



**CITY OF CAPE TOWN  
ISIXEKO SASEKAPA  
STAD KAAPSTAD**

# **IMPLEMENTATION FRAMEWORK OF THE INTERNATIONAL RELATIONS POLICY OF THE CITY OF CAPE TOWN**

**INTERNATIONAL RELATIONS UNIT  
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## **LIST OF ABBREVIATIONS**

AFD	French Development Agency
ASEZ	Atlantis Special Economic Zone
CHEC	Cape Higher Education Consortium
CoCT/City	City of Cape Town
DIRCO	Department of International Relations and Cooperation
EMT	Executive Management Team
GDP	Gross Domestic Product
GIZ	German Agency for International Cooperation
ICLEI	International Council for Local Environmental Initiatives
ICT	Information Communication and Technology
IRU	International Relations Unit
IUCN	International Union for Conservation of Nature
KAS	Konrad-Adenauer-Stiftung
KfW	KfW Development Bank
Mayco	Mayoral Committee
OECD	Organisation for Economic Cooperation and Development
SPVs	Special Purpose Vehicles
TA	Technical Assistance
UAE	United Arab Emirates
UK	United Kingdom
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organisation
USA	United States of America
USTDA	United States Trade and Development Agency
WESGRO	The Western Cape Destination Marketing, Investment and Trade Promotion Agency

## 1. BACKGROUND

The United Nations (UN) estimates that, by 2050, two thirds of the world's population will live in cities. Over the next few years, cities could account for nearly 65 per cent of global Gross Domestic Product (GDP) growth. Cities have become more prominent in the international system and actively engage in foreign policy matters, which is commonly referred to as paradiplomacy.

The Implementation Framework of the International Relations Policy of the City of Cape Town (hereinafter "the Framework") provides activities, tasks and guidelines for the City to effectively and strategically position Cape Town globally. It links the International Relations Policy's (hereinafter "the Policy") strategic objectives with actionable steps towards practically engaging with proposed partners and stakeholders. These strategic objectives include the following, namely:

- Promoting Cape Town as an ideal investment destination;
- Promoting Cape Town businesses abroad;
- Promoting Cape Town as a world class tourist destination;
- Promoting Cape Town as an internationally competitive events destination;
- Promoting Cape Town civic life;
- Promoting the City as a model of excellence and innovation in government;
- Gaining policy insights from other international city governments;
- Encourage the shaping of the social policy agenda, particularly with regard to matters of redress, reconciliation, delivery and diversity; and
- Acknowledging that the City does benefit from international technical assistance partnerships.

Due to its cross-cutting nature, the Framework has the potential to support all 16 objectives of the City's new Integrated and Development Plan (IDP) for 2022 to 2027, and some of its specified programmes. More specifically, the Framework supports the IDP's objectives 1 and 16, i.e. Increased jobs and

investment in the Cape Town economy, as well as a capable and collaborative city government. Under objective 1, the Framework supports the Ease-of-doing-business, and Investment and partnership development, as well as the Inclusive economic development and growth programmes. Under objective 16, the Framework supports the Advocacy and intergovernmental relations programme and the need to engage key stakeholders in the furtherance of the City's economic footprint.

## **2. IMPLEMENTATION FRAMEWORK**

Bearing all the above in mind, the Table below highlights the activities, tasks and guidelines for the City and its proposed (current and new) partners. This aims to give practical effect to the objectives of the Policy. To avoid duplication and for completeness, this Framework should be read in conjunction with the Policy.

