



A GREEN GOAL 2010 WORKSHOP:

“Sharing Insights on Greening the FIFA World Cup™ with Brazil”

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ABBREVIATIONS

CoCT	City of Cape Town
DEA	Department of Environmental Affairs
KAS	Konrad-Adenauer-Stiftung
LOC	Local Organising Committee
PGWC	Provincial Government of the Western Cape
SEA	Sustainable Energy Africa

EXECUTIVE SUMMARY

This report presents a summary of the GREEN GOAL 2010 Host City Cape Town Workshop, entitled, “Sharing Insights on Greening the FIFA World Cup™ with Brazil”.

The objectives of the workshop, held in February 2010, were to:

- Identify the lessons learnt from Greening the 2010 FIFA World Cup™ in South Africa and Host City Cape Town in particular such that necessary actions can be taken when hosting future major events in both Cape Town and South Africa;
- Transfer the experience to Host City Cape Town’s Brazilian counterparts in order to foster a partnership between the City of Cape Town (CoCT)/ Provincial Government of the Western Cape (PGWC) and Brazilian Host Cities and States;
- Get a better understanding of the Brazilian context as well as on the differences and similarities between Brazil and South Africa;
- Identify existing areas of cooperation between South Africa and Brazil, in particular between CoCT/PGWC and Brazilian Cities/States;
- Develop a strategy on how to proceed with this project based on the input from relevant stakeholders.

1. INTRODUCTION

1.1 GREEN GOAL 2010: FROM PLANNING TO IMPLEMENTATION

The 2010 FIFA World Cup™ to be hosted in South Africa, is a major international event, the likes of which the African continent has never experienced before. South Africa aims to be a world-class host for the 2010 FIFA World Cup™ and this requires a world-class greening effort.

In October 2006, the City of Cape Town produced a business plan defining a list of projects and outcomes that would be undertaken as part of the City of Cape Town’s greening of the 2010 event. The business plan was comprehensive and ambitious and needed to be fine-tuned into an action plan that would extend to 2010 and beyond. Between August 2007 and March 2008, Konrad-Adenauer-Stiftung in cooperation with Sustainable Energy Africa (SEA) organized a series of five workshops for the City of Cape Town (CoCT) and the Provincial Government of the Western Cape (PGWC) as well as two discussion forums that enabled the compilation of a 2010 FIFA World Cup™ Host City Cape Town GREEN GOAL Action Plan, launched by the Mayor of Cape Town and the Premier of the Western Cape in October 2008.

As the Host City Cape Town GREEN GOAL programme moved from planning to implementation, opportunities were identified for the ongoing involvement of KAS as a key 2010 Host City Cape Town GREEN GOAL contributor. Three further workshops took place in early 2009 with the aim to keep GREEN GOAL stakeholder groups informed of the progress with respect to project implementation and to further strengthen the relationship between the CoCT and PGWC as well as external stakeholders and partners.

The Mayor of Cape Town and the Premier of the Western Cape launched the GREEN GOAL Progress Report in September 2009. The report reviewed project implementation, progress and lessons learnt thus far.

The current report summarizes the proceedings of an additional GREEN GOAL 2010 Host City Cape Town Workshop, entitled, “Sharing Insights on Greening the World Cup™ with Brazil”. During this workshop Host City Cape Town in particular, as well as the National Department of Environmental Affairs, shared the lessons learnt in greening the

2. CONTEXT AND BACKGROUND

2.1 LARGE SPORTING EVENTS SUPPORTING SUSTAINABLE CITIES

Lize Jennings from Sustainable Energy Africa (SEA) presented an overview of the opportunities available to developing countries and cities to use the hosting of large sporting events as a catalyst to support the move towards becoming Sustainable Cities.

“A Sustainable City is a city where achievements in social, economic and physical development are made to last. A Sustainable City has a lasting supply of natural resources on which its development depends and a lasting security from environmental hazards which may threaten development achievements. The planning and management for Sustainable City development requires agreements and co-ordinated actions by a variety of public, private and popular sector actions at the individual, community, city and national levels¹”.

Large sporting events such as the Olympic Games and the Soccer World Cup have both positive and negative impacts on cities, including economic development, investment in improved technologies (including transport), but they also result in increased resource consumption leading to a large carbon and environmental footprint for the event and the city.

The environmental impacts caused by an event such as the FIFA World Cup™ are wide-ranging. Transport has probably the biggest impact and implementing effective public transport is key as this is more environmentally sensible than inefficient and polluting private cars. Resource use by hotels and guesthouses during the event results in what is generally regarded as the second biggest area of environmental impact after transport. Stadium design and construction is another factor. Designing stadiums to be resource efficient and choosing materials carefully can substantially reduce the environmental impact of the structure, particularly considering the potential resource saving over its entire life. The environmental footprint of the FIFA World Cup™ also extends to the procurement of goods associated with the event that are environmentally and socially sound all the way through to waste management, where the potential volume of waste generated by the event is enormous. Waste reduction, through reducing or avoiding packaging, and waste recycling, facilitated by providing separate bins for glass, paper, tins and other materials, are amongst the ways to address this issue.

