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FIFA 2010 World Cup Legacy Audit

Final Report

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Acronyms

ACSA	Aiport Company South Africa
AMPCON	Electrical Consultants Engineers
ASSTT	2010 World Cup Aviation Subsector Task Team
ATNS	Air Traffic and Navigation Services
B&B	Bed and Breakfast
BCM	Buffalo City Municipality
BCOCC	Border Control Operational Coordinating Committee
BRT	Bus Rapid Transit System
CAA	Civil Aviation Authority
CAMU	Central Airspace Management Unit
CBD	Central Business District
CRT	Cross Border Road Transport Agency
CBTA	Cross Border Transport Agency
CCDI	Cape Craft and Design Institute
CEO	Chief Executive Officer
CID	Central Improvement District
CTP	Cape Town Partnership
CTRU	Cape Town Routes Unlimited
DANIDA	Danish International Development Agency
DEAT	Department of Environmental Affairs and Tourism
DEDEA	Department of Economic Development and Environmental Affairs (Eastern Cape Provincial Department)
DETEA	Department of Economic Development, Tourism and Environmental Affairs (Free State Provincial Department)
DHA	Department of Home Affairs
DLGTA	Department of Local Government and Traditional Affairs
DOH	Department of Health
DORT	Department of Roads and Transport
DSRAC	Department of Sport, Recreation, Arts and Culture
ECTB	Eastern Cape Tourism Board
EMS	Environmental Management System
FIFA	Federation of Football Association/ Fédération Internationale de Football Association
FNB	First National Bank
FWC	2010 FIFA World Cup
IBC	International Broadcast Centre
ICESSD	The Interdisciplinary Centre of Excellence for Sport Science and Development
ICT	Information and Communication Technology
IDP	Integrated Development Plan
IFR	Instrument Flight Rules
IRT	Integrated Rapid Transit
KMIA	Kruger Mpumalanga International Airport
KSDM	King Sabatha Dalindyebo Municipality

KSIA	King Shaka International Airport
LAN	Local Area Network
LED	Local Economic Development
LIA	Lanseria International Airport
MoU	Memorandum of Understanding
NATJOC	National Joint Operational Centre
NGO	Non-Governmental Organisation
NMBM	Nelson Mandela Bay Municipality
NYDA	National Youth Development Agency
OC	2010 FIFA World Cup Organizing Committee
OC	Olympic Committee
OTP	Office of the Premier
PDI	Previously Disadvantaged Individual
PGWC	Provincial Government of the Western Cape
PIA	Polokwane International Airport
PLM	Polokwane Local Municipality
PRASA	Passenger Rail Agency of South Africa
PROVJOC	Provincial Joint Committee Coordination
PVA	Public Viewing Area
RBA	Royal Bafokeng Administration
RBS	Royal Bafokeng Stadium
RLM	Rustenburg Local Municipality
RPP	Right Protection Plan
RTMC	Road Traffic Management Cooperation
RTT	Regional Technical Task Team
RVIC	Rustenburg Visitors Information Centre
SAA	South African Airways
SABC	South African Broadcasting Corporation
SACAA	South African Civil Aviation Authority
SAFA Provincial	South African Football Association Provincial
SAFA	South African Football Association
SAFU	South African Football Players Union
SAPS	South African Police Services
SARS	South African Revenue Service
SRSA	National Department of Sports and Recreation South Africa
TCC	Traffic Control Centres
TEP	Tourism Enterprise Programme
UEFA	Union of European Football Associations
VIC	Visitors Information Centre
VIP	Very Important Person
VMC	Visual Meteorological Conditions
VOC	Venue Operational Centre
VSTS	Venue Specific Training Site
WWTW	Boitekong Wastewater Treatment Works

Executive Summary - DRAFT

South Africa's bid to host the 2010 FIFA World Cup was embedded in the hope that hosting the mega-event would provide an opportunity to address many of the developmental challenges and goals of the nation (Altinger: 2006, p. 73-4). This report aims to create a historical record of the 2010 FIFA World Cup, to consolidate lessons for future mega-events and to ensure public accountability. The report highlights the perceptions of critical stakeholders directly involved with the 2010 FIFA World Cup who were interviewed on key thematic areas which include national development objectives, the meaning of legacy, the impact of the World Cup on soccer, lessons from other countries and challenges and suggestions for future mega-events.

On the whole, the various projects and initiatives undertaken throughout the country as part of hosting the World Cup were informed by the belief that the exercise would provide valuable legacies for development and would be in line with the country's developmental objectives. The national developmental objectives encompass economic development, improved infrastructure, job creation and skills development, environmental sustainability, improved health care and the reduction of poverty. Stakeholders with whom individual interviews were conducted after the event expressed satisfaction with the legacies of the event for South Africa and confirmed that addressing developmental objectives was a central aspect of the World Cup preparations. The evidence provided in Close-out Reports and other sources documenting plans and strategies also supports this point.

The legacies examined and which were generally recognized as successful across provinces and national departments refer to infrastructure development, economic benefits, greening initiatives, skills development, sport and football promotion, enhancement of South Africa's image and improved social cohesion and nation-building. Similarly, a few African legacies were identified although data collected for this report is insufficient to substantiate the real nature of the legacies left by tournament for the continent. It is important to note that the overwhelming positive feedback received from interviewees may be attributed to the fact that many of the interviewees were selected on the basis of their senior positions and extensive involvement in planning and implementing various aspects of the World Cup. Therefore, it is likely that their perspective was framed by a belief in the value of their own work. Nevertheless the report does also try to develop a more critical perspective, through an analysis of relevant literature (Section 1.4) and interviews with non-governmental stakeholders as well to provide a more independent evaluation of the legacy of the World Cup. The concluding remarks (Section 17) of this report provide such a critical evaluation.

While interviewees were asked about both tangible and intangible legacy projects and responses often engaged equally with both kinds of legacy, the documentary information accessed from various government departments invariably focus on tangible legacies such as infrastructure development and greening initiatives. Thus, it reflects the difficulty of reporting on more intangible legacies like social cohesion as well as the challenge to

clearly determine whether the World Cup legacies for South Africa were primarily tangible or intangible and the sustainability of these.

The primary tangible legacies of the World Cup were identified as physical infrastructure upgrades and improvements. Host cities boast new or enhanced sports stadiums, sports fields and sports facilities, world-class airports and visitor information centres. Although most interviewees stated that these are definite legacies of the World Cup, some also admitted that the continued cost of maintaining such facilities are actually much greater than the benefits. Overall as the long-term impacts and developmental benefits of the stadiums are difficult to ascertain; improvements in general infrastructure such as public transport systems, including roads, walkways, railways, utilities supply, public spaces, libraries and hospitals, amongst others; seemingly constitute a greater legacy to South Africans than the stadia. Infrastructure developments like new and better transport systems and new public spaces like the new beachfront in Durban were cited as central legacies of the World Cup as these provide South Africa with the necessary foundation for future economic and social development.

In relation to the economic benefits of the 2010 World Cup, these must be examined in terms of immediate benefits directly related to the event and long-term indirect economic legacies. These include but are not limited to investment opportunities, tourism revenue, job creation, development of craft industries, revenues for taxi/bus industries, etc. According to several interviewees the World Cup was a success in terms of its promotion of South Africa's image in the rest of the world. For some, this must be attributed to reduced crime rates during the mega-event, while for others, to the standards and efficiency of South Africa in hosting the event, which assured a positive international reputation for the country. It is expected that such an improved image may benefit South Africa in terms of continued tourism, as well as in bids for future international mega-events if this is desired. Therefore, the potential economic spin-offs of South Africa's improved image may prove to be an important economic legacy. However, beyond tourism, a much more detailed assessment of the full range of economic benefits needs to be conducted to provide a comprehensive picture of economic impacts as a whole.

Skills development programmes were offered throughout the country and comprised a central aspect of the legacy projects of nearly all host cities and provinces. Some skills development programmes were particularly offered to volunteers involved in different aspects of World Cup events and a database of volunteers remains for future use. While training was provided in construction, catering, customer service, hospitality, security and tour operations amongst others, indirect skill development also took place. Nevertheless, the impact of such skills development efforts on actual job creation remains to be examined. Indeed, while most stakeholders interviewed were positive about the jobs made available as a result of hosting the World Cup, such jobs were generally short-term opportunities directly related to the event and only a minority of long-term posts seem to have remained. Notwithstanding these limitations, skills development is also thought to have enhanced the qualifications and thus the possibility of individuals being able to take advantage of future job opportunities.

Similarly, specific programmes aimed at the promotion of sport and football also provided skills training in the field of sport management, coaching, and athletics. Both the 2010 event and football in general were promoted throughout South Africa in various initiatives. The 2010 World Cup is thought to have had a positive impact on the interest in and development of football in the country.

Within the health sector, both physical infrastructure and skills development are noted as World Cup legacies. In general, these improvements focused on the improvement of emergency services as required by South Africa's guarantees to FIFA. Nevertheless these investments have left a lasting legacy for South Africans, for example the setting up of an emergency control centre in Midrand in Gauteng as well as the purchase of a significant number of new ambulances.

There was also general agreement among stakeholders that the World Cup stadiums, fan parks and Public Viewing Areas (PVAs) provided South Africans with a space to transcend boundaries of race, age, class and gender and to engage with one another as equals. Although respondents acknowledged the difficulties of maintaining such an intangible experience as a long-term legacy, transcending these common boundaries is thought to have promoted social cohesion and nation-building.

Concerns regarding the environmental impact of the World Cup motivated host cities and provinces to implement various greening initiatives and projects which have left different environmental legacies. These projects and initiatives address the national developmental goal of sustainable resource management and are in line with FIFA's green goals. However, the actual sustainability of these projects as a legacy of the World Cup remains to be seen and detailed investigations of these across the country are recommended.

Overall, given that a legacy is by definition something that lasts over time, the actual success of the 2010 World Cup legacy projects in addressing the country's development objectives is difficult to measure as these effects will mature over time and it may simply be too soon to answer this question conclusively. Nevertheless the literature and interviews conducted for this study provide an overview and analysis of the legacy and developmental *plans* and *intentions* of various national, provincial and local stakeholders and therefore provides a baseline of information against which the developmental achievements of various legacy projects can be evaluated in future.

1 Introduction

1.1 Aims and Objectives of the Study

The Human Sciences Research Council (HSRC) was commissioned by Sport and Recreation South Africa (SRSA) to consolidate a report on 2010 FIFA World Cup legacy projects, programmes and initiatives. The study, called a legacy audit, focused on two broad categories of legacies, namely tangible and intangible legacies. Tangible legacies include (i) physical infrastructure, for example roads, stadia, sports labs, sports houses, fan parks and dream fields, (ii) economic outcomes and (iii) greening initiatives. Intangible legacies, on the other hand, refer to the social and ecological impacts of the 2010 FIFA World Cup. They include contributions of the tournament to (i) the image of the country, (ii) social cohesion and nation building (iii) skills transfer and (iv) ecological sustainability. These are examples only (see Appendix D for a detailed list of legacy programmes, projects and initiatives). As is evident in the current report, overlaps are inevitable because tangible legacy projects often have intangible legacies associated with them.

The purpose of the audit is to document legacy projects across all sectors, including those initiated by government, non-governmental and private business organisations in both South Africa and the rest of the African continent. The 2010 FIFA World Cup was posited as a catalyst for development in South Africa and was therefore understood in terms of the potential legacy of the event for development. Planning for the event was said to be informed by this aim and expectation. This study therefore seeks to probe, albeit only tentatively, the links between the event and the developmental objectives of the country, as well as the legacy projects and initiatives undertaken. The audit will lay the basis for a future comprehensive impact study on the developmental benefits of the World Cup, and will help inform strategic decision-making about the hosting of future mega-events.

Rather than present a descriptive account of all legacy initiatives, the current report uses selected legacy projects to tell the story of the World Cup. The objectives of the audit are:

- a) to create a historical record of the 2010 FIFA World Cup;
- b) to consolidate lessons for future mega events;
- c) to ensure public accountability.

1.2 Methodology

Scope of the Project

The intention of the project was to audit all legacy initiatives and projects of government and other key institutions that participated in hosting the 2010 FIFA World Cup event. In order to meet these objectives, the HSRC adopted as its primary methodology detailed interviews with representatives of both government and non-governmental stakeholder

groups, as well as the analysis of Close-out Report from various government departments and local municipalities. This was supplemented with other applicable documentation that provided evidence of legacy programmes, projects and initiatives.

The study reports on National and Provincial Departments and host cities who responded positively to the request for interviews and documentation relevant to the legacy of the World Cup.

Data collection

The data that inform the current report come from interviews with representatives from both governmental and non-governmental stakeholder groups, as well as Close-out Reports from various government departments and local municipalities within which host cities were located.

Documentary evidence

Information was primarily obtained from Close-out Reports provided by government stakeholders and was supplemented by media reports, FIFA 2010 reports on official government and media websites, newsletters, annual reports and booklets. A wealth of information was, for example, obtained from the City of Cape Town, but limited information was obtained from Mbombela Local Municipality. This consequently impacted on the depth of information available to draft different sections.

Stakeholder interviews

In order to meet the objectives of the study, interviews with representatives of both government and non-governmental stakeholder groups were conducted. The client provided the names and contact details of 1) host city representatives, 2) 2010 FIFA World Cup Government Coordinators, and 3) Provincial 2010 FIFA World Cup coordinators. Initially, the project team aimed to contact almost all persons on the lists to secure appointments for interviews. However, a number of these persons could not be contacted since they have left the departments involved in the World Cup. For the study, sixteen representatives of host cities, including the Cities of Durban, Cape Town and Johannesburg, as well as the Tshwane, Mbombela, Polokwane and Rustenburg Local Municipalities were interviewed. Furthermore, 2010 Coordinators of six national government departments were interviewed, including the Departments of Health, Energy, Public Works, Trade and Industry, the Presidency and SARS. Five representatives of provincial departments were interviewed, including Gauteng Sport and Recreation, Limpopo Department of Arts and Culture, Limpopo Office of the Premier, Western Cape Department of Cultural Affairs and Sport and Provincial Administration, and Western Cape Office of the Premier. The representatives from the government departments provided information about relevant non-governmental stakeholders for their particular areas. Interviews were also conducted with representatives of the 2010 Local Organizing Committee, the South African Red Cross, and Street Football World, 20 Centres for 2010. (See Appendix A for list of interviewees).

The information sheet explaining the aim and objectives of the study and the consent form that had to be signed by participants (see Appendix C), had been approved by the Ethics Committee of the HSRC.

Qualitative data collection instrument

A research schedule was developed to obtain comparable and systematic information from stakeholders. This schedule obtained ethics clearance from the HSRC Ethics Committee before being utilized in the field. A copy of the schedule is attached as Appendix B.

The main themes identified within the schedule consisted of a conceptualization section, an audit section, a general section and a section on links between legacy projects and development goals.

The conceptualization section focused mainly on eliciting a response from stakeholders' on their perception of the meaning and components of "legacy" in the context of the 2010 FIFA World Cup.

The audit section attempted to obtain information on tangible and intangible projects, programmes and initiatives considered to have a legacy. For this section, emphasis was on information on physical infrastructure, and on economic and environmentally responsible projects of a tangible nature. On the other hand, the intangible section aimed at eliciting information on social cohesion and nation-building legacy projects, projects that relates to South Africa's image and legacy projects with a skills transfer component.

The general section focused on obtaining responses about how hosting the 2010 FIFA World Cup has changed the game of soccer. The final and last section elicited information on stakeholder perceptions of linkages between legacy projects, programmes and initiatives and the national developmental goals of the country.

Timeframe of data collection process

The duration of the data collection process was six weeks. The process kicked off mid February 2011 and ended on the 18th of March 2011, but was extended by one week in a last attempt to obtain reports and conduct stakeholder interviews. It has to be noted that the period for fieldwork was extremely limited, particularly if the project was to meet its initial aims of collecting information on *all* legacy projects in *all* sectors, both governmental and non-governmental. As a result, while every effort was made to ensure that as much empirical data was collected as possible, there were limitations as to the extent and depth of information that could be collected in the time frame available for field work.

Limitations of the Research

An important limitation of this report derives from the fact that several attempts by members of the research team to secure reports and interviews with some government officials were unsuccessful. A significant number of Close-out Reports on which the

current consolidation report was to be based could not be obtained mainly due to the fact that they were either not ready and/or could not be released. These factors limit the extent to which the current report can meet the study's objectives. They also diminish the country's capacity to optimize learning from the experience of hosting the World Cup.

The legitimacy of the study was questioned by some stakeholders due to the absence of an official letter of request for cooperation from the Minister of Sport, Arts and Culture. Other limitations of this study relate to the consistency of information across different sections of the report. Interview data and different reporting approaches across the different stakeholder groups ultimately informed the structure and style of each provincial, departmental and host city narratives. The cancellation of a planned workshop with the client to define important concepts, such as "legacy" and "tangible and intangible", was also an important constraint in finalizing the report.

Considering the fact that South Africa plans to host other mega-events in the future, it is hereby recommended that a comprehensive legacy audit be incorporated in a full impact study of the World Cup. For such an audit to yield optimum strategic insights for the country, SRSA would need to secure all the Close-out Reports upfront and make these available to the commissioned service provider. The stated study limitations notwithstanding, both the full impact study and the comprehensive legacy audit will benefit tremendously from the current report.

Structure of the Report

The report begins by highlighting the links between the national development agenda and World Cup legacy initiatives. This is followed by an exploration of the concept of "legacy" and legacy projects in relation to the World Cup.

The body of the report is divided according to regional area (Province and/or city) and Government Department. Imbalances in the scope of information received are reflected in the different sections. For instance, in the case of Gauteng Province, both Johannesburg and Tshwane were appointed as host cities. Given the amount of information received on each of these, the City of Tshwane is addressed in a chapter of its own. On the other hand, the Northern Cape Province, although it also utilised the World Cup to implement legacy projects, did not host any of the events. The limited information received on this Province thus warrants its exclusion from the report. Finally, National government departments included are those immediately involved in the World Cup or those who utilised the legacies of the event in support of national development plans. Again, certain departments are either over-represented or under-represented in the report, partly due to the nature of their participation in preparations for the World Cup but also simply because it was possible to arrange interviews with some departments but not others.

1.3 The Meaning of Legacy

As a legacy audit, it was imperative that the concept of legacy be properly conceptualised. This task involved the creation of a working definition of "legacy", the identification of its key elements in relation to the World Cup, and finally the

specification of the analytical framework followed in this report. The following topic guidelines were designed to solicit inputs from stakeholders:

- 1) What does the term legacy mean to you?
- 2) What do you consider to be the key components or elements of “legacy”?
- 3) What do the terms “tangible” and “intangible” legacies mean to you?
- 4) What are legacy projects? What should be included and what should be left out of the definition and identification of legacy projects?

One of the outcomes of the conceptualization exercise is the conceptual framework of 2010 legacy projects presented on page 22.

Working Definition of Legacy

The Oxford English Dictionary defines legacy as “something handed down by a predecessor” (www.oed.com). It is also more specifically “something that is a part of your history or which stays from an earlier time” (dictionary.cambridge.org). The idea that the World Cup will leave behind a legacy or legacies for South Africa reflects the fact that such a mega-event inevitably leaves a lasting imprint upon the host cities and nation. This may be attributed in large to changes brought about by the preparations for the event, the immediate experiences of the event, as well as the after-effects and changes brought about due to the event.

The following working definition thus encompasses the legacies of the 2010 FIFA World Cup for South Africa: 2010 legacies are those programmes, projects and initiatives either undertaken for or fast-tracked because of the World Cup, and which the World Cup event has left behind for South Africans. More specifically, the legacies of these projects comprise the tangible and intangible, positive and negative, intended and unintended long-term impacts of the World Cup on the South African physical, socio-cultural and ecological landscapes.

Elements of Legacy

Evident in this working definition is the complex and multi-faceted nature of the notion of ‘legacy’. The concept incorporates socio-cultural, spiritual, economic and environmental aspects. However, there can be no universal definition of FIFA World Cup legacies since local particularities inform what comes to be considered a legacy project for each host nation and city. One participant articulated this multi-dimensionality as follows:

Legacy should be people and human capital related, business related, sports and recreation related, and there must be legacy to assist development (KZN, City of Durban: February 2011).

Still, acknowledging the different interpretations and critiques of 2010 legacies by stakeholders interviewed in this study reveals a general, shared understanding of the 2010 legacies.

Based on respondent feedback, legacy may be broadly understood as something that has been left behind either through specific actions or processes (e.g. hosting a mega-event). Most stakeholders attach a positive meaning to the concept, defining a legacy as something that will continue to add value to society or at least parts of it. The expectation that the average South African, as well as South Africa as a whole, will be able to derive a range of benefits from the World Cup speaks to this positive aspect. Long-term value expectations also point to the sustainability of legacy projects or initiatives. As one stakeholder explained, a legacy is

Something tangible or intangible that's left from an intervention that will benefit the current and future generations. The legacy of the World Cup would be something that the event has left in the country that will benefit the citizens of this country in the immediate as well as in the long term (National Department of Health: February 2011).

Another interviewee made a similar remark:

Legacy should contribute to the community in the long term and in a more meaningful way (KZN, City of Durban: February 2011).

However, it may be important to acknowledge the possibility of negative legacies such as “useless” infrastructure and the long-term operational costs of the stadiums (Western Cape, City of Cape Town: February 2011). According to one interviewee, the concept of legacy had not been adequately defined and thus limits how South Africans may understand the meaningfulness of the World Cup:

This notion of legacy was not thoroughly defined and the challenge with that is that...we will then struggle in the next few years to talk about it beyond making reference to bricks and mortar (National Office of the Deputy President: March 2011).

Although determining the positive versus negative legacies of specific projects and initiatives of the 2010 World Cup are beyond the scope of this report, the effort of the South African government to utilise the event to address development needs may provide a good starting point and measure to do so. See Section 1.4 below for further elaboration.

Analytical Framework: Tangible and Intangible legacies

For the purposes of this study, ‘legacy’ will be framed within the distinction between tangible and intangible legacies. Some stakeholders, in the effort to initiate and implement specific strategies to ensure the legacy of the World Cup, defined legacies in terms of projects, programmes and initiatives. Initiatives may be broadly understood as any action or event that “begins a process” (www.businessdictionary.com). In the context

of the World Cup, legacy initiatives may constitute collaborative efforts between various stakeholders, and are likely to result in longer-term effects since it promotes a process rather than a once-off event.

Programmes, on the other hand, involve a plan of action with a specific aim or objective (www.businessdictionary.com), or “a plan of activities to be done or things to be achieved” (dictionary.cambridge.org). Programmes are sometimes distinguished from projects, although projects are also defined as a “set of interrelated tasks to be executed over a fixed period” (www.businessdictionary.com). However, projects speak more to the specific activity undertaken (dictionary.cambridge.org) and thus often constitute part of a programme. Although the distinction between initiatives, programmes and projects may be useful, and the Status Report provided in Appendix D attends to it, the analytical framework utilised in this report is that of tangible and intangible legacies. It is hoped that this will accommodate the multifarious efforts and actions undertaken by cities, provinces and departments to implement their respective legacy projects.

A tangible legacy is anything that is hard, measurable and can be physically touched. One participant described tangible legacies in terms of the “brick and mortar” (National Department of Health: February 2011). Although tangible legacies primarily refer to physical objects left behind such as infrastructure developments, these also include short and long-term economic benefits and environmental impacts and greening initiatives.

Intangible legacies, on the other hand, refer to softer elements that you cannot physically touch but can feel and perceive. These refer to things like skills development, nation-building and image-promotion. The provision of skills development programmes and volunteer programmes constitutes an intangible legacy in terms of valuable human capital. Also, nation-building has been specifically identified by several stakeholders as an intangible legacy that emerged from changes in the perceptions about each other and about the country as a result of strong feelings of social cohesion and shared happiness that emerged during the event. As a legacy, such integration around shared interests is said to continue at local soccer games even after the World Cup. Finally, the international promotion of South Africa’s image, reinforced by the efficiency of the event, the reduced crime rates and the general social togetherness of South Africans during the event is also believed to be a critical, long-term benefit for the country.

According to one of the stakeholders from Gauteng, “*the World Cup brought South Africans closer than ever before...it created social cohesion and gave us pride like nothing before*” (Gauteng, City of Tshwane: February 2011). Another interviewee argued that such intangible legacies are just as important as the tangible legacies:

Besides the stadiums and infrastructure, the biggest legacy that the World Cup has left is knowledge and the improvement of skills ...overall the most important is that we were good as South Africa...we were very good and proudly South African...one thing that was left behind was a belief that we can do everything (KZN, City of Durban: February 2011).

1.4 Literature Review

Studies and literature on the legacy of sporting mega-events mainly focus on the economic and social impact of these events with many researchers focusing on the tourism aspect. Mega sport events, like the Olympic Games and the FIFA World Cup are among the most significant international tourism events. In a recent effort to determine whether the economic impact of the Olympic Games on host countries is significant Chengli, Huai-Chun & Hsiou-Wei (2011) offer a comprehensive and multidimensional analysis of the economic impact of hosting this mega event using data from 15 countries that have hosted 24 summer and winter Olympic Games through two methods; panel data analysis and event study. The results indicate that the economic impact of the Olympic Games on the host countries is only significant in terms of certain parameters (i.e., gross domestic product performance and unemployment) and in the short term.

Researchers have highlighted the difficulty of estimating the economic impacts of the FIFA World Cup. However, while this is recognized as a difficult task, academics have managed to estimate consistently the macroeconomic effects of events such as the 2006 German World Cup. Looking at the impact of this event Ahlert (2006) found that the regional economic impact of this particular event, in contrast to the Olympic Games seems to be geographically spread much more within the host country. The results of his analysis were obtained using the “interindustry-based macroeconomic simulation model ‘SPORT’” which has a special focus on analyzing sport-economic activities and events taking also into account the investments for upgrading the stadium facilities as well as the tourism expenditure of incoming World Cup visitors (Ahlert, 2006). Looking specifically at tourism and mega-events from the perspective of their impact on the host country’s territory Dansero and Puttilli, examine the Winter Olympics in Torino. They argue that the legacy of mega events cannot only be assessed only in terms of their, often controversial, contribution to direct economic benefits but also create an opportunity for infrastructural development that significantly transforms the physical space of the host country or territory and produces both tangible and intangible legacies that remain after the event ends. These include renewal of facilities for hospitality and accommodation, better infrastructures, better training for people in the tourism business, and improvement in international visibility. These legacies, if successfully mobilised, can be utilised as a platform for future tourism development and re profiling a host city or nation. (Dansero & Puttilli, 2010).

In general, assumptions are that mega-events will boost the economic growth of host cities having a long-term positive effect on the country’s Gross Domestic Product (GDP). Over the course of the years, countries bidding to host these mega-events do so with the expectation that benefits emanating from the influx of tourism, the international exposure and employment growth will pay off the monetary investments required in order to host these events. However, available studies suggest a mixed picture in terms of actual benefits and the positive sustainable impact and legacy of these major events.

Available research illustrates most jobs related to mega-events are created in the construction and tourist sectors but tend to be short-term, while economic projections tend to overestimate the benefits and underestimate the costs of events like a World Cup

(Tomlinson, Bass & Pillay, 2009). Looking specifically at South Africa and drawing from international literature which takes a cautious stance in its assessment of the benefits of mega-events, Tomlinson, Bass and Pillay suggest that a unique moment has been lost in South Africa regarding the ability of the World Cup to serve as a catalyst for urban development and poverty alleviation as development benefits in cities are likely to be fairly circumscribed. Legacy, they suggest, should go beyond an exclusively pro-poor language and involve vigorous public debate to arrive at a national consensus of what kind of legacy the 2010 FIFA World Cup was realistically able to achieve (Tomlinson, Bass & Pillay, 2009).

Also looking at South Africa, a 2009 study by Bob & Swart on Cape Town residents' perceptions of the FIFA 2010 World Cup stadia development revealed a very positive attitude towards South Africa hosting the World Cup. Although the study reveals several concerns in relation to the distribution of anticipated benefits and the impacts of the stadia on their lives, generally residents had high positive expectations and hoped to receive economic and social benefits related to hosting the 2010 World Cup (Bob & Swart, 2009).

The anticipated benefits of mega-events are more often than not exaggerated by their proponents. According to Horne, these are usually elites in selected industrial sectors and political constituencies which are likely to gain from them. In the case of the 2002 Korea/Japan, Japanese beneficiaries all tended to be associated with the construction industry, located at the heart of the Japanese political economy which had a very uneven but almost invariably exaggerated impact on regional development in the country (Horne, 2004). Other authors looking at this World Cup present a largely sceptical view of the economic impact of this mega-event in the region highlighting the gap between forecast and actual economic impacts (Horne & Manzenreiter, 2004). Similarly, but looking at the Olympics in China, Broudehoux undertakes a critical review of Beijing's Olympic redevelopment and of the social, economic, and political impacts of hosting mega events. Through an analysis of Olympic projects, city marketing initiatives, and their impact on the city's material and cultural landscape, the article suggests that Beijing's spatial restructuring and image construction program played an important role in exacerbating existing profound inequalities. According to her "acting as a developmental engine legitimating large-scale urban transformations, the Olympics have helped concentrate economic and political power in the hands of a coalition of government leaders and private investors and this has allowed their interests to dominate the planning agenda". In a very critical approach the Olympic preparations are seen as a propaganda tool and "an instrument of pacification to divert popular attention from the shortcomings of China's rapid economic transformation, accompanied by rampant land speculation, corruption, and uneven development" (Broudehoux, 2007).

Looking also at the political aspects and strategic ways in which governments used these events, researchers have also observed that hosting mega events, such as the World Cup, have political, intangible and social corollaries that usually extend far beyond the event itself (Cornelissen & Swart 2006). For some researchers, the greater potential benefits and risks for host countries are actually less tangible, including political gains, public

image effects, and a potential “feel-good” factor (Du Plessis & Maennig, 2007). Events like the Soccer World Cup are seen to have an “extraordinary capacity to generate powerfully emotional shared experiences” (Black & van der Westhuizen 2004). The identification of these powerful feelings recognizes the potential importance of the more “intangible” benefits of mega-events like the World Cup (Tomlinson, Bass & Pillay, 2010; Brenke & Wagner, 2006).

Sport has historically been employed as a means to enhance nation building and provide societies with socio-cultural “touchstones” (Black & van der Westhuizen cited in Pillay 2009). Also looking at the links between sports and national pride Dauncey & Hare, (2000) analyzed the powerful emotions shared by the French after hosting and winning the World Cup in 1998. They reflected on a complex interplay of sporting and cultural metaphors, meanings and values as thousands of citizens and fans appropriated the national colours to celebrate the triumph. Similarly, other broader studies looking at different elements of the 2002 World Cup in Japan/Korea highlighted the role of sports mega-events in identity construction and promotion (Horne & Manzenreiter, 2004). But the real impact and sustainability of these shared experiences and positive feelings generated through sporting events has been questioned and remains a hazy area of research. Coakley and Klein note that although football may have brought people together in Brazil, there must be doubt about whether this had any impact on the political and economic realities of that society. While it created “emotional unity”, it did not help people to deal with their differences constructively, leaving unanswered questions about whether (a) some groups benefit from the “unity” more than others, and (b) whether the “unity” has any impact on issues not relating to sport (cited in Hendricks 2008).

It has been argued that developing countries generally tend to use sports mega-events in ways highly distinct from developed countries (Du Plessis & Maennig, 2007). Considering that the 2010 World Cup was the first ever in the African continent and that the next Cup will also be hosted in a developing nation (Brazil) it is important to highlight the literature gap looking at the specific features and consequences of hosting mega-events in developing settings. As South Africa’s campaign to host the 2010 World Cup made a case for the right to host the World Cup in “dispossessed” Africa and argued for South Africa’s unique capacity as custodian of “Africa’s turn” (Cornelissen, 2004), it is important to do further research on the actual impact and legacy of the event in the continent. This report hopefully serves to begin to address this gap and will help to guide future legacy strategies in similar settings, while inviting further research in this particular field.

1.5 National Development Objectives

The South African government has identified various developmental priorities for the country. These include economic development, poverty alleviation, job creation, skills development, education, health, safety and security as well as environmental sustainability. Specifically the Medium Term Strategic Framework for 2009-2014 identifies ten key strategic priorities, many of which relate the developmental objectives of the country:

- speed up economic growth and transform the economy to create decent work and sustainable livelihoods
- massive programmes to build economic and social infrastructure
- a comprehensive rural development strategy linked to land and agrarian reform and food security
- strengthen the skills and human resource base
- improve the health profile of society
- intensify the fight against crime and corruption
- build cohesive, caring and sustainable communities
- pursue regional development, African advancement and enhanced international cooperation
- sustainable resource management and use
- build a developmental state, including improving of public services and strengthening democratic institutions.

Any assessment of the extent to which the 2010 World Cup assisted the country to meet its developmental objectives needs to be assessed against these strategic priorities.

The 2010 FIFA World Cup was posited as a major catalyst for development in South Africa. According to Altinger, when South Africa bid for the 2006 and 2010 World Cups, its goals in doing so were specifically identified as follows: “Fostering political stability post-Mandela and nation-building in general; Creating economic development through job creation, tourism and commercial opportunities; [And] boosting the country’s international status” (2006: 74).

The relationship between the World Cup legacy projects and these development aims, as well as the impact of the World Cup legacies on addressing these aims, is therefore critical. To attend to this issue, the following research questions served as topic guidelines for interviews with stakeholders:

- What do you understand to be the links between the various legacy projects and initiatives and the country’s developmental objectives? What were the developmental intentions behind each initiative?
- What was the thinking of the country when it used the World Cup to achieve its developmental goals?

General Development Goals and 2010 Legacy Projects

That preparations for the World Cup involved the implementation of legacy projects and initiatives suggests that the desired legacies were defined in terms of the broadly conceptualised development goals. A definition of a World Cup legacy given by one of the interviewees from the City of Tshwane reveals this inherent relationship:

Those aspects of a project that will lead to the improvement of the lives of future generations...legacy projects are used as an instrument to better the lives of the people... (To) add value to the communities for hosting the tournament... (They) are aimed at stimulating economic development...had a special focus on small businesses, the youth and previously disadvantaged communities (Gauteng, City of Tshwane: February 2011).

The national development objectives that could be said to be informed by 2010 legacy projects included economic development, skills development and job creation, improved education, environmental sustainability, improved health and health services, nation building and social cohesion as well as the fight against crime.

