

2010 FIFA WORLD CUP™  
HOST CITY CAPE TOWN

# GREEN GOAL ACTION PLAN



Vision without action is merely a dream.  
Action without vision just passes the time.  
Vision with action can change the world.

Joel Barker

“Host City Green Goal Contributors.”





### Message from the Executive Mayor of Cape Town, Ms Helen Zille

Throughout the world major sports events are being recognised as having a global environmental impact. The large numbers of people travelling to and from these events, the construction and use of energy consumptive stadia and associated facilities have raised concerns about the total environmental, and specifically carbon footprints of such events. This translates into a concern for greater responsibility to reduce climate change impacts and raise awareness of environmental issues.

During the 2006 FIFA World Cup™ held in Germany, a programme called Green Goal aimed to ensure that the environmental impacts from energy and water use, waste management and transport, were reduced as much as possible, and that the remaining carbon emissions were offset so that the event was “carbon neutral”.

The environmental baton has now been handed over from Germany to South Africa, where a similar Green Goal programme is currently underway for the 2010 FIFA World Cup™, in which host city Cape Town is proud to play a leading role.

This “Green Goal Action Plan by Host City Cape Town for the 2010 FIFA World Cup™” lists those interventions that will reduce the carbon footprint of the event in Cape Town. It follows more than a year of hard work by many people, in hosting workshops, conducting feasibility studies and reviewing the impact of major events in Germany and elsewhere. Finally, it highlights some opportunities for local, national and international donors and the private sector to consider mutually beneficial partnerships that will enable host city Cape Town to deliver a full-scale greening effort.

In this regard, Cape Town has already benefited from the contribution of the Konrad-Adenauer-Stiftung (KAS), for which we are especially grateful.



### Message from the Premier of the Western Cape, Ms Lynne Brown

The joint effort by the Province and the City makes it clear to the 2010 FIFA World Cup™ Organising Committee South Africa and the world that we are excited and committed to host not only a spectacular 2010 event from a logistical and organizational point of view, but also to stage an event which is based on the premise of sustainable development – economic development, social equity and environmental integrity.

A number of legacy projects have been identified, with long-term benefit to residents – a ‘green’ legacy is very much part of our sustainable development approach. More trees, increased waste reduction and recycling, energy and water saving technologies, increased use of non motorized transport, infrastructural development that benefits all communities and encourages

responsible tourism, are only some of the long-lasting benefits from the 2010 FIFA World Cup™ that residents of the Western Cape will enjoy long after the 2010 FIFA World Cup™ has come and gone.

This commitment and real practice can only improve our attractiveness as a destination for investors and visitors, while improving the infrastructure and facilities for all who live and work here permanently.

Greening the 2010 FIFA World Cup™ requires a massive effort that involves partnerships between the private sector and government, and between NGO’s and government. In this regard, the Provincial Government of the Western Cape acknowledges the kind contribution of the Konrad-Adenauer-Stiftung (KAS) with respect to the Green Goal Workshop Series, and we look forward to further partnerships in future.

This Green Goal Action Plan by Host City Cape Town for the 2010 FIFA World Cup™ is a blueprint of commitment and hope for the people of Cape Town and the Western Cape. It will require determination and hard work to ensure success, but the rewards will be a once-in-a-lifetime experience, and environmental legacy opportunities that give our surroundings and infrastructure a major long-term boost.



### Message from the Konrad-Adenauer-Stiftung (KAS), Dr. Werner Böhler

As a German political foundation, Konrad-Adenauer-Stiftung has fostered and supported the process of democratic transition and consolidation in South Africa for more than 25 years. Taking into account the dynamics and potential areas of conflict in a new democratic dispensation, KAS activities focus on the strengthening and further development of South Africa’s multi-party democracy and the rule of law through political education and training. KAS programmes are rolled out in the form of seminars, workshops, forums and conferences,

mostly in cooperation with local partners. KAS activities aim to provide platforms for the dissemination of research results and expertise as well as for informed discussions amongst various target groups.

Political will is essential for turning good intentions into action. On behalf of KAS, I would like to thank and compliment our partners in this project, the City of Cape Town and the Western Cape Provincial Government for demonstrating their political will to make the 2010 FIFA World Cup™ a green event with a sustainable legacy.

This Action Plan is the ultimate product of a workshop series, hosted and organized by KAS and Sustainable Energy Africa (SEA), that involved relevant stakeholders from all three spheres of government, from academia, civil society, business and the media.

I am confident that the implementation of this Action Plan will not only assist in the greening of the 2010 FIFA World Cup™, but in the greening of future major events in the region, throughout South Africa and the world.

# 1. EXECUTIVE SUMMARY

The 2010 FIFA World Cup™ to be hosted by South Africa is a major international event, the likes of which this country and continent have not experienced before. Today, international environmental imperatives demand serious attention to the potential impact of mega events on the environment. This is termed **“event greening”**<sup>1</sup>. South Africa aims to be a world class host for the 2010 FIFA World Cup™ and this would mean a world-class greening effort. Germany pioneered the greening of the FIFA World Cup™ in 2006 through the FIFA-endorsed Green Goal programme and South Africa has therefore both a foundation and a springboard from which to implement the Green Goal programme for 2010.

In addition, subsequent World Cup events will need to be increasingly ‘green’, and South Africa could share greening lessons with the next hosts of the FIFA World Cup™, Brazil.

The challenge for South Africa and Cape Town Host City in particular, is not only to host a successful event from a logistical and organisational point of view, but also to stage an event which has a significantly improved greening profile.

There are several areas where the impact of the event is considered to be most severe. One such area relates to the carbon footprint, which the German 2006 FIFA World Cup™ profiled and attempted to achieve carbon neutrality through a specifically targeted programme. The analysis of the 2006 event clearly showed that transport was by far the major contributor to carbon emissions. The accommodation sector is another major area of environmental impact, including a significant contribution to carbon emissions, as are the stadia construction and operational activities. All of these three sectors are essential focus areas in a greening programme, and are addressed in this Action Plan. But there are many others, as can be seen from the list of target areas.

The environmental legacy opportunity presented by implementing a Green Goal programme is two fold. Firstly the high media profile of the World Cup can be leveraged to create awareness for the environment, leading to changed behaviour patterns and reduced consumption of critical resources such as water, electricity and fuel, and biodiversity protection. This behavioural change among residents, aligned with appropriate infrastructural modification (e.g. waste recycling facilities, energy efficient lighting and non-motorised transport) will have a long-term positive economic impact benefit in respect of reduced operational and environmental costs.

The second legacy opportunity is concerned with infrastructural improvements, including city beautification and tree planting, new public open space and a modern new stadium with a significant green profile.

The City of Cape Town and the Provincial Government of the Western Cape developed a joint Business Plan for the Environmental Workstream of the 2010 FIFA World Cup™, defining a list of high level principles and outcomes to guide the greening of the event. The main objectives of the implementation of the Green Goal programme in Cape Town and Western Cape are:

- The greening of the 2010 FIFA World Cup™ event footprint; and
- Leaving a positive environmental legacy.

During a series of workshops supported by the Konrad-Adenauer-Stiftung (KAS), the greening strategy was translated into a detailed Green Goal 2010 Action Plan, presented here.

A total of 41 projects have been identified across nine target areas to achieve the objectives of the greening programme. The target areas are:

- Energy and climate change
- Water
- Integrated Waste Management
- Transport, mobility and access
- Landscaping and biodiversity
- Green building and sustainable lifestyles
- Responsible tourism
- Green Goal communications
- Monitoring, measurement and reporting

Implementation of projects will be through a range of channels. In some cases, projects link with existing initiatives either being undertaken by the City of Cape Town, Provincial Government Western Cape, or National Government. In other cases the City or Provincial Government has made specific budget allocations for 2010 event greening project implementation. Certain projects will require partnerships with donors, business, NGOs, civil society and government for implementation.

This Action Plan provides the framework to enable Cape Town and Western Cape stakeholders, both public and private, to use their creativity, to form partnerships, be proactive and mobilise the necessary resources for a full-scale greening of the 2010 FIFA World Cup™.

<sup>1</sup> “Event greening Greening is taken to refer to all three aspects of sustainability, and the aim of the Green Goal programme is to enhance social and economic development within Cape Town and the Western Cape without depleting its significant natural resources.”

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## LIST OF ABBREVIATIONS

<b>AFDA</b>	African Film Development Agency
<b>BEN</b>	Bicycle Empowerment Network
<b>BRT</b>	Bus Rapid Transport
<b>CEF</b>	Central Energy Fund
<b>CoCT</b>	City of Cape Town
<b>CPUT</b>	Cape Peninsula University of Technology
<b>CTRU</b>	Cape Town Routes Unlimited
<b>CTT</b>	Cape Town Tourism
<b>DEAT</b>	Department of Environmental Affairs and Tourism
<b>DoT</b>	Department of Transport
<b>DWAF</b>	Department of Water Affairs and Forestry
<b>FIFA</b>	Federation Internationale de Football Association
<b>GPS</b>	Green Point Stadium
<b>IRT</b>	Integrated Rapid Transport
<b>KAS</b>	Konrad-Adenauer-Stiftung
<b>LAB</b>	Local Action for Biodiversity
<b>LOC</b>	Local Organising Committee
<b>MEPD</b>	Mechanical, Electrical, Plumbing and Drainage
<b>NFVF</b>	National Film and Video Foundation
<b>NMT</b>	New Mobility Transport
<b>PGWC</b>	Provincial Government Western Cape
<b>PVA</b>	Public Viewing Area
<b>SAFA</b>	South African Football Association
<b>SALI</b>	South African Landscape Institute
<b>SANBI</b>	South African National Biodiversity Institute
<b>SAPOA</b>	South African Property Owners Association
<b>SEA</b>	Sustainable Energy Africa
<b>UCT</b>	University of Cape Town
<b>UNDP</b>	United Nations Development Programme
<b>UNEP</b>	United Nations Environment Programme

### 3. INTRODUCTION & BACKGROUND

Much to the excitement of the nation in May 2004 South Africa was selected as host country for the 2010 FIFA World Cup™. Cape Town was subsequently selected as one of the nine host cities of the tournament that will take place between 11 June and 11 July 2010. The new Green Point Stadium will host eight matches, including a semi-final. Cape Town will also host the Final Draw in December 2009.

The Host City Agreement signed between the City of Cape Town, LOC and FIFA requires that the host city mainstreams sustainable development and environmental protection in all aspects of hosting the event.

To give effect to the agreement, the City of Cape Town and the Provincial Government of the Western Cape produced a joint Business Plan for the Environmental Workstream of the 2010 FIFA World Cup™. A list of high level themes and outcomes were identified that would direct the greening of the event.

The Business Plan also aligned the 2010 event greening programme with the City of Cape Town's Integrated Metropolitan Environmental Policy (IMEP) and Provincial Government of the Western Cape Growth and Development Strategy. The Business Plan identified the following principles to inform the greening of the 2010 FIFA World Cup™.

#### **Sustainable procurement:**

Promote sustainable procurement of goods and services used for the planning, operation, management, maintenance and decommissioning of the event. The use of locally produced products and services, as well as products that have a minimal effect on the environment will contribute to effective greening. Purchasing re-useable products and minimising packaging will also assist with waste reduction and save on cost. Green criteria should also influence the selection of venues (hotels, conference facilities) and transport (buses, airport transfer).

#### **Sustainable construction:**

As many elements of construction as possible related to hosting the World Cup in Cape Town should be 'green', including passive design (energy efficient, daylighting etc) and the use of environmentally-appropriate construction materials.

#### **Waste management:**

The event will be organized and managed to minimize waste generation as well as to promote awareness and change behaviour around all aspects of waste management. This involves interventions to minimize waste generation in the planning, operation, management and maintenance of events, and includes waste prevention (avoidance), waste reduction, waste re-use, and recycling. A further aspect is minimizing the environmental and health impacts by reducing toxicity, and ensuring environmentally sound treatment and disposal of remaining waste.

# SUSTAINABLE

#### **Greening now an integral part of major international events**

As international recognition of the importance of environmental sustainability grows, greening of major international events, including the Olympics and FIFA World Cup™, has gained momentum. The significant increase in environmental awareness between the 2002 and 2006 FIFA World Cup™ events bears testimony to this. We should expect the level of environmental awareness to be that much more acute in 2010, and South Africa will need to take this seriously in hosting the 2010 FIFA World Cup™. In short, it will not be acceptable to run an event with a poor environmental profile in 2010. Such an event would simply not be called 'world-class'.

*Africa is a continent rich with resources and natural beauty, but the continent's biggest asset is the warmth, friendliness, humility and humanity of its people. This has been the inspiration for the official slogan of the 2010 FIFA World Cup™: KE NAKO. Celebrate Africa's Humanity™. KE NAKO simply means it's time, and indeed Africa's time has come to use the 2010 FIFA World Cup™ to change perceptions and reposition the continent in a positive light with South Africa as the theatre and Africa the stage.*

# KE NAKO

### **Water management:**

Interventions to use water efficiently and to promote awareness and behaviour change around water use and management, including water demand management and water efficient technologies should be key to all aspects of the event. Water usage, in particular that of potable water, in all aspects of planning, operation, management, maintenance and decommissioning, should be minimized and monitored.

### **Energy efficiency:**

Awareness of and adherence to energy efficiency should be promoted in planning for and hosting the event in order to reduce energy consumption and change the way people use energy. Energy saving technologies, management systems and behaviour change should be adopted in all aspects of planning, operation, management, maintenance and decommissioning of the event's infrastructure. The use of renewable energy should be promoted wherever possible. Energy efficiency is a particularly important consideration in the transport sector.

### **Air quality management:**

Strive to maintain air quality through minimizing air pollution, production and impact. This should be done through limiting motorized transport and using cleaner and renewable energy wherever possible.

### **Biodiversity conservation:**

Ensure the event's impact on biodiversity is minimized. Make visitors to the city, as well as citizens, aware of the importance and value of biodiversity in ecosystem functioning as well as its contribution to human health and wellbeing. Highlight local biodiversity hotspots. Incorporate indigenous and waterwise landscaping in the construction and upgrading of infrastructure for 2010.

### **Social development:**

Ensure the event contributes to social development (particularly poverty alleviation) within the host region. Ensure infrastructural development benefits all communities in the region and not just those near the stadiums – allocate resources for upgrading facilities and transport infrastructure in disadvantaged communities and host related events in these communities (e.g. public viewing areas, tourism initiatives). Provide short-term and permanent jobs through the event greening activities. Aim to alleviate poverty through green legacy projects linked to the 2010 FIFA World Cup™.

### **Responsible tourism:**

Ensure that all tourism development plans for the event are environmentally-friendly; prioritize eco-tourism; encourage local economic development and social justice.

### **Participation, communication, education and public awareness:**

Encourage the public, visitors, service providers and industries involved in the event, to actively participate in the greening process. Service providers, sponsors and visitors should be informed of what has been done to green the event and where possible trained in relevant aspects of greening. The broader public needs to be aware of event greening plans in order to raise awareness and facilitate behaviour change beyond those directly participating in the event.

### **Monitoring and evaluation:**

Ensure that information is gathered on the impacts of all event greening interventions and compared to a baseline of information around current events within the stadia. This is essential for learning, promotion of the model, and awareness raising activities. This principle should be an integral part of the process throughout and should not only be part of the final evaluation.

### **Leaving a positive greening legacy:**

Ensure that both the short and the long-term impacts of decisions and actions are positive. Implement activities that lead to sustainability. Prioritize infrastructural development that will have a lasting benefit for the broader Cape Town community. Raise public awareness and encourage behaviour change as a result of interventions implemented throughout the event planning and hosting.

## 4. THE ACTION PLAN

The 2010 FIFA World Cup™ Host City: Cape Town Green Goal Action Plan ("Action Plan"), has been developed as a concise, practical tool for the implementation of the event greening principles and Business Plan.

The Action Plan identifies nine target areas and defines 41 specific implementable projects linked to these target areas.

The Konrad-Adenauer-Stiftung (KAS) sponsored a series of 5 facilitated workshops and 2 discussion forums with a range of experts, stakeholders and interested parties to assist the City of Cape Town and Western Cape Provincial Government in selecting the projects. The workshops focused on sustainable development principles, green building, biodiversity, landscaping and sustainable tourism, integrated waste management, and project funding and communications. The discussion forums dealt with carbon offsetting and the design of the new Green Point Urban Park, with a focus on the "Peoples Park".

### Institutional Structure:

An institutional structure has been created to facilitate the implementation of the Action Plan and the mainstreaming of Green Goal principles and themes in all aspects of the event planning and operations.

The Action Plan is aligned with the Department of Environmental Affairs and Tourism (DEAT) Draft National Greening 2010 Framework. The Framework outlines core principles and themes, drawing on lessons from the greening of major international events held during the past 20 years.

In addition, the local organising committee (LOC) is developing a comprehensive and integrated set of targets and minimum environmental standards to assist host cities to mitigate the environmental, social and economic impacts of the 2010 FIFA World Cup™. This is along the lines of the 2006 Green Goal targets for percentage reductions in waste, improvements in energy efficiency, and others. The lack of baseline data, particularly for new stadia, fan parks and event greening in general, is a challenge, but host cities are working with the LOC to address this. The projects identified in the Action Plan anticipate targets in line with the 2006 Green Goal programme, to be confirmed once national targets are published.

Other inputs to the Action Plan have included:

- Cape Town and Western Cape Host City Strategic Plan.
- Cape Town and Western Cape Host City Business Plan.
- Provincial Government Growth and Development Strategy.

*The preparation work is all-important*

*in event greening*

*Reducing the impact of a large event such*

*as 2010 FIFA World Cup™ is largely*

*determined by the preparatory work*

*undertaken in the preceding years. There*

*is little of substance that can be achieved*

*if greening is only considered at the last*

*minute – this is termed 'greenwashing'.*

- City of Cape Town Integrated Development Plan.
- LOC Environmental Workstream Workplan.
- Green Goal 2006 Legacy Report.
- Review of Greening Status of Stadia Reports commissioned by DEAT.
- City of Cape Town Integrated Metropolitan Environmental Policy (IMEP).
- City of Cape Town Energy and Climate change strategy.
- Suggestions from experts involved directly or indirectly in Green Goal, sustainability initiatives, or other relevant fields.

The implementation of the Action Plan will establish baseline data as well as appropriate methodologies, to assist in the planning and evaluation of the greening of future major events in the region and throughout South Africa.



## 5. PROJECTS AT-A-GLANCE

The main objectives of the implementation of the Green Goal programme in Cape Town and Western Cape are:

- The greening of the 2010 FIFA World Cup™ event footprint; and
- Leaving a positive environmental legacy.

During the series of Green Goal workshops nine target areas were identified for action in order to achieve the objectives of Green Goal in Cape Town. Each target area has a number of projects, summarised below. A detailed project plan has been developed for each project, with key objectives, milestones and indicators for success.

The nine Green Goal target areas identified are:

- 1 Energy and climate change  
**Minimise the carbon footprint of the 2010 event**
- 2 Water  
**Minimise the use of potable water and promote conservation of water resources**
- 3 Integrated Waste Management  
**Reduce, reuse and recycle waste**
- 4 Transport, mobility and access  
**Promote energy efficient and universally accessible mobility and minimise air pollution**
- 5 Landscaping and biodiversity  
**Promote indigenous landscaping and enhance biodiversity**
- 6 Green building and sustainable lifestyles  
**Promote environmental awareness, sustainable lifestyles and environmentally efficient building practices**
- 7 Responsible tourism  
**Promote responsible tourism for 2010 and beyond**
- 8 Green Goal communications  
**Communicate the message of Green Goal to residents and visitors**
- 9 Monitoring, measurement and reporting  
**Monitor, measure and report on progress during the implementation of Green Goal**

Target Area	Projects	Leader	Team members	Green Goal Budget	Other Budgets
1. <b>Energy and climate change</b> <i>Minimise the carbon footprint of the 2010 event</i>	1.1 Determine the carbon footprint of the 2010 event	CoCT	PGWC	R 400 000	Norwegian Government funding the national carbon footprint scoping process
	1.2 Identify and implement carbon offset project(s) in Cape Town / Western Cape	CoCT	CoCT / PGWC	R 450 000	Private sector/donor funding opportunity
	1.3 Install energy efficient technologies in stadia and training venues, and at fan parks and PVA's	CoCT	CoCT / PGWC Electrical and Mechanical Engineers	R 0	Private sector/donor funding opportunity
2. <b>Water</b> <i>Minimise the use of potable water and promote conservation of water resources</i>	2.1 Identify alternative sources of water for irrigation of the Green Point Common training venues	CoCT	PGWC	R 200 000	R15m donor opportunity
	2.2 Installation of water saving devices in the stadia and training venues	CoCT / PGWC	Architects Mechanical Engineers	R 0	Included in 2010 infrastructure and operational budgets

Target Area	Projects	Leader	Team members	Green Goal Budget	Other Budgets
<b>3. Integrated Waste Management</b>  <i>Reduce, re-use and recycle waste</i>	3.1 Operational waste minimisation in stadium, fan parks, PVA's and training venues in the run-up and during the event.	CoCT	PGWC	R 180 000	<i>Included in CoCT Solid Waste Management Budget</i>
	3.2 Green Goal branding of recycling bins and waste minimisation signage	CoCT	PGWC	R 400 000	
	3.3 Recycling drop-off centres in the CBD and Atlantic Seaboard	CoCT	PGWC	R 40 000	<i>R1,14 million included in CoCT Solid Waste Management budget</i>
<b>4. Transport, mobility and access</b>  <i>Promote energy efficient and universally accessible mobility and minimise air pollution</i>	4.1. Development of bicycle and pedestrian facilities	CoCT	PGWC	R 180 000	<i>R183 million included in CoCT, PGWC and DoT budgets for NMT projects</i>
	4.2. Development of public transport infrastructure	CoCT	CoCT / PGWC	R 180 000	<i>R1,76 billion included in CoCT, PGWC and DoT budgets</i>
	4.3. CBD bicycle services	PGWC	CoCT	R 45 000	<i>R1 million included in CoCT, PGWC and DoT budgets</i>
	4.4. Eco-taxis	PGWC	CoCT	R70 000	Potential private sector business opportunity
<b>5. Landscaping and biodiversity</b>  <i>Promote indigenous landscaping and enhance biodiversity</i>	5.1. Indigenous gardening training programme for Green Point Urban Park staff	CoCT	PGWC	R100 000	
	5.2. Biodiversity Showcase Garden at Green Point Urban Park	CoCT	PGWC	R250 000	Potential private sector / donor sponsorship opportunity
	5.3. Student landscape design competition for Mouille Point beachfront and promenade	CoCT	CPUT UCT OVP Landscape Architects	R20 000	
	5.4. City beautification and tree planting campaign	CoCT	PGWC	R250 000	<i>Additional budget to be secured on CoCT and PGWC budgets</i>

Target Area	Projects	Leader	Team members	Green Goal Budget	Other Budgets
<b>6. Green Building and Sustainable lifestyles</b>  <i>Promote environmental awareness, sustainable lifestyles and environmentally efficient building practices</i>	6.1. Green Point "eco-park" and Smart Living Centre	CoCT	PGWC	R 200 000	<i>R180 million from CoCT budget for redevelopment of Green Point Common</i>  <i>R190 000 Business Plan and fundraising strategy funded by DANIDA</i>  <i>R25 million required for construction of ECO Centre</i>
	6.2. Undertake & monitor Green Review Recommendations for Green Point and Athlone stadia	CoCT	PGWC	R 25 000	<i>DANIDA has already funded Green Review of Stadia via DEAT</i>
	6.3. Cape Town Green Map	CoCT	PGWC	R 200 000	Potential private sector business opportunity
	6.4. Green Goal volunteer and training programme	CoCT	PGWC	R 380 000	<i>CoCT 2010 volunteer budget</i>
	6.5. Green Goal Soccer Club Competition	CoCT	PGWC	R 150 000	Potential donor / corporate sponsorship opportunity
	6.6. Soccer and Environment educational poster and guide	CoCT	PGWC	R 300 000	Potential donor / corporate sponsorship opportunity
	6.7. Green Goal short films	CoCT	PGWC	R 300 000	Potential donor / corporate sponsorship opportunity  <i>R20 000 funded by DANIDA</i>
	6.8. Anti littering and waste recycling campaign	CoCT	PGWC	R 400 000	<i>CoCT Solid Waste Management budget</i> <i>CoCT Communications budget</i> <i>PGWC Pollution Waste Management budget</i> <i>PGWC Communications budget</i>
	6.9. Drink tap water campaign	CoCT	PGWC	R 150 000	<i>CoCT Water Services budget</i> <i>CoCT Communications budget</i>
	6.10. Green procurement for 2010 events	CoCT	PGWC	R 200 000	<i>CoCT / PGWC events budgets</i>
	6.11. Greening of 2010 events	CoCT / PGWC		R 450 000	Potential donor / corporate sponsorship opportunity

Target Area	Projects	Leader	Team members	Green Goal Budget	Other Budgets
<b>7. Responsible Tourism</b>  <i>Promote responsible tourism for 2010 and beyond</i>	7.1. Code of responsible conduct for visitors	CTT	CoCT PGWC	R 400 000	CTT / CTRU budgets
	7.2. Responsible tourism awareness and training	CTT	CoCT PGWC	R 300 000	CTT Service Excellence Programme CTRU budget
	7.3. Environmental accreditation system for accommodation sector : GreenStaySA	PGWC / SEA	CoCT CTT CTRU	R 0	R1.372 million funded by British High Commission
<b>8. Green Goal Communications</b>  <i>Communicate the message of Green Goal to residents and visitors</i>	8.1. Green Goal Workshop Series	CoCT	CoCT PGWC	R 25 000	R490 000 funded by KAS
	8.2. Green Goal brand development and activation	CoCT	PGWC	R 150 000	Potential private sector / donor sponsorship opportunity
	8.3. Briefing for potential Green Goal funders	CoCT	PGWC	R 25 000	Potential private sector / donor sponsorship opportunity
	8.4. Green Goal Marketing and communications roll-out	CoCT	PGWC	R 900 000	CoCT / PGWC Communications budgets
	8.5. Green Goal Ambassadors	CoCT	PGWC	R 80 000	Potential private sector / donor sponsorship opportunity
	8.6. Green Goal website and online resources	CoCT	PGWC	R 40 000	CoCT Communications budget
	8.7. Green Goal 2010 exhibition	CoCT	PGWC	R 250 000	Potential private sector / donor sponsorship opportunity
	8.8. Green Goal 2010 Awards	PGWC	CoCT	R 100 000	Potential private sector / donor sponsorship opportunity

Target Area	Projects	Leader	Team members	Green Goal Budget	Other Budgets
9. <b>Monitoring and Measurement and Reporting</b> <i>Monitor, measure and report on progress with the implementation of Green Goal</i>	9.1. Procedures & Methodologies	CoCT	PGWC	R 50 000	
	9.2. Targets & Baseline studies	CoCT	PGWC	R 200 000	LOC budget for setting national targets
	9.3. Annual Reports and Legacy Report	CoCT	PGWC	R 360 000	Potential private sector / donor sponsorship opportunity

### **Carbon legacy projects**

A carbon legacy project uses funds generated, often from a voluntary or mandatory 'carbon tax' levied on event participants, to implement measures which reduce carbon dioxide emissions in other sectors of society. For example, the 2002 World Summit legacy projects included renewable energy generation plant establishment, and the 2006 ICLEI World Congress legacy project funded energy efficiency in low-income households. Suitable legacy projects will need to be identified for 2010, such that both the social and environmental benefits are maximised for South Africa and the world.

## 6. DETAILED PROJECT PLANS

### 1 ENERGY & CLIMATE CHANGE

#### 1.1 Determine the carbon footprint of the 2010 event

##### Description:

Estimate the carbon footprint of hosting the event in Cape Town and the Western Cape, covering the sectors of transport, accommodation, stadia and other 2010 operations. This would include the monitoring of actual carbon footprint during the event and reporting during and after the event.

##### Project Details:

<b>Project Leader</b>	CoCT	
<b>Team Members</b>	PGWC	
<b>Other Stakeholders</b>	CEF FIFA DEAT LOC Norwegian Government	
<b>Measurable Targets</b>	Baseline and final carbon footprint reports, ring-fencing Cape Town host city footprint.	
<b>Indicators</b>	Total tons of CO <sup>2</sup> (or equivalent) for event in Cape Town and Western Cape, broken down into sectoral and geographical source.	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	1. Carbon baseline study undertaken	March 2009
	2. Targets agreed	April 2009
	3. Carbon monitoring	June/July 2010
	4. Carbon footprint final report	August 2010
<b>Legacy project</b>	Yes	
<b>Green Goal Budget</b>	R400 000	
<b>Other Budgets</b>	Norwegian Government funding national carbon footprint scoping process	

## 1.2 Identify and implement carbon offset project(s) in Cape Town and the Western Cape

### Description:

To support the national move towards a carbon neutral event by identifying, scoping and undertaking local carbon offset project(s) which achieve important economic and social benefits for Cape Town / Western Cape in addition to offsetting carbon. Carbon offset will link with national projects where possible.

### Project Details:

<b>Project Leader</b>	CoCT	
<b>Team Members</b>	PGWC	
<b>Other Stakeholders</b>	DEAT UNEP UNDP South South North Genesis Analytics	
<b>Measurable Targets</b>	A carbon neutral event in Cape Town – CO <sup>2</sup> generated by Host City and Western Cape based training venues, fan park, PVA's and transport is offset	
<b>Indicators</b>	<ol style="list-style-type: none"> <li>1. Total tons of CO<sup>2</sup> offset (determined from project monitoring)</li> <li>2. Community benefits: job creation, empowerment of communities</li> </ol>	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	1. Carbon offset project(s) selected and detailed plan and budget developed	July 2009
	2. Implementation partners on board	October 2009
	3. Funding for implementation secured	November 2009
	4. Green Goal carbon offset initiative launched	April 2010
	5. Implementation of projects	April 2010 and beyond
<b>Legacy project</b>	Yes	
<b>Green Goal Budget</b>	R450 000	
<b>Other Budgets</b>	<p>Potential additional funding from national 2010 carbon offset programme</p> <p>Potential to sponsor renewable energy certificates for 2010 venues</p>	

## 1.3 Energy efficient technologies in stadia and training venues, fan park, PVA's and other facilities

### Description:

Install energy saving technologies in the Green Point Stadium, training venues, fan park, PVA's and other facilities. Technologies could include inherently efficient air conditioning, ventilation, hot water and lighting systems, insulation and building management systems.

### Project Details:

<b>Project Leader</b>	CoCT /PGWC	
<b>Team Members</b>	PGWC Architects MEPD Engineers	
<b>Other Stakeholders</b>	ESKOM SEA	
<b>Measurable Targets</b>	<ol style="list-style-type: none"> <li>20% reduction in energy consumption at the various venues</li> <li>Reduction in operating cost due to installation of energy efficient devices</li> </ol>	
<b>Indicators</b>	<ol style="list-style-type: none"> <li>Optimal use of energy efficient technologies and control systems</li> <li>Medium and long term savings on energy costs and CO<sup>2</sup> emissions</li> </ol>	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	<ol style="list-style-type: none"> <li>GPS MEPD specifications finalised</li> <li>Identification of opportunities at other venues</li> <li>Installation at GPS completed</li> <li>Testing and commissioning at GPS</li> <li>Roll out technologies at other venues</li> </ol>	<p>November 2007</p> <p>October 2008</p> <p>October 2009</p> <p>December 2009</p> <p>April 2010</p>
<b>Legacy project</b>	Yes	
<b>Green Goal Budget</b>	R 0	
<b>Other Budgets</b>	<p>Included in 2010 infrastructure and operational budgets</p> <p>Potential donor sponsorship opportunity</p>	



## 2 WATER

### 2.1 Alternative sources of water for irrigation of the Green Point Common

#### Description:

Implement recommendations of feasibility study to identify alternative sources of water for the irrigation of the Green Point Common, secure funding and construct infrastructure.

#### Project Details:

<b>Project Leader</b>	CoCT	
<b>Team Members</b>	PGWC Consultants	
<b>Other Stakeholders</b>	DWAF German funders	
<b>Measurable Targets</b>	50% reduction in consumption of potable water for irrigation of the Green Point Common	
<b>Indicators</b>	Litres of water from alternative sources (other than potable water) used for irrigation purposes	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	1. Feasibility study concluded	August 2008
	2. Capital budget secured	January 2009
	3. Tendering complete	June 2009
	4. Construction commences	July 2009
	5. Completion	February 2010
<b>Legacy project</b>	Yes	
<b>Green Goal Budget</b>	R0	
<b>Other Budgets</b>	R 200 000 from 2010 operational budget  R 15 million required for construction	

## 2.2 Installation of water saving devices in stadia and training venues

### Description:

Install water saving devices in the Green Point Stadium, fan park, PVA's and training venues. Devices could include low flow shower heads, dual-flush toilets, tap aerators, etc.

### Project Details:

<b>Project Leader</b>	CoCT /PGWC	
<b>Team Members</b>	Architects Mechanical Engineers	
<b>Other Stakeholders</b>		
<b>Measurable Targets</b>	<ol style="list-style-type: none"> <li>Reduction in consumption of potable water for irrigation of the Green Point Common</li> <li>Reduction in operating cost due to installation of water saving devices</li> </ol>	
<b>Indicators</b>	Litres of water from alternative sources (other than potable water) used for irrigation purposes	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	1. MEPD specifications finalised	February 2008
	2. Stadium green review completed	April 2008
	3. Installation completed	October 2009
	4. Testing and commissioning	December 2009
<b>Green Goal Budget</b>	0	
<b>Other Budgets</b>	Included in 2010 infrastructure and operational budgets	

### 3 INTEGRATED WASTE MANAGEMENT

#### 3.1 Operational waste minimisation in stadium, fan park, PVA's and training venues

**Description:**

Develop approaches, standards and practices to keep operational waste at the stadium, fan park, PVA's and training venues to a minimum.

**Project Details:**

<b>Project Leader</b>	CoCT	
<b>Team Members</b>	PGWC Consultant	
<b>Other Stakeholders</b>	DEAT LOC Environmental Workstream Waste Working Group	
<b>Measurable Targets</b>	20% of waste from stadium, fan park, PVA's and training venues recycled	
<b>Indicators</b>	<ol style="list-style-type: none"> <li>1. Tonnage of waste from stadium, fan park, PVA's and training venues recycled</li> <li>2. Waste avoided at stadium, fan park, PVA's and training venues through agreements with vendors</li> </ol>	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	1. Stadium green review completed	April 2008
	2. Approaches, standards and practices recommendations developed and agreed	September 2008
	3. Stadium operator adoption of approaches, standards and practices	February 2009
	4. Implementation of waste minimisation programme at stadium, fan park, PVA's and training venues	June 2009
	5. Final report	August 2010
<b>Green Goal Budget</b>	R 180 000	
<b>Other Budgets</b>	Included in CoCT Solid Waste Management budget	

## 3.2 Green Goal Branding of recycle bins and waste minimisation signage

### Description:

Develop recycling branding for waste bins located at the stadium, fan park, PVA's and training venues. Develop recycling sign boards for consumer awareness and education during the World Cup event. Promote waste recycling through PR and Media activities.

### Project Details:

<b>Project Leader</b>	CoCT	
<b>Team Member</b>	PGWC	
<b>Other Stakeholders</b>	DEAT LOC Environmental Workstream Waste Working Group	
<b>Measurable Targets</b>	<ol style="list-style-type: none"> <li>100% of bins used at stadium, fan park, fan mile and PVA's branded with waste / recycling signage</li> <li>No. of recycling signage boards displayed at the stadium, fan park, fan mile, PVA's and training venues</li> </ol>	
<b>Indicators</b>	<ol style="list-style-type: none"> <li>Bins installed for pilot use during pre- 2010 events</li> <li>Bins utilised by consumers</li> <li>Waste collected and processed</li> </ol>	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	1. Bin branding and pictogram designs developed	February 2009
	2. Pilot installation completed	September 2009
	3. Recycling sign boards developed and manufactured	December 2009
	4. Pilot evaluation of bins and sign boards	February 2010
	5. Full installation completed	April 2010
<b>Legacy project</b>	Yes	
<b>Green Goal Budget</b>	R 400 000	
<b>Other Budgets</b>		

### 3.3 Recycling drop-off centres in CBD and Atlantic Seaboard

#### Description:

Establish and promote CBD and Atlantic Seaboard drop off centres for post consumer recyclable material such as glass, plastic (#1; #2, #4, #5, #6), cans, cardboard, paper and organic waste.

#### Project Details:

<b>Project Leader</b>	CoCT	
<b>Team Members</b>	PGWC	
<b>Other Stakeholders</b>	Recycling Companies Packaging industry Recyclers Collectors Waste sector NGO's	
<b>Measurable Targets</b>	<ol style="list-style-type: none"> <li>1. Establishment of Drop off Centre</li> <li>2. Tons of recycled material dropped off before, during and after 2010 FIFA World Cup™ games</li> <li>3. Cubic metres of landfill space saved</li> <li>4. No. of people using drop-off centres</li> </ol>	
<b>Indicators</b>	<ol style="list-style-type: none"> <li>1. Awareness generated about recycling</li> <li>2. Participation amongst Central CBD and Atlantic Seaboard residents</li> <li>3. PR generated for Green Goal</li> <li>4. Take up by private sector in terms of collections</li> </ol>	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	<ol style="list-style-type: none"> <li>1. Site selection and business plan</li> <li>2. Construction complete</li> <li>3. Selection of Operator</li> <li>4. Opening of Drop Off Centre</li> </ol>	<p>September 2008</p> <p>September 2009</p> <p>September 2009</p> <p>October 2009</p>
<b>Legacy project</b>	Yes	
<b>Green Goal Budget</b>	R 40 000	
<b>Other Budgets</b>	R 1.14 million included in CoCT Solid Waste Management budget	

## 4 TRANSPORT, MOBILITY AND ACCESS

### 4.1 Development of bicycle and pedestrian facilities

#### Description:

Development of bicycle and pedestrian lanes and crossings to facilitate non-motorised access to the stadium, fan park and PVA's; promote use of NMT and installation of Green Goal NMT signage

#### Project Details:

<b>Project Leader</b>	CoCT	
<b>Team Member</b>	PGWC	
<b>Other Stakeholders</b>	DoT BEN	
<b>Measurable Targets</b>	<ol style="list-style-type: none"> <li>No. of km's of new bicycle and pedestrian lanes provided by 2010</li> <li>No. of spectators diverted from using motorised transport to NMT</li> <li>No. of Green Goal signs installed</li> </ol>	
<b>Indicators</b>	Use of NMT by spectators during 2010 event	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	1. Appointment of consultants to design NMT / pedestrian routes / lanes	Completed
	2. Development of pilot projects	December 2008
	3. Tendering of NMT and pedestrian focus projects concluded	December 2008
	3. Construction of NMT and pedestrian focus projects completed	April 2010
	5. Install Green Goal NMT signage and media campaign	April 2010
<b>Legacy project</b>	Yes	
<b>Green Goal Budget</b>	R 180 000	
<b>Other Budgets</b>	R 183 million National, CoCT, PGWC and DoT budgets for NMT projects	

## 4.2 Development of public transport infrastructure

### Description:

Development of the Airport and Inner City IRT, Klipfonteint BRT, N2 BRT lanes and rail based park and ride, stadium precinct bus and shuttle embayments, long distance coach terminal, upgrades to public transport infrastructure on various public transport corridors; promote the use of public transport during 2010 and installation of Green Goal signage at key locations.

### Project Details:

<b>Project Leader</b>	CoCT / PGWC	
<b>Team Members</b>	CoCT / PGWC	
<b>Other Stakeholders</b>	DoT	
<b>Measurable Targets</b>	<ol style="list-style-type: none"> <li>1. No. commuters using public transport to get to 2010 venues</li> <li>2. No. of spectators using rail based park and ride</li> </ol>	
<b>Indicators</b>	Use of public transport by spectators during 2010 event	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	1. Budget approval for 2010 public transport projects	September 2008
	2. Construction completed	April 2010
	3. Installation of Green Goal public transport signage	April 2010
	4. Media campaign to promote public transport	June 2010
<b>Legacy project</b>	Yes	
<b>Green Goal Budget</b>	R 180 000	
<b>Other Budgets</b>	R1,76 billion in CoCT, PGWC and DoT budgets	

## 4.3 CBD bicycle services

### Description:

Facilitate and promote a low-cost non-motorized bicycle service operating within the CBD. These would be operated by entrepreneurs and rented out or used for guided tours.

### Project Details:

<b>Project Leader</b>	PGWC	
<b>Team Member</b>	CoCT	
<b>Other Stakeholders</b>	DoT BEN CTRU CTT	
<b>Measurable Targets</b>	No. of bicycles operational by June 2010	
<b>Indicators</b>	<ol style="list-style-type: none"> <li>1. Growing and sustainable turnover of bicycle operator business</li> <li>2. Waiting list for operating licenses</li> </ol>	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	<ol style="list-style-type: none"> <li>1. Project concept document completed</li> <li>2. Operating licences granted</li> <li>3. Operator appointed</li> <li>4. Media campaign to promote bicycle service</li> </ol>	November 2008  June 2009  November 2009  June 2010
<b>Legacy project</b>	Yes	
<b>Green Goal Budget</b>	R 45 000	
<b>Other Budgets</b>	R 1 million included in CoCT, PGWC and DoT budgets	



## 4.4 Eco-taxis

### Description:

Facilitate the establishment of a fleet of low emission, energy efficient, eco friendly taxis operating in the CBD for 2010 and beyond. The eco taxis would have low fuel consumption and energy efficient technology thereby reducing emissions that harm the environment. The vehicles will be branded to create awareness of Green Goal 2010.

### Project Details:

<b>Project Leader</b>	PGWC	
<b>Team Members</b>	CoCT	
<b>Other Stakeholders</b>	DoT Taxi operators	
<b>Measurable Targets</b>	No. of eco-taxis operational by June 2010	
<b>Indicators</b>	<ol style="list-style-type: none"> <li>1. Interest in operating such a fleet from private sector</li> <li>2. Interest in donating or subsidizing eco vehicles</li> <li>3. Operating licenses procured</li> </ol>	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	1. Project concept document completed	November 2008
	2. Operating licenses granted	June 2009
	3. Operator appointed	November 2009
	4. Media campaign to promote eco-taxi service	June 2010
<b>Legacy project</b>	Yes	
<b>Green Goal Budget</b>	R 70 000	
<b>Other Budgets</b>	Potential private sector business opportunity	

## 5 LANDSCAPING AND BIODIVERSITY

### 5.1 Indigenous gardening training programme for Urban Park staff

#### Description:

The development of a training programme for landscaping workers and managers on sustainability principles and practices in the establishment and care of indigenous gardens in the Green Point Urban Park.

#### Project Details:

<b>Project Leader</b>	CoCT	
<b>Team Members</b>	PGWC	
<b>Other Stakeholders</b>	SALI SANBI Cape Flats Nature OVP Landscape Architects Training institutions	
<b>Measurable Targets</b>	No of trained indigenous landscapers by 2010	
<b>Indicators</b>	Existence of training programme	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	1. Training institution selected	July 2009
	2. Training material developed	September 2009
	3. First trainer trained	October 2009
	4. First landscaper and supervisor trained	February 2010
<b>Legacy project</b>	Yes	
<b>Green Goal Budget</b>	R 100 000	
<b>Other Budgets</b>	Potential donor / corporate sponsorship opportunity	

## 5.2 Biodiversity showcase garden at Green Point Urban Park

### Description:

Design and construct in the Green Point Urban Park a showcase garden of indigenous, waterwise plantings that display the region's biodiversity and demonstrate responsible environmental gardening/horticultural practices with the goal of disseminating general and specific practical knowledge as well as information about the importance of biodiversity conservation.

### Project Details:

<b>Project Leader</b>	CoCT	
<b>Team Members</b>	PGWC	
<b>Other Stakeholders</b>	SALI SANBI Cape Flats Nature LAB OVP Landscape Architects	
<b>Measurable Targets</b>	No. of plant species represented	
<b>Indicators</b>	<ol style="list-style-type: none"> <li>1. Public awareness of showcase gardens</li> <li>2. Sustainability of ongoing operations</li> </ol>	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	1. Garden location and layout finalised	November 2008
	2. Plant list agreed	April 2009
	3. Construction completed	August 2009
	4. Open to public	April 2010
<b>Legacy project</b>	Yes	
<b>Green Goal Budget</b>	R 250 000	
<b>Other Budgets</b>	Potential donor / corporate sponsorship opportunity	

## 5.3 Student landscape design competition for Mouille Point beachfront and promenade

### Description:

A competition to design an upgrade of the Mouille Point Beachfront and Promenade adjacent to the Green Point Stadium. The competition, which emphasises the incorporation of the principles of sustainable development in the design, is aimed at landscape architecture, design and fine art students at the University of Cape Town and Cape Peninsula University of Technology.

### Project Details:

<b>Project Leader</b>	CoCT	
<b>Team Members</b>	UCT CPU OVP Landscape Architects	
<b>Other Stakeholders</b>	Murray and Roberts / WBHO	
<b>Measurable Targets</b>	<ol style="list-style-type: none"> <li>1. No. of competition entries received</li> <li>2. No. of attendees at workshops with students to create interest in the competition</li> <li>3. Acceptance rate of judges and their support for Green Goal</li> <li>4. Media coverage</li> </ol>	
<b>Indicators</b>	<ol style="list-style-type: none"> <li>1. Quality of entries received</li> <li>2. Competition ideas used in final design</li> </ol>	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	<ol style="list-style-type: none"> <li>1. Draft TOR for Competition</li> <li>2. Announce competition</li> <li>3. Registration of entrants</li> <li>4. Submissions received</li> <li>5. Judging</li> <li>6. Announcement of winners</li> <li>7. Liaison with landscape design team for implementation</li> </ol>	<p>November 2007</p> <p>November 2007</p> <p>March 2008</p> <p>April 2008</p> <p>April 2008</p> <p>May 2008</p> <p>April 2009</p>
<b>Legacy project</b>	Yes	
<b>Green Goal Budget</b>	R 20 000	
<b>Other Budgets</b>		

## 5.4 City beautification and tree planting campaign

### Description:

Beautification of the City of Cape Town in line with the undertakings made in the host city agreement. Involvement of communities, NGO's and business in tree planting as part of landscaping and beautification improvements ahead of 2010.

### Project Details:

<b>Project Leader</b>	CoCT	
<b>Team Members</b>	PGWC	
<b>Other Stakeholders</b>	DWAF Media	
<b>Measurable Targets</b>	<ol style="list-style-type: none"> <li>No. of areas upgraded through city beautification projects</li> <li>No. of trees purchased / sponsored by August 2010</li> <li>No. of trees planted</li> </ol>	
<b>Indicators</b>	<ol style="list-style-type: none"> <li>Enquiries about tree planting</li> <li>PR generated</li> </ol>	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	1. Campaign overview and implementation plan completed	October 2008
	2. Beautification campaign launched	February 2009
	3. Tree planting campaign	July/ August 2009
	4. Preparation and maintenance of trees, gardens and infrastructure	November 2009- June 2010
<b>Legacy project</b>	Yes	
<b>Green Goal Budget</b>	R 250 000	
<b>Other Budgets</b>	R4 million from DWAF  Additional budget to be secured on CoCT and PGWC budgets	

## 6 GREEN BUILDING AND SUSTAINABLE LIFESTYLES

### 6.1 Green Point Urban Park and ECO Centre

#### Description:

Design and construct the Green Point Urban Park along "eco-park" principles. Establish an ECO Centre demonstrating practical ways to live a more sustainable lifestyle and linking Capetonians to products and service providers. Centre provides actual examples of installations, products for testing, resource material, demonstrations, lectures, and workshops on how to reduce our carbon footprint and live more responsibly. The centre will support the sustainable design concept of the Green Point Urban Park, for example by establishing a composting and vermiculture facility for the landscaping associated with the stadium and Urban Park.

#### Project Details:

<b>Project Leader</b>	CoCT	
<b>Team Members</b>	PGWC	
<b>Other Stakeholders</b>	Civic / Ratepayers Associations Donor agencies Private sector ESKOM UNEP Environmental NGO's	
<b>Measurable Targets</b>	<ol style="list-style-type: none"> <li>1. Completion of business plan</li> <li>2. Construction of the ECO Centre</li> <li>3. No. of visitors</li> </ol>	
<b>Indicators</b>	<ol style="list-style-type: none"> <li>1. Interest and participation from green suppliers, service providers</li> <li>2. Impact of the project – people changing their lifestyles</li> <li>3. Business generated for 'green' industries</li> </ol>	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	<ol style="list-style-type: none"> <li>1. Appoint consultant to draw up business plan</li> <li>2. Brief for Urban Park developed.</li> <li>3. Fundraising for construction of Centre</li> <li>4. Construction of Urban Park commences</li> <li>5. Appointment of operator of Centre</li> <li>6. Construction of Centre</li> <li>7. Opening of ECO Centre</li> </ol>	<p>July 2008</p> <p>October 2008</p> <p>January 2009 ongoing</p> <p>January 2009</p> <p>July 2009</p> <p>September 2009</p> <p>May 2010</p>
<b>Legacy project</b>	Yes	
<b>Green Goal Budget</b>	R 200 000	
<b>Other Budgets</b>	<p>R190 000 from DANIDA for business plan and fundraising</p> <p>R 25 million required for construction and establishment of centre</p> <p>R180 million CoCT budget for redevelopment of Green Point Common</p>	

## 6.2 Undertake and monitor Green Review for Green Point and Athlone Stadia

### Description:

Undertake a green review of the Green Point and Athlone Stadia designs. Monitor and report on the implementation of the recommendations of the review.

### Project Details:

<b>Project Leader</b>	CoCT	
<b>Team Members</b>	PGWC Stadia Consortiums	
<b>Other Stakeholders</b>	DEAT Green by Design team	
<b>Measurable Targets</b>	Implementation of recommendations	
<b>Indicators</b>	Recommendations from green review report	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	1. Undertake green review of Stadia	September - April 2008
	2. Final green stadia review report completed	June 2008
	3. Monitor stadia construction	Ongoing
	4. Report on green measures implemented at stadia	March 2010
<b>Legacy project</b>	No	
<b>Green Goal Budget</b>	R 25 000	
<b>Other Budgets</b>	DANIDA funded the green review of stadia	

## 6.3 Cape Town Green Map

### Description:

Produce an urban green map to chart Cape Town's ecological resources and community spirit and to encourage a healthy and sustainable brand for the Mother City during and beyond 2010. Green maps promote a fresh view of the city's environment that remind residents and visitors to enjoy nature near their places of residence, and to live, work and play in ways that help regenerate the ecosystems of the mountains, rivers and seas. This map will guide Capetonians and visitors to Cape Town's wealth of sustainable options and will encourage behaviour change.

### Project Details:

<b>Project Leader</b>	CoCT	
<b>Team Members</b>	PGWC	
<b>Other Stakeholders</b>	CTT CTRU www.greenmap.org	
<b>Measurable Targets</b>	<ol style="list-style-type: none"> <li>No. of maps printed and distributed</li> <li>No. of facilities, attractions included in the Map</li> </ol>	
<b>Indicators</b>	Residents and visitors using the map	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	1. Working group established	September 2008
	2. Funding and sponsorship obtained	November 2008
	3. Website live	February 2009
	4. Green Map printed and distributed	June 2009
<b>Legacy project</b>	Yes	
<b>Green Goal Budget</b>	R 250 000	
<b>Other Budgets</b>	Potential private sector business opportunity	



## 6.4 Green Goal volunteers and training programme

### Description:

Develop a Green Goal training module to be integrated into the 2010 Volunteer Programme. Particular emphasis is on waste, litter, pollution, biodiversity, sustainable transport, etc. in relation to the 2010 event and beyond. Volunteer training module to be used for future mega-events.

### Project Details:

<b>Project Leader</b>	CoCT	
<b>Team Members</b>	PGWC	
<b>Other Stakeholders</b>	LOC DEAT Training institutions	
<b>Measurable Targets</b>	<ol style="list-style-type: none"> <li>1. Training materials developed</li> <li>2. No. of volunteers trained</li> </ol>	
<b>Indicators</b>	Trained volunteers imparting knowledge to spectators and visitors	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	1. Call for proposals to develop training manual	April 2009
	2. Volunteers training completed	April 2010
<b>Legacy project</b>	Yes	
<b>Green Goal Budget</b>	R 180 000	
<b>Other Budgets</b>	CoCT 2010 Volunteer budget	

## 6.5 Green Goal Soccer Club competition

### Description:

Implement a competition amongst schools and /or soccer clubs that would profile Green Goal 2010 and encourage the active participation of students and soccer players in implementing greening activities in and around their schools and soccer clubs.

### Project Details:

<b>Project Leader</b>	CoCT	
<b>Team Members</b>	PGWC	
<b>Other Stakeholders</b>	Youth Unlimited Grassroots Soccer German funders SAFA	
<b>Measurable Targets</b>	<ol style="list-style-type: none"> <li>No. of schools / clubs participating</li> <li>No. of youth participating</li> </ol>	
<b>Indicators</b>	Level of increased awareness of environmental issues from participants	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	1. Draft TOR for Competition	February 2009
	2. Announce competition	June 2009
	3. Registration of entrants	July 2009
	4. Judging	April 2010
	5. Announcement of result	May 2010
<b>Legacy project</b>	Yes	
<b>Green Goal Budget</b>	R 150 000	
<b>Other Budgets</b>	Potential corporate / donor funding opportunity	

## 6.6 Soccer and Environment educational poster and guide

### Description:

To compile a "Soccer and Environment" poster and resource pack for teachers to educate and inform students about sustainable development and Green Goal 2010 activities in particular, using football as a metaphor.

### Project Details:

<b>Project Leader</b>	CoCT	
<b>Team Members</b>	PGWC	
<b>Other Stakeholders</b>	Youth Unlimited SAFA LOC Media Partners	
<b>Measurable Targets</b>	<ol style="list-style-type: none"> <li>1. Green Goal 2010 Poster and Teacher Resource Pack compiled</li> <li>2. No. of posters distributed to schools and youth organisations</li> <li>3. No. of Teacher Packs distributed to teachers</li> </ol>	
<b>Indicators</b>	<ol style="list-style-type: none"> <li>1. Usage of the packs by teachers</li> <li>2. Green Goal awareness generated</li> </ol>	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	1. Draft Brief for Poster Resource Pack	October 2008
	2. Select consultant	January 2009
	3. Poster and Resource Pack completed	April 2009
	4. Design and print Posters and Resource Packs	May 2009
	5. Launch Poster and Guide	June 2009
<b>Legacy project</b>	Yes	
<b>Green Goal Budget</b>	R 300 000	
<b>Other Budgets</b>	Potential corporate / donor funding opportunity	

## 6.7 Green Goal short films

### Description:

A short documentary film on Green Goal 2010 to be used prior to the 2010 FIFA World Cup™ to raise awareness of Green Goal objectives. An edited version to be produced after the 2010 FIFA World Cup™ as part of the legacy report. The first film should motivate Capetonians to reduce energy and water use, reduce and recycle waste and understand and support the objectives of Green Goal. The second will document the process and outcomes of Green Goal.

### Project Details:

<b>Project Leader</b>	CoCT	
<b>Team Members</b>	PGWC	
<b>Other Stakeholders</b>	Cape Film Commission AFDA NFVF	
<b>Measurable Targets</b>	<ol style="list-style-type: none"> <li>1. Films being produced</li> <li>2. No. of Green Goal events and projects covered by the film</li> <li>3. No. of organised and informal screenings of the documentary</li> </ol>	
<b>Indicators</b>	PR generated by screening of film	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	1. Develop a film production concept paper and feasibility	October 2008
	2. Set up documentary project plan and budget for filming and editing	November 2008
	3. Final edit of documentary film	April 2009
	4. Launch of film	June 2009
	5. Edit for legacy report	August 2010
<b>Legacy project</b>	No	
<b>Green Goal Budget</b>	R 300 000	
<b>Other Budgets</b>	Potential corporate / donor funding opportunity	

## 6.8 Anti-littering and waste recycling campaign

### Description:

An above-and-below-the-line Green Goal 2010 advertising campaign to encourage and motivate residents and visitors to keep Cape Town and the Western Cape clean.

### Project Details:

<b>Project Leader</b>	CoCT	
<b>Team Members</b>	PGWC	
<b>Other Stakeholders</b>	Media Partners Recycling industry LOC DEAT Indalo Yethu	
<b>Measurable Targets</b>	<ol style="list-style-type: none"> <li>1. Campaign designed and implemented</li> <li>2. No. of people exposed to anti-littering and recycling message</li> </ol>	
<b>Indicators</b>	Increased cleanliness of City / Province; Increased interest in waste separation and recycling	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	1. Identify key target audience	November 2008
	2. Develop campaign brief and budget	January 2009
	3. Campaign designed	March 2009
	4. Campaign breaks	June 2009
	5. Review of campaign	January 2010
	6. 2010 event roll-out	June 2010
<b>Legacy project</b>	Yes	
<b>Green Goal Budget</b>	R 400 000	
<b>Other Budgets</b>	CoCT Solid Waste Management budget  CoCT Communications budget  PGWC Pollution and Waste budget  PGWC Communications budget	

## 6.9 Drink tap water campaign

### Description:

An above-and-below-the-line Green Goal 2010 advertising campaign to assure and encourage residents and visitors to drink tap water in order to reduce the energy and waste associated with bottled water.

### Project Details:

<b>Project Leader</b>	CoCT	
<b>Team Members</b>	PGWC	
<b>Other Stakeholders</b>	Media Partners	
<b>Measurable Targets</b>	<ol style="list-style-type: none"> <li>1. Campaign designed and implemented</li> <li>2. No. of people exposed to drink tap water message</li> </ol>	
<b>Indicators</b>	Reduction of bottled water bottles in the waste stream	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	1. Develop campaign brief and budget	March 2009
	2. Campaign designed	June 2009
	3. Campaign breaks	November 2009
	4. Review of campaign	February 2010
	5. 2010 event roll-out	June 2010
<b>Legacy project</b>	No	
<b>Green Goal Budget</b>	R 150 000	
<b>Other Budgets</b>	CoCT Water Services budget  CoCT Communications budget	

## 6.10 Green Procurement for 2010 events

### Description:

Promote environmentally responsible purchasing by integrating environmental considerations into purchasing process for 2010: from avoiding unnecessary purchases and identifying greener products to the specification for tenders and life cycle costing. Promote the procurement of local products made from local materials, to avoid carbon emissions from imported goods and materials, stimulate local green industries. Support Fair Trade organisations that benefit local communities and the environment through their products and production processes. Implement CoCT and PGWC policies and principles for green procurement.

### Project Details:

<b>Project Leader</b>	CoCT	
<b>Team Members</b>	PGWC	
<b>Other Stakeholders</b>	Media CTT Fair Trade in Tourism Proudly South African Tradeworld	
<b>Measurable Targets</b>	Total spend on green / fair trade products	
<b>Indicators</b>	Increase in no. of suppliers offering green / fair trade products	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	1. Identify options for green procurement for 2010 events	September 2008 and ongoing
	2. Establish supplier & vendor database for green procurement for Green Goal 2010	February 2009
	3. Ongoing procurement from green suppliers for events and collateral	June 2009
<b>Legacy project</b>	Yes	
<b>Green Goal Budget</b>	R 200 000	
<b>Other Budgets</b>	CoCT and PGWC 2010 events budgets	

## 6.11 Greening of 2010 events

### Description:

Work with events organisers and related organisations to promote the greening of the 2010 events and exhibitions through sustainable procurement practices, reduction in energy use, sustainable waste practices, reduction in use of water, promotion and protection of biodiversity and sustainable transport.

### Project Details:

<b>Project Leader</b>	CoCT / PGWC	
<b>Team Members</b>	CoCT PGWC	
<b>Other Stakeholders</b>	DEAT LOC Environmental Workstream	
<b>Measurable Targets</b>	Publication (print and online) and distribution of guide	
<b>Indicators</b>	<ol style="list-style-type: none"> <li>2010-related events are promoted/ marketed as 'green'</li> <li>Events organisers promote their ability to deliver green events</li> </ol>	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	1. Information session with events organisers	September 2008 and ongoing
	2. Distribute DEAT guide to greening events	October 2008
	3. Ongoing greening of events	November 2008 ongoing
<b>Legacy project</b>	Yes	
<b>Green Goal Budget</b>	R 450 000	
<b>Other Budgets</b>	CoCT and PGWC 2010 events budgets	



## 7 RESPONSIBLE TOURISM

### 7.1 Code of responsible conduct for visitors

#### Description:

Develop and promote a code of responsible conduct for visitors and tourism product owners / operators, building on the Cape Town Declaration. Roll out the code in 2009, 2010 and beyond, in Cape Town and Western Cape official visitors guides. Participate in the development and implementation of a Green Passport if implemented.

#### Project Details:

<b>Project Leader</b>	Cape Town Tourism	
<b>Team Members</b>	CoCT PGWC	
<b>Other Stakeholders</b>	UNEP Tourism bodies ACSA DEAT LOC Communications Working Group	
<b>Measurable Targets</b>	<ol style="list-style-type: none"> <li>1. Inclusion of code in official visitors guides</li> <li>2. No. of Green Passports distributed in Cape Town / Western Cape</li> </ol>	
<b>Indicators</b>	<ol style="list-style-type: none"> <li>1. Increase in number of accredited sustainable tourism operators / product owners</li> <li>2. Reduction in number of "irresponsible" practices and incidents</li> </ol>	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	<ol style="list-style-type: none"> <li>1. Code drafted and finalised</li> <li>2. Layout for visitors guide approved</li> <li>3. Printing and distribution of visitors guides</li> </ol>	<p>April 2009</p> <p>July 2009</p> <p>October 2009</p>
<b>Legacy project</b>	Yes	
<b>Green Goal Budget</b>	R 400 000	
<b>Other Budgets</b>	CTT / CTRU budgets	

## 7.2 Responsible tourism awareness and training

### Description:

The development of a training programme for the tourism industry on responsible tourism principles, practices, experiences and products ahead of 2010. Creation of an accredited certificate for participants who successfully complete the training programme. Link the programme to the current Cape Town Tourism service excellence programme.

### Project Details:

<b>Project Leaders</b>	CTT CoCT PGWC	
<b>Team Members</b>	Industry bodies DEAT	
<b>Other Stakeholders</b>	Tourism industry training providers	
<b>Measurable Targets</b>	1. No. of participants in 'Level 1' training programme by June 2010.	
<b>Indicators</b>	1. Existence of training programme  2. Accreditation of training programme	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	1. Training material developed	February 2009
	2. Accreditation received	April 2009
	3. First trainer trained	June 2009
	4. First guide trained and certificate issued	August 2009
<b>Legacy project</b>	Yes	
<b>Green Goal Budget</b>	R 300 000	
<b>Other Budgets</b>	CTT service excellence programme budgets	

## 7.3 Environmental accreditation system for accommodation sector : GreenStaySA

### Description:

The development of an environmental accreditation rating system for tourism accommodation providers in SA, specifically for hotels, guest houses, B&B's and others in order to ensure environmental compliance by accommodation suppliers for the 2010 FIFA World Cup™. To be piloted in Cape Town and Western Cape and aligned with national minimum standards when these become available.

### Project Details:

<b>Project Leader</b>	PGWC/ SEA	
<b>Team Members</b>	CoCT CTT CTRU	
<b>Other Stakeholders</b>	British High Commission DEAT SEA Fair Trade in Tourism Tourism Grading Council of SA	
<b>Measurable Targets</b>	<ol style="list-style-type: none"> <li>1. No. of accommodation establishments registered with CTT and CTRU complying with Minimum Environmental Requirements.</li> <li>2. No. of accommodation establishments larger than 10 rooms to have been graded to at least 'Level 1' by June 2010.</li> </ol>	
<b>Indicators</b>	<ol style="list-style-type: none"> <li>1. Accommodation establishments in Cape Town and Western Cape that are complying with minimum environmental requirements</li> <li>2. Website launched with self assessment tool and criteria</li> </ol>	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	1. First Steering Committee Meeting	November 2007
	2. Launch of System	August 2008
	3. Website launched	September 2008
<b>Legacy project</b>	Yes	
<b>Green Goal Budget</b>	R 0	
<b>Other Budgets</b>	R1,37 million from British High Commission	

## 8 GREEN GOAL COMMUNICATIONS

### 8.1 Green Goal Workshop Series

#### Description:

A series of five workshops and two discussion sessions to elicit ideas and to inform the compilation of the Green Goal 2010 Action Plan that will secure delivery for Cape Town and the Western Cape's 2010 Green Goal initiative.

#### Project Details:

<b>Project Leader</b>	CoCT	
<b>Team Members</b>	PGWC	
<b>Other Stakeholders</b>	KAS SEA LOC Environmental Workstream DEAT	
<b>Measurable Targets</b>	<ol style="list-style-type: none"> <li>5 workshops and 2 discussion sessions hosted successfully</li> <li>No. of delegates attending the workshops and discussion sessions</li> </ol>	
<b>Indicators</b>	<ol style="list-style-type: none"> <li>Awareness of Green Goal amongst CoCT and PGWC officials and stakeholders</li> <li>Participation of DEAT and LOC in Green Goal workshops</li> </ol>	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	1. Development of Workshop Series Proposal	May 2007
	2. Acceptance of proposal by the Konrad-Adenauer - Stiftung (KAS)	June 2007
	3. Workshop series and discussion forums hosted	August 2007 – April 2008
	4. Green Goal Action Plan printed and launched	October 2008
<b>Legacy project</b>	No	
<b>Green Goal Budget</b>	R 25 000	
<b>Other Budgets</b>	R490 000 from Konrad Adenauer Sifftung (KAS)	

## 8.2 2010 Green Goal brand development and activation

### Description:

Once a national Green Goal brand is launched by DEAT/ LOC, create marketing and promotional materials for host city Cape Town to support the national Green Goal 2010 brand. Procure host city Green Goal collateral for marketing and communications purposes.

### Project Details:

<b>Project Leaders</b>	CoCT	
<b>Team Members</b>	PGWC	
<b>Other Stakeholders</b>	LOC Environmental Workstream Media FIFA DEAT Fair Trade suppliers	
<b>Measurable Targets</b>	<ol style="list-style-type: none"> <li>No. of times that Green Goal brand is featured</li> <li>No. of product items that carry Green Goal brand</li> </ol>	
<b>Indicators</b>	<ol style="list-style-type: none"> <li>General awareness of Green Goal as a brand amongst different stakeholders</li> <li>Creative use of Green Goal brand on merchandise, vehicles, art, etc</li> </ol>	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	<ol style="list-style-type: none"> <li>Green Goal Communications Workshop</li> <li>Development and acceptance of Green Goal brand</li> <li>Brand Roll out</li> <li>Brand activation and procurement of collateral</li> <li>Promotion of CT / WC 2010 Green Goal programme at local and international events in run-up to 2010.</li> </ol>	<p>March 2008</p> <p>January 2009</p> <p>February 2009 – July 2010</p> <p>February 2009</p> <p>October 2008 - July 2010</p>
<b>Legacy project</b>	No	
<b>Green Goal Budget</b>	R 150 000	
<b>Other Budgets</b>	Potential private sector sponsorship opportunity	

## 8.3 Briefing for potential Green Goal funders

### Description:

Host a high profile event for potential Green Goal 2010 funders with the aim of raising funds for Green Goal project implementation.

### Project Details:

<b>Project Leaders</b>	CoCT	
<b>Team Members</b>	PGWC	
<b>Other Stakeholders</b>	KAS	
<b>Measurable Targets</b>	<ol style="list-style-type: none"> <li>1. No. of potential sponsors that attend each of the events</li> <li>2. Amount of interest generated and money raised</li> <li>3. Value of services in kind obtained</li> </ol>	
<b>Indicators</b>	<ol style="list-style-type: none"> <li>1. General Quality of briefing events</li> <li>2. Expertise generated in CoCT and PGWC in preparing for such briefings</li> <li>3. Quality of Green Goal funding brochure produced</li> <li>4. Quality of relationships built with funders via communication channels</li> </ol>	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	1. Prepare concept paper on Green Goal funders briefings	November 2008
	2. Identify potential donors: corporate, individual, donor agencies, media partners	January 2009
	3. Send out invitation to first briefing and follow up	March 2009
	4. Prepare funding brochure to distribute at briefing	March 2009 ongoing
	5. Ensure that Green Goal funding opportunities are on CoCT /PGWC and Green Goal websites and update regularly	March 2009 ongoing
	6. Follow up on contacts established	April 2009
	7. Host briefing events	April 2009 ongoing
<b>Legacy project</b>	No	
<b>Green Goal Budget</b>	R 25 000	
<b>Other Budgets</b>	Potential private sector / donor sponsorship opportunity	

## 8.4 Green Goal marketing and communications roll-out

### Description:

Create a three year detailed marketing plan for Green Goal 2010. Establish positioning statement. Review target markets and mechanisms to reach them. Identify messages to be communicated and projects to be promoted. Assess timeframes for communication, in line with corporate communications messaging. Identify opportunities for competitive positioning of Green Goal brand. Implement the plan within the framework of the Host City Cape Town Communication Strategy.

### Project Details:

<b>Project Leader</b>	CoCT	
<b>Team Members</b>	PGWC	
<b>Other Stakeholders</b>	Media	
<b>Measurable Targets</b>	<ol style="list-style-type: none"> <li>1. Three year GG Marketing Plan produced</li> <li>2. Marketing budget compiled</li> <li>3. No. of target markets identified</li> <li>4. No. of partners identified</li> </ol>	
<b>Indicators</b>	<ol style="list-style-type: none"> <li>1. Quality of Marketing Plan</li> <li>2. Creativity of ideas to reach target markets</li> <li>3. Creativity of positioning</li> </ol>	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	1. Production of Green Goal Marketing Plan and budget	October 2008
	2. Identify and contract media partners (in line with corporate strategy)	November 2008
	3. Develop campaigns in line with events, project milestones and environmental days	February 2009 - July 2010
<b>Legacy project</b>	No	
<b>Green Goal Budget</b>	R 500 000	
<b>Other Budgets</b>	CoCT / PGWC 2010 communications budgets	

## 8.5 Green Goal Ambassadors

### Description:

Recruit a group of distinguished Green Goal ambassadors to create awareness of Green Goal projects before and during the World Cup. These could be South Africans, Africans and overseas residents, in various fields e.g. environmental, sports, soccer, human rights, politics, etc. (Note: This project may be implemented by LOC / DEAT, in which case Cape Town and Western Cape will identify local ambassadors to participate in the national programme).

### Project Details:

<b>Project Leader</b>	CoCT	
<b>Team Members</b>	PGWC	
<b>Other Stakeholders</b>	DEAT LOC Environmental workstream	
<b>Measurable Targets</b>	<ol style="list-style-type: none"> <li>No. of ambassadors participating</li> <li>Information packs developed</li> <li>No. of events where Green Goal ambassadors participate</li> </ol>	
<b>Indicators</b>	PR generated for Green Goal	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	1. Plan approved for use of Green Goal ambassadors	March 2009
	2. Announce first Green Goal ambassadors	June 2009
	3. Select additional Green Goal ambassadors	June 2009
	4. Briefing of ambassadors (as they are appointed)	June 2009 ongoing
<b>Legacy project</b>	No	
<b>Green Goal Budget</b>	R 80 000	
<b>Other Budgets</b>	<p>Could be partly funded by LOC / DEAT</p> <p>Potential private sector / donor sponsorship opportunity</p>	



## 8.6 Green Goal project website, and online media resources

### Description:

Create Green Goal 2010 on-line presence detailing activities and status of projects. Create Green Goal electronic newsletters to draw attention to the website. Build Green Goal online data base to assist with e-mailing of information and reduce need to produce hard copy communication materials. Update media releases, strategy documents, action plan and photos.

### Project Details:

<b>Project Leader</b>	CoCT	
<b>Team Members</b>	PGWC	
<b>Other Stakeholders</b>	DEAT LOC Environmental workstream FIFA.com	
<b>Measurable Targets</b>	<ol style="list-style-type: none"> <li>1. Website on-line</li> <li>2. No. of hits</li> <li>3. Quarterly electronic newsletters produced</li> <li>4. No. of people on Green Goal data base</li> <li>5. No. of new people subscribing to data base after each electronic newsletter</li> </ol>	
<b>Indicators</b>	<ol style="list-style-type: none"> <li>1. Quality of web presence</li> <li>2. Regularity of updates on the site</li> <li>3. Quality of electronic newsletters</li> <li>4. Quality of information on data base</li> </ol>	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	1. Website designed and initial content uploaded	August 2008
	2. Initial database compiled	November 2008
	3. First electronic newsletter sent out and quarterly thereafter	February 2009
<b>Legacy project</b>	No	
<b>Green Goal Budget</b>	R 40 000	
<b>Other Budgets</b>	CoCT corporate communications budget	

## 8.7 Green Goal 2010 Exhibition

### Description:

Develop modular Green Goal 2010 exhibition, to be displayed at 2010 events, trade and consumer shows (e.g. Indaba, Soccerex, etc.) and at the Green Point Visitor Centre. Include transportation and erection at venues as required.

### Project Details:

<b>Project Leader</b>	CoCT	
<b>Team Members</b>	PGWC	
<b>Other Stakeholders</b>	GPS Visitor Centre	
<b>Measurable Targets</b>	<ol style="list-style-type: none"> <li>No. of people who visit the exhibition</li> <li>No. of comments received in the comment book</li> </ol>	
<b>Indicators</b>	Increased awareness of Green Goal and event greening initiatives and projects	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	1. Design brief released	January 2009
	2. Exhibition manufactured and delivered	March 2009
	3. Updated for Final Draw	November 2009
	4. Materials transferred to appropriate site for the Event	May 2010
	5. Materials removed and recycled or repurposed	December 2010
<b>Legacy project</b>	No	
<b>Green Goal Budget</b>	R 250 000	
<b>Other Budgets</b>	Potential private sector sponsorship opportunity	

## 8.8 Green Goal 2010 Awards

### Description:

To celebrate and acknowledge the creativity and diversity of people and actions that led to mitigating the environmental costs and maximising the legacies of hosting the 2010 FIFA World Cup™. Host a high profile event during which the Awards are announced, in order to raise awareness of "greening" issues connected to the event.

### Project Details:

<b>Project Leader</b>	CoCT	
<b>Team Members</b>	PGWC	
<b>Other Stakeholders</b>	DEAT Private sector sponsors	
<b>Measurable Targets</b>	<ol style="list-style-type: none"> <li>1. No. of Award categories</li> <li>2. No. of people and activities that are nominated for the Awards</li> <li>3. No. of people attending the awards</li> <li>4. No. of media attending the Awards requirements</li> </ol>	
<b>Indicators</b>	<ol style="list-style-type: none"> <li>1. Quality of Awards event</li> <li>2. PR and awareness generated for winning actions/ people after announcement</li> </ol>	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	<ol style="list-style-type: none"> <li>1. Prepare concept paper on Green Goal 2010 Awards, detailing categories, prizes, Award ceremony etc</li> <li>2. Design and write sponsorship proposal for Awards and send out</li> <li>3. Produce Green Goal 2010 Awards entry form</li> <li>4. Select judges and define brief</li> <li>5. Announce Green Goal 2010 Awards</li> <li>6. Host Green Goal Awards</li> </ol>	<p>November 2008</p> <p>February 2009</p> <p>February 2009</p> <p>February 2009</p> <p>June 2010</p> <p>September 2010</p>
<b>Legacy project</b>	No	
<b>Green Goal Budget</b>	R 100 000	
<b>Other Budgets</b>	Potential private sector sponsorship opportunity	

## 9 MONITORING, MEASURING & REPORTING

### 9.1 Procedures and methodologies

#### Description:

Define high-level standards for monitoring, measuring and reporting (MM&R) across all Green Goal 2010 projects in order to allow consolidated reporting and cross-project comparisons and to minimize redundancy or conflict that would result from multiple, diverse MM&R, and to ensure accurate feedback to the public on minimising the 2010 carbon footprint.

#### Project Details:

<b>Project Leader</b>	CoCT	
<b>Team Members</b>	PGWC	
<b>Other Stakeholders</b>	LOC Environmental Workstream DEAT InWent	
<b>Measurable Targets</b>	1. Reporting framework and procedures approved and communicated to all projects and stakeholders	
<b>Indicators</b>	1. Project by Project degree of compliance with standards  2. Quality of MM&R in individual projects and for Green Goal 2010 as a whole	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	1. Development of standards and guidelines for use	August 2008
	2. Monthly reports	Ongoing
	3. First year report for Green Goal 2010	May 2009
	4. Pre-event consolidated status report	May 2010
	5. Post event legacy report	January 2009 / 2010
<b>Legacy project</b>	No	
<b>Green Goal Budget</b>	R 50 000	
<b>Other Budgets</b>		

## 9.2 Targets and baseline studies

### Description:

Confirm quantitative and qualitative targets for Green Goal 2010 projects and assist in conducting studies to establish baseline data against which targets can be measured.

Defining clear targets for minimising Cape Town's carbon footprint is important in order to communicate clearly to the public and achieve maximum buy-in from broad stakeholder groups.

### Project Details:

<b>Project Leader</b>	CoCT	
<b>Team Members</b>	PGWC	
<b>Other Stakeholders</b>	LOC Environmental Workstream DEAT SEA	
<b>Measurable Targets</b>	<ol style="list-style-type: none"> <li>1. Baseline data gathered for 90% of Green Goal 2010 projects</li> <li>2. Quantitative and qualitative Green targets set for 95% of projects</li> </ol>	
<b>Indicators</b>	<ol style="list-style-type: none"> <li>1. Projects working toward specific, measurable Green goals</li> <li>2. Action Plan implementation reporting is based on accurate and comprehensive information and data</li> </ol>	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	1. Completion of baseline studies	November 2008
	2. Review and finalization of Green Goal 2010 project targets	April 2009
	3. First year report for Green Goal 2010	May 2009
	4. Review for pre-event consolidated status report	May 2010
	5. Review for post event legacy report	December 2010
<b>Legacy project</b>	No	
<b>Green Goal Budget</b>	R 200 000	
<b>Other Budgets</b>	LOC budget for setting of national targets	

## 9.3 Annual reports and legacy report

### Description:

Prepare interim and legacy reports on the implementation of this Action Plan. Develop a first year report for Green Goal 2010 and a pre-event consolidated Status Report. Develop the post-event Green Goal 2010 Legacy Report. (Also consider translating the reports into accessible format for public - e.g. brochures, newsletters, website, etc)

### Project Details:

<b>Project Leaders</b>	CoCT	
<b>Team Members</b>	PGWC	
<b>Other Stakeholders</b>	LOC Environmental Workstream DEAT	
<b>Measurable Targets</b>	<ol style="list-style-type: none"> <li>1. Baseline data gathered for 90% of Green Goal 2010 projects</li> <li>2. Quantitative and qualitative Green targets set for 95% of projects</li> </ol>	
<b>Indicators</b>	<ol style="list-style-type: none"> <li>1. Projects working toward specific, measurable Green goals</li> <li>2. Action Plan implementation reporting is based on accurate and comprehensive information and data</li> </ol>	
<b>Key Milestones</b>		<b>Milestone Dates</b>
	1. First year report for Green Goal 2010	May 2009
	2. Pre-event consolidated status report	May 2010
	3. Post event legacy report	December 2010
<b>Legacy project</b>	No	
<b>Green Goal Budget</b>	R 360 000	
<b>Other Budgets</b>	Potential private sector / donor sponsorship opportunity	

## 7. CONSOLIDATED BUDGET

Target area	Projects	Green Goal Budget				Other Budgets					
		2008/2009	2009/2010	2010/2011	TOTAL	City of Cape Town	PGWC	National Government	Grant funding (secured)	Grant funding (to be secured)	Comments
Energy and climate change	Determine the carbon footprint of the 2010 event	R 150,000		R 250,000	R 400,000						Norwegian Government funding national carbon footprint scoping process
	Identify and implement a carbon offset project in Cape Town / Western Cape		R 200,000	R 250,000	R 450,000					R 25,000,000	Possible additional funding from national 2010 carbon offset programme
	Install energy efficient technologies in stadia and training venues, at fan park, PVA's and other facilities					2010 infrastructure and operational budgets				R 30,000,000	Donor / Private sector sponsorship opportunity
Water	Identify alternative sources of water for irrigation of the Green Point Common	R 200,000			R 200,000						Estimated figure for implementation (see Feasibility Study/Irrigation of Green Point Common)
	Installation of water saving devices in stadia and training venues					Included in stadium budget					
Integrated Waste Management	Operational waste minimisation in stadium, fan parks, PVA's and training venues in the run-up and during the event.		R 80,000	R 100,000	R 180,000	Included in 2010 operational waste budget					
	Green Goal branding of recycling bins and waste reduction signage at stadium, fan parks and pedestrian areas	R 200,000	R 200,000		R 400,000						
	Recycling drop-off centre in the CBD and Atlantic Seaboard		R 40,000		R 40,000	R 1,14 million in CoCT budget					

Target area	Projects	Green Goal Budget				Other Budgets						
		2008/2009	2009/2010	2010/2011	TOTAL	City of Cape Town	PGWC	National Government	Grant funding (secured)	Grant funding (to be secured)	Comments	
Transport, mobility and access	Development of bicycle and pedestrian lanes		R 180,000		R 180,000	R 40,100,000	R 49,100,000	R 93,800,000			Private sector sponsorship opportunity	
	Development of public transport infrastructure		R 180,000		R 180,000	R 383,280,000	R 258,280,000	R 1,118,970,000				
	CBD bicycle service		R 45,000		R 45,000		R 300,000	R 700,000				
	Eco-taxi		R 70,000		R 70,000					R 1,000,000	Potential Private sector business opportunity	
Landscaping and biodiversity	Indigenous gardening training programme for urban park staff		R 50,000	R 50,000	R 100,000							
	Biodiversity Showcase Garden at Urban Park		R 150,000	R 100,000	R 250,000							
	Student landscape design competition for Mouille Point beachfront and promenade		R 20,000		R 20,000							
	City beautification and tree planting campaign		R 250,000		R 250,000	Budgets in CoCT line functions	Budgets in PGWC line departments	R 4,000,000 (to be confirmed)			DWAF funding (R 4 million to be confirmed)	
Green Building and Sustainable lifestyles	Green Point ECO Centre and Urban Park		R 200,000		R 200,000	R 180,000,000			R 190,000	R 25,000,000	Business plan and fundraising strategy - R190,000 funded by DANIDA	
											Estimated R25 million required for implementation and operation of ECO Centre R180 million budget for redevelopment of Green Point Common, including Urban Park	



Target area	Projects	Green Goal Budget					Other Budgets					
		2008/2009	2009/2010	2010/2011	TOTAL	City of Cape Town	PGWC	National Government	Grant funding (secured)	Grant funding (to be secured)	Comments	
Green Building and Sustainable lifestyles	Undertake and monitor Green Review recommendations for Greenpoint and Athlone stadia		R 25,000	R 25,000	R 25,000						DANDA has already funded Green Review of Stadia via DEAT	
	Cape Town Green Map		R 200,000		R 200,000				R 200,000		Private sector business opportunity	
	Green Volunteers and training		R 380,000		R 380,000						CoCT 2010 Volunteer budget	
	Green Goal Soccer Club Competition		R 150,000		R 150,000				R 300,000		Private sector / donor sponsorship opportunity	
	Soccer and Environment educational poster and guide	R 150,000	R 150,000		R 300,000				R 300,000		Private sector / donor sponsorship opportunity	
	Green Goal short films	R 150,000	R 150,000		R 300,000				R 200,000		Private sector / donor sponsorship opportunity	
	Anti littering and waste recycling campaign		R 400,000		R 400,000				R 400,000		CoCT/PGWC waste budget	
	Drink tap water campaign		R 150,000						R 150,000		CoCT/PGWC comms budget	
	Green procurement for 2010 events		R 200,000						R 200,000		CoCT water budget	
	Greening of 2010 events	R 100,000	R 250,000	R 100,000	R 450,000				R 200,000		CoCT comms budget	
Responsible Tourism									R 1,000,000		Private sector / donor sponsorship opportunity	
	Code of Responsible Conduct for visitors		R 400,000		R 400,000				R 200,000		Private sector / donor sponsorship opportunity	
	Responsible tourism awareness and training		R 300,000		R 300,000						CTT Service Excellence programme, CTRU budget	
	Green Stay SA							R 1,372,000			Grant Funding from British High Commission	

Target area	Projects	Green Goal Budget					Other Budgets					
		2008/2009	2009/2010	2010/2011	TOTAL	City of Cape Town	PGWC	National Government	Grant funding (secured)	Grant funding (to be secured)	Comments	
Green Goal Communications	Green Goal Workshop Series	R 25,000			R 25,000				R 490,000		Grant Funding from Konrad-Adenauer-Stiftung (KAS)	
	Green Goal brand development and activation	R 50,000	R 100,000		R 150,000						Private sector sponsorship opportunity	
	Briefing for potential Green Goal funders	R 25,000			R 25,000						Private sector sponsorship opportunity	
	Green Goal Marketing and communications plan and roll-out	R 100,000	R 200,000	R 200,000	R 500,000						Private sector sponsorship opportunity	
	Green Goal Ambassadors	R 40,000	R 40,000		R 80,000					R 100,000	Private sector sponsorship opportunity	
	Green Goal project website and online media resources	R 40,000			R 40,000						Private sector sponsorship opportunity	
	Green Goal 2010 exhibition	R 100,000	R 150,000		R 250,000						Private sector sponsorship opportunity	
	Green Goal 2010 Awards			R 100,000	R 100,000					R 200,000	Private sector sponsorship opportunity	
	Procedures & Methodologies			R 50,000	R 50,000							
	Determine environmental Targets & Baselines for 2010 events	R 200,000			R 200,000							
Annual Reports and Legacy Report	R 80,000	R 80,000	R 200,000	R 360,000						R 100,000	Private sector / donor sponsorship opportunity	
<b>TOTAL</b>	<b>R 1,630,000</b>	<b>R 4,945,000</b>	<b>R 1,425,000</b>	<b>R 8,000,000</b>	<b>R 604,520,000</b>	<b>R 307,680,000</b>	<b>R 1,213,470,000</b>	<b>R 2,097,000</b>	<b>R 99,000,000</b>			

## 8. RISK MANAGEMENT

Risk	Mitigation
<p><b>Lack of funding</b> would cause delays and gaps in the implementation of the Action Plan, thereby compromising delivery of the Business Plan.</p>	<p>Ensure funding for the projects is secured as a matter of urgency. In the case of insufficient funding, set deadlines and if not achieved by those dates, cut projects, or project phases, as quickly as possible in order to minimize delays, reduce the chances of projects not being completed, and eliminate the possibility of poor quality projects being delivered. Actively manage expectations around the shortfall in delivery as part of Green Goal 2010 communications.</p>
<p><b>Lack of capacity</b> (skills) will manifest itself as a problem when putting projects out to tender in terms of higher costs for scarce skills, reduced availability of these skills (i.e., causing delays), and fewer tenders submitted. There is also significant risk that under-capacitated individuals and teams will not be able to deliver on projects up to an appropriate level of quality or timeously.</p>	<p>Evaluate tenders based on demonstrated capacity to deliver according to time constraints and quality standards. Cost cannot be the sole or even primary determining factor for most of the tenders where scarce skills are involved. Also, insist on rigorous project management standards, reporting and oversight of consultants and implementers of projects. Additional resources will need to be committed to monitoring overall delivery and quality so potential shortcomings or problems can be identified and rectified as quickly as possible.</p>
<p><b>Synergy with DEAT and LOC at a national level</b> to ensure optimal Green Goal activation (e.g., brand, carbon offset, negotiations with FIFA, etc.). While this will likely strengthen the Green Goal programme and ensure essential co-ordination of greening programmes from all host cities, it will put certain deliverable milestones outside the control of Green Goal Host City Cape Town. This could cause delays.</p>	<p>Actively collaborate with DEAT and LOC around Green Goal and be prepared for (i.e., allocate resources for) a sustained communications effort to help ensure that these dependencies are met. Where the dependencies will not be met, rapid communication to the local project teams will be required, with decisions taken to delay or cancel projects depending on the circumstances.</p>
<p><b>Lack of Green Goal coordination amongst the host cities</b> can allow inefficiencies to persist at the local level and also increase the burden on the LOC to manage an un-coordinated set of Green Goal implementation plans. This, in turn, would delay decision-making processes and make communication about Green Goal more complex and unclear.</p>	<p>Work through LOC to promote the establishment of a Green Goal 2010 coordinating mechanism and lines of communication among Host Cities and between the Host Cities and LOC.</p>

## 9. NEXT STEPS

Implementation of projects will happen through various channels. In some cases projects link with existing initiatives either being undertaken by the City of Cape Town, Provincial Government Western Cape, or National Government, thereby achieving the necessary greening objectives. In other cases donors have expressed interest in supporting projects. However, the majority of projects will be resourced from an allocation from National Government towards the implementation of the Green Goal programme by Host City Cape Town.

Primary responsibility for coordinating and resourcing the Action Plan lies with the Green Goal Managers in the City and Provincial Government. However, support from various sectors of society is likely to be necessary to fully achieve the objectives of the Plan. This document is intended to provide the framework to enable all of Cape Town's stakeholders, both public and private, to use their creativity, to form partnerships, and to be proactive, to mobilise the necessary resources for a full-scale greening of the 2010 World Cup required of a responsible host city.

## 10. DONOR OPPORTUNITIES

The City of Cape Town has committed R8 million in direct funding for Green Goal 2010 projects, in addition to indirect investment from National Government, Western Cape Provincial Government and City of Cape Town in infrastructure and operations that support Green Goal objectives.

However, in spite of this spend, there are just under R100 million worth of additional projects in the Green Goal 2010 Action Plan that are important but are unfunded or underfunded at present. These represent remarkable opportunities for donors and other funding institutions to play a partnership role. Some of the larger opportunities are highlighted below:

Project	Funding Required	Project outcomes
1.2 Carbon offset project implementation	R 25 million	Direct reduction in the net carbon footprint of the event. One of the major means of achieving the energy and climate change goals of Green Goal 2010
1.3 Energy efficient technologies in stadia and training venues, and at fan parks and PVA's	R 30 million	One of the most important legacy projects for long-term operational efficiency and energy use reduction over the lifespan of the stadia. This capital expenditure will contribute to the greening of every event to be held using these facilities, and in the green ratings of the facilities themselves. Will make the facilities more competitive in seeking to host events, the success of which will have ripple effects in economic development and job creation.
2.1 Irrigation of the Green Point Common using alternative sources of water	R15 million	The construction of infrastructure to reduce or eliminate the use of potable water for irrigation on the Green Point Common. The City's surface water resources are conserved in the light of increased water scarcity expected to result from climate change and more frequent droughts. This capital expenditure will help ensure the long-term sustainability of the Green Point Common and Urban Park. A Feasibility Study has been completed with recommendations.
6.1 Green Point Urban Park and ECO Centre	R 25 million	Construction of the Green Point Urban Park and ECO Centre on the Green Point Common. The Centre and eco-park will be an important showcase, resource and catalyst for residents and visitors to understand conceptually and at a practical, step-by-step level how they can reduce their carbon footprint and live more sustainably. It will also engage with Primary and High School Students.

## 11. PRIVATE SECTOR AND OTHER FUNDING & BUSINESS OPPORTUNITIES

Green Goal 2010 also presents an opportunity for official 2010 FIFA World Cup™ commercial affiliates as well as non-competitive brands and non-commercial organisations to get involved, demonstrating their commitment to sustainability while supporting the 2010 FIFA World Cup™ - and receiving benefit to their business from the media exposure and promotional opportunities it presents. It also represents some business opportunities for the private sector.

The following projects would benefit from additional private sector investment:

Project	Committed Funds	Investment Needed	Opportunity
4.4 Eco-taxis	R70 000	R1 million	A fleet of carbon-neutral eco-taxis, the vanguard of a new generation of transportation alternatives being introduced with 2010 as the catalyst.
6.3 Cape Town Green Map	R 200 000	R 200 000	Branded sponsorship opportunity for Cape Town's first ever Green Map, with an estimated 100 000 being distributed in 2009-2010 to visitors and residents.
6.5 Green Goal Soccer Club Competition	R150 000	R300 000	Branded sponsorship opportunity to implement a competition amongst schools and /or soccer clubs that would profile Green Goal 2010 and encourage the active participation of students and soccer players in implementing greening activities in around their schools and soccer clubs.
6.6 Soccer and Environment educational poster and guide	R 300 000	R 300 000	Branded sponsorship opportunity to help learners become educated on environmental issues through the excitement generated by the sport of soccer generally and the 2010 FIFA World Cup™ in particular. To be distributed to schools in the Western Cape.
6.7 Green Goal Short Films	R 300 000	R 200 000	An opportunity for in-kind contributions as well as direct funding. Particularly suited to the film industry in the region. Branding in the film credits as well as the packaging and distribution of the film, to be shown at dozens of meetings, workshops, media events and other events before, during and after 2010.

Project	Committed Funds	Investment Needed	Opportunity
6.8 Anti-littering and waste recycling campaign	R 400 000	R 400 000	A branded promotion opportunity to send a strong message to residents as well as visitors regarding stewardship of the environment and the importance of recycling. Particularly well-suited for companies in the packaging industries.
7.1 Code of Responsible Conduct for visitors	R 400 000	R 200 000	A branded promotion opportunity to reach every visitor arriving in the region during the 2010 FIFA World Cup™ with a powerful, positive educational message about the environment and expression of the environmental values of the region.
8.5 Green Goal Ambassadors	R 100 000	R 100 000	A branded promotion opportunity to reach the VIP Green Goal Ambassadors themselves as well as the various audiences they engage throughout their tenure, before during and after 2010.
8.8 Green Goal 2010 Awards	R 100 000	R 200 000	An exceptional opportunity to gain exposure to the key stakeholders involved in the Green Goal 2010 projects, the 2010 FIFA World Cup™, and the most innovative and passionate people who are being honoured through the awards.
9.3 Annual Reports and legacy report	R360 000	R 100 000	An opportunity to assist Green Goal 2010 project leaders / teams to publish interim and legacy reports, including a first year report for Green Goal 2010 and a pre-event consolidated Status Report, as well as the post-event Green Goal 2010 Legacy Report.

Donor organisations interested in further information or seeking to enter into discussions about the above projects or other potential opportunities should contact:

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