

Stresses / Shocks



Poverty



Unemployment



Robust city

Qualities of a resilient city



Inclusive city



Integrated city

RESILIENT CAPE TOWN PILLARS

PILLAR 1:

People

Compassionate,
holistically healthy city

PILLAR 2:

Place & Space

Connected, climate
adaptive city

PILLAR 3:

Economy

Capable, job
creating city

PILLAR 4:

Disaster readiness

Collectively,
shock-ready city

PILLAR 5:

Governance

Collaborative,
forward-looking city

Atlantis Special Economic Zone Community Stakeholder Network: Building economic resilience in Atlantis, South Africa



Purpose

This case study describes the process of electing and constituting the Atlantis Special Economic Zone Community Stakeholder Network (ASEZ-CSN).

The ASEZ-CSN **builds economic resilience in Atlantis**, by connecting and providing a platform for the community to be able to tap into potential economic and skills development opportunities stemming from investment in the ASEZ.

It also **strengthens governance accountability** between various levels of government, business and the community

of Atlantis by forming formal channels of two-way communication.

It aims to be an independent body that facilitates dialogue, strengthening the commitment to work together, with a common vision, across government departments, spheres of government and with individuals and organisations across the city as a whole.

It focuses on:

- the **importance of partnerships and networks** to support local employment and enterprise development, and promote cohesive, engaged and resilient

communities who are able to survive, adapt and thrive in the face of change.

It is written for:

- **business leaders** who are committed to community participation and ownership to earn social license to operate.
- **Economic development initiatives** that rely on constructive partnerships between government (national, provincial and municipal), business and civil society.

This case study is part of a series highlighting how Cape Town is building resilience in order to: **SURVIVE | ADAPT | THRIVE**

Cape Town's Resilience Strategy is a commitment to ensure that the City thrives in the future regardless of what shocks and stresses it faces. Resilient Cape Town offers a roadmap for a 21st Century metropolis to enable the city to become more resilient to growing physical, social and economic challenges. It envisions Cape Town as a **compassionate, connected, and capable** city where Capetonians **collaborate** across households, communities and institutions, to build **collective** responses to the current and future social, environmental and economic challenges.



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KEY INSIGHTS

The Atlantis Special Economic Zone - Community Stakeholder Network builds resilience by:

- ✓ Connecting the local workforce in Atlantis to a changing economy.
- ✓ Building community networks for enterprise development support.
- ✓ Providing a broader network of community inter-connectedness and mobilisation to be able to facilitate potential economic benefit to the community.
- ✓ Collaborating with local businesses to achieve a resilient local economy
- ✓ Strengthening governance accountability between government, business and the community of Atlantis.

Key lessons learned include the importance of:

- ✓ Community buy-in and effective partnerships to build resilience; and
- ✓ Flexibility and adaptability to address local and unique challenges.
- ✓ The effectiveness initiatives in Atlantis will only be felt if the whole community bands together to address the broader societal issues in the area.
- ✓ Transparency and integrity in communication.



Background

It is estimated that by 2030, \$90 USD trillion will have been invested in the global green economy. The Atlantis Special Economic Zone (ASEZ) for Green Technologies, which was launched by President Cyril Ramaphosa in December 2018, aims to tap into this opportunity by attracting foreign and domestic investment, and in the process, create jobs and develop the regional economy.

A successful ASEZ could attract investments of ~R3.7 billion by 2030, creating ~3 000 jobs. To date, the zone already has attracted ~R700 million in investment and has created ~312 jobs.

The ASEZ is expected to provide a major boost to efforts to regenerate the area and will prioritise the Atlantis community in terms of employment and SMME opportunities.

However, for the community of Atlantis to be enabled to utilise these opportunities, there needs to be a proactive focus on skills development, and local enterprise development.

During 2018, the Atlantis project team had over 28 engagements with a wide range of stakeholders regarding the SEZ designation, which was approved in June 2018.

This work was done to ensure that all relevant stakeholders are included in the dialogue of the progress and developments of the ASEZ's designation, to strengthen buy-in, and to help ensure that the community allows the SEZ the social license to operate.

The stakeholders involved in this process included national and provincial government, the City of Cape Town, Atlantis community members, organised business and labour, SMMEs, and business networking groups and forums.