Economic Development

Economic growth and development remains a key goal in South Africa. Socio-economic inequalities, extreme poverty and hunger, and high levels of unemployment continue to exacerbate the quality of life of the individual South African and South African society as a whole. Skills development and job creation were two expected benefits of the hosting of the World Cup that could foster growth and alleviate poverty. Increased capital investments and infrastructure developments, as well as enhanced commercial and tourist opportunities were also seen as important products that could provide long-term economic benefits.

Political Stability and Nation-Building

A key intangible development objective and World Cup legacy goal is the cultivation of political stability and nation-building. A mega international event such as the World Cup was expected to boost national pride and South Africans' sense of togetherness around a common sporting experience and as hosts to the international community. It was hoped that particular legacy projects would not only invigorate but also preserve the avenues through which such experiences were possible. For example, new stadiums, sporting facilities and Public Viewing Areas (PVAs) were identified as spaces for continued nation-building.

Promotion of South Africa's Image

Although not an immediate development objective, the promotion of South Africa's image was cited in South Africa's bid for the World Cup. It was assumed an improved international image would positively impact future tourism, foreign investment and thus generally advance economic development.

Environmental Sustainability

The South African government has made commitments to environmental sustainability. To this end, it committed itself to minimise the ecological footprint of the World Cup through a number of greening initiatives. Environmental awareness in general, and the greening initiatives undertaken in particular, may prove to be valuable, direct legacies of the event for the country.

Improved Education

The improvement and expansion of education in the country is also a development objective. Several World Cup legacy projects could have positive implications for the educational agenda. This includes raising awareness and appeal of sports science, sports education and sports management as relevant and attractive fields of study and research. The school-based 2010 programmes offered pupils opportunities for learning not only about sport, but geography and world cultures as well. The latter could be said to enhance the learners' potential for responsible global citizenship in the future. Further, the technology-based legacy projects have the potential to help bridge the technology divide. Finally, improvements and construction of libraries and the installation of internet connectivity at libraries remain as central legacies that may enhance education opportunities in the country.

Improved Health and Health Services

In line with the government's objectives to provide quality health care services and create jobs, the World Cup afforded the Department of Health (DOH) an opportunity to prioritize and fast-track the improvement of public health care. This included the upgrade of medical infrastructure and equipment, the advance of medical services and the development and employment of people within the public health care sector. It is hoped that such efforts will be sustainable in the long-term and will positively impact the state of hospitals and other medical facilities.

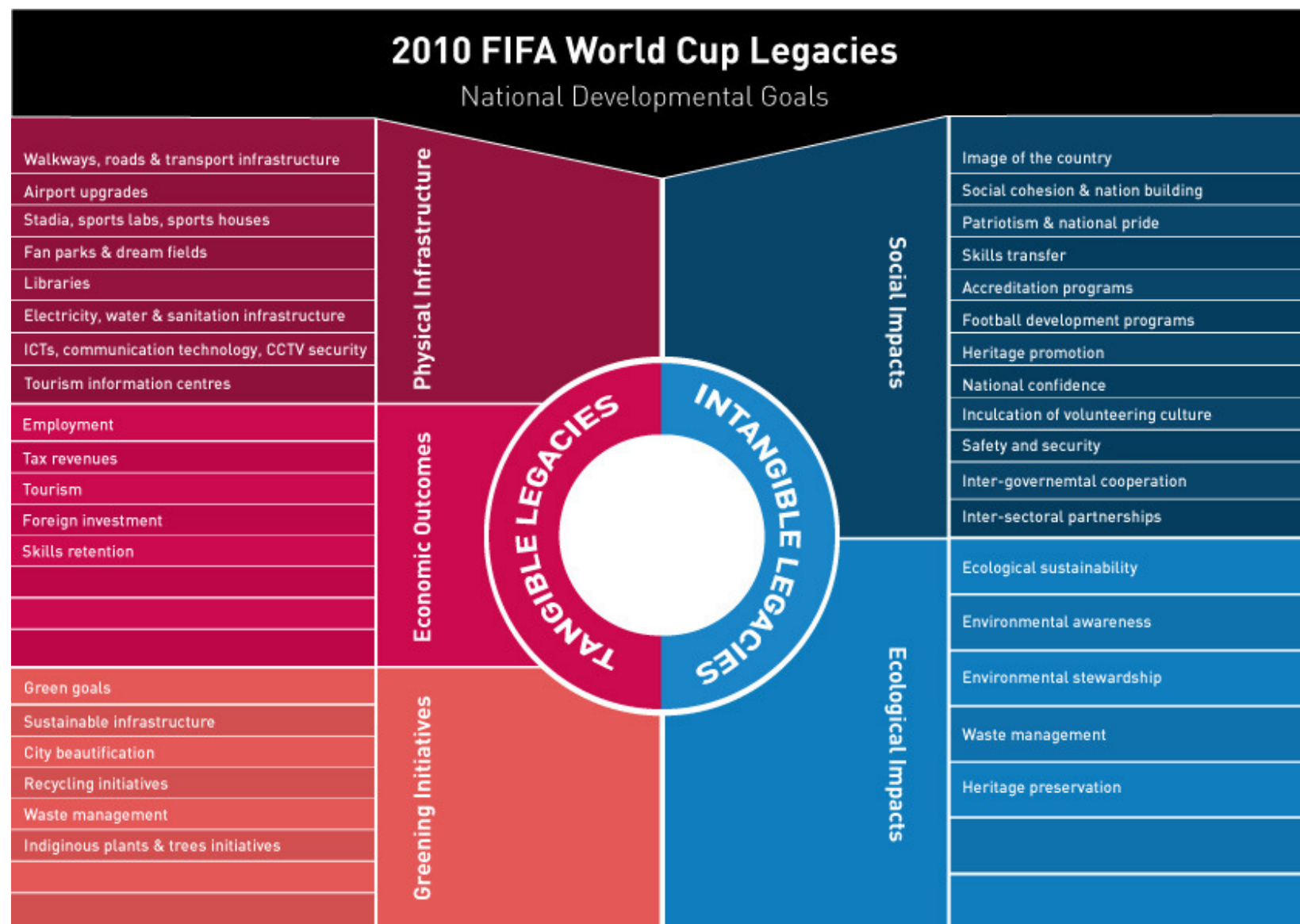
1.6 Legacy Audit

It is important to note that the Interview Questionnaire asked participants to discuss the 2010 legacies in terms of physical infrastructure, economic development, environmental sustainability, social cohesion, skills development and image promotion. In other words, the fact that all interviewees provided feedback on each of these areas is not necessarily an indication that these areas were equally important concerns in all host cities, provinces or government departments. However, given the general commitment by the national government to direct World Cup preparations in line with development goals, the overlap between legacy projects and development goals is a significant basis for future analysis of the impacts of the mega-event.

The Legacy Audit conducted aims to create a historical record of the 2010 FIFA World Cup, to consolidate lessons for future mega-events and to ensure public accountability.

The key thematic areas included national development objectives, the meaning of legacy, the impact of the World Cup on soccer, as well as challenges, lessons and suggestions for future mega-events.

2010 FIFA World Cup Legacy Framework



2 Eastern Cape (Port Elizabeth)

2.1 Introduction

The Eastern Cape Province served the 2010 World Cup as one of the host provinces, with Nelson Mandela Bay appointed as one of the key host cities. Numerous initiatives to prepare for the mega-event, but also to ensure the legacy of the event were therefore undertaken. Unfortunately, sources for this report is limited to the Eastern Cape 2010 FIFA World Cup Legacy Projects Close-out Report (Close-out Report, DSRAC: 2011). However, according to this report, a total of seventeen key legacy programmes and initiatives were undertaken throughout the province. Thirteen of these were located within the Department of Sport, Recreation, Arts and Culture (DSRAC), two were situated within the Department of Health, one (infrastructure development) within the Department of Safety and Security and one (an awareness raising campaign) within the Department of Social Development.

2.2 Department of Sport, Recreation, Arts and Culture

The thirteen programmes and projects located within the Legacy and Sustainability Unit in the DSRAC were grouped under the broad theme of *“Economic, Cultural Industries and Tourism Development”* and are discussed next.

Tourism Readiness Programme

The Tourism Readiness Programme emphasised sustainable projects that were “guaranteed to benefit local communities nationally and internationally beyond 2010” (ibid). Included in the programme were social responsibility initiatives, environmental awareness campaigns and the encouragement of responsible tourism. The programme also availed the province with opportunities to upgrade its communication technologies infrastructure. Libraries were the main beneficiary in this regard, with R10 million invested in installing or upgrading internet connectivity for 118 libraries. A further R6 million earmarked to build new libraries, one in each of rural Cala and Butterworth. It is envisaged that the libraries will, post the World Cup, assist the province in its educational objectives through promoting access to knowledge, literacy and further academic development.

There were two key legacy projects (total investment = R50 million) under the Tourism Readiness Programme, namely:

- (a) Preservation and promotion of cultural heritage
- (b) Establishment of a new Liberation Heritage Tourism Route

Tourism Skills Development Plan

As part of its Tourism Skills Development Plan, the Eastern Cape government invested funding for the training of unemployed graduates, tourism SMMEs, accommodation

establishments and language interpreters. Traffic Law Enforcement Officers also received extra training.

Promoting the Eastern Cape Brand

A significant amount of money (R21.5 million) was spent on strengthening the Eastern Cape brand.

Technical and Financial Support for SMMEs and Cooperatives

An additional R9.1 million was invested in providing technical and financial support for SMMEs and cooperatives. Both formations are important sectors in South Africa's developing economy.

Volunteer Programme Development and Deployment

The skills training and work experience that mainly unemployed South Africans received through this programme are an important legacy of the World Cup that should help enhance their future employability.

Infrastructure Development Programme

As indicated earlier, the World Cup was, right from the beginning, conceived of as a "catalyst to accelerate the provision of infrastructure in many areas of the public sector nationally" (SRSA Mass Mobilisation and Legacy Exit Report: 2010, p. 2). Accordingly, a large amount of capital was invested in the infrastructure development programme. Table 1 details some of the large infrastructure projects, as well as the amount of capital invested in them. The economic spin-offs of this investment in infrastructure have implications not only for hosting future sports and recreation events, but for future tourism and investment in the province. The new and improved facilities also contribute to long- and short-term employment opportunities, as well as business opportunities across the board.

Table 1 Infrastructure Development Projects

<i>Legacy Project</i>	<i>Capital Investment</i>
Stadia and Sports Fields, including: <ul style="list-style-type: none"> • Nelson Mandela 2010 FIFA World Cup Stadium • Mthatha Stadium • Upgrading of BCM (ABSA) Stadium • Upgrading of Bisho Stadium • Upgrading of stadia and sports fields in rural and urban areas • Roads construction/refurbishment/extensions/maintenance 	R222 million R220 million R21.7 million R5 million R25 million R875.58 million

• Umthatha airport	R60 million
• Government garage update	R18 million

For the provincial government, the investment made in improving the roads and transport infrastructure will help ensure the promotion of the tourism sector, enable economic growth throughout the province and respond to the Independent Development Zones (IDZs) and the Coega Industrial expansionist agendas (Close-out Report, DSRAC: 2011). The huge projects also provided, and some will continue to provide both contract and long term employment for a number of South Africans, thus contributing to the country's job creation imperatives.

Cultural Industries Development Programme

The National Department of Arts and Culture guaranteed just under R50 million for the following legacy projects:

- The upgrading of the Opera House at Nelson Mandela Bay (NMB) Municipality in Port Elizabeth (R21 million)
- The establishment of Nqguza Hill Cultural Village in Lusikisiki (R15 million)
- The revamping and upgrading of art centres across the province (R11 million)
- The establishment of the Dimbaza Art and Craft Hub in King Williams Town (R1.5 million).

Two further initiatives (R7.225 million) also fall under this programme, namely:

- The Wild Coast Cultural Festival in Port St Johns
- 2010 FIFA World Cup branding at the Grahamstown National Arts Festival

According to the DSRAC report (ibid: p.7), the Eastern Cape government considers the Grahamstown National Arts Festival to be an "important component that contributes to the Provincial Growth and Development (and one) which can assist to combat poverty by stimulating the economic growth path of the province". The province, accordingly, supported the festival with R4.125 million of funding in 2010. A lasting legacy for artists and crafters in the province derives from the support they continue to receive from the DSRAC.

Art and Craft Participation at Host City Fan Fest/PVAs

The opportunity that was availed to local artists and crafters to perform and exhibit during World Cup-related events had both tangible and intangible legacy implications. It not only helped promote local culture amongst visitors, but the exposure to national and international visitors should have economic implications as well.

Greening Legacy Plan

To offset the ecological footprint of the World Cup in the province, R19 million was invested in 300 recycling bins. As part of the province's social responsibility initiatives, the opportunity to manufacture and paint the bins was given to local students (King Hintsa FET) and local young artists, respectively. The greening initiative also provided training and employment in tree planting for 136 community members, and some 3208 indigenous trees were planted in the Ndlambe, Makana, and Buffalo City municipalities.

Schools Sport Development Programme

The complexity of the task of hosting the 2010 FIFA World Cup afforded South Africans immense opportunities for developing both technical and soft skills which they otherwise might not have had an opportunity to develop. As part of the Schools Sport Development Programme, a sum of R15 million was invested in training coaches, referees, technical officials, administration staff and managers in the Eastern Cape. Two key initiatives, the *"My 2010 Schools Adventure"* and the *"Chris Hani Football Memorial"* are lasting legacies in the country's socio-cultural landscape. As attested to by a number of research participants during interviews, sport is a critical tool for both character building and social development.

Social Mobilisation and Big Events Organisation

The successful hosting of the 2010 FIFA World Cup is attributable in part, to the mass mobilisation initiatives that urged South Africans to support both the World Cup event and the national team. The initiative had the additional effect of making people feel included, and this augers well for the strengthening of national pride. Key provincial initiatives in this regard include:

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

Community Access to 2010 FIFA World Cup

The public viewing areas (PVAs) that were set up in the province during the World Cup, and for which a sum of R30 million was invested, had a positive impact on social cohesion. People with diverse backgrounds and demographics gathered together at PVAs to watch and participate in various World Cup events. A clarion call has been sounded by the provincial government for local industry to help ensure that the idea of PVAs continues to be a feature of sporting events in the province, especially within remote rural communities.

Government Exhibition Tent

Championed by the Office of the Premier (OTP), the Government Exhibition Tent showcased five national government departments. The developmental import of this initiative can be deduced from the suggestion that the information provided during the exhibition “would enable youth to choose relevant careers for themselves” (Close-out Report, DSRAC: 2011, p.8).

2.3 Department of Health

Legacy projects within the provincial Department of Health were organised under two key programmes:

- The Hospital Readiness for Emergency Services in Host City programme
- The Hospital Preparedness and Readiness for Mass Casualty Situations programme

The Hospital Readiness for Emergency Services in Host City programme (R300 million) led to the following infrastructure development and improvements:

- Upgrading of Accident (Trauma) and Emergency Unit at Livingston Hospital
- Construction of new wards at Port Elizabeth Provincial Hospital
- Effective and Efficient Ambulance Services with a fully automated Control Centre and increased EMS capacity (vehicles and personnel)
- Introduction of Port Health Services
- Inception of Provincial and District Environmental Teams

As part of the Hospital Preparedness and Readiness for Mass Casualty Situations programme, casualty areas were built and equipped.

These two health programmes had both tangible and intangible legacy implications. For example, nurses, doctors, radiographers, porters, administration and support staff were recruited for the Refurbished Accident (Trauma) and Emergency Unit at Livingston Hospital. The extended services also created opportunities for local and national businesses.

Some of the intangible legacies of the health programmes include:

- EMS training on CRM
- The training of Provincial Epidemiology and CDC Team on Standard Operating Procedures and reporting of communicable diseases
- Training of Port Health Services Officers
- Training on food handling
- Training of health professional on mass casualty readiness (in three community hospitals)

2.4 Safety and Security

South Africa's reputation as a crime-ridden country attracted a lot of negative publicity during the build-up to the World Cup event. The significant reduction in reported crime during and post the World Cup may be attributed in part to the following projects and initiatives:

- Incident vehicle for host city as mobile community service centre
- CCTV installation
- Mobile CCTV unit
- Radio control room
- Upgrade of Disaster Management Centre
- Administration of Justice Project
- Facilitation of Safe and Secure Taverns

To the extent that crime is often cited as a deterrent to foreign investment in the country, the reduction in crime during and after the World Cup is, as attested to by research participants, expected to have beneficial spin-offs for the economy. It also has positive implications for social cohesion and nation building.

Additional legacies of the Safety and Security programmes and initiatives include:

- Temporary contract work for community liquor inspectors
- Training on incident command exercise
- Training of sign language interpreters

- Training of police on crowd control (French Crowd Management Training) and related activities and tactical response
- Training of volunteers

2.5 Social Development

As indicated earlier, there was, prior to the World Cup, much anxiety about the possibility of an increase in crime during the event. That these fears did not translate into actual crime may be attributed in part to the awareness raising campaigns that the provincial Department of Social Development championed on human trafficking, drug and alcohol abuse, children's rights and responsibilities, and children in conflict with the law.

3 Free State (Mangaung)

3.1 Introduction

Mangaung was selected as one of nine host cities in South Africa and the only host city in the Free State Province. A number of projects were commissioned for the purpose of hosting both the FIFA Confederations Cup in 2009 and the FIFA World Cup in 2010. It was envisaged that after the implementation of the various infrastructure projects, the city and the Free State will have an effective public transport infrastructure network that will benefit air, rail and road travel beyond 2010. As part of the transport legacy, emphasis was also placed on encouraging non-motorised transport modes, in line with government objectives. Projects were also to benefit job creation and skills training. Training initiatives included, amongst others, volunteer reservists training programs for disaster management (79 reservists) and training for other functional areas (103 volunteers) during the World Cup.

This overview of the World Cup legacies in Mangaung is primarily based on an interview conducted with an official from the Mangaung Local Municipality.

3.2 Tangible Legacies

Physical Infrastructure Development

The greatest legacy of the 2010 FIFA World Cup is the significant infrastructure upgrades which were implemented in the greater Mangaung area. Infrastructure development in the Free State included the expansion of the Free State Stadium from a seating capacity of 38 000 to that of 46 000. To achieve this seating capacity the current grand stand was also improved. The complete upgrade comprised the following elements:

- Introduction of new crowd control facilities, including access and egress
- Improvement of the internal layout of the existing grand stand to accommodate additional VIP and VVIP facilities, FIFA and 2010 OC offices, medical and doping control facilities, renovated dressing rooms and much improved horizontal and vertical circulation
- A new top tier accommodating the bulk of the additional seating and a cantilever roof structure extending over the written media seats.
- Enhancement of the floodlighting to the minimum 2 000 lux required by FIFA
- Temporary media centre and an outside broadcasting compound
- Ticketing system
- Accreditation centre

The total cost of the infrastructure development is estimated at R241 million. The national government allocated R221 million for the upgrade and the remaining R20 million was paid from the city's budget.

Inter-modal Public Transport Facility Project

During the month of February 2007, the National Treasury approved an allocation of R245 million for transport related projects over the following two financial years. Most of the allocated amount (approximately R220 million) was allocated towards the Inter-modal Public Transport Facility Project.

Key infrastructure projects included:

- Introduction of pedestrian facilities of Elizabeth Street and Selbourne Avenue
- Extension of Mangaung activity corridor (extension of bridge along Dr Belcher Road)
- New pedestrian bridge across Markgraaff Street
- Upgrading of Parfitt Avenue/Nelson Mandela Drive
- Rehabilitation of Wilcocks Road
- The establishment of a high capacity public transport service between the south-eastern areas and Bloemfontein CBD
- Improvement of Bloemfontein Airport vehicular access to N8
- CBD rejuvenation: Hoffman Square
- General enhancement of road and traffic signage

ICT Project Plan

An ICT project plan was also developed and forms part of the Mangaung 2010 Business plan. This plan addresses the FIFA 2010 ICT requirements according to the guidelines provided by FIFA. The FIFA ICT requirements focused on the following components:

- General technical building infrastructure (stadium)
- Broadcast contribution services
- Event management
- IT infrastructure requirements
- Telephony requirements

In addition to the FIFA ICT requirements, the plan also took into account the City's own requirements which included:

- City broadband initiative
- Tourism Information Centres
- Call Centre
- Joint Operations Centre
- A Mangaung 2010 Micro Site

Other infrastructure projects which formed part of the approved 2010 business plan for the city addressed the following services:

- Roads and storm water network
- Water services
- Electricity network upgrading, including back-up power supply at the stadium
- Waste management services
- Disaster Management, Medical and Emergency services
- Safety and Security

Economic Benefits

In addition to the economic benefits that are expected to accrue directly from tourism and indirectly from improved infrastructure, the Mangaung Council also made direct investment into local business. To this end, the council allocated R3.5 million for the establishment of a traders' village in order to provide an opportunity for some traders to sell arts and crafts, as well as food and beverages to visitors. The trading areas identified were as follows:

- Traders Village at Hoffman Square
- Trading stalls along Selbourne Avenue and Elizabeth Street
- Trading stalls at the Fan Park

Mangaung co-operated with Maseru, Kimberley, Welkom, Ladybrand and Welkom in an attempt to augment the number of World Cup beds available. This new-found co-operation between the different cities was perceived as beneficial for future tourism development in the central region.

Greening Legacy Projects

The upgrading of the tourist facilities forms part of the city's beautification measures. Several important landmarks, museums and monuments were renovated. The improvement of Naval Hill is but one example. Several key entrances to Mangaung were also beautified.

The 2010 Green Goal projects in Mangaung took shape in the form of a clean city, clean wards and the cleanest school competition which was located under the *My Mangaung My 2010* campaign. The United States also supported greening efforts with \$1 million GEF funding for the greening of public street lights, traffic lights and billboards around the stadiums of six host cities, which also included Mangaung local municipality. This project supported twelve billboards, two in each city, which switched to solar power, along with 60 traffic lights and 78 streetlights across the six host cities.

3.3 Intangible Legacies

A number of non-project specific intangible legacies were left in Mangaung.

South Africa's Image

Municipal and provincial officials believed that the low crime situation during the World Cup aided the positive perception of the country. In one respondent's own words:

The few crime cases related to visitors' enhanced image of the country and Mangaung to visitors, particularly in view of the negative image of South Africa portrayed by the international media. We have also shown the world that the country was able to host one of the most successful World Cup events the world has seen despite all the constraints being faced (Free State, Mangaung Local Municipality: December 2010).

This is indeed reflected by official crime statistics during the 2010 FIFA World Cup period, which show 7 criminal cases reported, 5 of which led to convictions, one case withdrawn and one postponed.

Nation-Building

Nation-building across racial, age, class and gender divides were also identified as some of the intangible legacies which remained from the World Cup soccer in Mangaung. People received the opportunity to mix across cultural lines at matches and Fan Fest venues and this influenced perceptions and respect for one another. The Mangaung Outdoor Sports Centre, which hosted the main Fan Fest events, could accommodate up to 25 000 people. A venue of numerous events in the past, the area around the Mangaung Outdoor Sports Centre underwent a significant upgrade in preparation for the 2010 events. Within the venue, five-a-side football pitches were available to ensure there was no shortage of room for activities. Dedicated FIFA Fan Fest shuttles ran from the centre of Mangaung to the Sports Centre with ample parking available in a secure area. A total

of 124 604 people visited the Mangaung Fan Fest between 10 June 2010 and 11 July 2010.

Skills Development

The training initiatives which took place during the World Cup may also be viewed as intangible legacies due to the future benefits that volunteers and reservists may derive from training and experience that they obtained as a result of the event. On the 13th and 14th of May 2010, through a partnership with the Provincial Department of Economic Development, Tourism and Environmental Affairs (DETEA) and the Tourism Enterprise Programme (TEP), a number of volunteers received training which focused on customer care. At the completion of training, the volunteers received certificates of attendance and SA Host pins as ambassadors of the programme. An induction course whereby Mangaung partnered with the Department of Sport, Arts, Culture and Recreation saw many volunteers receive training on such soft-skills as personal leadership and customer care. The majority of the volunteers were youth, women, students, employed and unemployed people.

4 Gauteng (Johannesburg)

4.1 Introduction

This overview is based primarily on interviews with three key sources, namely, the Gauteng Provincial official responsible for coordinating preparations for the World Cup in the province World Cup, a Johannesburg Municipality official responsible for coordination of World Cup activities and preparations in the city and an official from the Office of the Deputy President. To complement the interview, information has been drawn from documentary sources which were provided by government departments and from other sources, including material available on the internet.

For both the Gauteng Province and Johannesburg Municipality, the developmental objectives of the country were an integral part of the planning process for the 2010 World Cup. According to the provincial official, at the beginning of the process of planning for the World Cup, the Gauteng Province asked how the process could be leveraged to benefit the province itself. To this end, the province sought to align its commitments, roles and responsibilities with the, “strategic priorities and socio-economic development initiatives” of the province (Gauteng Provincial Government: March 2011). The existing budget had to be reprioritised in order to take into account these objectives. The key objective was to ensure that whatever initiatives were undertaken for the 2010 World Cup, these would enable faster economic growth and job creation as well as meeting the various strategic priorities of both the province and national government. These include, for example, fighting poverty, building safe and secure communities, building safe and secure and sustainable communities, producing healthy, skilled and productive people, deepening democracy, promoting constitutional rights and building an effective and caring government. In this light the province outlined the priorities and opportunities presented by the World Cup. The province asked, “what are the Gauteng Provincial Government (GPG) priorities and what are the targets of the growth and development strategy and what are the initiatives that talks to each one of those?”

So you can see that whatever we were doing was actually fast tracking development but also building the legacy that we’ve got (Gauteng Provincial Government: March 2011).

Gauteng Province consequently divided the legacy of the World Cup into eleven programme areas that were outlined in a strategic framework document developed in 2006.

In Johannesburg a similar approach was followed. When the city began to plan for the World Cup, it asked how the World Cup could leave a lasting legacy and how the city could ensure that the preparations for the World Cup could be used to meet its own developmental goals:

We actually looked at the contractual responsibility that we had with FIFA and said to ourselves: how do we use these contractual areas in such a way

that they would address the city's own development projects? (Gauteng, City of Johannesburg: March 2011).

In addition, the city attempted to ensure that all departments used the opportunity to accelerate development. Specifically, it identified seven legacy projects to be implemented over and above the 2010 World Cup host city agreement with FIFA. The stakeholder from Johannesburg argued that the concept of legacy had informed the whole process of planning and preparation for the World Cup:

The notion of legacy informed our planning informed our implementation and informed the city's agenda in delivering the World Cup and it was led at the top; it was led by the Executive Mayor putting across over and above the contractual areas additional legacy projects for the city (Gauteng, City of Johannesburg: March 2011).

At total of R31,650,000¹ was allocated from the conditional grant for Gauteng Province for legacy projects. The legacy projects funded from the conditional grant include the following:

Club Development	R 5 000 000.00
Sport Councils	R 1 500 000.00
Gauteng Sports House	R 300 000
Training and Development	R 4 000 000.00
Equipment and Clothing	R 5 000 000.00
Community Mobilisation 2010	R 7 120 000.00
2010 Related Football Projects	R 2 200 000.00
Public Viewing	R 3 000 000.00
Sport in Communities	R 3 000 000.00

The Meaning of Legacy

The stakeholder from the Gauteng Province argued that legacy refers to a project or programme that would have an ongoing existence that adds value to communities and government itself. Legacy would involve both tangible and intangible aspects. Tangible legacies are achievable within a specified timeframe; intangible legacies may be planned but do not necessarily happen in a particular timeframe.

On the other hand, the stakeholder from the Office of the Deputy President argued that the concept of legacy had not been adequately defined:

This notion of legacy was not thoroughly defined and the challenge with that is that...we will then struggle in the next few years to talk about it beyond making reference to bricks and mortar (National, Office of the Deputy President: March 2011).

¹ Please note that these figures were provided by the Department of Sport and Recreation South Africa for expenditure on various legacy projects and therefore could be subject to change or inaccuracy.

The respondent suggested that the Department of Arts and Culture had failed to take the lead in conceptualising the concept of legacy. Nevertheless the participant indicated that generally South Africans do have a sense of what legacy means, which on the one hand does refer to “bricks and mortar”. But on the other hand, it refers to the important impact which the preparations for the World Cup, in particular the country’s investment in the construction industry had at a time of global recession, essentially buffering South Africa against the worst effects of this recession. According to this respondent, the fact that South Africa did not undergo the same kind of financial crisis that occurred in other countries will inevitably leave a legacy in the sense that the country came through the economic recession with less overall damage to the national economy. Therefore while South Africa did lose a million jobs, some, even if “periodic”, jobs were created, particularly in the construction industry.

Another critical intangible legacy involved new levels of efficiency in a tough economic and social environment:

We had to strive as difficult as it was under a very difficult time which we learned to be efficient. It become[s] clear that in fact that it is possible that we can improve our service (National, Office of the Deputy President: March 2011).

This stakeholder cited, as an example, the efficient processing of goods and people for the purposes of the World Cup. This allowed thousands of visitors to come to the country without incident and also led to the interception of counterfeit World Cup goods.

4.2 Tangible Legacies

Physical Infrastructure

A critical tangible legacy in Gauteng Province was the provision of stadia for the World Cup. Gauteng was responsible for three match venues, six training venues and nineteen team base camps. All the stadia were completed on time and remain a significant legacy. Johannesburg used the opportunity to go beyond its contractual obligations to FIFA to re-develop the Orlando stadium into an iconic site. As the respondent from Johannesburg explained:

If you look at the stadiums and training venues, which is one contractual area; Johannesburg set itself to actually redevelop, reinstate and repair some of its old facilities. Orlando Stadium for example was one of the stadiums that was identified as a training venue contractually; the city demolished the previous Orlando, redeveloped it to an iconic site that it is today and the activities that have taken place before, during and after the World Cup in that site are evident of the particular legacy that has come out of the Orlando stadium (Gauteng, City of Johannesburg: March 2011).

The objective of the city of Johannesburg in terms of its infrastructure development for the World Cup was to “give apartheid its biggest blow” by locating this development in

the south as opposed to the wealthier northern suburbs of Johannesburg where development has been concentrated to date. This was a way of addressing the spatial legacy of apartheid. In terms of this plan, not only were stadiums developed, but also the precincts around them so that these communities would be directly impacted by development of stadiums and match venues.

A similar approach was adopted in relation to the stadiums at Soccer City and Ellis Park. Precinct development in NASREC around Soccer City had already been planned but was accelerated as a result of the World Cup preparations. In terms of Ellis Park, the city already had in place a strategic plan to intervene in the inner city. However, for the World Cup it was crucial to deal with the inner city degeneration around Ellis Park.

According to the stakeholder from the Office of the Deputy President, this infrastructure development within a 30km radius of the stadiums was very closely monitored. Where problems were identified, the Deputy President's Office would write to municipalities to inform them that the office of the Deputy President was coming to the municipality and wanted an account of the state of social and economic infrastructure:

Because if 30 kilometres away from the stadium there is a complete shutdown of water and electricity, that is a headline. If there is a robbery 30kms away, that is the headline. So in the thinking, it wasn't just about the stadium and what happens inside (National, Office of the Deputy President: March 2011).

Other tangible legacies in the Gauteng Province related to roads and transport infrastructure. While the province was already implementing an integrated transport system with the Rea Vaya bus system and the Gautrain as well as the improvement of roads in townships, preparations for the World Cup accelerated these developments. By the time of the World Cup, 30 000 commuters were using the BRT system daily. Signage in the province was also significantly improved. While the Gautrain project was initiated prior to the 2010 World Cup, the event created the pressure to complete the airport and Sandton links before kickoff and this was achieved.

Further tangible legacies in Gauteng Province concerned the upgrading of medical services in response to South Africa's guarantees to FIFA in this regard. As a result of preparations for the World Cup, the provincial government looked at all medical services, and specifically established an Emergency Medical Centre and a Disaster Management Unit in Midrand. According to the stakeholder from the Gauteng provincial government, this Disaster Management Unit played a significant role in preventing violent xenophobic attacks immediately after the World Cup by efficiently coordinating reports of potential attacks. Coordination between the provinces and municipalities was also improved as a result of the establishment of these centres. Other tangible legacies in relation to medical services were the purchasing of 120 ambulances for the province, double the 60 new ambulances required by FIFA. In addition, hospitals were refurbished and primary health care facilitated. The stakeholder from Johannesburg also noted how the city used the opportunity to upgrade its capacity to respond to disasters, which included the purchase of new equipment and fire-engines, as well as the training of staff in emergency procedures.

Another important legacy was that Johannesburg bid and won the right to host the international broadcasting centre. This meant that all journalists passed through Johannesburg during the period of the World Cup. They were accommodated in Braamfontein so that they had first hand information about the city and perceptions about the city's crime rate were changed. The housing of journalists in Braamfontein was a deliberate strategy to ensure that journalists' experience of the city should be extended beyond the stadiums into an integrated experience of the city as a whole:

I think the impact was that they experienced the inner city of Johannesburg, they experienced the area of Soweto, they also experienced the glitz and glamour of Johannesburg and Sandton area (Gauteng, City of Johannesburg: March 2011).

In Johannesburg, infrastructure was introduced to improve the environment. This specifically related to a "street furniture" initiative, in terms of which street furniture in the inner city was upgraded and replaced, more litter bins introduced and street lighting improved.

In Orlando, Soweto, a new indoor sports centre is currently being built with an Olympic sized swimming pool and gymnastics hall. A new Soweto Theatre is also being built to allow wider access to arts and culture in the province. Another infrastructure legacy of the 2010 World Cup is Public Viewing Facilities which were established so that people could watch the games for the soccer World Cup. Some of these "township TVs" are still operating, giving communities access to a wide range of programming. In addition, as a result of the World Cup, the province purchased "gig grids" which are trucks with TV monitors, a stage, internet connection and sound system which can now be used for education and entertainment purposes.

A Craft and Design Centre was established in Sandton in 2009 to provide craft artists with an opportunity to showcase and market their hand-made goods to local and international visitors. This was a joint initiative of the Johannesburg municipality, the Gauteng Provincial Government and the Department of Trade and Industry. The Gauteng Province also worked with the Gauteng Film Agency in the run-up to the World Cup to assist in the development of films that were shown during the World Cup. In general, the province sought to promote all types of creative industry as part of the legacy of the 2010 World Cup. In Johannesburg, for example, a number of arts and culture programmes were run simultaneously. One involved an exhibition at Museum Africa in Newtown where many local artists were given a "kick-start" in terms of international exposure. A Lloyd Webber musical was also staged during the World Cup which was performed and staffed by South Africans. The Football for Hope Festival in Alexandra Township similarly benefited local residents, while the kick off concert in Soweto, where South African artists negotiated a significant level of participation was also important for the arts and culture community.

On the other hand, the stakeholder from the Office of the Deputy President argued that we had not done enough to sustain the cultural legacy of the World Cup. Examples of

further possibilities include the establishment of a museum to preserve all the arts and crafts produced for the World Cup, artefacts such as the jersey worn by the soccer player who scored the winning goal and the ball that Simphiwe Tshabalala scored with, etc. Other examples include the production of a CD of songs produced for the World Cup, as well as a “reputable booklet” on the World Cup to be distributed at airports etc. The stakeholder argued that part of the problem related to a lack of leadership within the Department of Arts and Culture.

Security

The World Cup was notable for the lack of crime incidences. Critical to this success in the Gauteng Province was the way in which the security cluster (the SAPS, intelligence services, community safety, etc.) worked together. Eight thousand volunteers were also trained as stewards to assist with a variety of security related needs associated with the World Cup. They were trained in dealing with public violence and also helped with tasks such as marshalling people at the World Cup matches. Representatives from the United States, in cooperation with the Department of Community, were involved in the training of these stewards. In addition, the Johannesburg Metropolitan Police Department increased its number of police officers to 4000 in preparation for the World Cup. This has left a lasting legacy in terms of police visibility in the municipality of Johannesburg.

Economic Legacy

The stakeholder from the Office of the Deputy President emphasised the importance of the hosting of the 2010 World Cup as creating a buffer against the global economic recession. The investment in the construction sector during this period played an important role in keeping South Africa’s economy stable. Jobs were also created, particularly in the construction industry, although many of them may have been temporary. In general, the infrastructure development in relation to roads, airports etc. has left the country an important legacy that will facilitate further economic development.

According to the stakeholder from the Gauteng Province, the province worked with the Gauteng Economic Development Agency (GEDA) and the Gauteng Enterprise Propeller to help provide new and emerging entrepreneurs with the opportunity to market themselves and interact with established businesses. The emphasis was on creating sustainable economic opportunities and job creation. The province also worked with the Gauteng film industry to support the development of short films for the World Cup.

According to the Johannesburg official, innovative procurement procedures were introduced to ensure that informal traders could also be included in the provision of refreshments at stadiums. The stakeholder argued that the city was able to negotiate around FIFA’s exclusion zones and place informal traders strategically:

But the unique part of what we did in Johannesburg is that there was a national grant to actually provide refreshments for the volunteers, the city staff members that were working 24 hours during the World Cup. We procured that food from your informal traders, the mamas that actually sell

the food at the stadiums and some of them made close to a million plus during that period of supplying food to the staff members, supplying food to the volunteers and supplying food to the spectators and that was also done in terms of saying: how do we break the norm, how do we do things that were never done before? The procurement wasn't easy; procurement from your formal traders was one of the biggest projects, to ensure that at least the benefits of the World Cup are enjoyed even at the lowest levels of our economic strata (Gauteng, City of Johannesburg: March 2011).

The stakeholder from the Office of the Deputy President also noted the effectiveness with which even poorly resourced municipalities such as Mbombela managed a range of large contracts that were required during the preparations for the World Cup. On the other hand, the official also acknowledged that small businesses had not benefited extensively from the World Cup. However, s/he argued that the pressure to deliver for the World Cup meant that you couldn't give major contracts to "start-ups":

The timelines were too tight; no one wants to take the risk. Municipalities wouldn't take risks because of the fear...that's why we had to do things right...so I think there were unintended consequences, factors, for why small enterprise didn't get much (National, Office of the Deputy President: March 2011).

The stakeholder from the Office of the Deputy President also argued that we "misread" the tourism market, particularly the accommodation market for the World Cup. International visitors coming to the World Cup preferred to stay in hotels rather than bed and breakfast establishments which, s/he argued, service the internal tourism market better. The stakeholder argued that the country didn't secure the economic benefits that we could have also because of the role of FIFA, whose primary objective was to maximise these profits. This made it difficult to "bargain" with them. S/he argued that the relatively short time that South Africa had to prepare for the World Cup meant that we were often purchasing inputs at high prices and there wasn't the opportunity to try and reduce these input costs.

Greening Initiatives

A number of initiatives were implemented in relation to a greening legacy in the province. There was an effort to focus on the beautification of the city through improved cleanliness, the establishment of parks and the grassing of gravel fields. Two hundred and thirty eight fields were identified for greening and upgrading. According to the stakeholder from Gauteng, however, the challenge will be the maintenance of this infrastructure.

In the Johannesburg municipality there was an emphasis on greening in the south of the city. Whereas the northern suburbs of Johannesburg has what is known as the largest "man-made" forest in the world in terms of the number of trees that are planted here, this is not the case in the disadvantaged areas of the municipality. Hence, as part of the greening campaign leading up to the World Cup, 220 000 trees were planted in these

areas. Another important greening initiative in the Johannesburg municipality concerns the rehabilitation of the Klipspruit River, including upgrading water, sanitation and storm water drainage, as well as a clean-up campaign. A Soweto Klipspruit hiking and bird watching trail is currently being developed.

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

Another set of initiatives related to greening concerned the improvement of waste management in the province of Gauteng. This was particularly important in Johannesburg in relation to the amount of waste that would be generated as a result of the World Cup. For this reason, the city introduced underground bins, particularly in the inner city to deal with high levels of waste. The system was, however, also rolled out to other precincts such as the soccer city precinct. Separate bins for recycling were introduced in some parts of Gauteng, particularly Johannesburg, where this was rolled out in all precincts. New measures were also put in place at the airports in the province to prevent the trafficking of illegal fauna and flora.

Football Development

A tangible legacy for the Gauteng Province in terms of football development has been the establishment of a Sports House at Ellis Park stadium where all the various sporting federations have access to basic office facilities. Football associations have been provided with computers and “three in one” printers. They have also been given access to training in administration, life skills and event management.

Another legacy related directly to sports was the Clothing and Equipment project initiated as part of the conditional grant for Gauteng Province. This grant aims to ensure that organisations that participate in departmental programmes are provided with equipment and attire so that schools, communities and clubs are better resourced so that they are able to participate in sporting activities competitively.

Club development has been an important focus of the Department of Sports and Recreation in the run up to the 2010 World Cup. The intention of the club development project is to facilitate access to sport and recreation for South Africans and to ensure that those with talent are channelled into the mainstream of competitive sport. The current focus of club development is on netball, football, rugby and athletics. The Gauteng Provincial government has been involved in training and development for clubs in the province, as well as provision of clothing and equipment.

Another programme in relation to football was the “Football for Hope” initiative, which is a FIFA led programme but which was implemented in Gauteng, particularly in its more disadvantaged areas to assist with the development of football. A Football for Hope festival was hosted in Alexandra in July 2010 where a Football for Hope Centre has been

launched. This centre is part of “20 Centres for 2010” campaign of the 2010 FIFA World Cup South Africa. Its aim is to raise funds to create twenty Football for Hope Centres for public health, education and football across Africa. The centres will address local, social challenges in disadvantaged areas and improve education and health services for young people.

The 2010 World Cup was also seen as an opportunity to recognise the contribution of former soccer players, many of whom were now living in poverty. Therefore, 22 soccer “legends” were identified by the city of Johannesburg to represent it as ambassadors in the run-up to the Confederation Cup and then also the World Cup. These soccer legends were paid a stipend to be involved in a range of activities including mentorship and soccer development. Linked to this, Gauteng was also involved in the “Show me your number” campaign spearheaded by the South African Football Players Union (SAFU), which uses the iconic status of soccer legends in the fight against HIV/Aids through a series of activities that demonstrate South African football players’ commitment to the fight against HIV/AIDS. This project and its activities are in line with the National Strategic Plan on HIV/AIDS 2007 – 2011.

The Gauteng Department of Sports and Recreation has been involved in the development of a Soccer Museum in Jabulani, Soweto, although a private company has now taken over the running of the museum due to resource constraints. The Gauteng Province also partnered with the organisation, Dream Fields, which supports school football development across the country in order to provide poor and rural schools with football kits with the intention of rejuvenating the schools’ football leagues.

Another development in relation to football is the establishment of the Sports Council, which is a civil society organisation that is represented by Federations, regional sport councils and NGOs. The aim of the Gauteng Sports Council is to enhance sport development in the Province in a manner that transforms the sporting sector to represent the population of the Province, promotes social stability, increases participation in sport and supports healthy lifestyles. It is hoped to build Gauteng as a “Home of Champions” and the preferred destination for international sporting events.

While a range of projects were initiated in the Gauteng Province as part of the development of football, the representative from the office of the Deputy President argued that there had been a failure to effectively capitalise on the opportunities to popularise and develop football as a result of the World Cup. This related both to departmental initiatives and the lack of the contribution of the private sector to developing a future soccer market among young South Africans. S/he also argued that we could have used the World Cup much more effectively to sustain the momentum of social cohesion that was created during the World Cup, for example by partnering big soccer and rugby teams such as the Bulls and Chiefs or the Lions and Pirates so that the fan base of the two sports are integrated.

4.3 Intangible Legacies

Governance

An important intangible legacy cited by both the stakeholder from the Office of the Deputy President and from Gauteng concerned a new way of working in government which involved new levels of cooperation across departments and higher levels of accountability in pursuit of clearly defined and measurable goals. According to the stakeholder from Gauteng Provincial Government:

GPG departments, Municipalities, business sector and communities were able to work together to implement the World Cup, that was the legacy. So there were committees that were formed and they worked well with each other bringing all the departments together in one table together to achieve one objective. It's not an easy task bringing sports federations, business in one area and roll out project plans together, it was not an.....so that we achieved. So that was the legacy having to bring all the projects together and work with each other (Gauteng Provincial Government: March 2011).

This stakeholder argued that this new way of working has been sustained post World Cup with cooperation in the province around a number of projects, including a “Thank you Gauteng” project after the World Cup, the seventh confederation Africa Women’s Cup and the “Magnificent Fridays” project which seeks to mobilise communities in support of various South African sports teams, including the cricket, netball and rugby teams, when they compete internationally. S/he stated that it is however critical to maintain this momentum:

The working relations have started, now the issue is the statement of “use it or lose it”; so if we’re going to continue to use the momentum it will be sustainable so if our Province bid for more events and we support major events, we will be able to sustain. That is what is critical (Gauteng Provincial Government: March 2011).

The stakeholder from the Office of the Deputy President also emphasised the importance of a new way of working that was established during the preparations for the World Cup. This involved the establishment of an Inter-Ministerial committee (IMC) and a Technical Coordinating Committee (TCC) which facilitated much more efficient cooperation, planning and accountability. The two bodies were established to ensure that all departments met their obligations in terms of the guarantees that South Africa had made to FIFA. The IMC was a high level committee chaired by the Deputy President while the TCC was a committee of officials that did much of the preparatory work for the IMC. Running parallel to the TCC was a Host Cities Forum which brought together the coordinators of the various host cities who had the major responsibility to deliver infrastructure and to share lessons and experiences. According to a stakeholder, the critical lesson learnt in terms of the IMC was its valuable contribution as a “trouble-shooting” forum. While Cabinet operates in a very formal manner, the IMC, while structured, was much less formal and created a space in which ideas could be work-

shopped and issues dealt with immediately as they arose. The TCC played a critical role in doing the ground work for the IMC so that issues would already have been investigated and researched before they came to the IMC for decision making. A critical mechanism of accountability that was also built into the TCC was a “dashboard” in terms of which progress on the various guarantees to FIFA was constantly measured. Progress against targets would then be reported to the IMC:

We’ve got 18 guarantees and in the dashboard they’d say we are 10% behind schedule and these are the causes and these are remedial measures we think will be able to make up for the lost time, and they would indicate what the problem was and the IMC would make a decision as to what needs to happen to resolve or to fast track (National, Office of the Deputy President: March 2011).

According to the stakeholder from the Office of the Deputy President, the achievements of the World Cup will be sustainable because, although some of the preparations were driven by the need to deliver on guarantees to FIFA, these preparations were in fact driven by South Africans themselves. For example the ICT infrastructure was implemented by Santec and Telkom and it was the SABC that broadcast to more than a billion viewers worldwide. In the tourism sector, local people took the initiative to make use of the opportunities that existed because of the World Cup.

Critically, however, President Zuma has been arguing publically and internally that we should use the lessons learnt as a result of the World Cup to govern more effectively. Based on the experience of the World Cup where we were able to “do things differently”, the President has argued that we must continue to “do things differently” in a range of governance areas, such as the improved systems of accountability introduced during the World Cup linked to the delivery of well-defined targets and timelines. As the stakeholder from the Office of the Deputy President argued:

We knew what we had to deliver, and when, against what standards and what budget, reporting to who and when (National, Office of the Deputy President: March 2011).

In order to ensure that the job was done according to specifications, an emphasis was placed on hiring the right people for the job:

You wouldn’t employ a sociologist to be the project manager for a stadium. We can now take this approach and utilise it in other areas of service delivery such as housing, if we all had to be on a project management mode, South Africa would be a better country (National, Office of the Deputy President: March 2011).

The Presidency’s outcome-based approach is complementary to this new style of governance. However, the stakeholder from the Office of the Deputy President expressed concern as to the extent to which this new approach had yet to filter down below the

national level of government as it is local government which is critical to the delivery of basic services such as sanitation, waste removal etc. S/he argued nevertheless:

I think government people are excited because the thinking, I mean, is changing in government, a lot of people are searching for ideas; why don't you do things differently, why don't you innovate and so on so there's a lot of excitement, even levels of pride amongst public servants is growing, I mean those who were part of the 2010 were people who felt proud (National, Office of the Deputy President: March 2011).

According to this stakeholder, it was less external pressure than a desire not to disappoint South Africans that drove the levels of efficiency that characterised the World Cup since South Africans were “just too excited”:

I think people couldn't bear being symbols of national failure (National, Office of the Deputy President: March 2011).

Skills Training and Development

As part of the legacy of the World Cup, Gauteng Province initiated a training and development project to run from August 2010 to February 2011. The aim of the training and development project is to capacitate sport managers, coaches, technical officials, athletes and contract workers in order for them to deliver on their various areas of specialization and thereby ensure better managed and administered sports organizations. Athletes will be equipped with life skills that will assist them both on and off the field.

Volunteer Programmes

While the Volunteer Programme had a particular focus on the 2010 FIFA World Cup, the greater vision was to provide an opportunity for young people in particular to receive training and development in the skills that would equip them to enter the job market effectively. The 2010 Project Unit coordinated and staged the general training of 1200 non-host city volunteers, in line with the training programme that had been conducted in the training of the host city/LOC/FIFA volunteers. According to the stakeholder from Gauteng, the province now has a valuable resource in terms of a database of names of people, professionals, students and other volunteers who can be called on for various projects.

Johannesburg also trained a total of 2000 people. Among these were 500 “tourism cadets” who were trained in customer care, tourism and the geographic layout of the city. Volunteers were also incorporated into a number of parallel events being run by FIFA:

There were volunteers for the concert, there were volunteers for the Football for Hope and there were volunteers for the grand finale and that actually increased the number of volunteers (Gauteng, City of Johannesburg: March 2011).

In addition, informal traders were trained in a range of skills such as food handling, customer service and knowing the city. These traders, as well as other service providers such as taxi drivers, became ambassadors for the city as they were often visitors' first point of contact when they arrived. The stakeholder from Johannesburg said of taxi drivers who were contracted to provide transport to journalists around the clock:

Those for me were the ambassadors. The fact that we did not hear bad publicity could be owed to those ambassadors because we could not be with them in each and every taxi to manage what they would be saying, but the training paid off because we actually trained them and we actually made them to understand the programmes that they are running and they should actually be the ambassadors of the city (Gauteng, City of Johannesburg: March 2011).

South Africa's Image

According to the stakeholder from Gauteng, the province used the opportunity of the World Cup to market itself well internationally, particularly through the hosting of the Global convention of Soccerex over three consecutive years. This convention is the world's leading football business event. The stakeholder from Johannesburg emphasised the impact that the hosting of the opening and closing ceremonies in Johannesburg had on the city's international image:

The kickoff concert, the opening ceremony, the grand finale, the closing ceremony, the IBC: these five actually ensured that the celebrities of the world, the Heads of States of the world and the journalists of the world were here and they saw Johannesburg and they experienced it firsthand (Gauteng, City of Johannesburg: March 2011).

The stakeholder from the Office of the Deputy President emphasised the important lessons that the tourism sector learnt as a result of hosting the 2010 World Cup. The interviewee argued that the fact that the level of service offered during the World Cup was generally comparable to that available overseas had an important impact on South Africa's international image. S/he claimed that:

Most people had a pleasant experience being in South Africa because of how they were treated, how the systems, the environment... those who needed to use their master cards were able to do so because some came to Africa thinking they must have cash otherwise there is no EFT system and so on (National, Office of the Deputy President: March 2011).

Another important factor impacting on the positive image which South Africa projected concerned the efficiency and effectiveness of South Africa's ICT and broadcasting systems. There were no breaks in transmission throughout the period of the World Cup. In addition, the upgrading to South Africa's ICT systems that had to be undertaken for the purposes of the World Cup, such as digitization and state-of-the-art broadcasting equipment, are now a permanent legacy for the country as a whole. Other factors which

promoted South Africa's image was the successful processing of visitors, the fact that "hooligans" or criminals were effectively identified and deported where necessary and that the general level of security provided during the event was high. This stakeholder argued that the improved security during the World Cup left a legacy of reduced crime and increased police visibility, particularly in Gauteng Province.

5 Gauteng (Tshwane)

5.1 Introduction

As a 2010 World Cup host city, the City of Tshwane was also a recipient of various legacy projects and initiatives. For the purpose of this report, an interview was conducted with a senior official within the Tshwane 2010 FIFA World Cup Office on 18 February 2010, in Pretoria. During the meeting, a draft copy of the *City of Tshwane 2010 FIFA World Cup Close-out Report* was given to the HSRC researcher. Both the in-depth interview and the report inform the following narrative.

5.2 Tangible Legacies

Physical Infrastructure

Stadia, training sites and team base camps

Loftus Versfeld, the home of the Blue Bulls Rugby Union, was upgraded to host matches for the 2010 FIFA World Cup. The upgrading of the stadium included the erection of a new roof, a new lift and lift shaft, additions and alterations to existing structures, new IT and security systems, new turnstiles and ticketing systems and new seats. Improvements were also made to the precinct around Loftus, including a pedestrian walkway with new lighting to provide a safe pathway for students of the nearby University of Pretoria (UP), as well as users of the trains and other pedestrians in this busy built-up area.

Venue specific training sites (VSTS) were also upgraded for the 2010 FIFA World Cup. Super Stadium in Atteridgeville (now Lucas Moripe Stadium) was the main VSTS and was upgraded by the City of Tshwane. The HM Pitje Stadium in Mamelodi was renovated by the Gauteng Department of Public Works. For the interviewee:

The change in name of the Super Stadium to Lucas Moripe Stadium is also a legacy of the World Cup because if it was not for the World Cup we would not have changed the name to honour Lucas Moripe (Gauteng, City of Tshwane: February 2011).

FIFA also sponsored minor improvements to team base camps in the City of Tshwane, namely, Eersterust Stadium, Caledonian Sports Grounds, Pilditch, Laudium Sports Grounds, High Performance Centre, UP and Southdowns College. In the future, local soccer teams will be able to use the stadiums both for training and as match venues.

Due to the upgrading of the various stadia, Tshwane will have world class stadiums to stage large scale international events with positive economic impacts for the city. Professional soccer teams, for example Super Sport United and Mamelodi Sundowns, will have world class stadia as their home ground, and local soccer teams and schools will be able to use the facilities in their communities.

Roads and Walkways

Various roads in the City of Tshwane were improved to develop access to Loftus Versfeld. Roads in the city itself, in Mamelodi and in Atteridgeville, and the K69 to the Waterkloof Air Force Base were also upgraded. These upgrades will alleviate traffic congestion in the future.

Various walkways, sidewalks, bus bays and parking areas in the Loftus Precinct, at training venues, and at public viewing areas were also further developed.

Landscaping in all main focus areas, including gateways, entrances and all 2010 FIFA 2010 World Cup precincts was implemented. Seventeen township intersections received landscape enhancements in preparation of the 2010 World Cup.

Train Stations

The Pretoria Station was upgraded since it was chosen as the city's transportation hub for the duration of the tournament. The forecourt at the station was expanded in several ways, including parking and access control improvements, landscaping, improvement of ablution facilities, provision of traders' kiosks and general refurbishment.

Various other stations in the City of Tshwane, including Loftus, Belle Ombre, Irene, Saulsville, Atteridgeville, Pretoria West, Schutte Street, Wonderboom, Pretoria North, Rissik, Soshanguve, Mabopane, Mamelodi, Denneboom, and Kopanong were simultaneously improved. The upgrades at the various stations varied, but included renovations of ablution facilities, improved access, benches, shelters, pedestrian bridges, additional lightning, additional parking, and a mobility impaired lift at Rissik Station.

Wonderboom Airport

The upgrading of the airport was programmed into 15 sub-programmes and included, amongst other things, the replacement of the weather system to provide an ICAO approved weather system, the upgrade of the arrival and departure halls, the construction of a drop-off facility to protect the public and the entrance from bad weather, the provision of an aircraft parking facility in the maintenance area to reduce aviation safety risks, the improvement of electrical reticulation to comply with Occupational Health and Safety (OHS) and CAA specifications, the upgrade of storm water system to improve storm water runoff systems, the purchase of new emergency vehicles to comply 100% with CAA requirements, the purchase of ground handling equipment to assist with the provision of safe aprons and passenger handling services, the construction of new aircraft parking aprons to ensure enough parking for visiting aircrafts and the development of public transport and parking facilities to provide a public transport facility for tourist buses and taxi facilities.

Hotels, Guesthouses and Bed and Breakfast Facilities (by the Private Sector)

Hotels for both visiting teams and soccer tourists were renovated, and guesthouses and Bed and Breakfast facilities (B&Bs) were expanded for tourists. Apparently, this was the

first time that B&Bs were used for accommodation during a soccer World Cup Tournament. The B&Bs provided accommodation to many soccer tourists at affordable prices.

Electricity Infrastructure and Electricity Supply

Electricity infrastructure and supply upgrades in the Loftus Versfeld precinct were undertaken to ensure that electricity was always available in the Loftus and adjacent areas.

Water and sanitation improvements in the City were implemented in areas around the Super Stadium in Atteridgeville, around the Giant Stadium in Soshanguve, around the Loftus Versfeld Stadium in Hatfield and around the HM Pitje Stadium in Mamelodi.

Telkom Legacy Project

Telkom installed equipment for IT and broadcasting in carrier rooms upgraded by the City of Tshwane at Loftus. Afterwards, the SWC Host cities could obtain the IT equipment at no cost as a legacy of the World Cup. The City of Tshwane obtained the server equipment in the carrier rooms to improve data communication of the network.

City of Tshwane Website

The City of Tshwane website was designed to showcase the city to the prospective Confederations Cup and World Cup visitors. The website was designed in October 2008 and enhanced in December 2009 and in April 2010.

Tshwane Accommodation Database

The first comprehensive database of all Tshwane accommodation (graded and non-graded) with GIS mapping was developed. A total of 7 500 graded and 5 000 non-graded rooms were included in the database. This is an important legacy for future tourism to the city.

Risk Management and Internal Control Project

A risk management and internal control system was implemented to manage and control the municipal departments' service delivery processes to reduce risk in departments that service the community directly. The system is an important legacy for the City as it has standardized the processes that will benefit residents by ensuring improved service delivery.

Close Circuit Television (CCTV) Project

The Tshwane 2010 Unit, together with the Tshwane Community Safety and Transport departments, implemented a process to extend the CCTV network in the 2010 priority precincts. The project provided on-site monitoring as well as limited integration. This project has a legacy component for crime prevention and general safety. CCTV

monitoring was implemented in the following major precincts: Loftus Versfeld, Fan Fest, PVAs, Transport Hub and Priority routes.

TETRA Project

The City of Tshwane has implemented a new radio communication system to replace the existing analogue radio. This provides excellent communication for emergency services. The system was used by the Metro Police, Disaster Management, Fire Brigade Services, Ambulance Services and the 2010 Office.

City Public Transport

The City of Tshwane upgraded its bus service by enlarging its fleet to accommodate the increased demand for transport services during the tournament. After the tournament, the residents of Tshwane, commuting daily by bus to work, will benefit from the improved bus service.

Economic Benefits

The upgrading of the physical infrastructure for the 2010 FIFA World Cup contributed to the Accelerated and Shared Growth Initiative for South Africa (ASGISA) goal of economic growth since it entailed large amounts of capital investment. Furthermore, the projects created jobs which addressed poverty eradication, another developmental goal.

A total of 7 847 temporary jobs were created before and during the 2010 FIFA Soccer World Cup by City line departments, the 2010 Unit and contracted service providers for services to be delivered during the event at the various precincts, Fan Fests and PVAs. The total operational budget for the City of Tshwane for the FIFA Soccer World Cup was R260 943 095.00 of which R41.2m was spent on Local Economic Development (LED).

Before the soccer tournament, the City of Tshwane supported informal traders through a process of registration to update the LED database. During the World Cup tournament, traders were given opportunities to trade at the FIFA Fan Fest and PVAs and six other venues in the City identified for proximity to fan movement.

The trading opportunities at the Fan Fest included both catering and the selling of crafts and created income opportunities for local communities. Apart from national operators, local people were also involved in catering. Vendors were shortlisted for the African kitchen and trained to ensure that they complied with City health regulations. Twenty stall stations at the Fan Fest were used to rotate 140 crafters throughout the month.

Local and development performing artists were auditioned and selected to perform at events such as road shows, PVAs and Fan Fests, leading up to and during the World Cup. A database was developed for future use of the artists.

Many small businesses opened B&Bs and guesthouses in the townships offering a township experience, but were often overlooked since they were not close to the main business areas. As a legacy, Tshwane Metro assisted almost 100 township B&Bs to be

graded. In addition, they were also trained and assisted with their first year's grading fee. The promotion of township tourism has been made a priority and was included in the Tshwane Tourism Directory for the SWC.

According to the respondent, the 2010 FIFA World Cup tournament resulted in a huge capital injection to the city. Large infrastructural development was undertaken and geared the City towards growth. Temporary jobs were available and small and medium enterprises, as well as the informal sector benefitted from the event. The City of Tshwane thus addressed poverty and promoted development through the 2010 projects.

Since the 2010 FIFA World Cup was televised globally, the City of Tshwane expects future tourism to benefit from the exposure. Apart from visiting all the traditional tourist attractions in Tshwane, international tourists may in future also visit Loftus Versfeld as one of the 2010 match venues. The successful event projected the country, as well as Tshwane's, prosperity and it is expected that business will benefit in future from the 2010 FIFA World Cup.

Through the FIFA 2010 Soccer World Cup, the City of Tshwane aimed to achieve the ASGISA goal of economic growth. The interviewee commented in this regard:

Economic growth was put at 6% as our goal for 2014 with the World Cup coming. We managed to somehow achieve a certain level of growth that we wouldn't have achieved if it wasn't for the World Cup. When looking at growth, look at the capital injection into the economy, and at the infrastructure upgrade; the capital projects that were actually implemented. All those are geared into growth in general (Gauteng, City of Tshwane: February 2011).

Greening Initiatives

The 2010 Green Goal programme is an environmental management programme comprising of measures for the reduction of waste, waste separation, increase in energy efficiency, the efficient use of potable water, and promoting the use of public transport. The City of Tshwane signed a pledge in terms of the 2010 Green Goal campaign to strive to achieve the objectives of the programme in stadiums, fan parks, public viewing areas and fan miles. The projects include the ongoing planting of trees by the City Park Unit and environmental management initiatives by the Waste division.

The Tree Planting Project aimed at planting a tree for every goal scored during the FIFA World Cup. This is a direct response to the public transport provision in the Green Goal Pledge as it will create awareness and education in terms of carbon sequestration as well as greening in general. Permanent notices will also be displayed in terms of the 2010 legacy and carbon sequestration. Mamelodi, Atteridgeville and Loftus were identified as sites for the planting of trees for goals scored in the tournament. Additionally, 32 trees were planted at George Storrar Drive.

The City of Tshwane aimed at using environmentally friendly ways of beautifying the city for the World Cup, such as enhancing city parks.

As part of the City of Tshwane's plan to increase energy efficiency, energy saving lights, solar heated geysers and solar control traffic lights were installed at stadiums and other 2010 venues.

The environmentally sound waste management strategy included recycling at matches and other 2010 venues.

The Hennops River was cleaned as part of a biodiversity and management project.

By implementing all these projects, the City of Tshwane adhered to the Millennium Development Goal of ensuring environmental sustainability.

Academic Research Programme

The City of Tshwane participates and assists in funding of an academic research programme conducted by the Tshwane University of Technology and the University of Florida in the USA to establish the economic, environmental and infrastructural impacts of the 2010 FIFA World Cup within Tshwane. This research will also include Polokwane and Mbombela.

5.3 Intangible Legacies

Social Cohesion and Nation-Building

Blue Bulls Matches in Soweto

According to the respondent from the Tshwane Metro, the matches that the Blue Bulls Rugby team played in Soweto before the soccer tournament initiated the nation building process. Since rugby matches could not be played at Loftus Versfeld some weeks before the World Cup, the Tshwane Metro suggested to the Blue Bulls Company that the matches be played in Soweto. Thus, white spectators attended the matches in Soweto and enjoyed the experience, and other rugby matches were made more accessible for African spectators. Likewise, the 2010 FIFA World Cup Soccer tournament has enhanced the accessibility of the game of soccer for White spectators. After the soccer tournament, PSL matches also draw spectators from White communities, which was not happening in the past.

Better World Village Project

The Better World Village Project was a joint collaboration by the Tshwane Leadership Foundation, Ashoka Innovators for the Public, Heartlines, Life College, University of South Africa (UNISA) and the City of Tshwane. The project aimed at offering a space of hospitality, celebration, conversation and dialogue on critical issues, as well as support and care. The village was designed around a public viewing area with focus on introducing and celebrating African innovation in a way that evokes vision and hope for a better world.

The project focused on leaving a legacy through an on-going peace-building programme and network, the broadening of youth with foreign language competencies through the training of twenty young people with basic skills in five foreign languages, and the strengthening of civil society in the inner city through a local government partnership.

The project trained 150 youths on leadership skills, while a further 200 participated in sport and 100 in art programmes as tools to impart leadership skills. Other efforts included the hosting of environmental programmes, the celebration of Refugee Day by the UNHCR with the active involvement of the youth of the City, the performance by teenagers trained in the arts at Youth Day celebrations, and the launching of the Tshwane Leadership Academy.

U12 Development Football Project

Soccer clinics and mini tournaments for children under 12 were conducted and involved all the schools in the City of Tshwane. The project closed with the U12 Mayoral Cup tournament. According to the interviewee of the Tshwane 2010 Unit, this project was important for social cohesion and nation building:

Since children of all races, cultures and socio-economic backgrounds were united by the game of soccer (Gauteng, City of Tshwane: February 2011).

The South African government has an explicit development agenda associated with the 2010 FIFA World Cup, part of which is predicated on nation building. Sport has long been associated with building national spirit and generating patriotism.

Landscaping Projects

Landscaping in all main focus areas, including gateways, entrances and all 2010 FIFA World Cup precincts was implemented. Special features were created as mini monuments of the World Cup. The main project was the upgrading of the Fountains Circle, which was developed into a 2010 FIFA legacy project using sculpture, landscaping and lighting. Other structures were also erected around Loftus, Lucas Moripe and HM Pitje stadiums. All these features were created by local artists, many still students, and this leaves a legacy of their work and participation in the 2010 FIFA World Cup. The beautification of the entrances to the city also created feelings of national pride among the people of Tshwane.

Enhancements of townships parks have also improved the landscape for the people, and helped create a sense of pride and belonging beyond the World Cup.

South Africa's Image

During the tournament, the City of Tshwane was seen by millions of television viewers, both as a city and as the capital of a successful host nation. The interviewee stressed that this exposure to the world cannot be quantified and that the world has a different perspective of Tshwane after the tournament. S/he continued:

From the Opening Ceremony many people felt that it was a world class event and that South Africa acquitted itself very well. It has managed to change the image of South Africa all over the world (Gauteng, City of Tshwane: February 2011).

One of the lasting legacies of the World Cup will be the achievement of a more positive reputation for both the country and the city, which may translate into investment, increased travel and trade, expanded research and development.

City of Tshwane Website

The website was designed to showcase the City of Tshwane to the prospective Confederations Cup and World Cup visitors. The website has done much to promote Tshwane not only to potential 2010 soccer tourists, but also to other tourists around the world.

Skills Transfer and Capacity-Building

These projects included the training of thirty tour operators and guides, with another sixty scheduled to be trained before the end of 2010, the provision of work opportunities for SMME tour operators on media tours and volunteer transport, the provision of hospitality skills for 30 accommodation SMMEs and service ambassador training for 249 SMMEs.

Local people were involved in catering at the Fan Fest. Vendors were shortlisted for the African kitchen and trained to ensure that they complied with City health regulations.

Due to the City of Tshwane being a host city, the personnel of the City involved in the organizing and preparation for the event gained experience and confidence to deal with future major events. For example, the police and traffic officials have gained experience in handling large crowds which may be of great value for future events.

Volunteer Programmes

Just over seven hundred (715) Host City volunteers were trained and deployed during the 2010 FIFA World Cup. An additional 100 volunteers were appointed and managed on behalf of Gauteng Tourism Authority to support the Host City volunteers with information, spectator and language services. 190 Volunteers did HIV/AIDS awareness at PVAs, the Fan Fest and the Fan Mile. A database of volunteers was compiled and will be used in future projects.

Through the FIFA 2010 Soccer World Cup, projects on skills development, capacity building and job creation the City of Tshwane aimed at achieving ASGISA's developmental goals of reducing unemployment and poverty. Skills development and capacity building therefore focused on improving small businesses with an aim of ensuring economic development and exposure to the economic benefits presented by the event, thus providing sustainability beyond 2010.

6 KwaZulu-Natal (Durban)

6.1 Introduction

The City of Durban was accorded the role as one of the 2010 World Cup host cities. The report for Durban and KwaZulu-Natal (KZN) Province is based on interview data with three senior officials from the Durban City Council. A major limitation of the section is that it lacks a provincial perspective. The report would also have benefitted from written accounts, including those from the City.

6.2 Tangible Legacies

Physical Infrastructure

Participants in KZN identified the following physical infrastructure legacies for Durban: the multifunctional stadium with sky arch; the smaller stadiums; fencing around the stadiums; the improved public transport and railway network, including construction and/or improvement of roads and bridges; the construction of the railway station leading to the stadium; the building of an international airport; extension of ICT fibres for communication; training facilities that are now used for other events; and upgrades of the five schools that hosted base camps for training. A number the World Cup venues are being used for other sports and community events. This is what a respondent had to say about infrastructure projects in KZN:

We did a whole lot of projects aimed to reposition the city that should be creating economic growth and economic sectors that was never done before specifically for the World Cup....nothing was done for a short term but for a long term economic contribution to the city (KZN, City of Durban: February 2011).

One participant singled out the development of the beach front and integration of all the beaches as the most successful infrastructure legacy of the World Cup:

The funny thing is that we did spend R200m on the beach front that has more impact than the R7b airport. If I look at the impact on the city you can equate the two. However, I'm not saying that the airport was wasted money but, in relative terms, that beach front has done more to our city than what the airport has done (KZN, City of Durban: February 2011).

Economic Legacies

Participants cited developments geared towards tourism as a further tangible legacy of the World Cup and one with direct economic spin-offs. Such developments included a cable car service to the top of the stadium, bungee jumping, as well as public viewing areas within various districts and townships. Both the multifunctional stadium and beach front development were seen as contributing to an increase in tourism in the area and this, in turn, has created jobs in the hospitality and restaurant industry and in maintenance for the

stadium. Economic spin-offs from the multi-purpose stadium derive from the fact that it can host cricket matches, music events, and meetings. All of the above factors are helping to improve Durban's appeal to international tourists. The popularity of Durban in terms of conventions, work functions and similar events is further testimony to the success of the beach front and other infrastructural development.

One participant, however, suggested that the economic legacies of the World Cup are limited. S/he defended this claim by citing the fact that the venues are not paid for and that people must pay to use the facilities:

If you are talking about the true legacy, one of the nice things will be that we run the World Cup and the proceeds paid up those venues, that would have been good. However, the municipality is still paying that ... I think one of the World Cup's down sides is that it finished off very badly with people not working...it was like everyone in the country was promised a bonus, a success bonus after the World Cup...in fact the people in the World Cup who worked never benefited and they have no hope (KZN, City of Durban: February 2011).

Greening Legacies

While one participant identified the ongoing planting of trees as one of the City's greening projects, s/he questioned any direct link between this project and the World Cup. Nonetheless, a second participant indicated that the World Cup event in Durban had been a "carbon neutral event". According to this interviewee, the City tried to incorporate greening elements in its public transport and ICT projects, and materials from the demolished stadiums were recycled and used elsewhere.

Role of Provincial Government

Funds for building of sporting facilities and public viewing areas in various districts were, according to one participant, provided by the Provincial Government.

6.3 Intangible Legacies

Social Cohesion and Nation-Building

One interviewee identified self-respect and pride as important aspects of nation-building. The World Cup, according to this interviewee, fostered social cohesion by creating a space for healthy competition that was not based on racial inequalities or any other differences. It gave a space for people to celebrate together as fans. Another participant intimated experiences of social cohesion in terms of the diversity of volunteers (in race, class, etc.), and the sense of pride felt by South Africans:

Overall the most important is that we were good as South Africa. We were very good and proudly South African. One thing that was left behind was that we can do everything (KZN, City of Durban: February 2011).

The legacy of social cohesion was also described by a stakeholder as such:

For the first time I really had a feeling that all the peoples in the city, whether they were black or white, rich or poor, tall or short, thin or fat, women or men, there was that moment. Capturing that was really important. ...Diversity was not dividing us but it actually brought us together and that was what was so special about it. Except that we are diverse and have different cultures we were all single people and we were all Durbanites (KZN, City of Durban: February 2011).

Another interviewee expressed both hope and despair in terms of maintaining the World Cup legacy benefits:

The problem is that the government has forgotten about the World Cup....it has come and gone and the government seems to have forgotten about it. ...However this Friday is the launch of the magnificent Friday which will obviously try and create that feeling that we have for the two months of the World Cup and Bafana-Bafana. It must not only be for Bafana-Bafana but also cricket, netball and rugby...Friday is world support day and that's the legacy part of it (KZN, City of Durban: February 2011).

Improved Government Cooperation

One of the participants identified improved government cooperation as an important dimension of nation-building:

Cooperation amongst government institutions has improved dramatically because there was a forum we called Prov-joints (Provincial Joint committee). Prior to the World Cup I think the government institutions were working in isolation and I know that the aim is not to work in isolation. I think the World Cup breached that gap to a large extent (KZN, City of Durban: February 2011).

South Africa's Image

For one respondent, South Africa's participation in the World Cup was important in terms of the role of South Africa in Africa:

We could be a new nation all together, but that would also impact directly into our role in the African continent and that is the role of ensuring that the continent as well move towards democracy development (KZN, City of Durban: February 2011).

The respondent also suggested positive developments in "township tourism", indicating that World Cup exposure boosted the image of township life:

So this is a true sense of being an African that this World Cup has exposed and we need to build around that, you know... Africans in their true sense of the word (KZN, City of Durban: February 2011).

In response to criticism by the international media, another interviewee stated that:

We've shown them that as South Africans we can deliver...that if we stand together we can achieve more and do some things that are enormous (KZN, City of Durban: February 2011).

As such, the World Cup was seen as having showcased the ability of South African professionals to compete in the global market.

Skills and Knowledge Development

Different aspects of human capital and skills development were also identified as part of the World Cup legacy:

I think the World Cup taught South Africans a few things...it exposed South African talent to organize and to perform well - to excel actually in the manner in which we performed. We as the city had perfect planning for everything, from transport to the accommodation to moving in and out of the stadium...We put a lot of effort in training our ushers, our volunteers, our own staff to manage (KZN, City of Durban: February 2011).

According to one interviewee, knowledge and skills development are the most important legacies after the stadiums. These include skills in running the events and improved skills in specific sectors (security, tourism, and “spectator service” that include hospitality and transport). This legacy is attributed largely to the use of volunteers during the World Cup. And it is in terms of the acquisition of better qualifications for employment and confidence in skills that mark this development as a legacy:

If you specifically look at your volunteers you are looking at about 1500 to 1600 of them who all went through a very good training, process application selection and the final stage of it. The most important one is that they have decent NQF qualified training and exposure to the world class event (KZN, City of Durban: February 2011).

A further intangible legacy of the World Cup was the teaching of school children about other countries and cultures.

Health Awareness

According to one respondent, sports and soccer clubs, including “old ladies clubs”, have implications for the long-term health of individuals and communities:

With regard to sports and recreation, a lot of old ladies soccer clubs have emerged consisting of old ladies who have forgotten about diabetics and all

of that, because they exercise almost minimum three time a week to four or even five times if they have to play a game (KZN, City of Durban: February 2011).

These clubs are much more numerous and popular since the World Cup and constitute both tangible and intangible legacies.

Another interviewee noted a similar increase in physical activity on the beaches of Durban:

The whole infrastructure on your beach front has created a whole new vibe, completely new vibe. You've got people running on the beach, others cycling, which is something that was never done before (KZN, City of Durban: February 2011).

The beach front development was defined by yet another interviewee as:

One of the most democratic spaces in the country... it as an open space where everyone has an equal opportunity to use it (KZN, City of Durban: February 2011).

7 Limpopo (Polokwane)

7.1 Introduction

Limpopo played an important role in helping South Africa host the 2010 FIFA World Cup. Polokwane, the “place of safety”, was chosen as one of the host cities during the World Cup. As part of planning and preparing for the event, several legacy projects were implemented to benefit the province of Limpopo and the South African nation as a whole. This section of the report is based on the provincial Close-out Report and three stakeholder interviews that took place in February 2011.

7.2 Tangible Legacies

Physical Infrastructure

Stadiums and Sports Fields

Tangible legacies refer to the infrastructure that the country developed because of the World Cup. These include the building of the stadium and bridges, the renovation of roads and the implementation of greening initiatives. The section below outlines the legacy projects that the Limpopo Province was able to initiate during the World Cup. Through these projects, a number of both part-time and permanent jobs were created.

Peter Mokaba Complex

The newly built Peter Mokaba stadium is based upon the design of an iconic Baobab tree, with each corner of the edifice supported by enormous trunks and the roof held up by the steel structure. The construction started in March 2007 and was completed in 2010 after the initial upgrade plans of the old Peter Mokaba were abandoned in favour of a new construction. The stadium was built at a cost of R1.3 billion with more than 1 126 workers employed in the project. It has a capacity to accommodate 45 000 people. The stadium holds an important place in South African history as it is named after Peter Mokaba, one of the renowned sons of the liberation struggle against apartheid. Mokaba was born and raised in Polokwane and was famed for his fighting spirit and leadership skills.

The Peter Mokaba stadium is a prime venue for football and rugby union matches, political rallies and entertainment events in its main pitch area. It is a multipurpose stadium which has other additional facilities for conferencing, meetings, seminars and outdoor exhibitions, all of which are critical for developmental objectives of the province.

Old Peter Mokaba Stadium

The stadium was renovated as a training venue for the 2010 FIFA World Cup at a cost of R8 million and it accommodates 18 000 people. Renovations started in 2009 and were completed in 2010. Currently the stadium can be utilised to host small and medium

soccer and rugby events and includes a state-of-the-art athletics track suitable for international events.

Polokwane Cricket Club (Fan Park)

The Polokwane Cricket Club was identified as a suitable venue to host the Fan Park during the 2010 event. It needed renovations in change rooms, ablution facilities, electricity and the perimeter fencing. The construction of the Fan Park at the Polokwane Cricket Club was done at a cost of R21 million. The developed area has a capacity to accommodate about 30 000 people. It will continue to be utilized as a Cricket Club and as a venue for big functions such as rallies and music festivals.

Makwarela Stadium Artificial Turf

The First National Bank (FNB) donated an artificial turf, valued at R5 million, to the Makwarela stadium. The stadium has a seating capacity of 5000 people. Construction started in 2009 and was completed the same year. The stadium is used for football developments, championships and other gatherings.

Jane Furse Artificial Turf

The Jane Furse artificial turf is still under construction and was sponsored by FIFA. It was launched in March 2010. It is meant to assist in developing the sports of football in Sekhukhuni area. Included in this program is Rabali stadium in Makhado Municipality and Burgersdorp Football Ground in Tzaneen.

Limpopo Visitors Information Centre

The Visitors Information Centre (VIC) situated within Polokwane Municipal offices was a result of funding from the National Department of Tourism and Environment at a cost of R8 million. Construction started in 2009 and finished the same year. The centre proved to be very useful during the 2010 FIFA World Cup as it attracted up to 1 700 users in one month. The primary objective of the project was to effectively address the information needs of the visitors that were expected to converge in the host city in 2010 and beyond. The one-stop shops were used to supply tourists with information on a wide range of services, including reservations, accommodations, tours, vehicle hire, entertainment, adventure and travel trips. It was intended that visitors would visit the centres and be able to utilise user-friendly touch screens linked to the central database of tourism products on offer. The VIPs also offered local businesses advertisement opportunities. Visitors were furthermore able to access free internet and an online booking system as the centres.

Street construction and refurbishments

Polokwane Municipality worked on 16 road projects to enable easy movement within the city. A total cost of R230 million was incurred to renovate and develop new streets in and around Polokwane. Renovations started in January 2009 and were completed in 2010. The work involved extension of existing roads, construction of new roads, bridge

construction and installation of traffic control signs. Listed below are some of the roads that were built, extended or renovated:

- Road extension to link Biccard Street with Landros Mare Street
- Extension of Magazyn Street from Suid Street to Webster Street
- Provision of special loading and off-loading facilities around the transport free perimeter of 1km at Peter Mokaba Stadium and 500m at Seshego Stadium
- Holding facilities for public transport using Peter Mokaba Stadium
- Upgrading of Nelson Mandela Drive from Seshego Circle to New Era Drive
- Implementation of one way system around the CBD
- Internal walkways and bicycle lanes within the 1km clearance radius of Peter Mokaba Stadium and within 0.5km clearance radius at Seshego Stadium

Hospital Street Bridge

The Hospital Street Bridge project is of historic significance and helps to heal divides from the past. Whereas in the past it was made difficult for black commuters, especially those who used buses, taxis and trains to access the city, the existence of the bridge reverses this. It is now easy for all commuters and motorists to access the city.

Polokwane International Airport

The Polokwane International Airport renovations started in 2008 and cost R50 million. The development renovations included:

- Conversion of the T49 hanger to a domestic terminal in order to augment high volume passenger facilitation and comply with CAA regulations
- Refurbishment of the old terminal
- Refurbishment of the fire and rescue building
- VIP entrance and medical clinic
- Upgrading of the conference hall
- Development of a shaded parking area
- Construction of a new parking area for the car rental companies
- Resealing and marking of the Apron

- Signage in and around the airport
- Purchase of two new fire trucks

Utility Upgrades

Water Reservoir

The construction of the Polokwane Water Reservoir was meant to assist the city to have 48 hours standby water supply during the World Cup. To that effect, a 50ml reservoir was built in 2008 and completed in 2010 at a cost of R54 million. Although it was built for the World Cup, the reservoir will be an integral part of the city's water supply.

Silicon Second Supply

The Silicon project was meant to relieve the existing energy supply, which was already being used at full capacity. A new supply line was built at Silicon in 2009 at a cost of R64 million. This line was linked to Silica Sub Station which supplies Beta-Sub Station to the stadium. It will remain a reliable source of energy for the city. Eskom strengthened lines to all the five public viewing areas and also to the stadium. The estimated cost of the whole project was about R7 million.

African Cultural Village

Construction of the African Cultural Village started in March 2010 and was completed in June 2010. The Village is situated in Capricorn High School in Polokwane and was developed at a cost of R1.3 million. A pavilion that can house about 600 people and 14 rondavels was developed to provide entrepreneurs opportunities for exposure of their cultural artefacts and music products to fans during the 2010 FIFA World Cup. Currently, the cultural village has been transferred to Capricorn High School through the Department of Education and the Department of Public Works. The village will continue to be utilized by the government and other interested role players for marketing Limpopo's rich and diverse culture and entertainment.

Polokwane Greening Initiative

The Polokwane Local Municipality (PLM) has committed to this requirement for "Greening" of the 2010 event in its area of jurisdiction, and has established a "2010 Greening Workstream" that drove the implementation of the required greening programme and projects. The aim was to minimize the environmental impact of hosting the 2010 Soccer World Cup and to leave a positive environmental legacy within the municipal area. The "Greening" plan, programmes and projects of the PLM, as one of the host cities, were aligned with the approaches and frameworks established by National Greening Programs. As a result, the development PLM Greening Plan was facilitated and funded by the National Department of Environmental Affairs and Tourism. As part of its climate impact management, the PLM planned a City Beautification Programme for 2010 which involved the planting of a significant number of trees in the urban parts of

Polokwane. The potential sequestration benefits of this programme were quantified as voluntary carbon sequestration achievements.

Energy Efficiency: Achievement and Work in Progress

Polokwane has been retrofitting street lights and traffic lights with energy-saving bulbs for a number of years. The new stadium and the required upgrades to the Training Venues and Fan Park all offered opportunities to fit energy-efficient technologies. At the Peter Mokaba stadium, all light fittings, with the exception of the floodlights, are energy efficient. The opportunity of operating the entrance gates and the irrigation system in an energy efficient manner was investigated but found to be prohibitively expensive. PLM had no plans for renewable energy installations as part of 2010, but there is a possibility that an iconic demonstration site could be established.

Water Conservation and Management Strategy

Meeting 2010's water supply demand presented a significant challenge to the PLM as Polokwane has been under water restrictions for several years. Aside from meeting the water supply demands of 2010, Polokwane had extensive beautification in the city involving the planting of trees and flowers which need irrigation water. Opportunities exist for grey water reuse for irrigation, but this is constrained by the fact that the Municipality has a commitment to supply a large mine with all its treated effluent. With the construction of the new stadium there were opportunities to ensure that fittings are water efficient.

Sustainable Waste Management Strategy

Waste management is arguably Polokwane's greatest challenge and this is possibly due to under-investment, which has resulted in the Municipality's low capacity to manage its waste streams. The Sustainable Waste Management Strategy aimed to develop an integrated waste management system which includes establishment, upgrading and expansion of facilities and resources for waste separation and recycling that serviced the 2010 World Cup and beyond. It also aimed to minimise waste generated by construction / refurbishment activities and the hosting of the 2010 events in the PLM. The private sector was encouraged and incentivised to participate in achieving reductions in waste outputs and undertaking waste separation and recycling.

The Polokwane Parks Department has made progress in waste minimization with a successfully operating composting facility. All "garden waste" collected by the Parks Department as a result of their maintenance activities of municipal facilities is removed from the waste stream and composted.

Sustainable Transport Strategy

The most significant 2010 infrastructure development project that the PLM invested in relates to efficient transport and access. In total, 12 projects were implemented by the Transportation Work Stream, most of which focused on increasing the capacity of the

local road networks. This includes plans to incorporate pedestrian walkways along key motorised transportation routes.

During the World Cup the majority of spectators accessed Polokwane by bus. To ensure that there was adequate capacity for this form of public transport, 100 new busses were purchased by the PLM. To limit privately-owned vehicles from causing excessive congestion around 2010 venues, PLM implemented a Park & Ride system. Fortuitously, the Peter Mokaba Stadium is only around 4km from the Polokwane CBD and 3.4km from the proposed Fan Park site. This optimises the potential for pedestrian and bicycle access networks to be established. Existing roads from the CBD to the Stadium and Fan Park were designated as the Fan Mile where all forms of motorised transport was prohibited from the route.

Biodiversity Strategy

The Biodiversity Strategy aimed to ensure that local biodiversity and heritage is promoted and enhanced through the hosting of the 2010 World Cup in Polokwane. The strategy includes the development of landscaping approaches and guidelines for municipal and private developments that was used for 2010 and beyond. It also included turnkey projects that created opportunities for PLM to showcase its biodiversity and heritage assets to visitors as a key eco-tourism experience and local tourism marketing initiative.

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

Awareness-Raising and Reporting Strategy

The 2010 Greening Programme introduced a range of environmentally friendly approaches and technologies that assist in creating more sustainable infrastructure and operational systems, and minimise local, regional and global environmental impacts. There is thus a key opportunity to promote the use of these "best practice" approaches to a broader audience as part of the 2010 profiling campaign. Over and above this, 2010 represents an opportunity to promote general environmental awareness and the need for all individuals to take action. In addition to this, the achievements of the 2010 Greening Programme need to be reported on. This will be done through an environmental awareness-raising campaign linked to the 2010 Communications Work Stream.

7.3 Intangible Legacies

Social Cohesion, Nation-Building and Image Promotion

The Limpopo Province embarked on mass mobilization campaigns in a quest to make people aware and create hype around the event of the World Cup. The mass mobilization campaigns were held throughout the Province in all five district municipalities. Several well-established companies, including MTN, FNB, McDonalds, Xstrata, Coca-Cola, SAIL, Old Mutual and Vodacom assisted during the planning and execution phases of the event. Although there are no specific projects on social cohesion and nation building that are taking place after the World Cup, Limpopo still attempts to use matches that are held at Peter Mokaba stadium to continue to build cohesion among the people of Limpopo.

Volunteer Programmes

The Volunteers Programme was developed in all host cities to assist in ensuring that South Africa hosts a successful event. Its primary objective was to assist spectators by providing information and guidance during the event. Volunteers were trained by various institutions, organizations and departments for various functions and then deployed at different times and places. At Peter Mokaba Stadium, some volunteers are being permanently employed for security, cleaning services and other administrative related jobs. A Limpopo stakeholder indicated that some volunteers are still being called when there are games and other events that need extra hands:

Trust has been built between us and the people that volunteered during the World Cup. Hence, we continue to call them if there is something in the stadium. They made an impact as ambassadors and we continued to receive reports via emails and social network pages of satisfaction with the help the volunteers gave. They were the face of Polokwane (Limpopo, City of Polokwane: February 2011).

Skills Transfer

Several training programmes were completed in different sectors across Limpopo. The traders were trained and capacitated on customer care, waste management and languages, for example Spanish and French, and in foreign currency. Towards the World Cup event, hundreds of people across Limpopo were given free training on customer service in such areas as Bela-Bela, Makhado, Phalaborwa and Polokwane. Personnel within the stadium also received training in teamwork and this training has continued past the World Cup. As one participant put it:

Teamwork is one of the skills which are critical in building and sustaining economic benefit of for the province. Thanks to World Cup which helped us value the impact that teamwork can bring (Limpopo, City of Polokwane: February 2011).

Tourism Legacy

Before the World Cup, Limpopo was a very relaxed province. This dynamic in the province has since changed. Campaigns were done nationally and internationally to market Limpopo and Polokwane as one of the tourists' favourite destinations. Campaigns were also done in South African Development Countries (SADC) like Zimbabwe, Swaziland and Botswana. Although it is still too early to assess the impact of the campaigns, stakeholders in Limpopo are optimistic that the province will reap the benefits of the campaigns in future.

Limpopo Grassroots Football Programme

In partnership with the government, the Limpopo Grassroots Football Programme kicked off in Tshwane, followed by Mafikeng, Bloemfontein and Kimberly. In Limpopo, the artificial turfs that the provincial Department of Sport, Arts and Culture is currently constructing in a number of local stadiums across the province makes it easier for the programme to be sustainable.

Club Development Programs

The Limpopo Department of Sport, Arts and Culture is not focusing on football programmes alone but on other sporting codes as well, for example boxing, netball, volley ball and rugby. The department has received a conditional grant from SRSA to buy equipment, train coaches and buy sports uniforms for club development.

8 Mpumalanga

8.1 Introduction

The province of Mpumalanga was awarded the opportunity to host soccer matches for 2010 World Cup event, centred in Mbombela local municipality. The Mpumalanga Province therefore had a great responsibility in the delivery of the successful 2010 World Cup event (Close-out Report, 2010:6). In this respect, the Mpumalanga Provincial Government identified the need for the development of an integrated and comprehensive plan to ensure structured and integrated planning, funding and implementation of the 2010 related projects across a broad spectrum of line functions.

Sources for the review of legacy projects and initiatives undertaken in Mpumalanga include an interview with a Sport and Recreation South Africa provincial official, an interview with a senior official in charge of the Mbombela Stadium, as well as the SRSA, Mpumalanga Close-out Report.

Meaning of Legacy

Interviewees from Mpumalanga agree that the concept “legacy” should be understood as a *long term benefit or value to the whole community* (Mbombela Local Municipality: March 2011), constituting *the things that 2010 will leave behind* (Mpumalanga, SRSA Provincial official: March 2011). Both also recognized the tangible and intangible aspects of legacy. According to one respondent, those things that are specifically products of the World Cup may be considered legacies (Mpumalanga, SRSA Provincial official: March 2011), and includes therein both infrastructure and *soft issues*, notable the mobilisation of people around sport and soccer. For the other respondent, the stadium and surrounding facilities, as well as *human capacity development* are important legacies (Mbombela Local Municipality: March 2011).

8.2 Tangible Legacies

Physical Infrastructure

Mpumalanga Province provided three new or refurbished match venues through local government contribution to sports development. The construction of Mbombela Stadium in Nelspruit, for example, marks one of the key tangible legacies of the World Cup for Mpumalanga. According to the SRSA Provincial official, building a provincial stadium had been a goal prior to the World Cup preparations, but the plan could be fast-tracked for this event (Mpumalanga, SRSA Provincial official: March 2011). Developments related to the stadium also included the upgrade and extension of main roads (“ring road” for example), and the development of a disaster management centre in Nelspruit (Mpumalanga, SRSA Provincial official: March 2011).

According to one interviewee, other physical infrastructure legacies included the improvements to the Kamanyazane Stadium in the district of Enhlanzene (Mpumalanga, SRSA Provincial official: March 2011).

The Mpumalanga Department of Culture, Sport and Recreation also took a decision to establish a Public Viewing Area (PVA) in Nelspruit with all stakeholders involved (Close-out Report, 2010:11). PVAs attempt to bring major sport activity to the public without going to the stadium. One stakeholder also emphasised the positive legacy of the PVA as a venue for the broadcasting of various sporting events, as well as for other occasions, for example a car show (Mpumalanga, SRSA Provincial official: March 2011).

In general, one of the respondents emphasised the basic infrastructure development that accompanied the World Cup which, according to this person, is *normally one of the biggest obstacles for development* (Mbombela Local Municipality: March 2011). In other words, critical inputs that were motivated by the World Cup may now provide a stronger starting point for further improvements.

Economic Benefits

The Matsefeni village around the stadium benefited directly, especially when the piece of land was purchased from the village to build Mbombela stadium (Mbombela Local Municipality: March 2011). Moreover, members of this community were also given the opportunity to be involved in the World Cup soccer matches as informal traders and caterers, etc.

The frequent hosting of matches provides guarantees for local economic spinoffs for small and medium enterprises. The direct example of beneficiation is the catering services and transportation of visitors from other provinces including tourists elsewhere. One interviewee noted that post World Cup soccer and rugby games, as well as musical and religious events continue to make use of the stadium (Mbombela Local Municipality: March 2011). In some cases thousands of people are in attendance. Such events have positive implications for continued economic spin-offs for hotels, garages, local vendors and even those employed at the stadium itself (Mpumalanga, SRSA Provincial official: March 2011).

Greening Initiatives

Mpumalanga Province took active interest in greening initiatives. Two parks were created at Kabokweni and Matsafeni. Furthermore, established parks were also furnished with dustbins and benches, while the surrounding areas were reinvigorated through the planting of trees (Close-out Report, 2010:22).

According to one of the interviewees, solar panels were implemented in Mbombela Stadium to provide power within the pitch and outside the parameter of the stadium (Mbombela Local Municipality: March 2011). Many indigenous trees were planted in the

stadium surrounds. Water recycling is also the planned strategy for future watering of trees and for pitch reticulation.

Efforts to initiate recycling at the stadium are also underway (Mbombela Local Municipality: March 2011).

8.3 Intangible Legacies

Football and Sports Development

The concept of street football was re-introduced in an effort to both develop sports and support the youth of the community. The Department of Sport, Culture and Recreation, in consultation with SAFA, developed the Street Football Project as one of the sport legacies to try to address the need for more positive extra-mural activities for youngsters. The project aims to promote football in the community of Mpumalanga and to grow future players from an early stage (Close-out Report, 2010:26).

Skills Development

The development and transfer of skills was a central aspect of the legacy of the World Cup. According to one of the interviewees, this included training and employment in security, catering and communication (Mpumalanga, SRSA Provincial official: March 2011).

Again, the Street Football Project focused attention on the social and skills development dimension of the World Cup legacy. It aimed to empower disadvantaged boys and girls through life skills education. Hitherto, the project recruited and trained 72 local men and women as street football referees and coaches in the province (Close-out Report, 2010:26). The sport academy underway will enhance this initiative in future.

The SRSA Provincial official also noted that a capacity-building initiative was undertaken in the Province, in partnership with Germany, to train football coaches and establish proper football programmes (Mpumalanga, SRSA Provincial official: March 2011). Other partnerships are also underway in other sports, such as cricket, volleyball and swimming.

Finally, a sports academy for the specialisation in training for coaches, players and administrators was also given as a specific plan that is still in the pipeline but a definite product of the World Cup event (Mbombela Local Municipality: March 2011).

Social Cohesion and Nation-building

According to one respondent, the key intangible impact of the World Cup related to the interaction between different groups who do not normally share the same sports interests on the basis of newly developed interests in particular sports (soccer and rugby for example) (Mbombela Local Municipality: March 2011). To quote this stakeholder directly:

Suddenly we get a situation whereby people who previously didn't watch soccer now watch soccer, which indirectly leads to interaction between people that never interacted, you get people from the black community to watch rugby where in the past they never would have watched rugby, so there is an interesting shift of movement in terms of those activities. You should know that also contribut[es] to this nation building (Mbombela Local Municipality: March 2011).

Impact on Soccer

The stakeholder from the Mbombela Local Municipality argued that South Africans' exposure to *world class soccer* through the hosting of the 2010 event provides a standard against which to measure our own skill, professionalism and organisation (Mbombela Local Municipality: March 2011). On the part of the spectators, this same stakeholder believed that interest and support for the game of soccer have been heightened through the experience of international matches held at Mbombela Stadium, especially when Germany played against Spain and the Netherlands played against Italy.

9 North West (Rustenburg)

9.1 Introduction

The City of Rustenburg in the North West Province was one of the host cities for the 2010 World Cup. Interviews were conducted with representatives of the Rustenburg Local Municipality (RLM) facilitating the 2010 FIFA World Cup events in the city, namely the 2010 World Cup Coordinator, a representative of the legal department, the Greening Coordinator, and the Fan Park Coordinator. The close-out report of the City of Rustenburg was also obtained.

9.2 Tangible Legacies

Infrastructure Development

Roads

Various roads in North West were upgraded for the 2010 FIFA World Cup Soccer Tournament. For example, the N4 western and eastern bypass roads at Rustenburg, and arterial and secondary roads were improved in order to link the stadium to the city and to access routes. This was funded by the National Treasury.

Royal Bafokeng Stadium

The Royal Bafokeng Stadium has been upgraded to accommodate 45 000 spectators. Previously it could accommodate 39 000 spectators. Other improvements included the erection of big screens in the stadium as well as facilities for journalists. The Royal Bafokeng Stadium is now a world class stadium that can host major international sporting events in future.

Olympia Park Stadium

The Olympia Park Stadium was renovated and used by South Korea as their base camp. In future, the stadium can host large sporting events.

Mogwase Stadium

The Mogwase Stadium was renovated and used as a training venue. In future it may be used by local soccer teams and schools to host sporting events.

Moruleng Stadium

The Moruleng Stadium was constructed specifically for the 2010 FIFA Soccer World Cup and was used as a training venue during the tournament. After the World Cup, the PSL team, Platinum Stars, uses the stadium as their home ground. The new stadium has

created employment opportunities for a stadium manager, a football development coach and an administrator.

Railway station

The railway station was upgraded and reopened before the World Cup. Although trains operated on the Pretoria Rustenburg line during the event, it is unclear whether it will be a permanent arrangement.

Job Shimankane Provincial Hospital

The Job Shimankane Provincial Hospital was renovated for the 2010 FIFA World Cup and now provides improved health care services to the local community.

Electricity infrastructure

Eskom assisted the RLM with the installation and upgrading of infrastructure, including the establishment of an additional substation. Existing streetlights were improved and additional streetlights installed at the following areas:

- Park and Rides Areas (Rustenburg Show Grounds, Joubert Plein parking area, Marais Street swimming pool area, Bergsig grounds parking area)
- Bethlehem Street for the Fan Park
- Park and Ride areas for the Royal Bafokeng Stadium including the Rustenburg Traffic Department and R104 South
- Drop Off Areas, including Phokeng West and Church Drop Off
- Rustenburg Fire Station

Upgrading at Fields College

In Rustenburg, the Fan Park was situated on the grounds of Fields College, a local school. In preparation for the World Cup, various improvements were made at the school, such as the erection of new fencing, the tarring of the road and the installing of additional lights on the property.

Rustenburg Visitors Information Centre (RVIC)

A new Visitors Information Centre was built for the 2010 FIFA Soccer World Cup to provide one-stop information to both local and international tourists.

Rustenburg Platinum Tourism Meander

The Rustenburg Local Municipality facilitated the development of local tourism by developing the Rustenburg Platinum Tourism Meander aimed specifically at the 2010 FIFA Soccer World Cup tourists. The Rustenburg Platinum Tourism Meander consists of the following tourist-orientated products:

- Cultural/heritage route
- Eco-Adventure route
- Mining route
- Township route

Rustenburg Tourism City Guide

A detailed brochure was developed for local and international tourists attending the 2010 FIFA World Cup. This brochure will also benefit future tourism to the area.

Signage

Signage in both Rustenburg and Phokeng were erected to direct tourists in the area to important 2010 venues and tourist attractions. The project was funded by the private sector and implemented by local small and medium enterprises.

Royal Bafokeng Home Stay Programme

The Royal Bafokeng Home Stay Programme assisted homeowners in the Bafokeng, Rustenburg and Bojanala Platinum District Municipality to open small bed and breakfast facilities to accommodate tourists. The programme also created a database of the bed and breakfast facilities to promote local small business establishments. According to one of the interviewees, the Home Stay Programme is:

...One of the big benefits of the World Cup. People have been open for new opportunities which would never have happened if the World Cup didn't come to this town (North West, Rustenburg Local Municipality: February 2011).

Royal Marang Hotel

The Royal Marang Hotel was constructed to accommodate 2010 FIFA World Cup tourists.

Economic Benefits

The Rustenburg Local Municipality contracted 55 buses and 110 taxis to transport tourists to matches played at the Royal Bafokeng Stadium, while 20 taxis were contracted to shuttle people to and from the Fan Park. In addition, a number of taxis were also contracted to shuttle volunteers on a daily basis to and from their destination areas.

Apart from the national operators, local vendors were also selling food at the Fan Park. Opportunities were thus created for members of the local communities to benefit economically from the 2010 FIFA World Cup.

Due to the upgrading of the stadia, the North West Province now has world class stadiums to host large international events in future which will benefit the province economically.

One of the respondents noted that significant economic benefits derived from the 2010 FIFA World Cup for the people in the Rustenburg Local Municipality, especially through the increase in tourism, job creation and other financial opportunities:

The World Cup benefits everybody not only big business but even the small entrepreneur, perhaps not during the games but definitely after the games
(North West, Rustenburg Local Municipality: February 2011).

Some of the respondents also mentioned that Rustenburg expected to benefit from the international exposure by overseas investment and future tourism to the area.

Physical infrastructure developments for the 2010 FIFA World Cup entailed large amounts of capital investment, which contributed to the South African national development goal of speeding up growth and transforming the economy to create work and sustainable livelihoods.

Greening Legacy Projects

The Green Goal Programme is an environmental management programme comprising of measures for an increase in energy efficiency, water conservation, promoting the use of public transport, sustainable waste management, and awareness of the Green Goal programme.

The Rustenburg Local Municipality used environmentally friendly ways of beautifying the city for the 2010 FIFA World Cup, amongst others by planting trees in the urban areas. The local mines assisted the municipality with the beautification of the city by making gardens and planting trees.

As part of the Rustenburg Local Municipality's plan to increase energy efficiency, energy saving lights and solar operated traffic lights were installed at stadiums and other 2010 venues. The environmentally sound waste management strategy included recycling at matches and other 2010 venues.

In an attempt to reduce carbon emission, the RLM introduced carbon-free public transportation (modified bicycles with drivers) to the 2010 venues and encouraged walking along the Fan Walk. The police also patrolled the tourist areas on horseback.

To create awareness of the Green Goal Programme, volunteers distributed the Green Goal passport and environmental information leaflets to tourists at 2010 venues.

However, one of the interviewees expressed concern about the sustainability of the greening program after the World Cup due to financial constraints:

We are trying to keep the greening program in Rustenburg on the same standard of the World Cup, but that is a challenge because we never planned or budgeted for it (North West, Rustenburg Local Municipality: February 2011).

By implementing these projects, the Rustenburg Local Municipality has adhered to the South African national development goal of sustainable resource management and the Millennium Development Goal of ensuring environmental sustainability.

9.3 Intangible Legacies

Social Cohesion

In the Local Municipality of Rustenburg, the Soccer World Cup contributed to the building of social cohesion both amongst the different racial groups and amongst the various communities. One of the interviewees commented in this regard:

Soccer brought people together, and there was no racial or social barrier. The nation was one. Rustenburg was one, and even people in the informal settlements, who felt neglected before, were incorporated in all World Cup programmes. For instance, we had busses to and from the informal settlements transporting people to the Fan Park (North West, Rustenburg Local Municipality: February 2011).

According to another respondent, the World Cup raised South Africans' awareness of the country's national symbols, which also contributed to nation building:

From a nation building point of view people started to know the symbols of the country, the flag, the national anthem; they started singing it properly (North West, Rustenburg Local Municipality: February 2011).

Through the FIFA 2010 Soccer World Cup projects on social cohesion and nation building, the Rustenburg Local Municipality aimed at achieving the South African national development goal of building cohesive and sustainable communities.

Skills Transfer and Capacity-Building

Due to Rustenburg being a host city, many of the employees of the Rustenburg Local Municipality and local consultants involved in the organizing and preparation for the event gained experience and confidence to deal with major events in future. For example, a number of employees gained experience in project management, waste management and the organizing of mega events. Furthermore, a number of football administrators of the North West Province who were involved in the organization of the event gained vast experience and confidence to deal with future major sporting events.

Taxi drivers were trained on transferring international tourists for the duration of the World Cup. For example, they were trained in safe driving skills and learned some basic Spanish phrases in order to greet Spanish tourists.

Local vendors involved in catering at the Fan Park were also trained to ensure that they adhere to the Rustenburg Local Municipality's health regulations.

Sport for Development

During the 2010 World Cup period, soccer coaching clinics were conducted for the youth at the Fan Parks to develop their soccer playing skills.

Volunteer Programmes

A total number of 800 community members were enrolled as volunteers and attended compulsory training in preparation of the 2010 FIFA World Cup. They were allocated to the following directorates for the duration of the World Cup:

- Environmental services
- Office of the Municipal Manager: IT Unit
- Corporate Support Services: Legal Unit
- Fan Park
- Public Safety: Traffic Department
- Volunteer Centre: Information Services, Administration

Youth Programmes

A youth program was conducted at the Plaza Training Centre for ball boys, escorts and fan dancers.

Through the FIFA 2010 Soccer World Cup projects on skills transfer, the Rustenburg Local Municipality aimed at achieving the South African national development goal of strengthening the skills and human resource base in the country.

10 Western Cape (Cape Town)

10.1 Introduction

In 2006, the Provincial Government of the Western Cape (PGWC) and the City of Cape Town (COCT) co-wrote the 2010 FWC Cape Town and Western Cape Strategic Plan. The Plan “cemented the developmental imperative of the Province to leverage the event to better market the region and to leave a lasting positive legacy of infrastructure, renewed social cohesion and environmental integrity”. Since contractually the Provincial Government had very little to deliver to FIFA, the provincial government decided to use the 2010 FIFA World Cup as leverage for social and economic development and to improve infrastructure in specific areas like disaster management and health services.

A common and important observation by stakeholders was that many infrastructure projects (e.g. roads, transport and beautification) were already in the pipeline but got fast-tracked and implemented to ensure a successful hosting of the mega-event. This was particularly the case of transport infrastructure in Cape Town. Thus, overall, the World Cup was used by provincial and local authorities in the Western Cape as a catalyst of developmental initiatives which the South African government had long decided to embark on.

Cape Town, given its role as a host city and its contractual obligations with FIFA, contained most of the major infrastructure projects. Therefore, the World Cup legacies for the Western Cape Province are broadly concentrated in this city (e.g. airport, new and upgraded stadiums, transport systems, parks). However, while interviews for the study were limited to the Cape Town urban area, according to provincial government stakeholders several initiatives and projects were rolled out across the province and left different legacies. According to a senior official from the Cape Town City 2010 office, everything done in preparation for 2010 aimed at leaving a positive legacy behind in sports, as well as an environmental legacy and financial benefits, even if this was not always the end result. In their thinking, the main legacies were expected to be in the form of infrastructure (stadium, roads, transport and airport) and a social legacy (through community education, skills development and increasing national pride and unity). During the host city preparations stage, legacy was a central factor. Team members and staff working in different fields initially scoped a large amount of legacy projects for implementation, although in reality only some of these materialised. The identified initiatives and legacies are summarised in the following pages and in the Table of Projects in Appendix D.

The Meaning of Legacy

Stakeholders interviewed in the province and some non-government stakeholders working at the national level have a similar understanding of legacy. In the interviews, respondents highlighted different key components which inform our understanding of the meaning of legacy in the mega-event context.

Legacy is broadly understood as what has been left behind either through specific actions or through in-actions at the end of a process (e.g. hosting a mega-event). Attaching a positive meaning to the concept, several stakeholders refer to legacy as those things that society will hopefully derive a benefit from after the event and not during the event itself. In this understanding, legacies are meant to leave an ongoing benefit that allows society at large or government in particular to continue building upon them. Thus, it emerged that for most stakeholders, legacy is mainly a positive *inheritance* for the future generations which entails “things” that will be adding value to their lives.

However, the official from the City of Cape Town 2010 Office made the distinction between positive and negative legacies, highlighting the importance of acknowledging this difference. Good legacies in his/her view are things such as improved infrastructure or services and a positive image of the country, while bad legacies may refer to useless infrastructure and the operational costs of the stadiums.

The meaning of legacy for this particular mega-event in South Africa and Africa also gained a specific “South” or “developmental” angle, in contrast to the experiences from recent events in Germany, Japan and Italy. As one interviewee highlighted, hosting a mega-event is different in a developed and in a developing context and legacy also needs to be thought in a particular way:

South Africa and Germany worked towards very different legacies around the WC as they have different realities and different needs. (Cape Town, Host City Coordinator: February 2011).

Finally, legacy also gained a strong environmental angle under the 2010 World Cup. Further refining the meaning of legacy, the provincial environmental stakeholder added important elements such as mitigation and responsible use of resources. In this respondents view, a legacy project should not only be visible and produce benefits for years after the event, but should also look into the future. By adding the environmental legacy angle, societies hosting these events ensure that they mitigate the impact of the event itself and then do something to mitigate resource wastage and resource usage into the future. Therefore, greening initiatives and projects are specific examples of a legacy because they have been specifically designed with the future in mind. These initiatives are discussed in more detail below.

10.2 Tangible Legacies

According to stakeholders, a tangible legacy is anything that is hard, measurable and can be physically touched. While it primarily refers to infrastructure, examples of tangible legacies also refer to environmental legacies. For one stakeholder, while a tangible legacy mainly refers to physical objects left after the event (better transport systems, better sport infrastructure) it could also be things like improved processes, strategies and policies, an increase in participation of people in sports and an increase in the use of facilities. For Cape Town Green Goal official (February 2011), tangible greening legacies are the things that you can see, the things that are remaining and that look into the future specifically in relation to reducing or ameliorating environmental issues.

For instance, the Fan Walk in Cape Town was not just a temporary pedestrianization of a few streets to get World Cup visitors safely to the stadium, but it remained as a permanent infrastructure with new bridges and wider sidewalks to allow walking and cycling. This infrastructure remains and is being used after the event.

Stakeholders in the Western Cape identified as the main tangible legacies the development of infrastructure, including transport systems and the development of public open spaces. Similarly, environmental legacies include the planting of trees, the development of public transport infrastructure, waste recycle at street level, technologies in the stadiums to save energy and water, solar water heaters to reduce carbon emissions and retro-fitting of traffic and street lights.

Physical Infrastructure

The main legacies in terms of infrastructure in the Western Cape are road improvements, the new Green Point Stadium, new training facilities, upgrades in existing stadiums, new or improved public transport systems, creation and amelioration of public spaces, newer ITC's technologies and improved airport facilities (see Appendix D).

Similarly, the stadium unlocked the redevelopment of 105 hectares of open public space that was previously leased to sports clubs and was largely inaccessible to people. This redevelopment, the Green Point common, is now available to all citizens. The area has become a social space and in the future will host a craft market, therefore unlocking investments in environmentally sustainable solutions and in socio-economic development in the surrounding area.

Although with the World Cup the city has put "metropolitan facilities" to be enjoyed by all the inhabitants of the city, one stakeholder observed that given the location of the Cape Town stadium in the city area, most of the improvements were localised around this area and have not affected the poor areas in the outskirts of the CBD.

Economic Benefits

The main economic benefits and legacies as identified by stakeholders are:

- Higher economic income and investment opportunities derived from the mega marketing provided by the event.
- Tourism revenue (both income generated during the event and afterwards as tourism apparently increased).
- Job creation as some of the temporary jobs that were created by the World Cup have remained permanent (for instance the new hotels that require permanent staff, the security and cleaning personnel to maintain the stadium infrastructure and the new IRT bus drivers and mechanics).
- Skills developed: Individuals who benefited from skills transfer are now in a better position to access better jobs, hopefully creating socio-economic mobility.

Skills on all levels were gained, from top project managers to community volunteers who gained basic experience.

- Development of the craft industry. The overall legacies left by the CCDI Programme in collaboration with government and other stakeholders was shifts in marketing approach, developments in systems and products, the adoption of product development methodologies, and the increasing potential for networks to impact positively on the functioning of enterprises (for detailed information on these legacies see table annexed).

Greening Legacies

As one of the host cities, Cape Town implemented the Green Goal, a cross cutting programme which the city used as a platform to raise awareness of environmental issues. For instance, in relation to transport initiatives, the programme aimed at leaving both tangible and intangible legacies which are now visible or taking shape in the city.

According to one interviewee, the tangible environmental legacy refers to physical legacy projects post-World Cup that have an impact in improving the environment and have taken shape in the form of infrastructure or direct investments in the environment (City of Cape Town, Green Goal official: February 2011). As a central deliverable of the host city, the construction of the stadium was planned and built with careful consideration of environmental concerns. The Stadium designers included water and energy saving technologies, energy saving in the lighting and air-conditioning, natural ventilation and natural lighting, water saving in terms of the taps in the showers and the toilets, rainwater harvesting from the roof of the stadium, indigenous landscaping all around the stadium and micro-irrigation to reduce water wastage. Overall, the integration of environmental principles in the construction and current operation of the stadium illustrates the broader environmental concerns and legacies envisioned by this host city.

The Provincial Government also invested in the upgrading of the Phillipi stadium with an environmental approach as energy and water saving technologies, efficient flood lights and electricity sub-metering were rolled-out. While most projects and initiatives were implemented in the host city of Cape Town, some funds (specifically the carbon mitigation funds from the Danish government) were also used to roll out carbon mitigation projects in other municipalities. For example, the 420 solar water heaters rolled out in the Darling area outside the city as part of a larger carbon program and rolling out of solar heaters.

Similarly, intangible greening legacies refer to an increased environmental awareness and the outcomes of such increase. The main example is the change in perceptions and increase in environmental awareness amongst citizens. This was achieved by using the specific green goal activities and the wide and high profile platform provided by the event to send people messages on how to live more sustainably. Linked to this greening legacy was a third leg which aimed at behavioural change. While results in this aspect are difficult to measure and will probably only be visible in several years, this is expected to be a valuable legacy of the World Cup.

The Cape Town's Green Goal Program comprised the following seven specific themes: energy and climate change; water conservation; integrated waste management; transport mobility and access; bio-diversity and landscaping; green buildings and sustainable lifestyles; and responsible tourism. Supporting these seven areas was a theme covering communications, awareness, monitoring and reporting. While these initiatives are also summarised in Appendix D, an overview is provided here.

From the **energy and climate change** perspective the projects focused on reducing energy use and thereby reducing carbon emissions. From the early planning stages, Cape Town looked at carbon mitigation projects and these projects are currently reducing energy usage in the city. Also, while the intention was to roll out a fleet of green taxis, this has been delayed by administrative hurdles and confusion over mandates between the local and provincial spheres of government. However, as the city's environmental stakeholders explain, this will hopefully materialise in the future.

On the **water conservation** side, the fact that the stadium was being built spearheaded an important feasibility study looking at different water sources. The study showed that the city could recover a natural spring from the mountain and harvest it for several uses. Today, as the environmental stakeholder explains, this is a very important legacy program as water is being used and saved at a massive scale. The water comes through pipes to the Green Point common where it is used for irrigation (instead of drinking water as before) and is also being stored to be used beyond the stadium area.

On **waste management**, the city invested in recycling in all the 2010 venues in Cape Town. At the Stadium, at the Green Point Park, along the fan walk and in the CBD the recycling bins remain. Also, the city invested in two further legacy projects: two mini recycling and sorting facilities called Mini Murfs which are multi-use recycling facilities. These are located in Sea Point and in Zonnerbloem.

On the **bio-diversity** aspect, the most important is the city's bio-diversity showcase garden in the Green Point Park. This park is about 12.5 hectares and the garden itself is about 2.5 hectares. It showcases 300 species of plants that are in this region, including some rare and endangered species. An educational handbook also makes part of this initiative (see next).

On the **educational side**, apart from the activities implemented during the event, the city is busy with the piloting of an activity handbook and teacher's handbook with for various age groups. This will be used as an education resource in the newly established Green Point Park.

On **city beautification**, more than 2000 trees were planted in the city. This is a small but very significant amount for a city like Cape Town where only few species cope with the harsh environment. The city beautification program in Cape Town took a very deliberate line not to spend much in branding that celebrates the city's hosting of the event, as other host cities did. The decision was rather to spend these resources in landscaping and trees,

paving and upgrading of public spaces and road verges, and in additional public lighting. The aim, according to the environmental stakeholder, was to leave behind a legacy and not billboards and advertising elements that were to become useless after the event.

In terms of **green building and sustainable lifestyle**, the focus was on green building (as explained in the stadium) and soccer and environment educational tools to create sustainable lifestyles. A teacher's guide focusing on grade sevens was developed and it contains interactive activities relating to environmental awareness. Teacher training through workshops was rolled out to 36 schools and it transmitted a very positive message about what individuals can do to save the environment. Also, more than 500 host city volunteers received environmental awareness training through a module developed specifically for the World Cup by the University of Cape Town.

Finally, **responsible tourism** was the last of the major programs. The city developed a code of responsible conduct for visitors together with Cape Town Tourism and it was rolled out in all the visitors' guides for 2009 onwards. The Tourism industry received training through workshops to gain awareness of what responsible tourism is and what can be offered under this framework. In terms of sustainable tourism, the city of Cape Town and the province worked together. There is now a pilot project called "Green Stay SA" where they are working with the accommodation sector on a grading system for green establishments to allow them to show their "green" category.²

Overall, the World Cup Green Goal left legacies behind that can be seen in various forms:

- Showcase garden at Green Point Park.
- The retro-fitting of lighting and environmentally friendly technologies in the stadiums.
- Projects around awareness raising and behavioural change, such as awareness of scarce resources like energy and water, reduce waste through recycling, use public transport and non-motorized transport, promote responsible tourism (training in the tourism sector about the responsible tourism principles and creating awareness of tourists through a code of conduct).
- Recycling facilities.
- Public fountains to promote use of tap water instead of bottled water.
- A non-motorized city program. The fan walk has been left as a non-motorized transport route, while a public transport infrastructure to reduce carbon emission is being provided. The rolling out of infrastructure happened not only in the city centre but also in other parts of the city, thereby ensuring people can walk safely from their homes to shops and promoting cycling. Some of the new infrastructure includes a dedicated cycle route connecting distant areas of the city (e.g. from the

² The criteria for 'green stay SA' is forwarded to National government and is considered in the National Greening Standards for Accommodation and Establishments which is part of a project in which the Department of Tourism is involved.

west coast region). Overall, it is expected that these projects will have a significant change to the way people commute in the future.

10.3 Intangible Legacies

For most stakeholders, intangible legacies refer to softer elements that you cannot physically touch but can feel and perceive. One stakeholder noted that intangible legacies are not necessarily the results of projects but emerge from the implementation of programs and from the investments and infrastructure put in place. These legacies can be mainly seen through behavioural patterns and are perceived as being the result of the positive feelings generated during the World Cup. According to one stakeholder, the main purpose of hosting the World Cup was actually to achieve nation-building. Similar to what happened during the Rugby World Cup in 1994, in their view the government aimed to use soccer as a unifying element in an attempt to recreate feelings of togetherness and enhance nation-building. Thus, nation-building has been identified by several stakeholders as an intangible legacy. This is said to have emerged from changes in the perceptions about each other and about the country as a result of strong feelings of social cohesion and shared happiness that emerged during the event.

Indeed, while integration in the stadiums was a natural development of the event, for one stakeholder the World Cup left a social cohesion legacy through the racial and social integration visible even now at local soccer games. In this respondent's experience as a football fan, the attendance to the stadiums by a significant number of white people after the World Cup is illustrative of a change in social dynamics and potentially positive for social cohesion. However, on the whole, it remains unclear and impossible to measure how these feelings have remained and could be labelled as a legacy.

Other examples of intangible legacies are the "good feeling" emotions felt and left by the event and the enhanced confidence in the country. Stakeholders highlighted as an important legacy the feeling of satisfaction amongst citizens of proving to both South Africans and the world that things can be done in a very efficient way:

The country managed to host this event with almost no glitches; there was no crime, nothing went wrong, the power stayed on. All the things people said would go wrong didn't go wrong. More importantly, this wasn't by accident or luck but it was achieved through very hard work, good planning, understanding what is required to do and putting that infrastructure in place (Western Cape, Green Goal official: February 2011).

Consequently, other important intangible legacies that resulted from the event are the development of skills and organizational abilities which overall resulted in valuable intellectual and improved human capital.

Similarly, some of the most important legacies of the Green Goal are intangible and go beyond physical greening initiatives. These intangible legacies can be encapsulated under *behaviour change and awareness programs* and in terms of *public policy and service delivery*. These legacies on the whole refer to investments in people and aim at

transforming the way people relate with the environment. These have resulted in the emergence of new thinking and awareness in terms of policies and attitudes.

Awareness and Behavioural Change

- Awareness programs around the availability of green resources in the city. For instance, this refers to the green map which locates available resources and how to live more sustainably in Cape Town. This is a continuous information giving process that is expected to result in behavioural change over the long term.
- Environmental Campaigns. This includes for instance campaigns to promote the use of tap water instead of bottles and recycling in the city. While they were deployed during the World Cup they have remained in other forms. Similarly, the Green Goal exhibition in the Fan Fest was open every day and provided vital information that informed people about the Green Goal program and its various initiatives. Under this program people and in particular children, participated in environmental education through interactive soccer games (e.g. score goals against the waste monster). The legacy of this initiative has been to give the message that we need to reduce waste, which was specially targeted at the new generations.

Change in Public Policy and Service Delivery Thinking

The different interviews with stakeholders illustrate that the World Cup helped to propel a change in the thinking of public officials and citizens. On the whole, through preparing for and hosting the event, people realised the government was capable of delivering at a major scale and that the nation could make important things happen and in a highly efficient way.

As the WC provided a major incentive and opportunity to improve and fast-track the provision of public transport, the Cape Town administration has visibly taken a more active approach towards the public transport challenge. As one city official explains, the World Cup presented the IRT plan with an opportunity to take public transport forward in a very big, resourced and planned way. As a result and from a policy perspective, the city is now interested in taking a greater role in the Metropolitan sphere. Indeed, while transport was typically a provincial or national function it has become clearer that local authorities can play a greater role. On the whole, after the World Cup local government seems to be more open to get more responsibility and provide funding to ensure vital elements such as mobility.

Social Cohesion and Nation-Building

Some of the initiatives that were implemented to leave a social cohesion and nation-building legacy include:

- FIFA festivals and FanJols. These served to spread the World Cup and its positive feeling to cities and towns that were not host cities. This created spaces for gathering and celebrating positive feelings.
- Shared local transport. While traditionally in Cape Town the public transport has been primarily used by working class and poor people, during and after the mega-event people from all social classes used it. As a result, trains, busses and streets served as spaces for people to interact and mix.
- Fan Walk. This route linking Cape Town Station to the stadium was much utilised by pedestrians during the event. The Walk is now activated by the city providing all the logistical support during other public events (concerts, matches). It has served as an important space for social interaction among diverse communities.

South Africa's Image and Global Advertising

According to one stakeholder, the global positioning of South Africa as a destination is a major legacy since the marketing provided by the event was of a huge scale and unattainable under any other circumstances or mega-event. Advertising was done at the global level through SA Tourism's campaign on CNN and other media.

For another interviewee, the event has served as a global positioning statement that will most likely create positive outcomes for the country. It left a branding legacy as it allowed South Africa to reposition itself in the world space and was an opportunity to say to the world "we are still here", years after the country's powerful positive image gained in 1994 faded away. South Africa and the Western Cape in particular are still benefiting from being placed on the world map. The positive image and experience gained by the country is an intangible legacy that government is using to bid for other events like the Olympic bid campaign program, the hosting of the African Cup of Nations in 2017 and for the FIFA Club Championship in 2015.

Skills Transfer

For the official from the Cape Town City 2010 office, the biggest skills development in place was training the team to be ready to host an event of that magnitude as the event helped to develop new skills and unlock creativity and trust. In her view:

The World Cup actually provided an opportunity to be creative and we found solutions for problems in quite creative ways at many times. We were able to use the event to bring new initiatives and solve problems creatively and we all benefited from that. Personally and even my colleagues, we gained project management skills, we gained interpersonal skills, we gained conflict resolutions skills, technical skills and the ability to analyse problems. Overall, we gained system thinking and the ability to look at the larger scale (Western Cape, City of Cape Town: February 2011).

The construction of the stadiums also offered construction workers the opportunity to develop valuable skills. Indeed, according to the City Transport Coordinator, in order to meet the deadlines for the World Cup construction companies offered many skills transfer programmes and established training programmes that are still in place. Similarly, the LOC stakeholder and provincial government departments also highlighted the skills transferred to volunteers. These were mainly hundreds of youngsters who were hired to work during the event and benefited from a broad skills development exercise.

Impact on the Game of Soccer

Coach Education, Sports Programmes and the Rules of the Game of Soccer

According to stakeholders in the Western Cape, the World Cup had some impact on coach education and on the public image around the power of soccer. Specifically, South African football associations were exposed to world-class events and now have access to more and better stadiums, to more training facilities and to some of the equipment left behind. In terms of sports management, local sport administrators now have a better knowledge and understanding of soccer as a business and have gained valuable management skills. Similarly, the referees and coaches in some cases received training and overall exposure to higher standards. It is expected that this will increase the technical capabilities of the staff and of the organisation itself.

The Football Ambassadors Programme used ex-professional football players and individuals who have contributed to the development of football as ambassadors to bolster the profile and impact of development initiatives, assist with 2010 preparatory events and football clinics and to increase the football base among youth. Similarly, the Street Football Programme aimed to develop street football district leagues in order to expand mass participation in the playing of football across age and gender.

An intangible legacy potentially useful for social cohesion is that the World Cup created greater awareness of football in the country amongst all kinds of people. While the sport has been previously seen as a poor and black person's sport, post 2010 there is a heightened interest in football in the country. This, as explained before, is visible in the post World Cup local games to which many white supporters come in numbers.

The logistics, management and organization of soccer matches also received an important boost. According to one stakeholder familiar with the soccer scene in Gauteng, there is a significant change in terms of transportation of the fans, access to the stadiums and traffic in and out of these areas. This has also resulted in a change of behaviour amongst fans who now respect times, rules, seat allocations and mobility restrictions.

An Interdisciplinary Centre for Excellence for Sports Science Development (ICESSD) was launched at the University of the Western Cape. This centre will provide short courses in the fields of sport, community development, leadership, social transformation and peace-building, as well as participatory techniques in evaluation and action research.

While these are positive outcomes, one stakeholder closely working with Football Associations pointed out that, overall, South African soccer management, particularly at the Western Cape provincial level, missed a good opportunity. The Association did not leverage the massive opportunity provided by the World Cup to set up targets to increase the number of participants inside the sport and to improve overall conditions. Furthermore, it seems that the mega-event failed to have a more visible effect and to impact sports programmes and capabilities in a clear way.

11 Africa

The main and perhaps only African legacy of the World Cup was achieved through FIFA's corporate social responsibility (CSR) programmes: the "20 Football for Hope centres" and the "One Goal" campaign.

The 20 Centres for 2010 project is the official campaign for 2010 FIFA World Cup. The 20 Centres for 2010 project is the most ambitious project in terms of a social legacy project ever implemented in a World Cup. It involves 16 countries, which is unprecedented and a great effort to deal with very particular social issues and very particular social concepts around the continent. Indeed, as the Street Football World stakeholder explains, this has been an ambitious continental project using one event in one country to spread the benefits to many others. It entails working with 20 local community-based organizations in South Africa and Africa and coordinating the process of constructing Football for Hope Centres for soccer education and public health. The facilities built are used for a long time after the end of the World Cup and are being used primarily for social benefits and for achieving the social development goals of the host organizations.

The main goal of the Football for Hope centre project is to achieve social development in these communities and to do so by supporting football activities. The first centre constructed in Khayelitsha was done by an organization called "Grass Roots Soccer". This NGO works with programmes that use soccer to address major problems such as HIV/Aids in local communities. The new centre will allow the organization to do their work much more effectively and reach more young people in Khayelitsha. Another aim of this initiative is for these centres to become hubs for development in their communities. While they primarily serve as a hub for soccer, the centres can also be hubs for education, public health and economic development (e.g. Khayelitsha project producing soccer balls out of plastic bags and selling these to generate revenue in the community).

12 National Department of Health

12.1 Introduction

An interview was conducted with an official from the National Department of Health who had been involved in the FIFA 2010 World Cup event. The Department of Health's Close-out Report is, however, not yet officially released and thus not available to be included in the study.

Involvement of Non-Governmental Organisations

The Department of Health signed formal agreements with the South African Red Cross Society, the South African First Aid League and St John's to assist with health care service delivery during the 2010 FIFA World Cup. This was necessary to maintain service delivery at hospitals, clinics and community health facilities to the general public during the tournament. These organisations assisted with health care services at the stadiums, public viewing areas and fan fests. Furthermore, these organisations co-ordinated the involvement of other volunteers in the health sector on behalf of the Department of Health.

The Department of Health partnered with private hospital groups, amongst others, Netcare, the largest private hospital group in South Africa, to ensure effective health care for the duration of the World Cup. Private hospitals provided health care to FIFA and FIFA family patients, as well as to soccer tourists. The Department also partnered selected provincial hospitals with private hospitals for the duration of the World Cup.

The Department of Health used private emergency medical assistance, for example Netcare 911, along major national roads to provide emergency services. On days that matches were played there was an ambulance with paramedics along the main roads between adjacent provinces almost every 60km.

12.2 Tangible Legacies

Physical Infrastructure

Hospital Infrastructure

The Department of Health upgraded the physical structure and equipment of selected hospitals in the host cities of the FIFA 2010 World Cup. This included the accident and emergency unit of the Livingstone Hospital in Port Elizabeth, Chris Hani Baragwaneth Hospital in Johannesburg, Rob Ferreira Hospital in Mbombela, Nkosi Albert Luthuli Hospital in KwaZulu-Natal, and the Job Shimankane Hospital outside Rustenburg.

Health Services at Ports of Entry

The health services at ports of entry, such as the OR Tambo and Lanseria International Airports, were improved with the acquisition of better equipment and additional personnel. A 24 hour health service was also provided to both international visitors and employees at the airports.

Additional Hospital Wards

In the past, some hospitals in the country had to close wards due to shortages of specialized staff. However, the Department of Health has, in preparation for the Soccer World Cup, appointed the necessary specialized staff and reopened these wards. After the World Cup, these wards will remain open and provide specialized health care services to the general public. For the Department of Health and the general public this is an important legacy of the 2010 FIFA World Cup.

Ambulances and Emergency Vehicles

The Department of Health bought additional ambulances and emergency vehicles before the Confederations Cup and the 2010 FIFA World Cup. After the World Cup, the vehicles were distributed in the various provinces to augment existing services and improve on services to ordinary South Africans.

Communication Systems

The Department of Health introduced an improved communication system with control centres in all the provinces in preparation for the World Cup. This has improved emergency personnel's reaction time to incidents and is an important legacy of the World Cup.

Economic Benefits

According to the interviewee, job creation was an important economic legacy of the 2010 FIFA Soccer World Cup since the Department of Health appointed a *significant number of health care professionals* in the hospitals and emergency medical services. Many of these people remained employed after the Soccer World Cup *because we want to bring efficiencies into the health system* (National Department of Health: February 2011). Furthermore, the employees of the Department of Health's 2010 Unit were temporarily contracted to facilitate and work with various stakeholders. However, after the event they were all redeployed to other sections within the Department of Health.

Non-government organizations coordinated the involvement of volunteers in the health sector for the Department of Health. The volunteers received stipends and food for the duration of the World Cup. In future, the non-government organisations may use these volunteers in other campaigns and initiatives.

12.3 Intangible Legacies

Social Cohesion and Nation-Building

According to the interviewee, the 2010 FIFA Soccer World Cup assisted with nation building and social cohesion. He commented in this regard:

South Africans, from a social cohesion point of view were united, they were one. For the first time you would see white South Africans in big numbers wearing the Bafana Bafana jersey. To me that's a legacy (National Department of Health: February 2011).

Skills Development

Before the World Cup many health care professionals received additional training on managing major medical incidences, patient care and customer care. Medical personnel at the ports of entry were also included in such training programmes.

Integration of Health Systems

The interviewee commented on the integration of the health system as a legacy of the 2010 FIFA World Cup:

An important legacy for me is the integration of the health system. We used to have government competing with private in terms of the health service provision. For the World Cup, we established a legacy of the integration of the health care system where the South African Military Health Services, the Department of Health, the private health care, and NGOs worked together as one integrated team... it's not that we don't have sufficient capacity in the health care sector, it's just that it is disintegrated (National Department of Health: February 2011).

Improved Health Care Standards

Due to the World Cup, the standard of the public health care service in South Africa has improved. The interviewee commented as follows:

We had used the World Cup to both set standards and improve the standards in the health care. The public health care system has improved for the better and it will never be as it was before (National Department of Health: February 2011).

13 National Department of Sport and Recreation South Africa

13.1 Introduction

Two key objectives of the Department of Sport and Recreation South Africa (SRSA) were to raise the national profile of sport and recreation and to contribute positively to the 2010 FIFA World Cup. SRSA was therefore responsible for initiating projects focusing on mass mobilisation of South Africans to support the 2010 Football World Cup, and to sustain the legacy associated with the 2010 FIFA World Cup by initiating projects focusing on mass mobilisation, capacity-building and the provision of facilities (Mass Mobilisation and Legacy Exit Report 2010: 1). The legacy programmes in the provinces were structured to suit provincial needs and resources available. The projects of the SRSA, and notable legacies of the World Cup, are explored in the Mass Mobilisation and Legacy Exit Report (2010), as well as the African Peer Review Mechanism (APRM) Report (2010).

Institutional and Capacity Arrangements

In order to fulfil its World Cup Mass Mobilisation and Legacy mandate, SRSA made a number of strategic appointments as follows:

- Mass Participation Chief Director: responsible for the Mass Mobilisation and Legacy initiative
- Media Liaison Officer (Director): responsible for managing the Mass Mobilisation and Legacy component within the National office
- Sports coordinator assigned at the National office
- Administrator assigned at the National office

In terms of institutional arrangements, SRSA worked in conjunction with provinces to implement the Mobilisation and Legacy projects (Exit Report 2010: 3). To this end, provincial task teams were set up and a conditional grant was provided for all nine provinces. Further, SRSA established partnerships with German Technical Assistance (GTZ) to manage projects. SRSA also coordinated with the 2010 Legacy Committee of the Local Organising Committee, the Technical Coordinating Committee, and the Inter Ministerial Committee of the 2010 FIFA World Cup through the provision of regular updates.

Overview of Mass Mobilisation and Legacy Projects

The SRSA Exit Report identifies the following key objectives of the mass mobilization and legacy projects (2010: pp. 4-5):

- Broadening the base of sport participation in South Africa
- Capacity-building, in terms of both institutional and skills development
- Mobilising South Africans to support South Africa in delivering a successful 2010 FIFA World Cup

- Mobilising South Africans to support the National Team
- Increasing awareness of sport and recreation as well as the 2010 FIFA World Cup
- Creating a lasting legacy for the African continent
- Contributing to the social development of children and youth in disadvantaged areas by tapping into the potential of sport, specifically football, for transmitting life skills. The main target groups of this initiative were boys and girls up to the age of 18 years, and in some cases up to the age of 20 years, living in poor and disadvantaged areas

SRSA identified a number of key programmes and activities to help ensure it fulfilled its mandate. These included:

- Road Shows
- Provincial Mass Mobilisation campaigns
- Setting up of Public Viewing Areas
- Coaching clinics
- 5 a side football matches
- Fly the flag campaign
- Promotion of Football Friday
- Promotion of national symbols
- Distribution of paraphernalia, including flags, vuvuzelas, shirts and reading materials.

Stakeholder Engagement Initiatives

SRSA charted stakeholder engagement in order to broaden the scope and impact of the project. Stakeholders and their respective responsibilities were identified as follows:

- All nine provinces and local municipalities: responsible for implementing programmes, providing infrastructure and coordinating public viewing areas
- South African Football Association: responsible for capacity building and provision of coaches
- Government Communications and Information Systems: in charge of communication and marketing
- The 2010 Organising Committee: in charge of communication, provision of ambassadors and mascot
- Department of Basic Education: involved with specific programmes such as My 2010 School Adventure and 5 a side football matches
- GTZ: assisted with implementation of legacy projects in football development and Africa Programme
- KFW: involved with Sport against Violence through the provision of infrastructure

13.2 Specific Programmes and Legacy Projects

National Road Shows

The aim of the National Road Shows was to create awareness of the World Cup in rural areas across the country. Road shows included coaching clinics with participants ranging from 300 in the Northern Cape to 700 in the Free State. Promotional material such as soccer balls, bibs and cones, as well as T-shirts, caps, RSA flags, vuvuzelas and World Cup reading material were distributed.

Provincial Programmes

Programmes carried out across the nine provinces included mass mobilisation campaigns, club development, life skills and legends programmes, coaching clinics, formation of sports councils and capacity and skills building. More tangible, infrastructure development included the establishment of public viewing areas in all provinces.

It is interesting to note the priority regions for the aforementioned programmes, with the Eastern Cape, Gauteng, and Kwazulu-Natal hosting all such programmes, while the Northern Cape, Mpumalanga and Limpopo reflecting much less activity.

My 2010 School Adventure

School campaigns targeted over 12 million children from over 30 000 schools nationwide.

The “My 2010 School Adventure” project was an initiative of the 2010 FIFA World Cup Organising Committee, the Department of Sport and Recreation and the Department of Education. It focused on education and the development of sports skills and coaching, as well as participation in regional and nationwide school football tournaments.

An extension of this initiative was the “Adopt a Nation” project whereby schools adopted the identity of nations participating in the Confederations Cup. Schools therefore had the opportunity to learn more about other cultures. This campaign also involved ambassadors and representatives from the participating nations.

Schools Confederations Cup 2009

The objective of the Schools Confederations Cup 2009 was to educate students on the teams and nations that participated in the Confederations Cup. It also aimed at enhancing school participation in sports and engagement across schools. Schools played in provincial tournaments with the winning teams playing in the Schools Confederations Cup in May 2009. The national winning teams won prizes and tickets to the Festival of Champions.

A total of 7,957 schools from 81 districts across South Africa registered for the competition (Exit Report 2010: 11)

Schools World Cup

Over 8000 schools participated in regional tournaments, with the winners playing in the National Finals in May 2010. The aim of this initiative was to foster inclusivity or social cohesion among young people. The tournament therefore included boys, girls and special education needs teams.

This initiative also made 5000 World Cup tickets available to young players, thereby enhancing the involvement of South Africans in the World Cup.

2009 Peace Caravan Tour

In partnership with Youth Development for Football (YDF), SRSA supported a Peace Caravan tour of East Africa. The initiative aimed at increasing public awareness of peace and cooperation. The immediate objectives were defined as follows:

To convey the idea of an Africa World Cup and to sensitize and mobilize Africa's youth in this region for the World Cup event to be held for the first time ever on African soil in South Africa in 2010. [And] To foster youth development through football with the aim of leaving a lasting effect on young people far beyond the final whistle at the World Cup event (Exit Report 2010: p. 13).

The key issues addressed included conflict resolution, fair play, peace-building, crime, HIV/AIDS, alcohol and drug abuse as well as gender equality. Activities conducted by the caravan team included football theatrics and acrobatic performances, street-style football matches and music and theatre presentations.

Ke Nako Plaza

The *Ke Nako* initiative exemplifies a joint effort by SRSA and several other organisations to foster engagement among various stakeholders through the hosting of important events, meetings and discussions.

Schools Mini World Cup

A project run during the World Cup, the Schools Mini World Cup involved 32 schools from 8 municipalities in an attempt to provide an opportunity to an impoverished community to be a part of the FIFA 2010 World Cup. To this end, Community Sport and the Amathole District Municipality worked together.

Youth Development through Football

The YDF joined with SRSA to accelerate capacity development of government, as well as the development of sporting events and educational and coach training material. During the FIFA 2010 World Cup, the YDF implemented a regional tour, “Strong Youth Strong Africa”, across 9 countries. It also initiated holiday programmes for school children.

Youth Development against Violence through Sport

This initiative aimed to contribute to the social development of children and youth in disadvantaged areas by utilizing the potential of sport, specifically football, for transmitting life skills. The project entailed the construction and maintenance of kick-about, combi courts and football pitches, the provision of basic football equipment, and a life skills programme covering football education, first aid, conflict resolution, HIV/AIDS and violence prevention.

This programme is an example of a legacy programme engineered through the German-South African Financial Cooperation. A Programme Management Unit has been established in the SRSA to manage the programme further, while individual municipalities implement individual projects.

13.3 Tangible Legacies

Physical Infrastructure

SRSA worked with municipalities and NGOs to provide basic sport infrastructure which will foster sustainable sport and recreation development in the future.

Institutional Infrastructure

Although beyond the scope of the SRSA, the APRM Report identifies infrastructural development on part of the Department of Police. The Department of Police was mandated to guarantee general safety and security during the World Cup. R1,3 Billion was allocated to implement safety measures and a security operational plan. Police infrastructure was enhanced through recruitment and the procurement of command vehicles, helicopters, water cannons, crowd management and satellite imaging equipment, among others (APRM 2010: p. 16-17). The Department of Justice and Constitutional Development also upgraded 56 courts dedicated to the World Cup.

Economic Development

Economic development opportunities were provided to small enterprises in small towns and districts where provinces had set up public viewing areas. According to the APRM Report, estimates indicate a potential 1% addition to South Africa’s GDP in 2010.

Legislative Legacies

A few guarantees demanded by FIFA required the promulgation of new laws by Parliament. These included the Special Measures Act, which addressed the display of national anthems and flags, access to South Africa, safety issues and exclusion zones. The Second Special Measures Act addressed issues surrounding alcohol (marketing, distribution and consumption) and health and medicines. Finally, the Merchandise Marks Act prohibited certain trademarks for use by other parties (APRM 2010: p. 23-29).

13.4 Intangible Legacies

Skills Development and Transfer

The establishment of sports and recreation programmes across the country, especially in rural areas, enhanced skill and capacity development of coaches, technical officials, sports administrators and volunteers. Football initiatives and the development of coaching programmes throughout the 9 provinces and 9 other African countries will continue to provide opportunities and encourage interest in sport.

Skills and knowledge transfer also occurred through the trilateral cooperation of SRSA in other African countries.

Networking among government spheres and departments, as well as with NGOs, should continue to foster partnerships and cooperation.

Crime prevention efforts also constitute a skills development legacy. The Department of Justice and Constitutional Development trained 290 unemployed youth in the accredited Customer Service management course to perform usher duties (APRM 2010: p. 19).

Image of South Africa

In the APRM Report, the SRSA claims that “the World Cup tournament was both a critical and commercial success and a tremendous boost for brand South Africa” (2010: p. 20). Further comments indicate an augmentation to South Africa’s reputation in terms of foreign investment, which has been heightened by “legacy infrastructure – stadiums, transport and communications” (2010: p. 21).

14 National Department of Tourism

14.1 Introduction

The 2010 FIFA World Cup promised to be a boost for the tourism industry in South Africa. It was therefore imperative for the Department of Tourism to properly utilise this event to expand and foster the industries involved in tourism. Unfortunately the data available from this Department was extremely limited. Sources include the Government Guarantees and Obligations Close-out Report (2010), as well as a brief Exit Report (2010) from the Department.

14.2 Tangible Legacies

Accommodation

The FIFA World Cup motivated the effort to ensure adequate accommodation in the tourism sector. A total of 202 712 rooms across the country, graded and ungraded, were made available (Department of Tourism, Exit Report: 2010). Out of those establishments, 40 were mainly new hotels constructed in readiness for the World Cup. The Department also assisted non-graded establishments by subsidising grading costs and providing technical assistance (Government Guarantees and Obligations Close-out Report: 2010).

GIS mapping was also utilised to map accommodation establishments to enhance and ease the tourist experience (Government Guarantees and Obligations Close-out Report: 2010).

Despite the fact that the accommodation establishments were over supplied during the World Cup, they remain to be the legacy in the tourism sector after the event (Department of Tourism, Exit Report: 2010). However, these establishments must be sustained to match demand and supply in the current markets.

Corporate Communication

Visitor Information Centres (VICs) were constructed in five Host Cities, namely PE, Nelspruit, Polokwane, Bloemfontein and Rustenburg. Although they were temporal, Visitor Information booklets were also produced and remain a tool that tourists can always carry. Booklets include tourism attractions, maps, key landmarks, safety tips and useful transport information. 200,000 booklet guides were distributed to 3 international airports, as well as fan parks (Department of Tourism, Exit Report: 2010).

Transportation Networks

There are many legacy spin-offs of the World Cup. Transport infrastructure upgrades, for example, airports, highways, the Gautrain, the Bus Rapid Transport (BRT) system and the recapitalization of the long distance bus operators were the major windfall for the transport sector (Department of Tourism, Exit Report: 2010).

14.3 Intangible Legacies

Skills Development

The Department of Tourism initiated several projects to develop skills within the tourist sector, including training in foreign languages, in service excellence and in an ambassador program. Tourist guides were taught Spanish, Portuguese, French or German. The Department, along with the 2010 Organising Committee, trained 18,049 key personnel within specific “contact areas” on service provision. Finally, a Tourism Ambassador Programme was implemented to train Tourism Ambassadors in each Host City. This involved 64 seminars given to 14,218 staff (Government Guarantees and Obligations Close-out Report: 2010).

15 National Department of Trade and Industry

15.1 Introduction

The Department of Trade and Industry (DTI) did not have a dedicated World Cup budget. All legacy projects, such as workshops conducted for SMME's (Small, Medium and Micro Enterprises) and public viewing areas (PVAs) were supported through existing budgets. An interview with an official within the Department of Trade and Industry who was involved with the coordination for 2010 provides the primary basis for this review.

The Meaning of Legacy

Legacy in a very broad sense means anything that can benefit the country and its people as a whole as a result of the event. Sustainability is one of the key components of legacies in the sense that infrastructure is created which must be utilized and maintained after the event, and that new businesses created during the event, will continue to exist afterwards. Such legacies are tangible. Intangible legacies include the development of new skills. The DTI's main contribution was to leave a skills legacy. Financial management and project planning skills were transferred to officials, which can even be exported to countries such as Brazil, who will be hosting the next World Cup event.

Legislation in relation to the mega-event also constituted an important legacy. Both the legislation itself and the skills involved in developing such legislation (on trademark issues for example) constitute legacies.

15.2 Tangible Legacies

Physical Infrastructure

The Department of Trade and Industry was involved in a more tangible way at public viewing areas. The Department worked with numerous communities to establish common viewing areas. Many of these facilities are now permanent facilities where communities have a big screen television. These facilities can be used for other events and provides people with access to information. The DTI, with input from other departments such as Health and Safety and Security, established guidelines for these viewing areas. Workshops were also conducted on the physical implementation of these viewing facilities.

Economic Benefits

The DTI became involved in the World Cup event at the end of 2009, specifically to examine the actual spending of World Cup money. The DTI worked closely with the LOC to see how finances were being allocated and to ensure that a certain percentage goes to SMMEs. The Department also assisted the LOC with tender requirements, especially in terms of the responsibility of large contractors to utilize SMMEs as

subcontractors as a percentage of the total tender. The DTI also engaged with the provinces and host cities to ensure that they followed the national procurement rules and policies so that benefits would go towards BEE companies and SMME enterprises. Information obtained indicated that BEE and SMME companies did receive a substantial share of benefits from the World Cup. For example, public viewing areas were utilized by small and medium businesses to display and sell their goods during and, in some instances, even after the World Cup.

15.3 Intangible Legacies

Social Cohesion and Nation-Building

The DTI indirectly encouraged social cohesion and nation-building by following the example set by the National Department of Sport and Recreation and supporting efforts such as Fly the Flag and Football Fridays. The Department's contribution to public viewing areas was also an indirect contribution to these intangible legacies since these were areas where people of different communities and backgrounds could mix and enjoy the spectacle of the World Cup.

South Africa's Image

In anticipation of the World Cup, a general meeting with the International Marketing Council, the World Economic Forum (WAF) Africa and Davos provided the DTI with opportunities to boost and promote the image of South Africa. This has changed some of the perceptions of international participants. The DTI contributed to a fairly big conference in Cape Town during the World Cup in association with Time Magazine to do the Global Forum. This was for investment purposes and to promote the image of the country.

Skills Transfer

Local and district councils and provincial government departments were forced to work much more closely during the event due to things such as budget constraints. Skills were also transferred due to the variety of participants who had to work together on budget and project management, event organization and coordination. The need to keep deadlines called for efficiency and innovative planning and thus fostered these essential skills.

Links between legacy projects and development objectives

Poverty eradication is and will always be part of South Africa's development objectives. Infrastructure created makes it easier to trade, to develop people and in getting people together. With public viewing workshops, many people were made aware of the business opportunities during the World Cup. The development of a trademark brochure assisted small business entrepreneurs with guidelines on possibilities and limitations. All of these initiatives have either direct or indirect impacts on poverty eradication and job creation.

Gender equality objectives also received attention due to the DTI's focus on issues such as SMMEs, BEE and woman-run enterprises. There was a big focus on getting women in the economic stream to benefit from the World Cup event. The identification of these types of businesses provided the added benefit of building a database of individuals and enterprises that can, for example, be offered export market training by the DTI.

Finally, information sessions at the public viewing areas provided National and Provincial Health Departments with the opportunity to equip people with information on HIV/AIDS and other health issues.

16 National Department of Water Affairs

16.1 Introduction

The National Department of Water Affairs provided support to the host cities in terms of their water services performance. Support provided to host cities was uneven as their capacity levels were not the same. In addition, host cities had been requested at the start of the program to indicate the type of support they would require from the sector and the Department in particular. The host cities' requests were met, and in certain instances even exceeded. Evidence of this is that no water related issues before or during the tournament were reported.

In 2007, the Department approached each of the nine host cities and requested them to provide their water, sanitation and greening needs for the 2010 FIFA World Cup for analysis and the preparation of a business plan to secure funding from the National Treasury.

The Departments involvement in the 2010 FIFA World Cup focused on two areas, namely ensuring the supply of safe drinking water and drinking water quality. The aim was to promote the quality of South Africa's drinking water during 2010 and beyond.

The Department of Water Affairs' Close-out Report (2010) on the 2010 World Cup forms the major source for this review.

Overview of Legacies

The Role of the Department of Water Affairs during the 2010 FIFA World Cup was performed in accordance with its legislative mandate on water provisioning. This was to exploit its strengths in terms of dealing with water related projects. To this effect, its role was anchored on the following principles:

- From support as an event to support as a dynamic interactive process

Host cities provided information on their needs in preparation for the events by drafting business plans so that there could be a response to their needs.

- From support to in-depth strategic engagement with host cities

This meant that departmental officials/specialists analysed their sector specific strategies in the business plans as a response to the support that needed to be provided. The emphasis needed to move from mere support of identified projects in the business plans to actual support relating to the strategic priorities of the Department.

- From gaps to interventions

The process required that, once gaps were identified and highlighted, it was imperative to advance measurable recommendations (even where responsibility lay elsewhere) for concrete program interventions for improving the credibility and smoothening implementation of the 2010 FIFA World Cup.

- From converging priorities to integrated outcomes

Ultimately, the business plans served as a platform for the actualization of the role the Department needed to play in response to its broader mandate. Thus space was created for Departmental Officials at national and regional offices, together with the Host Cities. It needed to be checked that sectoral plans and priorities were included in business plans, and that there was convergence of priorities and integration of targeted outcomes as reflected in the allocation of resources and timing of interventions. Here, the point of departure was to isolate sectoral priorities along key themes, to flagship interventions and to assess their incorporation in the overall business plans. As a culmination of the work across the three spheres of government, these business plans yielded a comprehensive picture of joint strategic priorities to produce integrated service delivery towards a successful 2010 FIFA World Cup.

Guided by these sets of principles, support provided to host cities differed and was mostly influenced by the level of capacity and the availability of funding.

- Business plans

The main highlight of business plans submitted was that the National Treasury did not provide funding. As a guide, the Department of Water Affairs used the submitted plans to plan the support required by host cities. Business plans included issues related to public toilets, greening and infrastructure improvements. The capacity of host cities differed financially and in terms infrastructure. Metros were advantaged, while some local municipalities were unable to provide required infrastructure. An analysis framework was prepared and structured in accordance with priority projects. On this basis the support for bulk water infrastructure was made to two municipalities.

16.2 Tangible Legacies

Physical Infrastructure

Key deliverables for the Department of Water Affairs with regard to the creation of new infrastructure included new bulk water infrastructure for Mbombela Stadium which was on a virgin site, and water infrastructure network upgrade for the Polokwane Municipality.

The main aim of the Department was to improve and expand water infrastructure to ensure reliability and predictability of services rendered to communities.

Stricter security and control measures, which included CCTV monitoring, were implemented at the Nelson Mandela and Polokwane Municipalities.

The upgrading of access roads to the Elandsjagt plant in Nelson Mandela Municipality were prioritized due to the vital role it played in operational activities.

Economic Benefits

Project aims were to improve water infrastructure capacity to promote and accommodate economic growth. New and upgraded bulk infrastructure in host cities such as Nelspruit and Polokwane were to enhance the development prospects of both virgin and under serviced areas.

Greening Legacy Projects

Although no greening projects were managed by the Department, it was in principle decided to support such programs by individual municipalities.

16.3 Intangible Legacies

Social Legacies

One of the aims of the Department of Water Affairs was to improve and restore public confidence in the ability and capability of the water sector to deliver on its legislative mandate.

Skills development programs and incentive salary scales were recommended for most host cities in response to high staff turnovers. Skills development programs with a focus on operators increased. Coaching and mentoring programs were implemented using retired scientists and engineers in Mangaung. Staff training on emergency protocol was also identified as of critical importance at a number of host cities.

The Department advised Mbombela to conduct an education program to educate informal settlement communities about water quality and potential health risks associated with fecal pollution.

Ecological Impacts

The Department focused on drinking water quality, water security and safety plans as broad terms of reference. Water quality had been deteriorating rapidly in many parts of the country, particularly around the most populous and urbanized areas and highly industrialised areas. Poor sanitation and waste water management, major mining pollution and industrial effluent were impacting negatively on raw water quality, with resultant increased costs to water users, as well as negative impacts on human health and aquatic ecosystems. Stringent intervention was required from the Department for non-compliance to water quality measures, which included reviewing legislation to include sport fines and punitive measures.

Significant work was done to assist host cities towards achieving Blue Drop Status in drinking water quality. This system was introduced as an incentive-based regulation approach which sought to ignite progressive movement from good to excellent drinking water quality management. This regulatory initiative promotes detection of risk from catchments to the consumer against the norm of an output-based approach. Of the nine host cities, marked improvement on blue drop status were achieved between 2009 and 2010. Only three out of nine host cities attained blue drop status in 2009, but all nine did so in 2010.

Alien vegetation within the catchment areas affected the quality of available water in the Cape Town area and Nelson Mandela areas. Departmental recommendations were that improved catchment management interaction is required to formalise the management of resources.

Algae blooms occur mainly in the Threewaterskloof, Vloeivlei, Steenbras and Kloof Nek catchments. This leads to odour and toxin producing Cyanobacteria or blue green algae. Departmental recommendations included that treatment plants should have in storage the necessary chemicals to address the problem.

The implementation of groundwater protection programs were also recommended where the negative effects of urbanization and land use on the quality and sustainability of groundwater in areas such as Tshwane proved to be problematic.

The general dumping by the public of various items, including paper, tyres and garbage into abstraction canals between the Crocodile River and the waterworks in Mbombela necessitated campaigns to clean up the water catchment area there.

Finally, recreational activities on dams in the Polokwane region posed a threat to the quality of drinking water due to the leaching of oils and lubricants into dams. Recommendations by the Department were that stricter control of motorized boats must be exercised and regular checks need to be conducted of all boats used on the dam.

17 Concluding Remarks

17.1 Overview

This study has sought to investigate the extent to which the legacy of the 2010 World Cup helped to facilitate the country's developmental objectives. In order to investigate this link, the study divided its investigation into an examination of tangible and intangible impacts. Another study commissioned by Sport and Recreation South Africa has investigated the impact of the 2010 World Cup on the "intangible" factors of social cohesion, nation building and reconciliation in depth. The study on the impact of the World Cup on social cohesion and nation building, found that the World Cup did have a significant, if temporary impact on social cohesion and nation building but that there had been a failure to implement strategies to maintain this momentum. Social cohesion has been identified as critical to the developmental objectives of the country. The Presidency states in this regard,

A cohesive society whose citizens are well-endowed with human capital is both a goal and a driver of development. For that reason, attending to the stresses in social cohesion that have become evident needs to be given priority. (Presidency 2008, p.117)

In terms of tangible benefits, as indicated by the literature review above, it is extremely difficult in general to assess the long term economic impact or legacy of mega-events such as the World Cup. This study was conducted too soon after the actual event of the World Cup to assess this legacy in anything but a preliminary manner. Nevertheless it is important to state that if the economic legacy of the World Cup is to facilitate its developmental objectives, the question of economic inclusion becomes critical, i.e. the extent to which the event addressed or will address existing socio-economic inequalities or in fact exacerbated them. As the literature points out in some countries such as China the hosting of the Beijing Olympics in fact bolstered the power of political and economic elites. It remains to be assessed whether the 2010 World Cup played a similar role in the South African context. It is evident that certainly at a local level in cities such as Johannesburg, a deliberate effort was made to attempt to ensure that the development that occurred in preparation for the World Cup benefited the poor and "dealt a blow" to apartheid spatial planning. However, the extent to which this extended across the country needs to be assessed in detail. There are also indications that while the intention was to include small business in the economic benefits of the World Cup, this did not in fact materialise. Therefore the extent to which the "tangible" legacy of the World Cup in terms of economic impact facilitated the developmental objectives of the country, cannot be conclusively determined and will need to be assessed critically over time.

What probably can be conclusively stated at this point is that one of the most significant long term impacts of the World Cup was in the form of infrastructure development, either as a result of the initiation of new projects or the fast tracking of projects already in motion such as Gautrain or the Rea Vaya bus system. . While detailed studies and careful assessments are needed to reach final conclusions on the legacy of this infrastructural

development and the extent to which it facilitated the country's developmental objectives, it could be stated that not all of this infrastructural development, (airports, new roads, stadiums) will necessarily facilitate economic inclusion of the most disadvantaged in society, for example major projects such as Gautrain. The infrastructural development that took place in townships, while important, was primarily directed at ensuring the safety and comfort of visitors to the World Cup rather than directly meeting the needs of residents themselves.

Nevertheless most provinces and host cities argued that when planning for the World Cup, they had specifically attempted to link their preparations for the World Cup to the developmental objectives of a particular province or city and hence ensure that a lasting legacy was left after the World Cup. The extent to which this was achieved will need to be assessed over a much longer trajectory, but there is no doubt that the injection of resources amounting in some instances to several millions in various "developmental" projects such as the upgrading of libraries in the Eastern Cape, will undoubtedly have an effect in the province long after the end of the World Cup. On the other hand, a review of the allocation of funds to various infrastructural projects indicates that by far the most significant amount of resources were allocated to the upgrading and building of stadiums. The developmental legacy of these stadiums will need to be assessed over time as studies from other countries indicate that in many instances expenditure on stadiums leads to a long term loss, creating a financial burden on tax payers. There is no doubt, however, that the developmental impact of the upgrading of stadiums will not be uniform across all instances and may in some cases have a significantly positive effect in terms of sports development and the provision of spaces for public and social events. A systematic strategy will need to be developed to ensure that the best possible use is made of the investment in stadium infrastructure. The Blue Bulls rugby match which was played in Soweto had a powerful impact on the sense of social cohesion and nation building in the country. The strategic use of stadiums to host sports teams traditionally associated with particular racial groups could play a significant role in maintaining the legacy of social cohesion initiated during the period of the World Cup.

Some cities and provinces specifically identified legacy projects beforehand and allocated funds for legacy projects for example from the conditional grant for Gauteng Province, while others had a less formally funded approach in which all initiatives were expected to be implemented with legacy in mind (Western Cape). While across all provinces there was an understanding that the event should have a lasting legacy and be specifically linked to the country's development goals, there is only evidence that an effort was made to link projects to the country's developmental goals, not what the outcome of these efforts actually were. This will, as pointed out already, only emerge fully over time.

Similarly, there is no agreement amongst stakeholders whether "negative" legacies should also be considered, i.e. did the World Cup have a detrimental impact on the country's developmental objectives, by diverting attention and resources away from some developmental processes and initiatives. What emerges clearly is that across all sectors the World Cup was used as an opportunity to fast-track key infrastructural and developmental initiatives. However, a central question remains unanswered, i.e.: What

projects and initiatives were not implemented or were delayed in order to accommodate the World Cup? And in relation to this, what projects or processes were hindered by the preparations and hosting this event?

It is important to note that many initiatives that were spin-offs of the event (e.g. citizen activation in Cape Town) could not be captured as legacies due to their abstract nature or lack of formality and therefore escaped the reach of this study. Thus, more in-depth studies are needed with the communities and beneficiaries of legacy projects as this will provide a clearer picture of the ways in which these communities are benefiting from these “legacies” or will uncover them if these were only once-off initiatives.

Sustainability of legacies:

The findings illustrate a lack of institutional leadership in terms of legacy. Both during the preparations phase and after the event, no institution took clear leadership on the issues of the 2010 legacy; defining legacy, identifying initiatives, monitoring implementation, making adjustments and ensuring sustainability of the main legacies. While all public and private stakeholders were aware of the importance of legacy, it seems that no clear strategy around how to ensure the legacy of the World Cup was sustained after the event existed and no institution was tasked with the responsibility to take things forward after the final whistle. More analysis and conversations are needed between communities and government and non-governmental stakeholders to discuss ways in which legacies could be better utilized.

The World Cup offered a space to think creatively and at a great scale and it made South Africans feel they could do anything. However, the country did not build a strategy to materialize the intangible social effects created by the event. The momentum around social cohesion and nation-building was allowed to dissipate rather than being built into a concrete and sustainable legacy. Nevertheless as several stakeholders pointed out the social capital created during the World Cup has not been entirely lost and could be still remobilized with effective strategies and political will.

There are major financial and capacity constraints that will threaten the viability of many legacies. This is illustrated by concerns raised by stakeholders in Rustenberg who explained the challenge of keeping the greening program at the standard achieved during the World Cup given that they never properly planned and budgeted for it into the future. There are other examples of a failure to plan for the maintenance of legacy projects and concerns about their long term sustainability.

Impact:

While this is not an impact assessment, the information gathered illustrates a couple of interesting things. First, some legacies have an impact on individuals or specific communities but it remains unclear how they positively impact on the nation as a collective and second, that it is important to look at the negative impact of the event in general and of some of the legacies in particular (e.g costs, use of space). In host cities

like Cape Town and Durban stakeholders highlighted the fact that the municipalities and taxpayers will be paying for their mega stadiums.

In general the infrastructure development in relation to roads, airports etc. has left the country an important legacy that will facilitate further economic development, but the impact and extent of many of the benefits remains a contested issue. While tourism and foreign direct investment are likely to be boosted, they will not automatically translate into economic development for the country as a whole given the major socio-economic divisions in South Africa. The government needs to find mechanisms to ensure that economic resources coming into the country as a result of the World Cup filter throughout the economy and address rather than exacerbate existing socio-economic divisions.

Similarly, while temporary jobs were created we lack clear data to back the proposition that the event resulted in any significant job creation. Also, although some sectors of the population were exposed to skills it is not clear the exact numbers of persons trained, the type of qualifications received and more importantly the benefits they are getting from these. The fact that several of the highly qualified individuals who worked as part of the event (e.g the Host City Cape Town team) are now unemployed almost a year after the event is illustrative of this.

Negotiation power with FIFA:

FIFA's primary objective to maximise profits and its powerful position made it difficult to "bargain" around its conditions, possibly reducing the economic benefits that could have accrued to South African citizens. However, in some specific cases local stakeholders managed to exercise some power and negotiate some conditions. For instance the city of Johannesburg was able to place informal traders strategically and negotiate around FIFA's exclusion zones as procurement procedures were introduced to ensure that informal traders could also be included in the provision of refreshments at stadiums.

Economic Development and Transformation

Future research to assess the economic impact and legacy of the tournament needs to hear the stories of beneficiaries – the communities, artists, commuters, sports facility users, small entrepreneurs, educators and so on who are ostensibly benefiting from various legacy programmes. While the Department of Trade and Industry played an important role promoting beneficial procurement in terms of BEE and SMME and these companies allegedly received "*a substantial share of benefits from the World Cup*", other stakeholders (National Department of Tourism) that in fact only a very small percentage of SSMEs benefited economically from the World Cup. A stakeholder from the Presidency argued that the degree to which SSME's could be incorporated in the economic benefits of the World Cup was limited by pressure to deliver on time and to deadlines, which meant that there was an aversion to the "risks" of using SSME's. On the other hand many SSME's were simply too small to deliver on large projects.

Given the government's strategic priority around rural development, it is important to assess the legacy of the event in rural communities and the ways in which existing legacies at the national or local level could benefit rural communities. While an effort was made to distribute the benefits of the World Cup nationally by hosting the event in a number of different provinces, it is evident that the primary economic and possibly social benefits were enjoyed by the major metropolitan areas, in particular Gauteng and the Western Cape.

Environmental Sustainability:

The South African government committed itself to minimize the ecological footprint of the World Cup through a number of greening initiatives implemented across the country. While these initiatives varied greatly in the different provinces, on the whole the "Green Goal" Programme offered an opportunity to formulate a plan of action and systematically implement an environmental agenda, fast-track green initiatives and think creatively to find environmentally viable solutions. This is a welcome development that was fast tracked and prioritized by the World Cup which will now require behavioural change initiatives to become a sustainable legacy.

Social Cohesion

Stakeholders nation-wide identified several initiatives which were implemented during or in the run to the World Cup as social cohesion or nation building legacies (Soccer clinics and mini tournaments for children, the U12 Mayoral Cup tournament in Tshwane). The argument is that these activities were important for social cohesion and nation building "since children of all races, cultures and socio-economic backgrounds were united by the game of soccer" (Gauteng, City of Tshwane: February 2011). However, there is no evidence that these initiatives have developed into long term projects and are being implemented with a clear goal to increase social cohesion.

It seems to emerge with clarity from this study that the country could have used the World Cup much more effectively to sustain the momentum of social cohesion that was created during the World Cup. In this regard, it is important to revive some of these initiatives and to activate the socially egalitarian space provided by public spaces like parks, transport, and the new beach front in Cape Town or public viewing areas and fan parks.

World Cup initiatives gave a space for people to celebrate together as fans and feel proud as South Africans. Now a clear strategy should be crafted to make this a real social legacy.

International cooperation

According to several stakeholders South Africa greatly benefited from German assistance during the preparations phase. It was clear that Germany developed a pool of experts and

used its international cooperation agency and other conduits to provide assistance and also benefit from the process in South Africa.

Considering that the 2014 World Cup will also be held in a developing country and South Africa and Brazil have many similarities, South Africa could have been better organized to facilitate such assistance to other countries hosting the World Cup in the future, most immediately Brazil. While many members of the organizing teams and public officials in South Africa have been sharing lessons with Brazil, these appear to have frequently been a Brazilian initiative for example in the Western Cape the provincial manager, the host city manager and the Green Goal coordinator were all contacted and invited by the Brazilian government to provide assistance and advice. South Africa could use this opportunity to strengthen its links with Brazil, particularly in terms of its relationship with the country within the framework of IBSA and BRICS.

Partnerships and improved governance

An important intangible legacy cited by both the stakeholder from the office of the Deputy President and from Gauteng concerned a new way of working in government, which involved new levels of cooperation across departments and higher levels of accountability in pursuit of clearly defined and measurable goals.

The World Cup got officials at all levels and across the country thinking how to fast-track development goals using the World Cup. The exposure and global reputation of the event naturally forced all officials, organizations and individuals involved in the preparations for 2010 to think on a big scale, take pride in their work and country and commit to deliver to high standards. It provided public officials in particular with a framework to think, plan and deliver with clear targets in mind. This is one of the greatest legacies of the World Cup. However, there are concerns whether this new approach will filter down to the local level of government which is critical for service delivery.

Similarly, the World Cup presented an opportunity to collaborate with, and secure funding from international sources, not only from Fifa for projects such as Football for Hope but also through a range of international funding agencies. For example, the *Youth Development against Violence through Sport* project engineered through the German-South African Financial Cooperation. The World Cup gave both national and local governments the opportunity to request international support for specific initiatives such as the DANIDA funding in Western Cape for carbon mitigation, USAID funding for green initiatives in host cities and funding for sports development projects provided by the Dutch NGO *Stars in their Eyes*. Overall the World Cup promoted partnerships at different levels. However, it remains unclear how these partnerships are sustaining themselves after the World Cup.

The Impact/legacy for Africa

While the World Cup was widely promoted as an “African Cup” and did create, at least a temporary, sense of identification with the continent among South Africans, the concrete impact on the continent appears to be limited apart from the important contribution of the 20 centres for 2010, which are currently being established around the continent. It will only be possible to assess the impact of these centres over time. Other initiatives to reach out to the African continent in the run up to the World Cup included regional education tours such as the *2009 Peace Caravan Tour* and the regional tour *Strong Youth Strong Africa*. However, the extent to which these tours will leave a lasting legacy on the continent would appear to be limited.

17.2 Impact of the 2010 FIFA World Cup on Soccer

The positive impacts of the World Cup on the game of soccer in South Africa manifest at a number of levels. At the business level, it led to heightened appreciation of the monetary value of the game on the part of local football administrators. They have since renegotiated market related contracts with the SABC regarding television rights. The Football Association’s higher profits should ideally result in the availability of more funds for further development of the game, though it remains to be seen whether this will be the case. Indeed, the elimination of Bafana Bafana so early in the tournament underscored the need for more effort in the development of both players and coaches.

De-racialisation of Soccer

The World Cup also served as a catalyst for more inclusivity in sport. While in the past soccer was seen as a poor and/or black person’s sport, there is, post the 2010 World Cup, broader interest in and heightened awareness and appreciation of football in the country. This has been visible in the local games, with an increased number of white supporters now attending soccer matches, although more concrete and strategic efforts will need to be made to ensure that unique bridge between traditionally racially divided sports such as rugby and soccer that was created during the World Cup, is developed and deepened.

One respondent lamented the racialised nature of sport in South Africa as follows:

What happened to white players because in the past there used to be a number of white players? It cannot be that white kids only play rugby and cricket, whereas they follow international football. What is stopping them from playing? This is something that needs to be addressed because we would like to see more and more players from all population groups playing soccer (Gauteng, City of Tshwane: February 2011).

Another interviewee suggested that, whereas in the past mainly men attended soccer matches, the event created a family friendly environment.

Sport Development

As part of the 2010 World Cup legacy project, FIFA and South African Football Association (SAFA) introduced a grassroots football programme which was established in an effort to develop and introduce children between the ages of six and twelve to the football environment. Opinions differ as to whether this has had any lasting impact on football development in the country. For example, one interviewee mentioned that there was no improvement in football development after the World Cup for the people of the greater Rustenburg Area:

There are not any programmes in place for coaching and education of the game of soccer (North West, Rustenburg Local Municipality: February 2011).

However, another interviewee from the same area indicated that there are indeed improvements in football development after the World Cup since a number of coaching clinics and soccer academics have been established.

Professionalization of Football

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

According to one respondent, the 2010 FIFA World Cup has improved the image of soccer in the country. Previously, problems regarding the administration of soccer, as well as the uninspiring performances of the national team impacted negatively on the image of the game:

We never even thought that we would score a goal and we scored the first goal of the tournament in the first game with Uruguay. Those kinds of things have changed the face of football and the people's perception of the game. That is why if Bafana Bafana is now playing, the stadiums are always packed because people take pride in the team (National Department of Health: February 2011).

The event is also considered to have “*assisted with the education of spectators*” (City of Tshwane, World Cup senior official: February 2011). For example, in the past spectators arrived late for matches, but have learned through the World Cup experience that matches start on time with or without spectators according to a stakeholder from Tshwane (City of Tshwane, World Cup senior official: February 2011).

Moreover, there is a view that the World Cup has introduced the possibility of new ways of making tickets available to spectators. Prior to this event, spectators had to buy tickets at the stadiums, which could require extensive travelling and inconvenience. However, since the event tickets are being made more readily available, including at retail stores.

Impact on Sport in General

The World Cup is considered to have had an impact not only on soccer, but sport in general. One participant suggested that there is now, in South Africa, a greater impetus to implement sports programmes in schools and elsewhere. On the other hand other stakeholders felt that the opportunity offered by the World Cup to develop school sports and in particular soccer, was not used effectively. Another respondent noted that competitive soccer is still limited and “unorganized” in South Africa.

17.3 Lessons from Other Countries

In order to host a successful World Cup event, representatives of various stakeholder groups visited previous host countries. Some participants suggested the experiences were valuable in identifying the best way forward:

We have been assisted a lot by Germany. We didn't know anything about park and ride, the fan walk, and even the fan park (North West, Rustenburg Local Municipality: February 2011).

German consultants assisted the Rustenburg Local Municipality with the development of the fan park, the fan walk and the park and ride concept. Apparently these concepts were initially developed in Germany and the interviewees noted that they greatly benefitted from the German assistance. An interviewee also stressed the importance of the assistance that the Rustenburg Local Municipality received from different FIFA specialists in the field of marketing, engineering, tourism, and law.

Other respondents, however, were not as convinced:

The thing is that they came with their own skills from Germany and they didn't realize that South Africa has its own way of doing things. When they came here they realized that they have to comply and it was South Africans who took over and did the job. We came up firstly with our projects and eventually the way in which we did our proposals was all South African (North West, Rustenburg Local Municipality: February 2011).

A further respondent suggested that South Africa could have learnt from Germany in terms of contractual obligations and the role of the LOC:

Although Germany had a local organizing committee it was just responsible for ensuring readiness of the stadium and of the country, and the easy movement of the teams from their country to Germany, etc. There were direct contractual obligations between FIFA and the German government; so FIFA would transfer money straight into the Central Bank of Germany; and the Central Bank of Germany would then distribute or dispense that money to the relevant authorities. Here you had the middle man; you had government and LOC, which didn't have a

clear role in terms of its facilitations of functions, and then you had FIFA (National Department of Health: February 2011).

17.4 Challenges, Lessons and Suggestions for Future Mega-Events

As indicated earlier, the legacy audit lays the foundation for a comprehensive impact study of the World Cup. Such a study will make it possible to measure legacy projects against their stated developmental objectives and thus to properly assess the developmental benefits of the World Cup. While in the main the current report highlights the successes of the event and gives South Africans reason for commendation, it is important that setbacks experienced during the planning and actual hosting of the World Cup are mined for insights. This is especially critical in light of the high probability that South Africa will host other mega events in the future. The following observations and recommendations derive from both the literature accessed and interviews conducted with key stakeholder representatives.

Scoping and Budgeting for Projects

Insufficient funding for projects put pressure on departmental and municipal budgets, and according to the Eastern Cape provincial close-out report, on officials' personal finances as well (DSRAC: 2011). It would be essential, therefore, that for future mega events, all projects are properly planned and budgeted for. The SRSA close-out report also identified funding issues and suggested that, beyond the need for sufficient budgetary allocations to the department, provinces should be accorded continued assistance in their management of conditional grants.

Other suggestions made by SRSA are:

Project Planning and Management

- Improve planning stages with precise outputs, timeframes and division of responsibilities
- Projects should be clearly defined in terms of scope and budget, and should get the buy-in of all key stakeholders

Financial Management

- Sufficient budgetary allocations should be made for the marketing and publicity of each department
- Increased financial assistance is necessary to properly address the needs for community programmes supported by basic infrastructure
- Budgeting for projects should be better managed
- Tight linkage and cost control using ring-fenced accounts at the points of delivery are a pre-requisite
- Procurements of external agencies to deliver on projects should be on a fixed-price basis
- Approaches and programme elements should be revised where possible and permissible in terms of donor conditions where donor funding has been utilized

Inter-governmental Coordination

A respondent indicated that the public sector, private sector and the community have to be involved in legacy projects. Community involvement is important, “*because when you build a legacy you want a legacy that would address the needs of the community*” (Gauteng, City of Tshwane: February 2011). Furthermore, all three tiers of government (national, provincial and local) have to cooperate to ensure “*that a legacy of the 2010 FIFA World Cup is built*” (Gauteng, City of Tshwane: February 2011). As another respondent put it:

The World Cup presented a very rare opportunity of collaborating with, and securing funding from the private sector...many of the large infrastructure projects were funded by both government and the private sector and significantly stimulated development (National Department of Health: February 2011).

Whereas the Technical Coordinating Committee was found to have been valuable for reporting and accounting, the following suggestions for improved coordination were made by SRSA:

- A coordinating structure for events such as the World Cup should be located strategically, based on the ability to join other sectors and stakeholders, and should be specifically outside any line function of government
- Proper co-ordination of all mobilisation and other initiatives is highly recommended – inter-departmental cooperation will interlink projects and benefit from sharing scarce resources
- Coordinate football development efforts made by National and Provincial Governments, Private sector and International organizations under the SAFA/SFSA banner to avoid duplication and disparity
- Organisational and bureaucratic clutter should be reduced through better shared management of projects

International Cooperation

- Build on the new structures of international cooperation and position of South Africa

Capacity Building

- Departments should have clearer conceptual frameworks for capacity building
- Capacity-building should be prioritised to ensure efficient delivery

Broad Stakeholder Participation

One of the suggestions made by participants was that if South Africa were to hold mega events in the future, the exercise would benefit from an inclusion of a broad range of stakeholder groups. An observation was made that during the World Cup, a number of critical stakeholders, for example religious institutions, were overlooked. Instead,

according to the Department of Sports and Recreation in the Eastern Cape, “one witnessed the same ‘big names’ being involved”. The reliance on a narrow range of stakeholder groups emerged as a particular challenge in the Eastern Cape” (DSRAC, 2011) and manifested in poor attendance at critical meetings as the same people had multiple commitments. SRSA suggested the following improvement areas:

- Provincial Governments and Key Stakeholders should assist in identifying suitable target areas for project implementation
- Better mobilise municipalities to participate in project development and implementation
- Civil society and government must improve coordination and communication
- Partnerships with civil society and private companies is necessary for success of programmes

On-going Action Research as Part of Design of Mega-Events

Mega-events like the 2010 FIFA World Cup are complex and technically challenging projects. The stakes are high and relational contexts within which people have to work are, for a variety of reasons, emotionally and politically charged. Work in such projects, as attested to by participants in the current study, can be particularly stressful and can take a huge emotional toll on those at the helm and coal face of the event. There is, under such conditions, an increased likelihood of failure and/or cover-ups when things go awry. To guard against this possibility, and to ensure that people are adequately equipped and supported as they tackle similarly complex projects in the future, it is suggested that an action learning orientation to such mega events be considered. This means that the programme design includes an on-going action research mechanism which would not only collect important process data throughout the planning, implementation and evaluation of events, but would also avail project staff a safe space for critical individual and collective reflection. This would help alleviate inevitable stress. The wealth of observational data that this process would yield, and the specialist research expertise it would help develop would be of tremendous value during post event impact assessment studies.

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APPENDIX A: STAKEHOLDERS INTERVIEWED

PROVINCE OR GOVERNMENT DEPARTMENT	HOST CITY AND/OR RELEVANT SECTOR	DATE OF INTERVIEW
Free State	Mangaung Local municipality official	December 2010
Gauteng	City of Johannesburg municipal official	March 2011
Gauteng	Gauteng Provincial Government official (within SRSA)	March 2011
Gauteng	City of Tshwane, World Cup senior official	February 2011
KZN	City of Durban, local government official	February 2011
KZN	City of Durban, World Cup official	February 2011
KZN	City of Durban, senior official	February 2011
Limpopo	Polokwane Municipal official	February 2011
Limpopo	Provincial Department of Arts and Culture, official	February 2011
Limpopo	Office of the Premier, senior official	February 2011
Mpumalanga	Mbombela Local Municipality	March 2011
Mpumalanga	Sport and Recreation South Africa (SRSA), Provincial official	March 2011
North West	Rustenburg Local Municipality, World Cup official	February 2011
North West	Rustenburg Local Municipality, World Cup official	February 2011
North West	Rustenburg Local Municipal official	February 2011
North West	Rustenburg Local Municipality, Greening initiatives, official	February 2011
North West	Rustenburg Local Municipality, Greening initiatives, official	February 2011
Western Cape	Provincial Department of Cultural Affairs and Sport, senior official	February 2011
Western Cape	City of Cape Town, 2010 Green Goal official	February 2011

Western Cape	City of Cape Town, 2010 World Cup office, senior official	February 2011
Western Cape	City of Cape Town, transport official	February 2011
Western Cape	City of Cape Town, Marketing and Passenger Services official	February 2011
National	Department of Health, 2010 official	February 2011
National	Department of Energy, official	
National	Department of Public Works, official	
National	Department of Trade and Industry, 2010 official	
National	Presidency, Office of the Deputy President, official	March 2011
National	SARS, Customs and Border Management and BCOCC official	
NGO	2010 Local Organizing Committee official	
NGO	South African Red Cross official	
NGO	St. John's Ambulance official	
NGO	Street Football World, 20 Centres for 2010, official	

APPENDIX B: INTERVIEW QUESTIONNAIRE

2010 FIFA WORLD CUP LEGACY AUDIT

INTERVIEW SCHEDULE

Introduction

The purpose of the legacy audit is to tell the story of the 2010 FIFA World Cup. The study seeks to document all legacy projects, programmes and initiatives in South Africa and across the African continent. As well as provide a descriptive account of all legacy projects, the study also seeks to understand the links between various legacy projects and South Africa's developmental objectives.

I understand that you may not have answers to all the research questions and hope, however, that you may be able to suggest people who may be able to help fill the gaps.

The meaning of legacy

- 5) What does the term legacy mean to you?
- 6) What do you consider to be the key components or elements of 'legacy'?
- 7) What do the terms 'tangible' and 'intangible' legacies mean to you?
- 8) What are legacy projects? What should be included and what should be left out in the definition and identification of legacy projects?

[THE NEXT QUESTIONS PERTAIN TO LEGACY PROJECTS IN BOTH SOUTH AFRICA AND THE REST OF THE AFRICAN CONTINENT. FOR PROVINCIAL STAKEHOLDERS, YOU NEED TO ASK QUESTIONS ABOUT PROJECTS IN THE PROVINCE/HOST CITY].

Tangible Legacies

- 9) What legacy projects, in terms of **physical infrastructure**, are in place as a result of the 2010 FIFA World Cup?
- 10) What do you consider to be the **economic** legacy of the World Cup? What have been the economic benefits of the World Cup?
- 11) What **greening** legacy projects are in place as a result of the World Cup?

- 12) **[FOR PROVINCIAL STAKEHOLDERS ONLY]** What have been the contributions of the Provincial government to the 2010 Legacy projects from their voted funds?

Intangible Legacies

- 13) What **social cohesion/nation building** legacy projects are in place as a result of the 2010 FIFA World Cup?
- 14) In terms of using the World Cup to promote **South Africa's image**, what legacy projects are in place as a result of the 2010 FIFA World Cup?
- 15) What legacy projects are in place as a result of the FIFA 2010 World Cup that are/will be contributing to **skills transfer** in the country/province/city?
- 16) **[FOR PROVINCIAL STAKEHOLDERS ONLY]** What have been the contributions of the Provincial government to the 2010 Legacy projects from their Conditional Grants?

General Questions

- 17) How has hosting the 2010 FIFA World Cup changed the game of soccer in terms of
- a. Coach education?
 - b. Sports programmes in general?
 - c. The rules of the game of soccer?

Links between projects and national developmental goals:

- 18) What do you understand to be the links between the various legacy projects and initiatives and the country's developmental objectives? What were the developmental intentions behind each initiative?
- 19) What was the thinking of the country when it used the World Cup to achieve its developmental goals?
- 20) Thinking about mega events in general, what examples are there from other countries that South Africa could learn from?

APPENDIX C: INFORMED CONSENT FORM



2010 FIFA WORLD CUP LEGACY AUDIT

Key Informant: Information and Consent Form

Hello, I am from the Human Sciences Research Council (HSRC). The HSRC is a national research organisation whose headquarters are in Pretoria. We are currently undertaking research into the legacy of the FIFA 2010 World Cup. By legacy we are talking about both tangible and intangible legacies. Tangible legacies include (a) physical infrastructure, for example roads, stadia, sports labs, sports houses, fan parks and dream fields; (b) economic outcomes and (c) greening initiatives. Intangible legacies on the other hand include the social and ecological impacts of the World Cup. They include the contributions of the World Cup to the image of the country, nation building and skills building. We are also interested to understand linkages between the various legacy projects, initiatives and programmes and the country's developmental objectives.

We are interviewing key informants in nine host cities of South Africa on this topic. Your participation in this study has been identified as important and we invite you to share your views with us. You may, however, also choose not to participate. We will use your replies together with the information from other key informants as well as information collected from World Cup literature to prepare a final report for the national department of Sports and Recreation South Africa. You will not be identifiable since we will group your responses anonymously with those of others. Your name and institutional affiliation will not be disclosed at all.

You should note, however, that a list of all stakeholders will be appended to the final research report.

It would be greatly appreciated if you could participate in the study. Your participation is entirely voluntary, and should you decline the request to participate you are free to do so without penalty or loss. You may of course also discontinue your participation at any time and refrain from answering some of the questions. The interview will take approximately 90 minutes of your time.

There will be no payment involved for your participation in the interview.

Since the interviews will be confidential you are asked to be as open as possible. This will make it possible to give effective feedback to Sports and Recreation South Africa about the legacy of the 2010 FIFA World Cup and help inform future decisions on hosting other major sporting and global events.

We would like to record your responses, but no one will be able to link you to the answers you give. The interviews will be recorded digitally and stored on computers secured by passwords. If you agree to the interview being recorded, your name and the name of your organisation will not be attached to the transcript. Only the researchers will have access to the unlinked information. The information you provide will remain confidential and there will be no “come-backs” from the answers you give.

Should you have any questions or complaints about the study, the interview or the interviewer, please call Dr Peliwe Mnguni, project leader, HSRC. Tel. 021 302-2727, the HSRC’s toll free ethics hotline (when phoned from a landline from within South Africa) at 0800 212 123 or the REC Administrator, Jurina Botha, at the Human Sciences Research Council on 012 302 200

Do you have any questions?

Are you willing to participate in the study?

CONSENT: I will sign my name to indicate that I have agreed to participate in this research project as explained above. If I wish, I may use only my initials or first name in order to remain completely anonymous. If I do not wish to sign anything, I may tell the researcher that I am willing to participate and he/she will sign to confirm that I have agreed to the terms of participation.

I understand that participation is voluntary, and that I may discontinue participation at any time without any penalty or loss. I further understand that access to records of this interview will be carefully controlled and that files will be stored electronically in secured environments accessible only by researchers directly involved in the Project

I understand that my participation will remain confidential.

I have been given a copy of this form to keep.

Signed:.....Date:.....
.....

I further agree that the interview may be recorded on the understanding that it will be secured as specified and used only by the research team.

Signed:.....Date:.....
.....

Thank you for your willingness to participate in this study!

APPENDIX D: WORLD CUP LEGACIES: STATUS REPORT

AFRICA

DEPARTMENT /INSTITUTION	PROJECTS AND PROGRAMMES
FIFA (CSR) (In strategic alliance with the social profit organization, Street Football World)	<p>TANGIBLE LEGACIES</p> <p><i>Infrastructure</i></p> <ul style="list-style-type: none"> • ‘The 20 Centres for 2010’: This is the official campaign of the 2010 FIFA World Cup. Its aim is to achieve positive social change through football by building twenty Football for Hope Centres for public health, education and football across Africa. The centres will address local social challenges that young people face in disadvantaged areas by helping to improve education and public health services. “20 Centres for 2010” will promote social development through football after the event. As of March 2011, the roll-out is planned as indicated below, and more centres will follow in other disadvantaged communities across Africa: <ul style="list-style-type: none"> • Mali Baguinéda, Bamako <ul style="list-style-type: none"> ▪ Centre Host: Association Malienne pour la Promotion de la Jeune Fille et de la Femme (AMPJF) ▪ Focus: Empowering girls and young women by helping to strengthen their self-esteem and social status in the community. • Ghana, Cape Coast <ul style="list-style-type: none"> ▪ Centre Host: Play Soccer Ghana ▪ Focus: Integrating education into health, social and football programmes to promote leadership and socio-economic development. • Namibia Katutura, Windhoek <ul style="list-style-type: none"> ▪ Centre Host: Special Olympics Namibia ▪ Focus: Providing individuals with intellectual disabilities and special needs with adequate learning facilities, HIV/AIDS awareness and assistance in job searches. • Rwanda Kimisagara, Kigali <ul style="list-style-type: none"> ▪ Centre Host: Espérance - Association des Jeunes Sportifs de Kigali ▪ Focus: Supporting young people through counselling and training to overcome ethnic divides and become peace advocates in their communities. • Kenya Mathare, Nairobi <ul style="list-style-type: none"> ▪ Centre Host: Mathare Youth Sports Association (MYSA) ▪ Focus: Educating on HIV/AIDS awareness, leadership and the environment, as well as organizing environment clean-up groups. • Lesotho, Maseru <ul style="list-style-type: none"> ▪ Centre Host: Kick4Life ▪ Focus: Teaching HIV/AIDS awareness through education and testing, as well as essential life skills, personal development and work training. <p>INTANGIBLE LEGACIES</p> <p><i>Spaces for Social Cohesion</i></p> <ul style="list-style-type: none"> • Africa Day celebrations in May 2010 were staged at the centre in the form of a local football tournament aimed at involving nationals from other African countries as well as local youth. The aim of the tournament was to promote social cohesion and unity amongst Africans.

NATIONAL STAKEHOLDERS

DEPARTMENT /INSTITUTION	LEGACY PROJECTS	LEGACY PROGRAMMES	INITIATIVES
DEPARTMENT OF HEALTH	TANGIBLE & INTANGIBLE LEGACIES Social and Economic legacies <ul style="list-style-type: none"> Hospital Readiness for emergency services in host city Port Health Services Provincial and District Environmental Teams Hospital Preparedness and Readiness for mass casualty situation Business and Job creation EMS training on CRM Provincial Epidemiology and CDC Team trained on Standard Operating Procedures and reporting of communicable diseases Port Health Services officer training Food handling training Health professionals training on mass casualty readiness 		
Local Organising Committee (LOC)	TANGIBLE LEGACIES <i>Infrastructure</i> <ul style="list-style-type: none"> The Football Turf Legacy Project: The World Cup was used to generate funds to build football facilities through the construction of 27 community football centres around the country. Telecommunications technology: receipt of an extensive ITC upgrade. This WC was the most advanced ever in terms of telecommunications. INTANGIBLE LEGACIES <i>Economic and social benefits</i> <ul style="list-style-type: none"> Football Development Programme Youth Development Programme Small Medium and Micro Enterprises Programmes Community Tree planting initiatives The change of perception of South Africa and Africa from negative to positive 		

	<i>Skills transfer</i> <ul style="list-style-type: none"> Skills transfer through the training of volunteers (15 000 volunteers at the national level). The Dutch Football Association (KNVP) signed an agreement to train 2010 coaches over a three year period in collaboration with SAFA. They have already trained over 300 coaches around the country. 		
National Department of Public Works	TANGIBLE LEGACIES <i>Infrastructure</i> <ul style="list-style-type: none"> Four border posts were developed for 2010 and are now operational. New / better roads <i>Economic benefits</i> <ul style="list-style-type: none"> Tax from the economic activities generated during the WC INTANGIBLE LEGACIES <i>Skills transfer</i> <ul style="list-style-type: none"> International companies building infrastructure had to sub-contract partly to emerging black and small companies. 		<i>Safety and security initiatives</i> <ul style="list-style-type: none"> Safer Taverns Conferences “Run A Child Friendly Space
Social Development	INTANGIBLE LEGACIES <i>Social impacts</i>		<i>Social awareness campaigns</i> Awareness campaigns on human trafficking, drug and alcohol abuse, children’s rights and responsibilities, children in conflict with the law
Department of Trade and Industry (DTI)	INTANGIBLE LEGACIES: <i>Economic benefits</i> <ul style="list-style-type: none"> Development of Public Viewing Area guidelines for future use for similar events (revised edition at end of World Cup to include all outstanding, relevant information) Industrial Participation legislation and Liquor Policy: will enable South Africa to cater for any other event Financial Spend questionnaire to be used to gauge SMME and BEE spend in more detail BRAZIL 2014: the DTI is involved in promoting South Africa’s skills, expertise, products and services to Brazil. This will enable SMME and BEE companies to use opportunities where they know the FIFA specifications <i>Skills Transfer</i> <ul style="list-style-type: none"> Indirect skills transfers and ongoing interaction through SEDA and other agencies 		

PROVINCIAL AND LOCAL STAKEHOLDERS

EASTERN CAPE

DEPARTMENT/ INSTITUTION	LEGACY PROJECTS	LEGACY PROGRAMMES	INITIATIVES
LEGACY & SUSTAINABILITY: DSRAC	TANGIBLE LEGACIES <i>Physical infrastructure</i> <ul style="list-style-type: none"> Tourism Readiness Libraries internet connection/upgrades (n=118) 2 new libraries 	Tourism Readiness Programme	Government Exhibition Tent
	Tangible Legacies <ul style="list-style-type: none"> Upgrading of Opera House at NMBM Establishment of Nqguza Hill Cultural Village Revamping and upgrading of art centres across the province Dimbaza Art and Craft Hub Intangible Legacies <ul style="list-style-type: none"> Preservation and promotion of cultural heritage Liberation Heritage Tourism 	Cultural Industries Development Programme	<ul style="list-style-type: none"> Wild Coast Cultural Festival 2010 World Cup branding of Grahamstown National Arts Festival Participation of crafters and performing artists at Host City Fan Fest/PVAs
	TANGIBLE LEGACIES <i>Physical infrastructure</i> <ul style="list-style-type: none"> Nelson Mandela 2010 FIFA World Cup Stadium Upgrading of other stadia and sports fields in rural and urban areas, including BCM (ABSA) Stadium, Bisho Stadium, Mthatha Stadium Artificial turf at Mthatha Rotary Stadium Football artificial turf – Somerset East Refurbishment/extension/construction/maintenance of roads Umthatha Airport Government garage update Tourism products and information packages + refurbishment of visitor information centres 	Infrastructure Development	
	TANGIBLE LEGACIES <i>Social Impacts</i> <ul style="list-style-type: none"> Public Viewing Areas 	Community Access to 2010 FIFA World Cup	
	INTANGIBLE LEGACIES <i>Economic and Social Impacts</i> <ul style="list-style-type: none"> Volunteer training and deployment 	Volunteer Programme Development and Deployment	

EASTERN CAPE

DEPARTMENT /INSTITUTION	LEGACY PROJECTS	LEGACY PROGRAMMES	INITIATIVES
	INTANGIBLE LEGACIES <i>Social Impacts</i> <ul style="list-style-type: none"> • Training of coaches, referees, technical officials, and administration staff 	Schools Sport Development Programme	<ul style="list-style-type: none"> • Chris Hani Football Memorial Tournament event • Training of coaches, referees, technical officials, administration staff and managers • My 2010 Schools Adventure
	INTANGIBLE LEGACIES <i>Social impacts</i>	Social Mobilisation and Big Events Organisation	<ul style="list-style-type: none"> • Premier's Cup • Vodacom Challenge • Bafana Bafana vs. Nigeria • MEC's Cup • World Cup Advocacy • Road shows • 2010 World Cup Ambassadors • Football Friday
	INTANGIBLE LEGACIES <i>Tourism Skills Development Projects</i> <ul style="list-style-type: none"> • Training of unemployed graduates • Training of Tourism SMMEs & accommodation establishments • Language Interpretation Training • Retraining of Traffic Law Enforcement Officers • Technical and financial support for SMMEs 	Tourism Skills Development Plan	
	TANGIBLE & INTANGIBLE LEGACIES Greening Initiatives <ul style="list-style-type: none"> • Bins installed (n=300) • Indigenous trees planted in 3 municipalities (n=3208) • Community members trained and employed in tree planting (n=136) 	Greening Legacy	
	INTANGIBLE LEGACIES <i>Economic benefits</i>	Marketing	Promote Eastern Cape Brand initiative

FREE STATE

DEPARTMENT /INSTITUTION	LEGACY PROJECTS	LEGACY PROGRAMMES	INITIATIVES
Mangaung local municipality	TANGIBLE LEGACIES <i>Physical infrastructure: Free State Stadium</i> <ul style="list-style-type: none"> • New crowd control facilities, including access and egress; • Upgrade of the internal layout of the existing grand stand to accommodate additional VIP and VVIP facilities, FIFA and 2010 OC offices, medical and doping control facilities, upgraded dressing rooms and improved horizontal and vertical circulation • A new top tier accommodating the bulk of the additional seating and a cantilever roof structure extending over the written media seats. • Upgrade of the floodlighting to the minimum 2 000 lux required by FIFA • Temporary media centre and Outside Broadcasting compound • Ticketing system • Accreditation centre 	Stadium upgrade	
	TANGIBLE LEGACIES <i>Physical infrastructure: Transport infrastructure</i> <ul style="list-style-type: none"> • Pedestrianisation of Elizabeth Street • Mangaung activity corridor (extension of bridge along Dr Belcher road) • New pedestrian bridge across Markgraaff Street • Extension of Mangaung activity • Development of an Inter-modal Public Transport Facility • Pedestrianisation of Selborne Avenue • Bloemspruit Pedestrian • Parfitt Avenue/Nelson Mandela Drive Upgrading • Rehabilitation of Wilcocks Road • The establishment of a high capacity public transport service between the south-eastern areas and Bloemfontein CBD. • Improvement of Bloemfontein Airport vehicular access to N8 • CBD rejuvenation: Hoffman Square • General enhancement of road and traffic signage 	Transport Upgrade	

FREE STATE

DEPARTMENT /INSTITUTION	LEGACY PROJECTS	LEGACY PROGRAMMES	INITIATIVES
	TANGIBLE LEGACIES <i>Physical infrastructure: ICT infrastructure</i> <ul style="list-style-type: none"> Primarily on the stadium and associated locations General Technical Building Infrastructure (stadium) <ul style="list-style-type: none"> LAN Topology Cabling Cable routes Structure of Technical rooms Local Technical Areas Broadcast Contribution Services <ul style="list-style-type: none"> Local Technical Areas Network provisioning Availability of broadcast circuits Network Capacity required Event Management <ul style="list-style-type: none"> Ticketing Telecommunication IT Infrastructure requirements <ul style="list-style-type: none"> WAN infrastructure WAN bandwidth Monitoring Staffing Security Telephony requirements <ul style="list-style-type: none"> Mobile telephony Tetra Fixed line Telephony and DSL services 	ICT Upgrade	
	TANGIBLE LEGACIES <i>Physical infrastructure: Service related projects</i> <ul style="list-style-type: none"> Water services Electricity network upgrading, including backup power supply at the stadium Waste management services Disaster Management, Medical and Emergency services Safety and Security 	Utility upgrades	

FREE STATE

DEPARTMENT /INSTITUTION	LEGACY PROJECTS	LEGACY PROGRAMMES	INITIATIVES
	TANGIBLE LEGACIES Physical infrastructure	Traders Village programme: <ul style="list-style-type: none"> • Traders village at Hoffman Square • Trading stalls along Selbourne Avenue and Elizabeth Street • Trading stalls at the Fan Park 	
	TANGIBLE LEGACIES Greening Initiatives	City beautification programme <ul style="list-style-type: none"> • Important landmarks • Museums and monuments • City entrances 	
	TANGIBLE LEGACIES Greening Initiatives <i>Green Goal projects</i> <ul style="list-style-type: none"> • Clean city, clean wards and cleanest school competition • Greening of public street lights, traffic lights and billboards 		
	INTANGIBLE LEGACIES	Volunteer programme Skills development and training of 79 reservists and 103 volunteers by DETEA and TEP	
	INTANGIBLE LEGACIES	Social cohesion and nation building programme	<i>Fan Fest initiative</i> People received the opportunity to mix along cultural lines at matches and Fan Fest venues, which influenced perceptions and respect for one another

GAUTENG (North)

DEPARTMENT /INSTITUTION	LEGACY PROJECTS	LEGACY PROGRAMMES	INITIATIVES
City of Tshwane	TANGIBLE LEGACIES <i>Physical infrastructure: Stadia</i> <ul style="list-style-type: none"> Upgrading of Loftus Versfeld (New roof, lift, lift shaft, additions and alterations to existing structures, new IT and security systems, new turnstiles, ticketing systems and seats) Upgrading of Venue Specific Training Sites (Super Stadium, Atteridgeville; HM Pitje Stadium, Mamelodi) Upgrading of Team Base Camps (Eersterust Stadium; Caledonian Sports Grounds, Pilditch; Laudium Sports Grounds; High Performance Centre, UP; and Southdowns College) 	Stadia upgrading	
	TANGIBLE LEGACIES <i>Physical infrastructure: Roads</i> <ul style="list-style-type: none"> Upgrading of roads and walkways (roads in city, Mamelodi, Atteridgeville, K69) Landscaping of main focus areas, including gateways, entrances and 17 township intersections Walkways, bus bays, parking areas upgraded at Loftus, PVAs, and training areas 	Roads upgrading	
	TANGIBLE LEGACIES <i>Physical infrastructure: Train stations</i> <ul style="list-style-type: none"> Upgrading of train stations (Pretoria Main Station, Loftus, Belle Ombre, Irene, Saulsville, Atteridgeville, Pretoria West, Schutte Street, Wonderboom, Pretoria North, Rissik, Soshanguwe, Mabopane, Mamelodi, Denneboom, and Kopanong. Upgrades included refurbishment of stations and ablution facilities, improved access, benches, shelters, pedestrian bridges, additional lighting, parking and mobility impaired lift at Rissik Station) 		

GAUTENG (North)

DEPARTMENT /INSTITUTION	LEGACY PROJECTS	LEGACY PROGRAMMES	INITIATIVES
	TANGIBLE LEGACIES <i>Physical infrastructure: Airport</i> <ul style="list-style-type: none"> Upgrading of Wonderboom Airport (Replacement of weather system; upgrading of the arrival and departure halls, construction of drop-off facility; provision of aircraft parking facility in maintenance area; upgrading of electrical reticulation to comply with OHS and CAA specifications; upgrading of storm water system; purchasing of new emergency vehicles; purchasing of ground handling equipment; construction of new aircraft parking aprons; construction of public transport and parking facilities) 		
	TANGIBLE LEGACIES <i>Physical infrastructure: Electricity</i> <ul style="list-style-type: none"> Electricity infrastructure and electricity supply upgrades in Loftus and adjacent areas 	Utility upgrades in 2010 precincts	
	TANGIBLE LEGACIES <i>Physical infrastructure: Water and sanitation</i> <ul style="list-style-type: none"> Water and sanitation upgrades (for areas around Super Stadium (Atteridgeville), Giant Stadium (Soshanguwe), Loftus Versfeld Stadium (Hatfield), the HM Pitje Stadium (Mamelodi). 	Utility upgrades in 2010 precincts	
	TANGIBLE LEGACIES <i>Physical infrastructure: Landscaping</i> <ul style="list-style-type: none"> Landscaping of main focus areas including gateways, entrances and World Cup precincts; structures erected at Loftus, Lucas Moripe and HM Pitje) Upgrading of Fountains Circle (sculpture, landscaping and lighting) Improvements to township parks 	Beautification programme	

GAUTENG (North)

DEPARTMENT /INSTITUTION	LEGACY PROJECTS	LEGACY PROGRAMMES	INITIATIVES
	TANGIBLE LEGACIES <i>Physical infrastructure: Communication network</i> <ul style="list-style-type: none"> Telkom: Tshwane obtained server equipment in carrier rooms to improve data communication of the network 		
	TANGIBLE LEGACIES <i>Physical infrastructure: Website</i> <ul style="list-style-type: none"> City of Tshwane Website designed to showcase City of Tshwane 		
	TANGIBLE LEGACIES <i>Physical infrastructure: Accommodation Database</i> <ul style="list-style-type: none"> Tshwane Accommodation Database of all Tshwane accommodation (graded and non-graded) with GIS mapping developed. Total of 7 500 graded and 5 000 non-graded rooms included 		
	TANGIBLE LEGACIES <i>Physical infrastructure: Risk management</i> <ul style="list-style-type: none"> Risk management and internal control project (Standardization of municipal departments' service delivery processes) 		
	TANGIBLE LEGACIES <i>Physical infrastructure: CCTV</i> <ul style="list-style-type: none"> CCTV network in 2010 priority precincts implemented 		.
	TANGIBLE LEGACIES <i>Physical infrastructure: Buses</i> <ul style="list-style-type: none"> Upgrading of city transport project 		

GAUTENG (North)

DEPARTMENT /INSTITUTION	LEGACY PROJECTS	LEGACY PROGRAMMES	INITIATIVES
	TANGIBLE LEGACIES <i>Physical infrastructure: Communication system</i> <ul style="list-style-type: none"> TETRA Project (New radio communication system replaced existing analogue radio) 		
	TANGIBLE LEGACIES <i>Physical infrastructure: Tourism walk-in centres</i> <ul style="list-style-type: none"> Tourism walk-in centres (Located in Hatfield, on Church Square, Garankuwa, Centurion) 		
	TANGIBLE LEGACIES <i>Economic outcomes: Job creation</i> <ul style="list-style-type: none"> 7847 temporary jobs created involving informal traders, crafters, vendors and performing artists 100 township B&Bs; R41.2m spend on LED 	Job creation	
	TANGIBLE LEGACIES <i>Greening Initiatives: Planting of trees</i> <ul style="list-style-type: none"> One tree planted for each goal scored in tournament in Mamelodi, Atteridgeville and Loftus; 32 trees planted at George Storrar Drive <i>Greening Initiatives: Environmental Management</i> <ul style="list-style-type: none"> Energy saving projects (Energy saving lights, solar heated geysers, solar control traffic lights installed at stadiums and other 2010 venues) Recycling project (recycling at matches and other 2010 venues) Cleaning of Hennops River 	2010 Green Goal programme	
	TANGIBLE LEGACIES <i>Research: Impact of 2010 FIFA World Cup</i> <ul style="list-style-type: none"> Participation in academic research programme by Tshwane University of Technology and University of Florida, USA to establish economic and infrastructural impact of the 2010 FIFA World Cup) 	Academic research programme	

GAUTENG (North)

DEPARTMENT /INSTITUTION	LEGACY PROJECTS	LEGACY PROGRAMMES	INITIATIVES
	INTANGIBLE LEGACIES <i>Social impacts: Blue Bulls Rugby</i> <ul style="list-style-type: none"> Blue Bull matches in Soweto (before World Cup, Rugby matches could not be played at Loftus Versfeld; the Tshwane Metro suggested that matches be played in Soweto) 	Social cohesion and nation building programme	
	INTANGIBLE LEGACIES <i>Social impacts: Social cohesion</i> <ul style="list-style-type: none"> Better World Village project (Aimed at offering space for hospitality, celebration, and dialogue on critical issues. Village designed around public viewing areas with focus on introducing and celebrating African innovation) 	Social cohesion and nation building programme	.
	INTANGIBLE LEGACIES <i>Social impacts: Social cohesion</i> <ul style="list-style-type: none"> U12 Football Development project (Soccer clinics and mini tournaments for children of all races, cultures and socio-economic backgrounds) 	Social cohesion and nation building programme	
	INTANGIBLE LEGACIES <i>Social impacts</i>	Events for the people	<ul style="list-style-type: none"> Countdown Road shows Coca Cola Trophy Tour Gauteng Gateway Road shows Masunda Carnival Tshwane Talent Search Church Square kick-off party Youth Day celebrations Flag Raising Ceremony Tree planting Lighting of City lights Unveiling of Fountains Circle
	INTANGIBLE LEGACIES <i>Social impacts: Image of the country/city</i> <ul style="list-style-type: none"> Legacy of reputation City of Tshwane website 		

GAUTENG (North)

DEPARTMENT /INSTITUTION	LEGACY PROJECTS	LEGACY PROGRAMMES	INITIATIVES
	INTANGIBLE LEGACIES Social impacts <i>Skills transfer</i> <ul style="list-style-type: none"> Training of local people (30 tour operators and guides; work opportunities for SMME tour operators on media tours and volunteer transport; hospitality skills for 30 accommodation SMME's; service ambassador training for 249 SMME's) 	Capacity building programmes	
DEPARTMENT /INSTITUTION	LEGACY PROJECTS	LEGACY PROGRAMMES	INITIATIVES
	INTANGIBLE LEGACIES Social impacts <i>Skills transfer</i> <ul style="list-style-type: none"> Volunteers (715 Host City volunteers; 100 volunteers for Gauteng Tourism; 190 Volunteers for HIV and AIDS training) 	Volunteer programme	HIV/AIDS Awareness
	INTANGIBLE LEGACIES Social impacts <i>Skills transfer</i> <ul style="list-style-type: none"> U12 Development Football Project (3478 learners trained in soccer; 600 community members, educators and local coaches basic skills training) 		
	INTANGIBLE LEGACIES Social impacts <i>Skills transfer</i> <ul style="list-style-type: none"> Better World Village project (150 youth trained in leadership skills; 20 youths trained with basic skills in 5 foreign languages) 		
	INTANGIBLE Ecological impacts Ecological sustainability <ul style="list-style-type: none"> Impact of 2010 FIFA World Cup (Participation in academic research programme by Tshwane University of Technology and University of Florida, USA to establish environmental impact of the 2010 FIFA World Cup) 	Academic research programme	

LIMPOPO PROVINCE

DEPARTMENT /INSTITUTION	LEGACY PROJECTS	LEGACY PROGRAMMES	INITIATIVES
Polokwane Municipality	TANGIBLE AND INTAGIBLE LEGACIES Physical infrastructure Peter Mokaba Complex <ul style="list-style-type: none"> Construction of a new building and personnel offices Construction of conferencing, meetings, seminars and outdoor exhibition facilities Peter Mokaba Stadium <ul style="list-style-type: none"> Renovated as a training venue Renovation of art athletic tracks suitable for international events 	Stadium upgrade	
	Economic legacy <ul style="list-style-type: none"> Personnel training 150 Volunteers trained, 10 permanent jobs created Personnel team-building exercises Personnel training in foreign language such as Spanish and French 		
	INTANGIBLE LEGACIES Social impacts		Limpopo customer care initiative
	INTANGIBLE LEGACIES Social impacts	Volunteer programme Limpopo Volunteer Programme	
	INTANGIBLE LEGACIES Social impacts	Sports development Limpopo Grassroots Football program	
Department of Economic Development, Environment & Tourism Polokwane Municipality	TANGIBLE LEGACIES Physical infrastructure Limpopo Visitors Information Centre <ul style="list-style-type: none"> Construction of a VIC Database setup on accommodation, tours, vehicle hire, entertainment, adventure and travel trips 		
Provincial Department of Transport	TANGIBLE LEGACIES Physical infrastructure <ul style="list-style-type: none"> Renovation and expansion of new streets (16 roads renovated) Construction of Hospital Street Bridge Pedestrian walk that joins the taxi rank, city and Seshego Installation of traffic control Park and ride facilities 	Roads upgrade programme	- Roadworthiness test of taxis and buses. -screening, vetting and accreditation of drivers -branding of buses and taxis with Green Goal, Polokwane Municipality and FIFA transport logos. -Spectator mobilization for parking on designated areas.

LIMPOMPO PROVINCE

DEPARTMENT /INSTITUTION	LEGACY PROJECTS	LEGACY PROGRAMMES	INITIATIVES
	TANGIBLE LEGACIES <i>Physical infrastructure: Polokwane International Airport</i> <ul style="list-style-type: none"> • Conversion of the T49 hanger to a domestic terminal to augment high volume passenger facilitation • Refurbishment of the old terminal • Refurbishment of the fire and Rescue Building and purchase of 2 new fire trucks • Refurbishment of the VIP entrance and Medical Clinic • Upgrading of a conference hall • Construction of a shaded parking area and a new parking area for car rental companies • Resealing and marking of the apron • Signage in and around the airport 	Transport infrastructure upgrade	
Department of Sport, Arts and Culture	TANGIBLE LEGACIES <i>Physical infrastructure: Polokwane Cricket Club (Fan Park)</i> <ul style="list-style-type: none"> • Renovation of the change rooms and ablution facilities • Upgrade of the surrounding electricity • Perimeter fencing • Developed a vendors area for selling of different products 	Sport infrastructure upgrade	
	TANGIBLE LEGACIES Physical infrastructure <ul style="list-style-type: none"> • Construction of Polokwane Water reservoir 	Utilities upgrade	
	TANGIBLE LEGACIES <i>Physical infrastructure: Silicon Second Supply</i> <ul style="list-style-type: none"> • Construction of a new energy supply for the city • Strengthening of lines to PVAs and stadium 	Utilities upgrade	
	TANGIBLE LEGACIES Physical infrastructure African Cultural village <ul style="list-style-type: none"> • 14 rondavels for entrepreneurs to display their artefacts and music 	Cultural village upgrade	<ul style="list-style-type: none"> - Hosting of an opening ceremony, together with National Arts Council, on the first day Polokwane hosted a match. - Domba Dance Carnival - Diverse cultural dances which include dancers from Zambia, Zimbabwe, Botswana, Pedi, Tsonga, Indian and Venda origin. - Cultural artefacts - Crafters and Chefs provided traditional food for free. - Plasma screen and jumping castle for visitors and children

LIMPOMPO PROVINCE

DEPARTMENT /INSTITUTION	LEGACY PROJECTS	LEGACY PROGRAMMES	INITIATIVES
	TANGIBLE LEGACIES Physical infrastructure Makwarela Stadium Artificial Turf <ul style="list-style-type: none"> • Makwarela Stadium in Thulamela Municipality • Jane Furse in Makhuduthamaga Municipality • Robali Stadium in Makhado Municipality • Burgersdorp Football ground in Tzaneen 	Sport infrastructure upgrade	
	TANGIBLE LEGACY Physical Infrastructure Greening plan <ul style="list-style-type: none"> • City Beautification • Indigenous Tree Planting • Retrofitting of lights and traffic lights with energy saving bulbs • Soccer Ball Pole Bins erected • Pedestrian and bicycle access established 	Greening Initiative	
	INTANGIBLE LEGACIES Social and Economic legacy <ul style="list-style-type: none"> • Training in foreign languages to all designated individuals occupying strategic positions. Training was either in Spanish or French and this included personnel at the border gate of Beit Bridge and Groblersburg • Nurses • Emergency services staff members • Policemen and women • Traffic officers • Information Office staff Member 	Skills development	
	INTANGIBLE LEGACY Social and Economic legacy <ul style="list-style-type: none"> • Volunteers trained and deployed to traffic department • 300 volunteers trained and deployed to PVAs • 20 Volunteers placed at Polokwane High Court 	Safety and security	
	INTANGIBLE LEGACY Social Legacy <ul style="list-style-type: none"> • Road shows, mass mobilization and distribution of promotional material, e.g. T-shirts, caps, pens scarves, beanies, vuvuzelas, etc. • Family day launch • Coca Cola trophy tour • Adidas Jersey Tour 	Social cohesion	

LIMPOMPO PROVINCE

DEPARTMENT /INSTITUTION	LEGACY PROJECTS	LEGACY PROGRAMMES	INITIATIVES
	INTANGIBLE LEGACY Social and economic legacy <ul style="list-style-type: none"> • Tourism Service Excellence Training • Free training of traders on customer care in Bela Bela 333, Makhado 337, Phalaborwa 338, Polokwane 891. 	Marketing	<ul style="list-style-type: none"> • Tourism Indaba • Exhibitions in Namibia, Berlin, London • Marketing of African Cultural Village in Sawubona Magazine SAA • Study Tour to Switzerland Euro Cup in 2008 • Study Tour to Germany 2006 FIFA World Cup • Accommodation Indaba in 2007 • Bafana-Bafana Chile game in Polokwane • Exhibitions during the FIFA Final draw in Cape Town

NORTH WEST PROVINCE

DEPARTMENT /INSTITUTION	LEGACY PROJECTS	LEGACY PROGRAMMES	INITIATIVES
Rustenburg local municipality	TANGIBLE LEGACIES Physical infrastructure <ul style="list-style-type: none"> Electrical networks at Fan Fest, Drop-off areas, Parking Areas, fire station, remote search area, etc. Upgrading of existing streetlights Installation of additional lighting Installation of area lighting for helicopter facilities Installations of new infrastructure at the RBS 	Utilities upgrade	
	TANGIBLE LEGACIES Physical infrastructure <i>Base Camps</i> <ul style="list-style-type: none"> Olympia Park Stadium Potchefstroom University Bafokeng Sports Campus 	Sports infrastructure upgrade	
	TANGIBLE LEGACIES Physical infrastructure <i>Hotel:</i> <ul style="list-style-type: none"> Construction of the Bafokeng Royal Marang Hotel 	Tourism infrastructure upgrade	
	<i>Stadia:</i> <ul style="list-style-type: none"> Upgrading of RBS Upgrading of Olympia Park Stadium Upgrading of Mogwase stadium Construction of Moruleng Stadium 	Stadium upgrade	
	TANGIBLE LEGACIES	Tourism development Royal Bafokeng Homestay programme	
	TANGIBLE LEGACIES Physical infrastructure <i>Road Infrastructure</i> <ul style="list-style-type: none"> Western By-Pass Upgrading of N4 	Road Infrastructure upgrade	
	TANGIBLE LEGACIES Physical infrastructure <i>Hospitals</i> <ul style="list-style-type: none"> Moses Kotane hospital 	Health Infrastructure upgrade	
	TANGIBLE LEGACIES Physical infrastructure <i>Fields College (Fan Fest)</i> <ul style="list-style-type: none"> Fencing and electrical networks for the school 	Education Infrastructure upgrade	

NORTH WEST PROVINCE

DEPARTMENT /INSTITUTION	LEGACY PROJECTS	LEGACY PROGRAMMES	INITIATIVES
	TANGIBLE LEGACIES Physical infrastructure <i>Visitors Information Centre</i> <ul style="list-style-type: none"> Construction of Rustenburg Visitors Information Centre 	Tourism infrastructure upgrade	
	TANGIBLE & INTANGIBLE LEGACIES Physical infrastructure <i>Tourism Route</i> <ul style="list-style-type: none"> Rustenburg Platinum Tourism Route Rustenburg Tourism City Guide 	Tourism promotion and information update	
	TANGIBLE LEGACIES Physical infrastructure <i>Signage</i> <ul style="list-style-type: none"> Upgrading of signage in and around Rustenburg leading to the VIC. 	Road Infrastructure upgrade	
	TANGIBLE & INTANGIBLE LEGACIES Physical infrastructure <i>Branding</i> <ul style="list-style-type: none"> Installation of 32 National Flags and Poles at Host City Building, N4 bridge to the mall, Information Centre, Olympia Stadium Entrances and Sun City road entrance Mobile billboards displayed on bakkies and tow bars on designated spots Installation of street pole banners 	Marketing programme	
	TANGIBLE & INTANGIBLE LEGACIES <ul style="list-style-type: none"> Procurement of promotional material: T-shirts, DriMac, vuvuzelas, beanies, scarves, gloves and the South African Flag Procurement of promotional material for UK and Spain delegation materials 	Marketing programme	
	TANGIBLE LEGACIES Greening Initiatives <i>Greening Projects</i> <ul style="list-style-type: none"> Carbon-free Fan Walk Waste Management Horse riding (Security) Carbon-free Transport, e.g. bicycles 	2010 Green Goal programme	

NORTH WEST PROVINCE

DEPARTMENT /INSTITUTION	LEGACY PROJECTS	LEGACY PROGRAMMES	INITIATIVES
	INTANGIBLE LEGACIES Social Impacts	Social cohesion and nation building programme	<i>Events</i> -Soccer Fridays -Different themes for each soccer Friday -Community mobilization and activation programmes -Taxi rank activation - Diski dance awareness and road shows -Rustenburg show
	INTANGIBLE LEGACIES Social Impacts	Job creation <i>Volunteer Programme</i> Training for Volunteers, volunteers were allocated to different directorates	
	INTANGIBLE LEGACIES Social Impacts	Job creation <i>Youth program</i> <ul style="list-style-type: none"> • Accreditation • Ticket Centre and Accreditation Centre 	
	TANGIBLE LEGACIES Physical infrastructure	Sports infrastructure upgrade <ul style="list-style-type: none"> • Steward Centre and the volunteer Programme Scanning System (VMS) 	
	INTANGIBLE LEGACIES Social Impacts	Social cohesion and nation building programme	Fan Walk Fan Parks

WESTERN CAPE PROVINCE

DEPARTMENT/ INSTITUTION	LEGACY PROJECTS AND PROGRAMMES
Provincial Government	<p>ECONOMIC LEGACY</p> <ul style="list-style-type: none"> • The event left an immeasurable branding legacy; it allowed South Africa to reposition itself in the world space serving as a global positioning statement. • Expected increased economic income, exports and investment opportunities derived from mega-event marketing. • Increased confidence in the country and better image created opportunities for South Africa to host future mass gatherings and world class events. The province is benefiting as South Africa is now high up on the international sports agenda. In 2011 the Province is hosting the African Table Tennis Championship and the B division of the World Ace Championship. • Future increase in tourism. • New jobs to maintain and work on new infrastructure and facilities (stadiums, hotels, buses) • Economic income: An average of 115 000 people per day – over 3 million in total - visited the V&A Waterfront over the month-long tournament (2009 average in winter was 60 000 and 87 000 in summer). • Fanjols: Economic benefits in tourism, employment creation and commercial opportunities contributed to the future growth of FanJol towns and their surrounding areas. The promotion of events in the low season maximized opportunities for economic growth. <p>TANGIBLE LEGACIES</p> <p><i>Infrastructure</i></p> <ul style="list-style-type: none"> • Support to the City of Cape Town for the construction of the Green Point Stadium • Upgrading of Phillipi Stadium: provision of a FIFA recognized 3000-seat training facility (R 54 million) • Upgrading of Rosemore Stadium, George • 13 Fanjols were rolled out during the event, they have left the following physical legacy: <ul style="list-style-type: none"> - Mobile screen - Upgrade of fields at Rosemore, Louwville and Bredasdorp - Countdown clocks- LED screen for each region • Infrastructure for two Team Base Camps: The three teams which eventually located themselves in the Eden District of the Western Cape – in Knysna (France, Denmark) and in George (Japan) - brought a number of benefits, including the legacy of the upgrade of training facilities for community and sport legacy. Media exposure was particularly important with more than 400 members of the media visiting the southern Cape (Eden District).

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	<p>INTANGIBLE LEGACIES</p> <p><i>Health Legacies</i></p> <ul style="list-style-type: none"> • Staff: 340 new EMS staff employed; 1000 staff members trained in Major Incident Medical Management Systems (MIMMS). • Equipment: 30 new ambulances and medical utility vehicles; A medical Procedures Container which can be used for rescue operations and mass casualty situations; Helicopter upgrades for improved mountain and sea rescue operations; R6 million spent on medical equipment • Systems: Electronic Bed Bureau – a digitalised system enabling data flow between pre-hospital and hospital services (public and private) for bed availability and status, allowing ambulance routings to be done proactively; • Creation of MIMMS manual for the South African context; Hospitals (public and private) underwent training in the Hospital MIMMS course; • Hospitals now have radio communication with EMS Metro Control, linked to integrated medical systems and services. <p><i>Social Legacies</i></p> <ul style="list-style-type: none"> • Legacy committee formed with SAFA to form synergy with government and discuss mutual projects. • Fanjols: Social benefits included the development of sports, arts and culture, as well as an opportunity for the integration of communities and improvement of skills through training. • Working partnerships were created with organizations such as Dreamfields, Cape Craft and Design Institute, The Green Point Visitor Centre, Faith-based organizations, radio and Discovery Health to promote positive social legacies.

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	<ul style="list-style-type: none"> • “Stars in their Eyes”: the vision of this NGO is to create a human legacy in disadvantaged urban townships and impoverished rural areas. Coaches from such communities are paired with Dutch coaches and trained in both professional football techniques and life skills. By the end of 2010 the project had trained 193 community leaders from 53 disadvantaged communities in the Western and Eastern Cape. The project has engaged key role-players within the community, from children and their parents to the schools and teachers and even local business people. Its effectiveness lies in the intersection the project has created between football coaching and life skills training, which includes everything from HIV/AIDS guidance and anti-violence education to leadership training and education on substance abuse. • The Dreamfields Project: Dreamfields is a non-profit organisation, set up in 2007 with BHP Billiton and Old Mutual as founding partners to get as many school children as possible playing the game and growing their dreams through soccer. It provides schools with DreamBags containing football kit for 15 players, and staging DreamEvent tournaments. More than 200 teams in the Western Cape now have DreamBags and the work continues as Dreamfields builds on this investment to create DreamLeagues in schools, where children play soccer week in and week out. • Street Football Programme: promoted football skills through street soccer and integrated marginalized youth – it was later moved to schools in another form. • Western Cape ambassadors: The Ambassadors promoted the tournament through a range of appearances at events, as well as through football development by conducting coaching clinics. They presented motivational talks to young people and built anticipation towards the 2010 FWC. Most importantly, they served as role models to a range of communities while promoting football and sport in general. • Playground Football Challenge – integrated through sports children from 32 schools • My 2010 School Adventure Programme: Local schools participated in a mini World Cup which brought many youngsters together. The competition helped to generate knowledge as schools adopted a country and learned about the history and context of different countries. • National Symbols Programme: A poster was developed with all the national symbols (the blue crane, the Protea, the National flag, National anthem, etc.). This was sent to schools through the playground football programme and now schools are using it to talk about national symbols and to encourage children to sing and feel close to the National Anthem and other symbols.

DEPARTMENT/ INSTITUTION	PROJECTS AND PROGRAMMES
	<p data-bbox="495 161 965 185"><i>Public Policy and Institutional strengthening</i></p> <p data-bbox="495 220 1877 304">As the report from the provincial government explains, <i>'The 2010 FWC has enabled politicians and officials to reinterpret 'co-operative governance' through tangible experience, not only as a necessity of the democratic process, but also as the key to development and long term success.'</i></p> <ul data-bbox="539 339 1877 884" style="list-style-type: none"> • Strategic Sport and Recreation Facilities Framework improves usage of sport facilities in local areas, minimises facilities capital expenditure and ensures optimal use of such facilities. The project also aims to build capacity amongst public servants ensuring that the practitioners in local and provincial government develop basic GIS skills and understand the value of efficient knowledge management systems and how they strategically influence local forward planning and delivery of useful facilities in communities. • A Standards and Guidelines Document on Sport and Recreation Facilities is being developed in partnership with both national and local government and reports on the size, location and number of facilities. Data is being compiled into a Geographical Information System (GIS) as a scientific tool to determine the need for future facility upgrades and developments to improve facility planning at national, provincial and local levels. • Government Departments: Dedicated structures were established for the World Cup between officials across PGWC departments: Key Provincial Government Departments including Treasury, Cultural Affairs and Sport, Economic Development and Tourism, Transport, Community Safety, Health and the South African Police Service (SAPS). Over time members of the Technical Steering Committee (TSC) built a level of trust and the TSC became an important node of information and response. • Cape Media Services was formed to assist media to report fairly and effectively on the region and to give assistance with contacts for the rest of the country. It provided a common platform for public sector agencies to interact and to share information. Established for the 2010 WC, it will continue to collaborate for future events. It creates a space where single messaging and consistency of engagement with the foreign press could be regularly discussed. <p data-bbox="495 919 689 943"><i>Skills development</i></p> <ul data-bbox="539 948 1877 1190" style="list-style-type: none"> • Some companies developed training programmes that are still in place. Skills developed are seemingly resulting in higher income and better opportunities. • Sports training: 1000 youth coached, 140 Referees trained, 200 coaches trained • Fanjols: In June 2009 the first 99 were trained to work in the pilot FanJol held in Plettenberg Bay, with a further 315 trained for the World Cup FanJols. Volunteers received the same training and stipends as FIFA volunteers, and are now equipped with essential skills which should assist them with future employment. • For the 2010 FIFA World Cup, ICESD trained 150 sport leaders in conflict transformation and leadership for Cape Town's 2010 Sport Leadership Programme, which gives youth leaders skills to build their communities.

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	<p><i>Knowledge and Awareness legacy</i></p> <ul style="list-style-type: none"> • Universities: Four universities collaborated in research and provided their facilities during the WC for the promotion of environmental awareness (e.g. drinking tap rather than bottled water) and the prevention of trafficking of children and women through awareness and targeted action. • The Interdisciplinary Centre of Excellence for Sport Science and Development (ICESSD): The centre is based at the University of the Western Cape (UWC) and was launched just before the 2010 FWC. ICESSD is supported by the United Nations' Advisor on Sport for Development and Peace. ICESSD is Africa's first tertiary centre to promote sport for social change, advancing sport's capacity to improve the health and well-being of disadvantaged communities. By using research, teaching, community engagement and new technologies to advance sport as a tool for development, ICESSD brings together sports, health sciences and community development. It provides accredited short courses in the field of sport and community development, leadership, social transformation and peace building as well as participatory techniques in evaluation and action-research.
City of Cape Town	<p>TANGIBLE LEGACIES</p> <p>Physical infrastructure</p> <ul style="list-style-type: none"> • Construction of the Green Point Stadium • Improvement of the Athlone Stadium • Fast-tracking of the Integrated Rapid Transport (IRT) system. New public transport operational services for the city and improved management of transport systems. Includes the My Citi Bus shuttle service to airport and an integrated rail system. The city now has 42 modern buses which are currently running on the airport service and shortly they are going to be commencing the West Coast City and inner city service. • Development and improvement of non-motorized transport. Major improvement in pedestrian and cycle network, provision of separate dedicated facilities and bridges at dangerous crossings. • Upgrading of train station • Road improvement: Hospital bend Project • Improved and new ITC technology • The Urban Park • Eight new hotels were built in the Cape Town area • Grand parade improvement: The Fan Fest raised the bar for events to be hosted at this unique location - the space has been transformed into a multi-functional area capable of accommodating a variety of sporting events, music festivals, concerts, military tattoos, food and other festivals in future.

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	<ul style="list-style-type: none"> • Energy and Climate Change: Estimation of carbon footprint, Carbon mitigation projects (Fan walks offer a non-motorized transport route and public transport infrastructure to reduce carbon emission). Installation of energy-efficient technologies (the retro-fitting of lighting and environmentally friendly technologies in the stadiums). Solar energy technology: 420 solar water heaters in the Darling area. Resources partly came from carbon mitigation funds from the Danish government (DANIDA). • Water Conservation: Identification and use of alternative sources of water. Installation of water-saving devices in stadia and training venues. Public fountains to promote use of tap water instead of bottled • Integrated waste management: the city invested in recycling in all the 2010 venues in Cape Town. At the Stadium, at the Green Point Park, along the fan walk and in the CBD the recycling bins remain. Also, the city invested in two legacy projects: two mini recycling and sorting facilities called Mini Murfs which are multi-use recycling facilities. They are located in Sea Point and in Zonnerbloem. Recycling drop-off centres in the CBD and in Atlantic Seaboard
	<p>ENVIRONMENTAL LEGACIES</p> <ul style="list-style-type: none"> • Transport, mobility and access: New bicycle and pedestrian facilities, more public transport infrastructure. The city has a big non-motorized program, rolling-out infrastructure not only in the city centre but also other parts of the city to make sure people can walk safely from their homes to shops and to promote cycling. Some of the new infrastructure includes a dedicated cycle route. It is expected that it will have a significant change to the way people commute. • Landscaping and bio-diversity: Green Point Urban Park, indigenous gardening training programme for Green Point Urban Park staff, Biodiversity showcase, and tree planting around the city. • Green Building and Sustainable lifestyles: Cape Town Green Map, Soccer and environment education poster and guide, anti-littering and waste recycling campaigns, 'Drink tap water' campaign, overall greening of events. The city implemented and carried forward projects around awareness raising and behavioural change (awareness of scarce resources like energy and water, reduce waste through recycling, use public transport and non-motorized transport, promote responsible tourism). • Responsible Tourism: In terms of sustainable tourism, the city of Cape Town and Province worked together. There is now a pilot project called 'green stay SA' where they are working with the accommodation sector on a grading system for green establishments or for establishments to show how green they are. The criteria for 'GreenStay SA' is actually forwarded to National government and is considered in the National greening standards for accommodation. • Training in the tourism sector about the responsible tourism principles create awareness through a code of conduct which was developed. Environmental accreditation system for accommodation sector: GreenStay SA. • City Beautification: The city beautification program in Cape Town took a very deliberate line not to buy a lot of branding which celebrated the city's hosting of the event. The decision was rather to invest in landscaping and trees, paving and upgrading of public spaces and road verges and the implementation of additional public lighting. • Behaviour change and awareness programs: these legacies are investments in people and aimed at transforming the way that people relate to the environment.

NON-GOVERNMENTAL STAKEHOLDERS

DEPARTMENT/ INSTITUTION	PROJECTS AND PROGRAMMES
Cape Craft and Design Institute	<p>INTANGIBLE LEGACIES</p> <p>The overall legacies left by the CCDI Programme in collaboration with government and other stakeholders was shifts in marketing approach, developments in systems and products, the adoption of product development methodologies, and the increasing potential for networks to impact positively on the functioning of enterprises.</p> <p>ECONOMIC LEGACIES</p> <ul style="list-style-type: none"> • Market Access: The Market Access programme concentrated on exploiting all possible market access opportunities inherent in the World Cup event. In addition, working closely with the City of Cape Town 2010 Unit and with the CCDI Rural Outreach Officer it succeeded in reaching out to a wider group of craft producers both within the Metropole and in the regions of the Province, introducing them to the support services that the Institute offers. Craft producers participated in 24 events, representing 1,083 market access opportunities (many participated in more than one event). • Revenue: Craft producers generated revenue that amounted to R 3,099,927, of which 56.6% is accounted for by reported orders after the event. 19.8% was generated at World Cup events, and 17.6% was generated through the CCDI's Order Facilitation Service. Also, the FanFest Collective Shop is apparently resulting in a small increase of orders after the event. 17% of producers participating in the FanFest Collective Shop indicated that they had received orders to the value of R48, 270, and a further 19% reported orders but without attaching a value. • Product Development: A considerable amount of new products were developed directly related to both the World Cup and to tourist sites in the province. All of these are likely to develop longer-term markets. • Producers were introduced to methodologies involving the development of creative concepts applicable to product and the identification of target markets which will enable them to develop future product ranges in response to changing circumstances. 262 new products were developed. Of these, 69% were soccer related, 27% were products of place and 4% were custom-made products. 90 craft producers were involved in the new product development process. Many of these new products have longevity beyond the FWC. <p><i>Skills development</i></p> <ul style="list-style-type: none"> • The 2010 World Cup served as a catalyst to arouse interest in craft producers across the regions of the Western Cape province in the support services, in particular training. A total of 290 craft producers were present at the 2010 presentations and this represents a significant number being exposed to the support programmes that the CCDI has to offer. 128 craft producers were added to the database. • Exposure of producers to new markets: The total numbers of craft producers who participated in the FanFest Collective Shop was 151, with 71 participating in both the shop and individual stands. The collective shop proved a greater selling opportunity, probably due to superior merchandising and styling and the display of a concentrated variety of products into a single area. The presence of the collective shop also provided an opportunity to model a professional approach to delivery, recording, packaging stock, merchandising and training producers in these aspects.

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	<ul style="list-style-type: none"> • Networking and experience: Despite poor sales, the overwhelming majority felt they had derived great benefit in terms of establishing networks, sharing experiences, testing products, exposure, being part of the event, and the satisfaction at operating within a professionally organised and styled environment. • In terms of information and training programmes, 33 workshops were delivered in 6 regions and 15 towns. The rural workshops represented 48% of the total. Of the 408 participants, 71% were situated in rural areas. • The creativity workshops now form part of the standard training offerings of the Institute and have already demonstrated that they impact on product development and craft producers' self-confidence. • Business Development training: A new programme of one-day Business Readiness workshops has been developed. This provides for more flexible delivery of training in a way that allows craft producers to fit the modules into their own production programme. A total of 59 craft producers were exposed to the Business Readiness programme during the run up to the World Cup. • The pool of service providers was broadened which will improve future capacity in both the training and product development areas. • A team of individuals with specialised skills has been developed; they will participate in the implementation of future market access events. A direct employment opportunity has thus been created. A total of 25 individuals received sales training. • The Winter School programme now allows for the development of focused modules based on current events. This allows for a more flexible presentation of training. A total of 38 craft producers participated in the Winter School modules. <p><i>Institutional legacy</i></p> <ul style="list-style-type: none"> • Institutional Collaboration and Partnerships: The World Cup also served to bring a wide range of service providers (municipalities, Red Door, SEDA, municipal Tourism Offices, Local Economic Development Officers, Arts and Culture officials, etc.) into a more active and participatory relationship with CCDI, promising great potential for the expansion of appropriate support services to the regions. A constructive relationship was established with the City of Cape Town Arts & Culture division and this bodes well for future collaborations. • Growth in craft producer participation and in awareness of the CCDI as an important resource. Craft producers have been exposed to a methodology for new product development. A number of important lessons were drawn from the exercise and will be followed up in future events organisation. <p><i>Knowledge legacy</i></p> <ul style="list-style-type: none"> • New knowledge on World Cup market: There was little information available internationally to understand the purchasing patterns of the target market outside of the areas of official football memorabilia, beyond analysing fan behaviour to serve as guidelines. CCDI can assist by providing a rigorous analysis which can be available internationally via reputable journals for future mega-event organisers.

DEPARTMENT/ INSTITUTION	PROJECTS AND PROGRAMMES
Street Football World	<p>TANGIBLE AND INTANGIBLE LEGACIES</p> <p>'The 20 Centres for 2010': This is the official campaign of the 2010 FIFA World Cup. Five will be located in South Africa. So far two are in operation. (See above for more detailed information)</p> <ul style="list-style-type: none"> • South Africa: Mogalakwena, Mokopane <ul style="list-style-type: none"> ▪ Centre Host: South African Red Cross Society (Mokopane Branch) ▪ Focus: Supporting social service and youth development programmes, peer education, public health, volunteer counselling and testing, and first aid. • South Africa: Khayelitsha, Cape Town <ul style="list-style-type: none"> ▪ Centre Host: Grassroots Soccer ▪ Focus: Using football-based programmes to educate on HIV/AIDS awareness and prevention as well as on how to lead healthy lives.