



# 6<sup>th</sup> Annual Service Delivery Learning Academy

**2010 FIFA WORLD CUP PROJECT**

August 2007





# Outline...

- Overview...
- Organizational Structure...
- Intergovernmental Co-ordination...
- Principles for Implementation Model...
- Delivery Model and Management "Tool"...
- Funding Contribution "Tool"...
- Lessons Learned So Far...



# Overview...

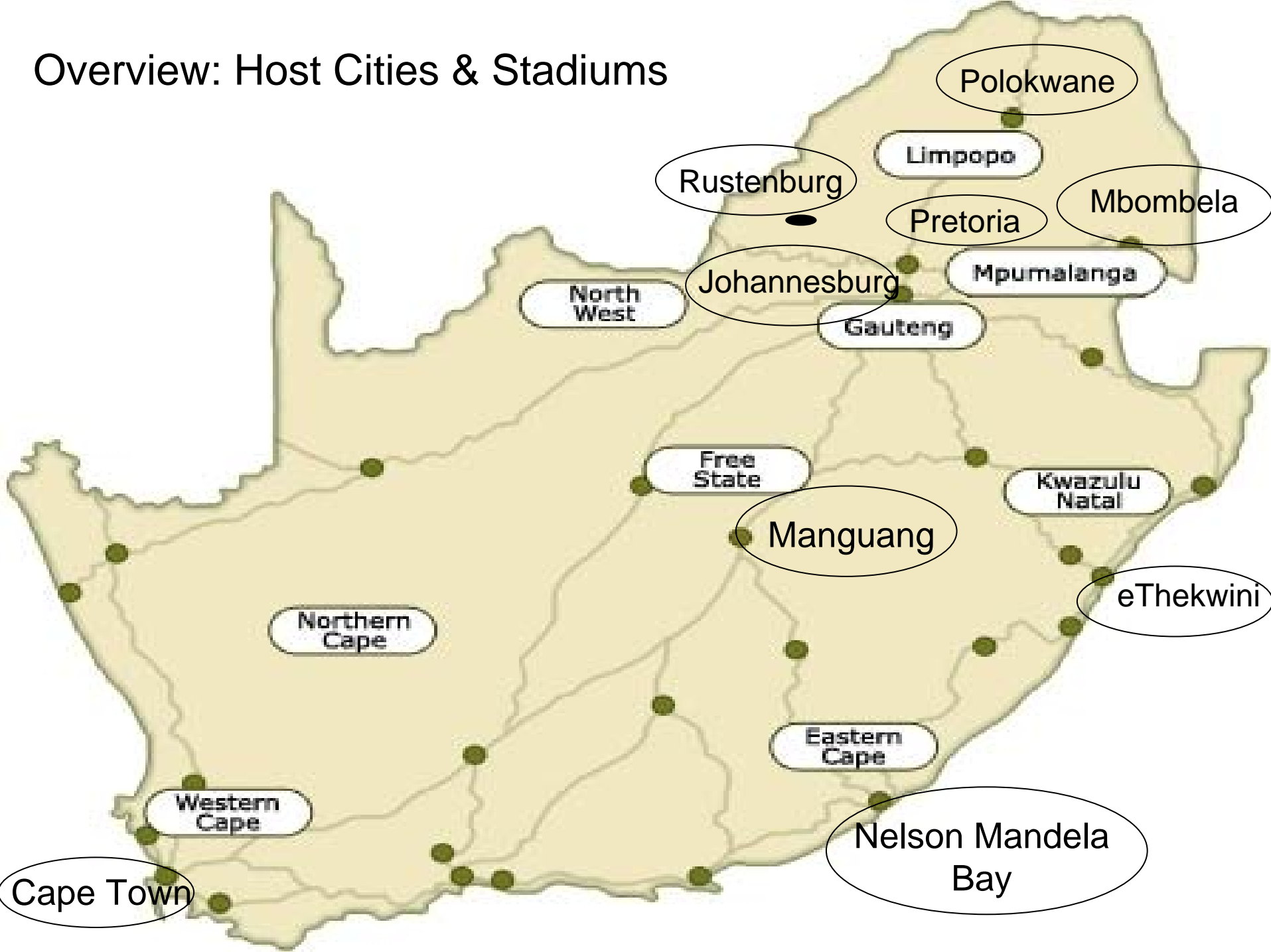
## South Africa is a Stage:

- The continent is the theatre...
- The continent must see and experience the event...

## Deliver a World Class Event:

- The execution must reflect excellence through:
  - Sport...
  - Arts, culture & tourism...
  - Showcasing our unique history...
  - Showcasing our heritage...

# Overview: Host Cities & Stadiums





# 2010 FIFA World Cup Organizational Structure...

**2010 Organizing  
Committee BOARD  
(Chaired by Dr I Khoza)**

**Ministers as Board  
Members of the 2010  
Organizing Committee**

**Inter-Ministerial  
Committee (Chaired  
by Deputy President)**

**OC CEO**

**OC SUB- COMMITTEES &  
WORKSTREAMS  
STADIUMS**

**INFRASTRUCTURE  
SAFETY & SECURITY**

**MEDIA &  
COMMUNICATION**

**TECHNICAL  
COORDINATING  
COMMITTEE (Chaired by  
the Deputy Minister of  
Finance)**

**DG WC Unit 2010 –  
Department of Sports &  
Recreation**

**Director- Generals of  
Line Departments**



## Intergovernmental Co-ordination Link...

### Responsibilities of National 2010 FIFA World Cup Delivery Unit...

- Work with 2010 Organizing Committee...
- Work with line Departments detail projects, deadlines & schedules...
- Harmonization of projects...
- Communication...
- Report progress and decisions...



## Intergovernmental Co-ordination...

### Responsibilities of 2010 Organizing Committee...

- Deliver the FIFA World Cup competition in South Africa in 2010 according to FIFA specifications and requirements...
- Work with National Government and Host Cities to implement projects ensuring specifications/requirements are met...





## Intergovernmental Co-ordination...

### Responsibilities of National Government Departments...

- A number of National Departments signed guarantees. Responsibility to execute projects to ensure compliance...





## Intergovernmental Co-ordination...

### Responsibilities of Provincial Government Departments...

- Provincial Departments did not sign guarantees.
- Four functions are provincial competencies (transport, health, sport and recreation, tourism) are key to hosting a successful event.
- Provincial Departments involved in 2010 integrate work plans into their respective National Department and Host City plans.



# Intergovernmental Co-ordination...

## Responsibilities of Host Cities...

- Host Cities signed agreement with FIFA/LOC.
- Agreement outlines the responsibilities of the Host City:
  - Provision of LOC/FIFA Project Offices
  - Stadium and Training Grounds
  - Reporting and Taxes, Customs and Entry Requirements
  - Safety and Security
  - Transportation and Airports
  - Environmental Protection
  - Commercial Display and Exclusion Zones
  - FIFA Fan Park and FIFA Public Viewing
  - Host City Advertising and Rights Protection Program
  - Retail Opening Hours and Regulation of Entertainment
  - City Services and City Beautification



# Principles for Delivery Model...

- The event takes place in nine Host Cities (not in the National or Provincial Spheres of Government)...
- A DEADLINE has been set...
- Streamlined:
  - Communication...
  - Structure to eliminate organizational “clutter” and hierarchal tiers...
  - Reporting...
  - Decision-making...
  - Funding to the point of project delivery...
  - Political “gymnastics”...



## Delivery Model...

- To deliver the 2010 FIFA World Cup a project based model has been adopted.
- To implement the overall 2010 project a myriad of sub-projects have been defined, procured, deadlines determined and are currently being implemented.



# Management “Tool”

- Project classification framework applied...
- Critical path developed for each project...
- Deadlines for each project determined...
- Benefits of approach are:
  - Harmonize implementation schedules and information sharing across all institutions...
  - Information used for tracking implementation, presentation to political leaders, decision-makers and to citizens...



# Management “Tool” ...

- Project 1: Stadiums
- Project 2: Stadium Precinct
- Project 3: Transport (fixed and commuter)
- Project 4: Training Venues
- Project 5: Fan Parks
- Project 6: Supporting Infrastructure, Utilities
- Project 7: ICT and Host Broadcast Centre
- Project 8: Accommodation
- Project 9: Tourism
- Project 10: Marketing, Investment Promotion Communication, Signage
- Project 11: City Beautification
- Project 12: Health
- Project 13: Disaster Management
- Project 14: FIFA Events and Competitions (Confederations Cup & FIFA World Cup)



# Management “Tool” ...

- Project 16: Volunteer Program
- Project 17: Environmental Rehabilitation
- Project 18: Waste Management
- Project 15: Safety and Security, Justice and Bye-Laws
- Project 19: Business Closure during Event
- Project 20: Protocol and Ports of Entry Matters
- Project 21: Government Communication, Legacy, Hosting Strategy & Cultural Activities
- Project 22: Support Projects (Procurement, Tickets, Capacity Building, Stadium Commissioning, Revenue Services/Tax Free Bubble Management)
- Project 23: Overall Co-ordination & Reporting (IMC)
- Project 24: 2010 FIFA World Cup Finance





## Funding Contribution “Tool”...

- National Government disbursing funds (using conditional grant mechanism and/or national department budget) directly to the point of delivery...
- This eliminates unnecessary “organizational clutter”...
- Easier to monitor expenditure against agreed project plans...



## Lessons Learned So Far...

### Implement Management by Deadline...

- Set deadlines for completion of work (e.g. houses to be built on a specific piece of land by a date etc).
- Utilize project management “tools” (Gantt charts, cash flow, resource allocation etc) to ensure deadlines are achieved.
- Determine risks and mitigation measures.

### Organizational Matters

- Eliminate “organizational clutter”...

### Funding

- Disburse funds directly to the point of delivery...



## Lessons Learned So Far...

### Performance Management

- Implement performance management for all parties based on achievement of deadlines...

### Monitoring

- Implement uncomplicated monitoring systems that monitor approved Gantt Chart, milestones, critical path dates against actual.
- Answer the question: Are we on program??



## Lessons Learned So Far...

### 2010 FIFA World Cup Project:

- Has focused the minds of all...
- Has fixed deadlines (these can not move – no role-over is allowed)...
- Has enabled a management by deadline approach to be used...
- Has focused the agenda of meetings. Four questions are asked at meetings:
  - Are we on program?
  - Is the “cash burn rate” in line with program?
  - What are the risks and mitigation measures going forward?
  - Will we complete the work before the deadline?



Thank you...

Can lessons learned on  
2010 FIFA World Cup Project  
be used  
for service delivery improvement?