

2010

FIFA WORLD CUP
COUNTRY REPORT

2010 FIFA WORLD CUP COUNTRY REPORT



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Sport and Recreation South Africa
REPUBLIC OF SOUTH AFRICA



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FOREWORD FROM MINISTER OF SPORT AND RECREATION

Every four years the world witnesses one of the biggest and most prestigious mega sports events. In terms of global popularity, the Football World Cup surpasses even that of a multi-sports event like the Olympics Games. The universal appeal of football and the result of its mass following is reflected in the fact that the World Cup tournament was approximately 15 times bigger than the Rugby World Cup hosted by South Africa in 1995.

The Federation Internationale de Football Association (FIFA) entrusted to South Africa the honour and responsibility of hosting its most prestigious event, the 2010 World Cup. This was the first event of its kind showcased on the African continent and, as such, was a singular and historic occasion.

The organisation and staging of the World Cup was a resounding success that left a tangible feeling of pride in all South Africans. In fact, at the conclusion of the event the FIFA President awarded South Africa 'nine out of ten' as hosts. Equally vocal about the positive outcome were the national and international media, many of the visiting football fans from around the globe and prominent world leaders and opinion makers – all showered South Africa with accolades and some even labelled the event the 'best World Cup ever'.

As far back as the launch of South Africa's 2003 bid to be the host country, the government threw the full weight of its support behind this effort. Their emphasis was on showcasing the 2010 WC as an African event, one that could spark confidence and prosperity across the continent and hail a new century of growth and development in Africa by enabling it to resolutely turn the tide of centuries of poverty and conflict.

Hosting a truly African World Cup required close cooperation between South Africa and her sister countries in Africa, calling upon the central assets of the continent: the warmth, friendliness, humility and humanity of her people - in essence, the universal values of 'ubuntu'. This powerful spirit of cooperation is what inspired the official slogan of the 2010 World Cup launched by Dr Irvin Khoza on the 25th November 2007 during the worldwide television broadcast of the Preliminary Draw in Durban – 'Ke



Nako (Now is the time). Celebrate Africa's Humanity.'

Government programmes for the World Cup have centred on a number of core elements: compliance with FIFA requirements; leveraging the event for the benefit of the country; creating a memorable experience for football fans; and fostering a lasting legacy for South Africa and the African continent. There is no doubt that the strategic objectives set at the time - in other words what the government wanted out of hosting the event - were absolutely achieved. In addition, and to the credit of the large number of role-players and stakeholders, South Africa has raised the bar and set a new

benchmark in terms of staging this mega event.

There can be no argument that the successful presentation of this event was an 'image coup' for the entire continent and that one of the intangible legacies will be how global perceptions about South Africa and Africa have shifted.

The South African government has consistently argued that sport can be used as a tool to support and help realise social and economic development, including the achievement of the Millennium Development Goals (MDGs), and it can encourage constructive social behaviour in individuals and promote social cohesion, tolerance, peace and security, as well as nation-building.

This report provides the reader with a bird's eye view of the mammoth task of organising the mega-event that contributed

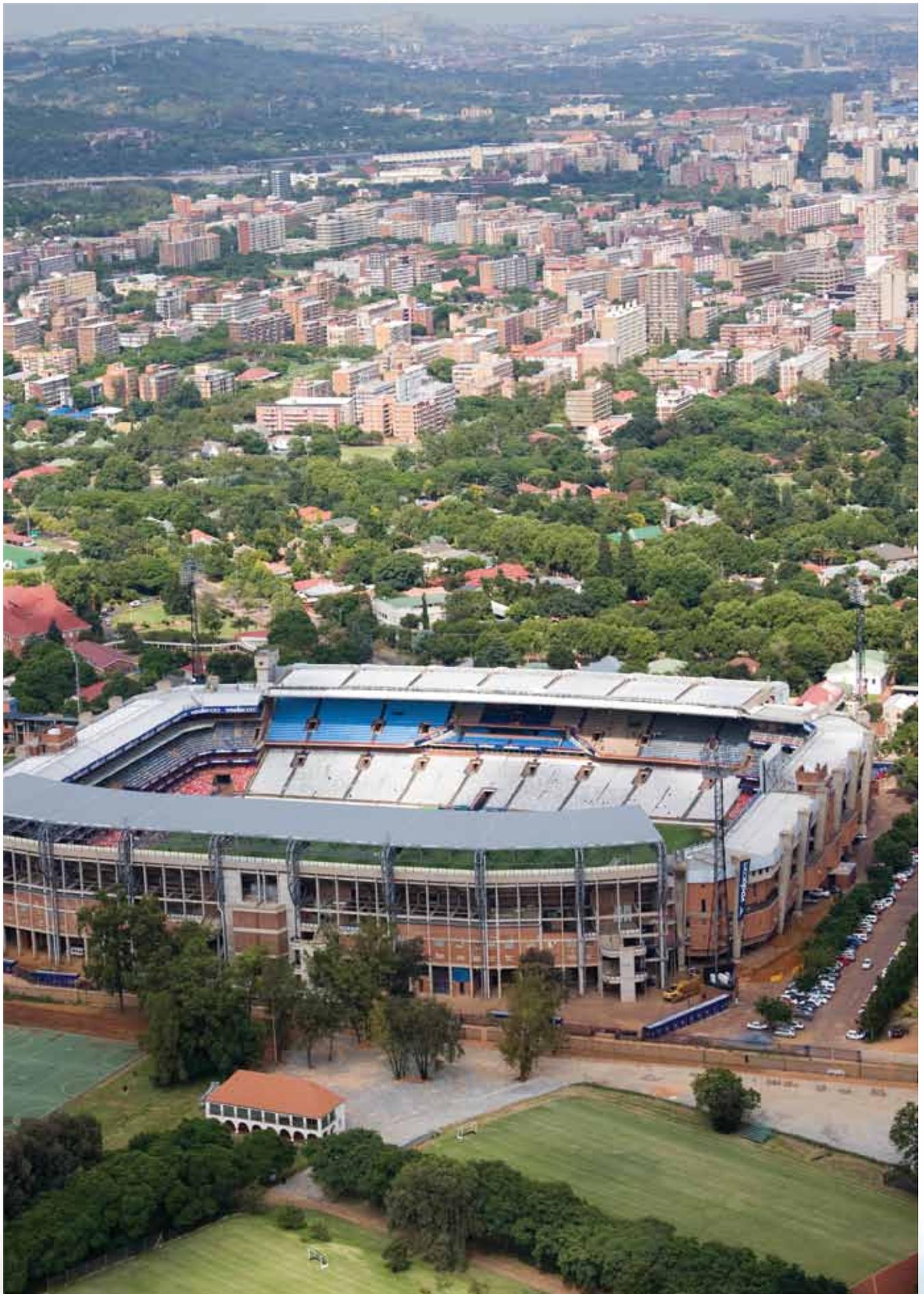
to changing the perceptions of people in South Africa and internationally to South Africa and Africa and it explores both the challenges encountered and the lifelong legacies that will hopefully be enjoyed for generations to come.

This report is a collation of evidence gathered from commissioned research, the reports of related stakeholders and their findings.



MR FIKILE MBALULA, MP
MINISTER OF SPORT AND RECREATION





MESSAGE BY DEPUTY MINISTER OF SPORT AND RECREATION, MR. GERT C. OOSTHUIZEN, MP

As a South African, and as the Deputy Minister of Sport and Recreation, it gives me great pride to pen this message. This report represents an aerial view and summation of the key content of all previous reports on the 2010 FIFA World Cup. In essence, it marks the final brush strokes on the canvass that depicts the greatest spectacle on earth, the most successful FIFA World Cup ever staged to date. If there ever was one defining moment in our history that forever changed the landscape of our country, it has to be the hosting of this mega event, held for the first time in a developing country, and for the first time in Africa.

We look back in retrospect at a legacy of the 2010 FIFA World Cup that stretches beyond the obvious tangibles: the stadiums, the roads, the airports and the new equipment acquired for the police, emergency medical services and other government service points. Never before had the country, with its entire people, rallied together and united in their support of the national football team Bafana Bafana as during this World Cup. Never before were campaigns such as Football Friday and Fly the Flag so successful in uniting the entire nation in support of our National Football team and country.

The successful hosting of the 2010 FIFA World Cup is attributable in part, to the mass mobilization initiatives that urged South Africans to support both the World Cup event and the national squad. The initiative had the additional effect of making people feel included, and this augurs well for the strengthening of national pride and social cohesion.

Our Department fulfilled its mandate by monitoring the construction of stadia to ensure that they complied with FIFA standards and met their deadlines; facilitated the training of volunteers; and mobilized South African support through establishing clubs in the South African Football Association regions. Another critical area of responsibility of the Department was to oversee the delivery of the seventeen guarantees signed by Government Departments with FIFA. This was also successfully executed. The Department also provided institutional support to the 2010 Local Organising Committee, the Technical Coordinating Committee, Inter-Ministerial Committee, Cabinet Magotla, FOSAD and the Host Cities Forum.



This report succinctly captures those facts and figures that support the indescribable “feeling” that it was here, and indeed Africa’s time had come. It demonstrates the positive impact of the multitude of legacy projects that accompanied hosting the 2010 FIFA World Cup in South Africa. What it also achieves is to illustrate how the complexity of the task of hosting the 2010 FIFA World Cup afforded South Africans from all walks of life, immense opportunities for developing both technical and soft skills they otherwise might not have had an opportunity to develop.

The challenge now is to take the 2010 World Cup experience forward. We have to utilize this experience and the lessons learnt for the future of our children and of our country. The tournament has ended, but the legacy must live on and inspire us and the way we think, live and work.

A handwritten signature in black ink, reading "Gert Oosthuizen". The signature is written in a cursive style.

MR. GERT C. OOSTHUIZEN, MP

**DEPUTY-MINISTER:
SPORT AND RECREATION SOUTH AFRICA**

3. EXECUTIVE SUMMARY

“Ke Nakoit is time” - this slogan will resonate forever in the memory of all South Africans because it certainly was our time to host the 2010 FIFA Soccer World Cup™. This report traces the events that culminated in one of the most successful mega-events in world-wide soccer history.

This report concludes a period that the world will remember because of its steadfast encouragement of social cohesion, its powerful legacies and the changing perceptions towards the African continent that it brought about. South Africa opened its doors, extending the warm hand of hospitality to initially apprehensive visitors who left promising to return with friends and family.

June and July 2010 will be recorded in the history books of South Africa as the time when FIFA placed its trust in South Africa. Their trust was well-founded as organisers focused on establishing a partnership based on respect, efficiency and solidarity, thereby ensuring the resounding success of the event.

We kept our promise to boost confidence in the people, country and the economy. The strong leadership, intersectoral and intergovernmental partnerships all contributed to an exceptionally well managed and economically rewarding 2010 FIFA World Cup™.

After years of doubts over South Africa's readiness and its ability to ensure security, the 2010 FIFA World Cup South Africa™ will ultimately be viewed as a triumph for the country and FIFA. The 2010 FIFA World Cup Organising Committee South Africa (2010 OC) staged the world's biggest sporting event - an impressive achievement by anyone's standards. The vision of the 2010 OC was achieved through the 2010 FWC. This also led to a strengthening of the images of both South Africa and Africa, the promotion of new partnerships with other world powers and the staging of a unique and memorable event.



ACKNOWLEDGMENTS

Through various Agreements between the Government of the Federal Republic of Germany and the Government of South Africa signed on 11 September 1995 and the 29 October 2008 respectively, Sports and Recreation South Africa has benefited from technical and financial assistance implemented by GIZ on behalf of the German Federal Ministry for Economic Co-operation and Development (BMZ). We express our gratitude and appreciation to the German Government for their support and assistance in the compilation of this report.



Photos: Gallo Images / 2010 FIFA World Cup Organising Committee South Africa.

Sport and Recreation South Africa would also like to acknowledge Gallo Images for all the 2010 FIFA World Cup Photos in this report. Gallo Images provided all the original high quality photos of events culminating with the 2010 FIFA World Cup.



4. INTRODUCTION

When FIFA President, Sepp Blatter, slowly opened the envelope and announced to the world on the 15th May 2004 that the 2010 FIFA World Cup™ would be held in South Africa, his pronouncement signalled the start of what would be the greatest show the African continent had ever witnessed. That historic announcement was greeted with tears, cheers and jubilation across the African continent. As the host of the 2010 FIFA World Cup™, South Africa stood not as a country alone but rather as part of an African family of nations. The 2010 World Cup™ was declared an African event, one that would spread confidence and prosperity across the entire continent.

South Africa considered the hosting of the 2010 FIFA World Cup as a catalyst for developments that would continue long after the end of the tournament. They aimed at leaving an African and South African legacy that had increased the wellbeing of communities, developed a sustainable environment and increased economic growth. Each match played represented an opportunity for South Africa to change the perceptions of the international community by promoting Africa as a place where service excellence was to be expected.

The five primary stakeholders tasked with the responsibility of delivering the tournament included: FIFA; the South African Government and its Departments and Ministries who signed the 17 guarantees; the South African Football Association which signed the Organising Association Agreement with FIFA; the 2010 FIFA World Cup Organising Committee South Africa, whose duty it was to deliver the tournament; and the eight provinces and nine host cities where the tournament was held.

To ensure a successful tournament, the South African Government committed R30 billion rand to major infrastructure investment programmes meant to ensure the success of the tournament. These programmes included the upgrading of facilities, stadiums and precincts, the improvement of transportation infrastructure, communications, health, safety and security.

The strategic focus of Sport and Recreation South Africa (SRSA) during the 2010 World Cup activities was to:

- Monitor the construction of stadia to ensure compliance with FIFA standards and meet the deadlines;
- Facilitate the training of volunteers; and
- Mobilise South African support through strengthening clubs in the 52 South African Football Association regions.
- The Department also provided institutional support to the 2010 FIFA World Cup Organising Committee and the host cities of the 2009 FIFA Confederations Cup and the 2010 FIFA World Cup™.

A key area of responsibility of SRSA was to oversee the delivery of the 17 guarantees signed by Government departments with FIFA. Any country that wishes to host the FIFA World Cup is required to provide a number of guarantees before FIFA grants it the right to host the tournament. In its support of the bid, the South African government submitted a declaration to FIFA undertaking all the guarantees required in accordance with the 'List of Requirements' to ensure the success of the tournament.

For South Africa, the World Cup was much more than just a football tournament; it was an opportunity to promote its most important brand to the world - South Africa itself.

South Africa set out with determination, creativity and courage to deliver the 2010 FWC. At the conclusion of the event, it was unanimously declared that the objectives of nation building and social cohesion were achieved, as citizens spread far and wide by the Diaspora celebrated side by side at fan parks and stadiums, creating a sense of unified 'African-ness' across the continent.

3.1 million spectators attended the 64 matches across ten stadia during the tournament; this is the third-highest aggregate attendance behind the United States in 1994 and Germany in 2006. This figure excludes the millions of people who watched 2010 FWC games at Fan Fests, Fan Parks and Public Viewing areas.



This report provides the reader with an overview of the mammoth task of organising the mega-event that helped change the perceptions of people in South Africa and internationally to South Africa and Africa, the challenges that were encountered and the lifelong legacies created that will hopefully be enjoyed for generations to come. The report is a collation of evidence gathered from the reports of related stakeholders and their findings.



5. PLANNING AND ORGANISING THE EVENT

5.1 GOVERNANCE STRUCTURES

Once the bid was awarded, an Organising Association Agreement (OAA) was finalised and signed between the South African Football Association (SAFA) and FIFA. The OAA provided the legal framework of SAFA's obligations to form an organising committee that was solely responsible for the organisation, staging and hosting of the 2009 FIFA Confederations Cup South Africa™ and the 2010 FIFA World Cup South Africa™. This responsibility was then delegated to the Organising Committee (OC) of SAFA. The delegation separated SAFA's general operational functions from the administrative duties for the 2009 FCC and the 2010 FWC. The OC was incorporated on 29 August 2005 in terms of Section 21 of the Companies Act. It was approved as a tax-exempt public benefit organisation in terms of Section 30 of the Income Tax Act, with effect from 29 August 2005.

The Organising Committee proceeded to meet the commitments to FIFA by preparing for the events through an integrated programme management approach. A structured planning process was implemented to ensure that all divisions and functional areas were able to meet their contractual and strategic objectives. The planning process included the tracking of contractual and non-contractual milestones and the active monitoring of the tournament critical path.

In order to ensure the successful organisation of the world's largest football event, the OC put in place suitable organisational structures and sound corporate governance procedures and principles. Under the guidance of the Chief Executive Officer, Dr Danny Jordaan, the Organising Committee was divided into ten Divisions, each lead by a Chief Officer.

Figure 1: OC Governance Structure



The Organising Committee's board ensured that SAFA's rights and obligations were exercised and fulfilled via the OC during the event. The Board of the OC had a unitary structure that consisted of a Chairman and 27 independent non-executive directors and the Chief Executive of the OC, who served as the executive director of the Board.

The Board members of the OC were representatives of the broader South African community, to ensure effective coordination and communication across all the sectors responsible for hosting an efficient and effective 2010 FIFA World Cup™. These board members represented the following sectors:

- Football
- Business
- Legal
- Labour unions
- Politics
- Government

The OC's sound corporate governance procedures, together with South Africa's own obligatory corporate governance laws and principles, laid the foundation for the successful organisation, staging and hosting of the 2010 FIFA World Cup™. The Board monitored all compliance issues through its sub-committees. The OC also implemented a framework that prescribed and standardised how day-to-day functions were conducted.

The committees and functions of the OC Board consisted of:

Table 1: Committees of the OC Board

COMMITTEE	FUNCTIONS
Executive Committee	<p>Advised the Board on strategic matters;</p> <p>Acted on the Board's behalf between meetings; and</p> <p>Took authorised delegated actions.</p>
Finance and Procurement Committee	<p>Assessed the annual financial status of the OC;</p> <p>Ensured and reviewed annual financial statements; and</p> <p>Reviewed monthly financial reports.</p>
Remuneration Committee	<p>Reviewed and provided recommended remuneration for executive and non-executive directors, and employees;</p> <p>Approved annual salary increases;</p> <p>Played an integral part in the contingency planning of staff, the CEO and executive management;</p> <p>Ensured that the OC's human resources strategies were implemented and sustained;</p> <p>Reviewed monthly payroll reports;</p> <p>Reviewed and recommended the appointment of executive and non-executive directors; and</p> <p>Made recommendations regarding incentive schemes for directors and staff.</p>

Legacy and Legal Committee	<p>Reviewed and provided support for the legacy strategies, including but not limited to football infrastructure development, African legacy, Economic and SMME contribution and communities mobilisation;</p> <p>Ensured that the OC Legacy activities were aligned to the strategy; and</p> <p>Reviewed annual activity plans in line with the OC agreed strategies.</p>
Audit and Risk Committee	<p>Recommended the reappointment of the external auditors;</p> <p>Reviewed and approved the annual audit fees;</p> <p>Reviewed the Annual Financial Statements; and</p> <p>Monitored the effectiveness of operating internal controls and ensured effective risk management processes were implemented.</p>
Marketing and Communications Committee	<p>Reviewed and provided support for the organisation's marketing and communication strategies;</p> <p>Ensured that the OC's marketing and communications activities were aligned to its strategy;</p> <p>Made recommendations to the Executive Committee on key marketing and communications issues;</p> <p>Reviewed annual activity plans in line with the OC's agreed strategies; and</p> <p>Reviewed plans and ensured a fit with the OC's needs and FIFA communications and marketing guidelines.</p>
Cost Monitoring Committee	<p>Provided oversight on budgeted expenditure;</p> <p>Monitored costs to ensure financial discipline was maintained; and</p> <p>Provided advice to management to ensure forecast expenditure remained within approved funding.</p>

Organising the 2010 FIFA World Cup™ was a vast project that had many facets. In addition to the more obvious and tangible examples of building and upgrading stadiums and other physical infrastructures, the delivery of the event required the establishment of an appropriate organisational structure and appropriately skilled resources. The OC therefore created a winning team staffed by experts in the fields of sports administration, event management and project management.

This primary organisation was further broken down into 9 Divisions lead by Chief Officers. Functional areas were identified through a focus on delivery areas aligned to the Divisions' strategic objectives.

As the OC's Chief Executive Officer, Dr Danny Jordaan shouldered the executive responsibility for the entire operation, ensuring that progress remained on course and on schedule.

Each Chief Officer was accountable for the performance and delivery of the Functional areas within their Divisions. The OC team included members who were seconded from SAFA. This enabled SAFA staff to gain invaluable experience in planning and executing a mega event.



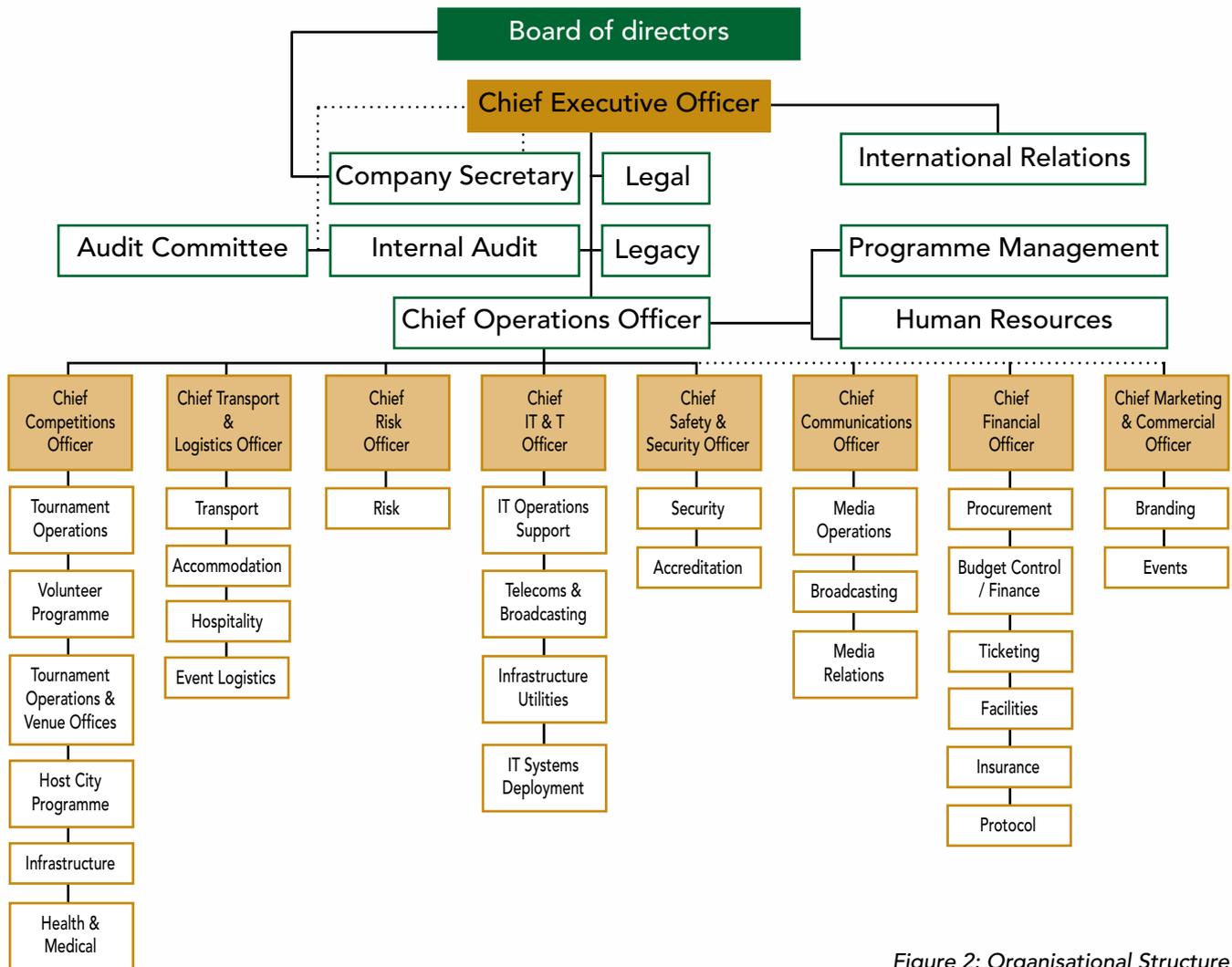


Figure 2: Organisational Structure

5.2 PLANNING THE EVENT

The planning process took place from 2007 until April 2010 and focused on piloting divisional plans during the 2009 FIFA Confederations Cup™. The planning process included the tracking of contractual and non-contractual milestones and actively monitoring the tournament critical path.

In a complex project environment such as the FIFA World Cup™, it was essential to have a structured planning process based on best practice programme management principles. Detailed planning and preparation for the tournament was done within an integrated programme environment. The planning process ensured that all the divisions and functional areas were able to meet their contractual and strategic objectives, while providing visibility across the planning horizon.

Plans needed to be developed, not only for the FWC but

also for all supporting events. The 2009 FIFA Confederations Cup™ and other test events provided a significant learning curve for all who were involved and this experience was put to use during the 2010 FIFA World Cup™. The OC's role varied between the test events from observing to executing.

After the 2009 FIFA Confederations Cup™ the organisation went through interactive debriefing workshops with all stakeholders and service providers to facilitate re-planning, the delivery of action plans and the alignment of budgets so that the invaluable experience gained and key lessons learnt could be put to use during the 2010 FIFA World Cup™.

In general, detailed planning was accomplished by each division and there was a direct correlation between meticulous planning and successful delivery of the functional areas.

Table 2: Planning Schedule

Event	Date
Unveiling of the emblem	6 July 2006
Preliminary draw	25-27 November 2007
Launch of Host City posters	15 May 2008
Launch of mascot	22 September 2008
FIFA Confederations Cup draw	22 November 2008
FIFA Confederations Cup™	14-28 June 2009
FIFA World Cup draw	4 December 2009
Test event in Durban	27 January 2010
Test event in Cape Town	23 January 2010
Test event in PE	14 November 2009
Medical and Team Seminar	19 Feb – 25 Feb
100 Day Celebration	2nd March 2010
2010 FIFA World Cup™	11th June – 11th July 2010

The planning process was closely monitored and all deadlines were successfully achieved by 10 June 2010.

5.3 BRANDING

A large amount of effort, time and money was invested by FIFA in order to develop and promote the 2010 FIFA World Cup™ as a brand. The event was branded using the official logo designed jointly by FIFA and the OC. The design concept used various graphic elements but ultimately ensured a consistent overall look and feel in terms of the event.

5.3.1 The FIFA Emblem



FIFA Emblem

The South Africa 2010 FIFA World Cup™ logo was unique, vibrant and dynamic, graphically encapsulating the richness of the African continent while also drawing on South Africa's own rich and colourful heritage for inspiration.

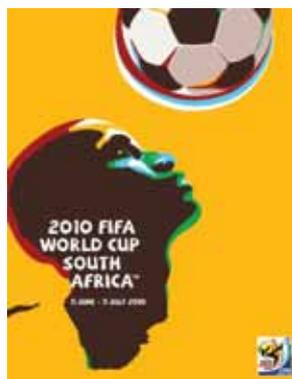
The figure in the graphic resembles the early rock art paintings for which our country is famous. Caught in mid-action performing a bicycle kick, this figure reflects the flair of African football; this is a simple but energetic movement that illustrates passion for a beautiful game. The symbolic kicking up of the football issues an open invitation from Africa to other nations of the world to join the game.

The actual ball recalls the FIFA football and so suggests that, for the first time ever, this ball will touch African soil.

The colourful backdrop behind the figure recalls the South African national flag. The fine colourful strokes extend upwards, from south to north, reaching out to the world and embracing Africa. These strokes symbolize the energy, diversity and fiery passion of our country and they signify the rise of the rainbow nation.

The typeface is original, acknowledging the idea that in South Africa we do things uniquely. It is playful, innocent and free-spirited. It is also bold, welcoming and friendly.

5.3.2 The FIFA Poster



FIFA Poster

The official 2010 FIFA World Cup™ poster was unveiled on 23 November 2007 following a board meeting of the Local Organising Committee in Durban.

For the first time in football history, the FIFA World Cup™ was to be hosted on African soil. The artwork celebrates the African continent as well as those people who call it home. The simple yet iconic image is symbolic of the relationship between football and Africa and captures the sense of deep excitement, awe and aspiration. It also anticipates the

positive impact that the 2010 FIFA World Cup™ is hoped to have on Africa. Africa is the “hero” of the official event poster. The unique shape of the continent naturally blends into the shape of a man’s profile, and the face represents every single African supporter from Morocco in the north, Gambia in the east, Somalia, Kenya and Ethiopia in the west to South Africa in the south.

Bright, vibrant and celebratory, the colours of the poster were inspired by the South African flag, but also draw upon those of the African continent. The strong yellow background symbolizes the sun as the source of warmth, energy and life.

Three designs were presented to the South African public who voted for the best poster. This selection of the official event poster for the 2010 FIFA World Cup™ was only the second time that residents of a host country were actively involved in the selection process.

5.3.3 Zakumi



Zakumi

The birth date of the official mascot for the 2010 Soccer World Cup™, Zakumi the leopard, coincides with Youth Day in South Africa. He celebrated his 16th birthday on June 16, 2010 when South Africa played a Group A match against Uruguay (Match 17).

The green and yellow (gold) colors of Zakumi match the South African uniforms and those of the South Africa national football team’s kit. The official motto of Zakumi was “Zakumi’s game is Fair Play.”





Zakumi's personality is described as jolly, self-confident, adventurous, spontaneous, and he is actually quite a shrewd little fellow. He loves to perform and always follows his instinct and intuition. He is often found fooling about and teasing people but not in a mean way. Zakumi is a warm-hearted and caring leopard and makes many friends. He loves to play football as it is a great way to connect with others, stay fit and break down language barriers.

During the World Cup™, he carried a football around with which he used to invite people to play. He does, however, have one weakness: being a very active leopard, he needs frequent rest. As a result of this he often fell asleep on the spot, even during a performance! Fortunately, these were short breaks, which helped to recharge his batteries. He quickly woke up and continued to entertain the crowds.

In the build-up to the World Cup™ he travelled the whole of Africa wherever the habitat was good for leopards from open savannahs, forests and jungles to mountainous areas and even deserts. He therefore learned to adapt to new environments, enjoying the diversity in nature and peoples across the African continent.

5.3.4 Jabulani



Jabulani Football

The official new ball for the FIFA World Cup 2010™ was named "Jabulani" which means 'to Celebrate' in the isiZulu language. It was made by Adidas. The Jabulani ball was designed as a result of years of scientific excellence and is an example of the history of official FIFA World Cup™ balls (from Telstar to Team Geist™). These soccer balls have improved from year to year. Regular balls are made with 32 hexagonal panels. The Team Geist for World Cup™ in Germany 2006 had only 14 panels. The Jabulani ball only has an amazing 8 panels. The design includes a 'grip n groove' texturing, which also allows the ball to move in a smooth flight similar to golf balls. The Jabulani is a heavy ball and has bonded 3d panels

- spherically molded to retain shape and create a seamless sphere. Eleven colours were used on the ball to symbolize the 11 tribes in South Africa and the 11 players in a football team. The ball, constructed using 8 bonded 3d moulded Polyurethane panels make for a near waterproof 'roundest ever' ball.

Analysis of Jabulani Football



5.4 GOVERNMENT GUARANTEES

From the moment of the announcement that South Africa had the honour of hosting the 2010 World Cup, South Africans from all spheres of life began working industriously to get ready. In addition to the guarantees, government signed a declaration undertaking that all three spheres of government would provide support in preparing and ensuring a successful hosting of the 2010 FIFA World Cup™. Important improvements to the infrastructure of the country have resulted in the building of world-class stadia, the development of exciting legacies and projects, the promotion of the country's beauty and culture so as to encourage tourism and further economic benefits, as well as resulting in the overarching hope of healing and uniting a nation.

The commitment of the South African government at the time of submitting the bid to host to WC and the subsequent signing of the list of guarantees demanded by FIFA, resulted in government unpacking the details of the guarantees and structuring an action plan to deliver its various obligations. This necessitated putting certain institutional arrangements in place and allocating responsibilities to various implementing structures.

To manage all participating government departments in an integrated manner, the 2010 FIFA World Cup™ Government Coordinating Unit was created in August 2005 and a

Government Coordinator was appointed.

The Unit was placed under the leadership of the Minister of Sport and Recreation, who was responsible for coordinating all government preparations for the 2010 FIFA World Cup. To ensure effective service delivery all activities were consolidated in a 24-point project plan.

Government programmes for the World Cup centred on a number of core elements:

- Compliance with FIFA requirements,
- leveraging the event to the benefit of the country,
- creating a memorable experience for football fans and
- creating a lasting legacy for South Africa and the African continent.

There was no doubt that the strategic objectives set at the time – in other words, what the Government wanted to achieve through hosting of the event – were achieved. In addition, and to the credit of the large number of role players and stakeholders, the country has raised the bar and set a new benchmark as far as the staging of mega events is concerned.

A special legislative framework was created to facilitate the hosting of the World Cup. In order to provide these guarantees, the South African government introduced new legislation aimed at removing any obstacles that obstructed implementation.

These guarantees were consolidated in an Act of Parliament in September 2006: the Special Measures Act, 2006 (Act 11 of 2006). In addition, a Memorandum of Understanding (MoU) was signed between the Minister of Finance and the President of FIFA on 27 October 2006 that dealt with tax matters for the hosting of FIFA events. This MoU formed the basis for amendments to the VAT Act, 1991 (Act 89 of 1991), Income Tax Act, 1962 (Act 58 of 1962), and the Customs and Excise Act, 1964 (Act 91 of 1964). In addition, government signed a declaration undertaking that all three spheres of government would provide support in preparing and ensuring the successful hosting of the 2010 FIFA World Cup™.

The promulgation of the comprehensive Special Measures Act 11 of 2006 consolidated all legal implications of the government guarantees, with the exception of financial implications.

The Second 2010 FIFA World Cup™ South Africa Special Measures Act 12 of 2006 was a supplementary Act necessitated by issues pertaining to co-operative governance, i.e. laws relevant to both national and provincial governance.

The amendments to the Merchandise Marks Act was passed for the protection of all FIFA registered words and logos, including the official emblem, as trademarks (registered designs) and has sought protection of these various marks in terms of section 15A of the Merchandise Marks Act, 1941, which allows for the Minister of Trade and Industry to declare various trademarks as prohibited.

The government fulfilled its guarantee to protect FIFA's intellectual property rights and prevent ambush marketing by declaring the World Cup a protected event in terms of section 75A of the Merchandise Marks Act 17 of 1941. This designation was effected by a notice in the Government Gazette (Notice 683 of 2006) and was applicable from the date of the publication of the notice (25 May 2006) until six calendar months after 11 June 2010, the date of commencement of the World Cup.

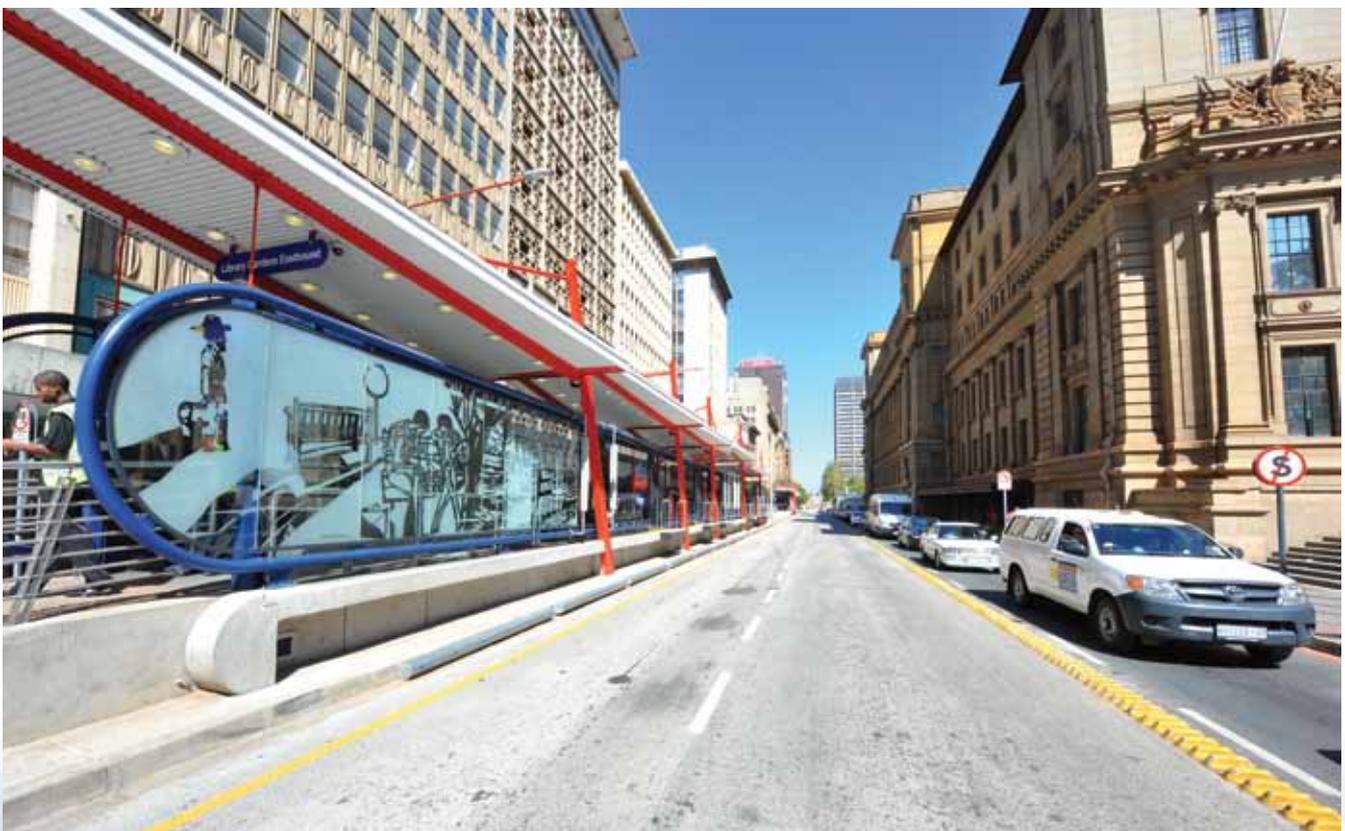
FIFA established a Rights Protection Programme (RPP) to prevent ambush marketing. The RPP involved a wide

range of activities including a global trademark registration programme, the worldwide appointment of legal experts and collaboration with customs and police authorities in all key regions of the world.

Ambush marketing could take either of two forms, namely "association" and "intrusion". By means of "association", the ambush marketer misleads the public into thinking that he is an authorised sponsor or contributor associated with the event. This could be done using the insignia of the event or designing one that is similar to the original.

By means of "intrusion", the ambush marketer promotes his own brand through the medium of the publicity attracted by the event and without the authorisation of the event organiser. In both forms of ambush marketing the marketer uses the event as a platform to promote his brand or product, but without incurring the financial and other obligations of a sponsor.

FIFA's commercial rights were adequately protected by the National Rights Protection Committee, which included representatives from the Department of Trade and Industry, FIFA and the OC.



GUARANTEE 1 - MINISTRY OF HOME AFFAIRS

Access to South Africa

The Act covered the issuing of visas or visitors' permits to spectators and work permits to those working in the country in connection with the event. The FIFA delegation, representatives of FIFA's commercial affiliates, media representatives, representatives of broadcasters (including the host broadcaster) and other broadcast rights holders, including technical personnel (team doctors and FIFA medical doctors) were beneficiaries of this Act .

Budget allocation

An amount of R630 million was allocated for the development of immigration information technology systems. An additional

R3 billion was spent on infrastructure development at prioritized ports of entry.

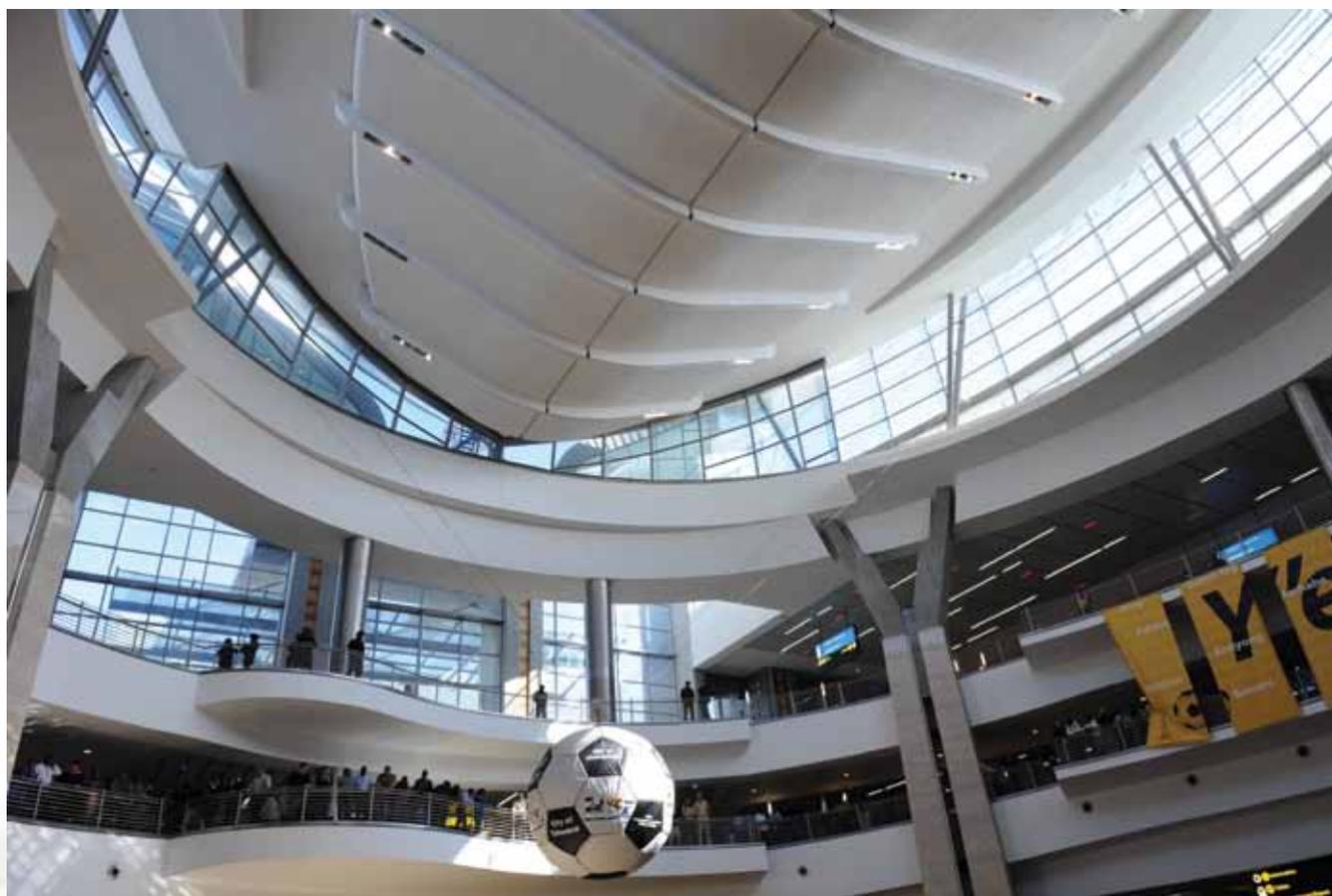
Tournament operations

In terms of entry and exit permits, work permits and immigration, customs and check-in procedures, the department met all the guarantees given to FIFA. The implementation of innovations such as the EMCS and the Advanced Passenger Processing System enabled the department to provide efficient and effective services at the 33 prioritized ports of entry.

The table below reflects the number of international visitors processed during the 2010 FIFA World Cup™ as per traveller statistics (for the period 1 May 2010 to 11 July 2010) compared to the 2009 figures:

Table 3: International Visitors

Countries	2010	2009
Non Africa	571 642	242 155
Africa	1 814 149	877 249
Multilateral organisations	1 333	222
Total	2 387 524	1 119 626



GUARANTEE 2 – MINISTRY OF FINANCE AND TREASURY

Guaranteeing customs and other tax, duty and levy exemption, as well as importing and exporting of foreign currency and indemnification of FIFA against claims

The National Treasury signed the guarantee, which provided high-level administrative assistance to FIFA and nominated a single point of contact for FIFA to coordinate all tax exemption matters relating to fully exempted entities, partially exempted private individuals and partially exempted corporate entities defined as FIFA family.

The department ensured that there were no restrictions on the import and export of all foreign currencies to and from the country, as well as unrestricted exchange and conversion of these currencies into US dollars, Euros or Swiss Francs for those involved in, or attending, the tournament. The South African Reserve Bank (SARB) utilised existing regulations and operational procedures to facilitate the provisions of the guarantee, engaged MATCH on accommodation exchange control and agreed that accommodation sold to non-residents was billed in US dollars. The National Treasury, the SARS and the SARB worked closely together and developed an event-specific manual to deal with the processes and procedures on tax, VAT and customs.



GUARANTEE 3 – MINISTRY OF JUSTICE AND CONSTITUTIONAL DEVELOPMENT

Indemnity

The Department of Justice and Constitutional Development provided the necessary administration of justice services during the event. It implemented the following strategies for the tournament: the upgrading of 56 courts dedicated to the World Cup; the recruitment of 1 140 dedicated court officials, including magistrates, prosecutors, attorneys, paralegals and interpreters; and the training of 290 unemployed youth in the accredited Customer Service Management Course to perform normal usher duties at dedicated courts.

Tournament operations

- Total number of 2010 cases handled by the special courts: 222
- Total number of 2010 cases finalized: 202
- Convictions: 138
 - Acquittals: 12

- Withdrawals: 52
- Total number of 2010 cases in process: 20
- Postponements: 20
- Provincial spread: see table below

Table 4: Criminal Cases Recorded

PROVINCIAL SPREAD	NO. OF CASES	PERCENTAGE
Gauteng	101	46 %
Western Cape	62	28 %
Eastern Cape	23	10 %
KwaZulu-Natal	9	5%
North West	8	4%
Free State	7	3%
Limpopo	6	2%
Mpumalanga	6	2%
Northern Cape	0	0%



GUARANTEE 4 - THE BORDER CONTROL OPERATIONAL COORDINATING COMMITTEE

Border Control

The Border Control Operational Coordinating Committee (BCOCC) coordinated the programmes and training in diplomatic / protocol training, combating human trafficking and the management intelligence security at all border posts.

The National Border Management CC monitored ports of entry by collating information from the BCOCC provincial and port coordinators. Information such as the number of travellers entering and departing, the contravention of law, emergency occurrences and the availability of personnel were collated and fed into the Nat JOC structure.



GUARANTEE 5 – MINISTRY OF SAFETY AND SECURITY

Safety and Security

All stakeholders of the Integrated Justice System, which included the Department of Justice and Constitutional Development (DOJ&CD), National Prosecuting Authority (NPA), Legal Aid South Africa and Judiciary formed part of the collaborative effort to meet this guarantee.

The primary objective of the Administration of Justice project was to fast track all criminal matters resulting from the 2009/2010 events and deal with cases in a fast and efficient way, especially where foreigners were involved, as complainants, witnesses or the accused.

The Department of Safety and Security ensured general safety and personal protection, especially at airports, inside and outside hotels, stadia, training grounds, the IBC, media



centers, any official areas and other areas where accredited persons and/or spectators were present. In addition, safety and security personnel were accorded to the FIFA delegation, media representatives and all accredited persons before, during and after matches and while travelling in the country. A detailed written security plan was developed and implemented in conjunction with SAFA. Police escorts were used for the teams, referees and members of the FIFA delegation.

The successful delivery of this guarantee can be attributed to the cohesive efforts of the criminal-justice cluster, which consisted of the departments of Police, Justice and Constitutional Development, the National Prosecuting Authority, State Security and Correctional Services.

During the World Cup™, 40 000 new, well-trained police officers were incorporated into the police force. These recruits will remain on the force, leading to a safer South Africa. The number of police personnel added to the force, as well as the equipment acquired for their use, was one of the important legacies of the World Cup™.

Budget allocation

An amount of R1, 3 billion was allocated to ensure the effective implementation of the Safety and Security Operational Plan. The following equipment and vehicles were purchased, among others: four command vehicles; six Robinson helicopters; 10 water cannons; 4x4 vehicles and 10 high performance vehicles; a bomb squad; and crowd management and satellite imaging equipment.

Tournament operations

The Nat JOC provided a platform for all member departments to be represented and cooperate in implementing the safety and security operational plans. The provision of safety and security during the tournament was a resounding success, substantially demonstrated by the fact that only 290 crimes (thefts only) were reported during the 64 matches attended by 3 082 514 fans. Between 25 000 and 50 000 members were deployed on a daily basis and no serious crimes were reported in the fan parks, PVAs, on any forms of transport, at team base camps or training venues.

Major improvements in security were made at ports of entry with regard to the seizure of event-related counterfeit goods – at Beit Bridge alone counterfeit goods to the value of R5 million were seized. Deployments were made to the following areas:

- 4 000 students at five stadia to perform inner-perimeter functions
- 4 police officers allocated to each participating team
- 1 406 officers stationed at ports of entry
- 322 air-liaison officers at predetermined airports to monitor airspace restrictions
- 850 – 1000 members on special trains on a daily basis
- 24 members of Interpol to the IPCC, Durban, Cape Town and Lanseria International airports and the Lebombo and Beit Bridge border posts.

In addition to the above, the SAPS deployed additional members to the four stadia negatively affected by private security strikes – Nelson Mandela, Soccer City, Moses Mabhidia and Green Point. This exercise had financial implications for SAPS, for which the 2010 OC was accountable.





GUARANTEE 6 – DEPARTMENT OF WATER AFFAIRS

Water Services

The Department of Water Affairs developed the water infrastructure for Mbombela Stadium, upgraded the water network for the Polokwane Municipality and ensured Blue Drop Certification for all host cities. All water obligations were met for the tournament.

Budget allocation

Business plans were received from all host cities based on comprehensively packaged projects, which were funded from municipal funds and departmental regional bulk infrastructure grants.

Key deliverables

Bulk Infrastructure - Polokwane Municipality: The scope of the project included the upgrading and extension of the existing Olifantspoort Water Treatment Works (WTW) from 30 to 60ml/day. The projects contributed to approximately 400 000 households benefiting from the upgrade. The Anglo Platinum and Mining development in the Lebowa /Kgomo created temporary jobs for at least 250 persons on site (skilled and semi-skilled) over the two-year period.

Bulk Infrastructure – Mbombela Municipality: The final project addressed the problem of existing infrastructure requiring upgrade and extension and also provided water and sanitation infrastructure for the 2010 FIFA World Cup™ Stadium, which was built on virgin land. A total of 157 465 households are located within the precincts of the project and all therefore benefited greatly from this project.

Blue Drop Certification Programme – This incentive-based regulatory initiative promoted the detection of risk from catchment to the consumer against the norm of an output-based approach. Water safety plans were introduced as the best practice in identifying risks to the systems and corresponding control measures were developed and implemented. Host cities were subjected to drinking water quality audits with the objective of determining the ability of host cities to sustain effective drinking water quality management beyond the 2010 FIFA World Cup™. All host cities effectively achieved Blue Drop Certification.

Tournament operations

Dedicated teams were deployed to deal with any water-related emergencies and service-providers that were normally utilized by host cities were on standby for the duration of the tournament period.

GUARANTEE 7 – MINISTRY OF COMMUNICATIONS

Guaranteeing telecoms infrastructure, specifically for the International broadcast Centre

The Department of Communications successfully provided telecommunications infrastructure, including, but not limited to, all necessary networks (wireless and wire line) terminal equipment and codes that would enable all variations of telecommunications, including wire and wireless national and International telephones and data, audio and video exchanges for the tournament.

This telecommunications infrastructure conformed to the highest international standards. In addition, the Department provided assistance in setting up the International Broadcasting Centre for South Africa.

Budget allocation

An amount of R1,5 billion was allocated for the implementation of ICT infrastructure. The department spent a total of R996 million, thus managing a saving of R504 million.

Tournament operations

The Department of Communications met all the requirements of FIFA with zero interruption of broadcasting and communications networks.





GUARANTEE 8 – MINISTRY OF TRANSPORT

Guaranteeing that all transport services will have sufficient capacities to accommodate the event

The Department of Transport successfully executed this guarantee by providing:

- Efficient and safe transportation for visitors;
- Ensured that air-, road- and rail-based public transport operators had sufficient capacity to accommodate the event;
- That sufficient transport infrastructure was in place to access the World Cup™ stadia, and
- Accommodate the overall projected travel demands of the event.

Tournament operations

The Department of Transport, together with the host cities, provinces, relevant state-owned enterprises and the transport sector as a whole, successfully coordinated their efforts and delivered all the transport requirements as stipulated in the signed guarantees.

Host cities contracted sufficient buses and taxis to shuttle spectators to match venues, fan parks and Public Viewing Areas (PVAs). The Department of Transport – through Autopax – bought 520 buses, 110 of which were used to implement the general spectator inter-city bus operations. In host cities with

budgetary constraints, fleets of buses and taxis were reduced to operations only on match days. These host cities also reduced the number of park-and-ride points. The department (through Autopax) recruited 1 005 drivers specifically for the event.

Aviation

The aviation industry was well prepared for large numbers of fans travelling through the airports. The following international airports were upgraded: OR Tambo, Cape Town, Polokwane and Lanseria. A new airport, King Shaka International, north of Durban, was constructed. Air-traffic navigation systems operated according to normal aviation sector practice, however with an extended 24-hour flying time.

The airline supply was sufficient on most days and on most routes for the two-month duration of the event. A few weeks prior to the World Cup™, airlines placed approximately 1, 5 million seats on the market. The ground handling capacity (i.e. equipment and qualified staff) often identified as a potential high-risk area, was addressed through the Airlines Working Group and resolved in advance.

Rail services

The Inter-city passenger rail service was provided by the Shosholozha Meyl unit of the Passenger Rail Agency of South Africa (Prasa). Additional schedules were put in place to accommodate matches in Polokwane, Rustenburg, Bloemfontein and Nelspruit. City-level passenger rail services

were provided by the Metrorail unit of Prasa, based on a coordinated plan developed by the host cities.

The host cities of Tshwane, Johannesburg, Cape Town and Durban took responsibility for integrating the rail component into their overall host city transport plans.

Charter and hired passenger transport

Package tour operators and independent vehicle-hire firms provided charter coaches, hotel shuttles and car-hire solutions to organised groups and for private reservations. Reports from this sector indicated that the bookings exceeded normal winter-period demand and were accommodated within existing fleets.

Host-city transport

Host cities implemented all citywide and event-venue transport management plans, including temporary park-and-ride services and event shuttles; road restrictions, road closures and traffic management; event transport signage; host-city transport communication; pedestrian requirements; and the overall management of the travel demands, thus ensuring a pro-public transport response.

Provincial level transport

Outside of the host cities, some provinces – notably Gauteng, Limpopo and the Western Cape – arranged for

some additional services to the Public Viewing Areas, which required extra operations management. For all cities, a detailed coordination and implementation programme was instituted to complete local plans (airports, national roads, provincial traffic, licensing and regulations).

2010 Local Organisation Committee transport components

The 2010 OC was responsible for providing transport for teams, VIPs, accredited media and all other special target groups, as well as the planning and operation of stadium parking and access management.

The projected national expenditure for transport was as follows:

Table 5: National Expenditure for Transport

ITEM	BUDGET
Public transport infrastructure and systems fund	R 9.2 billion
Road infrastructure	R 70 billion
Access roads	R 3 billion
Airports development	R 19.5 billion
A traffic navigation	R 400 million
Passenger rail	R 16 billion
Taxi recapitalisation programme	R 7.7 billion





GUARANTEE 9 – DEPARTMENT OF TOURISM

Accommodation

The Department of Tourism undertook to ensure that hotel prices for the FIFA delegation and commercial affiliates, broadcasters and media teams would be frozen from 1 January 2010 and that the prices would be 20% less than the frozen prices. FIFA appointed MATCH to develop a pricing mechanism for World Cup™ accommodation which replaced the provision of the prices determined in the guarantee. The department met all its obligations on the guarantee to FIFA. FIFA also contracted MATCH to engage accommodation service-providers. MATCH originally contracted 1 680 000 rooms and due to the lack of interest by FIFA guests 1 050 000 rooms were released to the

open market. The perception that South Africa did not have enough accommodation was thus proven wrong.

The department introduced a scheme to assist non-graded establishments by subsidising grading costs and by providing technical assistance. Other supplementary projects were funded from the normal line-function budgets of the department.

Tournament operations

The department established contact centres that operated on a 24-hour basis during the World Cup™ period. Fan embassies were operational at OR Tambo, Cape Town and King Shaka International airports during the first half of the event. The VICs were operational for the duration of the event and were managed by the respective city tourism authorities.



GUARANTEE 10 – MINISTRY OF HEALTH

Medical Services

Guarantees pertaining to the provision of health infrastructure for the organisers and competitors were adhered to, but permits were also issued to foreign health practitioners connected to the tournament so that they could practice in South Africa for the duration of the tournament.

The Department of Health promulgated The Second Special Measures Act which guaranteed that there would be no restrictions imposed on the FIFA family regarding the marketing, distribution, serving, consuming and advertising of alcoholic beverages. In addition, the department provided comprehensive medical services (including 24-hour emergency medical treatment) and disaster management, was available for the FIFA World Cup™ in the host cities. The Department of Health confirmed the registration of foreign medical and allied health practitioners and the importation of medical equipment and pharmaceuticals.

Budget allocation

The department did not receive an operational budget for the period of the tournament. All 2010-related projects were funded from the line-function budget and equitable share

allocations. The Department of Health met all its obligations as defined in the guarantees by providing the following: stadium medical centres and medical posts were established and equipped; casualty clearing stations were established and equipped at each stadium; all provinces purchased emergency vehicles and equipment for hospitals, the stadia and EMS.

Tournament operations

The required expertise and equipment were deployed to all event-related venues, including stadia, fan parks, hotels used by FIFA, venue-specific hotels, training fields, PVAs and fan parks during the tournament. The department also identified beds in hospitals within an acceptable radius from match venues to cater for minimum World Cup™ numbers in case of a disaster situation. Appropriate modes of patient transport were made available in the event of an emergency.

Health officials were deployed to all ports of entry so as to deal with possible chemical, biological, radiological and nuclear threats. The National Health Operations Centre (NatHOC) was established with the assistance of the SAMHS to coordinate all health structures. Provincial health operational centres were also established to provide local command and control for medical matters that required attention. NatHOC further established hotlines for FIFA players and their families.

GUARANTEE 11- DEPARTMENT OF ARTS AND CULTURE

National Anthems and Flags

A dedicated 2010 FIFA World Cup™ Unit was created within the department to ensure that no country was excluded from participating in the 2010 FIFA World Cup™. The national anthems of all participating countries were played and the national flags of all participating foreign countries were flown around the stadia, at hotels and along roads that entered host cities. The unit identified and successfully implemented the following projects:

- Verifying foreign national symbols
- State protocol training of stakeholders
- Providing capacity support in the form of protocol services at World Cup™ matches.

The unit, together with the OC, actively participated in the planning and organising of numerous 2010-related events. This partnership led to the establishment of a Shared Protocol

Services Committee, which included the department, (SRSA), the OC, host cities and provinces.

The department trained 250 protocol officials in all host cities and produced the necessary protocol guidelines used by government and the OC in preparation for the tournament. It also developed a flag and national anthem “bank”, ensuring that the required standards were met, both at matches and for city ‘dressing’. The department streamlined the hosting of heads of state who attended the opening and closing ceremonies, taking care of their accommodation, transportation and security.

The Department set up procedures to ensure that no person prevented:

- The playing of the national anthem of any country represented by a team during any match or other official event of the 2010 FIFA World Cup™; and
- The flying of the national flag of any country represented by a team during any match or other official event.





GUARANTEE 12 – MINISTRY OF TRADE AND INDUSTRY

Marketing rights

Guaranteeing that FIFA's intellectual property rights (and by extension those of its partners and sponsors) were protected against, for example, ambush marketing.

The department met all its guarantee commitments in terms of intellectual property legislation. In total, seven pieces of legislation covering and protecting the intellectual property rights of the 2010 FIFA World Cup™ were drafted:

- Trade Marks Act, 1993 (Act 194 of 1993)
- Designs Act, 1993 (Act 195 of 1993)
- Copyright Act, 1978 (Act 98 of 1978)
- Merchandise Act, 1941 (Act 17 of 1941)
- Trade Practices Act, 1976 (Act 76 of 1976)
- Counterfeit Goods Act, 1997 (Act 37 of 1999)
- Special Measures Act, 2006.

Regulations on the prohibition of the use of certain words, devices, letters, emblems and numerals for the 2010 FIFA World Cup™ were published on 21 June 2007 in the Government Gazette. These regulations were applicable from the date of the publication of the notice (25 May 2006) until six calendar months after 11 June 2010.



Tournament operations

The department worked closely with the SAPS and other law-enforcement agencies to ensure implementation of legislation. It also visited PVAs during the tournament to monitor the status of implementation and adherence to the guidelines.

GUARANTEE 13 – DEPARTMENT OF PUBLIC WORKS

Land ports of entry

The Department of Public Works upgraded four priority land ports of entry – Lebombo, Golela, Violsdrift and Skilpadhek – to facilitate easy movement of goods and people between South Africa and some of its neighboring countries.

Upon completion of the programme, each of these points of entry had the necessary space and infrastructure to facilitate movement, such as operational and administration areas, buildings for generators, housing for staff as well as warehouses and roads



GUARANTEE 14 – DEPARTMENT OF ARTS AND CULTURE

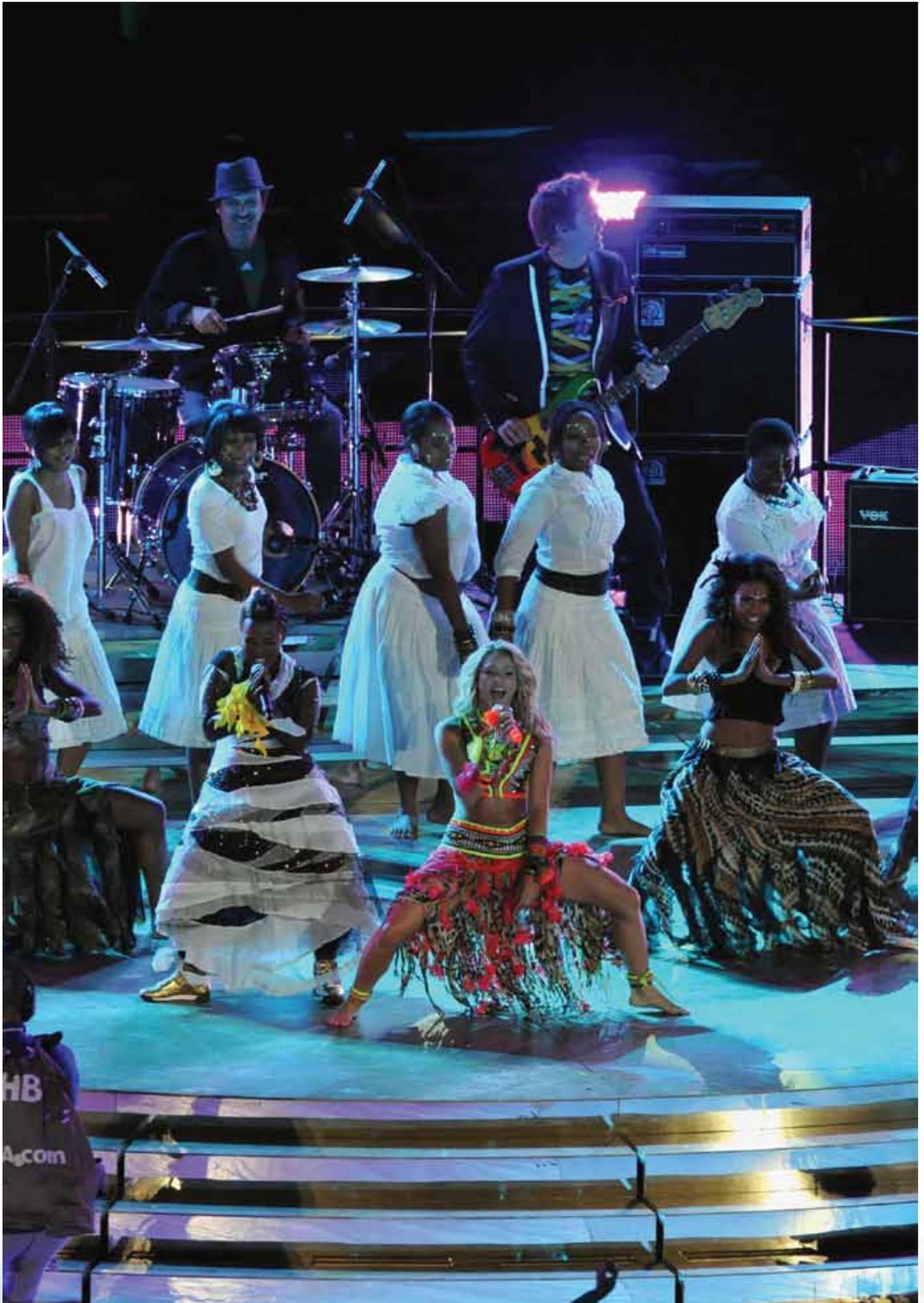
ARTS AND CULTURE

Although the Department of Arts and Culture did not sign any specific guarantee, it was tasked with the responsibility of developing and sustaining a theme of African arts and culture. The outcome was the successful delivery of a number of projects:

Table 6: Arts and Culture Projects

PROJECT	DESCRIPTION
Ceremonies:	The department worked closely with the OC regarding all the ceremony productions, particularly the creative generation of content and it transferred funds to the OC for this purpose.
The MY2010 School Adventure Project	Focused on popularizing the World Cup™ among school children.
National symbols popularization	Delivered in partnership with the IMC, the focus of this project was the 'Fly the Flag for Football' Campaign. To capture the imagination and interest of the public via the entertainment media, artists were invited to participate in communicating and educating the public about national symbols
The African World Cup™	A major aspect of the Africa Day celebrations was the arrival of nine countries from the continent, (Algeria, Nigeria, Mozambique, Ghana, Botswana, Swaziland, Zimbabwe, Lesotho and Namibia) hosted by the department, which displayed their arts and crafts at the African Craft Exhibition in Sandton, Rosebank and Ekurhuleni.
Public Viewing Areas (PVA):	The department, in collaboration with the Department of Cooperative Governance and with other spheres of government, organised 15 PVAs around the country. The South African Broadcasting Corporation (SABC) was a critical partner in delivering the PVAs to the broader South African public.
Funded projects	The department funded 21 projects, for which cut across all the genres that it was responsible. It took visitors and Locals through musical, dramatic and historical journeys around the country. The cultural programmes saw productions across all nine provinces and resulted in a resuscitation of the Windybrow Theatre in Johannesburg – much to the enjoyment of the community of Hillbrow and Berea.





GUARANTEE 15 – DEPARTMENT OF ENERGY

Energy

The Department of Energy was tasked with providing sufficient power supply during the tournament. The department addressed the following projects:

Table 7: Energy Projects

PROJECT	DESCRIPTION
Power generators	This project consisted of commissioning, installing, operating and decommissioning temporary power generators at all the host stadia and the two broadcasting compounds defined in FIFA's technical specifications. The generators were procured on a lease basis
Grid bulk supply	The department strengthened the grids in all the host cities, which included new lines and/or identification of back-up/redundant networks. Eight grid projects were completed in the host cities.
Supply of liquid fuels	To ensure adequate energy supply, in this particular case, liquid fuels, the Minister of Energy established a task team to oversee the planning and management of fuel supplies in the run-up to and during the tournament. The task team comprised of the department representatives from the oil industry, the South African Petroleum Industry Association, Transnet Pipelines, Transnet Freight Rail, the Airport Company South Africa (ACSA) as well as non-ACSA airports affected by the event. The oil industry sought, and was granted, a temporary exemption from relevant sections of the Competitions Act, 1998 (Act 89 of 1998) by the Competition Commission. This enabled the oil companies to work together in planning, coordinating and executing the necessary actions.



GUARANTEE 16 -DEPARTMENT OF COOPERATIVE GOVERNANCE

Disaster Management

The Department of Cooperative Governance capacitated the National Disaster Management Committee (NDMC) to adequately respond to any disaster and emergency situation. The following operations were put into place:

- Developing the NDMC communications system: This system linked the nine host cities and provinces in order to enable a proper flow of information.
- Developing an operations room (nerve centre): The centre operated on a 24-hour basis and dealt with the recruitment and training of volunteers.
- The fire-fighting reservist pool and USAR capacity were developed.
- Upgrading of the Information Communications System: This upgrade was done through developing a system that had sufficient capacity and a network that linked all stakeholders so that disaster-related incidents could be centrally recorded, collated, analyzed and filed for future planning, prevention and organisation of a formidable response to disasters. The NDMC managed to migrate to VPN and WAN. This greatly assisted in providing sufficient capacity and increasing response time.

Logistics:

The Department of Cooperative Governance presented the following information on the Disaster Management Project. The 2010 Disaster Management Project was planned and implemented for the 2010 Football World Cup and had to address three areas, namely:

- Communication and information
- Operation Room (Nerve centre) development and
- Building Fire Fighters Reservist Pool and Urban Search and Rescue (USAR) capabilities.

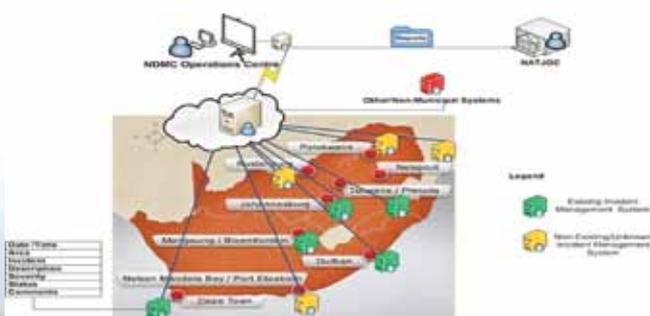


FIGURE 3: Map showing NDMC

The aim of the project was:

- To be able to link all disaster management centres and other relevant stakeholders to the system, analyses the information received and strategic advice given to all partners in and outside the operation for the 2010.
- The second part of the project was about developing an Operations Room that could operate for 24/7 just before, during and just after the 2010 FWC. The development involved the revamping of the obsolete Operations Room, putting in nine telephone lines, desktops, internet, communication portal system, recruiting and training volunteers and revamping the telephone conference facility in the decision room.
- The third leg of the project was about building the capacity of the fire fighter Reservist Pool and develops government USAR capabilities.

The Host Cities applied to the department by means of a business plan and funds were transferred to the respective Host Cities on approval of their business plan to recruit and train additional fire fighters. Some Host Cities developed their own training academies and recruited youth to be trained as fire fighters. The Project also made a provision for developing Urban Search and Rescue (USAR) capabilities to be able to deal with any matters related to structural collapse. This was informed by a number of issues, and one of those issues was that stadia were newly built and the threat of recurring incidents of structural collapse in South Africa and internationally was therefore a possibility.

The 2010 Disaster Management Project came at a time where the National Disaster Management Centre (NDMC) needed more resources in order to perform its function. In a period of 6 months, the NDMC managed to be online with all disaster management functionaries through South Africa, from rural areas to urban areas. A common platform was established where information flowed in and out of disaster management functionaries regardless of information systems applied by the provinces, department or municipality.





This led to an improvement in the ability to instantly record incidents, address matters in progress and give strategic advice to other people. For example, during the 2010 Football World Cup some of the roads were closed because of snow; accidents involving foreign citizens were logged into the system and an SMS could be instantly sent to various people to ensure that follow ups received high priority.

The NDMC managed to migrate to Virtual Private Network that allowed more space for information systems. The introduction of Wide Area Network was another remarkable plan and achievement of the project. The project also directly created temporary jobs for more than 500 people. A total of 46 volunteers were given stipends and trained in this project through various skills training initiatives. There is no doubt that the skills they received on the project will eventually empower them to increase their chances of getting permanent employment on the job market.

The NDMC spent R700 000 on the training of 132 specially

selected fire-fighters as hazardous materials technicians to form part of the CBRNE teams that were jointly managed by fire services, the EMS and the SAMHS.

Three emergency numbers were published and 745 fire-services personnel were trained and deployed to all host cities. The host cities acquired 55 fire-fighting engines for the event, which will also be used post the 2010 FIFA World Cup™.

The building of the Fire Fighters Reservist Pool of more than 500 fire fighters, level 1, is another important legacy of this project. The Host Cities received R14.3million to recruit and train fire fighters and some revamped their training academies. The Operations Room created by the NDMC, the PDMCs and MDMCs enhanced the vision and collective responsibility in dealing with disaster incidents.

The feeling of being united in action, belonging to one family and working for a common purpose was an essential secondary spin off from the project.

Legacy of the NDMC Project

There is no doubt that the project has a long-term benefit and not only for the NDMC but for disaster management across the three spheres of government. Some of the legacy issues include:

- A flagship programme for Disaster Management Network System across the three spheres of government
- Communication portal system and a common platform for disaster management
- Electronic documentation system
- Advance operation Room for all purpose of operation, including general elections
- Video Conference facility
- Volunteer register for operations
- Skills development and training of youth and young people
- Fire Fighters Reservists Pool
- Urban Search and Rescue capabilities

Challenges faced by the NDMC

The challenges confronting the NDMC, both internally and externally included:

- There were administrative problems that were encountered as the project was about to be implemented.
- One of the delays was as a result of the internal systems which then delayed the implementation of other aspects of the project.
- In general, the project was funded very late and we had to request deviation from some of the tender procedures without failing the requirements.
- When submission was made to the National Treasury, all specifics of the project were outlined but as the implementation approached it appeared that the project definition had to be revisited.
- At a certain point municipality misconstrued the project as a conditional grant or funds that must be simply transferred to them.
- The project did not have human capacity like other projects that are normally run through a tender and implemented by a service provider.

In fact, the NDMC as whole does not have sufficient capacity for day-to-day activities



GUARANTEE 17 - TREASURY

Stadia

The driving force behind government's investment in the construction of the various 2010 stadia was to invest in infrastructure development in order to stimulate the economy generally and to accelerate sporting infrastructure development. In the course of 2005, government set aside R241 million for planning the stadia construction programme and supporting infrastructure in the host cities. This fund was placed under the custodianship of the Development Bank of Southern Africa (DBSA), which worked closely with the SRSA and National Treasury in terms of its administration. Based on an initial estimate, government set aside R8, 4 billion for stadia construction. However, due to cost escalations, this amount was re-adjusted to R13, 5 billion. The host cities, together with their respective provinces, also made financial contributions totaling R2, 1 billion towards the stadia construction and to support infrastructure. All match venues were completed well ahead of the tournament.

Ten stadia located across South Africa were selected to serve as Match Venues in 9 Host Cities, where 32 teams competed in-group stages and knockout stages until two teams reached the finals, which were held at the Soccer City Stadium on 11th July 2010. The selection of the match venues, the readiness of the stadia on time, and their compliance to FIFA requirements forms the core of the most critical deliverables by the Host Country.

In order to fulfill this obligation, the **2010 Organisation Committee South Africa (OC)** appointed a team of experts with experience in the building process, with a mandate to assist in the preparation and delivery of the Match Venues. This team, the **Organisation Committee Technical Team (OCTT)** was appointed in April 2006, to provide Oversight Project Management services on behalf of the OC. Essentially the OCTT had to execute the following mandate:

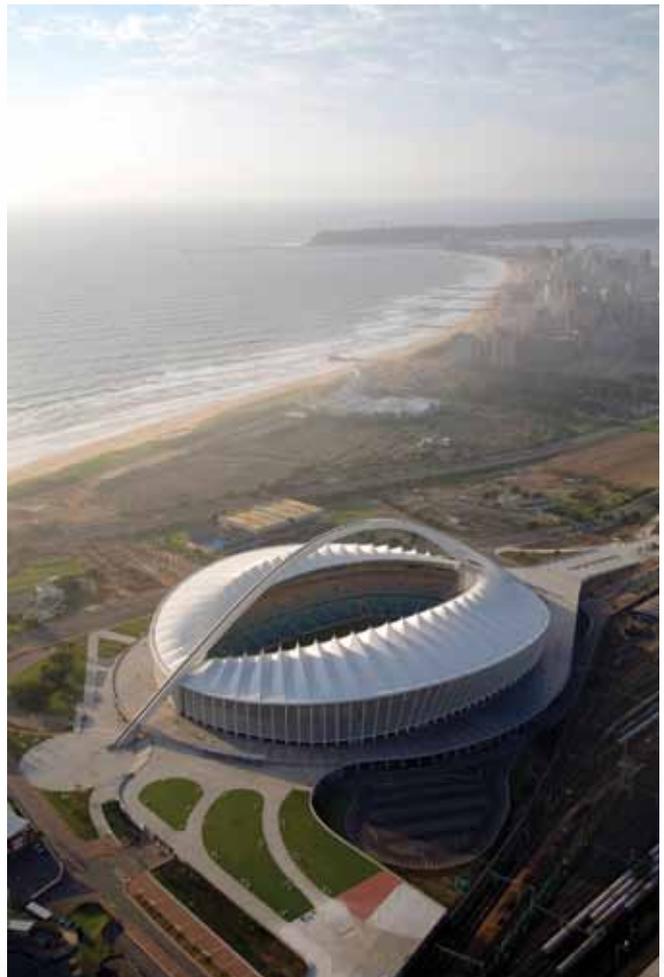
- Provide stadium progress monitoring to ensure stadia are delivered on time for the event
- Monitor stadium compliance with FIFA minimum requirements through interface with Host Cities

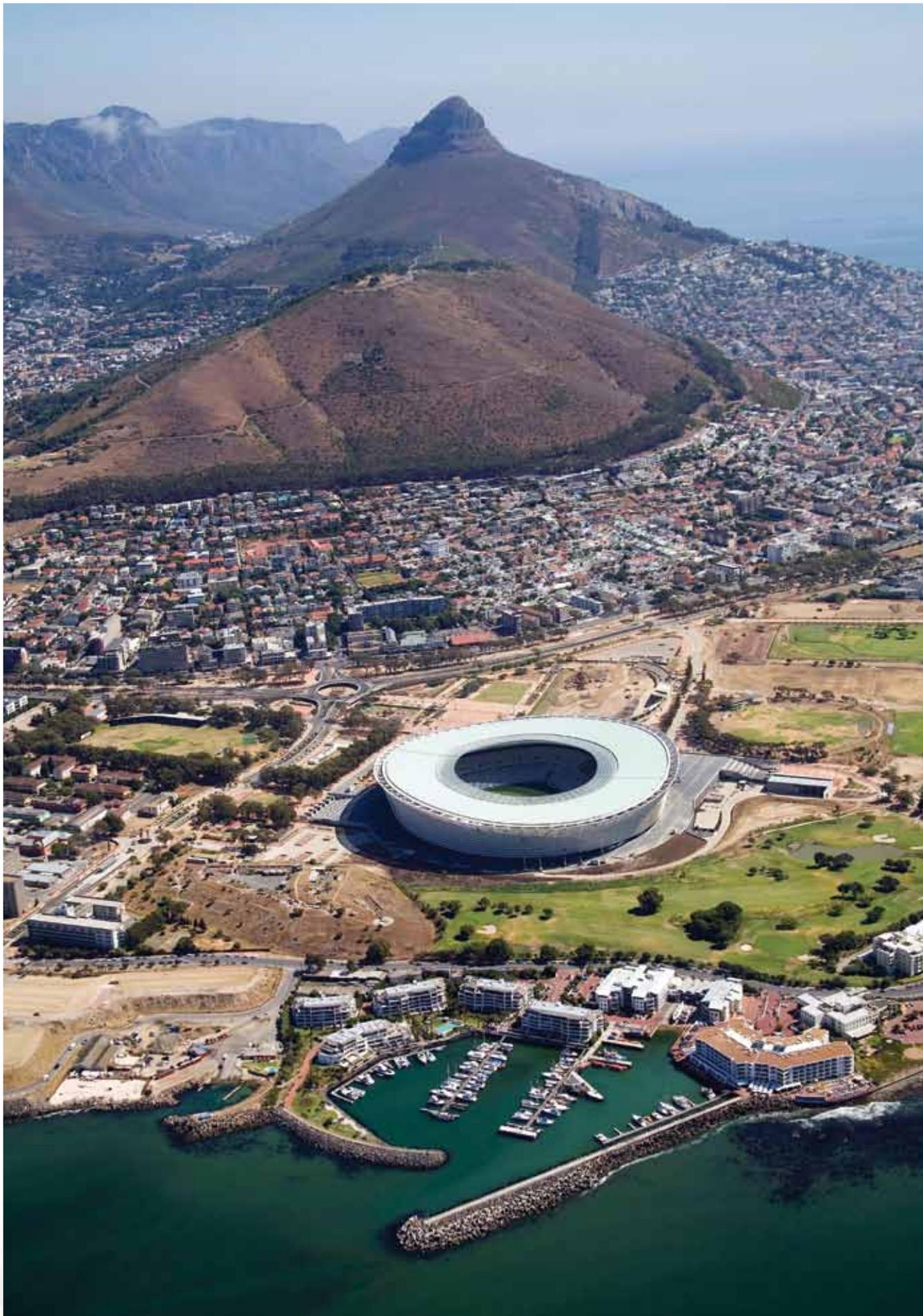
- Monitor the stadium budgets and ensure compliance with National Treasury cost reporting
- This mandate was carried out through regular reporting to the OC EXCO and OC Board

The OCTT visited stadia in Frankfurt, Munich and Berlin as part of the study tour to learn and understand the complexities with particular reference to FIFA requirements for match venues.



MAP OF SOUTH AFRICA SHOWING THE STADIA





Stadia Analysis

The following table shows the expenditure for each host city, seating capacity and the number of employers that worked to build or upgrade the stadia. Total funding that was available for the project included disbursements from: National Grant Funds, City's own funds, Development Bank of South Africa funding and interest earned.

TABLE 8: Stadia Analysis

STADIUM	CITY	NEW / UPGRADED	SEATING CAPACITY	COST	WORKERS EMPLOYED
FNB/Soccer City	Johannesburg	Upgraded	91 500	R3,7b	58 300
Green point/ Cape Town	Cape Town	New	70 000	R4,5b	65 000
Nelson Mandela Bay	Port Elizabeth/Nelson Mandela Bay	New	45 700	R1,85b	15 200
Moses Mabhida	Durban/ eThekweni	New	70 000	R3,1b	18 200
Mbombela	Nelspruit	New	46 000	R960m *)	7 0000
Peter Mokaba	Polokwane	New	45 000	R1,1b	6 800
Ellis Park	Johannesburg	Upgraded	62 500	R254m	2 700
Free State	Mangaung/ Bloemfontein	Upgraded	45 000	R253m *)	2 500
Loftus Versfeld	Pretoria/Tshwane	Upgraded	50 000	R115m	870
Royal Bafokeng	Rustenburg	Upgraded	45 000	R150m **)	450

Key: * Contracts entered into on a fixed price basis and experienced minimal cost escalations** The King of Bafokeng contributed an amount similar to that invested by government for the upgrading of the stadium.

TABLE 9: STADIA – MAJOR RISKS AND LESSONS LEARNT

Major risks and issues	Lessons Learnt
Subcontractors were appointed to the value of provisional sums in the bills of quantities and not the full tender price	Proper monitoring mechanisms and competencies must be employed to carefully manage the project
The Labor action of 2009 delayed progress at some Stadia. The worst affected was Mbombela Stadium	Strategic plans must be in place with defined contingency elements.
Fluctuations in the exchange rate, rising steel prices, and scope creep resulted in increased project costs in eThekweni.	Plan for escalations and take forward cover when supplies are imported.
Cash flow projections submitted by the cities and municipalities were mostly not in-line with their respective actual monthly expenditure	Proper accounting and audit systems should be established prior to the commencement of the project
The department had problems in receiving information on time and in the correct format from some of the municipalities. This was the case particularly for Rustenburg and Mbombela partly due to the high turnover of staff.	Communication and reporting channels are defined from the outset of the project.
Some of the cities are still to submit their outstanding financial reports	Timeframes and deadlines are communicated and agreed.

Lessons Learnt

Having fulfilled the guarantees to FIFA, and successfully implemented and monitored them during the event, the OC, and Host Cities greatly benefited since there were many lessons learnt during the tournament. The information

contained in this section was obtained from the Draft Report on Government Guarantees and obligations, November 2010 issued by SRSA. These lessons can be banked for future reference and as a legacy for all mega-events that South Africa will host in the future:





TABLE 10 : Guarantees – Lessons Learnt

GUARANTEE	LESSONS LEARNT	LEGACY
<p>GUARANTEE 1</p> <p>Exempting FIFA personnel from work permits, guaranteeing visas and guaranteeing priority immigration procedure treatment</p>	<ul style="list-style-type: none"> Enhanced application of Project Management methodologies and techniques including an in-depth analysis of problems based on client expectations, planning and scope definition, establishing proper Governance Models, introduction of effective implementation tools and techniques, monitoring and evaluation, and proper project closure. The introduction of Operations Management measures using advanced systems for daily reporting, thus, inculcating a culture of accountability. Intensive engagement with key stakeholders including the FIFA/OC team empowered the DHA team to understand the importance of consistent interaction with clients regarding the prompt resolution of problems. The department learnt that customer needs cannot be assumed and that includes knowing whether the customer is satisfied with performance and service delivery. Another key lesson learnt was the critical importance of Inter-Departmental cooperation to ensure delivery in a collective manner. The value of such collaboration was demonstrated through the design and rollout of the New Movement Control System. 	<ul style="list-style-type: none"> Skills development to ensure proper usage and management of new technology New technology and operations management measures



<p>GUARANTEE 2</p> <p>Guaranteeing customs and other tax, duty and levy exemption, as well as importing and exporting of foreign currency and indemnification of FIFA against claims</p>	<ul style="list-style-type: none"> • Advanced conceptual, project management and project execution skills are required to increase the pace of service delivery • Core “anchor management tools” are required to focus institutions involved in service delivery projects (focus the project(s) – discipline; structure; eliminate organisational clutter) • Pre-emptive risk management and resolution of perceived future risks is required (know the risks that could arise in the future and take remedial actions early – forward thinking approach to risk management) • Tight leakage and cost control using ring-fenced bank accounts (detail the cash flows and know where the money flows and who should be paid). • Solution-oriented specialists who are capable of making strategic interventions to ensure completion of projects (hire resilient and solution-oriented specialists). • Specialists had a detailed knowledge of every facet of this complex project (know all facets of the project in detail). • Use all forms to communicate with superiors (send regular e-mails, SMS updates with photos). 	
<p>GUARANTEE 3</p> <p>Indemnity</p>	<ul style="list-style-type: none"> • The project model created paradigm shifts on all levels. • Reduced time in awaiting trial. • Reduced time in resolving cases 	<p>Model for quick justice should be continued throughout the year for the protection of all South Africans</p>
<p>GUARANTEE 5</p> <p>Guaranteeing safety</p>	<ul style="list-style-type: none"> • Operational principles which were applicable during the tournament to be integrated into existing operational policing concepts: These principles include: <ul style="list-style-type: none"> • Intelligence-driven operations. • Deployments based on data available from various stakeholders. • Utilization of technology. • High visibility deployments. • Quick response times to crime. • Procurement of mission-suitable equipment. • Demarcation of areas into specific operational Zones. 	<p>Enlarged police force trained to promote safety and security.</p> <p>New equipment and vehicles for quick response times.</p>

<p>GUARANTEE 6</p> <p>Water Services</p>	<ul style="list-style-type: none"> • Projects that have unquestionable political support and oversight have a great chance of success according to planned requirements. • Public Commitment on delivery of projects ensures that all stakeholders deliver on their respective deliverables or responsibilities. When achieved, public confidence on the capacity and capability of state improves. • Collective expertise ensures that the state is not exploited financially by service providers. People with different backgrounds review bids submitted by service providers who are experts in their own domains. • Capacity to deliver resides with the state, as opposed to the popular belief that Local government does not have the capacity to deliver, all infrastructure projects undertaken were delivered on • Time and within budget. 	<p>Upgrade of water network in Polokwane municipality and Blue drop certification for all host cities.</p>
<p>GUARANTEE 7</p> <p>Guaranteeing telecoms infrastructure, specifically for the International broadcast Centre</p>	<ul style="list-style-type: none"> • All contractual obligations of the parties should be clearly defined and agreed to before the project commences to avoid last minute changes. 	<p>Access networks and network upgrade.</p> <p>Improved bandwidth and satellite back up network.</p>
<p>GUARANTEE 8</p> <p>Guaranteeing that all transport services will have sufficient capacities to accommodate the event</p>	<ul style="list-style-type: none"> • Level of coordination; • Plan but not aggressively implemented and managed; • Professional programme management; • Implementation of PTIS, not focusing on operations sufficiently; • National level skills – separate unit; • Early planning and communication drives the event; • Private and public sector collaboration 	<ul style="list-style-type: none"> • Gautrain rail system • New and upgraded airports • Upgrade to road infrastructure



<p>GUARANTEE 9</p> <p>Accommodation</p>	<p>Investment decisions should be informed by sound and clear information of demand and supply as well as the needs of customers.</p> <p>The tourism industry has to take initiatives to provide guidance on pricing structures when there are spikes in demand as actions by some players to “make quick bucks” could backfire on the whole sector, which would, in turn, have long-term effects on the profitability and sustainability of the industry.</p>	<p>Development of accreditation systems for bed and breakfast accommodation.</p> <p>Upgrade and development of hotels.</p>
<p>GUARANTEE 10</p> <p>Guarantees pertaining to the provision of health infrastructure for the organisers and competitors, but also permits foreign health practitioners connected to the tournament to practice in South Africa;</p>	<ul style="list-style-type: none"> • Government guarantees were too broad and subject to misinterpretation. • Proper communication channels must be developed to ensure objectives are filtered appropriately to all role players. • Integration of government, private, military and volunteer/nonprofit organisations • Strategic planning to ensure effective and efficient utilization of all resources. • All stakeholders must commit to an MOU. • Manage budget at a national level and not as part of the equitable share • Accreditation – government must have a stronger say in accreditation process in respect of service delivery levels • Event gave opportunity to overhaul EMS operating systems and equipment • Event gave opportunity to test DOH Mass Gathering regulations and policy 	<p>Training of emergency medical personnel.</p> <p>Purchase of extra ambulances to meet the demand for medical services.</p> <p>Upgrade of hospitals and clinics</p>
<p>GUARANTEE 13</p> <p>Land ports of entry</p>	<ul style="list-style-type: none"> • Utilize an effective and planned change management scheme (includes acknowledging the need for change, communicate the implications of change, get buy-in of stakeholders). Effective change management decreases resistance, lessens productivity losses etc. Matsafeni Community is an example. • Ensure senior management support throughout the project. President, DP, Ministers, DM, and DG etc. demonstrated unwavering support to the 2010 SWC projects. 	<p>Upgrade of four priority ports of entry – more space and infrastructure to facilitate movement.</p>

<p>GUARANTEE 14 :</p> <p>ARTS AND CULTURE</p>	<ul style="list-style-type: none"> • People with passion work well and must be encouraged. • Clear objectives for the projects must be set and all participants must have a thorough understanding of delivery expectations. • Communication channels must be defined from the outset. • All role players must have convenient access to modes of communication for effective messaging. • Time frames and deadlines must be communicated to everyone. 	
<p>GUARANTEE 16 :</p> <p>DISASTER MANAGEMENT</p>	<ul style="list-style-type: none"> • 745 fire fighters were trained and deployed throughout the country. • 55 new fire engines were purchased 	<p>More than 500 new fire fighters were trained.</p> <p>New fire engines.</p>



The seventeen guarantees signed by the national government as well as the nine host city municipalities provided all requested assistance and support in matters which related to the conduct of the competition and the operation and running of the stadia and training grounds, with a particular emphasis on match days.

Although provincial government did not sign the guarantees, they were essentially bound by them as they included functions that were managed concurrently by national and provincial government, such as transport and sport and recreation.

Therefore, an important aspect of the preparations was the clarification of roles and responsibilities of the three spheres of government in the provinces where matches were hosted. Host cities and provinces entered into agreements outlining their respective roles and responsibilities, as well as establishing governance structures to oversee the preparations.

The government made a final commitment to FIFA on behalf of all its departments that the 17 guarantees would remain valid and operable, irrespective of any change in government or its representatives.

5.5 HOST CITIES

Map of South Africa showing host cities



During the planning phase of the Match Schedule which had to accommodate all the Group Matches of 32 national Teams, within the stipulated date-span of one month, it was agreed by all stakeholders that 9 cities would serve as 'Host Cities', namely: Polokwane, Pretoria, Rustenburg, Nelspruit, Johannesburg, Bloemfontein, Durban, Port Elizabeth and Cape Town as represented in the map above.

After the initial phase of identifying the match venues, all contractual obligations of the Host Cities were finalised in terms of Host City/FIFA agreements. From January 2006, Government started allocating planning funds for the design and development of stadia.

The host cities and towns carried the burden of responsibility for the successful staging of the matches. This responsibility included the completion of stadia and training grounds on time, public transport and safety and security during the event. It also included the provision of adequate accommodation, signage, sufficient water and power supplies for the influx of visitors, robust disaster management plans, traffic management on match days and waste management.

To meet these responsibilities, municipalities required the full support of provincial and national government. A massive programme of work cutting across a diverse range of sector departments, government agencies, and all three spheres of government was essential. Co-ordination was a challenge and the institutional arrangements for co-ordination had to function effectively.

The operational preparations for the World Cup presented a major challenge for all spheres of government. As an outcome of the 2006 government-to-government consultations, the German support of the South African FIFA World Cup 2010 was geared towards assisting with these preparatory operations and was confirmed during the visit of German Chancellor Angela Merkel and Minister for Economic Cooperation and Development, Heidemarie Wieczorek-Zeul to South Africa in October 2007.

The German contribution was implemented in a coordinated approach under the umbrella of the German Development Cooperation. The Study and Expert Fund 2010 (SEF'10) was launched to facilitate financing services aimed at providing support development and preparatory activities relating to the World Cup 2010. The fund was administered by National Treasury, the German Embassy and GTZ.

The programme "Competence and Strengthening of Local Cooperation and Development World Cup 2010" (CSLCD 2010) was geared towards strengthening the capacity of South African Host Cities to effectively manage the programmes

and projects during the event. All Host Cities cooperated with experts from previous German host cities and the German Local Organisation Committee

In line with the World Cup tradition, each of the Host Cities produced an official tournament poster, which was prominently displayed at the fan fests, around the city and in marketing information.

An important facet of the government's action plan was the establishment of a joint government and OC structure, the Host Cities Forum (HCF), chaired by the Minister of Provincial & Local Government, whose department (DPLG) was also responsible for coordinating work for 2010 across the three tiers of government and for providing technical assistance to the Host Cities. The HCF was tasked with the responsibility of managing

TABLE 11: Host Cities Posters



all aspects of the Host Cities' responsibilities, preparations and commitments. The DPLG was also the lead department in the process of drafting an overall Disaster Management plan as well as ensuring that certain Host City obligations were addressed in accordance with municipal by-laws.

The National Treasury department designed a funding strategy for the stadia construction, which included participation in the financing by Host Cities. This facilitated the important element of cost control as the Host Cities had to request additional funding from their councils; if cost overruns occurred, Host Cities – who designed, procured and executed the projects – had to contribute to the funding. Host Cities could apply for cash three months in advance, subject to approved cash flow, which enabled Host Cities to speed up the procurement of sub-contracts. The 2010 National Treasury Unit met on a regular basis with the HCF and with Host Cities separately to deal with risks and review progress on delivery.

In summary, the nine host cities each had to ensure completion of all the planning, programming, budgeting for and implementation of the stadia, infrastructure and other

related development. The city played a role in coordinating all programmes delivered by other spheres of government, which included transport, health and security- fulfilling the vision and development strategy of the city and province.

The provincial government, in turn, was responsible for providing certain infrastructure and service as well as facilitating, monitoring, coordinating and providing support to ensure that the province as a whole benefited from the 2010 tournament. Benefits included ensuring that neighboring towns were appropriately used and integrated for training purposes and that province-wide tourism attractions were promoted.

SOCIO-ECONOMIC IMPACT ASSESSMENT IN HOST CITIES

Government has undertaken baseline projections and annual monitoring of the socio-economic impact of the new and upgraded stadiums being developed for the 2010 FIFA World Cup™. Below are the findings of a survey carried out in April 2008 on the consolidated impact of construction made in the host cities.



Table 12: Socio Economic Impact in Host Cities

Stadium – Host City	Expenditure	Direct, indirect and induced economic impact	Annual jobs created/ sustained	Impact on low-income households
Soccer City – City of Johannesburg	R1,28 billion (2006-2008)	R2,31 billion	21 000	R240 million
Green Point Stadium – City of Cape Town	R1,01 billion (2007 – 2008)	R1,83 billion	16 700	R190 million
Moses Mabhida Stadium – Durban	R860 million (2006-2008)	R1,55 billion	14 300	R161 million
Nelson Mandela Stadium – Nelson Mandela Bay Metro, PE		R1,14 billion	10 400	R118 million
Peter Mokaba Stadium – Polokwane	R444 million (2006-2008)	R800 million	7 300	R83 million
Coca Cola Park – City of Johannesburg	R71,5 million	R129 million	1 179	R13,4 million
Mangaung Stadium – Mangaung Local Municipality, Bloemfontein	R101,5 million	R183 million	1 670	R19 million
Loftus Versfeld Stadium – Tshwane Metro, Pretoria	R3,9 million	R7 million	62	R732 000



5.6 MASS MOBILISATION

The mass mobilisation initiative was initiated to promote the 2010 World Cup™ through mass marketing and communication efforts. The mass mobilisation and legacy programme attracted funding from a variety of sources as depicted in the table below.

TABLE 13: Mass Mobilisation

SRSA Legacy program	R50 million	period 2008/09 to 2011/12
SRSA Mass Mobilisation Campaign	R17 million	period 2007/08 to 2009/10
German Government/ BMZ	€ 7,5 million	period July 2007 to June 2012
European Commission	€6 million	period July 2007 to June 2012
KfW Component One of the construction of Kick About facilities.	€4,5million	

The national road shows which were implemented to promote the World Cup™ to Local communities reached an estimated 19 300 participants. The department also embarked on the Schools Confederation Cup in 2009 in which 2 957 schools participated in the Schools World Cup™, which saw over 8 000 schools participating. SRSA, the OC, the Rwandese Ministry of Sports, Culture and the Youth Development through Football (YDF) Project supported the 2009 Peace Caravan Tour of the Great Lakes Region in East Africa. The project was implemented by the non-governmental organisation Esperance, based in Kigali, Rwanda.

5.6.1 National Roadshows

The roadshows were organised and implemented by SRSA to promote and market the World Cup™ as widely as possible. This campaign reached an estimated 19 300 participants.

5.6.2 Schools Confederation Cup 2009

As part of the curriculum and during the first phase of this initiative, learners and educators were taught about the teams that participated in the Confederations Cup in 2009, and worked at building relationships with schools in the countries that qualified. Almost 7 960 schools from 81 districts across all provinces participated in provincial football tournaments. The winning teams from all the provinces participated in the Schools Confederations Cup in May 2009. The "USA", adopted by the North West and "Iraq", adopted by the Western Cape, took the under-18 girls' and boys' titles, respectively. The under-14 tournament was an all-African affair with the "African Union", adopted by KwaZulu-Natal, winning the boys' title and "South Africa", adopted by Gauteng, winning the girls' title.

5.6.3 Schools World Cup™

Over 8 000 schools from around the country took part in regional tournaments with the winners from the boys and girls under-14 and under-18, as well as learners with special educational needs, participating in the national finals at Marks Park Sports Club in Johannesburg in May 2010. Eight hundred and sixty seven players participated in the finals. Having adopted "Spain", Seiphemelo Secondary School, from the North West province, won the main match in the finals. As a reward, 5 000 World Cup tickets were made available to the young players through the 2010 FIFA World Cup™ Ticket Fund. An important trend was thus the number of schools that participated in the SRSA Schools Mass Participation Programmes.

5.6.4 Strong Youth, Strong Africa

As the host country, South Africa did not stand alone – but rather as a representative of Africa and as part of an African family of nations. The African Union (AU) had committed its support to the 2010 World Cup. In a declaration of the eighth Assembly of the AU heads of state and government, the AU reaffirmed its pledge to make 2010 a truly African tournament, committing its countries to "full and substantive involvement in the preparations leading to the 2010 FIFA World Cup™".



The SRSA, the OC, the Rwandese Ministry of Sports, Culture, and the YDF Project supported the 2009 Peace Caravan Tour of the Great Lakes Region in East Africa. Esperance – Football for Peace, a non-governmental organisation based in Kigali, Rwanda, was founded in 1996 in Kigali, which aimed at involving children and youths, especially girls and young women in sports participation, community work and active citizenship. Esperance was tasked with the implementation of the project. The South African Government collaborated with African countries on a number of projects that will contribute to the African legacy. These fall in the areas of:

- Peace and nation building
- Football support and development
- Environment and tourism
- Culture and heritage
- Communication
- Information and communications technology (ICT)
- Continental security co-operation.

In 2004, a group of about 50 people toured the countries of Burundi, Rwanda, Uganda and parts of the Democratic Republic of Congo over a three-week period on a peace mission. The group called itself 'Caravanamani', which means

'Peace Caravan' in Swahili, and comprised representatives from an international consortium of non-governmental organisations, actors, artists, dancers and football players.

Five years later, on 9 March 2009, the Rwandan capital of Kigali served as the starting point for a new Peace Caravan designed to travel the Great Lakes Region. It travelled along visiting the countries of Burundi, Uganda, Kenya and Tanzania. This time, 'Caravanamani' conveyed a two-fold mission:

- To spread the enthusiasm of the South African spirit for the World Cup, and to
- Use football as a tool for peace building and social inclusion in Africa.

The 2009 Peace Caravan was established in cooperation between Sport & Recreation South Africa and the Youth Development through Football (YDF)-project of the German Technical Cooperation, supported by the Local Organising Committee South Africa as well as the Rwandan Ministry of Sports and Culture.

Each partner country was represented by 6 people aged 18 to 30 years. Each group contributed to a specific facet of the project such as Football Forum Theatre, Street Style Football,

Sketches and Stand-up Comedy, Marching Bands, Pop Music or Jazz-Dance. These elements were integrated into a programme comprising football matches and life skills taught through workshops, training seminars and presentations.

The South African 'ambassadors' were recruited in collaboration with the non-governmental organisation '1-PAL', a street soccer programme that officially kicked off in December 2007. The programme provided street children – particularly those in inner city areas - an opportunity to participate in an indigenous form of six-a-side soccer that required only the most basic of materials – two poles, two drums, and a ball.

Esperance, the NGO's, mission was to contribute to the Rwandan reconciliation process, to social inclusion and to the physical and psychological healing process in the Great Lake Region by supporting dynamic and sustainable partnerships with youth groups and associations at a local, national and regional level. The fundamental methodological approach of Esperance was the 'Football for Peace' approach, where 3 girls play together with 3 boys. Only the female players are entitled to score. Referees are not involved in the match and the players themselves were responsible for fair play.

Caravanamani was part of the South African Government's Legacy Campaign and the Sport and Recreation Department's Mass Participation Programme. This project was designed to incorporate the culture of sport and recreation into the communities to create a legacy beyond the tournament. Sport was seen as a catalyst for youth development and empowerment. Caravanamani was jointly funded by YDF and SRSA.

5.7 GOVERNMENT COMMUNICATIONS PROJECTS

In the 2007/08 Annual Report, the OC made special mention of the concerted steps it took to ensure key stakeholders were kept fully informed on the goals of the 2010 FIFA World Cup and on the continuing preparations.

The strategy for effective communication was based on the formation of three primary structures for the coordination of government communication.

The Government Communication Infrastructure System (GCIS) had the responsibility of convening and leading this project. Its primary purpose was the coordination of communication plans across all spheres of government. It planned to meet biannually but as progress was made towards finalising the preparations of the World Cup™, meetings were scheduled more often. Information dissemination and communications about the 2010 World Cup™ communications was channelled to the provincial communicators and district communicators through the Local Government Communication System via the communications chief directorate of the Department of Provincial and Local Government and the South African Local Government Association.

THE GCIS worked closely with the Marketing, Media and Communications Cluster of the Technical Coordinating Committee to ensure integrated delivery. This TCC cluster's function was to develop and coordinate the implementation of integrated communication plans for the World Cup™ across the public sector. It processed input and helped set the agenda for the Intergovernmental Forum. The 2010 Intergovernmental Communicators' Forum included all national departments involved in 2010 guarantees and programmes, as well as provincial heads of communication and host cities.

The other structure that was formed to coordinate communication included the host cities on communication issues via the Host Cities Forum. The Host Cities forum convened monthly to ensure delivery of the Host City agreements with FIFA, and any other issues pertaining to World Cup™ organisation. The government session was chaired by the Minister of DPLG.

GCIS had ongoing engagements addressing both strategic and operational issues with the 2010 Local Organisation Committee. The 2010 National Communication Partnership through which the communication alignment, coordination and collaboration with communicators across sectors of society were achieved, was divided into clusters such as:

- Media and Communication,
- Marketing and Advertising,
- Tourism, Arts, and Culture.



Structures

AGCIS2010CommunicationProjectManagementUnit(CPMU) was mandated to coordinate government communication for the 2010 FIFA World Cup™. Since its inception in April 2007, the unit has coordinated the government 2010 Communicators Forum, the Intergovernmental Forum and provided secretariat services to the 2010 National Communication Partnership (NCP). The unit also formed part of the FIFA Communications Focus Group and its Host Cities Marketing and Communications Forum. This enabled the unit to influence the communications activities and to align FIFA and government communication activities.

Fly the Flag and Football Fridays Campaigns

The 2010 CPMU coordinated government's 2010 FIFA World Cup™ communication projects. During the reporting period, the unit convened meetings of government's core team of national communicators for 2010 and the 2010 NCP Task

Team, which was responsible for the domestic Fly the Flag for South Africa initiative.

The unit also produced high-definition broadcasts on positive developments in South Africa and Fly the Flag roadshows in 2009 FIFA Confederations Cup host cities and information booklets to raise awareness about preparations for the tournament.

Letters were sent to the Top 50 companies to encourage them to support the Football Fridays and Fly the Flag campaigns. The companies with the most creative concepts received letters of acknowledgements; a few of these were Mini, SAA, Planet Fitness, ABSA, the JSE, Vodacom and Primedia. As the database grew, corporate entities in South Africa received activation toolkits with ideas on how to implement the campaigns. Brand South Africa extended the Fly the Flag and Football Friday campaigns through:

Domestic mobilisation

- Football Friday's restaurant activations: over 180 restaurants were visited to activate the campaign.
- "The People's Bus" communicated the World Cup to communities. The bus managed to travel extensively in South Africa. It visited all the provinces and conducted activations that were targeted at communities, schools, malls and key milestone events that led up to the kick-off of the World Cup.
- Interesting Proudly South African collateral was handed out at all events and people received their own hand-held flag. As competitions were running, caps, South African branded vuvuzelas, stationery at schools, stress balls, backpacks and lunch boxes were given out to the audiences.
- Where gaps were identified, through proper planning, the bus conducted activation within corporates. The biggest corporate activation was at World-Tel's offices. Over 60 employees enjoyed a full programme, which took place on a Football Friday.
- The 2010 NCP stakeholders mobilized the country and external stakeholders through their networks.
- Various building wraps were erected around Gauteng and the Western Cape. The DTI, SABC, Maponya Mall, Media 24 and provincial government buildings had their buildings wrapped with a flag and a message.
- 80 cabs that are owned by the Airports Company South Africa were also leased for six months and branded with a message and the Brand SA logo, which welcomed business people, soccer fans and everyone travelling as they stand on the various exit points of the airport.
- Media owners – SABC, Primedia, Avusa, Kagiso Media, Media 24, Community Radio Network and Varsity Radio Network.
- Schools Programme: the schools programme was launched in partnership with the Department of Education, Department of Arts and Culture and

the OC under the "My 2010 Schools adventure" umbrella. Over 400 schools were activated around the nine host cities.

- Civil society malls activations, streets and taxi ranks covering all nine provinces
- Fly the Flag celebrations: as part of the campaign amplification, we hosted nationwide celebrations to build excitement around the World Cup and spread the experience to other parts of the country. The 50-days celebrations took place in Kimberley, where the Fly the Flag radiothon was launched. This resulted in over 70 companies pledging to increase the visibility of flags in their offices and surroundings.
- The 30-days celebrations in partnership with the Gauteng Provincial Government generated extensive coverage across the SABC channels and international media.
- In partnership with The Presidency, the last Football Friday was hosted at the Union Buildings in Pretoria. This event marked the last Friday before the FIFA World Cup kick-off.

Research

The unit commissioned research on international public opinion about South Africa and Africa within the context of hosting the tournament and also used GCIS' research instruments to track domestic public opinion on preparations for the tournament.

Communication products

Other deliverables included the technical development, maintenance and content management of government's 2010 website and mobisite with fan information, that was activated during the tournament. A once-off 2010 popular publication was developed in the 2007/08 financial year and content produced for the government publication *Vuk'uzenzele* for the subsequent years.

Events

The unit provided communication support for 2010 events hosted by The Presidency and Sports and Recreation South

Africa's' Mass Mobilisation Programme, as well as promotions during the Beijing Olympics, FIFA/OC media tours, government international roadshows in 2010, in collaboration with the Department of International Relations and Cooperation's (DIRCO), IMC, OC, MTN and SA Tourism. Branding for special government events was coordinated with the IMC. The 2010

NCP was presented at one African Union of Broadcasters Annual General Meeting and Southern African Broadcasters Annual General Meeting. The 2010 NCP intensified domestic mobilisation campaigns, used their networks to communicate about the country's preparations, and disseminated information that was helpful for fans and visitors.



Marketing

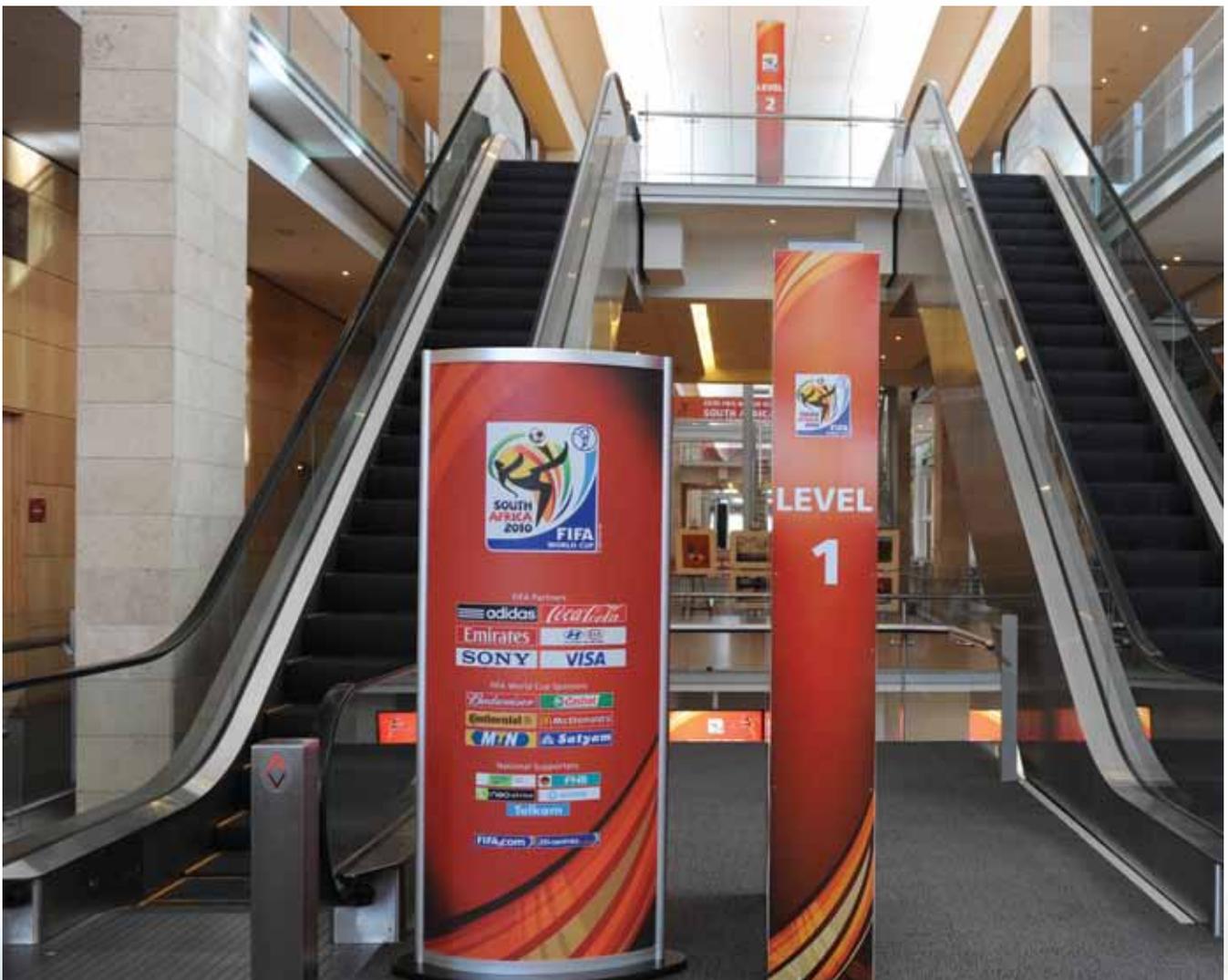
Activities that increased awareness included SA Tourism-funded tactical 2010 campaigns that promoted people and our culture through dance. In addition to this, a 360-degree campaign was launched at the 2009 annual Tourism Indaba, which comprised global media platforms, online campaigns, public relations and activation elements in all core markets.

The Diski Dance Campaign displayed our hospitality and rhythm as a nation. It invited the world to come and celebrate with us, using commercial broadcasters on all global media platforms – CNN, BBC, Euro sport, Sky Sport, ESPN and CNBC Africa, National Geographic and global cinemas. It also collaborated with DIRCO, FIFA, the OC, Brand South Africa and other international organisations to promote the country. It implemented the Fly the Flag Campaign and Welcome Campaign, provided tourism information and branded all stadium media centres in each host city.

Brand South Africa seeded television and print adverts across 53 countries and participated in a roadshow in qualifying countries in partnership with DIRCO and other strategic partners. Other marketing activities were executed through, for example, the World Economic Forum Africa 2009, Davos 2010, Shanghai Expo and the Presidential State Visit to the United Kingdom. Media reputation management was achieved through mediapub.com for inbound media, bloggers and other platforms.

Ke Nako Africa and the International Football Village

The International Football Village (IFV) was an important site for GTZ/YDF and the Sport and Recreation Department of South Africa (SRSA) to advocate and expose the message of youth development through football. It also presented an opportunity for high level networking in the sectors of business, sport, and culture. The IFV was hosted by the Birchwood Hotel and Conference Centre as a gathering place





for international visitors, corporate sponsors and local fans that came to watch a match on the big screen, visit the artist stands, take part in the cultural programmes, engage with the Ke Nako Africa discussions, or stay at the hotel.

The Ke Nako programme was a collaboration between seven stakeholders, led and initiated by SRSA, and supported by the Southern African Development Community (SADC), Artists Trust of Southern Africa (ARTSA), Youth Development through Sport and Youth Development through Football (YDF), the German Development Cooperation – consisting of DED, GTZ and InWent, WASH United, and the New

Partnership for Africa's Development (NEPAD).

The Mass Mobilisation ended far beyond the borders of South Africa creating an awareness of the event that was to pay dividends in the long term.

As the country edged closer to 11 June 2010, the world waited anxiously and South Africans were filled with pride because we knew we were ready. On 10 June 2010, one day before the first FIFA World Cup™ on the African continent was to kick off, the event began in earnest with the inaugural FIFA World Cup Kick-off Celebration Concert.



5.8 MID TERM REPORTS

By 2007, mid-way between the bid and the finals, the stage was slowly created for South Africa to stage an event that would be unrivalled in the history of the soccer World Cup™, - indeed the time had come to alter and reposition the perceptions of South Africa and Africa entirely. The 2010 FIFA World Cup™ provided a global stage on which nations and peoples of the world could converge to reaffirm not only a shared love of sport but also a sense of common humanity.

After the initial structures were formed, the task of getting things done was well underway. The progress made during 2004-2007 was encouraging, with most of the organisational structures and governance issues in alignment with FIFA requirements. The most important issue was to stay focused on the goal of a successful event and address the challenges that only a mega-event of this nature could present.

The IMC met regularly and each minister reported to Cabinet on the progress towards delivering the guarantees to FIFA or to the role players involved with World Cup™ related programmes.

Preparing for the finals in 2010 and meeting the guarantees was a massive undertaking. On 13 September 2006, former President Mbeki stated that *"Government will leave no stone unturned to ensure ...a resounding success"*, at the celebrations to mark 1000 days to the start of the finals.

By 18 May 2010, some of the host cities presented their progress reports to Parliament and indicated that they were in the process of testing their systems and conducting dry runs.

The OC had placed several controls in place to monitor the progress and states of readiness so as to ensure a safe and successful event. By April 2010, Jordaan and Khoza reported that all committees were functioning well and commended the finance and procurement committees, in particular, for ensuring that the OC remained on track to deliver a successful tournament on and off the pitch. Sixty three days before the tournament kicked off, the OC and FIFA were confident that everything was on track to host an excellent tournament.

"The major hurdles have been overcome. The last major inspection tour of all the stadia has been completed. The outcome of the inspection, which included our pitch experts, was good as it identified our focus areas for the coming weeks," said FIFA Secretary General Jérôme Valcke.

Notwithstanding the apparent delays at all the stadia due to strike action, delays in the procurement procedures and appointing of contractors, inclement weather, delivery of construction material and other unforeseen circumstances, and three stadia "not on track" all stadia were ready by June 2010.

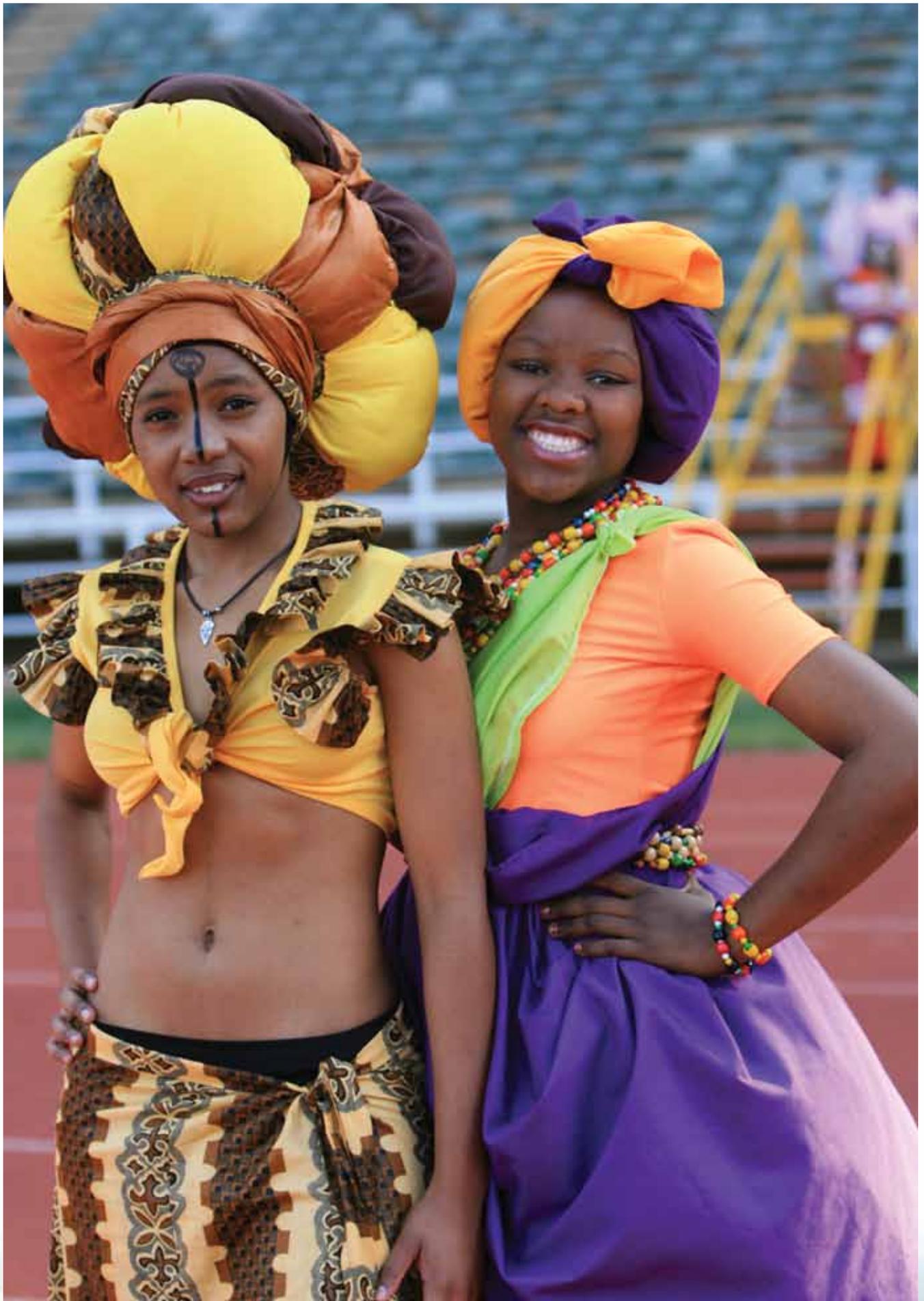
5.9 THE OPENING CEREMONY

The concert was billed as the greatest entertainment event to date in Africa, staged at the Orlando Stadium in Soweto, Johannesburg and featuring musical performances by international superstars in collaboration with major African artists, football legends from the past and present, as well as celebrities from other fields.

The 3-hour celebratory extravaganza, which brought together the two universal passions of football and music before a capacity stadium audience of 30,000, was broadcast to millions of viewers worldwide.

"We believe sports and music transcend cultural, language and geographic barriers, and through the official FIFA World Cup Kick-off Celebration Concert, as we present the sights









and sounds of unity and celebration for an unforgettable, must-see experience," said the producer.

All net proceeds from the concert were donated to the "20 Centres for 2010". FIFA Secretary General Jerome Valcke said, "We are thrilled to have a concert of such magnitude and performing talent raise the curtain on the first FIFA World Cup on African soil. It is testament to the universal and unifying power of football and music and will start the competition off on the right note – of celebration."

Opening Concert

The countdown clock introducing the 3-hour extravaganza finally hit zero and with it came a cacophonous roar as what seemed to be thousands of South African flags were lifted aloft creating an ocean of color above the estimated 30,000 in attendance. Joining the countless Rainbow Nation colors was a broad cross-section of national flags representing every corner of the globe, as the many visitors in attendance took the opportunity to enjoy Africa's impressive ability to party.

FIFA President Joseph S. Blatter and South African President Jacob Zuma opened the concert jointly after the early acts. As the evening progressed, a cavalcade of football stars took to the stage between performances including former *Bafana Bafana* captain Lucas Radebe, Franz Beckenbauer, Christian Karembeu, Quinton Fortune, Socrates and Jay Jay Okocha. Another joyous presenter was Archbishop Desmond Tutu, decked out in *Bafana Bafana* supporter gear, who introduced a video presentation on Nelson Mandela with his trademark enthusiasm.

"I have been to a lot of concerts but I have never been to a concert like this," said ebullient Johannesburg resident "It is amazing fun, we are having a huge jam. It is a perfect presentation of Africa – north, south, east and west."

The concert drew to a spectacular conclusion with Colombian pop princess Shakira in impressive form. She was joined on stage by Freshly Ground for a rendition of 'WakaWaka (This Time for Africa)', the Official FIFA World Cup™ theme. Another proud concertgoer was a Soweto local who spoke with pride as he took a rare break from dancing. "I am very proud and I am enjoying this immensely," he said. "Beauty in the heart of Soweto. This is what Africa is all about. Sport has a unifying factor and it's all about people enjoying themselves."

5.10 THE FAN PARKS

The development of the Fan Parks in each of the Host Cities provided easy access to the vibrant atmosphere of the tournament for local and visiting supporters who were unable to secure match tickets. These venues offered giant screen coverage of matches as well as various forms of entertainment and sponsor's activation. The sites were easy to access from major hotel hubs and city center links. The location of the Fan Fest sites gave soccer fans an opportunity to enjoy the great outdoors and spectacular views of some of South Africa's greatest heritage.

The Fan Parks will be remembered for creating a space for all South Africans, and those who watched on their home ground at the international venues, to experience a sense of one-ness, strong social cohesion







TABLE 14: List of fan Parks

CITY	CAPACITY	VENUE	OPENING HOURS
Cape Town	25,000	Grand Parade	11:00 – 23:00
Durban	25,000	New Beach	11-21 June : 11h30-23h00 22-29 June & Quarters: 14h00-24h00 Semis & Finals: 17h00 -24h00
Johannesburg	40,000	Elkah Stadium & Soweto Cricket Club	10am to late
Mangaung/ Bloemfontein	20,000	Mangaung Outdoor Sports Centre	10:00 to late
Nelson Mandela Bay/Port Elizabeth	25,000	St Georges Park Cricket Ground	11:00 to late
Nelspruit	30,000	Bergvlam High School	10am to late
Polokwane	30,000	Polokwane Cricket Club	10am – late
Rustenburg	20,000	Fields College School	10:00 to late
Tshwane/Pretoria	30,000	Centurion Cricket Ground	10:00 to late
Berlin	200,000	In front of the Olympic Stadium	12.00 am - 11.00 pm
Mexico City	100,000	Mexico City's Zocalo	06:00 to 19:00
Paris	15 000 / 20 000	Les Jardins du Trocadéro	11.00 am – late all days
RIO DE JANEIRO	20,000	Copacabana beach	10 am – 10 pm
Rome	20.000	Piazza di Siena, in Vila Borghese	10.00 – late
Sydney	20,000 at Cockle Bay 10,000 in Tumbalong Park	Darling Harbor	7:30pm - 7:30am



When the whistle blew at the commencement of the first match on 11 June 2010, more than 400,000 fans celebrated together at the 16 official FIFA Fan Fest™ venues. The Opening Match between South Africa and Mexico was followed by 300,000 enthusiasts at the official FIFA Fan Fests in the host nation, while the international venues hosted 100,000 supporters. The largest spectator groups were at the FIFA Fan Fests in Johannesburg and Soweto, with over 75,000 apiece. In Mexico City, 50,000 gathered at Zocalo to support El Tri against Bafana Bafana. Many venues reached their full capacity even before kick-off. The gates to these venues were then closed to guarantee safety for all spectators. The FIFA Fan Fests were an enormous success story at Germany 2006, when millions of people of all genders, religions, races and ages watched the matches peacefully together. The official FIFA Fan Fests continued as the recommended alternative for fans that did not have tickets to the stadium. They also offered supporters around the globe the opportunity to watch all 64 South Africa 2010 FIFA World Cup™ matches and feel truly part of the vibe.

The chill air in Johannesburg did not dispel the enthusiasm of the crowds as they sang, danced, made friends with strangers and celebrated the 2010 FIFA World Cup™ well into the late hours. Most fans felt that it was better to be at the Fan Park than at the stadium – because while the stadia are beautiful they lacked the atmosphere that prevailed at the parks. The parks generated a sense of warmth and while the teams were fighting it out on the fields, the people were enthralled by the games power to unite everyone. One of the fans interviewed at Innes Free Fan Park said, *“The vibe of everyone being together is what makes this special. Some of us do not have TVs but, anyway, you could not get this kind of feeling*

watching the game at home. When Ghana scored, the whole place went crazy – everyone was hugging total strangers!”

The camaraderie that existed can be summed up perfectly when FIFA.com caught up with an old couple who were beaming at the FIFA World Cup’s transformative influence on their country. *“You can’t imagine what a huge difference it has made,”* said one of them. *“Suddenly we’re all shouting for the same thing, and whether that’s Ghana, Bafana Bafana or whoever, it doesn’t matter. We are old enough to remember all the difficult times this country has had, so the vibe here is special. We wanted to come along to this fan park to be part of the whole event, and it’s a privilege to be here.”*

This was a common feeling, and not only in Johannesburg. After all, while 2010 will be forever remembered as the year in which the FIFA World Cup™ came to Africa, it may also become famous for having brought the tournament to the world.

Enabling fans to experience the ‘FIFA World Cup™ feeling’ in their own country was certainly FIFA’s aim when it unveiled Fan Fests in Rome, Paris, Berlin, Sydney, Mexico City and Rio - and the results have been spectacular. Within the first two weeks alone more than three million fans had packed out the 16 domestic and international venues, with those outside South Africa accounting for 50 per cent of this mammoth turnout.

Germany, whose wholehearted embrace of the Fan Fest concept in 2006 provided the spur for this expansion, have again led the way, with a record 305,000 coming together in Berlin’s Olympic Square for their group decider against Ghana. Even elsewhere, where the fluctuating fortunes of Australia, France, Italy and Bafana Bafana might have been expected to deflate the atmosphere, festivities continued unabated.



5.11 QUARTER-FINALISTS UNITED IN THE FIGHT AGAINST DISCRIMINATION



Fight Against Discrimination

The 2010 FIFA World Cup™ was used to deliver a strong and clear message against racism and any other form of discrimination – with the full backing of the remaining teams from the stage of the quarter finals. At all 4 quarter-final matches on 2 and 3 July each team captain, watched by millions of people around the world, read out a declaration condemning and rejecting any discrimination in football and society. Teams and match officials posed jointly alongside a banner displaying the unequivocal message “Say no to racism” during the pre-match programme.

It has become customary since 2001, when a declaration against racism was signed at the FIFA Extraordinary Congress in Buenos Aires, for FIFA to organise an Anti-Discrimination Day during one of its competitions every year. Although the rejection of discrimination applies all year round, the FIFA Anti-Discrimination Days give the football family the opportunity to join in condemning this blight on society all around the world.

Quotes:

“It is part of our social responsibility to use our competitions to raise awareness of the pressing social issues of the day. The players’ voices help us amplify this message and the call for solidarity, respect and fair play – the basic values of our game,” said FIFA President Joseph S. Blatter.

As Nelson Mandela, the former President of South Africa, said *“Sport can create hope, where once there was only despair. It is more powerful than governments in breaking down racial barriers. It laughs in the face of all types of discrimination.”*

The 2010 FIFA World Cup™ has renewed the spirit of unity in South Africa and across the world for people to find their common humanity.”

“This tournament has brought the people of South Africa together to build on the legacy Nelson Mandela wanted to create for this country. Although this project cannot solve the problem on its own, it delivers a clear message of zero tolerance of discrimination of any kind,” said Tokyo Sexwale, Minister of Human Settlements, South African human rights activist and member of the FIFA Committee for Fair Play and Social Responsibility.

“If all parties involved in football join in condemning and acting against discrimination, there is hope for eradicating it from our sport. There has been tremendous progress made over the last years but we still have a great amount of work ahead. The Anti-Discrimination Day here at the FIFA World Cup clearly shows the world the player’s rejection of racism and their willingness to fight it,” stressed Anthony Baffoe, former Ghanaian football player and second African to play in the German Bundesliga.

An article written by Uyo Salifu, on 2 August 2010, and published on the website of Consultancy Africa, interrogated the impact of the 2010 FIFA World Cup™ on South African race relations. The question raised was ‘what if any, will be the effect of the 2010 FIFA World Cup™ on the relationship between white and black South Africans?’ Will the World Cup succeed in the mammoth task of healing the racial divides in post-apartheid South Africa? Will it further entrench already apparent divisions or will it simply have no long-term bearings on the race issues facing this state?

The marketing drive and build up to 11 June 2010 encouraged South Africans to stimulate the idea of national solidarity behind the national soccer team, Bafana Bafana. The country advocated boosting national pride and coaxing Bafana Bafana onto victory, and to present the nation’s image in the best possible light, similar to the one that existed after the Rugby World Cup in 1995. Citizens around the country donned Bafana Bafana T-shirts, blew their vuvuzelas and waved the national flag. These efforts revealed the rainbow nation as one with more similarities than differences. Race even appeared

to become invisible as all South Africans, irrespective of color, cheered for the national team. With the World Cup being in South Africa for the first time there was the desire not only to host a successful tournament, to prove sceptics wrong, but also to rebrand South Africa and Africa's images, proving that there was more that united the races than divided them.

Not everyone, however, believed that South Africans should unite for the World Cup. Orania, the 100% white Afrikaner town, which has maintained its conservative Calvinistic values since the end of apartheid, did not see soccer as a reason to unite with the rest of the country and overlook racial differences. The Northern Cape, which is home to Orania, is the only province in the country that did not have one of the ten World Cup Stadia built in it. While the explanation for this could simply be that soccer is not the sport of choice in the area, the absence of the South African flag, vuvuzelas and Bafana Bafana T-Shirts, coupled with the fact that Orania has

exemplified all that goes against the 'new South Africa' in the past twenty years, could indicate that this small town is in fact an enclave of the past era. Its conservative ideals signify a group with no intention of uniting with other South Africans or people from other cultures for the World Cup. The town remained insulated from the excitement of the World Cup in the rest of the country due to its unwillingness to depart from its prejudiced views.

South Africa's efforts paid off because we hosted a generally incident-free World Cup and Orania's reaction did nothing to foil the overall enthusiastic World Cup sentiments in the rest of South Africa. However, what are the implications of South Africa's hosting such a great sporting event on the nation's race relations?

The FIFA declaration against discrimination is an insightful initiative, which if actively promoted by all will augur well for race relations in South Africa.



5.12 THE CLOSING CEREMONY

Africa's first 2010 FIFA World Cup™ closed in a blaze of lights and music. The Closing Ceremony of the 2010 FIFA World Cup™ was to be a colourful, celebratory tribute to the tournament, the fans and their experiences in the host country during what had been a memorable month.

The 30-minute night-time ceremony took place on Sunday, 11 July 2010, at Johannesburg's Soccer City Stadium - just before the 2010 FIFA World Cup™ final. The show featured some spectacular performances and unique special effects and was broadcast live in 215 countries to an audience in excess of 500-million viewers. The show included 780 cast members and some of South Africa and Africa's top musicians and dancers. The Ceremony was choreographed with a distinctive African feel but using excellent technology and with a contemporary, youthful theme.

Colombian pop star Shakira and South Africa's Freshly Ground sang the catchy song "Waka Waka" which had topped the

global music charts in 15 countries and was the most watched video on the internet in the month of June, with over 70 million hits on You Tube. The other artists at the ceremony included multiple Grammy Award winners Ladysmith Black Mambazo, Jozi, Stoaan Seate, Slikour, Zuluboy, Abigail Kubeka, Theo Kgosinkwe, Afrikaans artists Nianell and flutist Wouter, Nigeria's 2Face, Ghana's Samini and popular Local traditional group Ihashi Elimhlophe.

According to the Chief Marketing Officer of the OC, Carstens, the closing ceremony depicted Africa's first World Cup as a unique and colourful spirit exhibiting the warmth of the African continent. It paid tribute to the football that was played on the field, the fans and their experiences.

Franz Beckenbauer, one of football's greatest heroes, and member of the German Organising Committee for 2006, said *"I think the whole world is talking about South Africa, how beautiful the World Cup has been. Everything has worked and you will see after many years the world will still be talking about the World Cup in South Africa, so that's the legacy."*











6. GOVERNMENT SPENDING ON INFRASTRUCTURE

The Government of South Africa had committed itself to invest in the preparations needed to ensure that Africa's first FIFA World Cup™ was a resounding success. Government used this opportunity to speed up the delivery of services and infrastructure.

The South African Government committed R30 billion to major infrastructure investment programmes to enable the success of the tournament. These programmes included the upgrading of facilities, stadiums and precincts, the improvement of transport, communications, health and safety and security.

As of February 2008, the national Government's contributions to the 24 World Cup projects was R28 billion (Euro 2, 5 billion) and the major contributions were allocated to:

Table 15: Budget Allocation for Projects

ITEM	COST
Stadiums and precinct development	R9 841 million
Transport	R11 728 million
Broadcast and telecommunications	R300 million
Event operations	R684 million
Event volunteer training	R25 million
Ports of entry infrastructure	R3 500 million
Immigration support	R630 million
Communications, hosting, legacy and culture	R504 million



7. LEGACIES OF THE 2010 FIFA WORLD CUP™

South Africa’s hosting of the tournament was set to benefit the country in a number of areas. The South African Government had already committed to a major infrastructure investment programme but the hosting of the 2010 FIFA World Cup™ acted as a catalyst for many of the current infrastructure projects. The tournament was also set to bring an estimated 450,000 international visitors from all over the world to the country, a significant boost for the local tourism industry, especially since the event was to be hosted during its low season. With the world’s focus on the country before, during and after the tournament, the hosting of the FIFA World Cup™ also provides an excellent marketing opportunity for the host nation to rebrand itself as a destination of choice.

One of the worst legacies of sport under apartheid is the dearth of football facilities in disadvantaged areas and the complete lack of recognition and support by the apartheid government of the sport. The hosting of the World Cup will leave a lasting legacy for football in this country.

The South African government had identified various developmental priorities for the country as reflected in the table below. These included economic development, poverty alleviation, job creation, skills development, education, health, safety and security as well as environmental sustainability. The World Cup was accordingly, positioned as a catalyst for development in South Africa.



FIGURE 4: World Cup Legacies Source: HSRC (2011) – 2010 FIFA World Cup™ Legacy Framework

7.1 INTANGIBLE LEGACY

7.1.1 Social Impact

Image of the Country, Social Cohesion and Nation Building, Patriotism, National Pride and Confidence

Success, pride and unity – these three words are being used by the people of South Africa to describe the effects that staging the 2010 FIFA World Cup™ has had on their country. Back in December 2008, FIFA commissioned a six-wave study of South African residents with the aim of tracking public opinion towards the tournament from the initial build-up through to the final whistle and then beyond. The picture that emerged following the survey is that of a country that took increasing pride in a tournament which was considered not only a huge success in its own right but also an important event in terms of promoting national unity. The post-tournament results also showed an upswing in national confidence, with nine out of ten feeling that their country had a stronger sense of self-belief post-tournament and 87 per cent feeling more confident than ever before in their nation’s capabilities.

These feelings were supported by the positive experiences of international fans who visited Africa during the event, as highlighted in post-event research commissioned by FIFA.

FIFA’s studies of SA residents and international fans, conducted in August 2010 revealed the following impact of the World Cup:

TABLE 16: Intangible legacy

Item	Percentage
South Africans believe that the event united the people of SA	91%
Believe that the World Cup will strengthen tourism	94%
international visitors would recommend SA to friends and relatives	92%
Indicated that they would visit SA again	96%

“These stats definitely confirm our opinion that national pride and improved international perceptions of the country have been achieved,” says Gillian Saunders of Grant Thornton.

The successful hosting of the 2010 FIFA World Cup™ is attributable, in part, to the mass mobilisation initiatives that

urged South Africans to support both the world cup event and the national squad. The initiative had the additional effect of making people feel included, and this contributed to the strengthening of national pride. Key provincial initiatives in this regard included:

- Premier’s Cup (R3.1 million)
- Vodacom Challenge (R2.7 million)
- Bafana Bafana vs Nigeria (R1.9 million)
- MEC’s Cup (R3 million)
- World Cup Advocacy
- Roadshows
- 2010 World Cup Ambassadors
- Football Friday

The Better World Village project (Aimed at offering space for hospitality, celebration, and dialogue on critical issues-Village designed around public viewing area with focus on introducing and celebrating African innovation)

Local football players have also gained world-class training facilities and this has the potential to increase their marketability to professional international teams. Similarly, more schools now have soccer facilities.

The event is also considered to have “assisted with the education of spectators”. For example, in the past spectators arrived late for matches but have now learned through the World Cup experience that matches start on time with or without spectators. South African football fans are now more likely to arrive on time for matches than was the case before the World Cup. Also, on a positive note, South Africans have come to accept the non-smoking policy in stadia.

There is also the possibility that the World Cup has improved spectators’ access to tickets. Prior to the World Cup, spectators had to buy the tickets at the stadium which could require extensive travelling. For future matches, tickets will be more readily available at convenient retail stores such as Shoprite.

The positive impact of the World Cup on the game of soccer in the country manifests itself at a number of levels. At the business level, it led to heightened appreciation of the monetary value of the game on the part of local football administrators. They have since renegotiated market related contracts with the

SABC regarding television rights. The Football Association's higher profits should result in the availability of more funds for further development of the game. Indeed, the elimination of Bafana Bafana so early in the tournament underscored the need for more effort in the development of both players and coaches.

The World Cup also served as a catalyst for more encouraging inclusivity in sport because it had, in the past, been seen as a poor and/or black person's sport. After the 2010 World Cup, there was a heightened awareness of, and broader interest in and appreciation of football in the country. This has been visible in the local games with many white supporters now attending soccer matches in large numbers.

7.1.2 Skills Transfer

Job creation and skills development are the cornerstone legacies of the 2010 FIFA World Cup™. Through various capacity building workshops, overseas exchange programmes and skills training, large numbers of volunteers benefited through empowerment initiatives. More than 20 000 jobs were created for the construction of the World Cup stadia. Construction workers on these stadia were given extensive skills training which will enable them to meet the much needed demand for skilled workers on other construction projects post 2010. Four thousand South Africans who volunteered for the FIFA Confederations Cup now have experience of a major football event. In the 2010 FIFA World Cup™, 15,000 volunteers – the majority of them South Africans – gained experience working on a major event.

The OC has committed itself to using Black Economic Empowerment companies and Small Medium and Micro Enterprises. By 30 September 2008, 55% of the organisation's spending was on BEE companies and 26% through SMMEs. Extensive skills programmes and coaching were conducted around the country. These include:

- OC –The Dutch Football Association the KNVP has signed an agreement to train 2010 coaches over a three-year period in collaboration with SAFA. They have already trained over 300 coaches around the country
- Department of Trade and Industry – Indirect skills transfers and ongoing interaction through SEDA and other agencies.
- Training in hospitality, tour operators and related fields
- Training of fire fighters.

7.1.3 Football Development Programmes

Hosting the 2010 FIFA World Cup was hoped to bring about the end of bad governance in sport and create a lasting legacy for sports development. To meet this objective, the following were some of the projects implemented:

Football Turfs

The OC plans to build one football turf in each of the 52 South African Football Association (SAFA) regions to promote participation in football and ensure that all South Africans have the facilities to play. These will be hubs for sport and community development in the host country. In addition to the development of these turfs a clubhouse, ablution facilities, training lights and a security fence will be constructed. This is considered as one of the most tangible legacies of the FWC.

FIFA was responsible for the training of staff in the maintenance of turfs across Africa as part of the "Win in Africa with Africa" initiative. Workshops on maintenance were conducted with participants from various African countries. The OC committed to institute football-training programmes at each turf in partnership with Local and international institutions.

SAFA secured funding from the National Lottery (R81 million) to cover the costs of 27 out of 52 football turf facilities. These 27 facilities were completed by the end of June 2011. The remaining 25 facilities will be built through SAFA partnerships with cities, provinces and other funders.

TABLE 17: Football Turfs

PROVINCE	Phase 1	Phase 2
E CAPE	Cacadu – Blue Crane	Queenstown
	Somerset East	Mt Ayliff
FREE STATE	Phutaditjaba- Bluegumbosch	Edenburg
		Kroonstad
GAUTENG	Evaton North – Qedilizwe School	Bronkhorst Spruit
		Westonaria
KZN	Umzimkhulu	Hluhluwe area
		Msinga
LIMPOPO	Sekhukhune – Jane Furse	Makhado
		Greater Tzaneen Rural-Burgersdorp
MPUMALANGA	Siyabuswa-Libangeni Stadium	Volksrust
		Numbi
NORTHERN CAPE	Khara Hais – Upington	Springbok-Bergsig
		Britstown
NORTH WEST	Holy Family School-Mogwase	Ganyesa
		Mafikeng
W CAPE		Worcester
		Breedevalley
		Helderberg



The visuals below show the pitch at the Holy Family School- Mogwase in the North West Province.



Before and After –Holy Family School - Mogwase

The Football Turfs programme is not solely a sport project but includes small business development centres which use converted containers for other development programmes.



Football Turfs – Container

The following equipment was donated to SAFA to assist with this training project:

- 260 Laptops (52 x 5),
- 52 Sony Bravia Televisions (42 inch),
- 52 DVD players,
- 3 Data projectors received from FIFA (VIK)
- 30 computers already installed at Mogwase (FSSA)

2010 FIFA World Cup™ Legacy Trust

In launching the 2010 FIFA World Cup™ Legacy Trust, FIFA kept its promise that South Africans would continue to benefit from the 2010 tournament long after the final whistle had been blown. The trust supports a variety of charitable initiatives, focusing on football development, education, health and humanitarian activities in South Africa.

FIFA has contributed USD 100 million to the trust, USD 80 million of which will be invested directly in social community projects. The remaining USD 20 million was already paid out to the South African Football Association (SAFA) before the tournament to cover World Cup preparations and the construction of the association headquarters. For the first project financed by the trust, FIFA purchased 35 team buses and 52 vehicles, which were handed over to SAFA on 13 December 2010 for its regional teams.

The trust is managed by international audit firm Ernst & Young. The trust’s board is made up of representatives of FIFA, SAFA, the South African government and the private sector, who decide on how the funds are to be spent. All projects must be presented to the board for approval. The projects must fall into one of the following four areas:

- **Football:** administration, development, coordination and promotion of amateur football
- **Education and development:** education in accordance with the South African Schools Act
- **Health:** medical care for communities in need, including prevention of HIV infection and other prevention and education programmes
- **Humanitarian work:** help for people in need and combating poverty



The 2010 FIFA World Cup™ Legacy Trust is one of several legacy initiatives launched by FIFA in connection with the 2010 FIFA World Cup™ since 2005, including in particular 20 Centers for 2010, Win in Africa with Africa, “11 for Health”, and the 2010 FIFA World Cup™ Ticket Fund.

Stadia, training grounds and base camps

All the stadia, both new and upgraded, will serve to attract sporting events in the future. Regular management of such events will sharpen the skills of South Africans towards mastering the hosting of mega-events. Before the tournament, 55 potential training venues sites were identified.

Thirty-two of the sites were upgraded and used as team base camps during the tournament. After the tournament, communities around the stadia will benefit from having improved sport facilities. These training camps were developed to FIFA's standards for training facilities and the legacy that remains will help to boost the development of soccer in these areas.

Win in Africa with Africa

The fundamental aim of the Win in Africa with Africa is to enable all footballers in Africa to play on decent pitches. The use of an artificial pitch exceeds that of a natural one, which must withstand the ravages of an arid climate and increase the number of matches played on it per day. On FIFA recommended Football Turf, this meant about two matches per day, plus training sessions. This effectively allows for youth, as well as male and female national teams, to have equal playing time. The environmental impact is also a major consideration, specifically in terms of preserving natural resources. For example, water, which is a rare and precious commodity in Africa, will be used far less on FIFA recommended Football Turf surfaces than if compared to sustaining high quality natural grass pitches.

The quality of the game is decidedly better on a FIFA recommended Football Turf pitch than on a poorly maintained natural pitch. This enables the country's national teams to progress more quickly. It also helps national leagues to increase their revenues as the pitch can be hired out for football and other activities.

From an aesthetic perspective, the “look and feel” of the FIFA recommended Football Turf is pleasing all-year round, especially in a media and marketing sense. The pitches can also include (alternate-shade) horizontal grid lines, as is common in the UK. This has already happened in Tanzania, Ethiopia, Mali, Madagascar and Mauritius. It is done for aesthetic reasons, and therefore to promote television contracts and attract new sponsors.

The picture below shows Djibouti before and after the FIFA recommended Football Turf be installed.



Football Turf - Before and After - Djibouti

The installation and positive early impact the FIFA RECOMMENDED a Football Turf field has set solid foundations for the continuous development of football. The goal is to reach beyond football, because FIFA firmly believes its responsibilities extend outside the sport itself. In fact, FIFA hopes:

- to use football's potential for human and social development, the promotion of
- health, the development of communities and the promotion of peace, by supporting Local organisations who work in these fields.
- To ensure the entire African continent will benefit from the long term effects of the 2010 FIFA World Cup™ South Africa.
- To send the whole world a positive message from Africa.



Closely aligned to the above project, FIFA allocated \$70 million towards another initiative, “11 for Health”, a programme directed towards the improvement in the availability of playing facilities in Africa, which is aimed at improving community health.

Football for Hope programme

The Football for Hope Forum took place in the Vaal in 2009. In attendance were the world’s leading football experts in development through football. The purpose of the gathering was to discuss the social legacy of the 2010 FIFA World Cup™.

Football for Hope is a global movement that uses the power of the game for social development. It is led by FIFA, and Streetfootballworld. The Football for Hope Movement is aimed at connecting the power of football to the achievement of the United Nations Millennium Development Goals.

The 2010 FIFA World Cup™ set out to build 20 centres to achieve positive social change through football to promote health, education and football across Africa. The centres have addressed local social challenges in disadvantaged areas and helped to improve education and Health Services for young people. The 20 centres for hope will continue to

promote social development through football long after the final whistle of the 2010 FIFA World Cup™ was blown, leaving an intangible social legacy for Africa. So far, 4 centres have opened in South Africa, Mali, Kenya and Namibia. Six more centres are under development. All 20 Football for Hope Centres were completed in 2012.

The Grassroots Soccer (GRS) organisation opened the Khayelitsha Football for Hope Centre in Khayelitsha, in Cape Town on 5 December 2009. The Khayelitsha Football for Hope Center is located in the Harare neighborhood of Khayelitsha, the fastest-growing township and second-largest in South Africa after Soweto. Khayelitsha (meaning “new home”) was established in 1983 and covers an area of 47 km². The population is estimated at approximately 1.2 million, of which some 40% are below the age of 19. In 2007, the HIV prevalence rate was 30.2%.

Due to the rapid growth in population and a lack of economic opportunities, Khayelitsha faces many challenges. Most Local residents make a living by selling various products on the streets. A small but growing number of entrepreneurs are engaged in tourism-related activities.



Grassroots Football programme

The Grassroots Football Programme is another FIFA-funded programme that was officially launched in June 2010. The programme aims to identify and nurture talent from a very young age. The focus is placed on the administrative and technical aspects of the game. A total of 30 coach-educators participated in the Pretoria Seminar under the guidance of FIFA instructors. The seminar sought to empower coach-educators on how to organise grassroots festivals, which are used to introduce children to football from the ages of 6 to 12 years. Grassroot Soccer (GRS) is a South African-based, non-profit organisation that integrates the cross-cultural appeal of football with evidence-based HIV prevention and life skills programmes that arm African youth with the knowledge, skills and support to live HIV-free.

Founded by former professional football players, GRS attracts and engages African youth through school, community outreach and social media (e.g. magazines and TV). Since 2003, over 270,000 young people in 16 countries have received comprehensive HIV prevention education through programmes linked to GRS.

Grassroot Soccer's core mission is to use the power of football in the fight against HIV/AIDS by providing young people with the skills and support to live HIV-free. The Centre's activities target children and young people aged 12–18 but the organisation welcomes all community members regardless of age.

On the pitch of the Khayelitsha Football for Hope Centre, GRS delivers its Skillz Program, a two-hour session, three times a week, to 80-100 children.

In each session, football games and drills are combined with specially designed exercises to help young people understand and deal with HIV and AIDS. Testing clinics are regularly set up within the centre and children are encouraged to find out their HIV status in a safe, supportive environment. GRS is also training Local role models to deliver their interactive, football-themed behavior development curriculum to young people, who in turn become peer educators within their own community. Media training enables young people to use cameras, video and editing software and teaches

them journalistic skills. Additional training opportunities for computer literacy and classes in writing CVs and cover letters are offered on a regular basis. GRS also continues its close collaboration with local schools: teachers and students visit the center together to participate in Skillz sessions or to make use of the existing IT infrastructure, which is not available in most of the community's schools.

The City of Cape Town and its Sports and Recreation department in particular, has been an instrumental partner to the centre. It leased the land and building to Streetfootballworld and Grassroot Soccer and is managing a number of public facilities that are linked with the centre's programmes. Grassroot Soccer is also continuing its close collaboration with Violence Prevention Projects, the Khayelitsha Development Forum, tapping into maintenance, security systems and resources as well as using the existing community facilities in Harare.

South African Football Association's Post World Cup Development Strategy

SAFA developed a post-World Cup football development blueprint. The plan seeks to achieve, among other things, the setting up of development academies and programmes for coaches to form part of the master plan to turn Bafana Bafana into a force in international football over the next 4 years. The programme will be implemented through the profit obtained from the successful hosting of the 2010 World Cup. There are 4, 4 million people who play football in South Africa, while only 1, 4 million are registered players.

7.1.4 My 2010 School Adventure

Sport and Recreation South Africa, the Department of Basic Education and the OC implemented the "My 2010 Schools Adventure" Campaign. The initiative focused on education and participation by 12 million learners and educators. Ten thousand school teams of boys' and girls' under-14 and under-18, and disabled under-12 and under-16 were reached through the Schools Football World Cup. Schools symbolically adopted the 32 teams participating in countries in association with the 32 foreign missions of the participating World Cup countries.

7.1.5 Youth Development against Violence through Sport Programme

The German Government supported an initiative that sought to harness the potential of sport, particularly football, to serve as a catalyst to prevent violence and promote development of young people. The key target groups were children and youth (boys and girls of up to 18 years) in disadvantaged communities.

7.1.6 NATIONAL LOTTERY BOARD (NLB)

The NLB allocated funding towards the building of sporting facilities and training of personnel, administrators and coaches. A significant share will go towards

the purchasing of sporting equipment. It has been noted that in the past the NLB tended to grant more funding to minor sporting codes and wealthy institutions. Sporting codes such as football, which have a mass appeal and are already entrenched in the psyche of communities will need to continue to advance their case in the wake of the hype created by the hosting of the 2010 FIFA World Cup™.

7.1.7 2010 FIFA World Cup™ Ticket Fund

In total, 120,000 complimentary category 4 tickets (3.6 per cent of the total inventory) were awarded through this initiative to residents of South Africa by FIFA and the Organisation Committee, with the support of the six FIFA Partners (Addidas, Coca-Cola, Emirates, Hyundai/Kia, Sony and Visa). The aim of the Ticket Fund was to make 2010 FIFA World Cup™ matches more accessible to those who would otherwise not have the means to purchase tickets. Tickets were not simply given as handouts but as a reward or incentive for people, in particular South African youth participating in, or contributing to, social and human development activities. The initiative also aimed to uplift existing programmes by encouraging participation and to serve as a catalyst for the establishment of new social and human development programmes.

The primary targets of the programmes supported by the Ticket Fund were young South Africans who could not afford

to purchase match tickets. Altogether about 12,000,000 children, primarily through schools-related projects, were given incentives to embark on a journey of learning through projects supported by the Ticket Fund. Children stood to gain a better understanding of environmental issues such as the importance of recycling and learn about HIV/Aids prevention amongst other important life skills.

However, the initiative also recognised the contribution or achievement of adults from the industrial and tourism sectors who passed through financial literacy programmes and teachers who taught students the importance of recycling as well as community leaders working in the area of HIV/Aids prevention. Ticket Fund programmes directly engaged as many as 1,000,000 adults.

All of the programmes were focused on one or more of three core areas - health, education and the environment, with the final key area of infrastructure represented by the involvement of the construction workers.

Addidas – Addidas teamed up with South Africa's Department of Basic Education to support the "My 2010 School Adventure" campaign, which used the huge interest in the 2010 FIFA World Cup™ to create an exciting programme combining sport and education.

Coca-Cola - Coca-Cola chose to focus on the environment, rolling out a nationwide recycling programme in 200 South African schools with FIFA World Cup tickets awarded to school children taking part in a can and bottle collecting competition.

Hyundai - Education was at the forefront of the campaigns overseen by Hyundai, who worked together with Lap desk, a company which provides portable lap tables for children whose schools do not possess conventional desks. As well as promoting education in general, Hyundai also decorated the lap desks with colorful designs aimed at promoting road safety.

Kia - Kia's focus was on health, with disadvantaged children from around South Africa given the opportunity to participate in street soccer leagues as well as an accompanying health





education programme, implemented by Kia's chosen partner Sporting Chance. Through this programme, South African kids learned about the importance of nutrition, hygiene and being active.

Sony - Sony decided to focus on pressing health and social issues, after pairing up with South African non-profit organisation Grassroots Soccer to support programmes that combine the fun of football with important lessons about HIV and Aids.

Visa - Adult education took centre stage for Visa, who used their Ticket Fund allocation to provide incentives for South Africans taking part in a financial literacy roadshow that used the theme of football to impart serious messages about financial management skills.

Construction Workers - One special group of people who also benefited from the 2010 FIFA World Cup™ Ticket Fund was the stadium construction workers, who received two tickets each to a match at the stadium they helped to build. 27,000 workers received tickets, with a total of 54,000 tickets

distributed. A symbolic handover ceremony took place on Monday, 3 May at Soccer City stadium, where FIFA Secretary General Jérôme Valcke and CEO of the OC, Danny Jordaan, met hundreds of construction workers, paying tribute to their magnificent efforts.

7.1.8 Safety and Security

The successful delivery on this guarantee related to a synergistic approach from the criminal-justice cluster, which consists of departments of Police, Justice and Constitutional Development, the National Prosecuting Authority, State Security and Correctional Services.

Police deployment for the World Cup resulted in 40 000 new, well-trained police officers incorporated into the police force. These recruits will remain on the force, leading to a safer South Africa. Government has financed all of this investment out of current expenditure because of our fiscal prudence, as well as the high levels of tax compliance over the years.

The number of police personnel added to the force, as well as the equipment acquired for their use, is one of the important legacies of the World Cup.





On the 9 July 2003, the Department of Justice and Constitutional Development (DoJ&CD) signed a guarantee to FIFA committing to ensure that all justice related requirements for hosting the 2009 FIFA Confederations Cup and the 2010 FIFA World Cup™ events would be provided.

Part of the requirements was the development of a 2010 FIFA World Cup™ Administration of Justice Operational Plan. All stakeholders of the Integrated Justice System, which includes the DOJ&CD, National Prosecuting Authority (NPA), Legal Aid South Africa and Judiciary, developed the plan. The primary objective of the Administration of Justice

project was to fast track all criminal matters issuing from the 2009/2010 events and deal with these cases in a fast and efficient way, especially where foreigners are involved, either as complainants, witnesses or as the accused. The success of this collaboration between all role-players in the JCPS cluster was demonstrated by the fact that football fans and visitors left South Africa proclaiming that reports of crime ahead of the World Cup were largely exaggerated.

The court infrastructure that was established included, 56 Dedicated Court rooms in the 9 host cities, 37 District Courts and 19 Regional Courts.

Personnel

- Staff numbers were increased as follows:
 - Total number of Court Officials (All Provinces)
 - Judiciary - 110 magistrates
 - NPA - 260 Prosecutors
 - Legal Aid South Africa - 110 Legal Aid Attorneys
 - DoJ&CD – 93 Foreign Language Interpreters, 110 Local Language Interpreters
 - Court Officials – 1140 Court Officials
 - SAPS – 327 Court Orderlies
- Through a legacy project of recruiting Volunteers, a pool of about 290 unemployed youth were trained in the accredited Customer Service Management course. SASSETA funded the project with R2.2m.

Court Administration

- The operation period for the dedicated courts and dedicated resources will commence two weeks before, during and two weeks after the 2010 Football World Cup™ tournament, 28 May 2010 until 25 July 2010. These courts would operate from 07:45 in the morning until 23:00 in the evening, seven days a week.

7.1.9 Intergovernmental Cooperation

Soon after the South African and German Bi-National Commission met to discuss how South Africa could benefit from the German experience and how Germany could assist the future host nation to deliver a successful event, the German Federal Ministry for Economic Cooperation and Development (BMZ) commissioned 2 projects that collaborated with National Treasury and Sport and Recreation South Africa. GTZ was tasked to implement the projects and the motto "Keep the Ball Rolling" was adopted.

The first project, the Study and Expert Fund for 2010 FIFA World Cup™ (SEF 2010) was aimed at supporting South African government departments, provincial and municipal institutions and non-governmental organisations with relevant expertise from German organisations and professionals to successfully plan and implement the 2010 FIFA World Cup™. Assistance was available in the form of expert advice and consultation, training, studies, and the exchange of knowledge and experience. This was completed by means

of workshops, study visits to German institutions and other measures in line with the fund's objective. Decisions on the endorsement and financing of projects were taken jointly by the South African Treasury and the German Embassy based on applications received. GTZ primarily manages the fund and provides assistance and advice in the preparation of applications. Other key areas of GTZ's involvement were:

- maintenance of data and information on German experiences in the organisation of a World Cup
- monitoring of financial instruments
- liaison with stakeholders
- identification and recruitment of relevant experts
- assistance in establishing connections with German institutions
- contract preparation with service providers

The Study and Expert Fund helped to build capacity within South African institutions, particularly in the area of project management. Consequently, the Study and Expert Fund assisted the host cities in the development of operational plans.

The Study and Expert Fund financed the provision of human resources support and expertise assisted the 2010 FIFA World Cup™OC to develop a transport operational plan, which ensured an efficient and effective method to transport the teams and fans during the World Cup.

7.1.10 Ecological Impacts

FIFA's mission statement for the 2010 World Cup included three key messages "Develop the Game", "Touch the World" and "Build a Better Future." South Africa's Greening 2010 programme contributed to the quest to raise awareness, minimize waste, diversify and use energy efficiently, consume water sparingly, compensate our carbon footprint, practice responsible tourism, and construct our infrastructure with future generations in mind. The greening initiatives looked beyond the actual timeframe of the sporting activity and included concerns for post-event, environmental, social and economic impact of the event on the immediate and extended environment.

This was an amazing opportunity for South Africa and the African continent to host an event of this magnitude. The

Green Goal project used this opportunity to raise awareness and to lay a foundation and set new and higher standards for greening future events in South Africa. Event greening has steadily gained momentum in the past decade. Host cities and event organisers continued to organise their events in such a manner that embraced the concept of sustainable development. This was achieved through successfully implementing initiatives, programmes and practices which have a minimum or neutral impact on the natural resource base. The Department of Environmental Affairs and Tourism (DEAT) was the lead government department responsible for promoting sustainable use and protection of our natural resources.

South Africa was committed to greening the 2010 FIFA World Cup™ by focusing on the following pillars: conservation of water and energy, waste management, transport and mobility and carbon offsetting.

A number of initiatives were implemented in relation to a greening legacy. On the one hand, there was an effort to focus on the beautification of the host cities, through improved cleanliness and the establishment of parks as well as the grassing of gravel fields. Two hundred and thirty eight fields were identified for greening and upgrading in Gauteng. However, the challenge will be the maintenance of this infrastructure.

In the disadvantaged areas of Johannesburg City, 220 000 trees were planted as part of the greening campaign leading up to the World Cup. Another important greening initiative was the rehabilitation of the Klipspruit River, which included upgrading water, sanitation and storm water drainage and a cleanup campaign. A Soweto Klipspruit hiking and bird watching trail was developed.

Environmentally sensitive methodologies were integrated into the various construction projects throughout Johannesburg. For example, the construction of Soccer City incorporated recycled rubble, and it used captured rainwater and non-potable, recycled water for irrigation and other purposes.

Another set of initiatives related to greening concerned the improvement of waste management in the province of Gauteng. Johannesburg city introduced underground bins, particularly in the inner city to deal with high levels of waste. The system was however, also rolled out to other precincts such as the Soccer City Precinct. Separate bins for recycling were introduced in some parts of Gauteng, particularly Johannesburg where this was rolled out in all precincts. New measures were also put in place at the airports in the province to prevent the trafficking of illegal fauna and flora.

The City of Tshwane signed a pledge in terms of the 2010 Green Goal campaign to strive to achieve the objectives of the programme in stadia, fan parks, public viewing areas and fan miles. The projects included the ongoing planting of trees by the City Park Unit, and environmental management initiatives by the Waste division.

The Tree Planting Project planted a tree for every goal scored during the FIFA World Cup. This was a direct response to the public transport provision in the Green Goal Pledge as it created the awareness and education in terms of carbon sequestration as well as greening in general. The City of Tshwane has increased energy efficiency, by installing energy saving lights, solar heated geysers, and solar control traffic lights at stadia and other 2010 venues.

The environmentally sound waste management strategy included recycling at matches and other 2010 venues. The Hennops River was cleaned as part of a biodiversity and management project. By implementing all these projects, the City of Tshwane adhered to the Millennium Development goal of ensuring environmental sustainability.

Under the Beautification Work Stream, the Polokwane Environmental Management group developed an extensive green belt that followed the course of a river linking the north western and southern parts of the town via the stadium precinct. Only local indigenous plants and trees were planted to provide a local biodiversity experience. The proposed green belt greatly enhanced Polokwane's open space system and because of new basic amenities and infrastructure installed near the stadium, offers fans a recreational outdoor experience in close proximity to the stadium.

7.2 TANGIBLE LEGACIES

7.2.1 Green Goal Programme

South Africa, through its national greening programme is committed to integrating environmental principles into the planning and organisation of the 2010 FIFA World Cup™. This initiative is intended to sensitise the local and international football community to environmental sustainability issues and the securing of a long-term foundation for environmental concerns in national and international football.

The 2010 FIFA World Cup™ was staged at 10 venues across 9 South African cities. The greening programme was aimed at ensuring that there was a sound environmental management in all the host cities.

The 2010 FIFA World Cup™ presented an opportunity to enhance environmental sustainability for South Africa and its citizens. The aim was to reinforce the significance of environmentally responsible lifestyles within the context of the 2010 FIFA World Cup™ and the country's economic and social development programmes.

The 2010 FIFA World Cup™ event was used as an opportunity to raise awareness and to lay a foundation and set new and higher standards for greening future events in South Africa. Event greening has steadily gained momentum in the past decade. Host cities and event organisers continue to organise their events in such a manner that embraces the concept of sustainable development. This is done through successfully implementing initiatives, programmes and practices which have a minimum or neutral impact on the natural resource base.

The Department of Environmental Affairs and Tourism (DEAT), the lead government department responsible for promoting sustainable use and protection of our natural resources, has proudly committed to building partnerships and a coordinated network of actions that would ensure that we score green in 2010.

South Africa strives to remain on top of global environmental management best practice through lessons learnt from the 2006 FIFA World Cup™ in Germany, the 2008 Beijing Olympic Games and new initiatives, which combined, helped South Africa to deliver an event with a minorecological footprint.

FIFA's mission statement for the 2010 FIFA World Cup™ includes three key messages "Develop the Game", "Touch the World" and "Build a Better Future." South Africa's Greening 2010 programme will therefore be a demonstration and contribution to the quest to raise awareness, minimise waste, diversify and use energy efficiently, consume water sparingly, compensate for our carbon footprint, practice responsible tourism and construct our infrastructure with future generations in mind. These greening initiatives look beyond the actual time frame of the sporting activity and include concerns for the post-event, environmental, social and economic impact of the event on the immediate and extended environment.

South Africa is committed to greening the 2010 FIFA World Cup™ by focusing on the following pillars: conservation of water and energy, waste management, transport and mobility and carbon offsetting.





7.2.2 Economic Impact

South Africa has always viewed the hosting of the World Cup not as an end in itself, but as a catalyst for development the benefits of which would be felt long after the tournament. This is why national government has spent R30 billion on transportation (roads, airports, and ports of entry), telecommunications infrastructure, as well as stadia (building 6 new ones and upgrading another 4).

The R11.7billion investment in 10 excellent stadia alone created 66 000 new construction jobs, generating R7.4billion in wages, with R2.2billion going to low-income households and therefore contributing to a reduction in poverty.

Though stadia have been the most visible part of the World Cup-related expenditure, the lion's share of the expenditure has gone into transportation and telecommunications infrastructure, and the renovations of our ports of entry for visitors.

The government spent R13billion to upgrade train stations near stadia, improve roads and the massive facelift of our country's airports. Ports of entry received R3.5billion for renovations, including improved information technology infrastructure equipment at borders.

Some R1.5billion had been invested in broadcast technology, much of which was used for broadband internet access. This technology will remain an asset to this country for years to come. The fight against crime has also received a fortifying boost, with R1.3billion being spent on safety and security.

Government always intended that tomorrow should be better than today. During the tournament, a StanLib economist, based on an estimation that half a billion viewers around the world watched the Opening Ceremony in Soweto on 11 June 2010 said, if only 0.5% of these viewers travelled to South Africa to experience the country firsthand, this would have a significant effect on South Africa's economy. He estimated this could treble our tourism figures over the next four years.

The table below reflects data collected by South African Tourism (2010). A total of 308 554 visitors entered South Africa with the primary purpose of attending the World Cup. The total foreign tourist arrival figures for June and July 2010 was 1 401 725. The average spent by a visitor was R11800, 00 – with the highest percentage; spent (31%) was on shopping.

TABLE 18: Tourism Revenue Data

Tourism data	
Visitors to SA – FIFA WC	309 554 *
Revenue generated by tourists	R3.64 billion
Average spend 2010	R11 800
Average spend 2009	R 9 500
Average spend 2008	R 8 400
Shopping	31%
Accommodation	20%
Food	19%
Leisure	16%
Transport	11%
Figure excludes FIFA family who used VIP exits.	

The following table reflects the effect on tourism because of the mass marketing undertaken before, and during the event:

TABLE 19: Effect of mass marketing on tourism

Saw Locations on TV during the World Cup	49%
Saw promotional campaigns of the World Cup	47%
Read newspapers/magazines during the World Cup	42%

Finance Minister Pravin Gordhan stated that South Africa’s government spent more than R33-billion over a period of four years on infrastructure and preparation for the World Cup. Close to R12-billion was spent on stadium infrastructure, R11-billion on transport infrastructure, and R1.5-billion on event broadcast and telecommunications.

Gordhan was of the opinion that it has increased the productivity of the people of South Africa, and that all the investment is part of the development and long-term planning for the country. It has earned us the reputation of a country that can actually deliver, and that is good for future growth.

TABLE 20: Economic impact of stadia

Budget on stadia infrastructure	R12 billion
Transport infrastructure	R11 billion
Broadcast and telecommunications	R1.5 billion
Job creation	130 000 (leading up to the WC – construction, roads, transport and hospitality)
Construction jobs	66 000
Average earning (construction)	R10 000 per month
Income to low income households	R2 billion

An estimated 130 000 jobs were created in the construction, roads and transport and hospitality industry in the period leading up to the World Cup.















According to economist, Dr A Saville, some of the immediate positive results for South Africa were:

- 66 000 jobs were created in construction alone earning an average of R10 000 per month.
- More than R2 billion went to low-income households as a result of job creation
- Skills upliftment and more people in the formal sector
- Increased economic growth in the preceding years

The Vuvuzela



Vuvuzela

Love it or hate it, the vuvuzela is here to stay. Traditionally made from and now inspired by a kudu horn, the vuvuzela was used to summon distant villagers to attend community gatherings. The vuvuzela was used during football matches and has become a symbol of South African football as stadia were filled with its loud and raucous sound, echoing the exhilaration of supporters. The intensity of the sound caught the attention of the global football community. The instrument, which became fraught with controversy, was nevertheless a great income generator for South Africa. The World Cup also added one new word to the Oxford Dictionary of English after "vuvuzela" was voted the Word of the World Cup by 75% of over 320 linguists in 60 countries



TABLE 21: Impact of the Vuvuzela on the Economy

Vuvuzelas add atmosphere to the game	80%
Sold in SA	800 000
Hike in Vuvuzela sales through Amazon.com	1000%
Sold internationally	1 million
Sold in the UK	40 000

The report completed by Grant Thornton on 9 June 2011 beamed out the following headline: "SA 2010 FIFA World Cup™ a year in review: R40bn well spent with some areas still to be leveraged" in the media. Finally, the country had substantial evidence to confirm to the world in data to what extent the 2010 FIFA World Cup™ was a success.

The head of Advisory Services at Grant Thornton, Gillian Saunders, reported that the 2010 FIFA World Cup™, which SA hosted one year ago, certainly was R40billion well spent adding much needed infrastructure, contributing significantly to SA's GDP, generating national pride, boosting tourism and improving international perceptions of the country.

In terms of debt concerns that have been debated since the World Cup in June last year, the National Treasury has stated that no part of the World Cup infrastructure was financed through long-term debt with all financing taking place through the usual annual budgetary allocations since 2006. Saunders states that World Cup-related capital spending of around R40bn since 2006/2007 was only 6% of all public-sector capital expenditure that has taken place in that time and only 3% of the R845bn capital expenditure budget that will be allocated from now until 2013.

"While SA faces a budget deficit of 5, 3% in 2011, it was budgeting for surpluses before the global crisis hit," adds Saunders. "Treasury has indicated that government chose to view the World Cup as a mechanism for helping SA to meet its developmental imperatives which incurred costs beyond the nation's contractual obligations to FIFA 'to ensure that SA invested in infrastructure with significant legacy value'."

Grant Thornton's calculations which are based on SA Tourism research, border arrival statistics and additional research collated by the firm's advisory services team, conclude that some 350 000 foreign visitors spent around R8 billion during the World Cup event, with a total economic impact of around R18bn.





Saunders says that both direct and indirect infrastructure developments and investments also provided an excellent stage for FIFA to host the World Cup in 2010. Indirect infrastructure improvements for which the World Cup event was the impetus include upgrades to national roads, airport enhancements and the construction of the new King Shaka airport in KwaZulu-Natal, the Gautrain and Rapid Bus systems.

“Direct infrastructure developments such as new stadia, enhanced transport options and road upgrades around stadia, improvements at border posts and points of entry, upgraded telecommunications infrastructure and improved security systems all lead to a better quality of life and provide long term, valuable assets to communities,” says Saunders.

The installation of Next Generation Network (NGN) was one strong element of legacy left post 2010 FIFA World Cup™ with over 128,000 kilometres of new fiber installed across South Africa enabling 25 Terabytes of data to be transmitted during the period of the event.

“Improvements such as these offer huge benefits to people

and they give great support infrastructure to underpin economic and tourism growth,” Saunders continues.

One of the biggest benefits from last year’s 2010 FIFA World Cup™ was the togetherness and national pride the event generated.

Saunders says the way South Africans welcomed, feted and hosted the visitors and enjoyed the event helped to generate the most wonderful atmosphere in this country (from Bafana support to Ghana support, internal Fly the Flag/support another team campaigns). “This welcoming, real interest and fun dimension made the event an even greater consummate success,” she concludes. The impact of the world cup was measured in several ways. The following tables reflect the effect on the South African economy.

7.2.3 Tourism Impact

Overall impact of tourism in South Africa during the world cup is reflected as an improvement from June / July 2009. Accommodation and credit card spending increased substantially.

TABLE 22: Overall Tourism Impact

ITEM	IMPACT	IMPACT
Hotel average room rates	Up 61%	
Hotel occupancy	Up 18%	
Visa card spending	Up 55%	
Restaurant and coffee shop income	14.4%	
June retail sales	Up 7,9% on July 2009	up 7,4% on June 2009
Total income generated by the food and beverage industry	for June was 10,4% higher than in June2009	
Beer market	grew 12,3% in June	
Tourvest created TEAM a business unit	hosted 7 official sponsors	
TEAM room nights	88 000	
Vehicle movements	9 790	
Famous brand accommodation	25% up in June 2010 compared to 2009	



What the tourists did: The most popular activity the tourists engaged in was visiting the beaches (62%) followed closely by visits to Table Mountain (54%)

TABLE 23: Tourist activities

ITEM	IMPACT
Beaches	62%
Table mountain	54%
Nature reserves	43%
Museums	38%
Townships	32%
Western Cape wine lands	27%
Garden route	26%
Drakensberg	22%

How the tourists rated our cities – tourists expressed overall satisfaction of our cities, infrastructure, and entertainment.

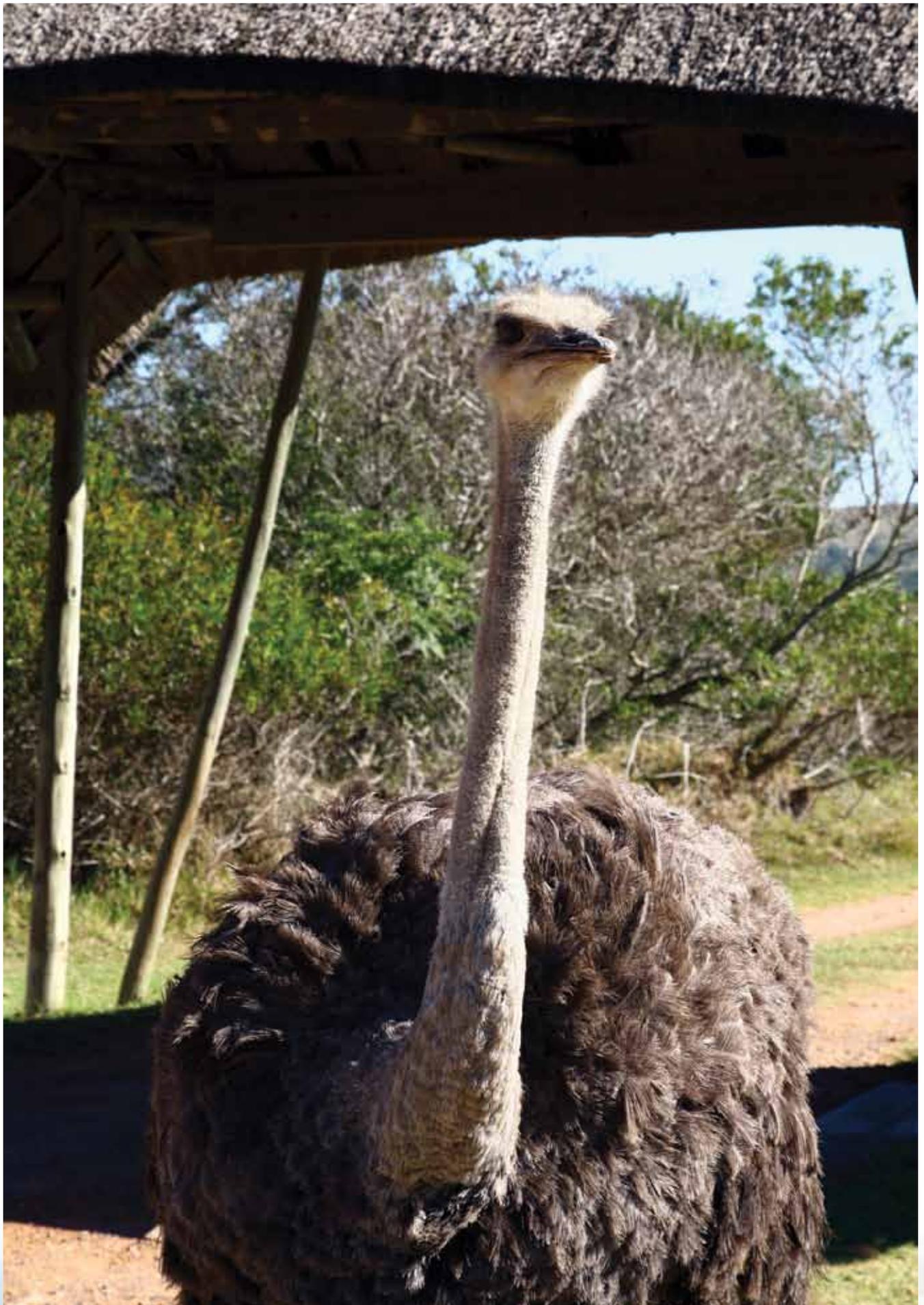
TABLE 24: How the tourists rated the cities

PERCENTAGE OF TOURISTS WHO RATED THE CITIES AS EXCELLENT OR VERY GOOD		JOHANNESBURG	CAPE TOWN	DURBAN
Perception of safety	67%	**	***	*
Conditions of roads	57%	***	**	*
Quality of public transport	54%	***	*	**
Airports used	84%	***	*	**
Stadia	87%	***	*	*
Restaurants	78%	***	**	*
Accommodation	78%	***	**	*
Policing and security at games	73%	**	*	***
Tourist attractions	78%	***	**	*
Nightlife	58%	***	**	*













Intangible internal legacy

The following intangible internal legacies are considered to be as a result of the success

TABLE 25: Intangible internal legacies

National Pride
Integration and social cohesion
Flying the flag and Lead SA
Can do attitude – self-belief
Ability to deliver
Soccer development
Soccer integration
Rugby integration – Soweto and Pretoria
Integrating tourism into SA culture
Tourism industry skills and capacity building

International profiling - Changing the World's perceptions

What the visitors thought – many foreign visitors stayed an extra 12 days after the tournament. More visitors (92%) would recommend a visit to South Africa than those who wouldn't and 84 % indicated that their visit to South Africa changed their opinions about the country. The statistics show that most visitors were very positive about South Africa.

TABLE 26: Tourist perceptions

African Response – survey of 722 visitors		FIFA research – Foreign length of stay – 12 days
Visitors that would recommend SA to friends and relatives	92%	94%
Would visit again	96%	83%
Germany 2006 – would recommend Germany	88%	
indicated the experience changed their opinion of SA to more or much more positive		84%



TABLE 27: International television Viewership

TELEVISION: Judging from TV data received so far, the 2010 FIFA World Cup™ has been a resounding success with viewers around the world. Several records have been noted during this tournament	
Spain : Final	average audience of 13.4 million – 78% market share
The Netherlands : Final	average audience of 8.5 million – 90.6% market share
Germany : GER v ESP semi-final	32 million people in, or over 40% of the population this is an all-time record in the history of German TV
South Africa : South Africa v Uruguay	Average of 10.15 million viewers out viewing the 1995 Rugby World Cup final and the FIFA Confederations Cup 2009 semi-final.
United States of America	A new record was set for an audience for a men’s football match when USA played Ghana in front of a combined average of over 19 million viewers. This superseded the previous record, the 1994 FIFA World TM quarter final between USA and Brazil.
52 of the 62 matches	Received live cumulative in-home audiences of more than 50 million people in the 11 key markets where confirmed data was available (South Africa, German, United Kingdom, Italy, Spain, USA, Mexico, Brazil, Australia, China and Japan).
On average, each match	watched by almost 70 million
Broadcast rights	placed in 217 countries and territories
Broadcast feed produced by FIFA’s host broadcaster HBS	Approximately 3,000 hours
"Final" Viewership	700 million people
Cyberspace Social networks, mobile phones.	750 normal average tweets per second reached a peak of 3200+ tweets per second. The World Cup final represented the largest period of sustained activity for an event in Twitter’s history.
Internet	Over 12 million visitors per minute (12pm est) around the end of the opening match. Previous record of 8.5 million visitors per minute when Barack Obama was elected president in 2008
A study by TNS Research Surveys	Revealed that 32 billion viewers worldwide watched the World Cup on TV, with FIFA allocating 14 minutes per game – 2 minutes per game of which was spent promoting SA. “That is R1.5 million worth of advertising”, Neil Higgs, of TNS, said last week in Johannesburg. This, combined with tweets, online and print, pushes the figure to R2 billion, Higgs said, on behalf of Future Publishing.
Impact on Perceptions of SA	37% of respondents to SAT Brand Tracking survey mentioned World Cup related sources as the source of their current awareness of SA.



An assessment of international visitors at the 2010 FIFA World Cup™ in South Africa in a study undertaken by the Department of Tourism, Tshwane University of Technology and the Department of Tourism, Recreation and Sport Management, Eric Friedheim Institute, Florida, USA, showed that Mega sport events have been an important tool to promote economic and infrastructural development for countries. In South Africa, the 2010 FIFA World Cup™ was a major milestone since it was first country to host the event on the African continent. Data collected from the nine host cities showed that South Africa was able to exhibit a positive image to the world. The country intends to further leverage and capitalise on this event to increase the South African tourism brand as well as visitor arrivals. Nine host cities featuring ten different stadia hosted the World Cup Games and attracted many visitors and created positive impressions in these tourists' minds about South Africa's tourist products.

The results of the study showed that the majority of the participants (95.6%) indicated that South Africa was the primary destination of their trip, and 91.4% indicated that attending the World Cup was the primary purpose of their trip. Most respondents indicated that this was their first trip to South Africa (86.5%). With respect to trip planning, 44.6% reported they had decided a year ago (or more) to visit South Africa. Additionally, Internet websites were reported; as the information source most often used. Travel groups consisted of friends, family, and friends and family. The most common size of travel groups was 4 people.

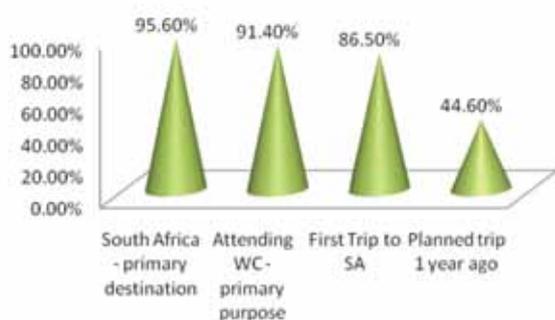


Table 28: Tourists visiting South Africa

The most popular activities during the World Cup were: attendance at the World Cup Games (93.4%) followed by general sightseeing (63.1%), visiting National Parks (50.1%), shopping (49.3%) and World Cup related events (42.2%).

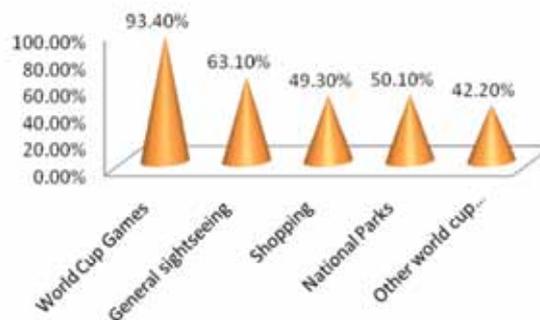


TABLE 29: Most popular activities

About 55.5% of the respondents strongly agreed that "beautiful parks and natural attractions" best described South Africa as a destination followed by "interesting cultural and historical sites" (53.7%).

However, safety and security was a concern for some respondents. Overall, respondents were very positive about the quality of South African tourism attributes. The majority would encourage friends and family to visit, and also recommend South Africa as a vacation destination.

The overall image of South Africa was positive, and respondents were very satisfied with their overall experience. In general, respondents reported strong intentions to revisit South Africa as well as other countries on the African continent for future vacations.

Based on responses related to the respective host cities, most respondents (91.4%) were making their visit to the World Cup host city for the first time. Over three quarters of respondents (76.2%) indicated that their visit to the host city included an overnight stay, with two nights being the most common length of stay (27.4%). Almost half of the respondents (47.4%) stayed in hotels, and two-fifths (40.5%) indicated that they had used or would use a rental vehicle to travel within South Africa.

With respect to perceptions and behaviors related to the event, the majority (72.5%) had not previously attended a World Cup before the 2010 event in South Africa. The vast majority of respondents (94.3%) indicated that they had planned to attend World Cup matches, with two-thirds (59.9%) who had attended between two and four matches. When asked to describe their level of being a football fan, almost two-thirds indicated they liked football and planned to attend some matches but they were also interested in visiting other tourist attractions. The majority of respondents (55.1%) reported the overall image of the 2010 World Cup was "somewhat positive" and 34.7% felt it was "very positive". Additionally, two thirds of respondents indicated that they were "likely" or "extremely likely" to attend the 2014 World Cup in Brazil.

Overall, it appears that the nine cities experienced positive effects from their role as host cities for the 2010 World Cup. The event attracted an array of spectators globally, including Africa, Europe, South America, North America and Asia. Not surprisingly given their primary purpose was to attend the World Cup, the respondent's primary destination was South Africa.

Interestingly, most of the respondents were visiting South Africa for the first time. They particularly noted South Africa as a destination known for natural (national parks) and cultural and historical attractions. The respondents evaluated their experiences positively. Their images of South Africa and the World Cup specifically were generally positive. The cities attracted sport and general tourists, first time and repeat visitors.

There was a high intention to recommend South Africa based on their experiences in the cities and to make return visits in the very near future. All of this attests to the quality of the experience these respondents enjoyed during their stay in South Africa.

The legacy of the World Cup for hosting future major sports events should not be ignored in tourism development. The respondents revealed positive dispositions, thoughts, and opinions about the 2010 World Cup. With South Africa's ambitions to host the Olympic Games, the overall positive images associated with their hosting of the World Cup should be leveraged and help position the nation to host future mega sports events.

SA Tourism reported the overall impact of the FIFA World Cup as listed in the table below:



FIGURE 4: Impact of World Cup
Source: S A Tourism (2010)



7.2.4 Ticket Sales

The 2010 FIFA World Cup™ was held from 11 June to 11 July 2010 and consisted of 64 matches played in 10 Venues Located in 9 Host Cities. Thirty Two Member Associations participated. Approximately three million tickets were made available for purchase for the 64 matches. The Ticketing Policy for FIFA's flagship competition was developed in such a way to ensure that it was accessible to all football fans across the world, and especially so to South Africans.

The FIFA Ticketing Center (FWCTC) was responsible for handling the ticketing requirements of the domestic and international public. FWCTC provided ticketing services for everyone, including ticket quota management, ticket ordering, sales (acting as sales agent on behalf of FIFA), printing, distribution and administration, the implementation of the Seat Allocation and Seat Assignment Protocols as well as numerous other ticketing processes. The FWCTC was operated by MATCH Services AG, the professional services company appointed by FIFA to provide a complete ticketing operations and systems solution to FIFA for the 2010 FIFA World Cup™. The company 2010 FIFA World Cup™ Ticketing (Pty) Limited was formed and served as the principal for all ticket sales.

The success of the 2010 FIFA World Cup™ South Africa was reflected in the attendance figures for the matches, with 2,967,349 of the 3 million available tickets sold, or 97.5%. This counts as a major success, particularly given the widespread concerns before the World Cup that the stadia would be empty. About two-thirds of the tickets were bought by fans directly via FIFA.com, at the ticket centres in the Host Cities or at branches of First National Bank (FNB). International guests were also able to buy tickets as part of the tour operator programme, which included travel to South Africa, hotel accommodation and transport from the hotel to the stadium. About 5% of tickets were sold by participating member associations (PMAs) to their fans. The hospitality programme was directed in particular at corporate clients and was marketed independently by MATCH Hospitality AG. FIFA also wanted to make it possible for people without the financial means to buy tickets to attend a match. To this end, 120,000 free tickets were provided to the stadium construction workers and children through the Ticket Fund. A fourth ticket category was also introduced exclusively for South Africans, with tickets for group-stage matches costing ZAR 140 (approx. USD 20) in this category.

Gibson, in an article in the guardian.co.uk, reported that FIFA had admitted that lessons needed to be learnt for 2014. The global economic slump combined with a pricing model, which presupposed that an African World Cup could be as lucrative as a European one, left FIFA scrambling to avoid embarrassment. A rearguard action to belatedly make extra cheaper tickets available to local citizens and overhaul the sales system just about did enough. There were numerous empty seats evident throughout the group stages and even at some of the knockout matches. Thousands of yellow-jacketed volunteers would flood into the stands to fill empty spaces at some matches. FIFA blamed no-shows and problems with distribution of batches of group tickets for the empty seats.

The hospitality boxes were sparsely populated. However, FIFA did not lose out because Match signed a contract to resell hospitality for the 2010 and 2014 World Cups, and had already paid upfront for the resale rights. Match failed to

make a profit on the South African tournament after setting prices too high.

By the end, a total attendance of 3.18 million ensured that 92.9% of seats were filled, at an average of 49,670 per game. FIFA and organisers were still able to claim the third biggest total attendance in the wake of the worst global recession since the 1930s. If FIFA and Match have learned some hard lessons about the way that tickets are sold, how they are priced and just how far they can push corporate customers then so much the better.

7.2.3 Physical Infrastructure

The South African Government's contribution to World Cup-related projects was R28 billion. The infrastructure development completed for the 2010 FIFA World Cup™ will be in use well after the tournament as South Africa's road, air and sporting infrastructure was improved considerably for 2010 and beyond.



The major contributions of the South African Government were to:

TABLE 30: National Government Spending

National government spending	
Stadium and precinct development	R9.8 billion
Transport	R13.6 billion
Broadcast and telecommunications	R300 million
Event operations	R684 million
Safety and security	R1.3 billion
Event volunteer training	R25 million
Ports of entry infrastructure	R3. 5 billion
Immigration support	R630 million
Communications, hosting, legacy and culture	R504 million

The above figures are national government spend and exclude the amounts spent by the nine 2010 FIFA World Cup™ host cities in preparing for the tournament.

Infrastructure legacy

The Grant Thornton (2011) reported the following as part of the legacy of the 2010 World Cup

a. Stadia

The six new stadia that were built for the 2010 FIFA World Cup™ will provide South Africa with a number of world-class sporting facilities, which are sure to enable South Africa to attract more sporting events in the future.

All of the training sites were developed according to FIFA requirements and standards. Therefore, a further 32 training sites were upgraded to meet the needs of the teams. After the tournament the communities around these stadia that benefit from having improved sports facilities for community development

b. ICT infrastructure – Department of Telecoms together with Match :

- 128,000 kilometers of new fiber across South Africa enabling 25 Terabytes of data to be transmitted during the period of the event
- Installation of Next Generation Network (NGN) is one strong element of legacy left post 2010 FIFA World Cup™
- Enable public and private technology advancement in South Africa for many years to come
- Act as catalyst for competitive pricing and service in IT &T market place in South Africa in the future



c. Immigration

South Africa's guarantees to FIFA in terms of immigration related to the issuance of visas including the unique event visa introduced by the country. It also related to the issuance of permits and priority treatment for FIFA family members and accredited persons.

In support of this objective, the Department of Home Affairs implemented a trio of measures. These comprised the Movement Control System in 34 air and land ports of entry, the Advance Passenger Processing (APP) system and the deployment of Airline Liaison Officers (ALOs) at eight strategic hubs abroad, namely Nairobi, Hong Kong, Amsterdam, Dubai, Frankfurt, Lagos, London and Mumbai to monitor the movement of travellers into South Africa

The Department of Home Affairs further prioritized 34 air and land ports of entry including OR Tambo, Cape Town and King Shaka International Airports for daily monitoring, provision of early warning signals and the implementation of contingency planning for the FIFA 2010 World Cup™.

The department also signed Memoranda of Understanding (MoU) with its Lesotho and Mozambican counterparts to assist in the establishment of temporary joint border clearance facilities. In addition, government advised several Southern African Development Community (SADC) counterparts to issue their nationals with machine-readable travel documents that will be compatible with our Movement Control System (MCS).

The Movement Control System recorded a total number of foreigners visiting the country for the duration of the tournament as over a million which represented an increase of approximately 25% when compared to the same period in 2009.

During the same period South Africa's Advanced Passenger Processing System witnessed a total of 43 undesirables being prohibited from boarding airlines abroad to enter South Africa. Meanwhile, the Home Affairs Airline Liaison Officers in various international airports abroad have denied entry into South Africa to 188 persons due to possession of fraudulent (visas, permits, travel documents and stamps) documents and failure to meet immigration requirements.

The Movement Control System also facilitated the swift departures of national teams that did not qualify for the next rounds of the FIFA World Cup™ including: Greece, Nigeria, Serbia, Slovenia, New Zealand, Denmark, Italy, Korea DPR, Korea Republic, Cote d' Ivoire, Australia, Honduras, Mexico, Switzerland, USA, England, Japan, Chile, Cameroon and Algeria.

The Movement Control System has recorded the following nationalities as among the top visitors into the country for the period coinciding with the FIFA World Cup™: SADC: (Lesotho, Zimbabwe, Mozambique, Swaziland, Botswana, Malawi and Zambia) followed by the UK, USA, Germany, Australia, Brazil and Mexico.

Media reports quoted fans who said the 2010 World Cup was the best they had ever attended because there was not a single incident of hooliganism for the duration of the tournament. This attests to the efficiency of the systems implemented for the tournament. These systems will be retained following the tournament and will serve as a legacy of the first FIFA World Cup™ hosted by Africa.

d. Health

The FIFA 2010 FIFA World Cup™ could not have been successful without an efficient and prepared healthcare system. To this end, we worked closely with our partners in both the public and private sector to ensure that the country's healthcare system was ready to respond to and cater to the needs of the country and those of FIFA during this period. It was important to government that the healthcare system continued to function efficiently even beyond the World Cup. We are happy that during this period there was no major health-related incident that compromised the tournament. Most of the incidents that we had to deal with were of a minor nature and we are happy that throughout, the sector displayed its readiness to respond. Government made massive investments in this regard within the context of its commitment to the country as contained in government programme of action.

The World Cup enabled us to improve emergency medical services from which our country will benefit after the conclusion of the tournament. We have invested massively on ambulance



services and both ground and aero-medical services as part of our 2010 legacy strategy. Through this project we have also been able to recruit more EMS personnel who form an essential element of healthcare delivery in our country.

We worked very closely with the South African Military Health Services to set up the National Health Operations Centre. This enabled us to improve our diseases surveillance systems and through this partnership we are confident we will be able to improve our systems of providing healthcare services to our people.

Other areas where we have been able to make massive investments include forensic medicine which will now improve the performance of our mortuaries.

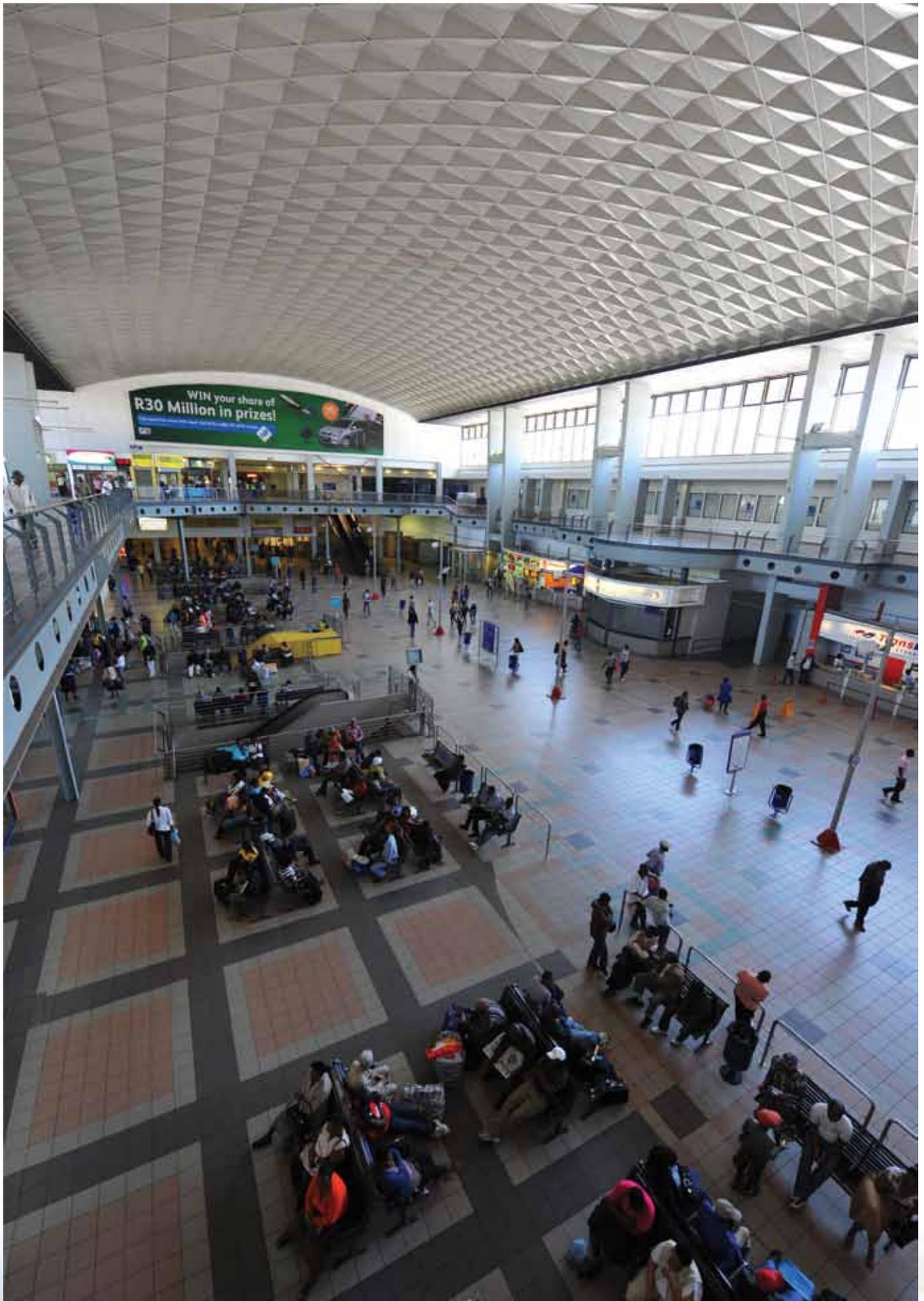
In this short assessment, we are proud to say that everything went according to plan and that we hosted a successful tournament. We attribute this to the careful planning which began as early as the 15 May 2004 when South Africa's name was drawn from the envelope in Zurich, declaring us the host country of the 2010 FIFA World Cup™.

e. Transport

The South African government identified public transport as the key legacy project for this World Cup. Over the past few years, a major capital injection into transport-related infrastructure and operations has begun to produce some important results. Given the deep-seated historical legacy of apartheid, spatial planning as well decades of under-investment in public transport, it was always appreciated that access and mobility would be a challenge to hosting the 2010 FIFA World Cup™.

However, the investment into the sector has paid off, helping the country rise to the challenge. Millions of fans travelled around a country three times the size of Germany primarily through public transport; mainly trains, buses and taxis without any report of a major incidents.

As part of preparations for the World Cup, government upgraded its road and rail infrastructure, airports and introduced new systems such as the Bus Rapid Transit system, known in Johannesburg as Rea Vaya.





The Gautrain finally moved out of testing and into a fully-fledged operation in June 2010 when Transport Deputy Minister Jeremy Cronin handed over its safety permit to the Bombela Operating Company. The Gautrain is a catalyst for economic development in South Africa. It is worth pointing out that the Gautrain was not earmarked as a World Cup project. However, the date of completion for the route between OR Tambo International Airport and Sandton was fast-tracked to be operational just in time to carry World Cup passengers.

The transport milestones developed during the 2010 FIFA World Cup™ form part of the lasting legacy that will be enjoyed by generations of South Africans for many decades, long after the World Cup has come and gone.

All members of the Transport Family, including those spread across the three spheres of government, in particular host

cities and a range of parastatals in the aviation, rail and road sectors must be credited for their achievements during the World Cup.

Credit is given to the private sector public transport operators, local bus and coach operators and, indeed, the often-maligned mini bus-taxi industry who have all come to the party and made the country proud.

As South Africans, we are proud of what we have achieved during the months of June and July 2010. South Africa will always bear the mark of having hosted the 2010 FIFA World Cup™, the first to come to Africa.

The preparations for the 2010 tournament have already shown that today is better than yesterday. All improvements in public transport, security, investment and tourism have already been shown to benefit the people of our country.

8. REFLECTIONS OF THE HOST CITIES

The Internationale Weiterbildung und Entwicklung gGmbH (Capacity Building International, Germany) hosted a workshop in Durban on 24 -25 August 2010, to give the Host Cities and stakeholders who participated in the Host Cities Programme an opportunity to reflect on actions and performance during the world cup. The following outcomes were discussed:

- How did the Host Cities programme benefit the host cities in terms of organising and hosting the 2010 FIFA World Cup (FWC)?
- What were the lessons learnt during this period?
- What recommendations, if any, do Host Cities and other stakeholder have for the German partners who help organise the FWC?

All presenters and participants concurred and expressed their gratitude to the German partners for the invaluable contributions made to ensure that the 2010 FWC in South Africa was a success.

The involvement of the German Municipalities throughout the programme was invaluable because of the shared experiences from the 2006 World Cup™. This was an excellent opportunity because some of the host cities had never hosted a mega-event. The visit to the German cities benefitted the South

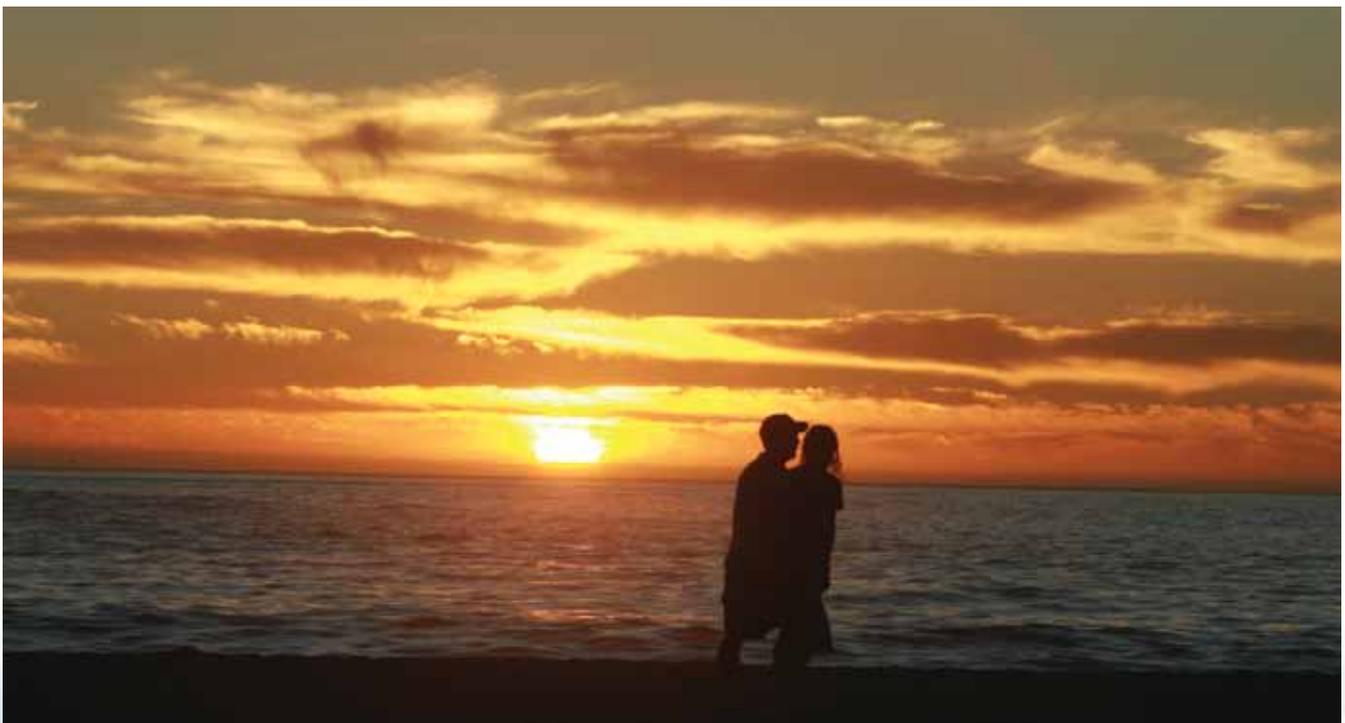
African host city stakeholders who were exposed to first-hand experience on the trip.

The Deputy Minister of CoGTA and the First Councillor for Development Corporation in the German Embassy, both reiterated that one of the most significant outcomes immediately discernible from preparations before the period 2007 – 2010 was:

- It served to advance and strengthen the relationship between the two countries, and
- Provided a model that ensured all role players translated the efficiency of the World Cup into improved service delivery

These outcomes emphasised the importance of the cooperation between the two countries. During the workshop, the participants had to apply their minds to translating the lessons learnt and the recommendations of the 2006 German World Cup™ into tangible legacies. The conference was aimed at establishing ongoing cooperation between the host cities in Germany and South Africa.

All 9 host cities presented their perspectives and lesson learnt during the mega-event.



8.1 CITY OF JOHANNESBURG

The World Cup was viewed as a developmental process and good lessons were learnt. The focus of the City during the world cup was on ensuring FIFA compliance, excellent fan experiences and that a legacy remained long after the tournament ended. The City encouraged private partnerships to ensure delivery in sectors where the municipality had no access. Core projects and services revolved around the stadia with the flagship project being Soccer City, which hosted the opening and closing ceremonies.

Crime was not a major concern because city safety and security forces were well trained and visible in all areas. The security issues became a challenge when fans stayed long after the anticipated closing times of activities at all venues. Another challenge encountered was when Brazil trained in Dobsonville. The authorities had not expected the large contingent of crowds which arrived to watch their favorite soccer stars. Security measures did not cope with this situation. However, with the limited resources, no serious incidents were recorded, proving that the city was able to manage matters during a time of crisis. The City of Johannesburg achieved social integration at fan parks and public viewing areas and also successful crime control as demonstrated by

the large numbers of tourists that visited Soweto with little or no criminal activity reported. Safety and security within the city ensured the enforcement of the 2010 FIFA bylaws. All breaches in security were recorded, allowing reflection and adequate management

The City of Johannesburg recorded its biggest success in organising the infrastructure of the public transportation systems. It was a programme focused not only on the motorcades of VIP's, but also on the mass movement of the public in a safe and effective manner. Road signs and improved road surfaces were effective and the city will be expanding this to incorporate the entire city road network in the future.

German guidelines on waste management services were successfully implemented at all venues. The separation, recycling and removal of waste within and around the venues was dealt with efficiently and effectively.

The communications systems implemented for use by the Emergency Services during the World Cup will continue to be used as an integrated communications system for disaster management and other emergency services throughout the city. The biggest lesson learnt was the integrated collaboration between governmental spheres.











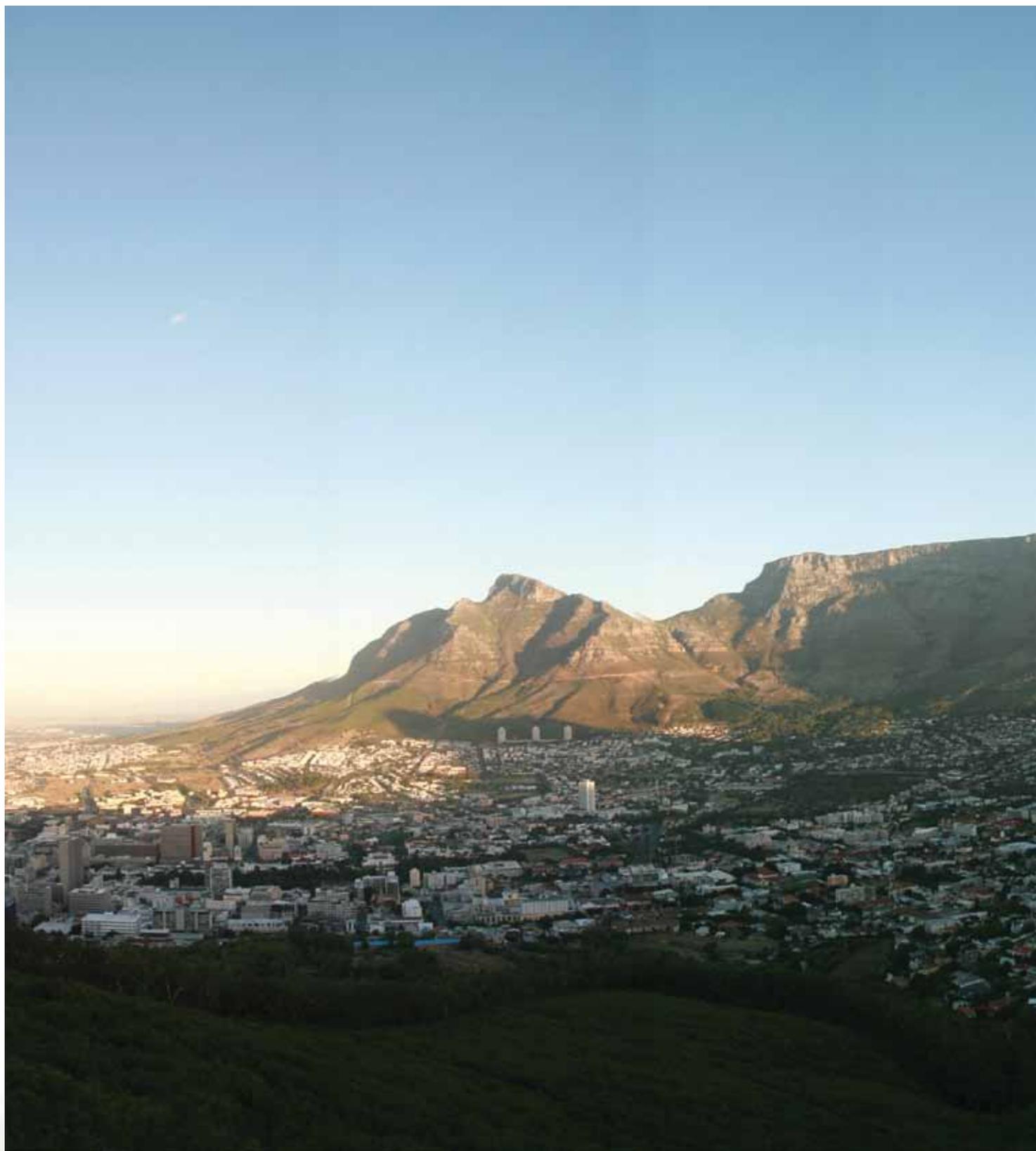


8.2 CITY OF CAPE TOWN

Cape Town received more fans than anticipated resulting in certain venues being closed when the capacity was reached. Some fans were turned away and this caused a level of dissatisfaction. Another challenge that was faced by the

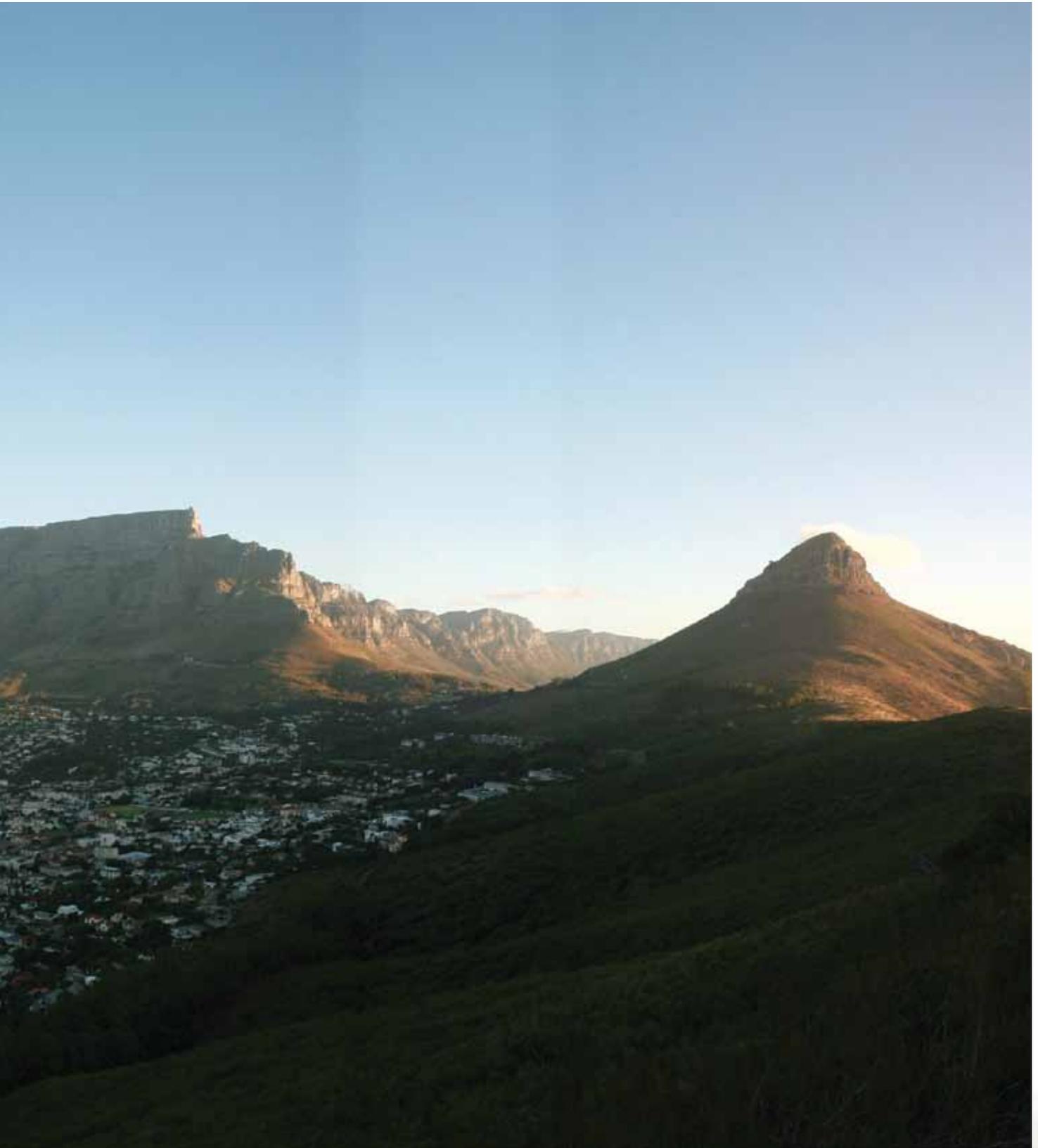
organisers was that training venues which were upgraded were not effectively used by the teams.

A fan walk space was developed to assist with the transportation problem, which proved a great success. The City of Cape Town is proud of their achievement in



building a stadium in 30 months. The development of command and control structures is a lasting legacy of the World Cup. The Host City Programme was very beneficial to the city of Cape Town because of the information sharing, provision of evaluation tools and benchmarks for evaluation.

The programme provided the opportunity to develop networks and form partnerships that will remain after the world cup.











8.3 CITY OF TSHWANE

Members of the committee gained insight and experience during the visit to the 2006 German World Cup™. The city received valuable assistance from InWent, that helped to prepare the city's transportation, safety, security, planning and management of fan festivals and venues. Other sectors identified for assistance and guidance were fire and

disaster management, marketing, communication and the administration of volunteer programmes. As a result of the close collaboration and assistance with Germany, and the cross-functional cooperation of the line departments, fans reported that it was a successful tournament and no serious incidents were reported. A close relationship was established between the private partners who also contributed to a successful event.









8.4 CITY OF POLOKWANE

The city's main aim was to host a successful event, ensure the sustainability of new infrastructure and promote development. The successes of Polokwane were due to the interaction with the German counterparts which led to an improved service delivery. The World Cup laid the foundation to further development of the city. Before the world cup, it was difficult to conceptualise the outcomes. The success of the event surpassed all expectations. The public transportation and park and ride initiatives worked effectively and no shortcomings were experienced.

A legacy of the world cup for the city was the installation of a second water storage facility which forms part of the

city's management infrastructure that assists in disaster management planning by reducing supply interruptions.

It was reported that the planned fan walk was not as successful as anticipated.

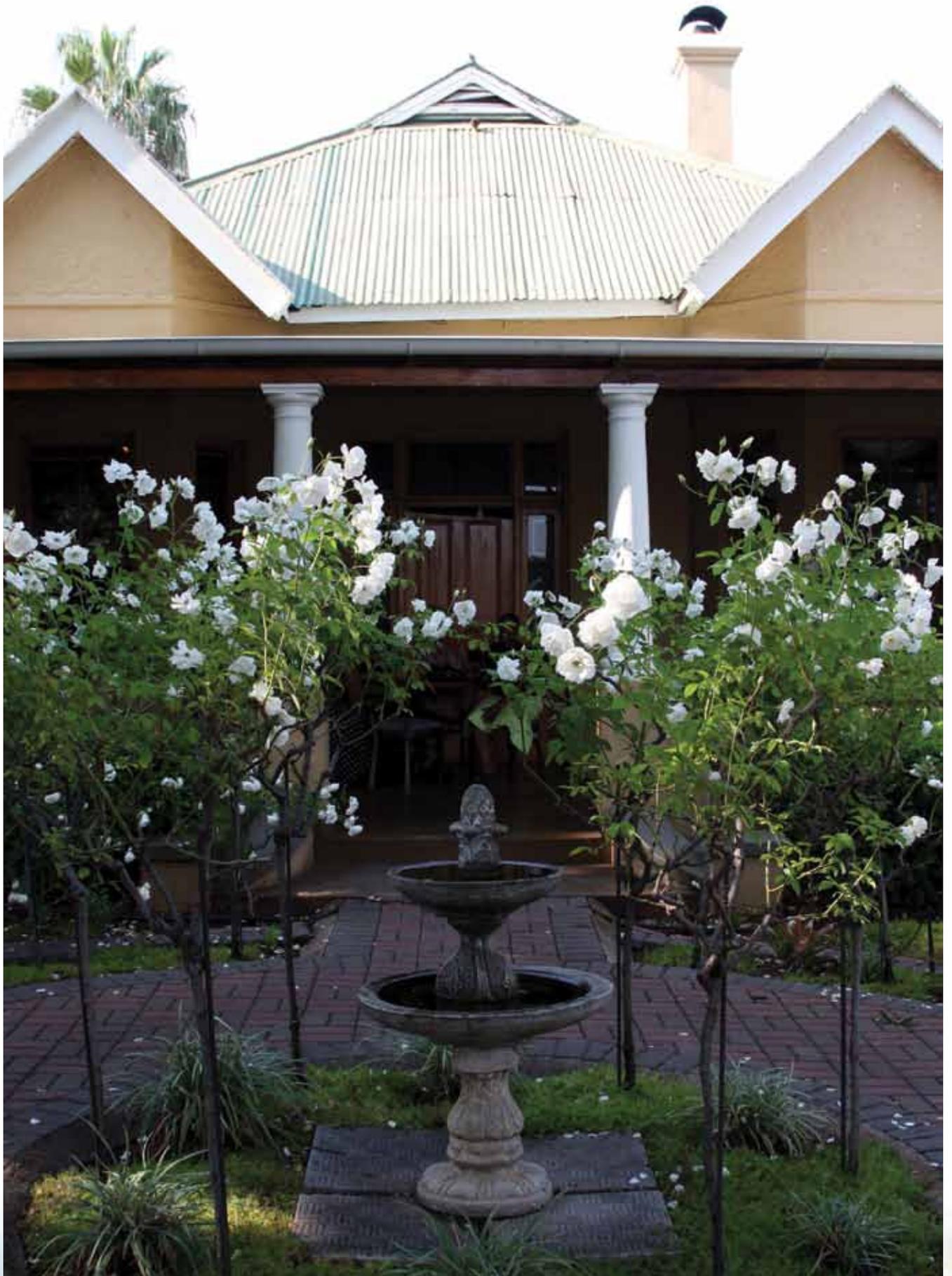
Polokwane recorded excellent occupancy levels at all accommodation venues. The challenges which confronted city officials were inadequate internet access, accurate scheduling of the volunteer corps and obtaining accurate figures of the number of volunteers required for each match or fan park.

The assistance in terms of capacity building by InWent, during the pre-World Cup years proved to be very fruitful especially the disaster management plans.









8.5 NELSON MANDELA BAY

There was concern prior to the World Cup due to taxi strikes but this hurdle was overcome. The airport and the city formed an integrated transportation forum that proved to be functional. New roads infrastructure were completed and a drive to promote the use of public transport was initiated. Slow flow of information during initial planning

stages was overcome due to InWent staff visiting the city. They provided input for the fan park, conducted guidance in disaster management, conducting exercises and training. Valuable information related to marketing strategies, tourism and environmental projects was given to us by our German counterparts. Future planning should include differences between structures in place and functionality in European countries compared to African countries.





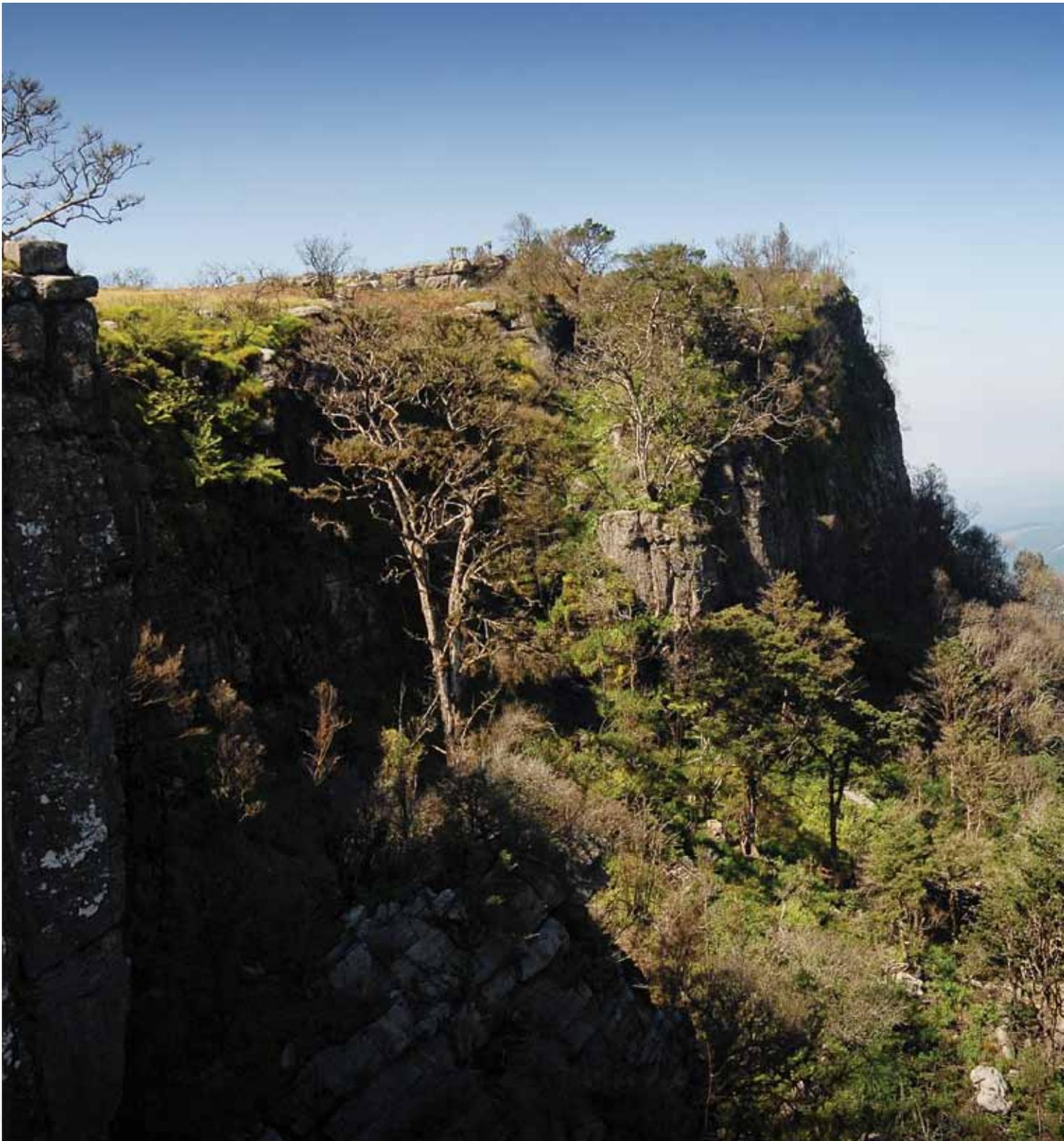


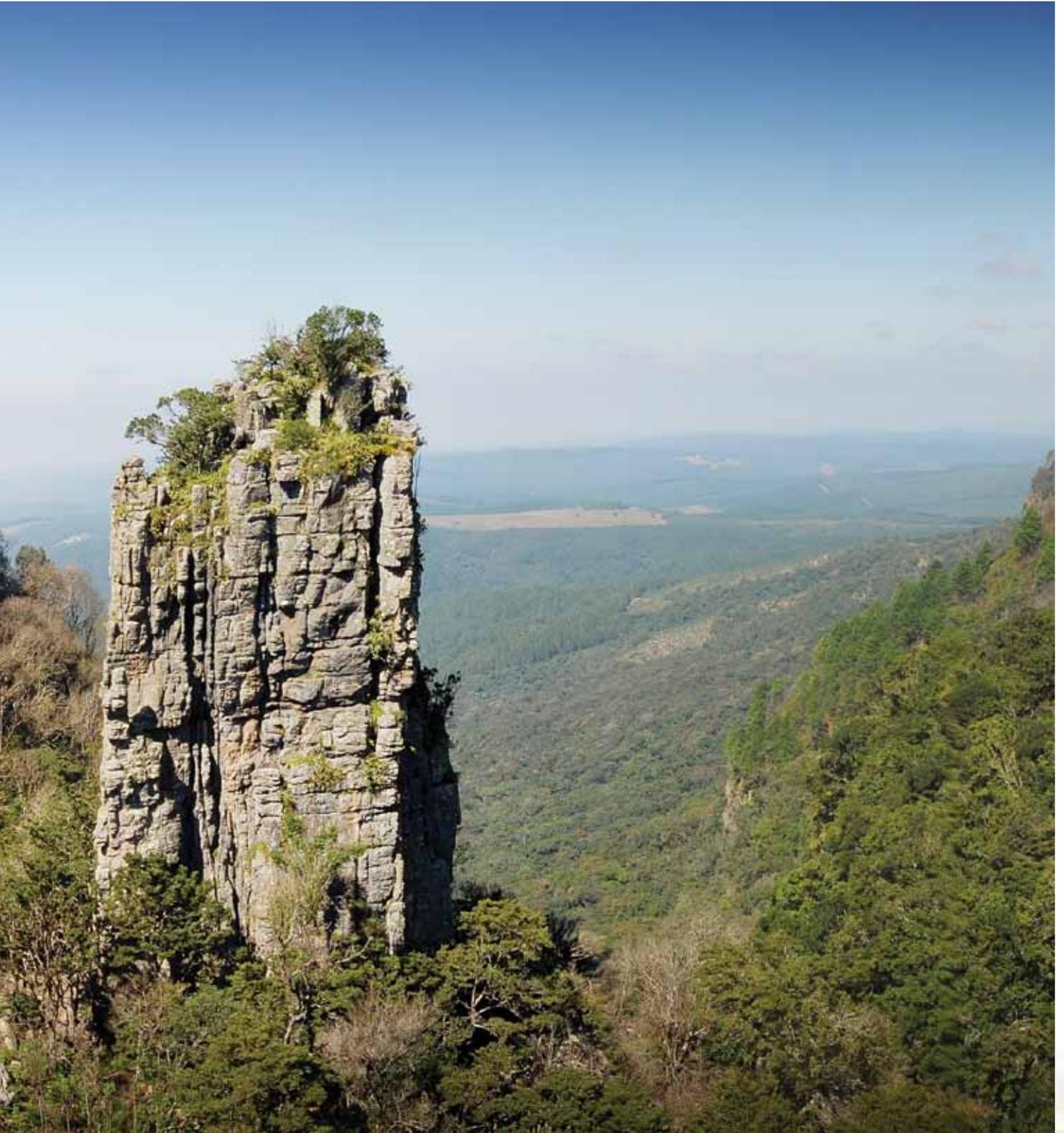


8.6 NELSPRUIT - MPUMALANGA DISASTER MANAGEMENT

InWent provided important functional marketing and management tools that assisted the city in the promotion of inter-agency cooperation, and support of infrastructure development that now remains a legacy of the world cup. Challenges which confronted the city officials included

communications between agencies, venue operator planning, initial transport operations and the late appointment of service providers. Lessons learnt included the need for the early integration of services, use of management and evaluation tools, standardised communication systems and more detailed planning was essential for a successful tournament. All of these issues were addressed with assistance from InWent personnel.









8.7 CITY OF DURBAN

The aim was not only to upgrade the city for the World Cup but to promote the city as an international destination.

Challenges experienced were time constraints, skills shortages and achieving the safety and security requirements.

The two major influences ensuring the success was the

sharing of experiences between host cities and the firsthand experience and support from InWent, as a host nation. The challenges confronting Durban were the questions of whether or not to build/upgrade the stadium and the beachfront and the related cost. InWent assisted by advising us to focus on the start of the project and provided encouragement to complete it.



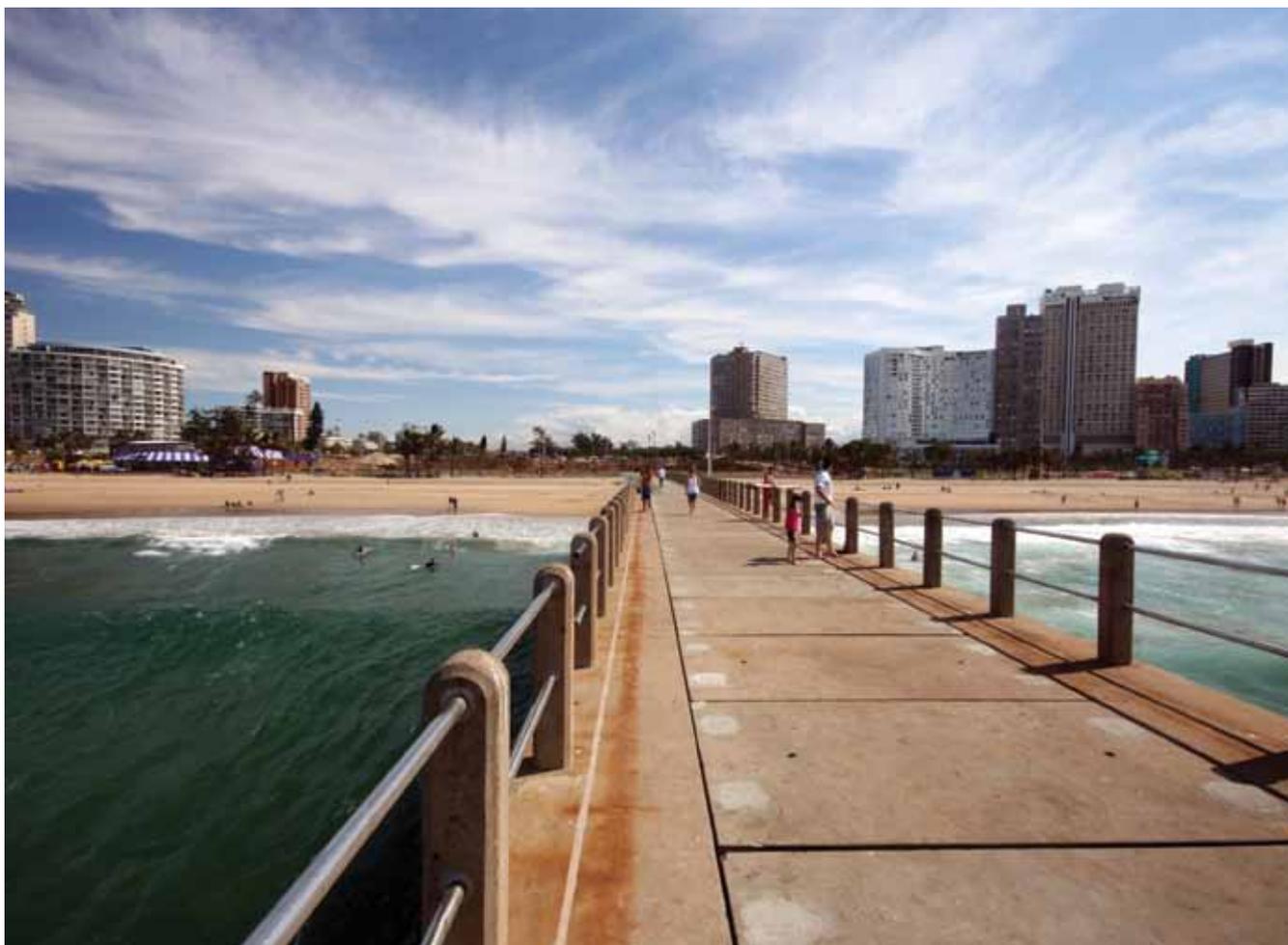












To assist the host cities with safety and security issues, InWent invited 17 officers to Germany and assisted with fan behavior and response training. Lessons learnt in Germany, revolved around the cooperation and integration of public policing, access control, the critical need to review security measures and private security companies. Operational readiness, command, and control of the German police were impressive. Not all host cities reflected on their performance and lessons learnt during this workshop. The cities that presented their status quo unanimously agreed that:

- InWent was a great source of inspiration, support and information
- Networking and sharing was an essential ingredient for a successful national mega event
- The legacy of the infrastructure developed must be sustained through collaborative efforts

The workshop presented the following way forward for all participants:

- Proposal to InWent was to build on what was learnt during the World Cup. Shortcomings were identified

during the World Cup and InWent was invited to assist in capacity building, within the disaster management and emergency services within smaller municipalities for example in the Western Cape.

- CoGTA and InWent should facilitate a fully-fledged debriefing of the WC and related programmes.
- InWent was requested to assist municipalities and support future events. Working in collaboration the sharing of experiences was essential.
- Share the success of the event with other nations. Design a model for successful service delivery.
- The volunteer programmes should not be closed down within the cities. They are urged to exploit the idea of continuing these programmes and ensure their involvement within community development.
- Reality of the volunteer programme is that due to budget cuts, local government cannot continue with them.
- The report from this conference should give guidance to CoGTA as to what is required in the future and the steps taken for the hosting of a successful mega event

9. COMPARATIVE BETWEEN GERMANY 2006 AND SOUTH AFRICA 2010

Table 31: Comparison between 2006 and 2010

	2006 Germany	2010 South Africa
Organisational structure	<ul style="list-style-type: none"> Lean structure enabling OC to organise a successful World Cup (allowing outsourcing for ticketing, accommodation and transportation-related issues) Continual adjustment of organisational structure: even until one year prior to start of the tournament => alignment of OC venue offices to tournament organisation; independent Volunteers department; independent Logistics department assigned to Finance department. Confederation Cup best source of experience/knowledge for all OC staff Integration/Incorporation of existing German football entities e.g. DFB, Regional Associations, Bundesliga-clubs, stadium operators. Problem: Clubs tend to follow their own interests Delegation of responsibilities + knowledge transfer from OC headquarter to venues as soon as possible Effectiveness: handling by external service providers such as ticketing, transportation and hostesses 	<p>The organisational structures established to manage the 2010 FIFA World Cup™ event in South Africa was structured in a similar manner to that of the German structures for the 2006 FIFA World Cup™.</p>



<p>Relationship with FIFA</p>	<ul style="list-style-type: none"> • Regular high level meetings (FIFA/OC-President, GS/ Vice-Presidents) discussing topics of major concern (Finance, Ticketing, Accommodation,...) • FIFA Ticketing Sub-Committee (executive oversight in all ticketing matters) • Working level meetings (FIFA World Cup Office with OC Departments) • FIFA defines format which limits the organisers' scope for independence to a few areas • The organisers are left to develop an overall technical stadium infrastructure taking into account the minimum seating requirements and predefined media and VIP facility requirements pursuant to the List of Requirements. • Organisers are free to develop the stadia infrastructure, in particular the traffic infrastructure close to the stadia and the security organisation. • Necessity to understand FIFA's area of competence (i.e. FIFA's Marketing rights) • Much coordination required between FIFA Legal and OC Legal • Forge close links between FIFA/OC at an early stage of World Cup preparations. 	<p>Since FIFA owns the right to the event and the country serves as the Host, it was inevitable that the OC / Government work closely with FIFA and comply with all its requirements.</p> <p>The OC established planning and implementation structures and developed processes and procedures for the smooth running of the event.</p>
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Ticketing

- Maximum availability of tickets to a worldwide audience
- Safe, efficient distribution of tickets
- Security through personalisation of tickets
- Prevention of blackmarket
- Reasonable prices
- Most tickets were sold in public sales (1,353k tickets)
- The Participating Member Associations were given 571k Tickets
- The "deutsche Fußballfamilie" incl. clubs, regional associations of the DFB were given 283k tickets
- FIFA and it's Official Partners hold 851k tickets
- 90k tickets were distributed by the National Suppliers
- 174k tickets belong to special areas and groups such as media, VIP, complimentary tickets, etc.
- High complexity in the ticketing business (interests of customer groups, technology, legal restrictions, ...)
- Difficult split of responsibilities between OC (FWCTC)/ FIFA (FTO) in the ticket distribution process
- Stadia sold out – no empty seats due to OCs Conditional Ticket Programme
- Security through personalisation and RFID-Technology



<p>Stadia</p>	<ul style="list-style-type: none"> • Twelve Venues (Berlin, München, Dortmund, Stuttgart, Hamburg, Hannover, Leipzig, Gelsenkirchen, Köln, Kaiserslautern, Frankfurt, Nürnberg) • each five matches at minimum, Berlin, München, Dortmund, Stuttgart got six • Mostly used in Bundesliga (Exception: Leipzig) • Challenges: • Provision of Space • FIFA & OC Offices, Media, Hospitality • Reconciliation of different interest groups, i.e. OC, Owner of Stadia, Venues, Construction Authorities, Host Broadcast Services (TV), iSe (Hospitality), FIFA Marketing <p>Lessons learnt:</p> <ul style="list-style-type: none"> • A World Cup cannot be compared to a regular domestic league season or even one-off international fixtures. • Site use and staffing requirements are considerably in excess of regular operations. • Any planning must leave enough room for improvisation 	<p>South Africa had nine host cities and 11 stadia for the 2010 FIFA World Cup™. While most of the venues in Germany are privately owned, only one stadium is owned privately and that is Loftus Versfeld in Tshwane. All other stadia is owned and managed by the host cities. The challenge with regards to the stadia would be their sustainability in the long terms.</p>
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<p>Media</p>	<p>Challenges:</p> <ul style="list-style-type: none"> • Changed working methods of the media • Site requirements • Provision of state-of-the-art technology and telecommunication facilities • Accreditation Portrayal of the World Cup in the media and the public <p>Lessons learnt:</p> <ul style="list-style-type: none"> • To achieve a positive public image, clear and previously defined communication channels are an absolute must. • All communications media (press releases, newsletters, internet, etc.) must be set up at a very early stage. • Early implementation of a media info distribution system. • Clear distinction between Media Operations and Media Information • There is a finite capacity that can be realistically deployed with respect to the number of media representatives • Assistance provided to media reps during the tournament • Size of media stands 	<p>South Africa successfully marketed the event through the media through the technologically advanced broadcasting centres, media and all other communication channels. The research indicates that the media played an important role in marketing, branding and changing the perception of South Africa.</p>
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<p>Campaigns</p>	<p>Challenges:</p> <ul style="list-style-type: none"> • The whole world expected Germany to organise the perfect event. We aimed at surprising the world by going the extra mile. • A time to make friends • Get the population into the right mood for their role as host <p>Steps taken:</p> <ul style="list-style-type: none"> • Public relations • Campaigns • Talent 2006: The World Cup at school • Club 2006: The World Cup at your club • Trophy Tour and a tour through Germany in honour of the many voluntary workers involved in the World Cup • Green Goal • Arts and Cultural Programme of the Federal Government <p>Procedure:</p> <ul style="list-style-type: none"> • Take early decision in favour of campaigns and their implementation • Talent 2006 and Club 2006 were launched already in 2002 • Campaigns were brought in line with OC's corporate identity (both in terms of media representation and visual communication). <p>Results:</p> <ul style="list-style-type: none"> • 16.000 schools took part in two periods • 40.000 pupils joined the Talente-Festival 2006 in Mai 2006 in Berlin (amongst them a school from South Africa) • 4.650 clubs participated in the club-campaign Klub 2006 	<p>South Africa was subjected to scrutiny from the inception – with many critics waiting on the side-lines to witness the failure of the event.</p> <p>The strength of the World Cup was the government support and the immense enthusiasm and pride of the nation to stage an unforgettable event.</p> <p>As the world expected Germany to present a perfect World Cup – South Africa went one step further by presenting the most successful event in the history of the World Cup.</p> <p>The OC succeeded in achieving the legacies as described in the bid document :</p> <ul style="list-style-type: none"> • Developing / improving South Africa's infrastructure; • Fostering nation building / social cohesion; • Patriotism and national pride; • Boosting tourism; • Rebranding the country – image makeover; • Improving the economy by attracting investors; and • Promoting growth and development in Africa <p>Successful projects :</p> <ul style="list-style-type: none"> • Youth development • Football turfs • Green Goal / environmental stewardship • Capacity building through joint partnerships with the German government and SRSA.
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The following table reflects some of the benefits of the 2006 World Cup in Germany:

Table 32: Benefits of 2006

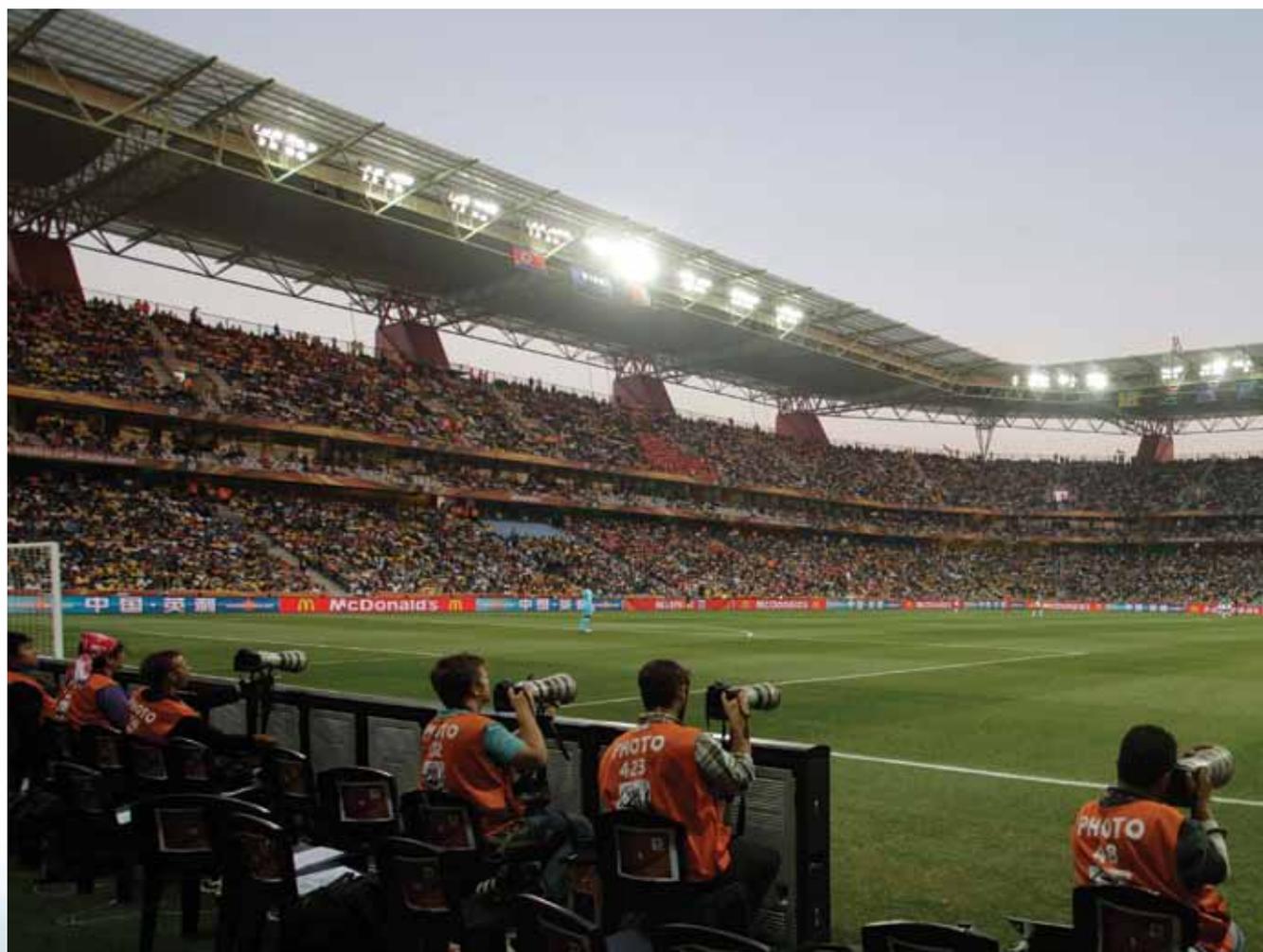
Item	Increased	Decreased
Tourism bookings	31%	
Unemployment		29%
Exports	14%	
Consumer confidence	Was the highest in the country since 1980	
Investor confidence	Was the highest since the country's reunification in 1990	
Chancellor Angela Merkel	Approval ratings 79% in September 2007 – highest rating of any German Chancellor since the war	

Source: Timothy Ng (2010)

The benefits and accolades for Germany kept on coming after the event, as Time magazine titled its August 2007 edition, The Second Economic Miracle, which economists had been discussing regarding Germany. In Germany's biggest weekly magazine, The Spiegel, Germany's brand image was quoted as going 'From Humorless to Carefree in 30 Days'. Tony Blair was also quoted in saying 'a new, positive and more fair image

of Germany' had been presented to the world and Britain's Times agreed with their Prime Minister saying 'never mind the final, Germans are the real World Cup winners'.

Tourism bookings in South Africa increased as shown in other parts of the report. At the time of writing, there were no statistics available for unemployment and exports.



10. THE 2010 FIFA WORLD CUP™ ORGANISING COMMITTEE SOUTH AFRICA

The FIFA Financial Report 2010 (31 May and 1 June 2011), reported that the 2010 FIFA World Cup™ Organising Committee South Africa achieved a slight positive result*. The committee posted total income of USD 526 million, consisting of USD 226 million in direct support from FIFA (cash and value in kind) added to FIFA's net revenue of USD 300 million from World Cup ticket sales, which FIFA passed on to the Organising Committee. FIFA has received audited financial reports on the transfer of funds to the Organising Committee for every year up to 2009.

The Organising Committee's operational expenses amounted to a total of USD 516 million. While the overall costs exceeded the original budget, these were covered by higher revenue from ticket sales, resulting in an anticipated profit of USD 10 million. In other words, FIFA covered all of the Organising Committee's operational expenses. The majority of the costs were attributable to stadium operation (USD 260 million), personnel costs (USD 58 million), transport (USD 34 million) and information technology (USD 26 million). Stadium

operation includes the costs for temporary structures (USD 89 million), power supply (USD 87 million), security (USD 22 million) and volunteers (USD 14 million), as well as payments totaling USD 23 million made to the government, the provinces and the venues for the rental of the stadia.



TABLE 33: Organising Committee financial situation

*Provisional figures: the OC's income statement assumes full recovery of open financial commitments from third parties; the final accounts remain subject to audit and have not been submitted to FIFA at the date of reporting.



11. BENEFITS OF SOUTH AFRICA HOSTING THE 2010 FIFA WORLD CUP SOUTH AFRICA™

The tournament aimed at leaving an African and South African legacy by increasing the well being of communities and developing a sustainable environment and increasing economic growth.

The successful delivery of the World Cup has changed perceptions of the country and the continent and achieved a number of tangible and intangible benefits addressing the social, infrastructural, economic and nation building objectives of the Country.

Some of the main benefits around hosting the 2010 World Cup are described below; however, there are numerous unquantifiable benefits that will be realized by future generations around changing the perceptions of the country and the continent.

INFRASTRUCTURAL DEVELOPMENT

The South African Government had already committed to a major infrastructure investment programme; however the hosting of the 2010 FIFA World Cup acted as a catalyst to fast track many of the projects that will benefit the country, long after the end of the tournament. The South African Government spent R30 billion on transportation (roads, airports, and ports of entry), telecommunications infrastructure and building and upgrading 10 stadiums in the nine Host Cities.

There was a major capital injection into transport-related infrastructure and operations resulting in the upgrade of the road and rail infrastructure, airports and the introduction of new systems such as the Bus Rapid Transit system (Rea Vaya) and the Gautrain. ACSA also spent R19.5 billion on airport upgrades to deal with planned capacity increases during and after the tournament.

The five new stadiums built and the five upgraded stadiums will provide South Africa with a number of world class sporting facilities which are sure to enable South Africa to attract more sporting events in the future. In addition, 32 training sites

were upgraded to meet the team's requirements. After the tournament it is the communities around these stadiums that will benefit from having improved sports facilities.

One of the worst legacies of sport under apartheid is the dearth of football facilities in disadvantaged areas and the complete lack of recognition and support by the apartheid government of the sport. The hosting of the World Cup will leave a lasting legacy for football in this country.

The private sector also invested heavily in infrastructural upgrades specifically in the hotel and leisure sectors. The World Cup was a catalyst for the building of around 25 new hotels in South Africa in the last couple of years. As a destination of choice, South African is able to offer world class facilities to our tourists well into the future.

ESSENTIAL SERVICES

The number of police personnel added to the force, as well as the equipment acquired for their use, is one of the important legacies of the World Cup. Police deployment for the World Cup resulted in 40 000 new, well-trained police officers incorporated into the police force. These recruits will remain on the force, leading to a safer South Africa.

R665 million was spent on procuring special safety and security equipment, one of the important legacies of the World Cup. The number of police reservists also doubled ahead of the world cup to 100 000. In addition to personnel and equipment legacy the SAPS, SANDF and the South African Air force have increased collaboration and formed the NatJoints.

The World Cup enabled us to improve on emergency medical services from which our country will continue to benefit from. The South African Government invested massively on ambulance services and both ground and aero-medical services. In addition, more EMS personnel who form an essential element of healthcare delivery in our country were recruited.

SOCIAL DEVELOPMENT

A number of specific legacy projects were also launched to address the social legacy requirements, namely:

- **Football Turf Programme:** build one football turf in each of the 52 South African Football Association regions to promote participation in football and ensure that all South Africans have the facilities to play.
- **Win in Africa with Africa:** The provision of tools including; the construction of 52 football turfs with 44 completed and 15 of them already used for 2010 qualifier matches. In addition, provide assistance to community health programmes such as "The 11 for Health". FIFA has allocated USD 70 million for this initiative aiming at creating a balance in African football.
- **Football for Hope:** Football for Hope is a movement that uses the power of the game for positive social change. The "Football for Hope Festival 2010" was one of the initiatives held over the FWC tournament.
- **20 Centres for 2010:** to build 20 centres of education, public health and football across Africa.
- **Green Goal Programme:** aimed to reduce the total carbon footprint of the 2010 FIFA World Cup and it is hoped will be the basis for a far more environmentally friendly South Africa after the tournament.
- **My 2010 School Adventure:** A partnership between the OC and the Departments of Education, Sports and Recreation and Arts and Culture, and focuses on education and participation by 12 million learners and educators.
- **The 2010 FIFA World Cup Ticket Fund:** 120,000 complimentary category 4 tickets (3.6 per cent of the

total inventory) will be awarded through this initiative to residents of South Africa. The aim of the Ticket Fund is to make 2010 FIFA World Cup matches more accessible to those who would otherwise not have the means to purchase tickets.

In 2010, South Africa – black and white together – took a step towards liberating an entire continent from pessimism and doubt. Our nation united to deliver the biggest sports event on earth.

ECONOMIC BENEFIT

According to research by Grant Thornton, the 2010 FIFA World Cup will contribute R55.7 billion to the South African economy, generate 415,400 jobs and contributed R19.3 billion in tax income to Government.

Along with the OC delivery achievements and the country's significant infrastructure improvements, successfully delivering the FWC has changed perceptions of the country and the continent as seen by the strengthening of the Rand against foreign currencies and the increased international interest in local merger and acquisitions.

More than 20 000 jobs were created for the construction of the World Cup stadiums. Construction workers on these stadiums were given extensive skills training which will enable them to meet the much needed demand for skilled workers on other construction projects post 2010.

In addition, 15 000 South Africans who volunteered for the 2010 FIFA World Cup now have experience of a major football event. Over 500 OC employees have also developed deep expertise in football administration.

More than 500,000 FIFA World Cup Visitors (source: South African Department of Home Affairs) attended the World Cup.

12. CONCLUSION

Today, South Africans can look back and be proud of what we achieved in "2010". The year 2010 has given South Africa a new national project, a new kick-start. The high standards set in the host cities of 2010 must be retained and developed even further, whilst with the same dedication, the situation in the rest of the country must be elevated to do away with the poor standards in so many other urban and rural areas. The roads, railways, water, energy and telecommunications supply has risen to a level which would never have been experienced without 2010. It is on the strength of our achievements that, every municipality and community, must maintain that standard forever in everything we do from here forward.

It is assumed that government has acknowledged that some of the current approaches and methods used to deliver services to the country's population are beset with many challenges that lead to dissatisfaction and protestations by communities not receiving services to which they are entitled.

It is further assumed that government has noted that different approaches were adopted in delivering the preparations for the World Cup over the past six years, ensuring that it meets its international commitments in a manner that demonstrated the country's ability to achieve its own national goals.

At the 2011 Budget Vote Speech in the national assembly Mr. Gert C. Oosthuizen MP, Deputy Minister of Sport and Recreation, said that as *"South Africans we are proudly looking back at a legacy of the 2010 FIFA World Cup™ that stretches beyond the obvious tangibles: the stadia, the roads, the airports, the infrastructure and the new equipment acquired for the police, emergency medical services and other government service points. Never before had the country, with its entire people, rallied together, and united in their support of the national football team as they did during the World Cup. Never before were campaigns such as Football Friday and Fly the Flag so successful in uniting the entire nation in support of our National team and country – it truly was one team one country."*

The government has fulfilled its mandate by monitoring the construction of stadia to ensure that they complied with

FIFA standards and ensuring that the deadlines were met; the training of volunteers was successfully facilitated; and mobilised South African and African support. Another key area of responsibility of Sport and Recreation South Africa, was to oversee the delivery of the 17 guarantees signed by Government Departments with FIFA. This was done successfully and all 24 projects emanating from the guarantees have become part of our proud legacy. Through the 2010 FIFA World Cup™, a valuable contribution to international initiatives such as global warming was achieved. During the World Cup, the Green Goal programme, as an environmental management programme, was successfully launched in all the provinces. Looking back at 2010, there is no doubt that the World Cup has changed South Africa forever. In terms of nation building, social cohesion, and leaving a legacy, no other event has ever, or could come close to this.

The challenge now is to take the 2010 World Cup™ experience forward, to invest in this experience for the future generations. The tournament has ended, but the legacy must live on and inspire the way we work.

Visitors to our shores were perhaps rudely awakened to a country with first world flair; a great architectural heritage, great infrastructure, a good transport system, fantastic retail experiences, accommodation to rival the best in the world, and a surprisingly well managed security and judicial system. To top it all, we didn't have lions roaming the streets, and we did have ATMs.

Brand SA has never been more successful in inviting positive foreign sentiment of South Africa than it was hosting the 2010 World Cup.

Despite the successful hosting of the World Cup, the return on investment must be examined to determine the financial benefits of hosting the world biggest mega event. By early July 2010, Visa had announced that visitors to South Africa had already spent, via visa-branded payment cards, \$128 million on purchases such as airfares, accommodation, car rentals and restaurants. This figure suggests that the world cup, from a monetary perspective, must have been a raging success.

Accountancysa, (2010) reported that, despite the millions of rands spent on marketing brand SA during the lead up to the June 11 kick-off, many people's lives have not been affected. The poor are still poor, and many still find themselves unemployed, and business still feeling the impact of the economic downturn. It is important for us to ask, "so who benefitted?"

Frank Blackmore (2010), a senior economist at KPMG attempted to explain just how successful the world cup was. According to him it is difficult to calculate the impact because the final values have not been quantified and the long term benefit will only be realised over the years to come. However, he identified certain parameters to partly explain the results within 12 months of the world cup ending.

In Blackmores opinion, losing the bid in 2006, had both positive and negative consequences. The positive consequence of the "no vote" meant that South Africa had more time to prepare to serve as a host nation. On the downside, a negative vote, influenced negative perceptions both locally and abroad in terms of investor confidence and questioned South Africa's capability to host the event.

The successful bid to host the 2010 tournament in 2004, was a major stimulus for change. In the pre-event period, activity and energy directed to the 2010 tournament went into fasttrack mode. The expenditure in this phase was directed mainly towards broad infrastructure (including transport and communication capability), the stadia and hospitality infrastructure. Further financial injections contributed to development of the financial sector and government (including home affairs, SARS and other departments, which dealt with cross-cutting international issues).

The greatest benefits for the country undoubtedly, will be felt after the hosting of the event and a positive image conveyed to the rest of the world, will lead to an increase in foreign direct investment and tourism. What is less certain is the viability of some of the stadia after the event. Some of the smaller cities such as Port Elizabeth, Rustenburg and Polokwane, have the benefit of hosting future events which was difficult in the past. These cities now enjoy an international presence. The question is how do these cities maximise that presence?

It is important to note that while the world cup was a once off event, spending in other sectors was not reduced. Social spending increased, from 2004 to 2010 as depicted in the table below :

Table 34 : Governments Social Budgets 2004 - 2010

SECTOR	2004	2010
Health	R8.8 billion	R21.5 billion
Education	R27 billion	R28.2 billion
Housing	R11.4 billion	R16,2 billion

A further significant point is that as a developing country we have already built most of the basic infrastructure (roads, communications, transport etc.) that such an event required of us to develop. In the light of this development, it becomes obvious that South Africa is ready to bid for the 2020 Olympic Games. The economic impact of the Olympic Games, will be delineated to the host city and perhaps the host province. The event will require modification to the existing infrastructure because of the number of sports being played over a short period of time. This would entail the transferring of athletes and fans. It will also require specialised infrastructure for specific codes of sport which are not as easy to utilise in developing countries as they are in developed countries. However, the lessons learnt from the World Cup should enable us to enhance efficiencies in hosting it and reduce costs in developing infrastructure, by utilising existing facilities. More importantly, much of the infrastructure – city public transport infrastructure, temporary accommodation for athletes – could be re-purposed to address local needs long after the event has come and gone.

We achieved our accomplishments with relative ease and great success. More than that, the people of South Africa and the actual experience of visitors to the country have also helped elevate the country brand, through changes of perception. The economic impact of these changes in perceptions on foreign direct investment, however, is difficult to quantify in the immediate and long terms.

The most important lesson learnt and legacy of the world cup is that we are capable, as a people, of gathering around a common vision and delivering against world class standards and expectations.

Miller Matola (2010), CEO at the International Marketing Council, outlined that the reputation of South Africa's national brand has a direct correlation to improved global competitiveness. There is evidence of this when looking back at the impact of the World Cup. Critically, we need to look forward, identifying how we can keep building on the huge brand value that was generated through the tournament – for both our country and continent.

One of the most significant benefits of the world cup has been the opportunity to foster the sense of nationhood and unity, both from a South African and an African perspective. An example of this was demonstrated during the quarter final match between Ghana and Uruguay. Africans united to support Ghana in the hope for an African win.

The successful mobilisation of South Africans, through campaigns such as 'Fly the Flag' and 'Football Fridays' confirmed the intense passion with which the nation can unite. The nation was not only rallying behind the country, but also behind Bafana Bafana, who historically enjoyed low levels of united national support.

Germany, host of the 2006 FIFA World Cup™, improved its reputation and associations, even amongst its harshest critics, as the country moved from 6th position (2005) to 1st position (2008) in the Anholt GfK Roper Nation Brands Index. The International Marketing Council(IMC) expects South Africa's ranking in this index to improve significantly.

According to the United Nations, the World Cup presented the country and continent with "an opportunity to harness the power of an international event and project Africa's potential for peace and development". High levels of collaboration contributed to the alleviation of Afro-pessimism.

Social cohesion and national pride have a direct influence on South Africa's investment rating. On the economic front, bold post World Cup forecasts have been put forward. Interesting facts relating to its impact have been extracted.

Matola (2010) reported that GDP is forecast to grow by an additional 0.7% this year as a direct result of the event. Positive business and consumer confidence figures during the past quarter have been attributed to the tournament. Due to the event, an estimated 130 000 jobs were created, contributing R2 billion to low income households.

R8,5 billion was spent during the event, equalling R11,5 billion in additional economic impact. In just 20 days, between 1st and 20th June, Visa data indicated an in-country international visitor spend that exceeded US\$128 million (R974 million), up 54% during the same period in 2009. The number of transactions during this time totalled 900 000, or 45 000 per day, an increase of 60% during the same 20 days in 2009.

Through the successful hosting of the World Cup, South Africa proved to the world that it is an emerging market to be recognised – a strong and stable economy, with solid growth prospects. We matter because we are a proven connector; a bridge not just to the last great investment frontier, Africa, but between old and emerging powers and between old and new ways of doing and seeing things.

Addressing G20 leaders, President Zuma said that Africa can no longer be viewed only as a destination for development aid – the continent is open for business. More than the infrastructure that our future generations will inherit, we remain hopeful that the various skills that our people acquired since we started working on this Fifa World Cup™ project will prove useful going forward.

The tourism industry is on the frontline when presenting the national brand to global audiences. In June 2010, the 1 million tourists mark was reached, seeing an increase of 200 000 year-on-year – significant considering that for every seven tourists, one job is created.

Tourism statistics indicate that 682 317 foreigners entered South Africa between 1 and 21 June, compared to 541 065 during the same period in 2009. It is estimated that the economy benefitted from R100 billion in tourism spend in 2010, a 3.7% increase compared to the previous year. Post World Cup, it is anticipated that inbound tourism levels will continue to rise.

Africa bucked the global trend in 2010, with tourist arrivals increasing by 5% whilst the global average saw a 4% decline in tourist arrivals. This increase has been attributed to the tournament, as well as the 'Obama effect'. "There has been a shift in the way that people look at Africa", said Taleb Rifai, secretary general of the UN World Tourism Organisation (UNWTO). "Africa is now considered a very serious destination for travellers from the major generating markets."

13. RECOMMENDATIONS

- a. It is recommended that a review, in a manner akin to business process re-engineering, be undertaken to determine how the experiences gained in delivering on government's international obligations to prepare for the World Cup could be harnessed to assist in the better, more efficient and faster delivery of services.
- b. A review of the legal framework should be put in place to support the proposed review.
- c. Government should decide on the priority programmes that should be delivered in fulfilment of its strategic objectives, including the:
 - Geographical scope to be covered by these "special" projects
 - Departments that should deliver sectorised projects as part of the programmes
 - Deadlines/completion dates of all programmes.
- d. A Project Management Unit (PMU) in The Presidency or alternatively in any other department whose work cuts across all functions of government should be established, to coordinate the "special" strategic programmes that government wants to deliver to communities. Unlike the 2010 PMU that had to rely on goodwill to perform its monitoring functions, the new structure should be provided with the necessary powers and authority to compel departments to report to it.
- e. Similar structures should be set up as was done with the World Cup (2010 IMC/TCC) to provide political and technical oversight on these "special strategic" programmes, focusing on implementation.
- f. The departments involved in delivering the "special" programmes should establish dedicated implementation units to execute their projects. The experience in delivering on the World Cup is that those departments that had dedicated divisions working on the World Cup projects were well able to meet their outputs on time.
- g. The departments, who have listed lessons learnt during the World Cup, should use these to speed up service delivery in their respective sectors.
- h. The view is that the security cluster has, from the experience gained during the World Cup, laid the basis for the establishment of a better and more effective border management agency.
- i. A flatter project operational structure versus a corporate structure would have improved efficiency and the management of dependencies. It is suggested that the future organisational structure be around "value team". In addition to a flatter structure it is important to ensure appropriate groupings of the Functional Areas into Divisions. Functional area deliverables must be aligned to the strategic intent of the Divisions.
- j. Budget allocation must also be aligned to critical delivery areas. Delivering an event of this magnitude can be challenging on a fixed budget. The budgeting process should be based on a zero based budgeting approach and allocated on priority and delivery requirements of the functional area, first taking into account contractual obligations and thereafter the "nice-to-haves". Overlay and Power were two areas that needed more attention. Unclear responsibilities and budgetary exclusions in these areas lead to pressure on the budgeting process.
- k. The success of a project of this magnitude can be directly correlated to the level of detailed planning. The early establishment of a Programme Management Office and clear planning guidelines will ensure that the Organising Committee is able to achieve its objectives. A structured planning approach will ensure openness and transparency with planning, reporting and delivery.
- l. The recruitment strategy should include the objective of recruiting staff with the intention of developing skills and transferring knowledge. In this way the people involved in hosting the event carry forward

- these skills post the event. This is not only beneficial to the individual but also to industry and the country as a whole. The training aspect of the project cannot be underestimated. Test events and class room style training provide a valuable opportunity to improve plans and train resources and must be incorporated into the planning process.
- m. Staff must be recruited early, especially at the venue level. Secondments from industry for project and technical expertise and from football for football administration must be taken advantage of. The earlier staff are on board the more time there is to become familiar with their venue, participate in as much training as possible and fully understand their role, dependencies and roles and responsibilities of all parties. Early recruitment does however need to be balanced against budget constraints.
 - n. The venues must be empowered including mandate, resources and budget, which will reduce the dependency on Head Quarters daily tournament operations. It is important for Venue Managers to have direct involvement in the recruitment process. Having an HR resource based at the venues and having a more decentralised approach could be advantageous. However a centralised approach will ensure that skills levels are consistent and will address strategic HR imperatives.
 - o. The HQ support staff role at venues, especially on match days must also be defined and communicated so as not to interrupt venue operations. Miscommunication or lack thereof creates tension between venues and HQ and takes away from the Venue team effort of delivery.
 - p. Performance management is key to ensuring the team delivers on what is required. The combined efforts and high performance of individual results in success of the Organising Committee so even though a supportive environment is maintained and encouraged strong performance management principles must be adhered to.
 - q. Employee and volunteer needs must not be underestimated. Requirements such as catering, transport and wellness are basic necessities, the scale and complexity of which can be over looked. The solutions require advanced thought and planning to ensure they are suitable, cost effective and accepted. An employee wellness programme must be included as part of the HR portfolio due to the significant tournament demands to reduce stress and help staff with coping skills.
 - r. It is imperative that the Volunteers role and payment or reward structure is made clear from the start to avoid issues once the tournament begins. Confusion around this led to disappointment, drop-outs in the programme and at some venues striking volunteers. In order to attract volunteers to join the programme it is important that there is an incentive. A suggestion to offer volunteers incentives instead of money (discounted museum access, free transportation, free food, a certificate, etc) could be well received. This means people will join in the spirit that volunteerism is supposed to create and not necessarily as a means of earning money.
 - s. It is important to have a dedicated focus on spectator services. Spectator service's is necessary to create an excellent and memorable experience. A Functional Area must be established with the appropriate budget at the beginning of the project so that it can be tested several times before the main event.
 - t. When developing the ticketing sales strategy, the Organising Committee must advise on the most relevant and viable sales channels in the Host country. Sales strategies cannot be replicated in all countries as it may not fit into the cultural norms of the host country. This was evident in South Africa where the people are used to buying tickets over the counter on the day of the match.
 - u. The applied sales channels excluded a large soccer loving market and therefore a large portion of the local population missed the opportunity of experiencing a

World Cup match. Linked to this was the pricing of the tickets which was not aligned to the price sensitive nature of this specific market.

- v. Leveraging the latest technologies will assist in enabling operations e.g.: accreditation scanning. An electronic system could be developed so that a bar code can be identified by the stewards. This would improve spectator flow, ensure people are granted access to the right areas and reduce the use of fraudulent accreditation devices.

In conclusion, the 2010 FIFA World Cup™, the first ever to be hosted in Africa, was a unanimous success. The tournament had no major incidents and there can be few who would now contradict that South Africa delivered a unique and memorable World Cup. The 64 football matches played in our 10 stadiums, which hosted 3 174 512 spectators were all highly successful. The tournament has put Africa on the global sporting map and has opened the continent to unlimited possibilities.

“Ke Nako Celebrating Africa’s Humanity”

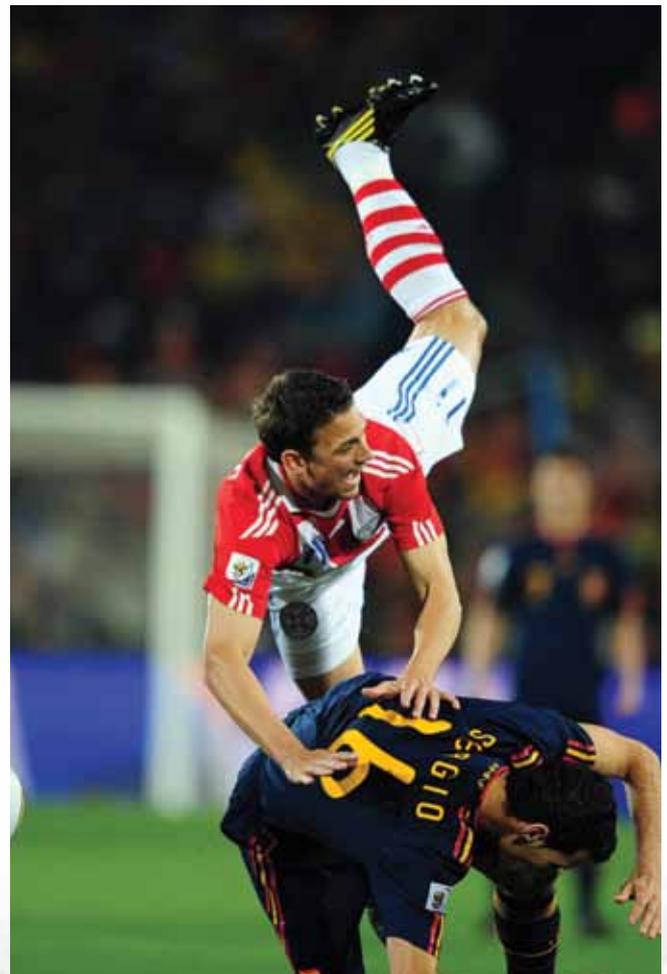


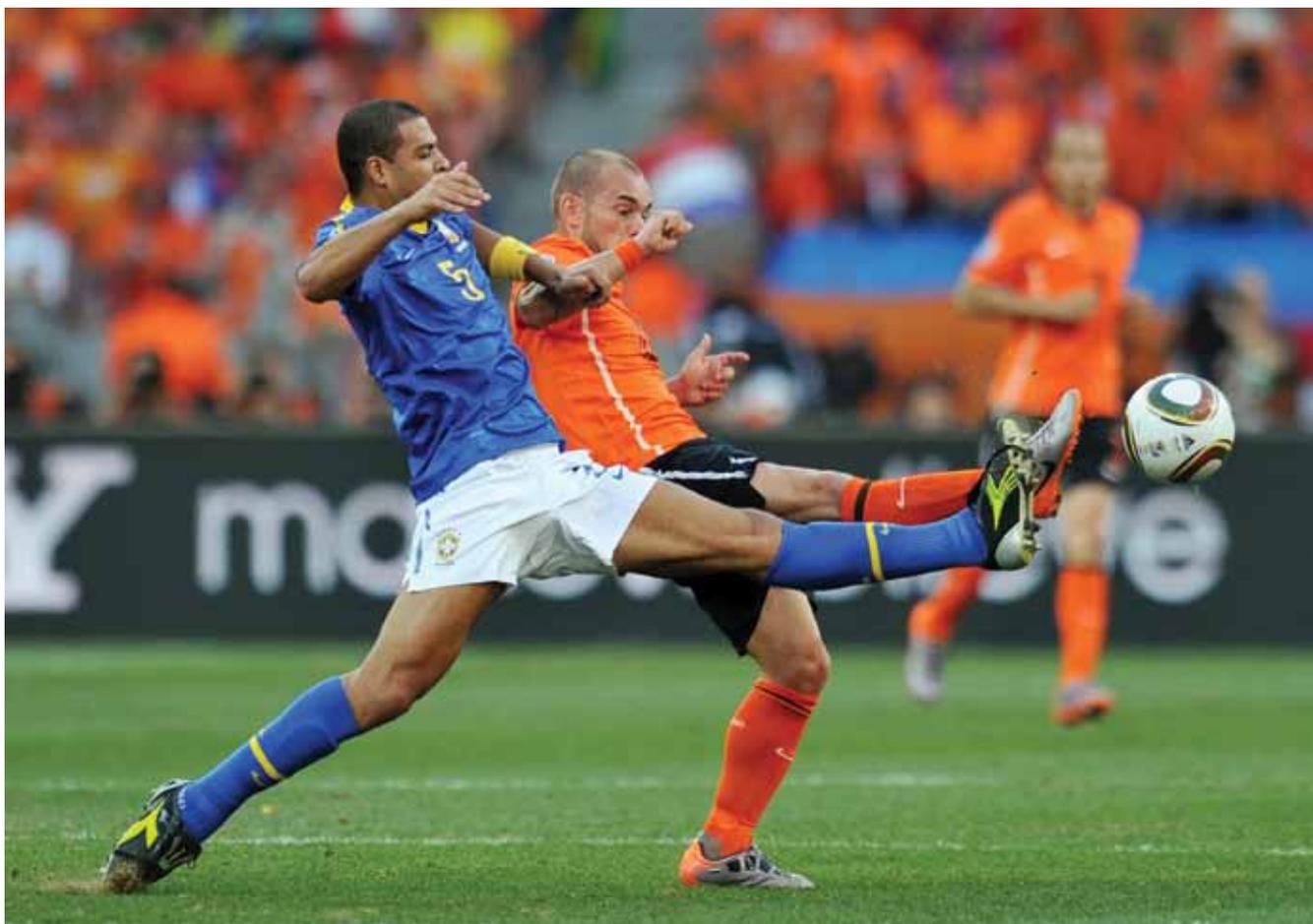


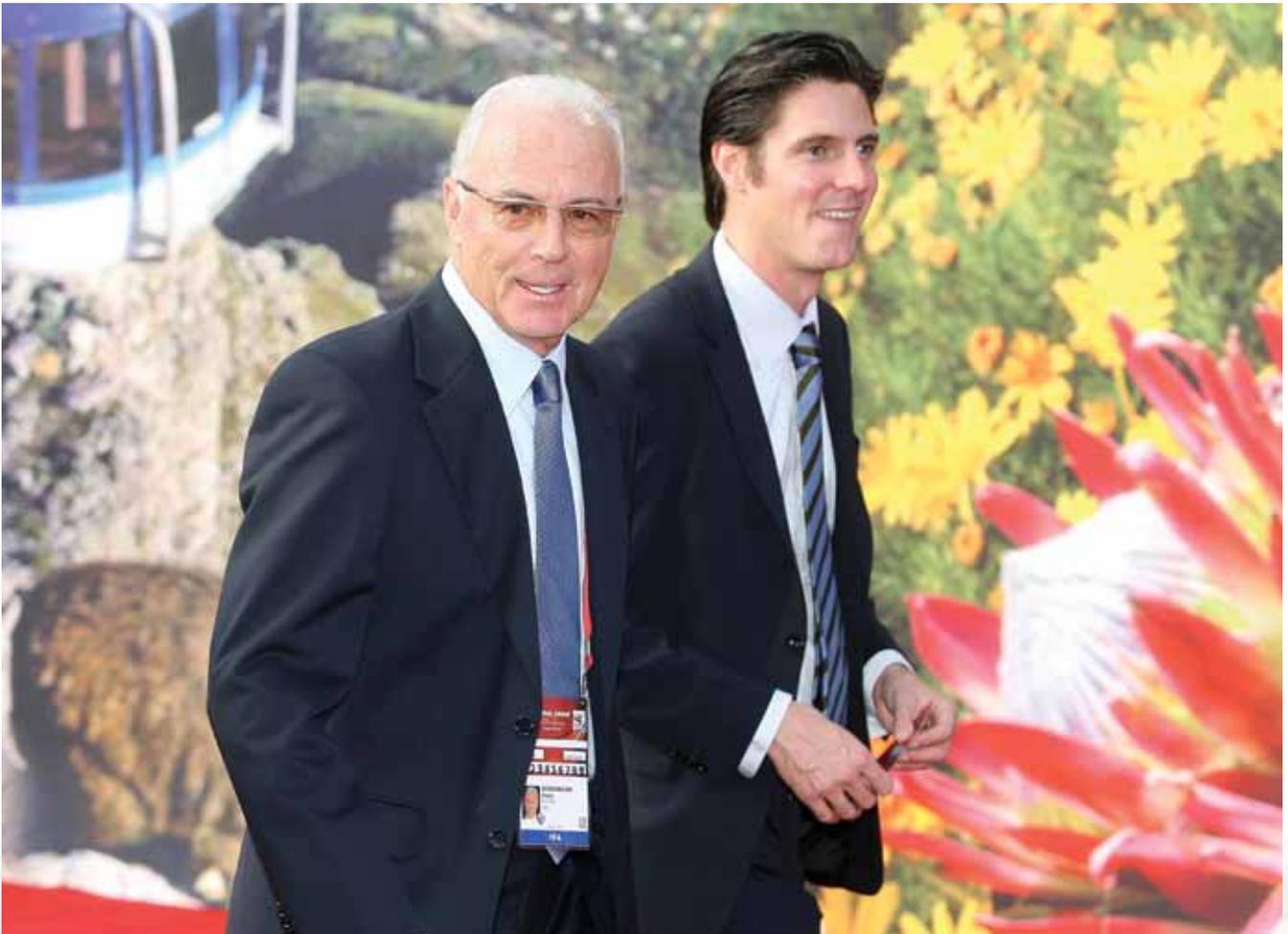






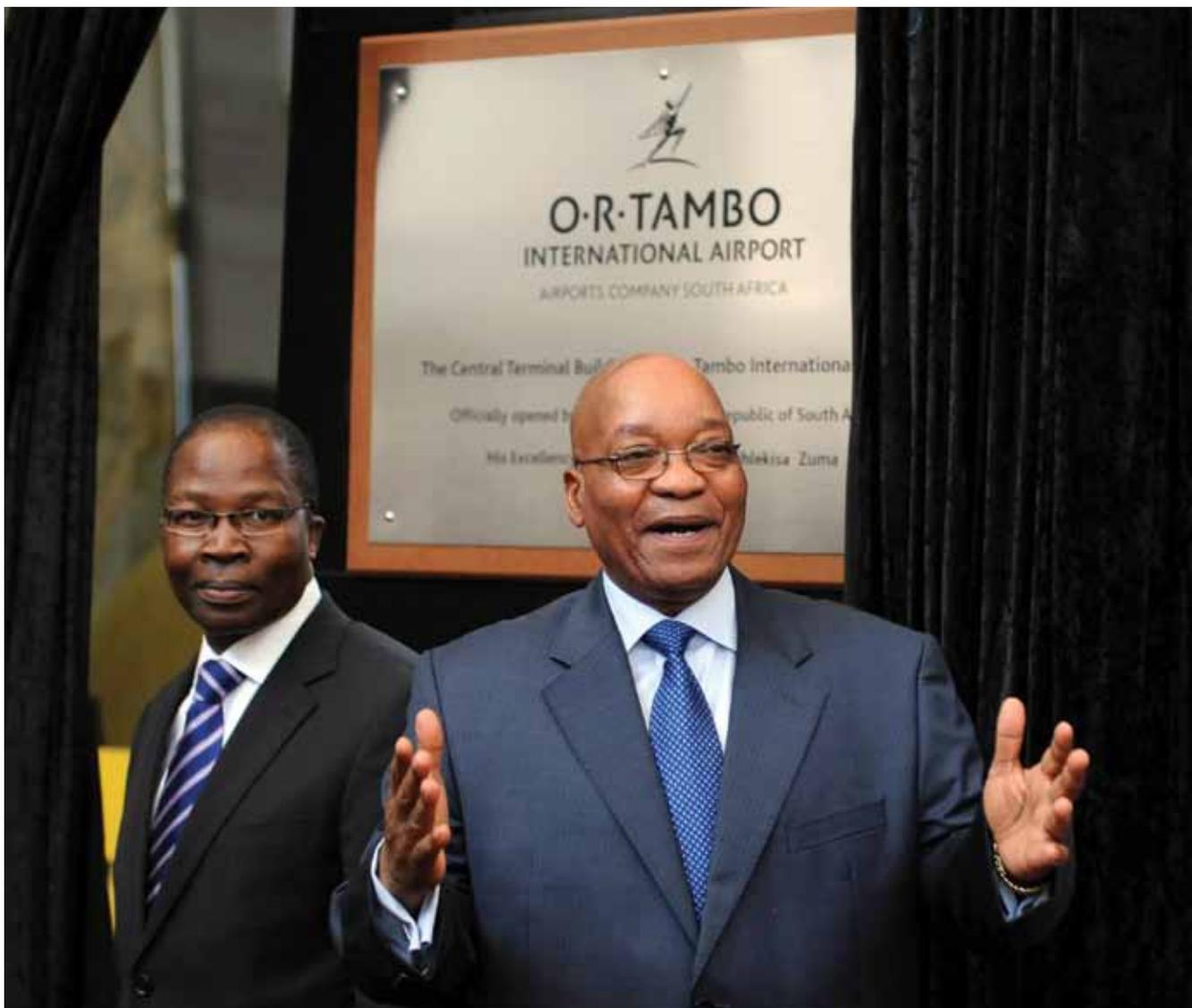












OR TAMBO INTERNATIONAL AIRPORT

O.R. Tambo International Airport (ORTIA) in Johannesburg is the air transport hub of Southern Africa, catering for more than 17 million passengers each year.

With more than 18,000 people employed by various companies at ORTIA, the airport plays a vital role in the city's and Gauteng province's economy, and boasts an impressive infrastructure that has expanded by thousands of square metres from its modest origins. The airport boasts a world-class variety of amenities, business centres, retail centres, restaurants and bars, as well as a five-star hotel.

A massive multi-million construction project was completed in April 2009 in anticipation of dramatic passenger number increases which were expected during the 2010 Soccer World Cup, and for the imminent arrival of the giant A380 aircraft.

The new OR Tambo International Airport was unveiled on the 15 May 2009 just a year before the 2010 FIFA World Cup Kick Off. It was officially opened by President of South Africa, Mr. Jacob Zuma and Minister of Transport Mr. Sibusiso Ndebele.

Formerly known as Johannesburg International Airport, the OR Tambo International Airport is a large airport near the city of Johannesburg, South Africa. OR Tambo International Airport serves as the primary airport for domestic and international travel to or from South Africa. The Johannesburg Airport is Africa's busiest airport, handling over 16 million passengers yearly.

The airport is the hub of South Africa's largest international and domestic carrier, South African Airways (SAA), and a number of smaller local airlines. Interestingly, the airport was founded in 1952 as "Jan Smuts Airport", two years after his death, near the town of Kempton Park on the East Rand. It

displaced the "Palmietfontein International Airport", which had handled European flights since 1945.

The first renaming was done in 1994 when the newly reformed South African government implemented a national policy of not naming airports after politicians. It was renamed again on 27 October 2006 after Oliver Tambo, the former President of the African National Congress (ANC). During the 1980s many countries stopped trading with South Africa because of the United Nation sanctions forced against South Africa in the struggle against apartheid, and many airlines had to stop flying to the airport. These sanctions resulted in South African Airways being refused rights to fly over most African countries. Following the ending of apartheid, the airport's name, and that of other international airports in South Africa, was changed to politically-neutral names and these restrictions were ceased. There are two parallel runways, which run north-south, and a disused cross runway. The western runway is over 4400 m in length, making it one of the world's longest international

airport runways. There are six terminals at the airport, but these can be broken down into three major areas: the international terminal; the domestic terminal; and the transit terminal.

The spectacular airport boasts hundreds of shops, restaurants and bakeries all offering different tastes. When waiting for flights, travelers are able to rest, feast and even shop till their hearts content.

OR Tambo International Airport also serves as grounds for the South African Airways Museum. This is a large room filled with South African Airways memorabilia and which started as an idea by two fans of the airline until they could set it up in one of Jan Smuts International's buildings in 1987. The Oliver Tambo International Airport has experienced numerous developments and improvements over the years and is always increasing in size. The entire airport is beautifully designed and decorated making it one of the best and most comfortable airports in South Africa.



















GLOSSARY OF ABBREVIATIONS AND ACRONYMS

ACSA	Airports Company of South Africa
BCOCC	Border Control Operational Coordinating Committee
DBSA	Development Bank of Southern Africa
DEAT	Department of Environmental Affairs and Tourism
DHA	Department of Home Affairs
DME	Department of Minerals and Energy
DIRCO	Department of International Relations and Cooperation
DPLG	Department of Provincial and Local Government
DoC	Department of Communications
DoJ & CD	Department of Justice and Constitutional Development
DoH	Department of Health
DoT	Department of Transport
DPW	Department of Public Works
FCC 2009	FIFA Confederation Cup
DTI	Department of Trade and Industry
FIFA	Federation Internationale de Football Association
FWC	FIFA World Cup
GCIS	Government Communication and Information System
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
HCF	Host Cities Forum
IBC	International Broadcast Centre
IOM	International Office on Migration
ICT	Information and communications technology
IMC	2010 Inter-Ministerial Committee
IMC	International Marketing Council
ITS	Intelligent Transport Systems

KfW	A promotional bank of the Federal Republic of Germany which has a special responsibility for the sustainable improvement of the economic, social and ecological living conditions.
NIA	National Intelligence Agency
NatHOC	National Health Operations Center
NATJOINTS	National Joints Operational and Intelligence Structure
NCP National	Communication Partnership
NDMC	National Disaster Management Centre
OAA FIFA	Organising Association Agreement
OC Local	Organising Committee
PPP	Public Private Partnership
Provo's	Provincial health operation centres
Prasad	Passenger Rail Agency of South Africa
RPP	FIFA's Rights Protection Programme
RTMC	Road Traffic Management Corporation
SABC	South African Broadcasting Corporation
SAFA	South African Football Association
SAMHS	South African Medical Health Services
SMMEs	Small, medium and micro enterprises
SRSA	Sport and Recreation South Africa
SWC	Soccer World Cup
TCC	Technical Coordinating Committee
WC	World Cup
YDF	Youth Development through Football



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