

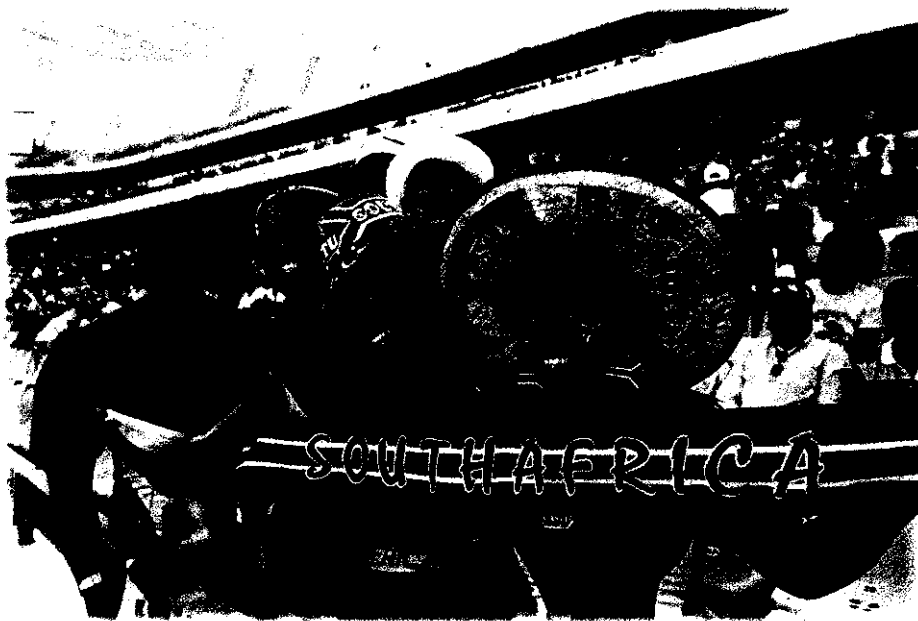
ANNEXURE TO ITEM  
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# CAF AFRICAN NATIONS CHAMPIONSHIPS 2014

## HOST CITY: CAPE TOWN

### POST EVENT REPORT

#### DEC 2014

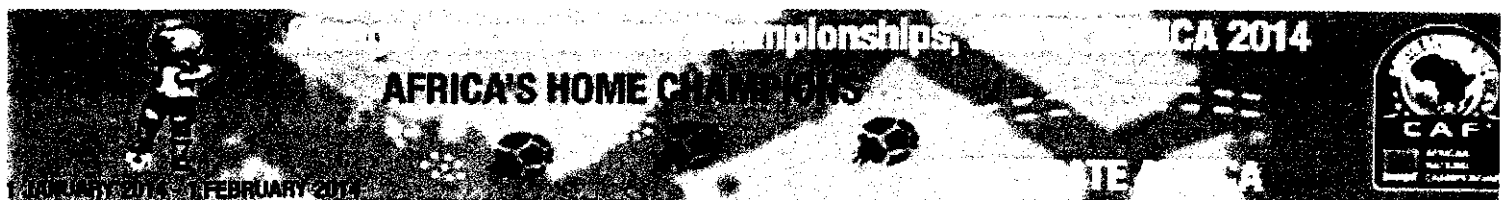


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Annexure 1: Event Public Relations Summary

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**Executive Summary**

The City of Cape Town proudly hosted of the 2014 CAF African Nations Championship which took place from 11 January to 1 February 2014.

Cape Town hosted 10 teams and 16 Matches including the Opening, Quarter-final matches and Closing matches.

The iconic Cape Town Stadium was the perfect stage for Group A matches which included the home team South Africa (Bafana Bafana). The Athlone Stadium hosted Group B matches on its newly upgraded picture perfect pitch, in order to host group B matches.

The fans who attended the Tournament set the scene for Cape Town being the given an accolade as Host City of the Tournament. This could not have been accomplished without the dedicated work of the various project teams and safety and security services.

All the tournament requirements were delivered on-time and within budget. The estimated cost of hosting the CHAN Tournament in Cape Town was R48 Million; the Operational Grant provided to the Host City was R63 Million.

South Africa and Cape Town once again showcased its expertise in hosting major events.

## 1. INTRODUCTION

The CAF African Nations Championship was successfully hosted in Cape Town, Mangaung and Polokwane from 11 January to 1 February. Libya was crowned the winners on 1 February 2014 at the Cape Town Stadium, in front of a crowd of 16 500 people, after a hard-fought battle against Ghana in the final.

The Tournament organisation received the stamp of approval from Confederation of African Football (CAF), secretary general, Hisham El Amrani. The CEO of the Local Organising Committee, Mr. Mvuso Mbebe is also quoted as hailing the Tournament organisation as a resounding success.

The tournament success was attributed to the teams, the fans and the venues. Cape Town was informally announced as the **Host City of the Tournament** by the City Press in an article published in the paper on 2 February 2014. The accolade was accompanied by the following quote: *"With its diverse population, the city embraced the tournament and proved that it was wrong to leave it out of the Afcon. Capetownians deserve more Bafana games"*.

Hosting of the CHAN is part of the country's commitment to host the 2013 African Cup of Nations which was hosted in South Africa in January 2013. The project was supported by all three spheres of government. Council approved the hosting of the tournament, together with the Host City Agreement and the Operational plan on 30 October 2013.

The purpose of this report is to report on the implementation of the Host City obligations as defined in the Host City Agreement and Operational Plan and also to review the successes and areas of improvement for the hosting of international sporting events in the future.

Cape Town hosted the following matches and events:

<b>Date</b>	<b>Event</b>	<b>Venue</b>
<b>5 Nov 2014</b>	Raising of the Flag Ceremony	CTICC
<b>16 Dec 2014</b>	25 day Countdown event	Cape Town Stadium Forecourt
<b>11 Jan 2014</b>	Opening Ceremony South Africa vs. Mozambique Mali vs. Nigeria	Cape Town Stadium
<b>12 Jan 2014</b>	Zimbabwe vs. Morocco Uganda vs. Burkina Faso	Athlone Stadium
<b>15 Jan 2014</b>	South Africa vs. Mali Nigeria vs. Mozambique	Cape Town Stadium
<b>16 Jan 2014</b>	Zimbabwe vs. Uganda Morocco vs. Burkina Faso	Athlone Stadium
<b>19 Jan 2014</b>	Nigeria vs. south Africa Mozambique vs. Mali	Cape Town Stadium Athlone Stadium
<b>20 Jan 2014</b>	Burkina Faso vs. Zimbabwe Morocco vs. Uganda	Cape Town Stadium Athlone Stadium
<b>25 Jan 2014</b>	Libya vs. Zimbabwe Ghana vs. Nigeria	Cape Town Stadium
<b>31 Jan 2014</b>	CAF Dinner	V&A Waterfront
<b>1 Feb 2014</b>	Closing Ceremony Nigeria vs. Zimbabwe Libya vs. Ghana (final)	Cape Town Stadium

**2. TOURNAMENT BY NUMBERS**

<b>2</b>	Match Venues
<b>5</b>	Training Venues
<b>10</b>	Teams hosted in Cape Town
<b>16</b>	Participating teams in the Tournament
<b>8</b>	Match days in Cape Town
<b>113 163</b>	Spectators through the turnstiles at Cape Town Stadium
<b>15 407</b>	Spectators counted at Athlone Stadium
<b>R63 million</b>	Operational Grant
<b>R54 253 487.79</b>	Approximate amount spend on the Tournament
<b>R8 746 512.21</b>	Approximate amount saved
<b>R2 Million</b>	City's contribution to Opening and Closing Ceremonies
<b>R6 Million</b>	Value of the City contribution to upgrades at training Venues
<b>61</b>	Editorial Clippings valued at R3 462 363 (advertising value)
<b>71</b>	Broadcast Clippings valued at R12 161 403 (advertising value)
<b>54</b>	On-line Clippings valued at R4 200 444 (advertising value)
<b>11</b>	Pro-active media releases
<b>3</b>	Pro-active social media releases
<b>167</b>	Flags around the City Area
<b>2 000</b>	A1 Street poster for each of three marketing phases
<b>60 000</b>	A5 flyers printer over various phases of the Tournament.
<b>22</b>	Player Escorts
<b>60</b>	Children in the Youth Program (including Player escorts)
<b>500</b>	Volunteers reported for duty
<b>600</b>	Volunteers were trained and recruited
<b>164</b>	Approximate deployment of volunteers per day
<b>1600</b>	VVIP's and VIP at Cape Town Stadium
<b>800</b>	VVIP's and VIP at Athlone Stadium
<b>250</b>	Media Tribune capacity at Cape Town Stadium
<b>75</b>	Media Tribune capacity at Athlone Stadium
<b>7</b>	Printers deployed
<b>20</b>	Rental Laptops
<b>60</b>	Two Way radio's
<b>46</b>	TV Monitors in the two Media Tribunes
<b>42</b>	Vehicles and Busses hired
<b>78</b>	Law Enforcement Officers deployed
<b>715</b>	Traffic Officers Deployed
<b>5 per match day</b>	Fire Services
<b>74</b>	Companies benefitted from the procurement program

## 3. PROJECT TIME LINE

<b>4 May 2012</b>	Cabinet announces AFCON 2013 and CHAN 2014 Host Cities.
<b>March 2013</b>	DORA allocations
<b>26 May 2013</b>	The Budget was approved accordingly, Council resolution SPC 03/08/13.
<b>12 &amp; 13 June 2013</b>	1st CHAN site meeting by LOC
<b>29 July 2013</b>	CHAN is launched by the LOC in Johannesburg
<b>1 August 2013</b>	CHAN Training site visit by the LOC
<b>4 September 2013</b>	CHAN meeting at Sports and Recreation SA to discuss issues with the draft Host City Agreement
<b>18 September 2013</b>	CHAN 2014 Final Draw in Cairo
<b>30 September 2013</b>	CHAN Budget and Roles and Responsibilities meeting at Sports and Recreation SA
<b>1 October 2013</b>	CHAN Inter-governmental meeting
<b>7 October 2013</b>	Team Workshop
<b>8 October 2013</b>	CHAN Raising the Flag Ceremony – LOC Offices in Johannesburg
<b>14 October 2013</b>	LOC agree to Host City Agreement and Budget
<b>30 October 2013</b>	Council Approval of Host City Agreement, Operational Plan and Budget; Resolution
<b>5 November 2013</b>	Raising of the Flag Ceremony and Press Conference – Cape Town
<b>11 December 2013 – 8 February</b>	Exclusive Use Period
<b>9 December 2013</b>	CHAN Deviation Report to BAC Resolution SCMB 76/12/13
<b>3 January 2014</b>	Bafana Bafana arrive in Cape Town
<b>4 January 2014</b>	Bafana Bafana Press Conference at Cape Town stadium
<b>8 January 2014</b>	Accreditation Centre's are Operational
<b>9 January 2014</b>	Operational Grant Payment in made
<b>11 January 2014 – 1 February 2014</b>	Tournament Operations
<b>25 March 2014</b>	CHAN Deviation Report to BAC Resolution SMCB
<b>April 2014</b>	Project Closure

#### 4. HOST CITY RESPONSIBILITIES

In terms of the Operational Plan, the City of Cape Town was responsible for delivery of venues, goods and services to the Tournament. All requirements outlined in the plan were delivered on time and within the available budget. The table below outlines all the projects and items delivered:

PROJECT	Sub-Projects	Status
<b>Provision of Stadia &amp; Training Venues</b>	- Venue & Space Provision: Cape Town Stadium, Athlone Stadium, Green point FC, Hartleyvale, Langa, NY49 and Hottentot Holland High School (Referees Training Ground)	Delivered
	- Equipment and venue services at Training Venues	Delivered
	- Equipment and venue support, HVAC, Lifts, Pitch Maintenance and standby services at Cape Town and Athlone Stadium	Delivered
<b>Accommodation</b>	- Team Accommodation at De Waal Park HI, Nelson Mandela Boulevard HI, Cape Sun and Newlands HI	Delivered
	- Referees Accommodation at NH Lord Charles Somerset Hotel	Delivered
	- CAF staff Accommodation at Waterfront Holiday Inn	Delivered
	- CAF/LOC Head-quarters at CTICC	Delivered
<b>Transport</b>	- Tournament Transport Provision of 8 x 44 seater luxury Busses for Teams	Delivered
	- Tournament Transport Provision of Panel vans and sedans for teams, referees and CAF Staff 34 vehicles	Delivered
	- Transport Management Plan My Citi Bus Service	Delivered
	- Transport Management Plan Fencing to support Road Closures	Delivered
	- Transport Management Plan Temporary Road Signage	Delivered
	- Transport Management Plan Park and Ride Facility (Hout Bay)	Delivered
	- Team Air-Travel The item is not in the Operational Plan	Delivered Procured from the LOC as per the Host City Agreement
<b>Safety and Security</b>	- Security Companies Appointed Cape Town Stadium Athlone Stadium Training Venues Head Quarters & Hotels	Delivered
	- Metro police - Disaster Risk Management	Delivered

	<ul style="list-style-type: none"> <li>- Law Enforcement</li> <li>- Traffic Services</li> <li>- Fire and Rescue</li> <li>- Waste Management</li> <li>- Emergency Medical Services</li> </ul>	
	<ul style="list-style-type: none"> <li>- Accreditation Centre Venue</li> <li>- Accreditation Centre IT Connectivity</li> <li>- Accreditation Centre Consumables</li> </ul>	Delivered
	<ul style="list-style-type: none"> <li>- VIP Accreditation Centre</li> </ul>	Delivered
<b>Equipment Requirements</b>	<ul style="list-style-type: none"> <li>- Overlay Projects               <ul style="list-style-type: none"> <li>o Furniture at Athlone</li> <li>o Furniture at Cape Town stadium</li> <li>o Containers for the Log points</li> <li>o Fencing, Toilets and Generators for the Log points</li> <li>o TV Monitors and points for Media Tribune</li> <li>o PA Systems for Press Conference Rooms</li> </ul> </li> </ul>	Delivered
	<ul style="list-style-type: none"> <li>- Athlone Stadium Capital Upgrades               <ul style="list-style-type: none"> <li>o Wireless IT Networks</li> <li>o PA System (Athlone)</li> <li>o Wall Brackets</li> <li>o Civic Works</li> <li>o Floodlight Upgrades</li> <li>o Media Desks</li> </ul> </li> </ul>	Delivered
	<ul style="list-style-type: none"> <li>- IT Capital Upgrades               <ul style="list-style-type: none"> <li>o Printers for the Tournament</li> <li>o Network at Green point Track (Accreditation Centre)</li> <li>o Civils Work</li> <li>o Fibre work</li> </ul> </li> </ul>	Delivered
	<ul style="list-style-type: none"> <li>- IT Operations               <ul style="list-style-type: none"> <li>o Hire of 20 Laptops</li> <li>o Match day support for networks and printers</li> <li>o MTN fees</li> </ul> </li> </ul>	Delivered
	<ul style="list-style-type: none"> <li>- Broadcast Generators (2 per stadium)</li> </ul>	Delivered
	<ul style="list-style-type: none"> <li>- 60 Two Way Radio's</li> </ul>	Delivered
		<ul style="list-style-type: none"> <li>- Youth Program (60 children)</li> </ul>
	<ul style="list-style-type: none"> <li>- Volunteer Program (600 Volunteers)</li> </ul>	Delivered
<b>VIP Hospitality &amp; Catering</b>	<ul style="list-style-type: none"> <li>- VIP Hospitality Cape Town and Athlone Stadium</li> </ul>	Delivered



	<ul style="list-style-type: none"> <li>- Staff catering at Cape Town and Athlone Stadia</li> <li>- Volunteer catering at Cape Town and Athlone Stadia</li> </ul>	
<b>Marketing Initiatives</b>	- Tournament Branding (Stadium wrapping)	Procured from LOC as per Host City Agreement
	<ul style="list-style-type: none"> <li>- 25 Day Countdown Event (16 December)</li> <li>- CAF Official Dinner – Provision of Entertainment</li> <li>- CAF promotion at City Events (Festive Lights, Minstrels and World Design Capital)</li> <li>- Promotions at football matches</li> </ul>	Delivered
	- Ceremonies	Procured from the LOC as per the Host City Agreement
	- City initiatives (Match day Entertainment)	Not delivered
	<ul style="list-style-type: none"> <li>- Marketing Program delivered over three phases:</li> <li>- 5 Nov – 31 Dec 2013</li> <li>- 1 Jan – 22 Jan 2014</li> <li>- 23 Jan – 1 Feb 2014</li> </ul>	Delivered
	- Press conferences (5 Nov & 3 Jan)	Delivered
	- Host city beautification and protocol routes: Street Pole Flags production & installation	Delivered
	- Poster Production and Installation	Delivered
	- Design and placement of Adverts	Delivered
	- Design, production of flyers	Delivered
	- Live Radio Reads	Delivered
	- Appointment of company to install stadium branding	Delivered
	- Ticket promotions in print and radio	Delivered
	- Appointment and coordination of Takuma and his dancers	Delivered
	- Public Mobilisation: Appointment of a service provider to conduct 20 Road Shows	Delivered
	- Youth Program Competition on Radio	Delivered
	- Youth Program Room fit out of opening and closing matches	Delivered
	- Drafting of Press Releases, Statements, Social Media and Syndication of Press	Delivered
	- Mass Mobilisation: Coordinated community groups who would use the free tickets to attend matches at the stadium.	Delivered (City received between about 2500 tickets for matches at Cape Town Stadium and 1500 for Athlone).
	- Tourism Initiatives	Delivered

	<ul style="list-style-type: none"> <li>○ Referees visit to Table Mountain</li> <li>○ CAF Staff visit to Table Mountain and Robben Island</li> </ul>	
<b>General</b>	<ul style="list-style-type: none"> <li>- Competitions requirements not previously briefed <ul style="list-style-type: none"> <li>○ Fridges for the competitions area</li> <li>○ Towels for the Competitions Area</li> </ul> </li> <li>- Insurance</li> <li>- Host City Video</li> <li>- CHAN Final Draw</li> <li>- Attendance at meetings</li> <li>- Courier charges</li> </ul>	Delivered

## 5. MATCH DAY ATTENDANCE

Below are tables with the match day attendance at Cape Town and Athlone Stadia. Attendance peaked on 19 January at Cape Town stadium for the South Africa vs. Nigeria match but tapered out after the home team was eliminated from the Competition.

### Cape Town Stadium

Match Day	Tickets Sold	Complementary	Total Issued	Turnstiles	Projected (Ops Plan)
11-Jan	7323	19189	26512	25323	55000
15-Jan	1519	18210	19729	15807	38000
19-Jan	19964	18216	38200	36130	38000
20-Jan	269	23130	23399	2961	23000
25-Jan	4370	21025	25395	16376	55000
01-Feb	5255	21025	26280	16566	55000
<b>TOTAL</b>	<b>38700</b>	<b>120795</b>	<b>159515</b>	<b>113163</b>	<b>264000</b>

### Athlone Stadium

Match Day	Tickets Sold	Complementary	Total Issued	Counter	Projected (Ops Plan)
12-Jan	989	12410	13399	4500	12000
16-Jan	913	12878	13791	3000	10000
19-Jan	42	12878	12920	2500	5000
20-Jan	1090	12880	13970	5407	10000
<b>TOTAL</b>	<b>3034</b>	<b>51046</b>	<b>54080</b>	<b>15407</b>	<b>37000</b>

Ticket Sales figures may vary with the LOC's reported figures as the numbers are based on figures reported in the Provjoc on match days.

*In terms of clause 6 of the Host City Agreement relating to Profit-sharing arrangements: The Host City shall be entitled to a 25% share of the Net Ticketing Revenue derived from Matches played at the Stadium and excludes revenue derived from commercial hospitality programme.*

*This translated roughly into an amount of R900 000, which the 2013 AFCON Local Organising Committee requested that the City waiver its rights to this income.*

## **6. SUCCESSES**

### **6.1. City Hosting Objectives achieved**

The Operations plan defines the following hosting objectives:

- **To deliver seamless high quality event - this will contribute to achieving the City's objective to become an "Events Capital" of South Africa and the World.**

The City was short-listed as an ultimate sports city by Sports Business International in March 2014. The hosting of CHAN2014 may have been a contributing factor.

- **To showcase Cape Town and South Africa as a destination of choice to the football Stakeholders, both in Africa and beyond.**

The City is widely referenced in the African sports media. A journalist was advocating that the City should be selected to host more national team matches.

- **To create excitement nationally and encourage local, national and international visitors to join the festivities in Cape Town during the festive season 2013/2014.**

The tournament took place during peak tourist season however, the Opening Ceremony content was based on cross marketing other events in Cape Town, notably the Jozz Festival and the Cape Town Carnival. Both events enjoyed increased attendance figures in 2014.

- **To contribute positively to South Africa and Africa by hosting a fantastic football Tournament.**

Delivery on the Host City Agreement and the Operations Plan provided a service to the South African government in which they could honour national government guarantees.

### **6.2. Incident free events**

The SAPS operational reporting structure of Notjoc, Provjoc and VOC has been proven to be very successful in ensuring that all role players are informed and responsive to daily changes during the tournament.

### **6.3. Positive media coverage for the destination**

The public relations company was able to accrue a total media value of R19 824 210.00 for Orange CHAN 2014 and a total of 187 media clippings. (Full report in Annexure A)

### **6.4 Seamless television broadcast**

All matches were broadcast live and throughout Africa. The footage was distributed through the French Sports Agency, SportFive. It was integral to the City's hosting strategy that support for the broadcast was excellent. To enable this, the City provided Broadcast Power, ensured that the Floodlights functional and of the correct specifications and that pitch maintenance plans were executed at both stadia.

### **6.5 Transport Solution**

The procurement of the Transport Solution which included operations managers and drivers resulted in a very effective operation.

### **6.6 Transport Management Plans**

The transport management at the venues was very effective.

### **6.7 Excellent IT solutions to support the Media**

The IT solutions were critical for media to post their stories of the Tournament from the stadium. The WiFi network installed at the Cape Town Stadium, Athlone Stadium, hotels and accreditation centres was excellent and no doubt contributed to the positive hosting of the event.

### **6.8. Project Teams**

The City of Cape Town set up a CHAN project team in July 2013. The team included the LOC Head of Province and his staff, as well as representatives of the Premier's office and the Department of Cultural Affairs and Sport. The team was very experienced and met regularly (every Friday from July until December 2013). The quality of the Operational Plan is a product of this dedicated team. In addition the Event Service Coordination Team also met regularly to plan for the event.

### **6.9 Project Management**

The CHAN project was divided into three broad phases: Planning (July to Nov), Procurement (Nov & Dec) and Operations (Dec to February). The Commencement of the Exclusive Use period, was deemed to be the Operational period and the meeting schedules were determined by the LOC Head of Province (operations/dashboard meetings) and SAPS (safety and security). Various project controls were put in place to ensure that all systems were compliant with the City's policies.

### **6.10 Relationship between Host Cities and SRSA**

There was an excellent relationship between the project managers of the Host Cities: Cape Town, Mangaung, Polokwane and Sports and Recreation South Africa. The professional relationship facilitated the unblocking of various deadlocked items during the contract negotiation period and guidance as change requests were being submitted by the Local Organising Committee.

### **6.11 Inter-governmental collaboration**

In particular with the Provincial Department of Cultural Affairs and Sport who organised and facilitated a mobilisation program. The Department also seconded staff to the Local Organising Committee. When the tender for a Big Screen at Athlone exceeded the available budget, the department assisted and facilitated that their Mobile Big Screen was used at the stadium for the duration of the event.

### **6.12 CAF General Coordinators and Teams**

The CAF General Coordinators and Athlone and Cape Town Stadiums were very professional. They ensured that the Competitions area, Team Arrivals and kick-off of the matches were on time.

### **6.13. Risks successfully mitigated**

- The procedure to agree and manage concurrent Events at the stadia such as the Minstrels events at Athlone Stadium, Ajax Cape Town matches, Madiba's commemoration etc.
- Augmenting staff numbers through employment of seasonal staff, disaster management volunteers and secondment of City staff and Provincial staff to the Local Organising Committee venue office.
- The tight time-lines presented a real procurement challenge which was overcome by agreeing with the Director: Supply Chain Management the procurement strategy and sticking to the agreement.
- The selection of the ticketing vendor was a real concern to the City and the Local Organising Committee responded to the City's concerns by appointing a vendor that is familiar with the facilities.

### **6.14. Delivering on time and within budget**

Throughout the planning phase of the project there was a real concern by Sport and Recreation South Africa, Local Organising Committee and the City of Cape Town Council that there was insufficient budget to host the event. Managing the finances prudently was therefore a requirement. We are pleased that the Tournament was hosted under budget and incorporated additional financial responsibilities.

### **6.15 Planning for Legacy**

**The legacy the City wished to achieve through the hosting of CHAN was defined upfront .**

The following legacies can be attributed to CHAN 2014:

- Infrastructure at Athlone Stadium which boasts a new pitch, floodlights, a PA system, Fencing, a Media tribune and WiFi installation. This is

- The Tournament contributed to the City of Cape Town's Africa Strategy by using the African media platform
- The tournament helped the City to contribute to nation building through hosting the national team and focussing our marketing on supporting Bafana Bafana from 3 Jan – 20 January 2014 .
- We were able to present City performers and Cultural events during the ceremonies.
- Hosting the Tournament allowed the city to encourage citizen participation through the Volunteer Program and the Youth Program.
- Through the management of the procurement program, the City of Cape Town could offer opportunities to vendors on the City's database, thereby leaving an economic legacy.

#### **6.16. Crowd Attendance Modelling**

The low crowd attendance is not a success factor, but the concept of modelling attendance was. By modelling the attendance, the operational costs could be reduced. In the end, 43% of the projected spectators entered Cape Town Stadium and 42% at Athlone Stadium. The Operational Model assumed the home team progressing to the finals in order to avoid under-budgeting if that were the case. Revising the attendance model ahead of the match, with improved information is the reason why savings were achieved by City Services and the Transport Management Plan. If the concept was better understood by the LOC, further savings could have been achieved in the private security provision.

#### **6.17. Volunteer Program and EPWP**

The Volunteer Program payment plan was facilitated through the EPWP program. Unemployed CHAN volunteers will contribute to the City's EPWP figures. This is the first time that this has been implemented in the context of an event and will provide a model for all other events hosted in Cape Town.

## **7. AREAS OF IMPROVEMENT FOR FUTURE EVENTS**

### **7.1 Roles and Responsibilities Operational Grant**

The services that the Host City was expected to provide was clearly outlined in the Conditional Grant. Despite this, there were multiple interpretations of what items could be charged against the grant.

The procurement of certain of the items (which should be a LOC responsibility) were challenging from a Host City perspective as the specifications has to be provided by the Local Organising Committee. It was also difficult to obtain detailed enough specifications to write tender and Request for Proposal documentation. This caused tension between the Local Organising Committee and the City's representatives.

### **7.2. Planning Time-frames**

As the CHAN procurement was a significant project for the Host City, the negotiations between the Local Organising Committee, Sports and Recreation and the Host City should have commenced earlier than June 2013.

### **7.3 Awareness Campaign/CHAN Marketing**

The single biggest public criticism related to the low attendance figures achieved at the event. The City could not commence with any public communication before the Council Authority (end October 2013). In future, it would be beneficial if there was a bigger awareness campaign driven by the LOC or National government in the period prior to Council Approval. By the time that the City could commence with its campaign (5 November) there was already significant event clutter from the Festive Season.

### **7.4. Timing of the Tournament**

The tournament took place over the time when businesses shut down for the festive season. The result was:

- Challenges in getting suppliers to respond to Supply Chain Management processes
- Challenges in confirming delivery of the printers and ink
- Complete communication clutter due to the amount of activities taking place over the Festive Season
- Community Newspapers shutdown over the festive season
- Challenges in getting the accredited security staff to arrive at the stadium as the security staff were providing services at other events.
- The Soccer season continued, all available facilities were being used by CHAN resulting in challenges with concurrent events.

### **7.5 Accreditation Process**

The Accreditation process was not ideal as service providers and staff could not be found on the system despite the names being submitted to the Local Organising Committee. This resulted in a number of issues. Representatives of the State Security Agency attributed the cause of the problem to the resignation of the LOC's

Accreditation manager. In future it will be useful to have a confirmation of receipt from the State Security Agency after the lists have been submitted.

### **7.6 CAF Media Accreditation**

The Media Accreditation process was managed by CAF through an on-line application system. Despite alerting local media to the system, many of them did not apply and were not accredited. This created problems for the City. For future events, the organisers need to negotiate with the international federations to ensure that there is a system for the local media, especially for a new tournament like CHAN where there was space in the media areas to accommodate additional media.

### **7.7. Photo-Accreditation for Security Guards**

The Natjoc issued an instruction advising that all event security guards must be photo-accredited. This was an on-going issue in the opening matches, particularly at Cape Town Stadium where the security company was having difficulty in getting the photo-accredited staff to arrive on the match days. More than 2000 security guards had to be photo-accredited in order to have a pool of 780 to provide services to Cape Town Stadium.

### **7.8. Local Organising Committee Operational Plans**

The Host City staff was never privy to the Local Organising Committee's operational plans. This resulted in numerous issues:

#### **A. Accommodation schedule**

In the absence of an accommodation schedule, the stadium developed one together with the LOC's Head of Province. During the Tournament, this jointly agreed document was not implemented as there was seemingly another plan from the LOC national.

#### **B. Venue Plans**

The position of the Log Point and the Remote Search Parks were not communicated to the City or the Stadium staff. The result was that the Log Point Containers at Athlone Stadium were placed at an entrance and SAPS planned temporary structures which required approvals. Transport had planned road signage which had to change once the venue layout became apparent. The production and communication of venue layout plans are critical to ensure integration.

#### **C. Load-in/Load-out Schedule**

The lack of a load-in plan caused concerns from an operational and legal perspective. Having such a plan and communicating it to the stadium would be of great assistance in future events.

#### **D. LOC policies – Children, VIP, Uniform etc.**

The LOC was enforcing policies related to children in VIP Area's and dress codes that were not adequately communicated to the guests. A letter outlining the policy on dress code was received ahead of the final match but invitations were already delivered. In future such policies must be communicated as part of the invitations upfront.



There was confusion with respect to the uniforms. Some City staff were called to be measured for LOC uniforms, however these were never issued. Later the LOC questioned the City staff assisting in the VIP areas regarding their dress and eventually they were asked to leave the area as they were not part of the LOC's operational plan.

#### **7.8. Host City operations in the LOC Areas**

The Host City developed an operational plan to provide services to Host City guests, particularly those attending the Mayoral box. The LOC's operational plans were not communicated upfront to Host City staff and did not take into consideration their requirements. In future the operational plans must be shared in order for the operations to be complimentary.

#### **7.9 Special Deliveries: Catering**

Arrangements for late deliveries for catering must be made in all venues where there are no kitchens. This was not the case in the initial phases of the CHAN tournament contributing to food quality issues experienced.

#### **7.10 Coordination between the Ticketing and the Operational Plan**

The Ticketing project was conducted independently by the LOC and did not take into consideration the Host City Operational plans. Effective coordination was never achieved during the CHAN 2014 tournament. The Cape Town stadium provides for a 1 tier (23 000), a 2 tier (38 000) and a three tier (55000) configuration. If the tiers are limited, the deployment is limited and the costs are limited. The ticket sales also did not take into consideration seat kills, which caused operational challenges. The LOC ticketing sold tickets to all three tiers throughout the Tournament.

#### **7.11 Tickets for Mobilisation**

In the Operational Plan, the City and the provincial government identified that mobilisation would be part of the strategy to drive spectators into the stadium. While the principle was understood and the plans were in place, there were significant challenges in confirming the ticket numbers and accessing the tickets. For future events of this profile the mobilisation plan should not only be part of the operational plan but an integral part of the ticketing plan, in order for the printing and distribution to take place in advance.

#### **7.12 Re-numbering of Suites**

The suites in Athlone stadium were re-numbered on the tickets, causing confusion. For future events it is advisable to keep the legacy numbers or to ensure that signage is placed on all the doors.

#### **7.13 VAPPS and Tickets**

The distribution of VAPPS was an on-going challenge. Clarity on the distribution process should be provided to stakeholders in advance.

### **7.14 Specifications**

#### A. Volunteer Transport

The City procured 66 seater busses which were inappropriate as busses were not able to enter narrow residential streets and it took a long time to drop 66 people at their doors. In future, volunteer transport should be limited to minibuses.

#### B. Tender Conditions

In the case where the City procures a service but the LOC manages the service provider, there needs to be a formal explanation of the tender conditions to avoid the management causing variations. There was a particular issue with respect to the VIP catering where numbers were increased beyond the tendered numbers and the City had to intervene to ensure that the contract is managed.

#### C. Technical Specifications

The accuracy of the implementation provided in terms of technical specification needs to be researched and accurately determined in order to define the services and the products required for procurement by the City. Ambiguity, incorrect specification, over-specification, etc. caused major difficulty in procuring these services and/or products for utilising and hosting the event.

### **7.15 Variations**

During the Tournament the City was presented with a number requests that were not in the operational plan:

1. PA Announcers
2. Towels and Soaps
3. Safe's at the CTICC
4. Referees meals
5. Room requirements changes at the referees hotel
6. Technical requirements at the CTICC.
7. Printing and photo-copier expenses
8. Daily refreshments to be served at meetings
9. VIP Accreditation Centre
10. Flights from JHB to CPT return for National Teams
11. Additional diesel for generators
12. Additional food for the Volunteers
13. Payment of over-time to the Department of Cultural Affairs and Sport (Province)

The following variations are as a result of changes made by the Host City

1. Additional fuels for cars
2. Young Bafana Training Ground at the Hottentot Holland School

### **7.16 Protected Events and Liquor Board**

The liquor boards interpretation and the administrative burden it caused a day before the opening match was a lesson learnt. In future this needs to be clarified before the tender for catering is issued. The additional costs for the liquor licenses was R90 000.

### **7.17 Volunteer Registers**

The volunteer registers were control mechanism put in place to guide the payment of volunteers. These were not consistently used by the LOC functional managers, resulting in complications with a few volunteer claims. In future, the control mechanisms must be understood by all parties and implemented by all the managers.

### **7.18 Agreements**

This is critical in a partnership. Some issues resulted around the Youth Program Competition, where a plan was agreed and later changed as additional specifications required by LOC policy were communicated, after competition prizes were announced. In future events, all requirements must be clearly articulated at agreement stage.

### **7.19 SAPS Structure (LOC Representation)**

While the LOC were represented in the Natjoc, there was no consistent representation by the LOC in the Provjoc and the Venue Operations Centre. This impacted on decision making. It is critical that there is a representative in all three structures.

### **7.20 Damages**

There was no clarity on the responsible party for damages in the Host City Agreement. While there weren't major damages reported, some damage did occur. There was damage to the pitch and picket fences at the Remote Search Park area, as well as damage to furniture in the VIP area.

## 7. FINANCIAL SUMMARY

<b>Project Deliverable</b>	<b>Project Budget</b>	<b>Actual</b>
<b>Provision of Stadia &amp; Training Venues</b>	<b>4 055 307.99</b>	<b>2 872 556.03</b>
Stadium Services and operational cost Cape Town	2 329 061.61	1 822 280.99
Stadium Services and operational cost Athlone	753 469.00	701 597.20
Provision of Training Sites	822 777.38	348 677.84
LOC Venue Office @ Cape Town Stadium	150 000.00	-
<b>Accommodation</b>	<b>14 370 000.00</b>	<b>11 809 307.57</b>
Teams accommodation	7 019 524.45	5 892 002.33
Accommodation for referees at Referees Head-quarters	2 300 000.00	1 595 979.56
Head Quarters Office Space at CTICC	3 040 475.55	3 040 345.39
Tournament Accommodation	2 010 000.00	R 1 280 980.29
<b>Transport</b>	<b>7 759 774.81</b>	<b>5 825 212.54</b>
Local transport for teams and referees	2 946 561.77	2 946 561.77
Local Tournament Transport	1 047 703.50	919 300.80
Transport Mangement Plans & Vehicle Depot	3 765 509.54	1 959 349.97
<b>Safety and Security</b>	<b>6 228 516.50</b>	<b>4 550 997.33</b>
Events security (2 x stadium, 4 x training venues)	3 618 126.23	2 281 775.00
City Services (Traffic, Metro police, Law Enforcement, Health etc both stadiums)	2 610 390.27	2 080 898.33
<b>Equipment Requirements</b>	<b>10 202 296.50</b>	<b>7 309 087.40</b>
Overlays (if any) Accreditation Centres, Media Tribune CT Stadium, Log Points	2 452 296.50	1 106 466.10
Equipment (Athlone Stadium capital + Athlone Stadium IT Requirements)	2 000 000.00	1 952 765.64
Laptops, Printers and Cabling requirements	2 000 000.00	1 989 301.44
IT & T Operational Requirements	1 250 000.00	436 558.90
Generators (Broadcast Power)		

	1 800 000.00	1 649 495.32
CATV	700 000.00	174 500.00
Two Way Radio's	-	-
<b>Event Programs</b>	<b>4 698 532.30</b>	<b>3 007 581.52</b>
Volunteers	4 448 532.30	3 007 581.52
Youth Program	250 000.00	-
<b>VIP Hospitality &amp; Catering</b>	<b>5 461 262.72</b>	<b>5 422 797.60</b>
VIP Hospitality (2 Stadiums)	4 181 816.52	4 181 816.40
Catering - Staff, Media, Mascots, VOC etc	1 279 446.20	1 240 981.20
<b>Marketing Initiatives</b>	<b>9 250 925.53</b>	<b>7 675 317.94</b>
Tournament Branding (Stadium Wrapping)	3 162 500.00	3 120 000.00
Marketing (Rigging and De-rigging of branding)	2 000 000.00	1 986 157.27
Cultural events (Countdown Events)	500 000.00	176 330.00
Ceremonies	2 000 000.00	2 000 000.00
Host city beautification and protocol routes	500 000.00	-
City initiatives (Match day Entertainment)	488 425.53	193 697.80
Public mobilisation (Roadshows)	600 000.00	199 132.87
<b>General</b>	<b>887 764.62</b>	<b>505 284.33</b>
Pre-Tournament inspection visits & meetings	637 764.62	449 564.33
Insurance & additional costs	250 000.00	55 720.00
<b>TOTAL</b>	<b>62 914 380.97</b>	<b>48 789 818.26</b>
<b>VAT Adjustment</b>	<b>5 145 758.51</b>	
<b>TOTAL SAVINGS TO BE RE-PAID TO SRSA</b>	<b>R9 064 423.23</b>	

The List of Suppliers to the CHAN are presented below:

No	Supplier	No	Supplier
1	2013 Afcon Local Organising Committee;	38	KFM Radio
2	5c Unlimited (Pty) Ltd	39	Knights Catering and Events
3	Atlantic Charters and Tours	40	Kotsoworld (PTY) LTD
4	Besamandla Electrical	41	Kronendal Primary
5	Bidvest (Cleaning Services)	42	Lasec SA PTY LTD (SCIENTIFIC SERVICES)
6	Biomerieux South Africa	43	Linda Jacobs Promotions
7	Brandon Baaitjies (Announcer)	44	Mantella IT Support Services
8	Bravo Promotions cc	45	Marsh PTY LTD (Insurance Brokers)
9	Cape Automation Systems	46	MD Development and Building
10	Cape Town International Convention Centre	47	Media 24 Beperk
11	Cape Town Tourism	48	Mshengu Toilet Hire CC
12	Celebrity Services Africa Events	49	MTN Business Solutions (PTY) LTD
13	City Flag (PTY) LTD	50	NH Hotels – Lord Charles Somerset
14	Compaction and Industrial Equipment	51	Otis (Pty) Ltd
15	Connecting Africa	52	Pantsula CC
16	Conquest Maintenance Services	53	Premier Security Services
17	Corline 165	54	Prestige Cleaning Services
18	CPI Corporate Payroll Institution	55	Primrose Service Station
19	Davids Tool Hire Lawnmower and Garden Centre	56	ProsperIS Technology Collaboration
20	Dimension Data	57	R and A Projects (Goodwood)
21	Distinctive Choice Security	58	Radio CCFM
22	DSV Consulting Engineers	59	Radio Heart 104.9 (PTY) LTD
23	Duma Travel (PTY) Ltd	60	Radio Helderberg Inc
24	Enforce Security Services	61	Radio ZIBONELE
25	EOH Intelligent Infrastructure (PTY) LTD	62	Riparian Zone
26	Fineline Print Solutions	63	Sallvit Trading 60
27	First Technology (PTY) LTD	64	Security Wise Services CC
28	Fore Spec Systems CC	65	Servicest Interior Solutions
29	Frantic Digital	66	Sharon Rose Trading CC
30	Gateway Metalworks CC	67	Simm-Net House CC
31	Groenvlei Gras	68	Steinhage B (Training Field)
32	Independent Newspaper (PTY) LTD	69	Tamcia Trading CC
33	Industaff Solutions cc	70	The Voice of the Cape
34	Inhouse Venue Technical Management	71	Tricor Signs (SA) Pty Ltd
35	Jaykel Trading Primary Co-operative	72	Tsogo Sun T/A Southern Sun
36	Jazzart Dance Theatre	73	Unlimited Sound
37	K and A Marketing	74	Urban Landscaping Solutions

## **8. CONCLUSION**

Hosting CHAN 2014 in Cape Town was the first major football tournament the City hosted since the 2010 FIFA World Cup™.

The City's objectives were achieved and all risks were managed or mitigated entirely. There are a number of good practices that we will continue, as well as lessons learnt.

The City's team has demonstrated its capacity and capability in organising events professionally, demonstrating why Cape Town aspires to be an Events Capital of Southern Africa.

There was good partnership with the other spheres of government, SAPS and the LOC/CAF. All parties were committed to deliver the event and this ensured that most of the challenges were over-come.

We are proud of our contribution to CHAN 2014 and look forward to hosting future major events in collaboration and partnership with Sports and Recreation South Africa.

AFRICAN NATIONS CHAMPIONSHIP PHOTO'S

