by the informal settlement of Imizamo Yethu (IY), Silikamva High School, Sijonga Phambili and the CoCT Waste drop-off site. It is currently being used as a dumping area by the Aggett-Mbeki community and as a toilet due to the broken/blocked municipal toilets in S Biko Street and elsewhere.

Thrive's wish is to see the Penzance area restored into a clean public open space to demonstrate a workable model for waste management in informal settlements, that can be duplicated in other areas. Objectives of the project are to:

1. Remove the rubbish that has accumulated in that area over years
2. Engage the adjacent community on how to better manage their waste
3. Encourage the community to separate at source and send the separated waste to the education institutions such as Noluthando Pre-school and Sakhisizwe that are already separating and sending their recyclable waste to WastePlan.
4. Engage the education institutions around that area on waste minimization, especially Silikamva High School.
5. Link the institutions with a service provider such as WastePlan to buy back the waste
6. Encourage the community to remove alien vegetation and plant indigenous plants
7. Start a commons compost heap/vegetable garden, using grey water and green waste

Restaurant Project: A list of 65 eateries in Hout Bay has been compiled and volunteer mentors have been allocated to restaurants with a view to making contact, sharing the project objective, encouraging participation and building relationships. Each restaurant has been provided with a pack containing information about ways and means in which they walk this journey to achieve the project objectives:

1. Responsible disposal of recyclable waste
2. Organic waste recycling for composting
3. Sourcing local fresh produce from local gardens in Hout Bay
4. Encouraging water wise practices amongst staff and clientele, collecting rain water and recycling grey water.

The project has introduced a four-star grading system – restaurants are able to achieve a star for each of the four objectives they meet. An electronic map has been compiled and is shared with the public on the Thrive website. It will be regularly updated to reflect the success of the restaurants going forward.

Local Food Project

Thrive collects a seed bank of 3 000 heirloom organic seeds with a variety of 30 types from donors willing to share them. Community members and school children are taught to value heirloom seeds and shown how to plant, germinate and care for their plants.

Thrive offers a consulting service, free of charge upon request, to local school and community food gardens. Some of these are on school properties which has the added benefit of offering a practical demonstration accessible to school children so as to teach them about growing food as part of their Sustainable Schools Curriculum.

Thrive's intention is to build up a Sustainable Communities model in Imizamo Yethu, through which community members might enjoy the same proximity to gardens in order to learn about practices involved in growing their own food. The Local Food and Biodiversity Supervisor offers the following workshops on request, funding allowing:

- Composting and Worm Farm Workshop
- Seed Sowing and Seedling-planting Workshop
- Permaculture Practices - trenching green waste, drip irrigation, mulching, propagation, circular beds, the use of found items and recyclable materials to create container gardens, indigenous garden plants
- Biodiversity workshop: Teaches the value of indigenous plants, promotion of biodiversity in home and school gardens. Good health and nutrition, Medicinal uses and long-remembered home remedies; Fire retarding plants and water wise gardening to beautify spaces at no cost.

Invasive Alien Clearing Project:

Thrive employs a team of alien clearers to work on the slopes surrounding Hout Bay, to keep them clear of Port Jackson Willow.

Governance – Advocacy, Model Development, Engagement

Thrive positions itself to:

- advance awareness and commitment to environmental sustainability
- 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

Thrive implements sound governance and complies with financial and legal obligations via:

- a sound financial plan and administrative systems that allow for good evidence of programme delivery as well as efficient document storage and retrieval.
- a fundraising plan in place to ensure short medium and long-term sustainability.
- a communications plan in place to promote the organisation's voice and visibility.
- human resources and financial policies and procedures to ensure smooth operations.

Beneficiaries:

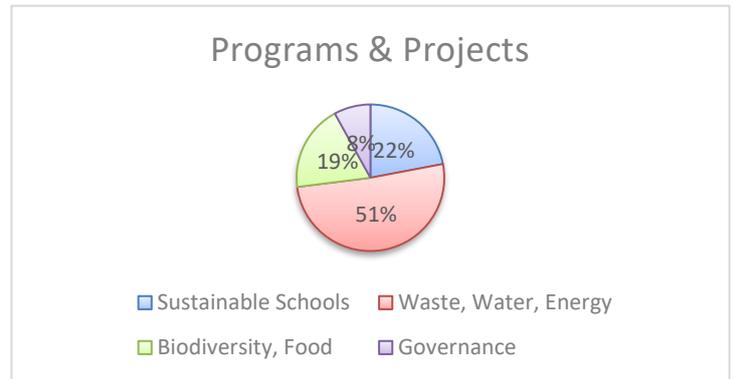
All school children in the Hout Bay communities benefit from education and training and these skills are passed on by the children, to their families and neighbours.

Community members benefit from information and awareness activities initiated by Thrive. Many are also beneficiaries of the skills development inherent in Thrive's projects.

Financial Overview - Project Cost Breakdown (typical yearly percentages)

Thrive's projected annual expenditure is broken down into four project areas.

- Sustainable Schools: 22%
- Sustainable Communities: Waste/Water/Energy: 51%
- Sustainable Communities: Biodiversity/Local Food: 19%
- Overheads: 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, corporates, 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

As an EME, Thrive is a BB-BEE Level 4 organization, which means that donors receive 100% points for their donations, on the Socio Economic section of the scorecard. Although Level 4 does not require demographics, the percentage of Thrive beneficiaries who are Black, Coloured, Indian is consistently higher than 75%. Beneficiaries are mainly school children.

ORGANISATIONAL DETAILS

Organisation Name: Thrive Hout Bay
NPO No: 098-971-NPO
PBO No: 930048195
Physical Address: Thrive, Valley Nursery, Erf 3757 Valley Road, Hout Bay, 7806
Postal Address: As above
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