## IR STRATEGIC OBJECTIVE 1 – PROMOTING CAPE TOWN AS AN IDEAL INVESTMENT DESTINATION

Activity	Tasks & Actions	Timeframe	Who	Possible Partners	Possible Sectors
<p>Foster mutually beneficial relations to promote economic growth through investment by means of <b>agreements, embarking on international visits and hosting foreign delegations.</b> This could facilitate inward investment towards Cape Town.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Initiate new formal relations with foreign cities.</li> <li><input type="checkbox"/> Consider formal relations requests from other foreign cities.</li> <li><input type="checkbox"/> Initiate, as applicable, friendly relations with other foreign cities.</li> <li><input type="checkbox"/> Move towards making some current formal relations dormant where there is no further apparent strategic value.</li> <li><input type="checkbox"/> Facilitate investment missions for the Executive Mayor, Executive Deputy Mayor, and support missions of other Councillors and officials. Strategically identify destinations based on current and envisaged relations; prevailing market conditions and needs; possible synergies and alignment, and existing or proposed networks</li> <li><input type="checkbox"/> Facilitate the hosting of visiting foreign delegations, and arrange site visits e.g. ASEZ where applicable.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> On-going</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> IR Unit</li> <li><input type="checkbox"/> Executive Mayor &amp; Mayco</li> <li><input type="checkbox"/> Legal Department</li> <li><input type="checkbox"/> DIRCO</li> <li><input type="checkbox"/> Diplomatic Corps</li> <li><input type="checkbox"/> Partner Cities</li> <li><input type="checkbox"/> Enterprise &amp; Investment/ Invest CPT</li> <li><input type="checkbox"/> City Special Purpose Vehicles (SPVs)</li> <li><input type="checkbox"/> InvestSA</li> <li><input type="checkbox"/> Potential investors</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Maintain/ renew current relations with Accra; Atlanta; Aachen; Buenos Aires; Dubai; Hangzhou; Houston; Izmir; Miami; Monterrey; Munich; Rio de Janeiro; Shenzhen.<sup>1</sup></li> <li><input type="checkbox"/> Ensure signing of the draft Agreements with Nairobi; Chennai and/or Mumbai, and Helsinki.</li> <li><input type="checkbox"/> Initiate possible new relations with capital-rich cities such as Osaka or Seoul; Climate Change/ Resilience/ Sustainable conscious cities such as Melbourne or Medellin; Creative cities such as Los Angeles or Vancouver.</li> <li><input type="checkbox"/> Possibly move towards declaring dormant/ do not renew relations with Bujumbura; Huangshan; Malmo; Varna; Wuhan.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Business &amp; Financial Services</li> <li><input type="checkbox"/> Corporate head offices</li> <li><input type="checkbox"/> Tourism &amp; Major Events</li> <li><input type="checkbox"/> Information Communication and Technology (ICT) and Artificial Intelligence (AI)</li> <li><input type="checkbox"/> Green industries (including green energy and green technology)</li> <li><input type="checkbox"/> Biotech industry and Medical Technology</li> <li><input type="checkbox"/> Infrastructure development</li> <li><input type="checkbox"/> Business Process Outsourcing</li> <li><input type="checkbox"/> Creative industries (e.g. Film and Media; Craft and Design; Fashion &amp; Animation)</li> <li><input type="checkbox"/> Advanced manufacturing, including aerospace, robotics and smart materials</li> <li><input type="checkbox"/> Ocean economies, including boatbuilding</li> <li><input type="checkbox"/> Food and beverages</li> </ul>

<sup>1</sup> Most of these agreements in some way already are aligned in terms of areas of collaboration with the Mayoral Priority Programmes. In addition, they also make provision for collaboration in the fields of safety and security, urban mobility, sanitation and waste, human settlements, and community health, amongst others.

## IR STRATEGIC OBJECTIVE 2 – PROMOTING CAPE TOWN BUSINESSES ABROAD

Activity	Tasks & Actions	Timeframe	Who	Possible Markets	Possible Sectors/ Products
<p>Promote Cape Town businesses by leveraging current and building new relations by means of <b>agreements, embarking on international visits and hosting foreign delegations.</b> This could create new markets for Cape Town products.</p>	<ul style="list-style-type: none"> <li>□ Initiate new formal relations with foreign cities.</li> <li>□ Consider formal relations requests from other foreign cities.</li> <li>□ Initiate, as applicable, friendly relations with other foreign cities.</li> <li>□ Move towards making some current formal relations dormant where there is no further apparent strategic value.</li> <li>□ Facilitate trade missions for the Executive Mayor, Executive Deputy Mayor, and support missions of other Councillors and officials. Strategically identify destinations based on current and envisaged relations; prevailing market conditions and needs; possible synergies and alignment, and existing or proposed networks.</li> <li>□ Facilitate the hosting of visiting foreign delegations, and arrange site visits where applicable.</li> </ul>	<ul style="list-style-type: none"> <li>□ On-going</li> </ul>	<ul style="list-style-type: none"> <li>□ IR Unit</li> <li>□ Executive Mayor &amp; Mayco</li> <li>□ Legal Department</li> <li>□ DIRCO</li> <li>□ Diplomatic Corps</li> <li>□ Partner Cities</li> <li>□ Enterprise &amp; Investment/ Invest CPT</li> <li>□ City's SPVs</li> <li>□ InvestSA</li> <li>□ Cape Town-based businesses</li> </ul>	<ul style="list-style-type: none"> <li>□ Clothing and Textiles: Turkey, Vietnam, Japan (Asia); Namibia, Lesotho, Botswana (Africa); Italy (Europe); and USA (North America).</li> <li>□ Agro-processing: The UK and Netherlands (Europe); Lesotho, Namibia, Botswana (Africa); and USA (North America).</li> <li>□ ICT &amp; Broadband: The UK &amp; Sweden (Europe); Kenya (Africa); Australia (Asia Pacific); and USA (North America).</li> <li>□ Aquaculture: China, Hong Kong, Japan (Asia); Lesotho, Namibia, Botswana (Africa); and USA (North America).</li> <li>□ Viticulture: Argentina (South America); Italy, Spain, France (Europe); China, India (Asia); and USA (North America).</li> <li>□ Hospitality &amp; Tourism: Switzerland, Germany, UK, France, Netherlands (Europe); China and India (Asia), USA (North America), and MENA plus SEA countries.</li> <li>□ Petroleum products: China, India, Japan, Singapore, South Korea, Taiwan (Asia); Germany, Italy, Spain, Belgium, France, UK (Europe); USA (North America); Namibia, Botswana, Lesotho (Africa).</li> <li>□ Agriculture: UAE (Middle East); Morocco, Egypt, Namibia (Africa); China, Bangladesh, Pakistan, Hong Kong, Japan, Vietnam (Asia); Netherlands, UK, Germany (Europe); USA (North America).</li> <li>□ Steel: China, Turkey, India, South Korea (Asia); Italy, France, Netherlands, Germany (Europe); Canada, USA (North America).</li> <li>□ Boatbuilding: UAE (Middle East); Monaco, France (Europe); USA (North America), and Namibia, Angola, Mozambique, Malawi, Tanzania, Mauritius, Seychelles, Madagascar (Africa).</li> </ul>	<ul style="list-style-type: none"> <li>□ Clothing &amp; Textiles</li> <li>□ Agro-processing</li> <li>□ ICT &amp; Broadband</li> <li>□ Aquaculture (e.g. fish products)</li> <li>□ Viticulture</li> <li>□ Hospitality</li> <li>□ Tourism</li> <li>□ Petroleum products</li> <li>□ Agriculture (e.g. rooibos tea, citrus fruit, grapes)</li> <li>□ Steel</li> <li>□ Boatbuilding (e.g. custom build yachts and catamarans)</li> </ul>

**IR STRATEGIC OBJECTIVE 3 – PROMOTING CAPE TOWN AS A WORLD CLASS TOURIST DESTINATION**

Activity	Tasks & Actions	Timeframe	Who	Possible Partners	Possible Types
<p>Showcase Cape Town by means of (i) promotional material (ii) social media (iii) sharing Cape Town's profile (iv) the IRU website.</p>	<ul style="list-style-type: none"> <li>□ Distribute promotional material such as memory sticks, videos, and booklets showcasing Cape Town as a prime global location to work, live, play, invest and study.</li> <li>□ Leverage the social media platforms of the Executive Mayor and Invest CPT.</li> <li>□ Request all sister cities and international organisations that the City is a member of to showcase Cape Town on their respective websites.</li> <li>□ Work with the City's Digital Communication Unit to continuously update the IR Unit's website.</li> </ul>	<ul style="list-style-type: none"> <li>□ On-going</li> </ul>	<ul style="list-style-type: none"> <li>□ Executive Mayor &amp; Mayco</li> <li>□ IR Unit</li> <li>□ Enterprise &amp; Investment: Place Marketing</li> <li>□ Invest CPT</li> <li>□ City SPVs e.g. Cape Town Tourism</li> <li>□ Cape Town-based businesses</li> <li>□ Diplomatic Corps</li> <li>□ City's Digital Communication Unit</li> <li>□ Sister cities</li> <li>□ International Organisations</li> </ul>	<ul style="list-style-type: none"> <li>□ Globally, as applicable.</li> <li>□ Support the work of Cape Town Tourism in their relations with New York Tourism and Berlin Tourism.</li> <li>□ Also consider best practices by the top 10 tourist destinations for 2022 according to CNN and TripAdvisor. These include Dubai, London, Cancún, Bali, Crete (Greece), Rome, Cabo San Lucas (Mexico), Istanbul, Paris, and Hurghada (Egypt).</li> </ul>	<ul style="list-style-type: none"> <li>□ All, as applicable e.g. general tourism, heritage tourism, Halaal tourism, wellness tourism, sustainable tourism, experiential tourism, cultural tourism, etc.</li> </ul>

**IR STRATEGIC OBJECTIVE 4 – PROMOTING CAPE TOWN AS A GLOBALLY COMPETITIVE EVENTS DESTINATION**

Activity	Tasks & Actions	Timeframe	Who	Proposed Partners	Possible Event Types
<p>Showcase Cape Town by means of (i) promotional material (ii) social media (iii) sharing Cape Town's profile (iv) the IRU website.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Distribute promotional material such as USB, videos, and booklets showcasing Cape Town as a prime global location to work, live, play, invest and study.</li> <li><input type="checkbox"/> Leverage the social media platforms of the Executive Mayor and Invest CPT.</li> <li><input type="checkbox"/> Use applicable City communication channels to amplify announcements of awards/lists featuring Cape Town</li> <li><input type="checkbox"/> Request all sister cities and international organisations that the City is a member of to showcase Cape Town on their respective websites.</li> <li><input type="checkbox"/> Work with the City's Digital Communication Unit to continuously update the IR Unit's website..</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> On-going</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Executive Mayor &amp; Mayco</li> <li><input type="checkbox"/> IR Unit</li> <li><input type="checkbox"/> Enterprise &amp; Investment: Place Marketing</li> <li><input type="checkbox"/> Invest CPT</li> <li><input type="checkbox"/> City SPVs</li> <li><input type="checkbox"/> Cape Town-based businesses</li> <li><input type="checkbox"/> Diplomatic Corps</li> <li><input type="checkbox"/> City's Digital Communication Unit</li> <li><input type="checkbox"/> City's Events Department</li> <li><input type="checkbox"/> Sister cities</li> <li><input type="checkbox"/> International Organisations</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Globally, as applicable.</li> <li><input type="checkbox"/> Also consider best practices by the top 10 leading city destinations for international conventions worldwide in 2021. These include Paris, New York, Singapore, Beijing, Tokyo, Bangkok, London, Barcelona, Istanbul, and Washington.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Conferences</li> <li><input type="checkbox"/> Trade shows</li> <li><input type="checkbox"/> Exhibitions</li> <li><input type="checkbox"/> Sports Events</li> <li><input type="checkbox"/> Marketing</li> <li><input type="checkbox"/> Governance</li> <li><input type="checkbox"/> Business Services</li> <li><input type="checkbox"/> Arts &amp; Culture</li> </ul>



**IR STRATEGIC OBJECTIVE 5 – PROMOTING CAPE TOWN CIVIC LIFE**

Activity	Tasks & Actions	Timeframe	Who	Proposed Organisations	Possible Sectors
<p>Promote Cape Town civic life by exposing the City's officials and its people to civic and similar networks through <b>memberships of international organisations.</b> This has the potential to provide crucial exposure to peers, enabling the City's officials and its people to keep abreast of technical, professional and international best practices and trends.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Initiate new memberships by considering the factors as highlighted in the Policy.</li> <li><input type="checkbox"/> Consider invitations from organisations to become a member by considering the factors as highlighted in the Policy.</li> <li><input type="checkbox"/> Periodically assess, and if applicable, cancel memberships where there is no further apparent strategic value.</li> <li><input type="checkbox"/> Facilitate missions abroad for the Executive Mayor, Executive Deputy Mayor, and support missions of other Councillors and officials as related to the membership activities of these organisations.</li> <li><input type="checkbox"/> Facilitate the hosting of visiting delegations representing these organisations, and arrange site visits where applicable.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> On-going</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Executive Mayor &amp; Mayco</li> <li><input type="checkbox"/> IR Unit</li> <li><input type="checkbox"/> City Directorates</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Maintain memberships of C40 Climate Group, ICLEI, Global Parliament of Mayors, World Energy Cities Partnership, UN's World Tourism Organisation, UN Women Safe Cities, Global Covenant of Mayors, UNESCO Creative Cities Network, Strong Cities 2020 KAS, World Design Organisation City Pillar, Antarctic Gateway Cities Group, Resilient Cities Network, and UN's Office for Disaster Risk Reduction.</li> <li><input type="checkbox"/> Complete membership application process for the Strong Cities Network.</li> <li><input type="checkbox"/> Consider new memberships - e.g. the International Union for Conservation of Nature (IUCN), which is an international organisation working in the field of nature conservation and biodiversity, and the City Hub and Network for Gender Equity (CHANGE).</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Cross cutting</li> </ul>

**IR STRATEGIC OBJECTIVE 6 – PROMOTING CAPE TOWN AS A MODEL OF EXCELLENCE AND INNOVATION IN GOVERNMENT**

Activity	Tasks & Actions	Timeframe	Who	Proposed Partners	Sectors
<p>Promote the City as a leading city with respect to governance and innovation by exposing its potential and strengths through (i) agreements (ii) missions abroad (iii) promotional activities and material (iv) hosting international delegations (v) memberships of international organisations, and (vi) <b>accepting awards and honours.</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> See tasks for Strategic Objectives 1-5 above</li> <li><input type="checkbox"/> Participate and/or encourage City directorates to submit applications for international awards bearing in mind the international standing and prestige of the award/ honour. It should be stressed that the City will disregard any award/ honour if the City has to pay for it.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> On-going</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Executive Mayor &amp; Mayco</li> <li><input type="checkbox"/> Councillors</li> <li><input type="checkbox"/> Executive Management Team</li> <li><input type="checkbox"/> IR Unit</li> <li><input type="checkbox"/> City Directorates</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Globally</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Cross cutting, and as applicable</li> </ul>

## IR STRATEGIC OBJECTIVE 7 - GAINING POLICY INSIGHTS FROM OTHER INTERNATIONAL CITY GOVERNMENTS

Activity	Tasks & Actions	Timeframe	Who	Proposed Partners	Policy Learning Areas
<p>Encourage and maintain learning and strategic cooperation through consultation, exchanges and participation by means of (i) agreements (ii) missions abroad (iii) hosting international delegations (iv) memberships of international organisations (v) clearly focused <b>study tours/ policy learning missions</b>, and (vi) <b>information, research and knowledge gathering and sharing.</b></p>	<ul style="list-style-type: none"> <li>□ See tasks for Strategic Objectives 1-6 above.</li> <li>□ With regards to study tours/ policy learning missions: Return on investment and human capital development should be at the fore when deciding on these endeavours.</li> <li>□ In addition, establish links with educational institutions locally and abroad as well as reputable Think Thanks.</li> </ul>	<ul style="list-style-type: none"> <li>□ On-going</li> </ul>	<ul style="list-style-type: none"> <li>□ Other city and regional governments as per their expertise in relation to the strategic objectives as identified in the Policy, and in the <b>new-term-of-office IDP</b>, coupled with the Mayoral Priority Programmes.</li> <li>□ Communities of Practice – e.g. Cape Town Water Exchange initiative</li> <li>□ International institutions</li> <li>□ Educational institutions</li> <li>□ Think tanks (e.g. Brookings Institution, Centre for Public Impact).</li> </ul>	<ul style="list-style-type: none"> <li>□ Current and proposed future partner cities where the policy context is comparable and the policy lessons are easily transferable (see Objectives 1 and 2)</li> <li>□ Cities with different approaches to similar issues (see Objectives 1 and 2).</li> <li>□ Leverage policy insights from international organisations (see Objective 5) and think tanks such as Brookings and the Centre for Public Impact.</li> <li>□ Concerning educational institutions, leverage the City's agreement with the Cape Higher Education Consortium (CHEC).</li> </ul>	<ul style="list-style-type: none"> <li>□ Cross cutting, as applicable, but especially those as related to the IDP and Mayoral Priority Programmes – e.g. clean energy, sustainable human settlements, ease of doing business &amp; investment promotion, urban mobility, digitisation of government, etc.</li> <li>□ Safer communities by researching best practice and specialised responses to current or emerging threats or risks, training, systems development and technology solutions.</li> </ul>

## IR STRATEGIC OBJECTIVE 8 – SHAPING THE SOCIAL POLICY AGENDA

Activity	Tasks & Actions	Timeframe	Who	Proposed Partners	Policy Learning Area
<p>The City's international relations should have a direct bearing on its general development. Interactions through all the activities mentioned in this Framework could ultimately shape the City's policy agenda and direction, which could aid the City in its quest to improve the lives of all concerned.</p>	<p><input type="checkbox"/> See tasks as mentioned above for all the other strategic objectives</p>	<p><input type="checkbox"/> On-going</p>	<p><input type="checkbox"/> Executive Mayor &amp; Mayco  <input type="checkbox"/> Councillors  <input type="checkbox"/> Executive Management Team  <input type="checkbox"/> IR Unit  <input type="checkbox"/> City Directorates  <input type="checkbox"/> City SPVs</p>	<p><input type="checkbox"/> Globally, through insights as acquired by undertaking foreign missions, study tours, hosting visiting delegations, entering into sister city agreements, and joining international organisations. In particular, a city such as Nairobi, with whom the City has a draft agreement ready for signature in place, has a similar history with regards to diversity, reconciliation and redress and how to ensure good service delivery against this background.</p>	<p><input type="checkbox"/> Policy agenda setting  <input type="checkbox"/> Policy Making  <input type="checkbox"/> Redress  <input type="checkbox"/> Reconciliation  <input type="checkbox"/> Diversity  <input type="checkbox"/> Service Delivery</p>

**IR STRATEGIC OBJECTIVE 9 – TECHNICAL PARTNERSHIPS**

Activity	Tasks & Actions	Timeframe	Who	Proposed Partners	Possible Sectors
<p>Acknowledge the value of international <b>technical partnerships.</b></p>	<ul style="list-style-type: none"> <li>□ Secure external non-gazetted funding in the form of grant funding, technical assistance (in-kind support), and sponsorships for major City projects, specifically excluding loans.</li> <li>□ Developing and updating a consolidated tracker of external non-gazetted funded projects (excluding loans).</li> <li>□ Capturing and applying city-wide lessons learnt across external non-gazetted funded projects.</li> <li>□ Identifying cross-cutting, transversal and or potentially linked projects to maximise external non-gazetted funding in the City in a strategic manner.</li> <li>□ Understanding support needs in the City, matching and targeting funders willing to provide external non-gazetted funding to priority City programmes.</li> <li>□ Monitor and evaluate (M&amp;E) Technical Partnership related projects and provide funders with updated information in this regard.</li> </ul>	<ul style="list-style-type: none"> <li>□ On-going</li> </ul>	<ul style="list-style-type: none"> <li>□ Executive Mayor &amp; Mayco</li> <li>□ Councillors</li> <li>□ Executive Management Team</li> <li>□ IR Unit</li> <li>□ Technical Partnerships Unit</li> <li>□ City Directorates</li> </ul>	<ul style="list-style-type: none"> <li>□ Traditional markets e.g. Germany, UK, France, the Netherlands, and the USA.</li> <li>□ Developmental Agencies e.g. GIZ, KfW, AFD, USTDA, World Bank</li> <li>□ Organisations e.g. UN, C40 Group, Bill and Melinda Gates Foundation &amp; Bloomberg Philanthropies</li> </ul>	<ul style="list-style-type: none"> <li>□ Cross cutting, as applicable e.g. water, sanitation infrastructure development, climate change, safety and security, catalytic urban development, etc.</li> </ul>

### **3. CONCLUSION**

The Policy is long term in nature, and its implementation is a coordinated effort, requiring the commitment and collaboration of a range of stakeholders. In addition, both the Policy and this Framework are subject to regular performance measurement and review practices.

Therefore, this Framework is not exhaustive, but identifies possible recommended partners and sectors. Given the dynamic and ever-changing nature of international relations and city diplomacy, these could be amended as circumstances change to ensure that preferred relations chosen are strategic and add value to the endeavours of the City.

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