Stakeholder engagements increased in preparation for the Presidential launch of the ASEZ in December 2018. This momentum was sustained with an increased volume of engagements during the community stakeholder network election period in the beginning of 2019.

Atlantis, 40km north of the Cape Town CBD, was previously a major manufacturing hub for textiles, but this sector was negatively affected by trade liberalisation, resulting in thousands of job losses in the area.

The Atlantis Special Economic Zone (SEZ) is therefore an important project for uplifting the Atlantis community, building on an existing skills base and strong local infrastructure.

It has the potential to create 1200 direct jobs by 2022. Importantly this project must ensure shared benefits for the community of Atlantis.

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What is resilience?

In human terms, resilience refers to “the ability of an individual to recover from setbacks, adapt well to change and to keep going even when facing difficult circumstances”.

Chronic stresses weaken the fabric of a city on a day-to-day or cyclical basis, for example, high unemployment, inadequate public transport systems, endemic violence, food insecurity and substance abuse. **Acute shocks** are sudden sharp events that threaten a city, for example, drought, fires, floods, diseases outbreaks and infrastructure failure.

Building resilience to shocks and stresses matters because disruptions or disasters of any sort, whether regional or distinctly local in scope, short or long in time scale, can be costly to those they impact. They can result in the loss of livelihoods, they can severely impact citizens’ mental health, they can result in injuries and death, and they can drive apart communities.

A resilient Cape Town is a compassionate, connected, and capable city, where Capetonians collaborate across households, communities and institutions, to build collective responses to the current and future social, environmental and economic challenges.



PILLAR 3

Cape Town is a capable, job creating city

VISION

Capetonians turn the challenges of resource constraints and rapid technological change into new opportunities.

<p>GOAL 3.1 Foster green economic growth</p>	<p>GOAL 3.2 Enable enterprise development in the informal economy</p>	<p>GOAL 3.3 Connect the workforce with a changing economy</p>	<p>GOAL 3.4 Collaborate with businesses to achieve a resilient local economy</p>
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ACTION: 3.1.1

Leverage the newly created Atlantis Special Economic Zone to cultivate the green economy while promoting economic mobility

DESIRED OUTCOME:

Increased local manufacture of green technology by capitalising on new local and regional market opportunities, with the associated creation of new jobs, particularly for Capetonians displaced from fading economic sectors.

WHAT IS THE GREEN ECONOMY?

The working definition for the green economy as it relates to Cape Town is: “expanded economic opportunities created through the provision of goods and services and the use of production processes that are more resource efficient, enhance environmental resilience, optimise the use of natural assets and promote social inclusivity.”



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Solution

In order to assist in supporting the community of Atlantis to utilise the future green economy opportunities relating to investment promotion into the ASEZ, the need for a proactive focus on local skills and enterprise development was identified. Due to the historic context of Atlantis, the importance of transparent and inclusive communication channels was critical to ensure community ownership and agreement of any initiatives to be developed.

One of the ways to foster open communication between the community of Atlantis and the various role-players involved in the ASEZ, was the establishment of a representative community forum to act as a conduit between the SEZ and the community.

The Atlantis Special Economic Zone Community Stakeholder Network (ASEZ-CSN) is a community structure that was elected by Atlantis stakeholder structures and their respective representatives.

The elected ASEZ-CSN volunteers will serve the community in their respective sectors (eight in total) to ensure that the

The purpose of the ASEZ-CSN is to act as a conduit of communication between the local community and the Atlantis SEZ. The network also provides investors in the SEZ with a channel through which to reach and engage with different sectors in the community.

people of Atlantis benefit from the SEZ in economic, skills, enterprise development and other terms. This goal aligns with national government's vision of the Atlantis SEZ as one of the vehicles through which to help address Atlantis's socio-economic challenges, as voiced by President Cyril Ramaphosa during the Atlantis SEZ launch in December 2018.

Numerous community organisations and umbrella bodies were involved in the election process of the ASEZ-CSN members. An Interim Working Committee was constituted in public meetings in February and August 2018 to define the role and purpose of the ASEZ-CSN in a Terms of Reference. Community also appointed an Oversight Committee, whose mandate was to oversee the election of members and ensure the process was legitimate.





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THE EIGHT SECTORS REPRESENTED IN THE ASEZ-CSN ARE:

1. **Business:** Small businesses, informal sector and large business
2. **Education:** Colleges, schools and educare
3. **Labour**
4. **Civic organisations**
5. **Faith-based organisations**
6. **Cultural and traditional councils**
7. **Women and people with disabilities**
8. **Youth**

The ASEZ-CSN spans eight defined sectors within the Atlantis community, as described in the Terms of Reference, which was presented and adopted at a public community meeting on 15 November 2018. GreenCape was given a mandate at this meeting to hold the elections for this community structure.

Who was the Oversight Committee?

Also mandated at the same meeting was the Oversight Committee, a committee consisting of volunteers tasked with verifying the legitimacy of

the overall election process as well as its outcome.

How did the elections work, and what were the outcomes?

GreenCape accepted the mandate to hold the sectoral elections for the ASEZ-CSN. After consulting with the Interim Working Committee, the authors of the Terms of Reference, and the Oversight Committee, the date for the AGM, preceded by the elections, was moved from 4 December 2018 to a more realistic and achievable date of 7 February 2019.

"Community ownership is vital to the success of the ASEZ. We are encouraged by this process to ensure that all the sectors in Atlantis are given platforms to engage continuously with the development of the zone."

Alderman James Vos, City of Cape Town Mayoral Committee member for Economic Opportunities and Asset Management

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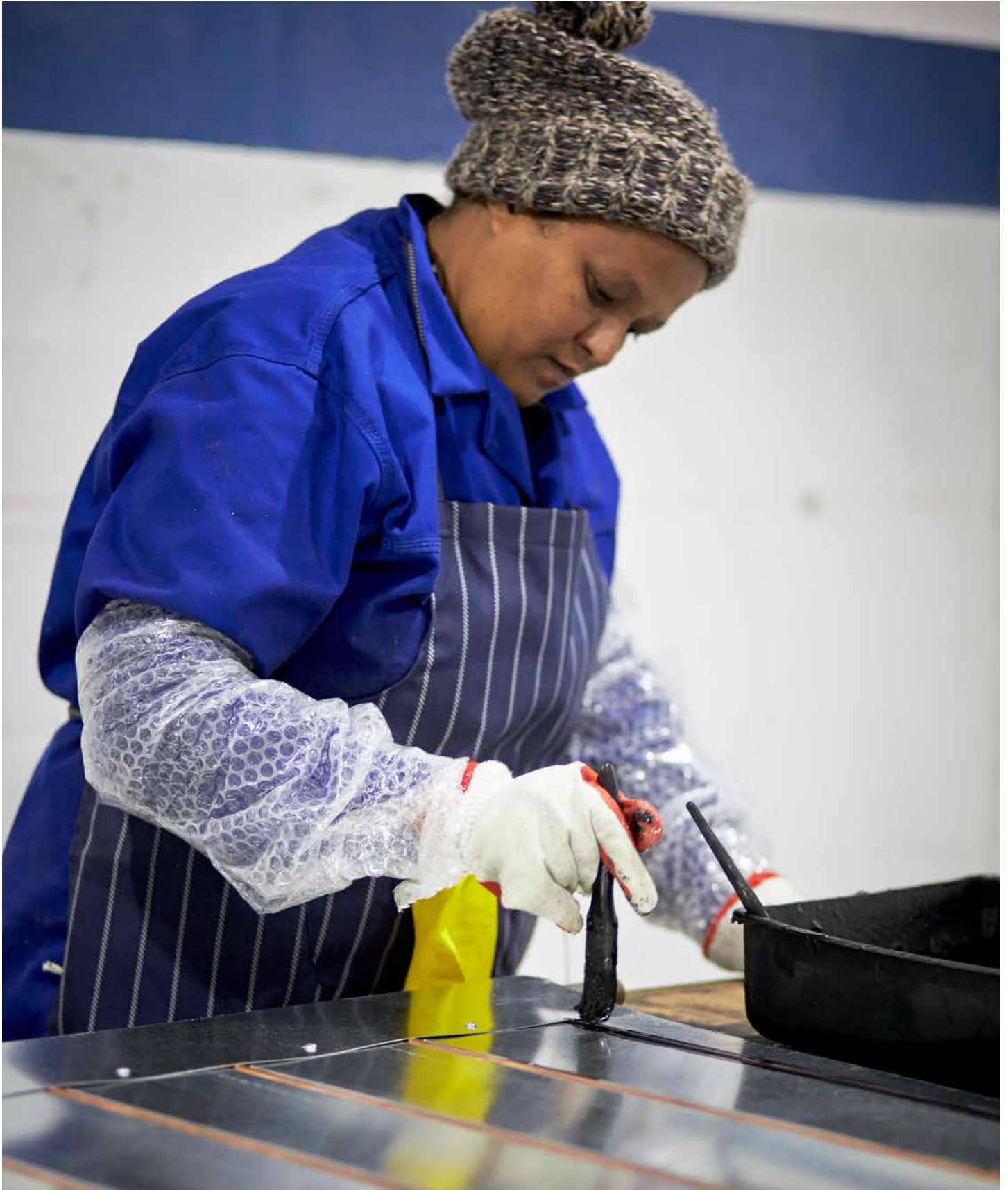


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GreenCape then initiated a communications campaign and held various information sessions in different Atlantis locations in January.

This was done in order to encourage registered and active community organisations to nominate representatives for the fifteen seats available on the ASEZ-CSN.

The eight sector elections followed immediately on January 31 until 2 February.

After the sector elections, the Oversight Committee deliberated on the process and the results. The committee reported its findings at the Annual General Meeting held on 7 February 2019, the first public meeting to introduce the elected members of the ASEZ-CSN.

The meeting yielded 12 of the 15 available seats ratified by the Atlantis community. GreenCape was mandated to repeat the Youth sector and the Education sector elections, in order to fully constitute the structure.

Concerns and objections were noted during the meeting and community members were encouraged to submit their responses from an informed position. GreenCape facilitated the elections for the Youth and Education sectors on 1 March, concluding the election process for the ASEZ-CSN.

About the report and the review process

The Oversight Committee and GreenCape released a public report on the overall process. This report, which includes a detailed description of the process as well as the Oversight Committee's findings is available online.

Once the elections had been completed by March 2019, and following the release of the above report, there was a formal appeals period. Interested parties were given the opportunity to raise concerns or objections to the election process or results.

Four appeals were lodged and reviewed by the Atlantis SEZ Steering Committee. The Steering Committee thoroughly and carefully, considered the appeals, accepted the election results as legitimate and representative, and the appellants were provided with detailed feedback.

With the process concluded, the fully-constituted was introduced and voted in by the community of Atlantis during a public meeting held on 18 July 2019.

"The Atlantis community's role in the past year has been fundamental to the ethos of the development of the ASEZ. The designated area of the SEZ is embedded in the existing Atlantis industria and is mere blocks from the residential area.

The ASEZ will succeed and be relevant to its context if it goes beyond being a siloed enclave and embeds itself into the physical, social and economic context of Atlantis.

The work with community members this year has been unique in the landscape of economic infrastructure development, ultimately seeing community participating in co-creating the SEZ's implementation plans and ultimately shaping their representative structures.

We look forward to seeing this group evolve and, with suitable support from its constituencies and the ASEZ, grow to demonstrate a new and truly inclusive and transparent approach to ensuring that the SEZ is developed in a way that meets the imperative of contributing to urban renewal and community upliftment."

Francis Jackson, ASEZ Project Executive





The CSN helps to build economic resilience in Atlantis in 3 ways:

1. Empowering individuals through **skills development and governance training support**;

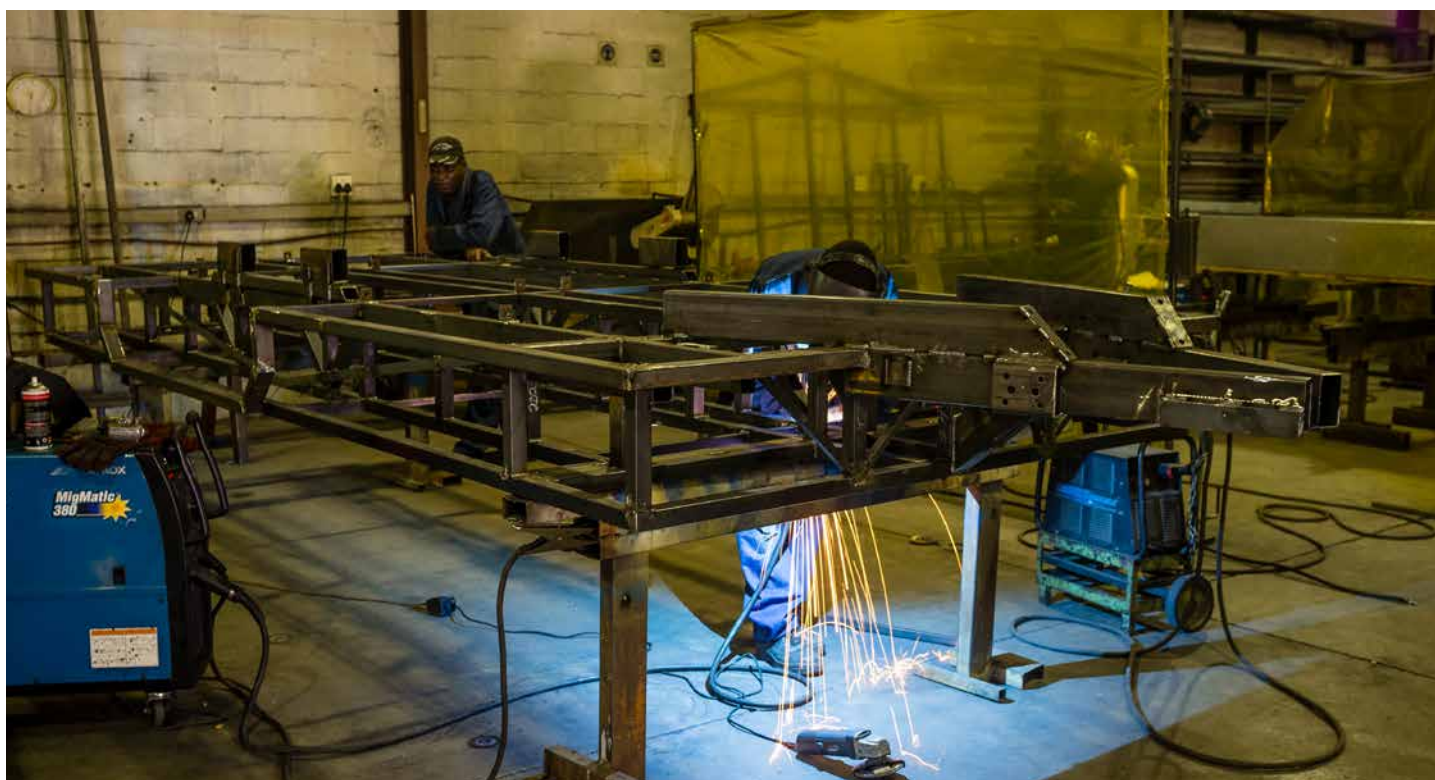
At the same time as representatives are developing vision statements with their sectors, the representatives are also receiving governance training and support from various role players in government, business and civil society. Through this network, the community of Atlantis has a platform that connects them to the developments in the emerging green economy.

2. Building networks through a **unified vision to support the community of Atlantis**; and

Individuals with a clear vision of a united and uplifted Atlantis, the representatives and their sectors are working on articulating their vision for Atlantis. For instance, one education sector vision is that children from Atlantis will have access to information and opportunities in maths and the sciences. They should take the right subjects, perform well, secure a place at university and ultimately get employed as a professional in the SEZ.

3. Providing a broader network of **partnerships and support** for enterprise development in Atlantis, to have the capacity to benefit from economic opportunities in the ASEZ.

The representatives for SMMEs and informal businesses, for instance, are focused on ensuring that any business, no matter its size, will have the opportunity to benefit from the growth of the SEZ. This will require the business sector to work with key role players and partners on supply and skills



For more information and support contact GreenCape's skills development desk: info@greencape.co.za or call (021) 811 0250. Additional resources on improving skills development are available from: www.greencape.co.za/content/focusarea/skills-development