The question asked was: could these events play a role in supporting the move towards Sustainable Cities?

Some opportunities from hosting large sporting events for developing sustainable cities include:

- Investment in integrated, sustainable public and non-motorised transport, leading to a legacy after the event;
- The development of responsible and sustainable tourism experiences and accommodation establishments that promote reduced resource consumption, local economic development and create a long-term legacy for communities supporting the tourism industry;
- The implementation of green building and sustainable (smart, efficient equitable) principles in the development of new infrastructure for the event;
- Job creation and capacity building through the development of infrastructure and services for the event. However, the sustainability of these jobs needs to be addressed;
- The creation of facilities for the event that can be used by the community after the event; and
- Integrated and holistic planning approaches included in city upgrades.

¹ The Sustainable Cities Program (United Nations Centre for Human Settlements and United Nations Environmental Programme)

In order to clearly determine which opportunities are available for developing cities, a clear definition of what a sustainable city is in the context of the developing world.

Some of the challenges in hosting a “green” event that support sustainable cities include the difficulty in motivating for investment in alternative / sustainable technologies that may have higher upfront costs, but will generally achieve lower operational costs in terms of resource consumption. In some cases the availability of (in particular locally made) efficiency technologies as well as the need for human resources to implement the projects can impact on the up-take of these alternatives in the developing country context.

Being a responsible host in a developing country context involves more than just considering the environmental impacts. Developing countries need to ensure a positive social and economic legacy where the benefits of the event are equitably accessed and distributed and that the hosting of the event contributes to social development, particularly poverty alleviation and capacity building.

It was emphasised that there is a need for integrated planning among all players and levels of government with a clear understanding of roles and responsibilities so as not to have to deal with competing priorities between different stakeholders.

Finally, there is a need for political leadership across the entire programme so that the hosting of a sustainable event is effectively championed.

2.2 LINKS BETWEEN COCT/PGWC AND COUNTERPARTS IN BRAZIL

Dr Laurine Platzky, Deputy Director General 2010 FIFA World Cup™ at the PGWC, spoke about the commonalities and differences between Brazil and South Africa, the common challenges in hosting such an event as the FIFA World Cup™. Dr Platzky also outlined the existing network that could facilitate further dialogue.

The presentation started with a comparison between Germany 2006 and Cape Town Host City 2010 GREEN GOAL Programmes. The German 2006 greening programme focused on four projects under three themes, namely; Energy and Water Efficiency, Integrated Waste Management and Transport, Access and Mobility. The Host City Cape Town GREEN GOAL Plan is more overarching as it identified 41 official GREEN GOAL projects under nine sustainability themes. Brazil has highlighted the importance of having a greening programme for the 2014 FIFA World Cup™ through a programme called “BioGoal”. It was noted that the German 2006 GREEN GOAL programme was only initiated 18 months before the event took place, which is one of the reasons for the more focused approach.

Similarities and Difference between Brazil and South Africa

- Brazil is much larger than South Africa, with a population of 200 million compared to South Africa’s 46 million and there are large distances to travel between most cities in Brazil (up to 8 hour flights between the northernmost and southernmost cities).
- There are 12 Host Cities for the 2014 FIFA World Cup™ including Rio de Janeiro (hosting the Final and the International Broadcasting Centre) and Sao Paulo (who would like to host both the semi-finals).
- There is a similar system of government to South Africa with Federal (National), State (Provincial) and Municipal Systems of Government.
- The Brazilian Football Association (CBF) is the Local Organising Committee for the Brazilian event and there is already a strong relationship between FIFA, the CBF and the states in Brazil.
- No new stadia will be built in Brazil, although all the current stadia will require upgrades. Private / Public Partnerships are being discussed for the stadium upgrades. Elections are taking place in Brazil in 2010 and no projects may be embarked upon until after the elections have taken place and the results finalised.

- Most airports are already running over capacity even without the increase in air traffic from the World Cup. Due to the size of the country, one would need to travel by air to most areas. Public transport improvements will also take place in most of the Host Cities although these plans have not yet been finalised.
- The safety and security concerns in Brazil are similar to those in South Africa.
- The legacy after the event is a concern in Brazil, although the focus is more on using the event to change the way that things are done (behaviour change), rather than the legacy of infrastructure, services and facilities that are the South African focus.
- Brazil is very independent and with its strong football clubs, the CBF won't be dictated to by FIFA. The current President of the country is championing the World Cup, but with the elections later in 2010 there may be changes to this focussed leadership.
- English is not widely spoken in Brazil and if Host City Cape Town is to share insights in greening the event, there will be a need for translation services.

There are already a number of links that exist through the PGWC's Office of the Premier, with different spheres and sections of Brazilian government and other stakeholders including the Federal Government, Rio de Janeiro and Sao Paulo States. The Western Cape Provincial Government and Sao Paulo States are both members of the Regional Government Network. Links with the private sector include KPMG Brazil and Price Waterhouse Coopers Brazil who are both assisting Host Cities with aspects of their programmes.

In terms of GREEN GOAL collaboration, FIFA is unfortunately not taking GREEN GOAL seriously and the Local Organising Committee's Legacy work-stream in South Africa is also not focused on GREEN GOAL. Brazil is hosting both the 2014 FIFA World Cup and the 2016 Olympic Games (in Rio de Janeiro), which both have opportunities to focus on greening. Brazil is going to link sustainability to a "smart-living" society and will use the events as catalysts for behavioral change amongst the population.

Recommendations

1. Formal contact should be made with the Brazilian Government to share learnings from Host City Cape Town;
2. A Workshop could be organised after September 2010 to share GREEN GOAL insights with foreign governments, including Brazil, and organizations such as FIFA and UNEP. A formal report on the Cape Town experience should be tabled (Legacy Report);
3. Invitations to this workshop should be sent to Rio de Janeiro and Sao Paulo States as well as other states and further contacts can be obtained during the 2010 World Cup™. It is also suggested that London (who are hosting the 2012 Olympics) and Sydney (who hosted the 2000 Olympic Games) could be invited to this session to share their experiences with their Greening programmes. It is important that this session is seen as an insight and information sharing opportunity for all, rather than Cape Town or South Africa trying to share only their knowledge and expertise.

3. THE LESSONS LEARNT FROM HOST CITY CAPE TOWN AND THE NATIONAL DEPARTMENT OF ENVIRONMENTAL AFFAIRS

3.1 NATIONAL GREEN GOAL PROGRAMME: LESSONS LEARNT

Dr Jenitha Badul (Deputy Director: Local Government Planning) of the National Department of Environmental Affairs (DEA) presented a national perspective on the greening programme.

Dr Badul highlighted the current trend towards greening large events and mentioned the 2002 World Summit on Sustainable Development in Johannesburg, the ICLEI World Congress in 2006 in Cape Town, the 2006 World Cup™ in Germany and the Beijing Olympics of 2008.

The Department of Environmental Affairs has developed a National Greening Programme which will promote the greening of future events held in the country. The guiding principles of the National Greening Programme include environmental best practice, socio-economic development, education & awareness, monitoring, evaluation & reporting and sustainable development: leaving a positive legacy for future generations.

The objectives of the National Greening Programme are to:

- Minimize the environmental impacts of large sporting events and conferences;
- Advocate for mainstreaming sound environmental considerations into major programmes and events;
- Raise environmental awareness using large sporting events as an opportunity and a platform;
- Create and leave an environmentally sustainable legacy;
- Build national capacity to host green events and translate this capacity into new economic opportunities for South Africans.

The Greening Programme covers eight thematic areas including energy efficiency, integrated waste management, water conservation and management, green infrastructure development, biodiversity conservation, sustainable transport, sustainable tourism and carbon offsetting.

Implementation of the National Greening Programme

Dr Badul outlined some of the challenges that the Department had experienced in implementing the national Greening Programme. The relationship with key stakeholders involved in the National Programme has in some cases been problematic and has caused difficulties with project implementation. The predominant challenge was managing the relationship between FIFA, the Local Organising Committee (LOC) and government stakeholders, like DEAT. The LOC's task was to liaise between FIFA and the national government and to co-ordinate the national GREEN GOAL programme. However this task was for various reasons not performed in the way it should have been, resulting in host cities struggling to implement the greening programme due to a lack of necessary strategic guidance and support from the LOC. Although the Department of Environmental Affairs (DEA) did not have a clear mandated responsibility in terms of the cooperation with FIFA and the LOC, it took on some of the co-ordination roles to assist in the implementation of a national programme including co-operative governance, stakeholder engagement, securing of funds, identification and implementation of projects, and the promotion of the programme, but this happened at a much later stage in the process.

The basic requirements for a national greening programme include dedicated human resource at all levels of government as well as the financial resources to support the programme, which can come from the government, donor funds, sponsorship and using NGOs and corporates to support some of the programmes.

A clear understanding of what the greening programme entails and the extent of greening (e.g. including the stadia, fans parks, whole city in the Greening programme) in order to determine which projects are realistic to cover as part of the programme and to what level implementation should take place. This relates to the need to establish clear roles and responsibilities for all stakeholders including FIFA, LOC and the national government.

There is also a need to develop frameworks, guidelines and business plans for the programme and to ensure that baselines are established prior to project implementation as well as the establishment of monitoring and evaluation systems to assess the success of the programmes undertaken.

Some of the challenges experienced as part of the national 2010 greening framework include:

- The tension between getting the level of political buy-in to support the programme versus implementing the programme.
- There is a need for the appropriate level of human resource support. Greening cannot be left to ad-hoc project support of part time staff (who has other priorities). In the case of the DEA, dedicated staff was only appointed 2 years ago and were expected to support 9 Host Cities and hold the national programme.
- The host cities had varying capacity to implement a greening programme, both in terms of financial and human resources and, in most cases, required guidance and support from other stakeholders such as national government departments, in order to drive the integrated national programme.
- No binding “GREEN GOAL” clause exists thus far in the FIFA/Host City Agreement that provides the political and legislative framework that such an initiative requires. FIFA will need to include greening as part of the Host City agreements in order for this to be appropriately addressed in future events. This will ensure that funds from National Government Departments (such as National Treasury) are made available for the greening programme.
- No financial resources / support were provided by FIFA and the LOC, so host cities, provinces and national government had to find funds themselves to implement the greening programme; The host cities were authorized to liaise directly with FIFA, but had to go through the LOC and this impacted negatively on the timing of decisions being taken.
- Due to the large-scale infrastructure requirements for the events, such as transport upgrades, new public transport and new stadia, very little funding was left for greening initiatives.
- The carbon-offset programme has been difficult to implement and was delayed due to several challenges. The project was ready to be implemented four years ago, but challenges such as the scope of the project (looking at flights only or other sources of emissions, how to offset, etc) and finding a home for the programme added to the delays. A report, funded by the Norwegian Government, researched South Africa’s carbon footprint for the event from different emission sources, such as building the stadia, local and international transport for the event and accommodation and formed for the basis for the establishment of a carbon offset programme. Another problem was getting FIFA to commit to offset the carbon emissions of the FIFA Family (FIFA organizing committee, accredited press, the teams etc) as they did in the case of the German event. Further discussions with FIFA and team countries will need to take place to get carbon offsetting committed to.

Authors Note: It is critical to note that synergy and guidance from the DEA at a national level will ensure optimal GREEN GOAL activation and the effective implementation of various GREEN GOAL projects is highly dependent on the active support and direction of DEA, LOC and FIFA and their partners. Sadly, this was not the case. Much of what happens in and around the stadia, such as the types of packaging allowed, is governed by these organizations. In addition, offsetting the carbon impact of the 2010 FIFA Soccer World Cup™ would have been best overseen by DEA as this is a national and international project. National Government needs to approach FIFA for carbon offset funding, as was the case in Germany in 2006.

3.2 FIFA WORLD CUP HOST CITY CAPE TOWN LESSONS LEARNT

Lorraine Gerrans (Manager: 2010 GREEN GOAL) at the City of Cape Town presented the Cape Town Host City GREEN GOAL 2010 Experience.

Cape Town signed a Host City Agreement with FIFA, which states that in terms of Environmental Protection (Section 6.7) *“the Host City undertakes to carry out its obligations and activities under this agreement in a manner which embraces the concepts of sustainable development; must comply with applicable environmental legislation; must serve*

to promote the protection of the environment; in particular, the concept of sustainable development shall include concerns for post-competition use of stadia and other facilities and infrastructure". In terms of Section 6.17: City Beautification "Host Cities shall make all efforts to render the City as attractive as possible".

Lorraine stated that the two sections from the Agreement highlighted above were the saving grace for Host City Cape Town's greening effort (although it was not a guarantee at a national level, which made it difficult to get funding from National Treasury). At a national level the GREEN GOAL programme was covered in the Greening Sub-Working Group, which fell under the Legacy Work Stream.

The Cape Town Host City Structure for the GREEN GOAL programme included a dedicated project team, which worked in co-operation with the Provincial Government, National Treasury and other national government departments, other Host Cities, the LOC and other stakeholders.

The Event Footprint included the following: The Green Point Stadium, the Official Fan Fest (at the Grand Parade), the Fan Walk, the 4 Public Viewing Areas, the 2 Venue Specific Training Sites, 2 Team Hotels and 1 FIFA Hotel. All these venues and the associated facilities influenced the extent of the GREEN GOAL Programme.

Lessons Learnt from the National Organisation Structure

- The GREEN GOAL Sub-Work stream needed to be elevated to a full work stream on its own, rather than falling under the Legacy Work Stream, in order to receive more support for the programme;
- The National Government and LOC need to have a closer working relationship with clearly defined roles and responsibilities, particularly in terms of holding the legacy of the Green Programme;
- Funding for GREEN GOAL initiatives will come from a mix of sources, including government, donor funding and sponsorship and these opportunities should be sought at in the initiation of the programme;
- Each Host City will require a dedicated Work Stream to focus on the City's Greening programme and GREEN GOAL contributors need to come on board early in the process to support the Host City Work stream and the GREEN GOAL programme;
- The National Event Greening programme needs to be launched as early as possible to support Host City plans in terms of Greening programmes and direct the focus areas for implementation;
- The Host City Agreements have been signed and include Environmental Protection as one of their requirements and the cities will have to work within that framework and include environmental protection activities. This put a requirement on the Host Cities in terms of their responsibilities for the event to ensure that they cover some aspect of Environmental Protection in their projects. What was clear from this experience was that the Environmental Protection clause in the Host City Agreement was not clear it what FIFA required from the Host Cities in terms of Environmental Protection.

THE GREEN POINT STADIUM

The Green Point Stadium was in built in accordance with FIFA requirements and both the Environmental Impact Assessment and the Record of Decision, which included energy, water and waste management principles. The stadium operator will optimize the energy, water and waste management interventions through their operations during their management lease of the stadium.

Environmental legislation plays a role in supporting the implementation of sustainability principles. It is important that green technologies are included early in the design process and that if new technologies are to be implemented the life-cycle costs should be looked at rather than just the capital investment. The Organising Committee also needs to buy into the Green Programme for the stadia to support the implementation of alternative technologies.

LESSONS LEARNT FROM THE IMPLEMENTATION OF THE GREEN GOAL ACTION PLAN

This section of the report highlights the projects under each of the nine themes covered in the GREEN GOAL Action Plan as well as the lessons learnt from the implementation of these projects. A summary of the projects and lessons learnt is provided here. More detail on these projects can be found in the Cape Town Host City GREEN GOAL Interim Progress Report that was launched in October 2009.

ENERGY AND CLIMATE CHANGE

The carbon footprint of Host City Cape Town is estimated at 180 000 tonnes, compared to the national footprint estimated at 800 000 tonnes (the German event had a carbon footprint of 100 000 tonnes, but this footprint did not include air travel to and from the event, which is a key component of the South African footprint). It was determined that it would be very expensive to offset the carbon emissions and it was decided to focus predominantly on reduction and mitigation of carbon emissions rather than offsetting them. It is virtually impossible to host a carbon neutral event without government or donor support. The host cities have been unable to obtain a contribution from FIFA for the offsets relating to FIFA family travel, in particular air travel to and from the event, as was the case with the German event.

A number of energy efficient technologies were implemented at the Cape Town Stadium, the Philippi Stadium and the Cape Town Station in terms of energy efficient lighting and efficient Heating, Ventilation and Air Conditioner (HVAC) systems amongst others. The carbon mitigation projects that have been implemented in Cape Town in time for the World Cup include public and non-motorised transport improvements, alternative energy supply at the stadia, energy efficiency technologies and road infrastructure upgrades to reduce congestion.

In terms of stadia it is important to intervene at site selection and design phase and environmental legislation should be used to enforce efficiencies. Lighting and air conditioning are the greatest energy saving opportunities for stadia. It was interesting to note that technologies that weren't available when the stadium constructions started, such as solar roofs, are now possible and a constant review of technologies should be undertaken throughout the process.

WATER

The Green Point Stadium implemented some water efficient technologies as well as using spring water from the Oranjezicht Springs for the irrigation of the Green Point Common. The Western Cape is a water-scarce region, which influences the implementation of water conservation targets. Water saving technologies are relatively cheap and easy to install in stadia. It was determined that rainwater harvesting would have been possible, but the investment in underground storage is more financially feasible in summer rainfall areas, such as Gauteng.

INTEGRATED WASTE MANAGEMENT

Operational waste minimization including waste avoidance (linked to packaging in particular), waste minimization (focusing on product reuse) and waste recycling (a 20% waste diversion target for stadia decided on at a national level) will be implemented at the stadium and the fan parks.

The targets for recycling and waste minimization can only realistically be achieved if an appropriately sized recycling economy is available in the city. The city also understands that large cities will carry the smaller cities in meeting the national reduction targets. There also needs to be buy-in from the Local Organising Committee into the recycling target and the implementation of a standardized system in all the stadia and the need to bring sponsors on board in support of the recycling and waste minimization programme.

TRANSPORT, MOBILITY AND ACCESS

The GREEN GOAL plan promotes public transport and non-motorised transport for trips to the stadium, particularly on Match Days and a target of 50% of fans to use public transport to get to the stadium has been set. Other projects include CBD bicycle hire services for tourists and promotion of eco-driving principles for taxi drivers.

The World Cup, according to the Host City Agreement requires a modern, efficient public transport system to meet the needs of the tourists in the City. The investment in non-motorised transport will depend on the location of the stadium in relation to other facilities such as public transport stations.

LANDSCAPING AND BIODIVERSITY

These projects include a biodiversity showcase garden, an indigenous garden training programme (although these are still in the planning phase and subject to further approval in the development of the eco-park) and the Mouille Point Student Landscape Design Competition. There is also a city beautification programme that includes tree planting and landscaping around the city as part of the Host City Agreement.

The World Cup has leveraged the creation of new open spaces and the upgrade of already established green spaces for use after the event as part of the Green Legacy for the World Cup.

GREEN BUILDING AND SUSTAINABLE LIFESTYLES

The Green Point and Athlone Stadia were both reviewed as part of the Green Stadium Review funded by the Department of Environmental Affairs. An Eco-Park is being developed at the Stadium Precinct and a Smart Living Centre Business Plan has been developed and the plan is to build this once funds have been sourced. The Smart Living Centre will be a GREEN GOAL legacy project and will be designed as a certified Green Building to demonstrate principles of sustainability and to provide information and education on the environment and sustainable living.

Other programmes include the GREEN GOAL Soccer & Environment Poster, the GREEN GOAL Volunteer training, the Cape Town Green Map, GREEN GOAL Short Films that will be shown at the venues, an anti-littering and waste recycling campaign and a "Drink Tap Water" campaign for tourists and the hospitality industry.

Most of the Green Building and Sustainable Lifestyle projects focus on behavior change, which is a legacy of the event as it provides a platform for greening messages to encourage behaviour change.

RESPONSIBLE TOURISM

The GREEN GOAL projects include responsible tourism training (which has been slow to start up, but training and awareness raising programmes have been supported by Cape Town Tourism and the Events Industry. The Events Industry are developing a Smart Event Handbook to guide the industry), GreenStaySA, an environmental certification scheme for the accommodation industry as well as a code of responsible conduct for visitors are well underway.

The implementation of green accommodation standards can be used to mitigate some of the carbon emissions coming out of the hosting the event. The tourism industry through supporting green principles can raise awareness in tourists about the greening programme and general sustainability in the industry. The tourism industry should market the greening programme as part of a Responsible Tourism Marketing Strategy for Cape Town. It was also highlighted that although Cape Town is marketing itself as a Responsible Tourism destination, there needs to be a national responsible image for tourism in terms of marketing the event. Each host city is trying to do something different, but there needs to be a unified picture and host cities need to share resources.

COMMUNICATIONS

A draft GREEN GOAL Communication Strategy has been developed and communication channels and materials have been identified. One of the key components of the GREEN GOAL message is to focus on edutainment in getting the message across.

The 2010 World Cup provides a platform for the environmental message to be presented to a wider audience and the approved FIFA communication channels will be used (e.g. websites, using the FIFA logo, etc). It was determined that it is important to develop a strategy to direct the communications programme and message in a meaningful way.

The communications message needs to be strengthened and geared towards a mass audience. Many opportunities have been lost due to not having a national GREEN GOAL logo (launched very late) that could have been used to get

the message across. The Confederations Cup event in 2009 provided an opportunity to launch some of the GREEN GOAL messaging, but this too was a missed opportunity.

MONITORING AND REPORTING

A number of reporting mechanisms have been put in place to monitor the results of the projects that have been implemented. Most of the projects have been through scoping exercises and project management methodologies have been put in place in order to support the implementation of these projects.

As far as reports are concerned, the Host City Cape Town 2010 GREEN GOAL Action Plan, launched in 2008, described the 41 projects that were identified as part of the GREEN GOAL Plan. This was followed by the launch of an Interim Progress Report in 2009 showing the progress in implementation of each of the projects. A final Legacy Report will be developed after the event to report on the implementation of each project and the future of the projects.

GREEN GOAL 2010: COMPLIANCE, LEVERAGE AND LEGACY

A key focus of the GREEN GOAL 2010 Programme was focused on the legacy of the investments after the event and how they can support the sustainability of the City. The legacy opportunities of the GREEN GOAL program include investment in infrastructure for long-term resource efficiency, greater awareness of environmental issues and promoting behavior change in the City.

The GREEN GOALS that were achieved through this programme include:

- The GREEN GOAL Action Plan was used to secure funding for projects that were identified as part of the Action Plan;
- The Stadium Design Team was open to the implementation of green technologies, where feasible. In some cases, the technologies were included in the conceptual design, but not included due to the investment required for the technologies (e.g. the solar roof tiles);
- The upgrade of the open space around the stadium allowed for the leverage of investment into environment programmes, such as the development of the Eco-Park;
- There was a 100% match of donor and partner funding for projects that were identified in the GREEN GOAL Action Plan;
- Political champions supported the programme at both the City of Cape Town and Provincial Government of the Western Cape, with the Mayor and Premier launching both the Action Plan and the Interim Progress Report. There was also a good working relationship between the City and Provincial staff and the GREEN GOAL Project Manager;
- The Organising Committee is supportive of the implementation of GREEN GOAL projects specific to the Stadium and Fan Parks through the Venue Managers appointed in each city to further support the successful implementation of these projects;
- The GREEN GOAL contributors, such as KAS and Sappi, were real partners on the project and came on board early in the project and supported the process throughout. They also played a role in facilitating other opportunities, such as identifying potential funders for projects;
- The legacy investment is focused on sustainability, including the development of an eco-park, spring water harvesting, the efficient technologies in the stadium, and improvements in public and non-motorised transport;
- Cape Town media were interested in the GREEN GOAL programme and highlighted stories of interest through a number of media channels.

THE MISSED OPPORTUNITIES

- The National GREEN GOAL logo was launched far too late in the programme and the opportunities for further marketing of the programme were therefore missed;
- FIFA was not interested in supporting GREEN GOAL financially or as a requirement for the hosting of the event, which could have facilitated further funding by government. The support to host an event in an environmentally friendly manner needs to be included in the bid requirements coming from FIFA. The environmental clauses in the bid requirements need to be more thorough;
- The National Government and Local Organising Committee's working relationship with Host Cities and each other was strained at times. Host Cities were largely left to develop their own GREEN GOAL programme without the support of a National Strategy until a much later stage;
- There was no real investment in urban renewal other than the upgrade of green space around the stadia;
- Limited green jobs were created through the programme;
- Procurement can be held up by delays at many levels (in particular green procurement in terms of efficiency options), which delayed projects that needed to be implemented;
- One key component of the event green legacy is on being realistic in terms of the number of projects that should be implemented. Cape Town identified 41 projects, but should have limited this to 20 projects with more time to implement and to allow for more resources to be allocated to those specific projects.

4. IDENTIFY THE LESSONS, EXPERIENCES AND AREAS OF COOPERATION

4.1 IDENTIFY THE LESSONS AND EXPERIENCES FROM THE GREEN GOAL 2010 PROGRAMME

The delegates were divided into two groups. One group was asked to identify the lessons and experiences learnt from the GREEN GOAL 2010 process focusing on government interaction (at local, provincial and national level) as well as on the interaction with other key stakeholders (FIFA, LOC, UNEP etc)

The group highlighted seven areas of lessons and experiences. These are discussed in more detail below:

In terms of **organizational structures** it was determined that structures and mandates need to be clear and well communicated to all stakeholders. A stronger co-ordination authority at a national level would have been advantageous and this organisation could have determined how all stakeholders fed into the national process.

It was also agreed that a **common "green" goal** needs to be decided on by the LOC and the national government. The LOC has a strong football and event specific focus, while the government has a broader legacy focus. The two different focuses could have had a more co-ordinated approach if the two authorities had worked together more closely.

The importance of the **environmental position of the event** should be highlighted. As the environment was not a main work stream and the department joined the legacy process at a very late stage, the national environmental strategy was not developed until late in the process and not adequately communicated. The host cities focused mainly on security, transport and marketing as their top priorities, with the greening programme seen as a nice to have add-on by some cities.

The government needs to determine ahead of time what their **main environmental priorities** are, but need to be practical and realistic in terms of the funds and resources available for project implementation. The focus should be

on what can be achieved and the Host Cities should not try to do too much or try and solve all the problems in their city. The event should also support the building of the local economy through job creation.

Dedicated human resources are required to implement a successful Greening 2010 programme. It was noted that the FIFA Headquarters also require a strong internal capacity around greening issues to ensure that this is appropriately addressed in future. Cape Town had a big advantage over the other cities because they have a full time greening coordinator. It was suggested that a secondment from national government to the LOC should have been put in place to support the greening programmes (as was done with the transport department). This would have ensured a green legacy.

It is important to ensure that **appropriate funding** is made available for the programmes that have been planned. Funding from FIFA contributors should feed into the greening programme and the FIFA sponsors should support greening actions through their own activities. From South Africa's experience, it was clear that organizations like UNEP and UNDP were keen to play a facilitative role through partnerships with GEF for the GREEN GOAL programme, although they did not want to support projects that did not have a real impact on the sustainability of the programme.

The government needs to play a **stronger leadership role** and stand up to FIFA and other mega-event organizers. Strong negotiators with environmental knowledge and integrity are needed to discuss and negotiate the requirements for the event with the organizers. The Minister of Sports needs to work more closely with the Minister of Environment in order to ensure that the sustainability and the greening programme are integrated into the whole process.

4.2 IDENTIFICATION OF AREAS OF POSSIBLE CO-OPERATION

The second group was asked to identify 3 areas of possible co-operation between Host City Cape Town and Brazil. It was agreed that Host City Cape Town should focus on issues where they have strength and experience rather than trying to focus on the entire greening process. It was also decided to try and approach Rio de Janeiro as the first option for sharing experiences due to the similarities between the two cities, Cape Town and Rio in terms of a tourism, biodiversity conservation, etc.

The area for co-operation that was agreed by the group includes:

- Responsible Tourism projects, including GreenStaySA, Green Map, the Green Tourism Charter, Cape Town as a Responsible Tourism Destination;
- Biodiversity – focusing on awareness, local biodiversity action, stakeholders from different groups and the involvement of civil society;
- Waste Management and Recycling with a focus on employment opportunities to address job creation;
- The experience with the carbon offset programme and the lessons learnt through this process. The lessons include the organization of the programme and South Africa's learning curve in terms of the calculation of the carbon footprint and the organization of the system; the difficulty in getting FIFA to support of the offset programme and using the link between responsible tourism carbon emissions to strengthen the argument for carbon offsetting.

The group then discussed the South African experience and the lessons learnt from their experience in terms of what should not be done:

- There was limited access by the Host Cities directly to FIFA, which held up some of the processes; a better level of communication is required between all stakeholders;
- A lack of integrated planning (within and between cities, provinces, national government and the LOC) led to different programmes and messages across the Host Cities;

- Leaving the accommodation planning and marketing to MATCH, did not allow for sufficient destination marketing of South Africa as a whole;
- Destructive competition between cities and pricing problems between airlines, accommodation and tour operators;
- 2010 was not seen as a marketing catalyst or platform and it was seen by many as “business as usual” and not for the opportunities it held to promote the environmental and social components of the event;
- Too few baseline studies were done before the event in order to accurately evaluate the greening results after the event;
- There was weak support from the National Government and the LOC, who did not actively support or direct the Host City greening activities.

Communications should take place at a number of levels including raising awareness of softer issues focusing on behavior change. Other communication activities that should take place include lobbying FIFA to support the implementation of a greening programme as well as other international organizations and stakeholders, supporting the implementation of intergovernmental relationships between host cities and states and supporting the implementation of public / private partnerships.

5. WRAP UP AND WAY FORWARD

5.1 SUMMARY FROM THE BRAZILIAN AMBASSADOR

The Brazilian Ambassador, His Excellency, Mr J V de Sá Pimentel was asked to give some feedback on his thoughts on the workshop. The Ambassador stated that it was important to participate in these discussions. He informed the group that from a diplomatic standpoint South Africa will remain a high level priority for Brazilian foreign policy and they are interested in working with South Africa for many years to come and the sharing of insights around greening an event like the World Cup will provide such relationship building opportunities.

Although there are opportunities to share specific experiences, the organization of the event in Brazil will be very different in terms of focus areas, the relationship with FIFA and the capacity of Host Cities. Discussions could take place during the World Cup in South Africa, as there is a lot of interest in Brazil regarding the South African World Cup and a number of representatives from Brazilian cities will be in South Africa during the event. The Brazilian Embassy could play a facilitating role to organize discussion during this time. The Ambassador noted that the Federal Government will be in a better position to structure this co-operation in 2011, once the national elections had taken place.

5.2 ACTIONS ON THE WAY FORWARD

Mark Borchers of Sustainable Energy Africa (SEA) was asked to summarise the way forward. Although this had been a very detailed discussion, it is difficult to come up with a clear way forward as it was obvious that further research needs to take place.

The following was however suggested:

1. That a briefing session takes place during or just after the World Cup involving Brazilian stakeholders who will be in South Africa for the event (although it was acknowledged that this may be difficult to co-ordinate with the different schedules, venues and flights difficulties).

2. The Brazilian Embassy has offered to assist in communicating the opportunity of sharing greening insights with the Brazilian Host Cities (all the Host Cities from Brazil should be invited to this event).
3. It was agreed that Laurine Platzky be tasked with asking the LOC if they are organizing a Host City programme for the Brazilian Host Cities who will be attending the 2010 FIFA World Cup™ and if so, how the greening insights discussion could possibly feed into this process.
4. If there is no national Host City Programme for Brazil, it was agreed that Host City Cape Town should send out an invite to the Brazilian Host Cities (and also include other South African Host Cities) to participate in such a discussion.
5. It was agreed that it would be necessary to appoint a champion from Host City Cape Town or the Province to arrange and co-ordinate this discussion.