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# OVERSIGHT COMMITTEE

## Report on the ASEZ-CSN Elections

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March 2019

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## Acronyms

ASEZ	Atlantis Special Economic Zone
ASEZ-CSN	Atlantis Special Economic Zone Community Stakeholder Network
CDW	Community Development Worker
GC	GreenCape
IC	Interim Committee
DTI	Department of Trade and Industry
OC	Oversight Committee
PMO	Project Management Office
PMU	Project Management Unit
SEZ	Special Economic Zone
ToR	Terms of Reference

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# Introduction

Following, a summary report dated March 2019, by the Oversight Committee (OC) regarding the Atlantis Special Economic Zone Elections to appoint the Atlantis Special Economic Zone Community Stakeholder Network (ASEZ-CSN). The report outlines the OC final findings and recommendations. The OC was part of a much larger effort made up of the following stakeholder groupings:



It was through the collective effort of these teams that the election process was deemed to be successful. This was a fairly complex process to oversee, more so, in that the role of the OC was not just to oversee that the election process was deemed fair, free and transparent, but also to ensure that the stated outcomes aligns to the fundamental principles and values espoused in the Terms of Reference (ToR). This proved challenging as the electoral vote alone would not necessarily be the final position taken to elect nominated candidates to the ASEZ-CSN. Having navigated through these complexities, drawing on the resources made available by GreenCape, Ursula Wellman's role in her capacity as Stakeholder Manager was crucial to the success of the electoral process. The absolutely brilliant strategic facilitation and mediation by Professor Brian Williams, aided by Ms. Mariam January in his absence, as well as the enormous effort put in by the Interim Committee, the OC has determined that the overall election process was fair, free and transparent and that the final outcome in the establishment of the ASEZ-CSN aligns to the principles and values of the ToR.

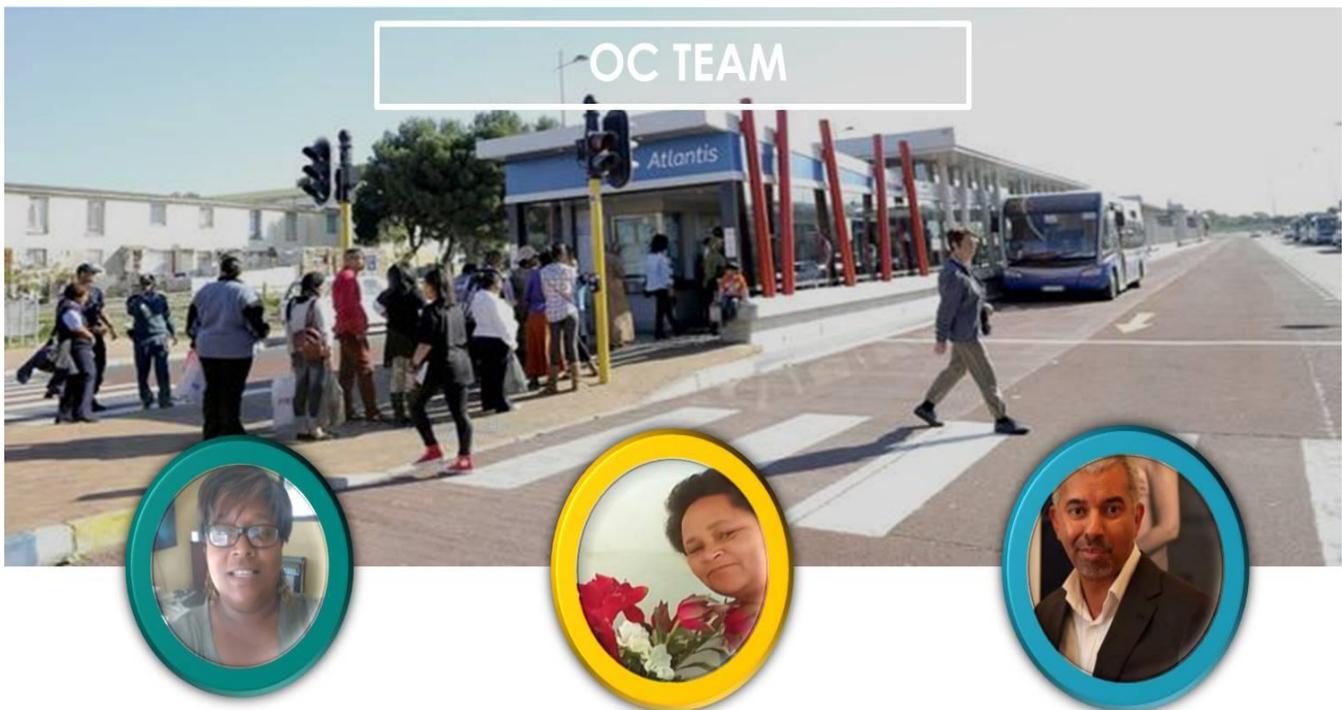
Throughout this process many objections were raised but the OC is satisfied, that these issues were adequately responded to and where needed, relevant action was taken to rectify these matters. GreenCape has kept a track record and logged all the issues raised throughout the process which will be available to the appeals review committee. OC recommends that a formal appeals process be adopted so that individuals, organisations and other stakeholders could formally lodge their objections.

OC is satisfied that in the selected ASEZ-CSN we have a truly diverse, represented forum, that closely matches the demographic of the Atlantis Community.

## Overview

The Oversight Committee (OC) was established on the 15<sup>th</sup> November 2018. The OC was mandated by the community and representatives of the community via the IC at the ASEZ ToR community meeting, to provide electoral oversight and to uphold the overall election process. This mandate was once again confirmed in the IC meeting prior to the AGM taking place.

Three members from the Atlantis community and business were nominated to the OC, namely Melanie Andrews, a resident of Atlantis and CEO of a local NPO, Vanessa Paulse, a resident of Atlantis and local business person as well as Patrick Kadalie, a businessman who represents Symbiosis Education and Development Trust, a business based in Atlantis Industria. All three members accepted their nominations and would serve in a voluntary capacity until the elections were completed. However, shortly after the first OC meeting was convened, Vanessa Paulse recused herself from the OC as she could not commit her time to the process.



Melanie Andrews

Vanessa Paulse  
Nominated but did not participate

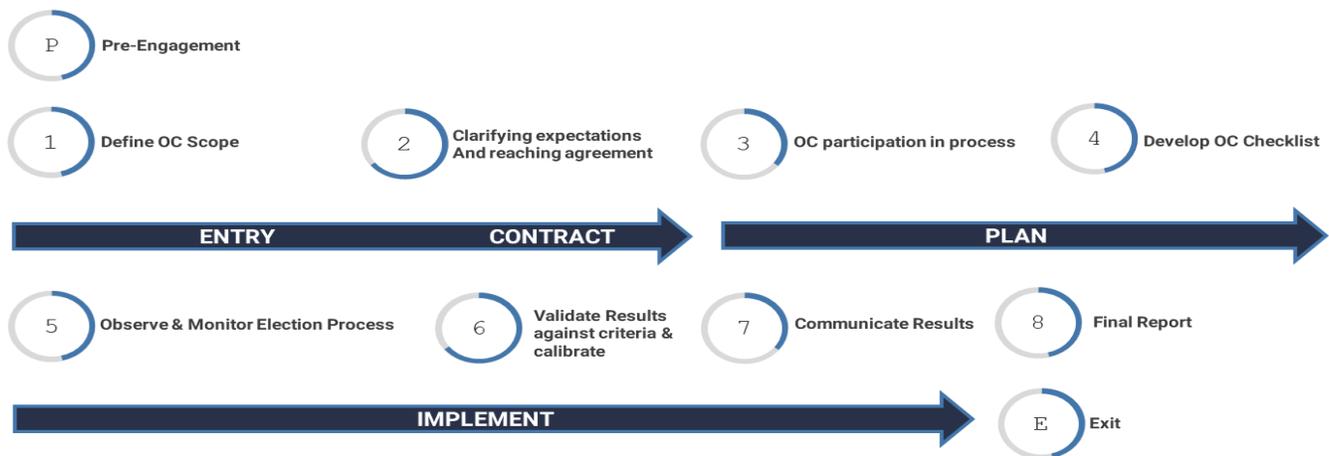
Patrick Kadalie

## Methodology

The OC immediately went about to establish their process methodology to fulfill their oversight role. Methodologically the OC used a sound mixed methods approach (both qualitative and quantitative) to improve its understanding of the election process in order to provide a more comprehensive representation of the process.. The OC considered the following:

- The actual score achieved by the nominated organisations through the GreenCape vetting process – GC Score (Quantitative result)
- Number of votes scored through election process (Quantitative result)
- Diversity, organisational citizenship, SEZ knowledge and Activism (Qualitative result)

### OC Methodology

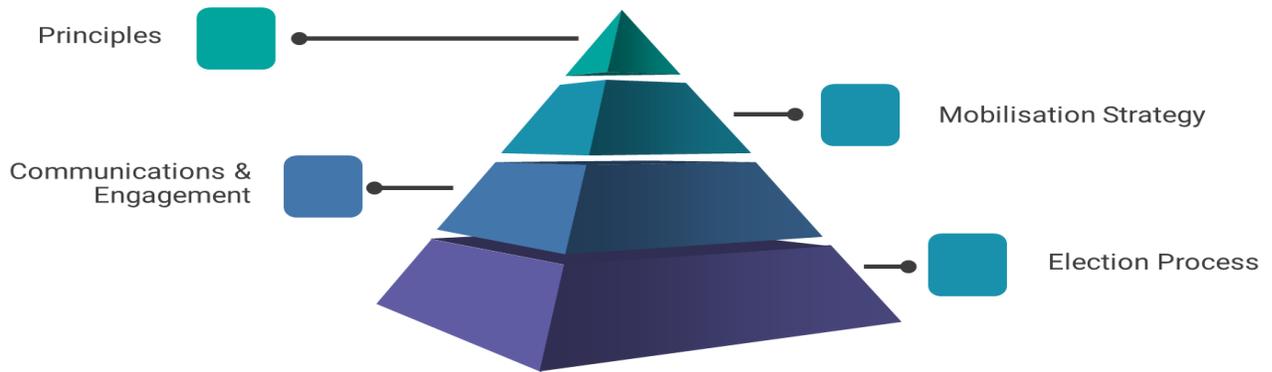


The Terms of Reference developed by the Interim Committee (IC) and adopted by the Atlantis community would serve as the basis and foundation for the work that the OC would do to ensure that the elections is free, fair and transparent and serves the best interest of the entire Atlantis community.

## ASEZ-CSN OC Criteria

Four key areas were identified by the OC that would require verification as it pertained to the overall elections process. The four areas are:

## ASEZ-CSN OC CRITERIA



### ToR Principles and Values

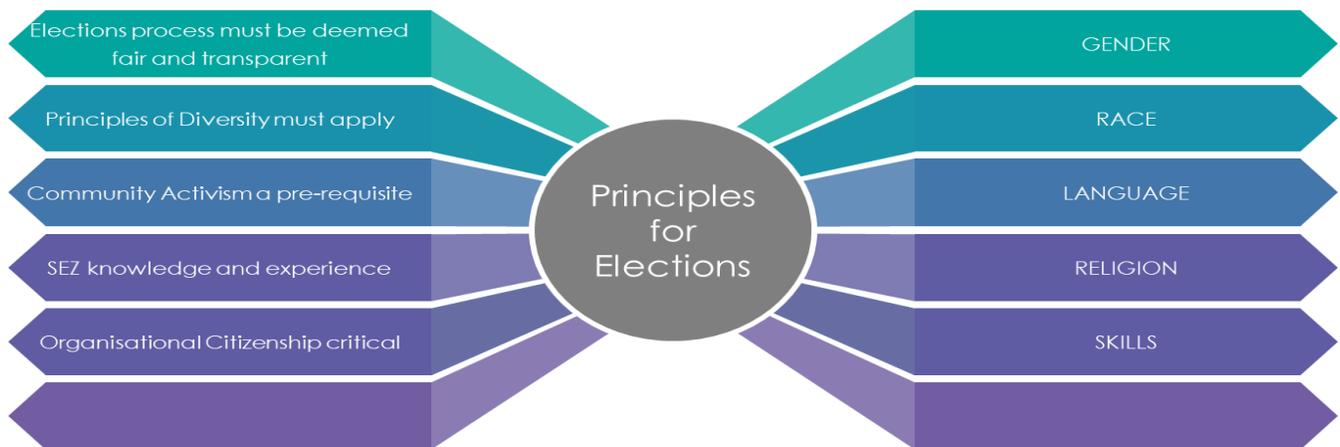
The Terms of Reference makes provision for the following principles to be applied:

The principles and values of the “ASEZ-CSN” must be entirely aligned to the South African Constitution and the Special Economic Zone Act.

The South African Constitution and the different pieces of legislation, codes, regulations, white papers as well as mandates that relates to the SEZ sector shall apply to all the parties connected to the ASEZ.

The OC did not decide on the principles that must be used to evaluate the election. The OC accepted the mandate it was given and applied the principles in-line with the requirements of the Terms of Reference. The application of the mandate was consistent with what was expressed.

## The ASEZ-CSN Elections Manifesto



**ToR – Principles & Values**

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## **Mobilisation Strategy**

The following criteria would apply and would need to be verified:

- Develop and Identify Organisations in agreed Sectors as per the TOR
- Develop comprehensive Organisational Directory (Database) (Electoral Roll)
- Identify Leadership in Organisations (Nominees)
- Develop Election process guidelines

## **Communication and Engagement:**

The following criteria would apply and would need to be verified:

- Implement and execute plan to target audience in community. Public forums etc.
- Provide summarised overview of ASEZ-CSN Context and election process
- Use relevant communication channels to communicate to community stakeholders
- Global definitions index to describe terms to ensure understanding of process
- Any issues and questions raised by community logged and responded to

## **Election Process**

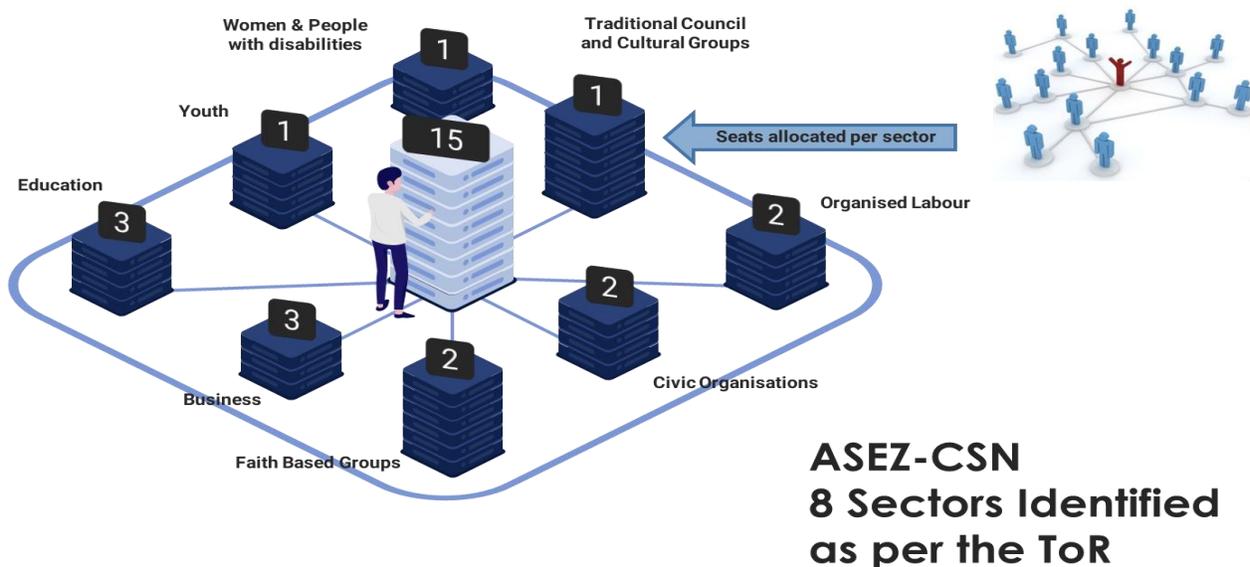
The following criteria would apply and would need to be verified:

- Election process outcomes is in-line with TOR
- Eligibility criteria for organisations met
- Voting station location communicated and ensures polls remain open as communicated. Absentee ballots were noted and communicated with
- Election officials and facilitators present at polling station.
- Election process must be recorded
- Voters making Challenges were engaged and challenges noted
- Observers were present throughout the entire process
- Ballot boxes secured
- Ballot papers checked and verified. Selected sectors correctly placed on ballot papers (Definitive list of nominees)
- Ballot count monitored and confirmed (votes tallied as per agreed terms)

Furthermore, the ToR specifies the composition of the ASEZ-CSN Structure, the number of sectors to be represented as well as the number of seats allocated to each sector on the envisaged new

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structure. The OC was not mandated to review and/or alter the composition of sectors or seats, but merely to ensure that the provisions of ToR were met.



