



CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

REPORT TO: MAYCO

13 AUGUST 2024

1. ITEM NUMBER: MC 53/08/24

2. SUBJECT

FEEDBACK ON THE INTERNATIONAL/OUTSIDE THE BORDERS OF THE RSA TRIP UNDERTAKEN FROM 7 JUNE 2024 TO 16 JUNE 2024 TO ATTEND THE INCA CAPACITY BUILDING FUND STUDY TOUR IN SWITZERLAND

ONDERWERP

TERUGVOERING OOR DIE INTERNASIONALE REIS (BUITE DIE GRENSE VAN RSA) VAN 7 JUNIE 2024 TOT 16 JUNIE 2024 VIR DIE BYWONING VAN DIE INCA-KAPASITEITSBOUFONDSSTUDIETOER IN SWITSERLAND

ISIHLOKO

INGXELO ENGOHAMBO OLUYA PHESHEYA/NGAPHAYA

KWEEBHODA ZOMZANTSI AFRIKA OLUTHATYATHWE UKUSUSELA

NGOWE7 KWEYESILIMELA 2024 UKUYA KOWE16 KWEYESILIMELA

2024 LOKUZIMASA UTYELELO OLUNGOFUNDO NGENKXASOMALI

ENGOKUXHOTYISWA NGEZAKHONO YE-INCA ESWITZERLAND R0263

3. RECOMMENDATION FROM THE FINANCE PORTFOLIO COMMITTEE: 5 AUGUST 2024 (FNPC 17/08/24)

RECOMMENDED TO MAYCO that the feedback report on the trip to Switzerland, INCA Capacity Building Fund study tour, undertaken by Kevin Jacoby: Chief Financial Officer on 7 to 16 June 2024 be considered and noted.

**AANBEVELING VAN DIE PORTEFEULJEKOMITEE OOR FINANSIES:
5 AUGUSTUS 2024 (FNPC 17/08/24)**

AANBEVEEL aan die burgemeesterskomitee dat die terugvoeringsverslag oor die reis na Switserland, INCA-kapasiteitsboustudietoer, onderneem deur Kevin Jacoby: hoof- finansiële beampte van 7 tot 16 Junie 2024 oorweeg word en daarvan kennis geneem word.

**ISINDULULO ESISUKA KWIKOMITI YESEBE LEZIMALI:
5 EYETHUPHA 2024 (FNPC 17/08/24)**

KWENZIWE ISINDULULO KWIMAYCO sokuba makuthathelwe ingqalelo kwaye kuqwalaselwe ingxelo engohambo oluya eSwitzzeland - kutyelelo olungofundo ngenkxasomali engokuxhotyiswa ngezakhono yeINCA, oluthatyathwe nguKevin Jacoby: iGosa leziMali eliyiNtloko ngowe7 ukuya kowe16 kweyeSilimela 2024.

R0448

REPORT TO: CITY MANAGER

To be referred by the official to Mayco via the Finance Section 79
Committee [after consideration by City Manager]

1. ITEM NUMBER FNPC 17/08/24

2. SUBJECT

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RSA TRIP UNDERTAKEN FROM 7 JUNE 2024 TO 16 JUNE 2024 TO
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ONDERWERP

**TERUGVOERING OOR DIE INTERNASIONALE REIS (BUITE DIE GRENSE
VAN RSA) VAN 7 JUNIE 2024 TOT 16 JUNIE 2024 VIR DIE BYWONING
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**INGXELO ENGOHAMBO OLUYA PHESHEYA/NGAPHAYA KWEEBHODA
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ENGOKUXHOTYISWA NGEZAKHONO YE-INCA ESWITZERLAND**

R0263

3. EVENT SUMMARY

EVENT DETAILS	
CONFERENCE/SEMINAR	INCA CAPACITY BUILDING FUND STUDY TOUR
OTHER	Participate in a South African delegation to engage their Swiz counterparts on practical implementation and experience of project/ programmes and initiatives related to the discussion points raised during the INCA Summer School programme held in Sandton (early 2024)
DATE	6 June 2024 – 17 June 2024
VENUE	Various locations in Switzerland
TOTAL COST TO THE CITY	R90 464.19 <i>*Partially sponsored by host</i>
CITY	Interlaken, Bern, Zurich
COUNTRY	Switzerland
ATTENDEE DETAILS	
NAME AND SURNAME	DESIGNATION
Kevin Jacoby	CHIEF FINANCIAL OFFICER
PROVIDE SUMMARY OF HOST ORGANISATION / CITY	
<ul style="list-style-type: none"> INCA Capacity Building Fund <i>The INCA Capacity Building Fund (ICBF) is registered in terms of the Companies Act as a non-profit company. It was established in 1998 as a joint venture between Infrastructure Finance Corporation Limited (INCA) and Agence Française de Development (AFD). The overall objective of ICBF is to build capacity and develop skills in the local government sector and specifically to focus on skills transfer and support to enhance municipal financial management capacity in the sector.</i> <i>Since its establishment, the INCA Capacity Building Fund targets strengthening the capacity of senior executives and key decision makers such as Municipal Managers, Chief Financial Officers, Heads of Treasury and Engineering Services, and Members of Mayoral Committee for Finance because of the impact this level of leadership has on the direction the municipality takes in delivering services to the community</i> Swiss Confederation – Federal Department of Economic Affairs, Education and Research/ State Secretariat for Economic Affairs SECO 	

4. OBJECTIVE

Following the INCA Capacity Building Fund (ICBF) Summer Schools held on 21 November 2022 until 23 November 2022 and 05 February 2024 until 7 February 2024, an ICBF Study Tour to Switzerland took place from 07 June 2024 until 15 June 2024.

The Study Tour held in June 2024, of which the highlights are captured in this report, was the first ICBF Study Tour to Switzerland. The study group consisted out of six (6) chief financial officers, who represented the municipalities of Cape Town, Stellenbosch, Langeberg, George, Bitou and uMhlathuze.

The purpose of the Study Tour was to expose the South African delegation to:

- The innovative strategies that were developed to enhance sustainable urban development and economic growth,
- efficient and interconnected mobility solutions in public transport and its catalytic role in urban development, as well as
- the shift towards cleaner, greener energy sources, and dealing with the energy crisis facing us, as well as the attempts to minimize the effect growing urbanization and modern lifestyle have on the environment and global warming.

5. OUTCOMES

The ICBF Summer School has become one of the flagship projects of the ICBF, along with the Study Tour of which a number have taken place over the past twenty six years. The latter serves the purpose to create the opportunity for South African municipal practitioners to have a meaningful dialogue with their international counterparts and to be exposed to international approaches and practises, that shape the towns and cities, and deliver key services in an effective and sustainable way.

The South African group of Chief Financial Officers utilised this opportunity to firsthand present the latest economic and financial developments in South Africa and its impact on municipalities to the executive of SECO (State Secretariat for Economic Affairs), as one of the key development cooperating partners for South Africa, as well as to their partners (Urbanplan, Transitec, ENCO, the Hochschule Luzern).

6. ACTIONS REQUIRED

There are no explicit follow up actions required. The purpose of the study tour was to gain exposure to innovative strategies to enhance urban mobility, economic growth, and energy solutions. Lessons learned on the study in these particular areas will be shared with key City stakeholder via workshops

- Urban Mobility (Cape Town Rail – 9 July 2024)
- Urban Mobility (Metro South East Expansion – 10 July 2024)
- Finance (Energy future sustainability scenario modelling – 23 July 2024)

7. IMPLICATIONS

7.1 Constitutional and Policy Implications No ☒ Yes ☐

7.2 Environmental implications No ☒ Yes ☐

7.3 Financial Implications No ☒ Yes ☐

7.4 Legal Implications No ☒ Yes ☐

7.5 Staff Implications No ☒ Yes ☐

7.6 Risk Implications No ☒ Yes ☐

7.7 POPIA Compliance

☒ It is confirmed that this report has been checked and considered for POPIA Compliance.

NOTE: POPIA Section MUST be completed otherwise the report will be returned to the author for revision.

Contact your Directorate POPIA Stewards should you require assistance.

The City has a contract in place with XL Embassy Travel for the safe-keeping of Traveller's personal information as required by the POPI Act.

