South African CitiesNetwork

FRAMEWORK TO ASSESS THE LEGACY IMPACT OF THE 2010 FIFA™ WORLD CUP ON DEVELOPMENT OF SOUTH AFRICAN CITIES

A 2010 CITY LEGACY REPORT

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Section 1 – Purpose and Structure of the Phase 2 Project Book

This project book is a narrative Phase 2 of the Legacy Project – Framework to Assess the Legacy Impact of the 2010 FIFA[TM] World Cup (2010 FWC) on Development of South African cities. Its purpose is to explain the stages and the processes used in developing and refining the 2010 legacy report framework and provide details of the indicators used to measure the 2010 FWC on city development strategies. The indicators have been presented to various stakeholders, receiving an overall enthusiastic response. This consultative approach to developing this approach has, among others, included discussions with the Minister of Cooperative Governance and Traditional Affairs, the Department of Sports and Recreation, 2010 FIFA World Cup Organising Committee and a variety of researchers and commentators. The ultimate goal of the 2010 city legacy assessment framework is to demonstrate the long-term impact of the 2010 FWC initiatives on the development of South African host cities.

The document is structured into the following sections:
- **Section 1** provides an overview of the contents of the document, helping readers to navigate through the material;
- **Section 2** provides relevant background information and a literature review which supports the need for assessing the long-term development impact of the 2010 FIFA World Cup;
- **Section 3** outlines the steps used to develop and refine the city legacy assessment framework, including the project logic and project evolution;
- **Section 4** gives a comprehensive list of all 2010 indicators as well as offers a specific set of indicators measuring the 2010 FIFA World Cup impact on the built environment;
- **Section 5** provides a synthesis of the key issues discussed in the report and suggests a way forward to collect and examine the 2006, 2010, and 2016 data.

Section 2 – The Need for Assessing Long-Term Development Impact

2.1 Mandate and Objectives of the South African Cities Network

The South African Cities Network (SACN) is an established network of South African cities and partners that encourages the exchange of information, experience and best practices on urban development and city management. The network is an initiative of the Minister for Provincial and Local Government and nine city municipalities, in partnership with the South African Local Government Association (SALGA).

The mandate of the SACN can be broadly defined through the following objectives:

- Promote good governance and management of South African cities
- Analyse strategic challenges facing South African cities, particularly in the context of global economic integration and national development
- Collect, collate, analyse, assess, disseminate and apply the experience of large city government in a South African context
- Promote a shared-learning partnership between different spheres of government to support the governance of South African cities.

Within the context of developmental local government and integrated governance, the SACN focuses on the full scope of the urban management process through the promotion of long-term, multi-faceted City Development Strategies with four key outcomes – productivity, inclusivity, sustainability and good governance.

The development and implementation of a framework to assess the long-term impact of the 2010 FIFA^{TM} World Cup on the development of South African cities can therefore be seen as a critical component of its mandate due to the fact that such a framework will assist the cities in better managing their development strategies in the context of the 2010 FWC.

2.2 Literature Review of Mega Events and the Potential Impact of the 2010 FIFA^{TM} World Cup on South African Cities

This review provides background literature which serves as the context for developing the legacy indicator framework. It attempts first to define legacy in relation to sport mega-events. Against this background, an overview is provided of the legacies of mega-events on urban economies and the built environment, drawing examples from international cases. The third part reviews South Africa's history of mega-event campaigns. Economic impact forecasts for the 2010 FIFA World Cup™ are fourthly presented. Various mega-event case studies are examined to identify key issues and trends, and they form the basis to identify best practices as well as appropriate legacy indicators. Finally, sport event comparisons, resident perceptions,

longer-term impacts, bidding for mega-events, models for assessing impacts and knowledge management are further discussed. The discussion highlights that there are considerable debates that relate to the definition of legacies, the range of impacts, how they should be assessed and the significance of examining both positive and negative impacts.

2.2.1 Legacy

The growing prominence and scale of mega-events, coupled with the rising levels of investments and aspirations that are attached to events, have given more significance to the discussion about the nature and content of events' legacies. The nature and extent of specific impacts tend to be neglected and are often based on ex-ante studies and reports that tend to inflate anticipated outcomes and impacts. Also, mega-event studies have focused almost exclusively on economic and infrastructural impacts. Increasingly, the broad spectrum of impacts that cover a wide range of aspects (such as social, economic, environmental, etc.) are being integrated into assessing event legacies.

While research on mega-event legacies has proliferated, there is no clear definition of the term 'legacy', nor is there consensus on which aspects of events' legacies to prioritise in impact appraisals. For the purposes of this review, legacy is used to refer to all the intended and unplanned, positive and negative, tangible and intangible structures or societal relations that developed in the context of an event and persist for a significant period of time after the event has come to an end. Five types of legacies may be differentiated: sporting legacy, urban legacy, infrastructural legacy, economic legacy and social legacy. The range of aspiring hosts of mega-events has significantly increased over the past number of years with both developed and developing countries, of varying sizes and economic means bidding to host events. In this context the discussion about events' legacies has drawn contributions from a greater number of researchers who note the complexity of events and their impacts. Researchers agree, however, that to secure positive legacies require vigilant planning and event management which is sensitive to the significance of legacy. This should be based on efficient coordination between a range of stakeholders which include event organisers, regeneration agencies, different spheres of government, community representatives and local businesses.

2.2.2 The Legacy of Mega-Events and the Built Environment

Discussions on the immediate and longer-term legacies of sport mega-events are of particular relevance for cities. Most sport mega-events are either explicitly urban competitions, or constitute the most 'natural' site for these events due to the magnitude of the latter and their logistical and organisational requirements. In the context of the deindustrialising tendencies of cities in the developed world, many urban governments have turned towards hosting mega-events to catalyse new forms of economic development (particularly in culture industries, leisure or (sport)

tourism), to regenerate dilapidated urban regions (such as poorer inner cities), to spur on tourism growth and/or to help re-image the city. Urban regeneration is a common objective for the majority of host cities in the developed world. Although many of the emergent aspiring hosts of the developing world share this ambition of regeneration, they tend to use mega-events to achieve widespread national as well as local development, and to serve sometimes seemingly unrelated political objectives.

Although contexts may differ and there are local variations among host cities, it is possible to identify a number of common urban legacies from mega-evens. These include tangible and intangible impacts. They may be grouped into primary and secondary legacies in terms of the short, medium- and long-term consequences of events on aspects such as urban infrastructure, design, image and tourism, as well as governance structures in the city.

Primary legacies relate to the effects on a given city which could be directly attributed to its hosting of an event. These generally refer to the development of event-specific infrastructure such as competition venues, stadiums and event tourist lodgings and other facilities to accommodate visitors during the event. Secondary legacies are the indirect and/or induced effects that stem from wider infrastructural investments that are made in anticipation of or contingent to the event and that provide the substance to subsequent development trajectories in the host city. These could include changes in infrastructure, including transportation networks and nodes; alterations in the design of a city; changes to the built and physical environment; and the establishment of new sporting venues that have the potential for post-event utilisation.

Given the wide array of examples of underutilised or unused Olympic villages or stadiums across the world, there is much dispute among researchers about the potential positive and negative legacies of stadiums and event competition venues. There has been a general move to avoid the construction of 'white elephants,' and international sport organisations such as the IOC and the Olympic Games Federation have included a demonstrable post-event infrastructure legacy as a required section in bidding cities' bid books. There is a general consensus among researchers that the best way to achieve is to plan towards the development of multifunctional and/or multipurpose competition venues which help to stimulate or support community sport usage or sport tourism. Appropriate pre-event planning is essential to achieve positive legacies from event infrastructure. Such planning could centre on the construction of stadiums around existing sport tourism economies, or could be linked to sport destination branding. Through singular architectural design and uniqueness, stadiums could also constitute the centrepiece of a city's brand or image.

The secondary legacies of mega-events on cities stem from investments that are made that are not exclusively event-related. Such investments include infrastructure development (transport, telecommunications, sports facilities), environmental

improvement (decontamination, water usage, parklands), housing, parks, and the contribution to what has been termed the 'urban culture' (which include leisure, entertainment and recreation facilities). There is some evidence that in events such as the Olympic Games, secondary legacies are influenced by the scale and duration of pre-event infrastructure investments: where the period of investment is longer, the period of impact is extended; some researchers suggest this period to be up to eighteen years. Although staging a mega-event is often justified on the argument that it could stimulate urban tourism, it is likely that such impacts are not immediate, but are rather subject to a time lag of a few years.

Mega-events have been associated with some significant negative social and environmental legacies. These have included forced evictions, particularly of poorer, inner-city residents, the redirection of public funds from programmes such as housing delivery, and the over-securitisation of host cities.

In sum, hosting a mega-event could leave a range of material, spatial and symbolic legacies for a city that could be of both a positive and negative nature. One of the strongest predictive factors in how a host city could be impacted in the future, relates to the set of governance relationships that exist in the city, and the management structures that are set up to stage an event. Evidence suggests that the successful hosts have fitted mega-event hosting into existing urban development programmes rather than the other way around.

2.2.3 South Africa and Mega-events

Sport has been an important ideological instrument in post-apartheid South Africa. South Africa, like many other developing countries, appears to have embraced the ideology of the 'sport-media-tourism' complex and it is seeking to promote an event-driven economy. The hosting of mega-events in developing countries is often contested and highly debated, especially in the political arena, given the high economic costs and infrastructural requirements associated with large-scale mega sport events, like the FIFA World Cup™.

Hosting of the 2010 FIFA World Cup™ in South Africa will not only showcase the nine host cities (Cape Town, Port Elizabeth, Durban, Nelspruit, Polokwane, Rustenburg, Johannesburg, Pretoria and Bloemfontein) as world-class tourist destinations, but there is also potential for non-host cities. Non-host locations are likely to benefit directly from being base camps for competing teams as well as benefiting from tourist travel during their stay in South Africa.

Stadium development is a critical component of legacy benefits associated with hosting mega-events. As with the Cape Town bid, the upgrading of training venues formed a significant part of the 2010 FIFA World Cup™ bid and is an important part of the overall strategy to leave a durable legacy.

With the focus on 2010, there has been a resurgence in interest at the national level to develop sport tourism as a niche market. To take full advantage of the resources available and current heightened interest, the development of a national sport tourism framework should be an integral part and key outcome of planning for 2010. It is important to understand the complexities of promoting sport tourism. In South Africa, it is also assumed that sport tourism linkages will be developed with other sectors as well including ecotourism, cultural tourism, etc. Furthermore, travel to non-host areas and other parts of Africa will be promoted. The extent to which these linkages will be realised needs to be examined.

2.2.4 Forecasts and Predictions

Since the initial bid process to host the 2010 World Cup, broad estimations of the potential impacts of the event on the South African economy have been adjusted from R30bn to R51bn. The national government undertook to spend more than R400bn over a five year period between 2006 and 2010, in line with fashioning macro-economic policies around the 2010 event. A large portion of the spending will be designated for stadium construction and/or upgrading.
Mega-event Studies and Implications for South Africa

The analyses on previous World Cups provide a context for estimating the potential risks and benefits for the 2010 event in South Africa. The South African government is investing heavily in stadium development and this public expenditure stands in strong contrast to the moderate possibilities of post-2010 usage. Despite considerable local interest in football in South Africa, attendance at premier league football matches are considerably lower (5 000 on average) than in Germany or France (40 000 and 20 500 on average, respectively). If sustainable regeneration is to be achieved, a critical consideration is to plan for the effective post-event use of facilities with attention given to developing multipurpose venues.

2.2.5 Sport Event Comparisons

Although a comparative approach to mega-event impact studies has its limitations – since these studies cover different time periods, geographic locations and methodologies – it does yield useful highlights and trends. These include trends in growth, costs and expenditures, media exposure, visitation and tourism. They also suggest commonalities in hosts' pursuit of (re-)imaging strategies and institutional measures.

2.2.6 Resident Perceptions

The developmental agenda of the 2010 FIFA World Cup™ has foregrounded the need to integrate social issues at a local level. Research on the social impacts of past events suggests that local and marginalised people often feel excluded from event

benefits. High levels of dissatisfaction among local residents can threaten the success of an event.

2.2.7 Models for Assessing Impacts

Event impacts have been evaluated through a variety of methods. The Balanced Scorecard Approach offers a comprehensive methodology that assesses an event's economic impacts as well as longer-term media and tourism consequences. The Olympic Games Impact Project was developed by the IOC to appraise the manifold impacts of an Olympic Games across the life period of an Olympiad, i.e. during the bid phase, the planning preceding a Games, the Games itself and the aftermath. This covers 11 years. OGGI is intended to develop a knowledge legacy on Games planning, management and impacts. The Euro 2008 Impact Model was developed in the wake of the UEFA Euro tournament co-hosted in Austria and Switzerland. It focuses on identifying the most important short and long-term effects on the host economy, society and environment.

2.2.8 Knowledge Management

Academic research concerning the organisation of major sport events has tended to focus on a range of aspects such as impacts, more recently legacy and other functional activities. However, the success of these functions is significantly grounded in the acquisition, production, dissemination of knowledge and information. Integrating knowledge into each sport event is critical just as it is to transfer knowledge across several events.

2.3   The 2010 FIFA[TM] World Cup

The 2010 FIFA World Cup is the single largest event of any kind that South Africa has had the opportunity to host. The FIFA World Cup is the most widely viewed sporting event in the world, with an estimated 715 million people watching the 2006 tournament final. The event also attracts a large number of spectators to the country hosting the finals, with total attendance to the 2006 finals in Germany achieving more than 3.3 million spectators. The 2010 World Cup is expected to sell 3.2 million tickets and racking in tickets revenue sales of R4.6 billion[1].

Based on this figures, there are great expectations in terms of the overall economic impact of the event. In a 2007 report prepared by Grant Thornton Kessel Feinstein, quoted in a business day report article[2], the key benefits and costs of hosting the event in South Africa were summarised as follows in the table below:

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[1] Economic scoreboard for 2010: R51bn for team SA , May 14, 2007, by Slindile Khanyile: Business Report, http://www.busrep.co.za
[2] Economic scoreboard for 2010: R51bn for team SA , May 14, 2007, by Slindile Khanyile: Business Report, http://www.busrep.co.za

Table 1: Cost Benefit Analysis of Hosting the 2010 FWC[3]

		Benefits	Costs/Risks
Government	**Tangible**	• R15.3 billion paid in taxes • R51.1 billion contribution to GDP • 196,400 new jobs created	• R17.4billion upgrade of stadiums and infrastructure
	Intangible	• Interest generated and profile of the country raised • Increase in tourism and direct foreign investment • Other similar events held in South Africa • Foster confidence and pride in the local population • The re-use of building materials for housing • Relieve pressure on the welfare system	• R 1.481 billion on non-infrastructure investment • Potential negative impact on traffic flows • Potential negative impact on residents living close to stadiums • Potential negative impact on local government • Possible soccer violence • Potential increase in petty crime • Potential displacement of normal tourism
Private Sector	**Tangible**	• R30.4 billion in revenue earned from spectator spend	• Expenditure due to increased demand, particularly in infrastructure
	Intangible	• Increased demand for tourism facilities • Additional revenues from similar events • New direct foreign investment • Public/Private partnerships for the supply of equipment • Marketing opportunities	• Over expenditure in facilities

The quoted report concludes that the initial estimated figures reflected in their 2003 report have changed due to changes in planned government expenditure necessitated by the need to build more stadiums and increase the capacities of some of the new stadiums. One can still conclude that the staging of the Soccer World Cup in South Africa in 2010 will create significant direct and indirect economic benefits for the country's economy, with tangible and intangible costs/risks. In addition, the event also represents a unique opportunity for the country to accelerate the pace towards achieving many of its long-term developmental goals. Equally important is the potential legacy left behind after the world cup has come and gone in terms of allowing the host cities attain world-class standards regarding governance, inclusivity, productivity and sustainability.

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[3] Combined information from "Economic scoreboard for 2010: R51bn for team SA, May 14, 2007, by Slindile Khanyile: Business Report, http://www.busrep.co.za" and "Africa's Time has Come! South Africa is Ready, www.sa2010.gov.za"

Section 3 – Developing the 2010 FIFA World Cup City Legacy Assessment Framework

The development and implementation of a framework to assess the long-term impacts of the 2010 FIFA World Cup on the development of South African cities is a critical component of SACN's mandate to assist and guide cities in better managing their development strategies in the context of the 2010 FWC as well as preparing and planning for future hosting of mega-events. The framework will enable SACN and host cities to track FWC projects against developmental goals both during the years preceding and following 2010.

The project seeks to determine how the 2010 FIFA World Cup will leave a legacy on urban development in South Africa with a focus on host cities. The specific objectives are to:

- To understand and share opportunities that South African cities in other countries delivered towards urban development resulting from mega events
- To understand and share opportunities and legacy projects cities have identified for fast tracking urban development in the context of the 2010 FWC
- To promote innovation and strategic thinking and foster cooperation and exchange of best practice towards planning for urban development legacies beyond 2010
- To make recommendations to cities on what they may need to consider in maximising the impact of the tournament on city development
- To update leaders in local, provincial and national spheres on current and emerging trends and challenges relating to 2010 and development objectives
- To strengthen linkages between cities, different spheres of government and other stakeholders in planning for 2010

3.1 Project Logic, Characteristics and Challenges of the Assessment Framework

The 2010 Indicator Framework is an important mechanism to assess legacy and developmental impacts of the FWC as measured against city development strategies. Key areas of intervention will be identified and tracked. To this end, SACN embarked on a consultative process to develop a legacy framework that was in synergy with the core thematic focus areas and related objectives that inform the State of the Cities reporting process. Thus, the development of the reporting framework has adhered to the following key considerations:

- The framework includes the four quadrants of SACN's city development analytical framework which is also used in its State of the Cities reporting, namely productivity, inclusivity, well-governance, and sustainability.

- The framework includes the National Government's 2010 objectives and the 5-year Local Government Strategic agenda key performance areas which are:
  - Municipal transformation and organisational development;
  - Basic service delivery and infrastructure;
  - Local economic development;
  - Municipal financial viability and management;
  - Social development;
  - Good governance and public participation;
  - Safety and security and disaster management; and
  - African legacy.

Figure 1: 2010 Indicator Framework

Based on the need for a multiple focus, the assessment format has been developed using a scorecard approach. The scorecard uses the CDS perspectives as an anchor for focusing on the different requirements.
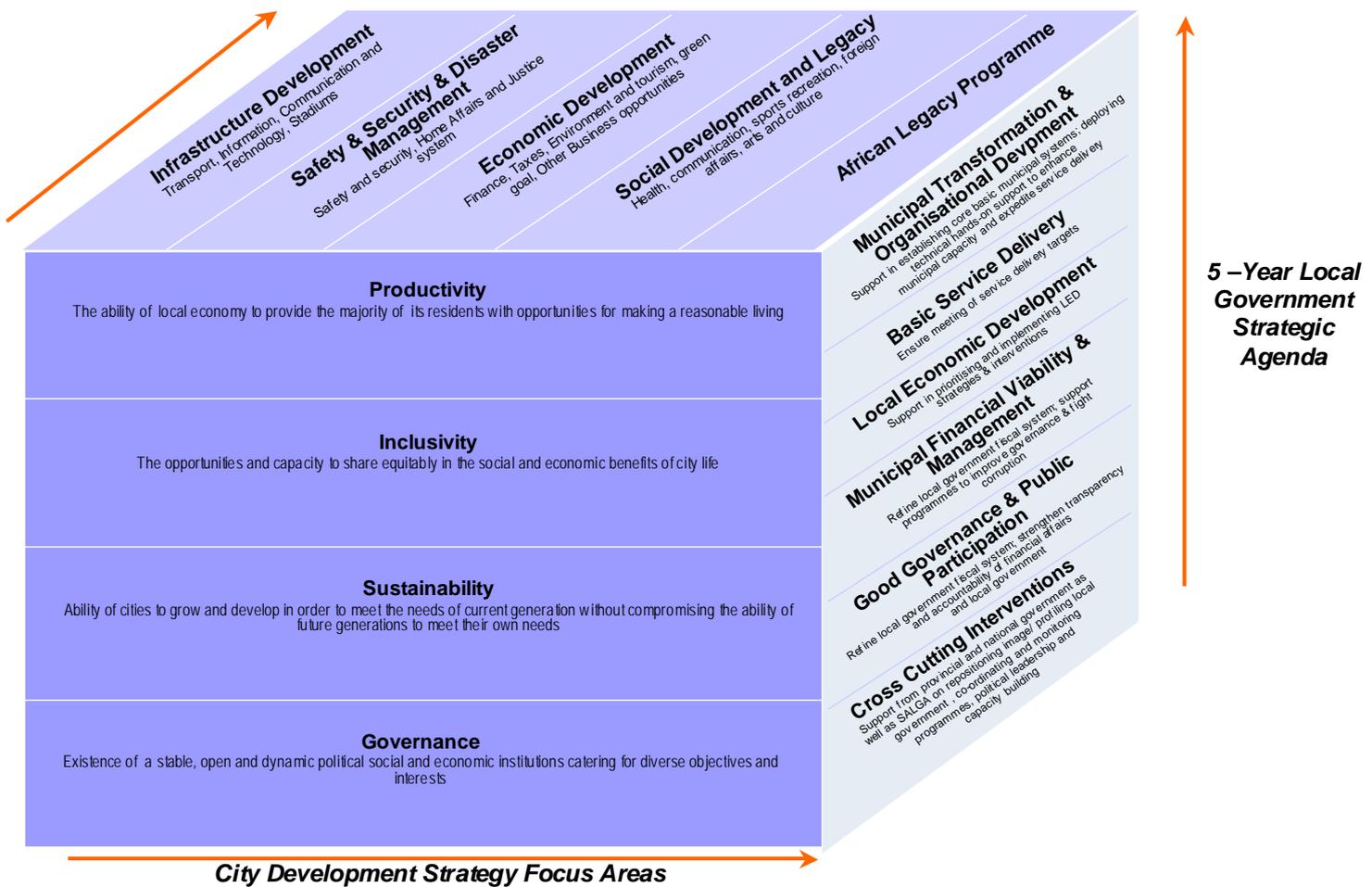

City Development Strategy Focus Areas

Figure 2: Assessment Scorecard

Productivity

- Will 2010 improve the flow of economic information, introduce new sets of skills, reduce travel times, improve bandwidth and connectivity, etc?
- What will be the impact of 2010 on the productivity levels of local economies

Governance

- 2010 preparations require effective decisions that cut across various authorities. What are some of the key learnings that will influence future (city management and governance)
- How will intergovernmental relations be more efficient and effective?
- What will be the role of 2010 in ushering in new governance models and processes that will benefit locals economies
- What are the lessons for financing models for mega events?

Legacy Focus Areas

Inclusivity

- To what extent will 2010 assist in dealing with the apartheid city legacy?
- To what extent will townships be physically integrated with CBDs?
- To what extent will the investments made in infrastructure extend access for more SAns to basic amenities?
- To what extent will 2010 initiatives impact on social cohesion?
- To what extent will 2010 FWC be an African Cup?

Sustainability

- To what extent as a result of 2010 will the use of natural resources be maximised?
- What lasting lessons from from 2010 will assist the cities to operate efficiently in the long run?
- To what extent will 2010 initiatives such as new and improved infrastructure and accelerated service delivery lead to sustainable economic development
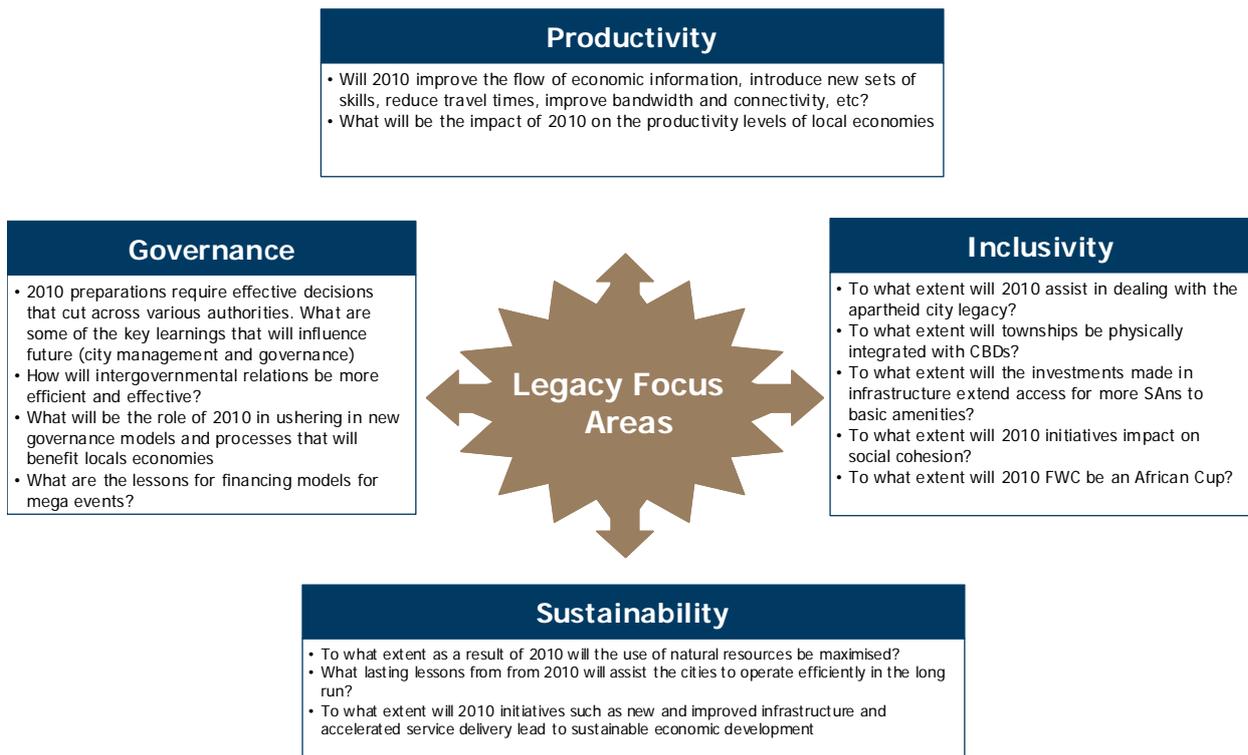
Figure 3: Relationship among the Scorecard Perspectives

The cause and effect among the four perspectives is crucial in ensuring long-term success of projects. The proposition is that well governed cities are generally sustainable because of long term good decision making, which makes cities more inclusive through reduction in poverty and distribution of wealth, with the ultimate trophy being improved productivity. The cascading effect of the linkages is shown in the figure below.
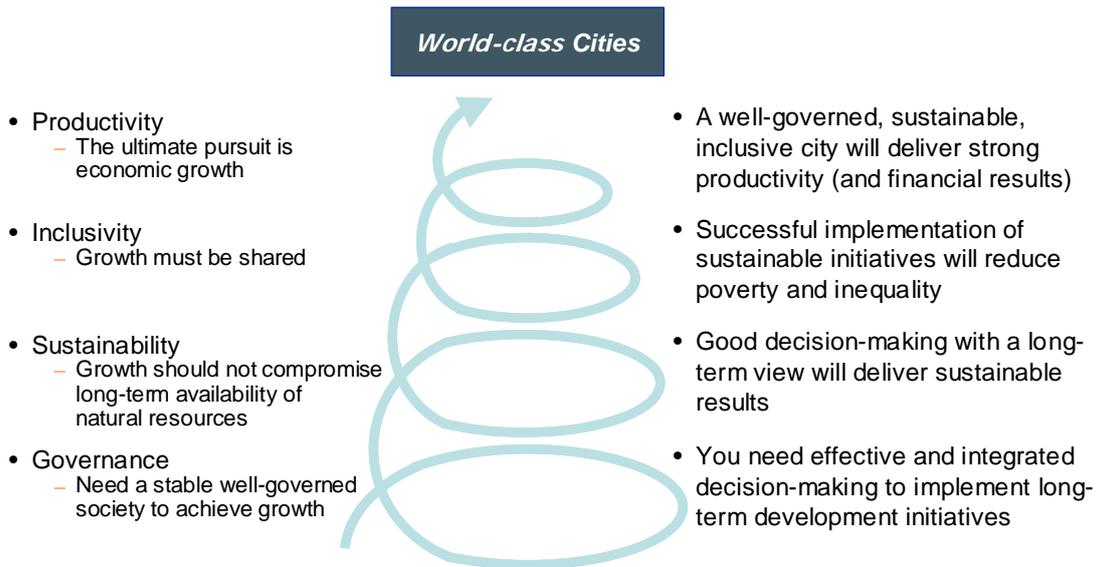
In terms of the objectives, although cross-cutting interventions is a stated key performance area this was eventually removed given that the remaining objectives covered adequately relevant aspects. By the end of 2008 SACN had developed a comprehensive indictor list based on the scorecard approach and SACN reporting framework. Additionally, a detailed document presented the need for the legacy framework and the synergy with the state of cities reporting process and objectives. In terms of the latter, due regard was given to timeframes to collect and present data as indicated in the Table below.

Table 2: Timeline of Indicator Assessment Reporting

Timeline (Years data will be collected)	Reporting
2006 (coincide with SA being awarded 2010 FWC) 2010 (hosting of FWC)	Baseline information to be incorporated in 2011 report Comparison of baseline and 2010 information to inform analysis – possibility of including legacy impacts in 2011 State of Cities report as a addendum
2016 (post-event trends)	Examination of post event impacts since many legacy impacts are deemed to accrue after a mega-event – also to coincide with State of Cities report

There was also discussion of undertaking an assessment around 2020 to assess longer term impacts and trends. To ensure that the reporting on 2010 city legacy is not too broad and cover areas that are not impacted by the 2010 FIFA World Cup (that is, not cover all IDP initiatives and projects during the reporting period), this framework concentrates on assessing two types of impacts that the 2010 FIFA World Cup could have on cities' development:

- Direct impacts - initiatives and projects directly linked to 2010 preparation
- Catalyst effects - developmental initiatives/ projects that have been fast-tracked as a result of 2010

The 2010 Cities Legacy Report is part of the complementary state of cities reporting initiated in South Africa through the first State of Cities Report published in 2004 and consolidated with the publishing of the second report in 2006. It is anticipated that the next State of Cities Report will be published in October 2010, soon after the FWC. All SACN's complementary state of cities reporting will feed into this report. The 2010 Cities Legacy Report, which will also be published in 2011, will therefore be based on the same principles related to state of cities reporting.
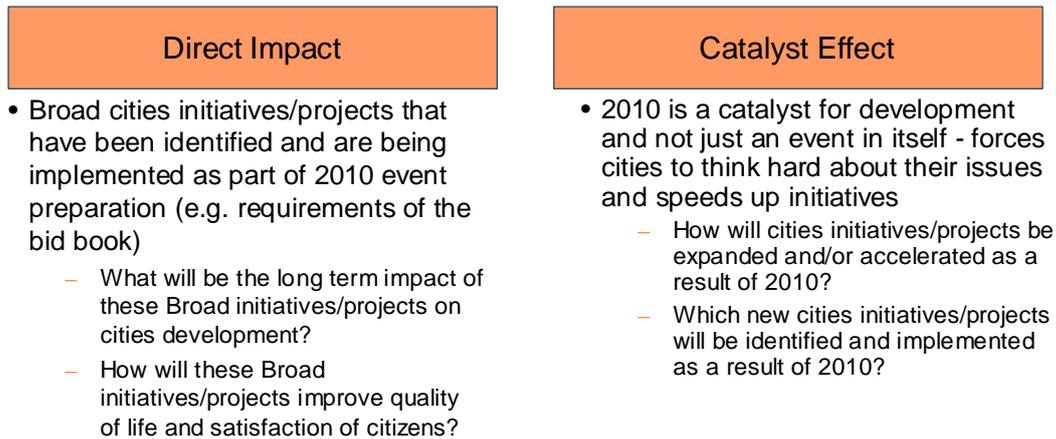
The key challenges faced in implementing the city legacy assessment framework relate to two main considerations:
- The framework should not be a duplication of what other institutions (e.g. municipal government, DPLG, SALGA, LOC) are producing. More specifically, the framework should not focus on tracking progress towards 2010 but rather on understanding the legacy that the 2010 FIFA World Cup will leave for the cities
- The framework could be too broad, covering areas that are not impacted by the 2010 FIFA World Cup. The framework should not try to evaluate the impact that all IDP initiatives and projects will have on the cities and it is

therefore critical to decide on the logic for including and excluding specific initiatives and projects

The framework will concentrate on assessing two types of impact that the 2010 FIFA World Cup will have on cities development, as presented in the figure below.

Figure 4:   Categorisation of impact of the 2010 FIFA^{TM} World Cup

Direct Impact	Catalyst Effect

• Broad cities initiatives/projects that have been identified and are being implemented as part of 2010 event preparation (e.g. requirements of the bid book)
 	
  – What will be the long term impact of these Broad initiatives/projects on cities development?
 	
  – How will these Broad initiatives/projects improve quality of life and satisfaction of citizens?
	• 2010 is a catalyst for development and not just an event in itself - forces cities to think hard about their issues and speeds up initiatives
	
	  – How will cities initiatives/projects be expanded and/or accelerated as a result of 2010?
	
	  – Which new cities initiatives/projects will be identified and implemented as a result of 2010?

It is also important to note that, while it is everybody's expectation that the event will have a very positive impact, the framework should also consider and track potential negative impacts with the view of raising early warning signals that need to be addressed by cities and their partners.

3.2   Project Evolution

The draft legacy scorecard was prepared in consultation with key stakeholders as well as the SACN indicators reference group and has evolved considerably since the project inception in March 2007.

In March 2007, SACN contracted Resolve Strategies Consulting to create the initial framework. Initially the project focused on tracking progress made by host cities towards fulfilling their 2010 mandates as per FIFA bid book. Changes to the content and the framework were made to avoid duplicating progress reporting conducted by the Local Organising Committee (LOC), the Department of Sports and Recreation's 2010 unit, as well as other players in this space. It then became more apparent that the legacy, especially from cities' perspective is neglected. As a consequence, a decision was taken to dwell on the legacy of mega events given that 2010 projects will result in large infrastructural and institutional changes in host cities. The project approach has been to develop the framework and simultaneously provide for a structured knowledge-sharing platform and mobilise host cities, SALGA, provincial and national government to populate the framework.

In November 2008, Kamilla SA was appointed to finalise the indicators and undertake a more comprehensive literature review. The framework developed by SACN and Resolve Strategies Consulting was retained and the approach adopted was to include as many relevant indicators as possible (including potential sources of information) with a view to reduce the indicator list based on the availability of information (including costs and access), the type of data available, relevance to national and host city legacies, and best practice emanating from the literature and case studies reviewed. Additionally, the indicator list was reviewed with key stakeholders at a workshop as well as discussed in Indicators Reference Group meetings. Inputs were also considered from other stakeholders who responded electronically via the DBSA in particular. The indicator list was also reviewed by external, international experts (Prof Doug Turco and Prof Wolfgang Maennig). The indicator list was reduced and finalised in June 2009.

Section 4 – The 2010 FIFA^{TM} World Cup City Legacy Assessment Framework

4.1   Framework Objectives, KPIs, and Targets

The strategic themes were trimmed by combining related themes to produce short and more precise list of strategic themes that were to be inserted into the scorecard. The screening and categorisation exercise was useful in producing specific and clearly defined themes. The key decision criterion was the degree of priority to contributing to the 2010 FWC to achieve the potential objectives set out. For each scorecard perspective, objectives, potential KPIs, targets and 2010 initiatives were identified.

Great care was taken to keep the number of objectives to an absolute minimum. This does not exclude the possibility that less critical potential objectives may exist for other strategic themes appearing blank in Table 2 above. An intermediary step was conducted whereby the contribution of the productivity, inclusivity, sustainability and governance in achieving the development objectives through 2010 projects was assessed. For example, the likelihood of the 2010 projects in enabling hosting cities attain their objectives that will result in increased productivity were rated as either low, medium or high with some objectives having a combination of either of the close measures.

Given that it would be impossible to measure everything, a number of Key Performance Indicators (KPIs) were developed for each objective where the rating was assumed to be rated medium to high. In other words only objectives with a higher likelihood of being realised through implementation of 2010 projects are taken forward. Generic KPIs were developed for each objective in the scored falling under each of SACN's perspective. The baseline and target columns were left open (and will

be completed in subsequent phases), but common 2010 initiatives likely to impact on the stated objectives are highlighted as shown in the tables below.

Table 3: Potential Objectives for the 2010 Scorecard

Focus Area	Productivity	Inclusivity	Sustainability	Governance
Municipal Transformation and Organisational Development	• Improve the ability to retain and attract skills and improved project management capabilities	• Measure new long term employment created for women and foreign nationals	• Assess efficiency of technical support deployed to cities to support 2010 FWC initiatives	• Improve land use planning and management • Review legislative requirements • Review litigation and dispute settlement
Basic Service Delivery and Infrastructure Improvement	• Accelerate existing transport plans • Accelerate infrastructure plans and maximise their use • Maximise the use of ICT	• Promote access to and the use of a safe, efficient, convenient and affordable public transport • Improve access to housing and better service delivery by all affected by the FWC	• Ensure effective waste management and other environmentally sustainability factors during and beyond the 2010 FWC	• Coordinate housing and transport subsidies • Improve contracting management capabilities including service delivery arrangements
Economic Development	• Harness tourism as a springboard for economic development • Decrease the costs of participation and of doing business in the economy • •Reduce transport costs	• Ensure participation and access to economic assets by all South Africans • Grow and support existing and new businesses to increase employment and income opportunities through 2010 programmes • Ensure promotion of economic policies that enhance investment and economic development to	• Preserve selected land for conservancy use • Achieve higher land utilisation without damaging natural resources	• Ensure efficiency of land release • Facilitate incentive packages to stimulate economic growth • Develop frameworks and improvements in policies relating to doing business with cities (quicker and more efficient Supply Chain Management Systems and Procurement frameworks)

Focus Area	Productivity	Inclusivity	Sustainability	Governance
		stimulate job creation and income opportunities beyond 2010		
Municipal Financial Viability	• Increase the value of land and properties • Expand the revenue base		• Ensure long-term sustainability of projects • Manage municipal resources in a financially sustainable manner through sound strategic budgeting, revenue maximisation and diversification and value for money creation	• Demonstrate fiscal discipline • Review of clean/unqualified audits received
Socio-Political, Good Governance and Public Participation	• Strengthen transparency and accountability of financial affairs and local government • Maximise use of ports of entry	• Improve mechanisms for public participation in the development and affirmation of 2010 programmes through the provision of political, technical and other support to host cities • •Address social exclusion and spatial segregation in land markets	• Develop support programmes to scale up the mobilisation of community resources as well as strengthen political championship, support and oversight	• Strengthen political championship, support and oversight by demonstrating strong intergovernmental and interdepartmental relationship • Reduce unlawful land use
Safety and Security	• Improve access to response time of police and emergency services	• •Ensure access to security, safety, health and justice to all		• Achieve synergies between different law enforcement emergency agencies
African Legacy		• Encourage the involvement of African		

Focus Area	Productivity	Inclusivity	Sustainability	Governance
		countries in 2010 programmes • Ensure participation by private sector, public sector and civil society in the 2010 National Communications Partnership		
Cross-Cutting Interventions	• Optimise outputs from land		• Profile and brand hot cities so as to project a strong image of each city and the country	

4.1 Indicators Assessing Productivity Objectives

Table 4: Assessment of "Productivity" Contribution of 2010 to Achieve Objectives in Focus Areas

Productivity			
Focus Area	Objectives	Priority	2010 Contribution Summaries
Municipal Transformation and Organisational Development	• Improve the ability to retain and attract skills and improved project management capabilities	High	• Municipalities are making efforts to adequately ensure their staff deliver effectively towards ensuring that the FWC takes place well
Basic Service Delivery and Infrastructure Improvement	• Accelerate implementation of existing transport plans	Very High	• Transport is a key deliverable for the 2010 FWC as a result of FIFA requirements. 2010 focus is more on providing transport rather than on reducing transport costs. Likely to impact positively on travel times, but questions still remain around access across the whole city and affordability

Productivity			
Focus Area	**Objectives**	**Priority**	**2010 Contribution Summaries**
	• Accelerate infrastructure plans and maximise their use	Very High	• The focus on renovating and/or building new infrastructure, particularly stadia, is key to ensuring that the 2010 FWC takes place in South Africa. • The stadiums will be used for a range of functions that create jobs and revenues and show case the ability of the nation to host the event • Focus will be on improving Football related infrastructure at the Club and League levels (e.g. training venues, community facilities, etc.) • Other infrastructure besides stadia and transport (e.g. ICT entertainment, cultural, heritage, safety and security, disaster management, health, hospitality etc)
	• Maximise the use of ICT	Medium-High	• New ICT will lead to efficient and speed dissemination of high definition images and data, communication costs will come down
	• Maximise use of ports of entry	Medium	• Revamping ports of entry will streamline service delivery and reduce service times
Economic Development	• Event income and overall economic impact	High	• Mega-events create the opportunities to generate direct income (albeit restricted by FIFA regulations in terms of the 2010 World Cup) as a result of sponsorships, ticket sales, broadcasting rights, naming rights for the stadia, etc. as well as is anticipated to promote overall economic development

Productivity			
Focus Area	**Objectives**	**Priority**	**2010 Contribution Summaries**
	• Harness tourism as a springboard for economic development	Very High	• Mega-events have proven to attract large numbers of people and stimulate tourism in the long-term • 2010 will be a showcase for South Africa and successful hosting of the event will be remembered in the long-term
	• Foreign participation and investments in the economy	Low	• 2010 will promote foreign participation and investments in the economy
	• Develop football as a business opportunity in South Africa (attracting major football events, leveraging sponsorships, football related economic activities such as merchandising, etc.)	Medium	• Football (as is the case for many professional sport) is increasingly viewed as a business that can generate jobs and income from several sources
	• Improved capability to bid and host international events	Medium	• The hosting of 2010 is viewed as a vehicle to showcase South Africa's ability to successfully host international events
	• Reduce transport costs	Low-Medium	• Improved transport planning and infrastructure should reduce travel and freight logistics costs thus contributing towards enhancing to economic competitiveness
Municipal Financial Viability	• Increase the value of land and properties around strategically located places	Medium	• An increase in the value of land and properties will expand the revenue base of municipalities
	• Expand the revenue base	Medium	• 2010 legacy initiatives may indirectly help improve municipal finances on a temporary basis
Social	• Increase in Football administrative capacity and more efficient running of Club and League Football	Low	• 2010 initiative include building capacity for Football specifically at the local level
Safety and Security	• Improve access to and response time of police and emergency service • More efficient	High	• High up on the list of FWC guarantees to ensure the safety and security of FIFA personnel (including the teams) and

Productivity			
Focus Area	Objectives	Priority	2010 Contribution Summaries
	personnel with appropriate training • Reduce crime (including perceptions of crime in South Africa) to promote travel and investment		supporters. 2010 provides a platform to significantly improve safety and security measures for all South Africans and to change the image of South Africa as a crime-ridden country thus attracting more tourism, business and investment.
African Legacy	• Promoting investments and tourism in Africa	Low	• In terms of 2010 being an African World Cup, the intention is to promote Africa as a tourism and investment destination. Specifically, during the Cup visitors are encouraged to travel to other African countries.
	• Strengthening regional cooperation in Africa	Low-Medium	• The hosting of the 2010 World Cup is intended to promote regional cooperation

Table 5: "Productivity" Objectives, Potential KPIs, Baselines, Targets and 2010 Initiatives

Productivity				
Focus Area	Objectives	KPIs	Common Initiatives	Methodology/ Sources of information
Municipal Transformation and Organisational Development	• Improve the ability to retain and attract skills and improved project management capabilities	• Number of training initiatives (workshops, seminars, etc.) undertaken to improve skills, including number of joint initiatives (i.e. international projects)	• SACN workshops • Host City Forum • Infrastructure programmes	• Host cities • LOC • 2010 Government Unit • Economic Development agencies within local and provincial structures

Productivity				
Focus Area	Objectives	KPIs	Common Initiatives	Methodology/ Sources of information
		• Number of new jobs created annually in the municipality in relation to 2010 initiatives • Amount of salary billed in Rands at the municipal level		• Host cities • LOC
Basic Service Delivery and Infrastructure Improvement	• Accelerate implementation of existing infrastructure plans (e.g. transport, ICT and stadia development) and maximise their use	• Hectares of new land developed (industrial, commercial, residential, conservancy, etc.) for 2010 related activities	• Transport infrastructure projects (Road, Rail, Air)	• DoT • Provincial government • Host cities (Real Estate and Planning, Rates department)
		• Capacity of 2010 related facilities built or upgraded (measure added seats in stadia, number of planes landing, broadband usage)		• Spatial assessment of data derived from DoT, provincial government and host cities

Productivity				
Focus Area	Objectives	KPIs	Common Initiatives	Methodology/ Sources of information
		• Capacity of 2010 related facilities built or upgraded (including stadia, training venues, airports, traffic systems, IT, etc.)	• Construction of New Stadiums • 2010 housing projects (including informal settlements upgrades)	• Infrastructure Plans • Number of projects and number of units
		• % change in tourism signage (in absolute numbers)		• DoT • Host cities
		• Public expenditure on 2010 infrastructure (new projects and maintenance)		• Infrastructure budgets and audits

Productivity				
Focus Area	Objectives	KPIs	Common Initiatives	Methodology/ Sources of information
		• Percentage of people surveyed pleased with 2010 (specifically in relation to statement: "The hosting of the World Cup in South Africa will help to upgrade run-down parts", "The FIFA World Cup will delay the provision of necessary basic services to poor areas in South Africa", and in relation to what people consider to be the main advantage and disadvantage of hosting 2010)		• HSRC longitudinal perception survey
		• Number of people accessing and using new infrastructure in relation to air tickets, rail (maybe road?)		• DoT • Telecommunications • 2010 Government Unit • Host cities • Relevant departments responsible for infrastructure (SANRA, Ports Authority, Transnet, ACSA)

Productivity				
Focus Area	Objectives	KPIs	Common Initiatives	Methodology/ Sources of information
		• Number of kilometres of new rail, bus way, and road		• DoT • Host cities • Provincial government • DBSA • Traffic Service/ Authorities • Infrastructure plans and usage rates from relevant departments
		• Number of hours stadium is in use per year • Revenue generated by new competition stadiums • Number of non-sports events held in 2010 facilities per year		• DoT • Host cities • Provincial government • DBSA • Relevant departments responsible for infrastructure
	• Maximise the use of ICT	• Number of megabytes used • Number of new subscribers • Costs per megabyte	• Digital Migration Project • Wireless and broadband programmes	• Relevant government department/s?? • Department of Communications • Telecommunications • Chambers of business • Host cities (relevant depts.)
	• Maximise use of ports of entry	• Weight and volume of freight entering the ports per year		• Port Authorities

Productivity				
Focus Area	Objectives	KPIs	Common Initiatives	Methodology/ Sources of information
Economic Development	• Event income and overall economic impact	• Amount generated from sponsorships, ticket sales (including Fan Parks), broadcasting rights, naming rights for the stadia, etc.		• LOC • FIFA • MATCH • Host cities for city level incomes
		• Rand value of cities' GVA growth due to tourism sector	• Tourism initiatives	• DEAT • SA Tourism • Local tourism departments • DBSA • MATCH • Foreign Exchange agencies • SARS
	• Harness tourism as a springboard for economic development	• Number of visitors (nationally and provincially) • Average length of stay of visitors		• SA Tourism • DEAT
		• Visitor satisfaction of event and destination • Global tourism rankings • City liveability index ranking		• SA Tourism • DEAT • Visitor Satisfaction Survey (to be undertaken) • World Economic Forum's Travel and Tourism Index

Productivity				
Focus Area	Objectives	KPIs	Common Initiatives	Methodology/ Sources of information
		• Average occupancy per year, per city, and nationally		• SA Tourism (public information) • Smith Travel Research (private information) • Horwath Tourism and Leisure • MATCH
		• Number of HDI participating in 2010-related tourism ventures (nationally and provincially)		• LOC • Provincial government • 2010 Government Unit • Host cities • TEP • MATCH
		• Total number of beds per city (of which, how many are graded, 5 star, and homestay)		• Accommodation industry (FEDHASA) • DEAT – TGCSA • MATCH • TEP • Host cities
		• Value of media coverage of destination (city and national) and World Cup pre, during and post event (including type of media coverage e.g. TV, newspapers, radio, internet, etc. – print and electronic)		• Media tracking by 2010 Communication Partnership led by GCIS

Productivity				
Focus Area	Objectives	KPIs	Common Initiatives	Methodology/ Sources of information
		• Brand recognition (city and national brands)		• Media tracking by 2010 Communication Partnership led by GCIS • Anholt National Brand Index • Country Brand Index • International Marketing Council of South Africa
		• Viewership numbers, per city, per match		• FIFA • GCIS • SABC
	• Foreign participation and investments in the economy	• FDI per city, per year		• DTI • Host cities • LOC
	• Develop football as a business opportunity in South Africa (attracting major football events, leveraging sponsorships, football related economic activities such as merchandising, etc.)	• Rand value (ROI as well) of sponsorships (multinational vs. local companies) associated with 2010 related activities		• LOC • Host cities • FIFA • SAFA • PSL • Sponsors/ commercial affiliates
		• Football merchandise sales for 2010		• FIFA • LOC
		• Number of international Football matches per year in host cities, in SA, and in Africa		• LOC • SAFA • SRSA • CAF

Productivity				
Focus Area	Objectives	KPIs	Common Initiatives	Methodology/ Sources of information
	• Improved capability to bid and host international events	• Number of international sport events hosted per city, per year		• Host cities • SRSA • SA Tourism • Provincial and Metro tourism offices such as Joburg Tourism Company, Cape Town Route Unlimited and Tourism KZN
	• Reduced transport costs	• Average minibus taxi fare and number of tickets sold, per city, per year • Average bus fare per city, per year		• DoT • Ports Authority, ACSA, Transnet, SAA
Municipal Financial Viability	• Increase in the value of land and properties	• Amount of revenue generated from property taxes/ rates and transfer costs		• NT/SARS • Relevant department in host cities
	• Expand the revenue base	• Amount of revenue generated from rates and taxes		• NT/SARS • Relevant department in host cities
		• Amount of public debt created as a result of 2010 activities		• NT/SARS • Relevant department in host cities

Productivity				
Focus Area	Objectives	KPIs	Common Initiatives	Methodology/ Sources of information
Social	• Increase in Football administrative capacity and more efficient running of Club and League Football	• Number of qualified officials (e.g., referees, administrators, etc.)	Coaches and administrators courses as well as referees courses (OC, provinces and Theta)	• SAFA
Safety and Security	• Improve response time of police and emergency services	• Number of police stations as well as security and emergency personnel • Number of fire stations • Number of disaster management personnel • Change in response times • Improvement of driving skills • Number of vehicle accidents • Injury mortality rate • Number of policemen		• SAPS • Metro Police • Health and Safety • Disaster Management • Private sector security organisations • SA Crime Quarterly • ISS
	• Reduce crime (including perceptions of crime in South Africa) to promote travel and investment	• Change in vandalism, muggings, personal injury, residential burglary, murder, and rape rates		• SAPS • ISS • SA Crime Quarterly

Productivity				
Focus Area	Objectives	KPIs	Common Initiatives	Methodology/ Sources of information
African Legacy	• Promoting investments and tourism in Africa	• Number of tourist arrivals in other African countries pre, during and post 2010		• UNWTO • Exit Interviews • Dept of Home Affairs in different countries
		• Number of 2010 international visitors who travel to other African countries during visit		• UNWTO • Visitor Surveys • Exit Interviews • SA Tourism • MATCH
	• Strengthening regional cooperation in Africa	• Number of joint and/ or partnership agreements and programmes to strengthen regional cooperation		• SADC • DBSA • Host cities

4.2   Indicators Assessing Inclusivity Objectives

Table 6: Assessment of "Inclusivity" Contribution of 2010 to Achieve Objectives in Focus Areas

Inclusivity			
Focus Area	Objectives	Priority	2010 Contribution Summaries
Municipal Transformation & Organisational Development	• Creating new employment for HDIs (e.g. Women, youth, disabled, Blacks, etc.)	Low	• The employment of women in key areas of leadership and management is critical to meet employment equity requirements
Basic Service Delivery and Infrastructure Improvement	• Promote access to and the use of a safe, efficient, convenient and affordable public transport	High	• Transport is a key area for 2010 related initiatives • Most initiatives are focused on expanding the transport network and on making it more efficient

Inclusivity			
Focus Area	Objectives	Priority	2010 Contribution Summaries
	• Improve access to better housing and better service delivery by all affected by the FWC	Medium-High	• 2010 initiatives include several beautification projects in neglected areas • Enhancing current electricity and water capacity to ensure reliable and stable supply during and beyond 2010
	• Improve community access to Football facilities (including development of community facilities)	Medium	• A key legacy associated with 2010 is to improve Football facilities and access to local communities
Economic Development	• Grow and support existing and new businesses to increase employment and income opportunities through 2010 programmes	Medium-High	• Host cities have put programmes in place to help local companies take advantage of the FWC. However, given the tightly managed restrictions placed by FIFA on local companies which may compete with its sponsors, wide involvement across local companies is limited • The 2010 programmes have explicit requirements demanding involvement of local businesses in 2010 projects
	• Ensure promotion of economic policies that enhance investment and economic development to stimulate job creation and income opportunities beyond 2010	High	• The major thrust of 2010 initiatives is to create a conducive investment climate to attract local and foreign investment into hosting cities
Social	• Public participation	Medium-High	• Public participation in the 2010 FWC is key through encouraging promotion of volunteerism and skills development among residents • Fan parks and stadiums form a key part in public participation and is a key deliverable all host cities (and some non-host cities) are addressing

Inclusivity			
Focus Area	Objectives	Priority	2010 Contribution Summaries
	• Encourage broader participation in Football	Medium	• Promotion of Football as a sport activity across all social groups is a central component of the developmental thrust of hosting the 2010 World Cup
	• Address social exclusion and spatial segregation in land markets and involvement in 2010 activities	Medium-High	• Many 2010 projects provide an opportunity for integration
Safety and Security	• Ensure access to security, safety, health and justice to all	Medium-High	• 2010 focus is on improved security, intelligence and protection. Programmes are also underway to ensure quick resolution of issues and access to health and justice facilities where required
African Legacy	• Encourage the involvement of African countries in 2010 programmes	Medium-High	• There is a strong sense that this FWC has to be seen as an African FWC with participation of countries other than South Africa

Table 7: "Inclusivity" Objectives, Potential KPIs, Baselines, Targets and 2010 Initiatives

Inclusivity				
Focus Area	Objectives	KPIs	Common Initiatives	Methodology/ Sources of information
Municipal Transformation and Organisational Development	• Creating new employment for HDIs (e.g. Women, youth, disabled, Blacks, etc.)	• Number of jobs created for women, youth, disabled and Blacks in relation to 2010 projects initiatives (per year)		• DoL • Provincial government • Host cities

Inclusivity				
Focus Area	Objectives	KPIs	Common Initiatives	Methodology/ Sources of information
Basic Service Delivery and Infrastructure Improvement	• Promoting access to and use of a safe, efficient, convenient and affordable public transport system by the public	• Number of transport infrastructure projects (including Public Works programmes)	• Transport infrastructure projects (Road, Rail, Air)	• DoT • Provincial government • Host cities
		• Number of criminal incidents reported when using public transport		• SARCC (e.g. Metro Rail) • Host cities • SAPS
		• Percentage of the city covered by bus service		• Spatial assessment of coverage
		• Number of taxi/ bus ranks and train stations		• DoT • Provincial government • Host cities
	Improved access to better housing and better services by all affected by the FWC	• Number of RDP housing units/ dwellings built	• 2010 housing projects	• Department of Housing (national, local and provincial)
		• Value (in Rands invested) of RDP housing units/ dwellings built		• Department of Housing (national, local and provincial)
	• Improve community access to Football and other related facilities	• Number of community related facilities linked to 2010	• 20 Centres for 2010 (FIFA) • FNB artificial Turfs Programme (part of the FIFA win in Africa with Africa initiative	• LOC • 2010 Government Unit • Provincial government • Host cities
		• Number of other community facilities developed as part of 2010 preparation and developments		• LOC • 2010 Government Unit • Provincial government • Host cities

Inclusivity				
Focus Area	Objectives	KPIs	Common Initiatives	Methodology/ Sources of information
Economic Development	• Grow and support existing and new businesses to increase employment and income opportunities through 2010 programmes	• Number of existing businesses supported by 2010 related activities/ projects		• LOC • 2010 Government Unit • Provincial government • Host cities • DBSA • IDC • Small Business Corporation • TEP
		• Number of new businesses supported/ created by 2010 related activities projects		• LOC • 2010 Government Unit • Provincial government • Host cities • DBSA • IDC • Small Business Corporation • TEP
		• Number of jobs created by existing businesses supported by 2010 programmes and/ or projects		• LOC • 2010 Government Unit • Provincial government • Host cities • DBSA • IDC • Small Business Corporation • TEP

Inclusivity				
Focus Area	Objectives	KPIs	Common Initiatives	Methodology/ Sources of information
		• Number of jobs created by new businesses supported by 2010 programmes and/ or projects		• LOC • 2010 Government Unit • Provincial government • Host cities • DBSA • IDC • Small Business Corporation • TEP
	• Ensure promotion of economic policies that enhance investment and economic development to stimulate job creation and income opportunities beyond 2010	• Number of 2010 policies that promote investment and job creation beyond 2010 (including integration of 2010 into existing policies such as IDPs, LUMS, tendering procedures, etc.)		• LOC • 2010 Government Unit • Provincial government • Host cities
		• Number of 2010 project/ programmes aimed at stimulating job creation and income opportunities beyond 2010		• Provincial government • Host cities
Social	• Public participation opportunities created	• Number of training opportunities for volunteers	• Fan park and public viewing areas construction and usage • Volunteer	• LOC • Provincial Government • Host cities

Focus Area	Objectives	KPIs	Common Initiatives	Methodology/ Sources of information
Inclusivity				
		• Number of volunteers trained • Number of volunteers utilised during the World Cup • Number of volunteers used post 2010	programmes • Coaching clinics • Mass participation programmes (Siyadlala 2010)	• LOC • Provincial Government • Host cities
		• Number of cultural programmes by local communities included in 2010 activities/events		• LOC • Provincial Government • Host cities
		• Change in national and community pride ("feel-good" factor and nation-building – "South Africa will be ready to host the FIFA World Cup in 2010")		• HSRC surveys
		• Number of entertainment opportunities linked to 2010 for locals (excluding Fan Parks and public viewing areas)		• Provincial government • Host cities • Other municipalities
	• Encourage broader participation in Football	• Number of women playing football • Number of youth at School level participating in Football		• SAFA • SRSA • BMI

Inclusivity				
Focus Area	Objectives	KPIs	Common Initiatives	Methodology/ Sources of information
	• Address social exclusion and spatial segregation and involvement in 2010 activities	• Number of Fan Parks and public viewing areas created • Number of people Fan Parks and public viewing areas can accommodated • Number of people Fan Parks and public viewing areas accommodated during the World Cup (Number of people using Fan Parks and public viewing areas)		• Provincial government • Host cities • Other municipalities
		• Number of HDIs given tickets via LOC/ FIFA programmes		• LOC/ FIFA
		• Anti-social behaviour displayed during the events (e.g.. hooliganism, xenophobia, racism, violence, drunkenness, drugs, etc.), including number of reported incidents to the police and media		• SAPS • Metro Police • Media tracking • JOC

Inclusivity				
Focus Area	Objectives	KPIs	Common Initiatives	Methodology/ Sources of information
	Extent to which facilities and programmes integrate the needs of disabled citizens	• If the disabled had access to 2010 facilities and transport • If the disabled had opportunities for voluntarism and skills development • If the disabled had access to events (including matches and Fan Parks)		• Host Cities • Provincial government • LOC • Other cities
Safety and Security	• Ensure access to safety, health, security and justice by all	• Number of security training initiatives undertaken in preparation for 2010	• Recruitment and training of security personnel	• SAPS • Metro Police • Private security organisation
		• Enforcement of bylaws in relation to nuisance buildings, noise levels, littering, illegal dumping, illegal posters, traffic fines, etc.		• Host cities
		• Percentage of people who have access to safety and security services • Percentage of people who have access to health services • Percentage of people who have access justice/ legal services		• October Household Survey • Quality of Life Surveys

Inclusivity				
Focus Area	Objectives	KPIs	Common Initiatives	Methodology/ Sources of information
		• Number of risk management strategies developed • Number of risk management strategies implemented		• Host cities
African Legacy	• Encourage the involvement of African countries in 2010 programme	• Number of World Cup linked investments in other African Countries • Number of legacy programmes developed in other African countries	• A peace caravan initiative • Silencing the guns • My game is Fair Play • "Border Free" tourism packages between other African and SA 2010 National Communication Partnership • The common/ 2010 vision • FIFA's initiative for Africa	• SADC • AU • DBSA • SADC • AU • DBSA • CAF/ FIFA

4.3   Indicators Assessing Governance Objectives

Table 8: Assessment of "Governance" Contribution of 2010 to Achieve Objectives in Focus Areas

Governance			
Focus Area	Objectives	Priority	2010 Contribution Summaries
Municipal Transformation and Organisational Development	• Improve land use planning and management	Medium	• Longer horizons are required to ensure effective land planning
	• Strengthen transparency and accountability	Medium	• Focus paid on 2010 may enhance transparency and potentially root out corruption

Governance			
Focus Area	Objectives	Priority	2010 Contribution Summaries
	• Review legislative requirements (including by-laws)	Medium	• FIFA requirements will require new by-laws that host cities need to adhere to
Basic Service Delivery and Infrastructure Improvement	• Improved efficiency in service delivery and infrastructural development	Low-Medium	• Host cities and government departments will be better prepared to develop and deliver on infrastructural projects
Economic Development	• Ensure participation and access to economic assets by all South Africans (HDI groups e.g. women, youth, disabled, Blacks, etc.)	Low	• Efforts are made to ensure that HDIs benefit from 2010 initiatives
Municipal Financial Viability	• Manage municipal resources in a financially sustainable manner through sound strategic budgeting, revenue maximisation and diversification and value for money creation	Low-Medium	• Already a top priority that will receive some boost from 2010
Social, political, Good Governance and Public Participation	• Improve mechanisms for public participation in the development and affirmation of 2010 programmes through the provision of political, technical and other support to host cities	Medium-High	• Public participation in the 2010 FWC is encouraged to promote benefits and involvement of the general populace
	• Develop support programmes to scale up the mobilisation of community resources as well as strengthen political championship, support and oversight	Low-Medium	• Approach to the 2010 FWC will provide little opportunity to mobilise community resources
	• Improvement in quality of service provision	Medium	• Visitor satisfaction with service quality impacts on their experience and interest in repeat visits or promoting the destination via word of mouth

Governance			
Focus Area	Objectives	Priority	2010 Contribution Summaries
Safety and Security	• Greater integration between the private and public sectors as well as government departments (local, provincial, national and regional) to deal with safety and security issues	Medium	• Approach to 2010 to mobilise resources and build capacity to deal with safety and security issues, especially in relation to the high levels of crime
African Legacy	• Ensure co-operation between public sector, private sector and civil society organisations in South African and other African countries	Medium-High	• Promoting tolerance and greater understanding among Africans on the continent

Table 9: "Governance" Objectives, Potential KPIs, Baselines, Targets and 2010 Initiatives

Governance				
Focus Area	Objectives	KPIs	Common Initiatives	Methodology/ Sources of information
Municipal Transformation and Organisational Development	• Strengthen transparency and accountability	• Number of reported cases of complaints with respect to transparency and accountability		• LOC • 2010 Government Unit • Provincial government • Host cities
		• Whether there are clear guidelines in relation to tendering and procurement processes		• LOC • 2010 Government Unit • Provincial government • Host cities
		• Number of times when tendering and procurement policies were not properly followed		• LOC • 2010 Government Unit • Provincial government • Host cities
		• Number of times when policies linked to 2010 activities were either deferred or abandoned		• LOC • 2010 Government Unit • Provincial government • Host cities
	• Review legislative requirements (including by-laws)	• Number of by-laws changed to accommodate FIFA requirements		• Host cities
		• Number of disputes arising out of implementing by-law changes undertaken to accommodate FIFA		• Host cities

Governance				
Focus Area	Objectives	KPIs	Common Initiatives	Methodology/ Sources of information
		requirements		
Basic Service Delivery and Infrastructure Improvement	• Improved efficiency in service delivery and infrastructural development	• Number of 2010 projects planned and implemented within timeframes		• 2010 Government Unit • Provincial government • Host cities
Economic Development	• Ensure participation and access to economic assets by all South Africans (HDI groups e.g. Women, youth, disabled, Blacks, etc.)	• Number of HDIs, disaggregated by group (e.g.. women, disabled, Blacks, etc.) and size of business (e.g.. established, SMME, BEE, etc.) involved in 2010 projects	• 2010 projects and programmes	• LOC • 2010 Government Unit • Provincial government • Host cities
		• Number of contracts won by HDIs	•	• LOC • 2010 Government Unit • Provincial government • Host cities
		• Proportion of budget allocated to HDIs	•	• LOC • 2010 Government Unit • Provincial government • Host cities
		• Number of charitable projects and programmes supported by 2010 related activities	•	• LOC • 2010 Government Unit • Provincial government • Host cities
Municipal Financial	• Manage municipal	• Number of 2010 related		• Provincial Government

Governance				
Focus Area	Objectives	KPIs	Common Initiatives	Methodology/ Sources of information
Viability	resources in a financially sustainable manner through sound strategic budgeting, revenue maximisation and diversification and value for money creation	projects completed on budget		• Host cities
		• Number of revenue streams generated by 2010 projects and ROI		• Provincial Government • Host cities
		• Whether strategic budgeting and auditing procedures in place for 2010 projects		• National Treasury • Provincial Government • Host cities
Social, Political, Good Governance and Public Participation	• Improve mechanisms for public participation in the development and affirmation of 2010 programmes through the provision of political, technical and other support to host cities	• Number of public participation opportunities in relation to 2010 (including public meetings, distribution of flyers, information centres, etc.)		• Host cities
		• Number of 2010 opposition groups		• Host cities • Media tracking
		• Number of protests/ demonstrations linked to 2010 activities including dissatisfaction with FIFA restrictions		• Host cities • Media tracking
	• Develop support programmes to scale up the mobilisation of community	• Number of civil society/ community structures/ organisations		• Host cities • Media tracking

Governance				
Focus Area	Objectives	KPIs	Common Initiatives	Methodology/ Sources of information
	resources as well as strengthen political championship, support and oversight	participating in 2010 related activities		
	• Improvement in quality of service provision	• Change in customer satisfaction with service quality in relation to 2010 activities		• Customer Satisfaction Surveys • Visitor Surveys • DEAT (Service Excellence)
Safety and Security	• Greater integration between the private and public sectors as well as government departments (local, provincial, national and regional) to deal with safety and security issues	• Number of joint initiatives to address crime and safety issues		• JOC • Provincial government • Host cities
	• Increased capacity and capability in relation to disaster management, especially in host cities	• Number of disaster management training programmes		• JOC • Provincial government • Host cities

Governance				
Focus Area	Objectives	KPIs	Common Initiatives	Methodology/ Sources of information
African Legacy	• Ensure participation by private sector, public sector and civil society in the 2010 National Communications Partnership (specifically focus on tracking perceptions of host cities, South Africa and Africa)	• Number of local organisations and firms participating by sector in the 2010 National Communication Partnership		• JOC • Provincial government • Host cities • 2010 Communication Partnership-GCIS

4.4 Indicators Assessing Sustainability Objectives

Table 10: Assessment of "Sustainability" Contribution of 2010 to Achieve Objectives in Focus Areas

Sustainability			
Focus Area	Objectives	Priority	2010 Contribution Summaries
Municipal Transformation and Organisational Development	• Enhance capacity for environmental planning and management in cities	Low-Medium	• Most cities have appointed people to deliver on 2010 sustainability workstreams. These will be available to the city beyond 2010
Basic Service Delivery and Infrastructure Improvement	• Ensure effective waste management and other environmental sustainability factors during and beyond 2010	Medium-High	• Top priority projects are in place at DEAT and most cities for greening the FWC.
Economic Development	• Application of greening principles in design of infrastructure to reduce costs (energy, water, etc.)	High	• Focus of 2010 projects is incorporating greening principles as articulated in the Green Goal (minimise carbon footprint of the event)
	• Number of recycling programmes to minimise environmental impacts and create jobs	Medium	• Part of the Green Goal includes recycling programmes to promote environmental sustainability and create jobs

Sustainability			
Focus Area	Objectives	Priority	2010 Contribution Summaries
Municipal Financial Viability	• Ensure long-term sustainability of projects (especially maintenance and financial viability of stadia)	Medium	• Properly planned projects survive and are financially viable long after 2010
Social	• Increase in participation in Football, especially at Club level	Low	• 2010 will increase interest and participation in Football
	• Increase in urban greening	Low	• Cities are planting trees and other vegetation as part of their city beautification initiatives • Green public open spaces are being created for communities in different parts of the city
Safety and Security	• Ensure continuation of levels of security post-2010 is retained for South African citizens • Integration of trained security personnel and systems post-2010	High	• 2010 will be a platform to improve safety and security mechanisms and strategies in South Africa, increase security personnel and implement appropriate safety and security related technology
African Legacy	• Promote conservation efforts in Africa, especially transfrontier conservation areas • Sustain positive perceptions after 2010	Low	• 2010 (especially in relation to broadening the Green Goal concept) will promote conservation efforts in Africa, linked particularly to ecotourism efforts

Table 11: "Sustainability" Objectives, Potential KPIs, Baselines, Targets and 2010 Initiatives

Sustainability				
Focus Area	Objectives	KPIs	Common Initiatives	Methodology/ Sources of information
Municipal Transformation and Organisational Development	• Enhance capacity for environmental planning and management in cities	• Number of persons deployed to cities from national government departments/ agencies to support 2010 sustainability initiatives		• LOC • Host cities • DoT • DBSA

Sustainability				
Focus Area	Objectives	KPIs	Common Initiatives	Methodology/ Sources of information
Basic Service Delivery and Infrastructure Improvement	• Ensure effective waste management and other environmentally sustainability factors during and beyond the 2010 FWC	• Number of 2010 greening initiatives • Number of 2010 waste-wise programmes	• Greening programmes • Green Goal • 2010 Tree Planting Programme	• LOC • Provincial Government • Host cities
		• Number of 2010 infrastructure projects with energy-saving technologies (utilisation of energy efficient technology) • Number of 2010 infrastructure projects utilising renewable/ alternate energy sources		• Provincial/ national Government • Host cities
		• Amount of waste generated • Amount of waste which was re-used or recycled • Amount of waste which was dumped in landfill sites		• LOC • Provincial Government • Host cities
		• Amount of land preserved for conservancy use		• Provincial Government • Host cities
		• Number of environmentally linked conflicts/ contestation as a result of venue and transport construction related to 2010		• Provincial Government • Host cities • Media tracking

Sustainability				
Focus Area	Objectives	KPIs	Common Initiatives	Methodology/ Sources of information
Economic Development	Application of greening principles in design of infrastructure to reduce costs (energy, water, etc.)	• Average cost of energy (electricity supply) • Average cost of reticulated water supply		• Host cities • Assessment of infrastructure plans
	• Recycling programmes to minimise environmental impacts and create jobs	• Number of recycling programmes linked to 2010		• LOC • Provincial Government • Host cities
		• Number of jobs created by the recycling programmes		• LOC • Provincial Government • Host cities
	• Improvement in economic quality of life in the long term for South Africans	• Number of economically active persons employed in South Africa and city (employment rate) Number of economically active persons that are unemployed (unemployment rate)		• Census data • October Household Survey • Quality of Life Surveys
		• Average prices of goods and services (CPI)		• CPI
		• Number and percentage of South Africans and city residents living below the poverty-line		• Census data • October Household Survey • Quality of Life Surveys

Sustainability				
Focus Area	Objectives	KPIs	Common Initiatives	Methodology/ Sources of information
		• Average income of South Africans and city residents		• Census data • October Household Survey • Quality of Life Surveys
		• Change in HDI (Human Development Index)		• DBSA • World Bank • UNDP
Municipal Financial Viability	• Ensure long-term sustainability of projects (especially maintenance and financial viability of stadia)	• Number of sport events held in the stadia • Number of non-sport events held in the stadia		• Host cities • Facilities managers
		• Types of activities (both sport and non-sport) stadia are used for		• Facilities managers
		• Maintenance and operating costs of stadia • Amount (in Rands) spent by local municipalities after 2010 to maintain stadia		• Host cities • Facilities managers
		• Annual profit margins (or loss) of stadia		• Host cities • Facilities managers
Social	• Increased participation in Football, especially at Club level	• Number of members joining local Football Clubs		• SAFA
		• International ranking of South Africa's national team (men and women)		• FIFA/ SAFA

Sustainability				
Focus Area	Objectives	KPIs	Common Initiatives	Methodology/ Sources of information
		• National teams' (men and women) performance in major tournaments: AFCON, FIFA, Olympics.		• FIFA/ SAFA
		• Number of South African players recruited by international Clubs		• FIFA/ SAFA • CIES (The Professional Football Players Observatory)
		• Number of Football coaching and development programmes		• FIFA/ SAFA • LOC • SRSA
	• Improvement in healthy lifestyles (specifically in relation to playing Football)	• Number of youth programmes linked to 2010 that promote healthier lifestyles (including HIV/AIDS, drug and alcohol, racism, education and environmental programmes)	• 2010 Ambassadors programmes through advocacy campaigns	• LOC • Provincial Government • Host cities
Safety and Security	• Ensure continuation of levels of security post-2010 is retained for South African citizens	• Number of crime related cases reported post-2010 in relation to rape, vandalism, personal injury, mugging and residential burglary		• SAPS • Metro Police • Private security organisations • ISS • SA Crime Quarterly

Sustainability				
Focus Area	Objectives	KPIs	Common Initiatives	Methodology/ Sources of information
	• Integration of trained security personnel and systems post-2010	• Number of security jobs (including police officers and private security personnel) employed post-2010		• SAPS • Metro Police • Private security organisations
		• Number of CCTVs post-2010 in public areas		• SAPS • Metro Police • Private security organisations • Host city programmes such as Central Improvement Districts
African Legacy	• Promote conservation efforts in Africa, especially transfrontier conservation areas	• Number of joint conservation efforts linked to 2010 by African countries		• DEAT (TFCA Division) • SA Tourism • SADC • AU • DBSA??? • SANPARKS • Peace Paris Foundation • Peace/ transfrontier parks
		• Number of tourists arrivals in major ecotourism sites in Africa		• SA Tourism • DEAT (TFCA Division) • UNWTO • RETOSA (SADC regional tourism organisation)

Sustainability				
Focus Area	Objectives	KPIs	Common Initiatives	Methodology/ Sources of information
	• Sustain positive perceptions after 2010	• Number of positive media reports of Africa, South Africa, host cities and 2010 • Number of negative media reports of Africa, South Africa, host cities and 2010		• 2010 Communication Partnership-GCIS • Other media tracking

4.5   Indicators Assessing Built Environment Objectives

Because the majority of the 2010 FWC preparations focus on the economic and social impacts of hosting on South Africa, SACN extracted some key indicators to measure the long-term impact of the 2010 FWC on the built environment in the city.

The chart below depicts indicators that measure the impact directly on the city. Data such as the number of jobs created annually in the municipality and hectares of new land developed will provide cities with figures measuring the impact of hosting on city development strategies.

Table 12: Indicators Assessing Built Environment Objectives

Built Environment				
Focus Area	Productivity	Inclusivity	Well-Governed	Sustainability
Municipal Transformation (improved city management; increased employment)	Number of new jobs created annually in the municipality and nationally	Number and types of jobs created for HDIs (women, Blacks, disabled and youth)	Number of reported complaints with respect to transparency and accountability	Number of green jobs created in cities
	Municipal salary bill (in Rands)		Number of joint initiatives between municipalities (including training programmes)	

Built Environment				
Focus Area	Productivity	Inclusivity	Well-Governed	Sustainability
			Number of bylaws changed to accommodate FIFA requirements and resultant disputes, if any	
Basic Service Delivery & Infrastructure Improvement (accelerated implementation of infrastructure projects)	Hectares of new land developed	Amount of the city covered by bus service and distance between stations		Number of 2010 greening initiatives (i.e. Number of trees planted 2010 greening projects)
		Number and value of new subsidised housing units built per year		Amount of conservation land per municipality
	Public expenditure on 2010 infrastructure per city per year compared to total capital budget per city per year	Number of community facilities built because of 2010	Number of projects completed by deadline and public perception of project success	Number of 2010 infrastructure projects with energy-saving technologies; Number of 2010 infrastructure projects utilising renewable/alternate energy sources
	Kilometers of new rail, busway, and road; Number of people accessing and using new infrastructure	Number of transport infrastructure projects; Number of users of public transport and their demographic profile; Number of criminal incidents reported when using public transport		Number of environmentally-linked conflicts

Built Environment				
Focus Area	Productivity	Inclusivity	Well-Governed	Sustainability
	Use of ports of entry (weight and volume of freight)			
	Capacity of 2010 related facilities built or upgraded; Extent to which stadium facilities are used (including number of non-sport activities held); Revenue generated by new competition stadiums	Number of football related and other community facilities built linked to 2010		Amount of waste generated and how disposed off (including recycling)
	ICT capacity in relation to megabytes used, number of new subscribers and cost			
	Change in tourism signage and infrastructure			
Economic Development (growth of local enterprises; enhanced capability to bid for international events; improve tourism)	Tourism sector growth and income generated; Number of visitors (city, provincially and nationally)	Number of jobs created and businesses (new and existing) supported by 2010 initiatives	Number of HDIs, disaggregated by group and size of business, involved in 2010 projects; Number of charitable projects and programmes supported by 2010 related activities and value	Application of greening principles in design infrastructure to reduce costs; Number of jobs created by recycling programmes
	Accommodation occupancy capacity (total number of beds) and rates per city			
	Amount generated		Number on	Average prices of

Built Environment				
Focus Area	Productivity	Inclusivity	Well-Governed	Sustainability
	directly from 2010 event in relation to sponsorships, ticket sales, broadcasting and naming rights, football merchandise sales, per city		contracts won by HDIs and proportion of budget allocated to HDIs	goods and services; Number and percentage living below the poverty line
	Value of media coverage of destination (city and South Africa); Viewership numbers (per city, per match)			Positive and negative media coverage of South Africa and host cities post-2010
	Foreign participation and investments in the economy (FDI per city, per year)			
	Number of international sports and non-sports events hosted per city annually; Number of international football matches hosted per year in city and nationally	Number of people accessing arts, culture, and heritage opportunities		
	Average cost of bus fare (single zone) per city			Average cost of energy (electricity) and reticulated water supply
Safety and Security (improved safety, reduced crime, and stricter enforcement of existing bylaws)	Change in crime rates (i.e. vandalism, muggings, personal injury, residential burglary, murder, and rape rates) and injury mortality rate	Number of additional security employed; Number of security training initiatives	Number of interagency initiatives and programmes	
	Number of vehicle			

Built Environment				
Focus Area	Productivity	Inclusivity	Well-Governed	Sustainability
	accidents			
	Number of police stations, fire stations, disaster management personnel and change in response times	Number of risk management strategies developed and implemented; Number of people who have access to safety and security, health and justice/ legal services	Number of disaster management training programmes	Number of CCTVs operated by the municipality
Municipal Financial Viability (improved municipal finances; increased value of land and properties in city)	Amount of revenue generated from property rates		Revenue generated from new infrastructure	Number and type of sport and non-sport events held in the stadia; Annual profit margins of stadia
	Amount of public debt created as a result of 2010 initiatives/activities		Number of projects completed on budget; Number of strategic budgeting and auditing procedures in place for 2010	Maintenance and operating costs of stadia; Annual loss incurred by stadia
Social Inclusivity (promoted public participation and reduced social exclusion and spatial segregation)	Increase in football administrative capacity (number of qualified officials, coaches)	Number of training opportunities and entrepreneurial assistance (including participation of disabled)		International ranking and performance in international competitions of South Africa's football teams; Number of South African players recruited by international clubs; Number of football coaching and development programmes
	Increase in football	Number of women and		Number of members joining

Built Environment				
Focus Area	Productivity	Inclusivity	Well-Governed	Sustainability
	participation and improvement in performance	youth at school level playing football		local football clubs
		Number of volunteer programmes and number of volunteers trained (including participation of disabled)		
		Number of entertainment and participation opportunities linked to 2010 for locals (such as Fan Parks and PVAs); Number of people accommodated at Fan Parks and PVAs and number attended events; Number of HDIs given 2010 tickets	Number of public participation opportunities in relation to 2010	
		Change in national and community pride; Anti-social behaviour displayed during 2010	Number of 2010 opposition groups; Number of protests/ demonstrations linked to 2010 activities; Extent to which the daily lives of local residents are disrupted; Change in customer	Change in public attitudes towards sustainability

Built Environment				
Focus Area	Productivity	Inclusivity	Well-Governed	Sustainability
			satisfaction with service quality	
		Number of cultural programmes by local communities included in 2010 activities	Number of civil society/ community structures/ organisations participating in 2010 activities	Number of youth programmes linked to 2010 that promote healthier lifestyles
African Legacy (strengthened regional cooperation and improved African reputation)	Number of tourist arrivals in other African countries (overall and linked to 2010 travel)	Number of 2010 linked investments in other African countries		Number of tourist arrivals in major ecotourism sites in Africa
	Number of partnerships strengthening regional cooperation	Change in international pride; Number of 2010 legacy programmes developed in other African countries	Number of international organizations and firms from Africa participating in the 2010 National Communication Partnership	Number of joint conservation efforts linked to 2010 by African countries

Section 5 – Way Forward

The 2010 FIFA World Cup represents a unique opportunity for South African cities to accelerate the pace of building and service delivery against their long-term development goals. The country is already buzzing with preparations for the event and billions of rand are being invested in various spheres of government on numerous new projects and the upgrading of existing infrastructure. Yet, the focus up to date has been on ensuring a successful preparation for the event with incoherent articulation of the legacy that will remain after 2010. Failure to clearly identify and measure the long-term impact of the event could result in suboptimal allocation of resources and ultimately prevent South African from reaping the full benefits of hosting.

It is therefore imperative that the institutions mandated to foster sustainable development initiatives focus their attention on ensuring that the country, along with successfully hosting the event, is also able to utilize it as a springboard for future growth. Taking stock of this situation, the SACN has launched an initiative to ensure that the long-term objectives linked to the event are not swamped by the frenetic

activity leading to the event. The first step of this initiative was the development of a suitable framework to assess the long-term impact of the 2010 FWC on the development of South African cities. The proposed framework has already been presented to various stakeholders, receiving an overall enthusiastic response, and has been extensively documented in the previous sections. It is now time to implement the framework.

In the next stage of the project, SACN will collect the baseline data for 2006. This year was selected as 2006 is considered the beginning of South Africa's preparations for the 2010 FWC. Projects completed before 2006 will be used as the basis for comparison for indicators measuring city development in 2010 and in 2016. This ten-year timeframe will provide comprehensive comparable data to measure projects completed before, during, and after the 2010 FWC.

Data collection will continue after the 2010 FWC and into 2016. Once all data has been collected, SACN will be able to assess the long-term legacy of the 2010 FWC on South African cities.