## Lead up to Elections

The OC has been in operation for four months from the time it was mandated by the community at the ASEZ ToR Community meeting on the 15<sup>th</sup> November 2018. It was determined at that stage that the elections for the ASEZ-CSN would be held on the 4<sup>th</sup> December 2018. It became abundantly clear that the time needed by GreenCape to enable the process for elections to take place was just too short and would most certainly compromise the quality and outcome of the elections.

In light thereof OC, in conjunction with the IC and GreenCape agreed to postpone the elections to the new year, to allow organisations more time to organise themselves in preparation for the elections as well as give GreenCape adequate time to rollout an effective communications strategy foreshadowing the elections. This decision was communicated to all the relevant stakeholder groups. Communication email audit trail available.

A consequence of this decision meant that the term of the Interim Committee was to be extended, since they would have ceased to exist as at 4<sup>th</sup> December 2018. All parties agreed to the extension of the IC's term until the ASEZ – CSN was appointed. All these decisions were captured in the minutes of the meetings held and are available through GreenCape.

The OC continued to meet with key stakeholders groups such as the IC, as well as GreenCape and the ASEZ strategic facilitator Professor Brian Williams up to and beyond the election date.

## Process Steps for the ASEZ-CSN Elections

The following process steps were communicated by GreenCape to all key stakeholder groups explaining the key dates and activities leading up to the elections and how the election results would be communicated.



The OC participated in all these forums up to and including the election process. It was critical that the OC be present at all the scheduled sector elections to ensure the ballots were not tampered with, ballot boxes were correctly sealed, nomination forms are accurate etc. It is instructive to note that all these sessions were video recorded and is available for review through GreenCape.

The OC informed and shared with GreenCape its approach and sent them the criteria that the OC would use to verify the elections. Furthermore, the OC requested that all supporting documents in support of the key four areas identified be made available to the OC for review. Email audit trail available.

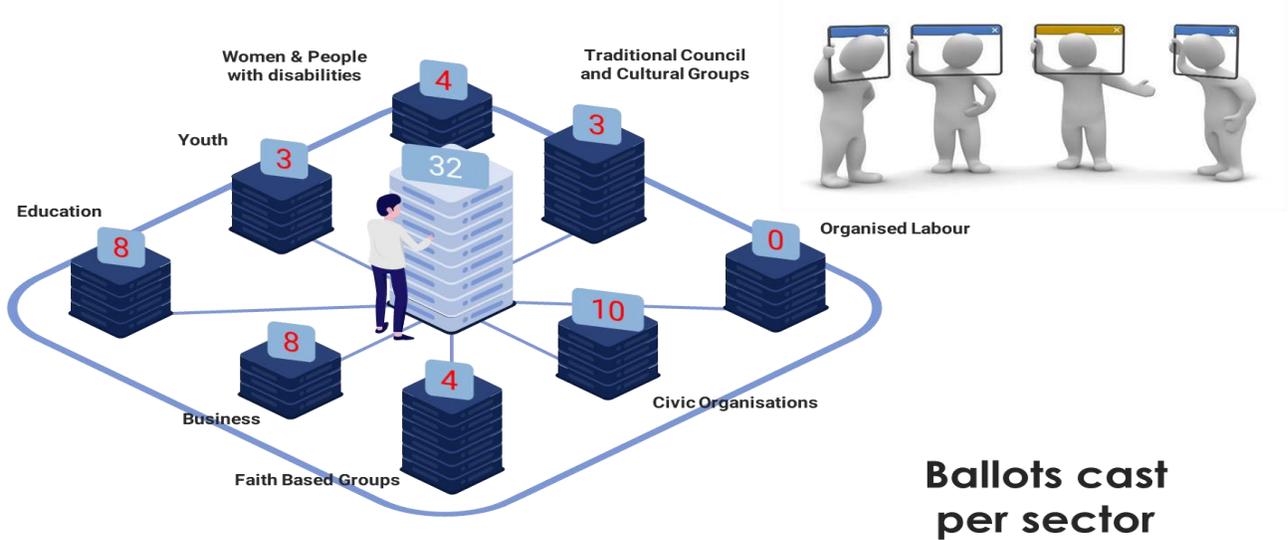
## Election Process

The elections were held at various centres in the Atlantis Precinct. The full GreenCape team complement was present at all sessions held and a facilitator was always present either in the form of Prof. Brian Williams or Ms. Mariam January. At least one OC member was present at each session and all sessions were recorded. These were closed sessions and only nominated organisations for the sector were allowed to participate. Ursula Wellman, Stakeholder Manager GreenCape, would open the session with a presentation explaining the procedural steps and electoral process. Nominated organisations would then be given an opportunity to ask questions, which would be facilitated by the ASEZ Facilitator.

OC would check that the ballot boxes were empty prior to the voting, would check the ballot sheets to ensure it was not tampered with. Once the votes were cast and nominated organisations have left, votes are counted immediately by the OC member. Votes are tallied and recorded and the ballot

boxes are sealed and securely stored away. Each ballot box requires the signature of the OC member present at the counting.

The following ballots were cast per sector:



## OC Roadmap Status

### Road Map Status



## OC Findings

The OC makes the following findings based on its verification process:

### Findings 1

The Youth sector nominee, Atlantis Tech Hub, did not meet the criteria and failed in most areas verified in election round 1.

Organisation	Sector	Election Round	Allocated Seats	GC Score	Diversity	Org Citizenship	SEZ Knowledge	Activism	Qualify
Atlantis Tech Hub	Youth	1	1 of 1	2/3	Yes	No	Yes	No	No
X-treme Youth	Youth	2	1 of 1	3/3	Yes	Yes	Yes	Yes	Yes

### Outcome

Of the nominated organisations for this sector, none of them met the full criteria in the first round and therefore new nominations were re-opened. This seat has now been filled by X-treme Youth who met the criteria after the second round of elections took place.

### Findings 2

Only one Organisation participated in the first round of elections, namely West Coast Community Education Partnership (Tertiary) and met all requirements in the Education Sector. Therefore, two of the three allocated seats remained open for the Schools and ECD categories. The one seat for ECD was uncontested and the nominated organisation met most of the requirements. It, however, failed to meet the requirement that it should be a registered organisation. It is, in the process of finalizing its registration. The ToR makes provision for this deviation, provided it must be completed within a six-months from date on which submissions were made. Saxonseas SGB met the criteria for Schools and was elected to sit on the ASEZ-CSN

Organisation	Sector	Election Round	Allocated Seats	GC Score	Diversity	Org Citizenship	SEZ Knowledge	Activism	Qualify
West Coast Community Education Partnership (Tertiary)	Education Tertiary	1	1 of 3	3/3	Yes	Yes	Yes	Yes	Yes
Saxonseas Secondary School Governing Body	Education Schools	2	1 of 3	3/3	Yes	Yes	Yes	Yes	Yes
Atlantis Early Childhood Development Directive	Education ECD	2	1 of 3	2/3	Yes	Yes	Yes	Yes	Yes

### Outcome

These two seats have now been filled after the second round of elections took place. All three seats are now filled.

### Findings 3

The AEDA, the SMME Nominee for the business sector did not meet the criteria and failed in critical areas.

Organisation	Sector	Election Round	Allocated Seats	GC Score	Diversity	Org Citizenship	SEZ Knowledge	Activism	Qualify
Atlantis Economic Development Agency	Business SMME	1	1 OF 3	2/3	Yes	No	Yes	No	No
Atlantis Business Chamber	Business SMME	1	1 OF 3	3/3	Yes	Yes	Yes	Yes	Yes
Atlantis Industrial Initiative	Business Industry	1	1 of 3	3/3	Yes	Yes	Yes	Yes	Yes
Luphulo Atlantis Business Development Forum	Business Informal & Co-operatives	1	1 of 3	3/3	Yes	Yes	Yes	Yes	Yes

#### Outcome

The Atlantis Business Chamber met most if not all the requirements and qualified for this seat. The AEDA accepted this position as the outcome. All seats are now filled.

#### Findings 4

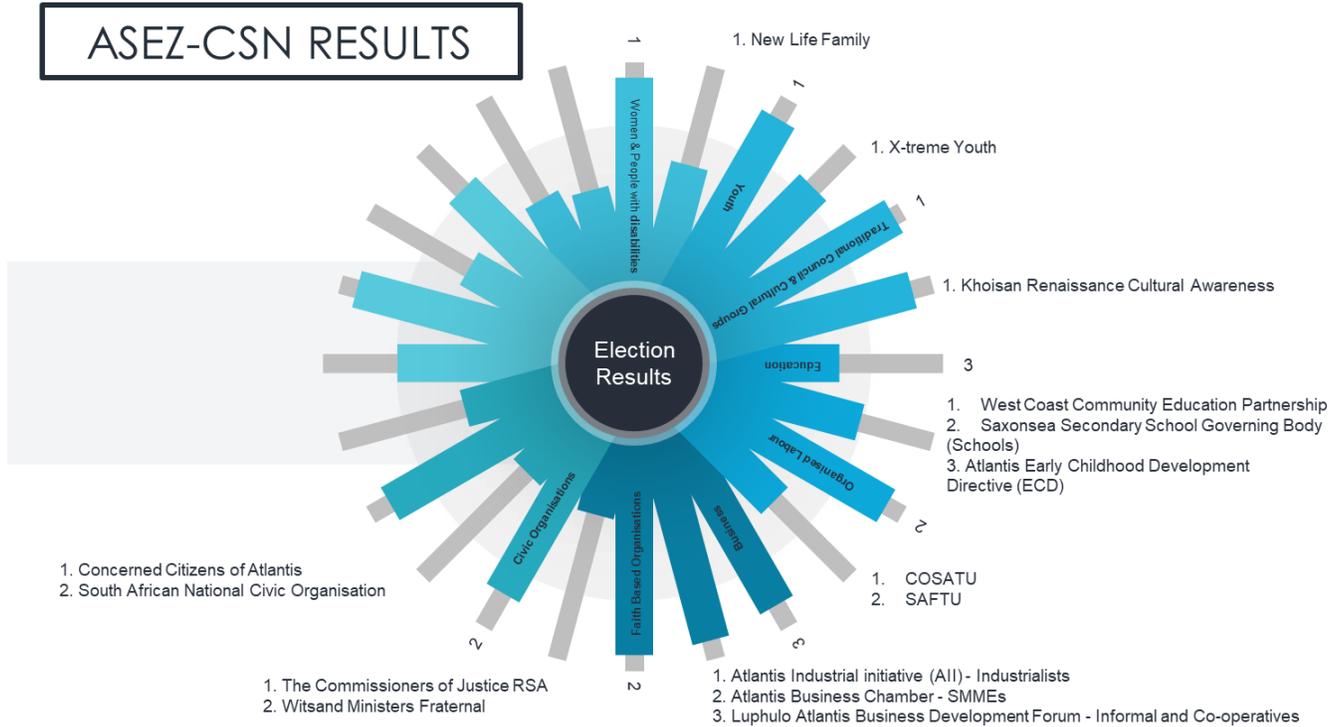
That the two nominees, Dream Team and South African Residents Civic Organisation for the Civic Organisations sector did not meet the criteria and failed in most areas verified.

Organisation	Sector	Election Round	Allocated Seats	GC Score	Diversity	Org Citizenship	SEZ Knowledge	Activism	Qualify
Dream Team	Civic Organisations	1	1 of 2	3/3	Yes	No	Yes	Yes	No
South African Residents Civic Organisation	Civic Organisations	1	1 of 2	3/3	Yes	No	Yes	Yes	No
Concerned Citizens of Atlantis	Civic Organisations	1	1 of 2	3/3	Yes	Yes	Yes	Yes	Yes
South African National Civic Organisation	Civic Organisations	1	1 of 2	3/3	Yes	Yes	Yes	Yes	Yes

#### Outcome

Concerned Citizens of Atlantis and the South African National Civic Organisations met most if not all the criteria and were elected to serve on the ASEZ-CSN.

The results of the overall election are shown below.



Sector	Organisation	Appointed
Women & people with disabilities	New Life	Enid Muzeli
Youth	X-treme Youth	Michelle Fortuin
Education	West Coast Community Education Partnership Saxonsea Secondary School Governing Body (Schools) Atlantis Early Childhood Development Directive (ECD)	Leon Roman S. Van Dyk Peter Lategan
Traditional council and cultural groups	Khoisan Renaissance Cultural Awareness	Lydia Botha
Organised Labour	COSATU SAFTU	Melvin de Bruyn Andre Adams
Business	Atlantis Industrial initiative (All) - Industrialists Atlantis Business Chamber Luphulo Atlantis Business Development Forum - Informal and Co-operatives	Ebrahim Khan Michael Marote Thato Patric Hlwili
Faith based organisations	The Commissioners of Justice RSA Witsand Ministers Fraternal	Steven Alberts Luvuyo Matshisi
Civic organisations	South African National Civic Organisation (SANCO) Concerned Citizens of Atlantis	Thobile Maseti Mishka Ganief

**Note:** The two seats allocated to Labour went to COSATU and SAFTU. There were only two seats allocated to Labour and only these two organisations were nominated. The ballot was uncontested and therefore COSATU and SAFTU were selected to sit on the ASEZ-CSN.

The overall verification is summarised in the table below.

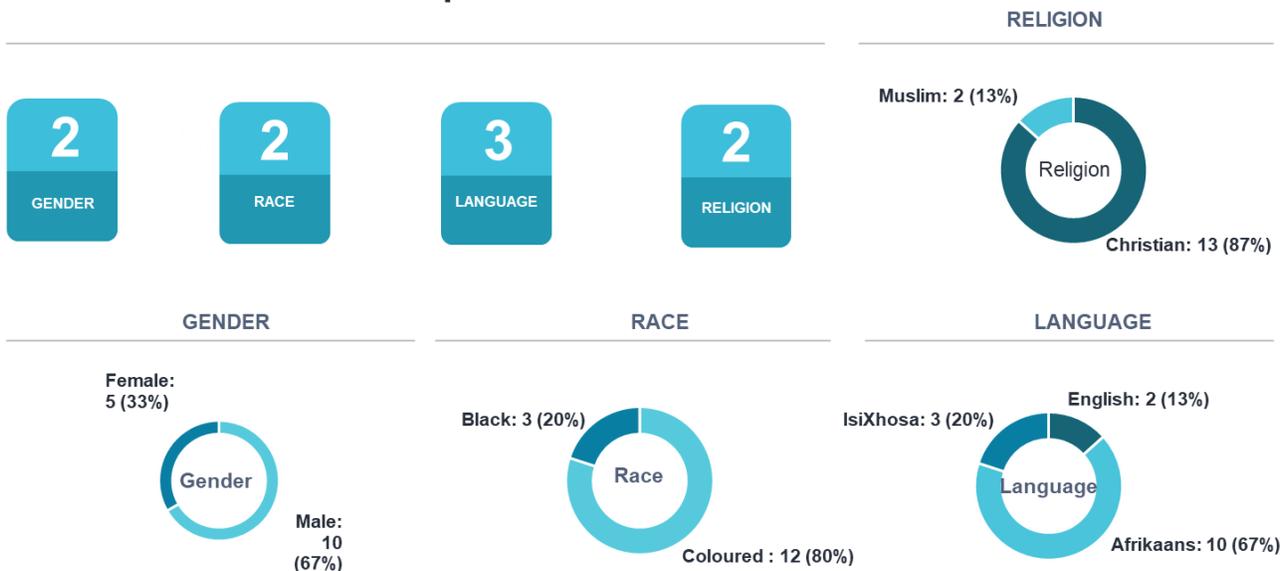
KEY AREA	DESCRIPTION	SUPPORTING EVIDENCE	REQUIREMENTS MET
<b><i>Mobilisation Strategy</i></b>	Develop and Identify Organisations in agreed Sectors as per the TOR	Database Information briefings to sectors	Fully Complied
	Develop comprehensive Organisational Directory (Database) (Electoral Roll)	Yes, reviewed database	Fully Complied
	Identify Leadership in Organisations (Nominees)	Nominees identified	Fully Complied
	Develop Election process guidelines	Election Plan	Fully Complied
<b><i>Develop communications and engagement plan</i></b>	Implement and execute plan to target audience in community. Public forums etc.	Election Report	Fully Complied
	Provide summarised overview of ASEZ-CSN Context and election process	Infographic - Process Steps GreenCape Presentations	Fully Complied
	Use relevant communication channels to communicate to community stakeholders	Media Radio Social Media Public Forums	Fully Complied
	Global definitions index to describe terms to ensure understanding of process	No evidence provided	Not Complied
	Any issues and questions raised by community logged and responded to	Info session questions and objections logged	Fully Complied
<b><i>Election Process</i></b>	Election process outcomes is in-line with TOR	ToR reviewed and mapped against election process to determine alignment	Fully Complied
	Eligibility criteria for organisations met	Not consistently met	Partially Complied

	Voting station location communicated and ensure polls remain open as communicated. Absentee ballots were noted	Communications sent Email Telephonic contact	Fully Complied
	Election officials and facilitators present at polling station.	All officials present	Fully Complied
	Voters making Challenges were engaged and challenges noted	Challenges recorded	Fully Complied
	Observers were present throughout the entire process	A observer present at all sessions	Fully Complied
	Ballot boxes secured	All Ballot boxes secured	Fully Complied
	Ballot papers checked and verified. Selected sectors correctly placed on ballot papers (Definitive list of nominees)	All ballot papers checked by observers. All sectors correctly placed on ballot papers	Fully Complied
	Ballot count monitored and confirmed (votes tallied as per agreed terms)	Ballot counting recorded and results documented. Observers signed all ballot boxes and results sheet	Fully Complied
Principles	Gender Race Language Religion	As per ASEZ-CSN ToR	Partially Complied

## ASEZ-CSN Diversity

We have concluded that in the selected ASEZ-CSN we have a truly diverse, represented forum, that closely matches the demographic of the Atlantis Community. However, this can be improved on and the ASEZ-CSN should prioritise this aspect of their work moving forward.

### ASEZ-CSN Composition



## OC Observations

### Observation 1

The OC recognises that this process is the first of its kind as it relates to the ASEZ and Community participation and could well serve as a case study for future SEZ implementations.

### Observation 2

Given the fact that the ASEZ community engagements were initiated in February 2018, it came as a disappointment that so few organisations registered to participate in the ASEZ-CSN.

### Observation 3

The OC concludes that the overall process was conducted fairly and transparently, however it is noted that there were areas that could have been managed more effectively. As an example having a Definitions Index would have provided more clarity and better understanding as it related to eligibility for organisations to participate in the ASEZ-CSN. This resulted in organisations being registered that did not qualify and included on the ballot paper.

### Observation 4

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Given the tight timeline for the elections and the complexity of the processes implemented, we believe that the results achieved as an outcome would benefit the community of Atlantis.

**Observation 5**

The OC notes that this was a complex process and is of the view that GreenCape's role in overseeing the implementation of the ASEZ-CSN process from start to end went beyond what was expected and we would like to single out Ursula Wellman and her team for an excellent job done.

**Observation 6**

A reputable, local media house should have been contracted to ensure effective communication using multiple channels across sectors within the community. This is a serious aspect, which should be taken into consideration for future rollouts.

**Observation 7**

In retrospect the formation of the Oversight Committee should have been implemented much earlier in the process. This observation is due to the comments and concerns which were raised by the community, organisations and individuals at the end of the process and could've been dealt with more effectively.

**Observation 8**

That Licensee should establish a formal appeals process for individuals, organisations and the broader community to lodge any objections. This would be the responsibility of all three tiers of Government.

**Observation 9**

The OC congratulates the Interim Committee on a job well done. Their commitment to the process ensured that the interest of the Community was safe-guarded. In handing over the baton to the ASEZ-CSN, they can be proud of the work that they have done and the outcomes achieved. Prof Brian Williams, in fulfilling his role as strategic facilitator and mediator did an outstanding job in implementing the process. The OC is of the view that without his participation, this process could easily have failed.

**Observation 10**

To ensure the ongoing sustainability of the ASEZ-CSN it is essential that they are adequately resourced and supported to be able to deliver on their mandate.

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## Conclusion

For Atlantis, an ignoble stepchild of Apartheid, it is difficult to determine and indeed highly debated, whether it has changed positively or negatively over the past 42 years. Today it deals with high levels of unemployment and decreasing public investment. The missing metric that explains all this isn't just economic, but social — it's about trust. Or more notably, the lack of trust among the general population of Atlantis in what the future will look like, and the ability of government to manage it. A huge trust deficit exists between the people of Atlantis and government as a whole.

The designation of Atlantis as a SEZ potentially addresses both these issues. It's an opportunity to drive socio-economic development in this region and restore the trust of the community in government and the private sector.

The OC believes that through this process social cohesion has been increased and promoted within the Atlantis Community. This was largely achieved through:

- Better understanding of the dynamics that exists within the Atlantis Community
- Pro-actively engaging the community and building partnerships between key stakeholders and role players
- Ensuring that all sectors within the community found a voice and could participate in the process
- Nurturing trust relationships between various factions all focused on achieving a common goal that benefits all
- Prevent and respond to incidents of conflict between groups through strategic facilitation and mediation.
- As an outcome, have a truly diverse, widely represented body that is reflective of the community to represent their interest in the ASEZ.
- Strategically plan for the needs of the community now and into the future. This will continue as part of the work of the ASEZ-CSN

### **Key process outcomes were:**

1. Successful democratic processes through four crucial community-mandating meetings.
2. February 2018 and August 2018 mandates to establish terms of reference for the electoral system of choosing leaders.
3. November 2018 the adoption of the Terms of Reference BUT crucially the establishment of an independent community controlled Oversight Committee.
4. February 2019, the community acceptance of the Oversight Committee recommendations that electoral processes were free, fair and legitimate.
5. The complexities of the process were that the candidate who received the most votes was not necessarily declared the winner.
6. That the evaluation tool was fundamental in determining an outcome that addressed core principles.
7. This must be a first where elections results alone do not determine the winner but that the application of the principles as well as the election results are considered in determining who sits on the ASEZ-CSN.

In addition, the parties have collectively created a new body of knowledge that can be applied in many different contexts and communities to address socio-economic challenges and drive real transformation. Above all else, we have developed a case study that serves as living proof that what is believed to be impossible is possible. This can be considered as the gold standard for credibility in driving socio-economic transformation in disadvantaged communities. Moreover, this process has not only promoted social cohesion but also proactively assured the joint involvement and active collaboration of all stakeholders of the Atlantis Community, government, businesses, and civil society to jointly address collective action.

This was indeed a complex process and as a Greenfield project, explored uncharted territory. Mistakes have been made and there are many lessons that we can learn through this process. However, for the moment, all participating parties should be proud of this bold collective step and the outcomes this change will bring for the broader community.

In conclusion the Oversight Committee deems this election process to have been free, fair, legitimate and transparent, but more importantly that the outcome of this process adheres to the fundamental principles and values of our Country's Constitution, the SEZ Act and the Terms of Reference adopted by the Atlantis Community.

**ASEZ Oversight Committee**

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## Annexure A - Diversity

Result	Sector	Nominee	Race	Religion	Gender	Language
New Life Family	Women & People with Disabilities	Enid Muzeli	C	Christian	F	Afrikaans
X-treme Youth	Youth	Michelle Fortuin	C	Christian	F	Afrikaans
West Coast Community Education Partnership (Tertiary)	Education	Leon Roman	C	Christian	M	Afrikaans
Atlantis Early Childhood Development Directive (ECD)	Education	Peter Lategan	C	Christian	M	English
Saxonsea Secondary School Governing Body (Schools)	Education	S. Van Dyk	C	Christian	F	Afrikaans
Khoisan Renaissance Cultural Awareness	Traditional Council & Cultural Groups	Lydia Botha	C	Christian	F	Afrikaans
None, but COSATU and SAFTU submitted nominations	Labour	Melvin du Bruyn	C	Christian	M	Afrikaans
None, but COSATU and SAFTU submitted nominations	Labour	Andre Adams	C	Christian	M	Afrikaans
Atlantis Business Chamber	Business	Michael Marote	C	Christian	M	Afrikaans
Atlantis Industrial initiative (All) - Industrialists	Business	Ebrahim Khan	C	Muslim	M	English
Luphulo Atlantis Business Development Forum - Informal and Co-operatives	Business	Thato Patric Hlwili	B	Christian	M	IsiXhosa
The Commissioners of Justice RSA	Faith based	Steven Alberts	C	Christian	M	Afrikaans
Witsand Ministers Fraternal	Faith based	Luvuyo Matshisi	B	Christian	M	IsiXhosa
Concerned Citizens of Atlantis	Civic Organisations	Mishka Ganief	C	Muslim	F	Afrikaans
South African National Civic Organisation (SANCO)	Civic Organisations	Thobile Maseti	B	Christian	M	IsiXhosa



Business	3	01.02.2019	Atlantis Industrial initiative (All) - Industrialists Atlantis Economic Development Agency - SMMEs Luphulo Atlantis Business Development Forum - Informal and Co-operatives	8	Atlantis Industrial initiative (All): 1	Atlantis Business Chamber (ABC): 1	Luphulo Atlantis Business Development Forum - Informal and Co-operatives: 2	Atlantis Economic Development Agency: 2	Atlantis Local and Long Distance Transport: 1	Atlantis Economic Development Sedondary Co-operative: 1		
Faith based organisations	2	02.02.2019	The Commissioners of Justice RSA Witsand Ministers Fraternal	4	The Commissioners of Justice RSA: 1	Witsand Ministers Fraternal: 1	Prophetic Awakening Revival Ministry: 1	Divine Liberation Christian Ministries: 1				
Civic organisations	2	02.02.2019	Dream Team South African Residents Civic Organisation	10	Dream Team: 2	South African Residents Civic Organisation: 2	Atlantis Council of Stakeholders (ACOS): 1	Atlantis Unrestricted Workers Association: 1	South African National Civic Organisation (SANCO): 1	Concerned Citizens of Atlantis: 1	Atlantis First Indigenous Peoples Community: 1	Atlantis Impact Economic Investment Development Corporation: 1

## Annexure C - GreenCape Report



# Atlantis Special Economic Zone Community Stakeholder Network Ballot Report



2019/03/26

Author  
Ursula Wellmann

Prepared for  
Atlantis

Contact  
Ursula Wellmann  
Email: [ursula@greencape.co.za](mailto:ursula@greencape.co.za)

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Distribution: public

# Document Control

Author  
Ursula Wellmann

Review  
Francis Jackson

Release  
Mike Mulcahy

ASEZ Project Executive/GreenCape CEO

Signature  .....

Date 26/03/19 .....

# 1. Acronyms

ASEZ	Atlantis Special Economic Zone
ASEZ-CSN	Atlantis Special Economic Zone Community Stakeholder Network
CDW	Community Development Worker
GC	GreenCape
IC	Interim Committee
DTI	Department of Trade and Industry
OC	Oversight Committee
PMO	Project Management Office
PMU	Project Management Unit
SEZ	Special Economic Zone
ToR	Terms of Reference

## 2. Purpose

The aim of this document is to provide a report on the Atlantis Special Economic Zone Community Stakeholder Network (ASEZ-CSN) elections which were held from 31 January 2019 to 4 February 2019 and on 1 March 2019. As part of the process outlined in the schematic below, GreenCape was mandated by the Atlantis community during a public meeting held on 15 November 2018, to manage the community elections for stakeholder structure representatives to constitute the ASEZ-CSN, a diverse and representative Atlantis community structure. The ballot outcomes presented herein were then provided to the Oversight Committee for verification.

The ASEZ-CSN will act as a channel of communication between the Atlantis SEZ, its multi-stakeholder forums and structures, and the community of Atlantis. Its mandate is to support and ensure that the collective concerns and interests of the sectors represented are acknowledged by the ASEZ, among other things: economic opportunities for communities, capacity building and skills development opportunities.

The ASEZ-CSN's purpose is to provide a legitimate forum for communication from the SEZ to stakeholders and from stakeholders to the SEZ. It will be a forum for issues relating to the SEZ to be raised and discussed. In turn, the SEZ will commit to engaging with this community structure and supporting it, provided that it is legitimately representative of Atlantis stakeholders and is well governed.

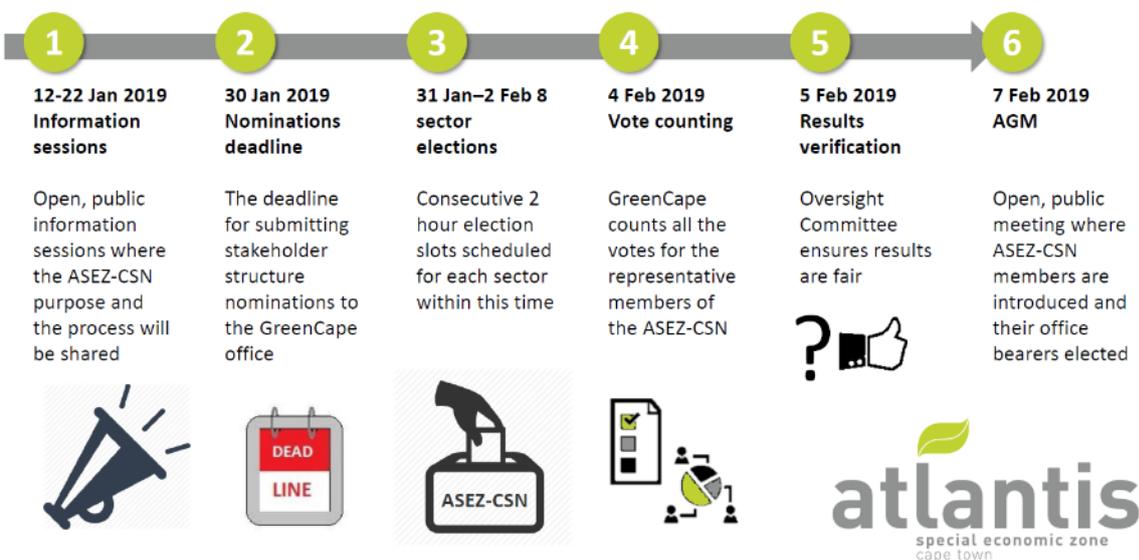


### 3. The Election Process

During the community meeting held on 15 November 2018 the Atlantis community gave GreenCape the mandate to manage the election process. Aligned to this mandate GreenCape agreed on the Electoral Plan in consultation with the Oversight Committee as well community members of the Interim Working committee. The electoral plan detailed key process steps and formed the base for the 2019 ASEZ-CSN election.

The images below provide a summary of the six key steps to the election and serve as an overview of the process.

#### Process steps for the Atlantis Special Economic Zone Community Stakeholder Network (ASEZ-CSN)



#### Process steps for the Atlantis Special Economic Zone Community Stakeholder Network (ASEZ-CSN)

**1 Information sessions** where the purpose of the ASEZ-CSN election will be described, as well as the process that will be followed in the coming weeks  
**Saturday 12 January:** Atlantis, Avondale Hall 10-12am  
**Wednesday 16 January:** Atlantis, Robinvale Hall 14h30-16h30  
**Thursday 17 January:** Mamre hall, 14h00-16h00  
**Friday 18 Jan:** Witsand, Open Heart Centre, 10-12 am  
**Tuesday 22 Jan:** Pella Kasteel, 18h30-20h30

**2 Nominations deadline** for when interested stakeholder structures that would like to participate in the election process would need to register their intent with GreenCape: 30 January

**3 8 sector elections** consisting of a 2 hour election slot per sector.

**4 Vote counting** done by GreenCape

**5 Results verification** by the Oversight committee to ensure credible and legitimate election

**6 AGM** open, public meeting where ASEZ-CSN members are introduced and their office bearers elected: 7 Feb

**Contact us** for more information on 021 577 2719/1034 or charlotte@green-cape.co.za

**Eligibility criteria for stakeholder structures**  
Registered and active stakeholder structures, or in the process of registration  
Evidence required such as registration documentation, meeting minutes and records as evidence of activity

		x = # of seats	
Thursday 31 January	Women & people with disabilities	1	Youth 1
	Education	3	
Friday 1 February	Traditional council and cultural groups	1	Organised Labour 2
	Business	3	
Saturday 2 February	Faith based organisations	2	Civic organisations 2

Figure 3-1: Process steps overview

## 4. Process and Outcomes

### 4.1. Communication and Information Sessions

One of the communication channels for reaching the Atlantis communities was through town-hall style open meetings.

GreenCape successfully hosted five information sessions in all areas of Atlantis Wards 29 and 32 including Witsand, Mamre and Pella. The responses from the various sessions were very positive. A sense of appreciation was felt and shared by all communities that the time and effort was invested to address and inform them within their own communities. Below images and statistics refer to the information sessions that were held from 12 until 22 January 2019.

#### 4.1.1. Information Session: Atlantis Avondale Hall, Saturday 12 January – Total 54 attendees



#### 4.1.2. Information Session: Atlantis Robinvale Hall, Wednesday 16 January – Total 16 attendees



#### 4.1.3. Information Session Mamre: Thursday 17 January – Total 28 attendees



#### 4.1.4. Information Session Witsand: Friday 18 January – Total 70 attendees



#### 4.1.5. Information Session Pella: Tuesday 22 January – Total 19 attendees



In addition to these information sessions, the infographic detailing the process overview was shared electronically with the entire ASEZ stakeholder database. This information was also shared on social media channels, made available through the GreenCape website and published in 2 local newspapers as press releases available in English, Afrikaans and IsiXhosa. Furthermore 10,000 copies of the infographic were distributed to all local schools for learners to give to their parents. Together with Bedrika Sampson, Community Development Worker (CDW) for Atlantis, Michael Webster from the GreenCape team, delivered 30 copies of the infographic, together with the two copies of the Terms of Reference to 30 community-based organisations.

A clear understanding of the risks and the specific stakeholders that can challenge the project and its success is necessary to mitigate any negative, or even potentially dangerous situations. Achieving these objectives is also key to the successful implementation of the ASEZ-CSN election. Risks to the overall process and its delivery were continuously tracked and captured in a risk matrix. Each event

adhered to GreenCape's security and safety procedure with additional security provided by the Community Policing Forum.

To address issues of safety and security the ASEZ PMU implemented a standard safety and security plan, adopted for all public stakeholder engagements. In addition, the services of the Atlantis Community Policing Forum, in partnership with local SAPS, are secured to ensure the safety of the community and event organisers.

Objections against the process, received during the information sessions, were logged in an objections list. These were discussed during consultative meetings with the Oversight Committee and members of the Interim Working Committee during the weekly standing meetings that were held. It was during these meetings that all objections were considered, and it was jointly agreed to continue with the process.

#### **4.2. Pre-Elections**

As reflected in the Terms of Reference eight sector elections were convened in the following manner:

- Credible voting organisations were identified together from
  - GreenCape's database
  - Databases provided by the CDW
  - Databases from the City of Cape Town
  - Advertisements were issued, inviting organisations to register, these organisations were added to the database in the period leading up to the elections
- All organisations identified were informed of the opportunity to nominate representatives by email and follow up phone calls where necessitated for confirmation
- The CDW had originally offered vetting support based on a request by GreenCape. This step was ultimately left to GreenCape, which developed a scoring mechanism to evaluate participating organisations, specifically in the eventuality of a tie or deadlock. This scoring mechanism was developed against the eligibility criteria
- Individual voting sessions were held for each sector. These consecutive 2 hour slots consisted of an information sharing session, followed by the voting by nominated representatives.
- These sessions were closed to members of the public besides those voting.

The voting process included the following:

- Votes were recorded on ballot papers prepared per individual sector
- Ballots only contained organisation names to clearly distinguish organisational citizenship from individual participation
- The scoring mechanism was used in the case of a tie or deadlock
- Votes were counted on a simple majority basis, one majority for each organisation resulted in a sector representative
- One or more members of the Oversight Committee were present during the entire voting process. The Oversight Committee verified that the ballot boxes were empty and that the ballots were free from any marks prior to voting taking place for each sector elections. They were also present during each vote count and verified that the results that were captured were indeed the legitimate outcomes of each sector election

After the public meeting of 7<sup>th</sup> February 2019, preparations took place for the elections of the outstanding seats.

*Distribution: public*

In consultation with the Oversight Committee, the date for the last two sectors' elections was agreed as 1 March 2019. This allowed for 21 days' notice and was aligned to the date which was committed at the AGM. A communique was sent on Friday 8 February to the election stakeholder database informing all of the date for the Youth and Education sectors' election, together with the eligibility criteria as ease of reference. Based on further consultation the deadline for nominations to be received was fixed as 21 February allowing five working days for the vetting of potential candidates and their stakeholder structures.

In total 11 nominations were received by the deadline. GreenCape vetted the list based on the eligibility criteria and provided the list to Bedrika Sampson of the CDW, who further verified the legitimacy of the participating structures. Finally, the list was also provided to the Oversight Committee for their approval, before the stakeholder structures were invited to contest the election. Ultimately 10 organisations participated in the election as one withdrew their application.

*Distribution: public*

### 4.3. Elections

#### 4.3.1. Robinvale Hall, Thursday 31<sup>st</sup> January 2019



On this day the following sectors went to vote for their representatives for the ASEZ-CSN:

- Women and people with disabilities: 9h00 until 11h00
- Youth: 11h30 until 13h30
- Education: 14h00 until 16h00

#### 4.3.2. Robinvale Hall, Friday 01<sup>st</sup> February 2019



On this day the following sectors went to vote for their representatives for the ASEZ-CSN:

- Traditional council and cultural groups: 9h00 until 11h00
- Organised labour: 11h30 until 13h30
- Business: 14h00 until 16h00

The first sector election for the day resulted in a tie/deadlock. This was still the case even after applying the scoring mechanism, with all participating organisations scoring the same based on their submitted evidence and documentation. In consultation with the Oversight Committee it was agreed to reconvene the group for another vote at the SAREBI office on Monday 4 February.

#### 4.3.3. Avondale Hall, Saturday 02<sup>nd</sup> February 2019



On this day the following sectors went to vote for their representatives for the ASEZ-CSN:

- Faith based organisations: 9h00 until 11h00
- Civic organisations: 11h30 until 13h30

The Faith based sector resulted in a tie/deadlocked result. Upon detailed reflection based on inquiries to the four organisations, an outcome was agreed and recorded in the results under the observation of Melanie Andrews, member of the Oversight Committee. The decisions was made by all the participating organisations within the Faith based sector and took into account their respective base of representation, with one organisation representing 300 Pentecostal churches in Atlantis and the other 43 churches in the Witsand and surrounding area.

#### 4.3.4. Wesfleur Library Hall, Friday 1<sup>st</sup> March 2019



On this day the following sectors went to vote for their representatives for the ASEZ-CSN:

- Youth: 10h00 until 12h00
- Education: 12h30 until 14h30

The election followed the same structure and programme of the previous elections. it consisted of a two hour session which started with an information sharing presentation by GreenCape. Patrick Kadalie was in attendance throughout, representing the Oversight Committee.

The Education election followed the same procedure.

## 5. Conclusion

### 5.1. Ballot outcomes

Having completed the ballot process, GreenCape submits the outcomes to the Oversight Committee for review. The ballot results of the ASEZ-CSN election of members are as follows:

Sector	Seats	Election date	Result	Ballots cast	Votes per organisation
Women & people with disabilities	1	31.01.2019	New Life Family	4	New Life Family: 2 Emmanuel Day Care Centre: 1 Mamre Woman's Development Forum: 1
Youth	1	31.01.2019	Atlantis Tech Hub	2	Atlantis Tech Hub: 2
Youth	1	01.03.2019	X-Treme Youth	3	X-Treme Youth: 3
Education	3	31.01.2019	West Coast Community Education Partnership	1	West Coast Community Education Partnership: 1
		01.03.2019	Saxonse Secondary School Governing Body (SGB)	6	Saxonse Secondary SGB: 3 Ergon Development Foundation: 2 Injongo Yabantu Concerned Group: 1
		01.03.2019	Atlantis Early Childhood Development (ECD) Directive	1	Atlantis ECD Directive: 1
Traditional council and cultural groups	1	01.02.2019 finalised 04.02.2019	Khoisan Renaissance Cultural Awareness	3	Khoisan Renaissance Cultural Awareness: 2 Griqua Royal House: 1
Organised Labour	2	01.02.2019	None, but COSATU and SAFTU submitted nominations	0	COSATU and SAFTU won a seat uncontested
Business	3	01.02.2019	"Atlantis Industrial initiative (All) – Industrialists Atlantis Economic Development Agency – SMMEs Luphulo Atlantis Business Development Forum - Informal and Co-operatives"	8	Atlantis Industrial initiative (All): 1 Atlantis Business Chamber (ABC): 1 Luphulo Atlantis Business Development Forum - Informal and Co-operatives: 2 Atlantis Economic Development Agency: 2 Atlantis Local and Long Distance Transport: 1 Atlantis Economic Development Secondary Co-operative: 1
Faith based organisations	2	02.02.2019	The Commissioners of Justice RSA Witsand Ministers Fraternal	4	The Commissioners of Justice RSA: 1 Witsand Ministers Fraternal: 1 Prophetic Awakening Revival Ministry: 1

Sector	Seats	Election date	Result	Ballots cast	Votes per organisation
					Divine Liberation Christian Ministries: 1
Civic organisations	2	02.02.2019	Dream Team South African Residents Civic Organisation	10	Dream Team: 2 South African Residents Civic Organisation: 2 Atlantis Council of Stakeholders (ACOS): 1 Atlantis Unrestricted Workers Association: 1 South African National Civic Organisation (SANCO): 1 Concerned Citizens of Atlantis: 1 Atlantis First Indigenous Peoples Community: 1 Atlantis Impact Economic Investment Development Corporation: 1

## 5.2. Review period

An appeals process is open for submissions for 7 calendar days from release of this report. The appeals form is available from the GreenCape offices (contact details below). Only appeals submitted in full by means of the appeals form will be processed.

For any other information, please contact the SEZ project team: 021 577 2719/1034 or [charlotte@green-cape.co.za](mailto:charlotte@green-cape.co.za)

## Appendix A: Members of the Interim Working Committee

David Ndhlela	SEZ Program Manager	The Department of Trade and Industry
Fernel Abrahams	DEDAT: Deputy Director Energy	Western Cape Government
Tim Hadingham	COCT Representative: Investment Facilitation Unit Head	The City of Cape Town
Thabo Thulare	Chief Project Officer	GreenCape ASEZ PMU
Saul Smith	Secretary	Atlantis Business Chamber (ABC)
Michael Marote	Chairperson	Atlantis Business Chamber (ABC)
Allen Beukes	Governance Cluster Representative	Atlantis Council of Stakeholders (ACOS)
Marthinus Fredericks	Economic Cluster Representative	Atlantis Council of Stakeholders (ACOS)
Enid Muzeli	Social Cluster Representative	Atlantis Council of Stakeholders (ACOS)
Joy Davids	Treasurer	Atlantis Council of Stakeholders (ACOS)
James Donkerman	Chairperson	Atlantis Council of Stakeholders (ACOS)
Edwiena MacDonald	Representative	South African Women in Transport and Construction
Amanda van Diemen	Chairperson	Atlantis Informal Traders
Andries Olifant	Chairperson	Griqua Royal House
Andrea Pietersen	Administrator	Ikamva Youth
Carol Davids	Chairperson	Mamre CRDP
Mishka Ganief	Chairperson	Concerned Citizens of Atlantis
Melanie Andrews	Representative	Atlantis ECD Directive (Observer Status)
Emma Blankenberg	Owner	Inyameko Trading 1353
Charmaine Roberts		
Zibongile Gexa	Chairperson	Witsand Concerned Group (WIYC)

## **Appendix B: Terms of Reference of ASEZ-CSN, as adopted 15th August 2018**

# **Atlantis SEZ Community Stakeholder Network**

Terms of Reference  
October 2018

## **Title**

Atlantis Special Economic Zone Community Stakeholder Network “ASEZ-CSN”

## **Description**

“ASEZ-CSN” is the community structure that includes Wards 29 and 32.

## **Association**

The Atlantis SEZ Community Stakeholder Network “ASEZ-CSN” will represent the Atlantis community. It is the intention that it does so in engagement with the Atlantis SEZ (ASEZ) and its multi-stakeholder forums and structures

## **Principles and values**

The principles and values of the “ASEZ-CSN” must be completely aligned to the South African Constitution and the Special Economic Zone Act.

The South African Constitution and the different pieces of legislation, codes, regulations, white papers as well as mandates that relates to the SEZ sector shall apply to all the parties connected to the ASEZ.

## **Purpose of the Atlantis SEZ Community Stakeholder Network**

- To endeavour to become self-reliant as the “ASEZ-CSN” and to consider the registration of the organisation so that it can become an income generating body that develops into an independent entity.
- To act as a primary channel of communication between the Atlantis SEZ and the community

- To provide information shared with the “ASEZ-CSN” to community stakeholders, if and when necessary and upon request
- To monitor and evaluate the ASEZ projects to ensure that there are economic opportunities for communities.
- To engage with the ASEZ to establish the form of such monitoring and evaluation mechanisms.
- To support and ensure that the collective concerns and interests of the sectors represented are acknowledged by the ASEZ, *among other things*: economic opportunities for communities, capacity building and skills development opportunities
- To represent the needs and interests of people within the community of Atlantis.
- To act as the community communication channel to the ASEZ and its multi-stakeholder structures and to raise issues of importance with them through the appropriate committees and structures.
- Tabling proposals for consideration to the ASEZ and its multi-stakeholder structures.
- Managing conflicts of interest within the “ASEZ-CSN”.
- Identifying conflicts of interest, and where such conflict is identified to be withdrawn from decision-making on any issue where such conflict is identified.

#### **“ATLANTIS – “ASEZ CSN” composition**

- The community of Atlantis will be elected via the different sectors to become a member of the **“ASEZ-CSN”**.
- GreenCape will outline the election process and facilitate the process of election of community sector representatives.
- There are 8 sectors identified from which the community representation will be obtained.
- There will be no fewer than 8 and no more than 15 members elected.
- Term period of membership to the “ASEZ-CSN” will be aligned with the SEZ Act.
- Members are eligible for election if they come from a registered organisation or one that is in the process of being registered from within the SEZ geographical area, Ward 29 and Ward 32.
  - If there are those who are elected but not from a registered organisation, then such person/s have six months to register their organisation. Failing to do so will result in automatic disqualification from the **“ASEZ-CSN”**
  - He/she is identified as a recognised member of the community involved in community work
- The elected members will elect their office bearers at the first convened meeting of the **“ASEZ-CSN”**.

- The elected **“ASEZ-CSN”** will be responsible to put all the governance and clean administration policies and practices in place to ensure integrity.

#### A. Membership composition

Sectors	Sub sectors	Themes
Education	1. ECD 2. Primary and Secondary Schools 3. Colleges	Skills
Youth	4. Youth	
Women and Persons with disability	5. Women & Disabled	Health
Organised Labour	6 & 7. Labour unions	
Faith based organisations	8. Faith based member 1 9. Faith based member 2	
Business	10. SMME’s 11. Emerging businesses, informal traders, Co-ops 12. Industrialists/large business	
Civic Organisations, NPOs, NGOs	13 & 14. Civic Organisations, NPOs, NGOs (sports ass)	
Traditional Councils, cultural groups	15. Traditional Councils, cultural groups	

#### Good Governance principles

- The **“ASEZ-CSN”** cannot affiliate with any political groupings or parties.
- **“ASEZ-CSN”** shall have various codes to guide their decision-making, including a Code of Ethics and good conduct will be adopted by the newly elected **“ASEZ-CSN”**
- A copy of governance documents, including Terms of Reference are filed with the Atlantis SEZ Office and any updates are provided to the ASEZ Office at least one week prior to next meeting
- The **“ASEZ-CSN”** will exist for the sole purpose of Atlantis SEZ related activities