8. RECOMMENDATIONS

It is recommended that the feedback report on the trip to Switzerland, INCA Capacity Building Fund study tour, undertaken by Kevin Jacoby: Chief Financial Officer on 7 to 16 June 2024 **be considered and noted.**

AANBEVELING

Daar word aanbeveel dat die terugvoeringsverslag oor Kevin Jacoby, hoof-finansiële beampte, se reis vir die INCA-kapasiteitsboufondsstudietoer na Switserland van 7 tot 16 Junie 2024 **oorweeg word** en dat daarvan **kennis geneem word.**

IZINDULULO

Kundululwe ukuba makuthathelwe ingqalelo ingxelo engohambo oluya eSwitzerland - kutyelelo olungofundo ngenkxasomali engokuxhotyiswa ngezakhono yeINCA, oluthatyathwe nguKevin Jacoby iGosa leziMali eliyiNtloko ngowe7 ukuya kowe16 kweyeSilimela 2024

9. GENERAL DISCUSSION

Highlights of study tour and key learnings for application by study tour delegates

1. EXPOSURE TO THE AGGLOMERATION PROJECT AS PRESENTED BY IGOR ANDERSON (URBANPLAN) AS AN EXAMPLE OF INNOVATIVE STRATEGIES AND APPROACHES FOR SUSTAINABLE GROWTH:

The Swiss Initiative emphasizes the need for cooperation amongst National, Provincial and Local Government in the execution of a countrywide policy development initiative. In the Swiss context, it came down to a process whereby the federal level of government use mechanisms to prevent the local or lower level of government expanding their footprint. In the process, agricultural land is protected whereas densification is enhanced and the latter utilised as an engine of growth and efficiency gains are achieved.

Feedback by delegates of the Study Tour:

- The presentation and tour itself provided a transformative experience that offered deep insights into agglomeration and spatial development. I got a sense that Switzerland is on the forefront of efficient and sustainable urban planning. I noticed that agglomeration in Switzerland revolves around the strategic clustering of economic activities and residential areas to optimize resources, enhance connectivity and stimulate economic growth. Bern was just an excellent example of this where they have mastered the art of creating vibrant, economically dynamic regions through well-planned agglomerations. Economic hubs such as Welle Seven focus on concentrating businesses, educational institutions, and research centers in specific areas and by this they create economic hubs that drive innovation and economic growth. This also fosters a sense of community and reduces the need for long commutes.
- The experience and exposure to urban planning as a finance person gave me a different perspective about our participation and /or contribution as CFO's in planning related matters. Switzerland is well advanced in the area of urban planning and their plans are long term as opposed to our local scenario. Switzerland is an urbanised country with 86% of the Swiss population living in urban areas. What was also interesting for me was that there is always a balance in the Swiss planning between centralized and local level. In Switzerland, agglomeration is a concept that is well advanced, and it brings together mobility, housing and economic activities and it works. From a planning perspective Switzerland do not have high rise buildings due to the culture and not deliberate planning. In so far as public participation is concerned

South Africa does see the public as a very important stakeholder, however, in some instances it's more of a tick box exercise. Yet in Switzerland the communities (their municipalities) have a massive say.

Key learnings

- South Africa has a silo mentality and although constitutional rights exist, no proper authority (provincial and local) is executed. This creates the disparities that we see in our different towns.
- South African transportation system is complex, however with the right champion in the form of a law, the current status of our transport systems would slowly become more integrated.
- South Africa needs to revive the rail transportation system which was aimed at connecting the different cities whilst also providing a mode of transport to the cities.
- Agglomeration as a term can most probably be defined as an incentive to work together to solve common issues or matters of interest, as there are monetary (taxation and other financial) benefits associated with the agglomeration agreements. From these agreements and the way in which it is aimed at achieving a common goal, it is clear that we are way behind in our collaboration between the 3 spheres of government. We, in actual fact, have another “non-functioning” layer in the district municipalities that really provide no coordination (with the exception of a regional landfill here and there) between municipalities in the same district.
- We have a tendency to be protective over our functions and responsibilities as a collaboration seems to threaten the power base. Probably the most significant stumbling block in achieving common goals and resolving issues cutting across the 3 spheres of government, is exactly the protection of the power base and self-interest. An incentive scheme would most probably pay dividends, yet the current legislative framework restricts that from happening, and perhaps a revision of the framework in which we operate should be considered.
- A key matter that was focused on was that Switzerland could not continue to consume their agricultural land and found mechanisms using the federal level to prevent the lowest level of government from expanding their footprint. In SA there is no direct influence over densification. It is rather left to the economics of infrastructure and lesser funding available to continue to roll out bulk services. Densification is driven by our spatial plans and encouraged by National Government using our conditional grants. Switzerland are used to height buildings which complicates their densification of space as well, whilst South Africa does not seem to bother about this part and only building costs are really relevant. What was interesting to note is that there is a cost to air rights. Switzerland uses a central pot of money to increase competition between cities and regions. SA will continue to find efficient and subsidised ways

of getting communities to economic opportunities and must continue to encourage economic opportunities where communities are.

- “Agglomeration” is the key pillar that unites Switzerland in their vision of what they are working towards for the future. - It has a very strong focus on ensuring agreement amongst stakeholders beforehand. One Team, One Vision. In SA we definitely need to be more united in our efforts. As was mentioned before, we are too focused on our own self-interests and preservation thereof. We can learn from the Swiss method of direct democracy to engage our communities, as well as local, provincial and national stakeholders to ensure a more unified vision is achieved.
- The Swiss seem to accept and require the principle that “everyone must agree before we go ahead and do it” and the cantons and federal government uses their funding support to encourage this agglomeration. It is amazing to see this work and certainly a model that we can strive towards in SA where we tend to be more dictatorial in our ideas of what is supposed to be done, when and by who. The Swiss have matured their IGR model and sets a desirable example for SA to follow.
- Centralising the funding pot will draw the efforts in closer to ensure conformity and increase competition for resources. Using spatial development as a tool to focus and drive economic development is very advanced in Switzerland. As finance practitioners we can influence this area by being more involved in the process and using our tool, such as the capital expenditure framework and long term financial plans, to focus the municipal efforts. The fact that the SBB railway system is so advanced and has become the backbone of Swiss mobility and transport stands in stark contrast to where Transnet currently is. Imagine how much positive impact a fully functioning railway network can have in our country. For example the waste to energy (incineration) plants – we could transport in all the waste you can burn if the railway network was functioning properly.

2. INTERMODAL PUBLIC TRANSPORT / SUSTAINABLE TRANSITION WITHIN THE TRANSPORT SECTOR AND THE ESSENTIAL ROLE PLAYED BY TRANSPORT INFRASTRUCTURE AS A CATALYST FOR MULTIMODAL DEVELOPMENT HUBS WAS ONE OF THE KEY FOCUS AREAS OF THE STUDY TOUR

The delegation was exposed to Bern main station / Zurich main station / the multimodal development hub Westside Bern / the development of the Europaallee adjacent to Zurich’s main station / the Welle Seven next to the station in Bern and the discussions by Alexandre Machu of Transitec. The delegation shared with the Swiss specialists the Adam Tass Corridor development, a Stellenbosch initiative and the intention to de-motorise the center of Stellenbosch.

The Following was some comments and observation from delegates:

- South African municipalities have the potential to get it right. In fact efforts to have proper Capital Expenditure Frameworks with Long Term Financial Plans can be a start to bring the changes that are needed. Richards Bay has an opportunity of providing proper public transportation from the main town to the designated waterfront and beach area. We need to rethink our SDF to include mobility strategies, although in our SDF we have an arterial master plan which is not as explicit as a specific mobility strategy that informs the SDF.
- We need to rethink our SDF's to include mobility strategies as a priority to enable economic growth and unlock development. We tend to think in the present only and forget the long game, the developers in general are profit driven to the extent that they attempt to "strong arm" municipalities into forfeiting development and augmentation contributions under the banner of economic progression and opportunities being created, whereas the municipalities in the long term are footing the bill for infrastructure maintenance and operations. It was clear that the catalyst is the mobility strategy that enables economic opportunity. We need to rethink the way in which we perceive the role that the public transport system plays in bringing people closer to economic opportunity and also creating economic opportunity. Our CEF's aren't built around mobility but rather focusses mainly on basic services being water, sanitation and electricity. Roads are the main infrastructure available in rural mobility strategies, but are not getting preference as the demand for basic services seems to take priority over mobility, and a mind shift is necessary if we want to include mobility as a catalyst.
- The tour created a lot more emphasis on getting rail right as the real catalyst to allow for development opportunities and commuter experience. The Civic area, main train station provides this opportunity together with parts of the infrastructure on the CoCT rail network. A catalytic area for the CoCT is the Bellville interchange which has the commuter magnitude of the main train station in the City. Transfer to other modes is, however, unsafe and enabling cycling as a mode of transport would not be successful right now. What must be sorted is that the rail function is broken, and this creates horrible realities for road via deteriorating infrastructure and congestion. Currently the city is evaluating the function of rail = the city advocates to take over the rail and is costing the function – in terms of our legislation the funding must follow the function – currently run by national government. Even if there is a good reason to transfer the function to the City, the sticking point will be the funding. Apart from rail is the metro south-east expansion for the BRT – the transfer stations of this function are not all economic hubs and limit inter mobile considerations – transitioning from bus say to bike. My focus currently is to understand the inter mobile connections and drive and work with transport professionals to enable a better experience by commuters and preserve current infrastructure like tar roads.

The fact that we commuted the entire week by using only public transport is amazing. The strategic approach is very different from SA – probably due to the reduced footprint of Switzerland. The Government realised and deliberately focused the four main economic centers via rail,

supplemented by intra city transport solutions like the trams, busses and bicycles.

The transportation hubs connect all the various modes of transport – bikes, bus, train, bus, car and walking. The shopping mall approach around these transportation hubs makes sense and greatly simplifies the daily grind for many commuters. We can learn from this strategy in our SDF. The advanced public participation (agglomeration) is so effective in ensuring a common set of goals is achieved.

3. ENERGY TRANSITION: SHIFTING TOWARDS CLEANER GREEN ENERGY SOURCES.

The aspect of the transition in the energy sector and specifically the electricity sector and its financial impact on municipalities was identified by the South African delegation as a main issue. The observation that even Switzerland is looking for the best sustainable green energy solution that is affordable, underpins the fact that the energy crisis is an international issue and lasting solutions need to be found. Switzerland is blessed with water from which hydro power is generated.

- The presentation on alternative sources of energy was good, especially their energy mix (rivers 24.4%, water storage 28.4%, nuclear 36.4% and 10.8% other renewable & fossil gas). The Swiss have a clear strategy and target setting, in that by 2050 zero target for green house emission and 75% by 2030 that is fossil and nuclear and by 2050 only water and renewable will be the main source. Now that is proper planning with timelines. In the case of RSA, in most municipalities' energy is the main source of income and the current dispensation where people can have alternative sources of energy poses a risk to municipal revenues not unless, like in the case of Cape Town. Energy can still be sold back to the City. The move to alternatives requires proper legislation and bylaws. South Africa can learn from the Swiss and possibly inject a lot of money to subsidize and build green infrastructure in the long run.
- The Swiss generate nearly 60% of their energy from hydro and most of the remainder by nuclear. Their exposure to fossil fuels represents an insignificant portion of power generated. We have a different challenge in moving from unreliable fossil fuels to green energy, most of which to date was provided through private investment and initiatives and mainly SSEG (rooftop solar installations). We are yet to accurately calculate the impact of this in an environment where unavailability of supply played a huge factor. We can only rely on trend analysis over plus minus 15 years that indicate the lack of growth in units of energy purchased and sold to include in our scenario planning. It is of essence that we use these planning tools to make forward projections in energy demand and revenue, also very important is tariff structuring through COS (Cost of Supply) studies to analyse the cost elements and appropriately recover overheads and network costs through tariff setting. If this is properly done, the decline in energy purchased and sold would not impact as negatively on the municipal revenue stream.

Also bear in mind that in general, municipal electricity surpluses have diminished over time and there is currently very little reliance on surpluses generated by the electricity service to cross subsidize other services. Buy-back from customers are part of most municipalities SSEG policies, but the principle of net consumption by the customer remains a requirement.

- My team has been assembled and will start reporting back to me on the model they will build but using cash as a basis – which is simply to augment with accrual at a later stage. The City was at an advanced stage of understanding all the moving parts and how they relate together. I believe in a month's time we should have scenario's being considered so that we know where to push hard and where to hold back. One does not have to receive approval to buy back electricity from SSEG installations. It is however a supply function and the providers must be brought on board via a SCM deviation process which is rather simple. We do provide a premium above the 40% of cost of Eskom as explained in the presentation on the day to encourage linking in for the purchase of surplus electricity. The Ghana example presented by experts in one of the sessions is true for South Africa as well. The finance professionals are creating a stumbling block because of financial sustainability insecurity – important to have models to define outcomes to set finance professionals at ease and to give them a chance to advise on funding models, continued trading services and driving advocacy program at the level of NERSA and national government addressing the pricing structure of ESKOM.
- More engagement on the de-risking of PPP's and costing models that make PPP's successful versus internal provision of services was a requirement expressed by the South African delegation.
- Long term IPP PV and Battery Energy Storage (BESS) contracts will force the transformation of our energy crisis into a better space and lay the foundation to uplift our transport and mobility infrastructure.
- Municipalities simply don't have the required resources to build their own energy generation solutions. The maintenance, finance costs and vast array of local government legislation is just restrictive.
- SSEG is fantastic to encourage the public to go green, sell back the excess and make some money, but we need to exponentially grow the IPP alternatives to reduce our reliance on Eskom – with the resultant drop in profit on electricity sales for municipalities. Unlocking new revenue streams is essential and I believe the MFMA needs to be revised to give municipalities greater options to earn revenue from trading, farming and other economic activities besides rates and taxes. If municipalities could secure electricity from IPP and manage their own networks independent of Eskom, revenue would be unlocked and be secured.

4. THE DYNAMICS AND CHANGES IN SOUTH AFRICA GIVEN ITS POLITICAL HISTORY AND DEVELOPMENT CHALLENGES CALL FOR EXCEPTIONAL LEADERSHIP INSIGHT AND CARRIAGE

During the Summer School held in February 2024, one session was dedicated to focusing specifically on the issue of leadership and what is called for. The Study Tour included a short visit to IMD (Number 1 or 2 ranked MBA School in the world for several years). Dr Hisham El-Agamy provided an insight into scenario planning and its role to ensure resilient cities. He made the insightful comment that there is a difference between forecasting and scenario planning. We were also exposed to the online courses available that focus on the Executive.

Below are comments and the views of the delegation related to the aspect of scenario planning and potential to train local practitioners by international institutions:

- Scenario planning (the what if) as part of our budgeting and forecasting processes are of essence. As important as this is, I think our challenge is to convey the message to the elected public office bearers that hardly understand simple financial and economic principles. Perhaps it's different in the metro, but at small local municipalities the level of understanding is just not there, making it extremely hard to convey the message.
- Scenario planning is important to give CFO's and other staff enough ammunition to be able to take risk and also assist them on what to monitor and be alert to. The pricing of IMD, however, is very expensive.
- Cost is restrictively high and in our demanding operational environments it would be difficult to secure finances and time to prioritize this, despite its obvious benefits. International study opportunities won't be funded by many municipalities
- Scenario planning is a mind shift from the traditional forecasting we are used to. It is a more pragmatic approach and more sensible as variables are not always interdependent in the speed and manner in which they shift.

CONCLUDING REMARKS AND COMMENTS ON THE STUDY TOUR ITSELF AND THE TOPICS COVERED AND EXPOSURE PROVIDED TO THE SOUTH AFRICAN DELEGATION

The following comments and feedback from the South African municipal CFO delegates should be noted:

- I found the whole learning experience extremely useful. There was perhaps information overload, although the topics were well researched and interesting. The program was really packed and I personally derived great value from it and I need to really express my sincere appreciation once again.

- What really stood out for me was the “purposeful design” of facilities, amenities, infrastructure, and mobility nodes. The Swiss aren’t cleverer than we are, they just seem to be better at planning, decision making, execution and operations and most certainly embracing technological solutions in day-to-day activities.
- The Study Tour was not only a privilege but massive exposure for me. It assisted me to look at things in context. It is encouraging to learn that even Switzerland is still busy finding the answers to some issues. On the other hand, I also got confirmation that the things we are starting to do in respect of integrated urban development and unlocking land value is the right approach.
- After this Study Tour, as CFO, I am going to have a more involved approach with the rest of Manco and I am going to see what we can do from a finance point of view to work with the planners and the engineers.

FOR FURTHER DETAILS, CONTACT:

DATE	22 July 2024		
NAME	Kevin Jacoby	CONTACT NUMBER	082 468 3000
E-MAIL ADDRESS	Kevin.jacoby@capetown.gov.za		
DIRECTORATE	Corporate Finance	FILE REF No	
SIGNATURE :			

EXECUTIVE DIRECTOR

KEVIN JACOBY


The ED’s signature represents support for report content and confirms POPIA compliance.

COMMENT:

SIGNATURE:

NAME

DATE

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by Kevin Jacoby
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MANAGER: INTERNATIONAL RELATIONS

COMMENT:

DR. DENVER VAN SCHALKWYK

SIGNATURE:

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☐ REPORT COMPLIANT WITH THE PROVISIONS OF COUNCIL'S DELEGATIONS, POLICIES, BY-LAWS AND ALL LEGISLATION RELATING TO THE MATTER UNDER CONSIDERATION.

LEGAL COMPLIANCE☐ NON-COMPLIANT

COMMENT:

NAME

Certified as legally compliant based on the contents of the report.

TEL

DATE

Digitally signed by Lungelo
Mbandazayo
Date: 2024.07.23 15:21:07 +02'00'**CITY MANAGER**☒ NOTED

☒ REFER TO THE MAYORAL COMMITTEE VIA THE RELEVANT SECTION 79 COMMITTEE

DATE

COMMENT: