

REPORT TO: CITY MANAGER

**TO BE REFERRED BY THE OFFICIAL TO MAYCO VIA THE RELEVANT FUTURE
PLANNING AND RESILIENCE SECTION 79 COMMITTEE**

1. ITEM NUMBER

2. SUBJECT

**FEEDBACK ON THE INTERNATIONAL TRIP UNDERTAKEN FROM 12–16
MAY 2025 TO ATTEND THE MAJOR INFRASTRUCTURE DELIVERY
CONFERENCE IN THE UNITED KINGDOM**

ONDERWERP

**TERUGVOERING OOR DIE INTERNASIONALE REIS VAN 12-16 MEI 2025
VIR DIE BYWONING VAN DIE KONFERENSIE OOR DIE LEWERING VAN
GROOT INFRASTRUKTUUR IN DIE VERENIGDE KONINKRYK**

ISIHLOKO

**INGXELO EMALUNGA NEHAMBO KUMAZWE APHESHEYA EQHUTYWE
UKUSUSELA NGOWE12–16 KUCANZIBE 2025 UKUZIMASA INKOMFA
EMALUNGA NOKUNIKEZELWA KWEZAKHEKO EZINGUNDOQO
EZIPHAMBILI, ESE UNITED KINGDOM**

LSU R3657

3. EVENT SUMMARY

EVENT DETAILS	
CONFERENCE/SEMINAR	Major Infrastructure Delivery Conference, University College London (UCL) – MBA Programme
OTHER	Guest Lecture at Karlstad University; Strategic Partnership Meeting with the Association for Project Management (APM)
DATE	12–16 May 2025 (travel dates: 12–20 May 2025)
VENUE	University College London, Bartlett School of Sustainable Construction, London
TOTAL COST TO THE CITY	R33 001.97
CITY	London
COUNTRY	United Kingdom

ATTENDEE DETAILS	
NAME AND SURNAME	DESIGNATION
Ben Peters	Director: Corporate Project, Programme and Portfolio Management (C3PM)
PROVIDE SUMMARY OF HOST ORGANISATION / CITY	
UCL's Bartlett School of Sustainable Construction is a globally recognised centre for infrastructure leadership, education, and research. The Association for Project Management (APM) is the UK's chartered body for the project profession.	

4. OBJECTIVE

To represent the City of Cape Town in showcasing its leadership in infrastructure delivery, project portfolio maturity, and governance practices. The trip also aimed to build global professional relationships, gain insights from peers, and initiate a strategic partnership with APM to support knowledge sharing and capability development.

5. OUTCOMES

Outputs from Engagements:

- Panel Participation (14 May): Provided an expert municipal perspective on infrastructure career pathways during the “Careers in Infrastructure” panel at the Major Infrastructure Delivery Conference. Shared real-world insights on leading a public-sector capital portfolio in a politically and fiscally complex environment.
- Lecture at Karlstad University (15 May): Delivered a structured masterclass on Cape Town’s PMO journey, governance architecture, and delivery operating model. Demonstrated use of maturity models, contract assurance, and lifecycle alignment.
- APM Strategic Meeting (15 May): Reached agreement on the terms of a formal partnership that includes reciprocal knowledge sharing, unrestricted access to APM’s tools, and research collaboration.
- Keynote and Facilitation (16 May): Delivered a presentation on leadership and team dynamics in project portfolios; co-facilitated interactive sessions on motivation, competence frameworks, and adaptive project leadership.

Outcomes for the City of Cape Town:

- Strategic Visibility and Benchmarking: Cape Town is now visibly positioned as a global case study in adaptive public-sector infrastructure delivery. This enhances the City’s reputation as a learning organisation and attracts further collaborative and academic opportunities.
- Capability Development and Access to Tools: The APM partnership gives City officials access to world-class project management tools and frameworks, enabling capacity-building without financial expenditure. These resources will directly support the professionalisation agenda across directorates.
- Knowledge Exchange Pipeline: Relationships with UCL, Karlstad University, and APM lay the foundation for ongoing staff development, research benchmarking, and participation in global pilot programmes—feeding into the City’s maturity, PM certification, and project assurance processes.
- Evidence-Based Improvement: The sharing of project data with APM and other partners will result in evidence-based insights about the effectiveness of Cape Town’s

project systems, enhancing internal analytics, and strengthening the case for continued reform, maturity and investment in delivery systems.

- **Strengthened Governance Culture:** The sessions reinforced the role of leadership, not just systems, in enabling delivery. This supports the C3PM vision of embedding governance, ethical leadership, and accountability throughout the City's capital programme.

Outcomes for Ben Peters (Personal and Professional Development):

- **Thought Leadership Credibility:** Active participation in high-level forums confirmed the role as a respected thought leader in the global infrastructure community. visibility has expanded beyond South Africa to the UK, and Nordic academic and professional networks.
- **Expanded Professional Network:** New direct ties with academic leaders, international practitioners, and APM executives create a platform for future collaboration, publication, and advisory roles—potentially influencing policy and curriculum development globally.
- **Validation of Strategic Vision:** The enthusiastic reception to Cape Town's maturity model and leadership narrative serves as external validation of your strategic approach at C3PM. This reinforces internal confidence and provides political cover for ongoing transformation efforts.
- **Future Research and Mentorship Opportunities:** The engagements align with personal growth, feeding into mentoring schemes, and cross-sector knowledge transfer initiatives.
- **Legacy and Influence:** These sessions have begun to institutionalise a narrative of Cape Town not merely as an implementer of infrastructure, but as a shaper of global infrastructure discourse.

6. ACTIONS REQUIRED

- **Formalise Strategic Partnerships:**
 - Finalise and sign the Memorandum of Understanding (MOU) with APM, including terms of data sharing, POPIA compliance, and usage feedback protocols.
 - Confirm engagement terms with UCL and Karlstad University for future lectures, joint research, and benchmarking studies.
- **Embed Access to Global Knowledge Resources:**
 - Coordinate with APM to activate access to their digital tools, frameworks, and professional resources for applicable City units.
 - Ensure training materials, templates, and toolkits are contextualised and incorporated into City project systems, particularly C3PM, Contract Management, Engineering Management, and PMO units.
- **Enable Knowledge Transfer Across the City:**
 - Host City-wide learning sessions to disseminate key insights from the trip to officials across directorates.
- **Integrate learnings into:**
 - Internal training programmes
 - PMO and engineering forums
 - Contract and project assurance reviews
 - Stage gate review processes
 - Use the presentation materials and structured content from Karlstad and UCL for onboarding and project leadership training.
- **Translate the global best practices presented into internal delivery improvements by aligning the content with:**
 - The maturity improvement roadmap (e.g., from C3PM Level 3+)
 - Project readiness assessments (PRA, ERA refinements)
 - Project leadership and team development frameworks
- **Support Long-Term Research and Benchmarking:**
 - Collaborate with APM and academic partners on impact assessments using the City's anonymised project portfolio data.

- Identify key indicators and maturity metrics to track the impact of interventions inspired by the conference insights over the next 12–24 months.
- Sustain Momentum and Strategic Reflection:
 - Schedule an internal reflection and prioritisation workshop to identify which ideas can be piloted immediately (quick wins), which require policy alignment, and which may inform strategic shifts.
 - Use this to reinforce City-wide alignment around a shared vision of delivery excellence.

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 Izani Embassy Joint Venture 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 Ben Peters's trip to the "Major Infrastructure Delivery Conference" from 12–16 May 2025 be considered and noted.

AANBEVELING

Daar word aanbeveel dat die terugvoeringsverslag oor Ben Peters se reis vir die konferensie oor die lewering van groot infrastruktuur van 12-16 Mei 2025 oorweeg word, en dat daarvan kennis geneem word.

IZINDULULO

Kundululwe ukuba makuthathelwe ingqalelo kwaye kuqwalaselwe ingxelo engasemva kohambo oluqhutywe nguBen Peters “olungeNkomfa emalunga nokuNikezelwa kweZakheko ezingundoqo eziphambili”, ukususela ngowe12 ukuya kowe16 kuCanzibe 2025, eseUnited Kingdom.

9. GENERAL DISCUSSION

This international engagement included participation in a panel discussion with global experts (14 May), an academic lecture at Karlstad University (15 May), and keynote delivery and facilitation at UCL (16 May). A strategic partnership meeting with APM concluded in a decision to formalise collaboration through a Memorandum of Understanding. This partnership will provide the City with access to APM tools and position Cape Town as a contributor to global infrastructure research.

All engagements supported the City's objectives of professionalisation, strategic infrastructure leadership, and international benchmarking. The trip significantly elevated the City's visibility in the global infrastructure delivery discourse.

10. ANNEXURES

FOR FURTHER DETAILS, CONTACT:

DATE	29.05.2025		
NAME	Ben Peters	CONTACT NUMBER	
E-MAIL ADDRESS	BarendDaniel.Peters@capetown.gov.za		
DIRECTORATE	FPR	FILE REF NO	
SIGNATURE :			

EXECUTIVE DIRECTOR

GARETH MORGAN

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

COMMENT:

SIGNATURE:

NAME

DATE

MANAGER: INTERNATIONAL RELATIONS

COMMENT:

DR. DENVER VAN SCHALKWYK

SIGNATURE:

DATE

☐ 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

TEL

DATE

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

CITY MANAGER

☒ NOTED

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

DATE

COMMENT: