

During the 2006 German FIFA Soccer World Cup

the spectators consumed:

- 44 million servings of drinks
- 1.056 million litres of beer
- 750,000 sausages
- 160,000 pretzels
- 400,000 portions of ice cream
- 86,000 meals for volunteers
- 7 Euros average expenditure per visitor

FIFA 2006, Green Goal Legacy Report

OBJECTIVES

The key objectives with respect to eco procurement at large sports events are to:

1. Ensure a clear strategy and labelling of products and services
2. Promote Local Economic Development
3. Reduce the negative impact of catering
4. Reduce the negative impact of clothes, gear and other merchandise
5. Promote sustainable sponsorship
6. Promote transparency in procurement decision-making

Objective 1:

Ensure a clear strategy and labelling of products and services

Sustainability criteria need to be amongst the top priorities in the procurement phase of an event and need to be both environmentally and ethically sustainable, including environmental and social principles. Clear tendering processes

are needed to ensure this is done and eco procurement principles need to be integrated into the overall procurement process.

Preference should be given to products with eco labels/certification. At the Sydney Olympics the tender process encouraged research into the various ecologically sustainable development (ESD) issues and new fields of information were explored. It was found that voluntary eco procurement was less successful than where it was mandatory. Event co-ordinators are therefore encouraged to specify clear eco procurement requirements.

Objective 2:

Promote Local Economic Development

The World Bank defines Local Economic Development (LED) as an opportunity for local government, the private sector, not-for-profit sectors and the local

community to work together to improve the local economy. It aims to enhance competitiveness and encourage inclusive, sustainable growth, bringing economic benefits and improved quality of life for all residents in a local municipal area.

LED has been applied, as a programme, to improve the economic performance of all municipal areas through South Africa. It focuses attention on the local level as the most appropriate place for economic intervention as this level should be the most readily accountable to the public.

Objective 3:

Reduce the negative impact of catering at events

Sustainable catering includes different aspects, such as improving logistics, providing healthy, seasonal meals with organic, locally produced and fair trade options, diminishing water and energy

use, minimising waste production and using durable or bio-degradable tableware. This could all be implemented at large sporting events if there is sufficient will, guidance and a system in place to ensure it is done. Organic food products are ironically a rarity at large sporting events. Offering organically produced food products and drinks is a way to make sporting events more environmentally beneficial which have health benefits for consumers. Ecological agriculture reduces the use of pesticides and synthetic fertilizers and protects, above all, soil and ground water.

Due to their better quality and environment friendly production, regional and organic products might be more expensive than mass produced goods, but partnerships with producers can cushion these additional costs.

During the **2006 FIFA World Cup** in Germany a returnable drinking cup was provided to spectators. This was made from a durable polypropylene with branding printed by the official FIFA partners. A deposit of 1 Euro (R10) per cup had to be paid for all drinks in spectator areas. The customer received the deposit back when returning the cup to the kiosk or at special collection points. After use the cups were washed in a special unit then re-used at subsequent games.

FIFA 2006, Green Goal Legacy Report

The Pick 'n Pay Argus Cycle Tour has a good system for supporting LED through working with local community organizations who can provide relevant services for the event. During the 2008 cycle event residents from Ocean View assisted with waste management in their area in a very effective manner. Ken Sturgen [pers comm]



In 2006, retailers reported the biggest growth in demand for 'green' products since the original 'green' movement in the 1970's, but with a difference. This time it is not the typical 'hippie' but consumers across the demographic population seeking alternative products with the 'feel good factor'.

WWF website: www.wwf.org/



Objective 4:

Reduce the negative impact of clothes, gear and other merchandise

The social aspects are particularly relevant when discussing procurement of sports gear, clothes and other goods. It is therefore crucial to use sustainability criteria when choosing suppliers and these aspects should be addressed in the tendering process.

Sustainability criteria for social aspects can be found on the following websites¹⁷:

- International Labour Organisation (www.ilo.org)
- Standard for socially responsible employment , SA 8000 (www.bsdlglobal.com)
- Fair Labour Association (www.fairlabor.org)
- Worldwide Responsible Apparel Production(www.wrapapparel.org)
- Business for Social Responsibility

(www.bsr.org)

- Ethical Trading Initiative (www.ethicaltrade.org)
- Global Compact (www.un.org)

Objective 5:

Sustainable sponsorship

Sport is by far the most popular activity for sponsorship, accounting for an estimated 40% of total sponsoring budgets due to the high interest people have in sport. Sponsorship items unfortunately often have a cheap unit cost and are generally not durable, but rather "trendy gimmicks" with limited use.

Sponsors should be encouraged to give consideration to the long-term impacts of these cheap disposable items which ultimately go to landfill. Sponsorship funds could rather be spent on the procurement of re-usable items such as branded drinking cups with a deposit which will have a win-win effect for

sponsors and the environment by reducing the waste going to landfill.

Objective 6:

Promote transparency in procurement decision-making¹⁸

Making procurement more transparent has real benefits in terms of efficiency, cost-effectiveness and even non-price gains such as quality. Transparency can be improved by making information on contracts more easily available by announcing the criteria on which contracts were awarded and by disclosing why bidders failed to qualify. Under certain circumstances, bidders and civil society should have the opportunity to question the wisdom that guided the selection of tenders.

¹⁷ Eco Efficient Major Event Manual, Greening the Events, Helsinki 2006

¹⁸ Making government procurement transparent www.mier.org.my/mierscan/archives/pdf/nambiar28_2_2005.pdf

STRATEGIES

The following strategies are proposed to ensure that the various objectives on procurement are reached.

1. Ensuring a clear strategy and the labelling of products and services¹⁹

- Develop appropriate criteria with different weightings applied to each criterion on a contract by contract basis, according to the nature of the goods, services or work being procured. This could include specific requirements such as energy efficiency, water conservation and waste reduction, as well as a requirement for locally produced goods.
- Provide clear selection criteria - commercial and technical - so that companies know how their bids will be scored. Contracts should not simply be awarded to the lowest price, but should take into consideration the

broader objectives and values. This could also include aspects such as delivery time, quality, safety and security, equalities and inclusion, sustainability and legacy. Tendering parties should explain how these issues will be dealt with in providing the relevant goods and services.

- **Select products that have an eco label** as this ensures that products comply with certain standards such as FairTrade, Forest Stewardship Council (FSC), Energy Star and Organic Certified.
- **Select sports venues and facilities that meet environmental criteria.** Request a copy of their environmental policy or environmental management plan.
- Provide clear agreements on environmental objectives between all relevant parties involved to avoid costly and time consuming disputes.
- **Make use of the educational value of eco procurement** through raising

environmental awareness and providing clear and specific project management processes.

The main categories of the tendering process are goods and services, as well as infrastructure.

The former is important to the spectators, and therefore has an important role to play as a messenger.

¹⁹ Helsinki University of Technology, 2006 Eco Efficient Major Event Manual, Greening the Events, Helsinki 2006; London 2012 Olympics Sustainability Strategy; German 2006 Green Goal Legacy Report; Sydney Olympics

When first looking at a product, remember to ask yourself some **key initial questions**:

1. Is this product made from natural and non-toxic materials?
2. Is this product free from unsustainable materials, such as petroleum based plastic?
3. Is this product made from recycled materials; is it recyclable or reusable?
4. Is this product durable and can it be disposed of safely?
5. Is the product packaging limited and are the packaging materials biodegradable, recyclable and PVC free?
6. Is this product, in its production and use, energy efficient?
7. Does this product comply with the ethical standards?

Where possible the answers should be YES! Remember to think about the **life cycle cost** of the product, from the source materials, its manufacturing process and right through to how the product is packaged, used and then finally disposed of.

WWF Eco-Procurement Guidelines,
www.wwf.org/

For the **London 2012 Olympics** a procurement scorecard has been developed which, besides cost and time, also take the following five themes into account: safety and security, equality and inclusion, environment, quality and functionality, legacy.

London 2012 Sustainability Strategy

2. Promoting Local Economic Development²⁰

The purpose of LED is to build the economic competitiveness of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation.²¹

- Ensure that LED principles form an integral part of the event through the planning and implementation as well as specific inclusion into contracts. LED is part of local development, specifically aiming to stimulate the local economy to grow, compete and create more jobs. It aims at promoting business; existing businesses, start-ups or external companies investing in the location. Specific effort needs to be made to encourage the use of local business to



promote LED.

- Ensure that LED activities are encouraged in a practical way because it is about supporting local activities to make markets work better. Ensure that the places and opportunities created match supply and demand, and promote new business opportunities.
- Create a supporting environment, i.e. improve the infrastructure, facilitate access to business development services and training for workers, but also less obvious elements such as the business-mindedness and efficiency of local administration.
- Make better use of resources that are locally available as this will stimulate the local economy.
- Encourage active self-development rather than allowing people to sit back and wait for others to do the job.
- Seek local consensus on the priority areas for interventions (to take ad-

vantage of opportunities and to overcome obstacles) and the way to go about it.

3. Reducing the negative impact of catering²²

- Purchase local products: The purchase of regional food products, or even direct purchasing from farmers, should be considered as a mechanism to support local economic development. The purchase of regional products enhances the transparency of origin and production. This promotes the regional economy and decreases emission from transportation. This also helps to reduce “food miles” which is the distance that food travels between production and consumption.
- Purchase environmentally sound products: Products purchased should be produced in an environmentally sound and natural manner. This could include organic products or limited use



Tea pickers, Limpopo

of pesticides.

- **Select seasonal products:**

The deliberate selection of seasonal products also relieves pressure on the environment through reduced freight paths.

- **Consider labelling:** Ensure that appropriate labelling is complied with, where possible. As an example, fish should comply with the SA Sustainable Seafood Initiative Guide,²² which has a species list to help make choices that are better for the environment when buying seafood. It provides information about the conservation status of popular fish species and allows seafood choices to be based on an ecological considerations. Organic or GMO-free labels also provide guidance.

- **Support fair trade food:** Where possible select fair traded food products to support producers in developing countries, such as Rooibos Tea from the Heideveld Co-op. This makes an

important contribution towards securing the existence and future of local domestic farmers. Fair traded food and drinks could therefore contribute towards the sustainability of events.

- **Encourage reduced packaging:** Request that the food is packaged appropriately in containers that can be re-used rather than disposable containers, and avoid the use of individual packaging, but rather support bulk deliveries.

- **Avoid the use of disposable tableware** and specifically items that cannot easily be recycled such as polystyrene cups. Promote the use of refundable or re-usable items.

4. Reducing the negative impact of sports gear, clothes and other merchandise²⁴

- **Carefully select suppliers:** Manufactures and suppliers of merchandise of all kinds should be

carefully selected. Where possible, company selection should be based on existence of environmental management systems such as ISO 14001. Compliance with international social standards (e.g. banning of child labour) is also an important aspect of the selection of suppliers).

- **Environmental and social standards** should be complied with during the production processes. Ensure that products are pollutant-free and manufactured in an environmentally sound manner.

- **Avoid the use of disposable items:** Environment friendly products are more durable. They save energy and can be recycled; their production makes economic use of resources, they can be made from recycled material and regenerative materials, and their manufacture has a harmful effect neither on human health nor the environment.

Guidelines were developed in Beijing for the 2008 Olympics taking environmental concerns into account for **catering contractors** on four different topics: preferential selection of catering companies that are ISO 14001 certified and encourage the use of food with green labels; resource protection which provides information on energy efficiency and avoid the use of disposable tableware; pollution control of water, air and noise; as well as waste management.

²⁰ www.seda.org.za; www.led.co.za; www.eusa.org.za;

²¹ www.led.co.za

²² FIFA 2006 Green Goal Legacy Report

²³ www.wwf.org.za/sassi

²⁴ Helsinki University of Technology, 2006 Eco-Efficient Major Event Manual, FIFA 2006 Green Goal Legacy Report

As a preliminary step in selecting the national sponsors for the **Beijing 2008 Olympics**, the potential sponsors were requested to present their environmental qualifications; 51 of the 54 sponsors for the Beijing Olympics are environmentally certified. Sponsors are also requested to ensure that their material procurement, manufacturing, and business activities comply with the relevant national or industrial environmental standards.

Beijing 2008 Olympics: Environmental Protection, Innovation and Improvement

5. Sustainable sponsorship²⁵

- **Environmental principles:** Include environmental principles into the criteria for selection of sponsors and in corresponding contracts.
- **Sponsors buy-in and commitment:** Sponsors must commit to maintaining a good environmental public image and to supplying environmentally friendly products for the games. Work with sponsors in the creation and realization of the environmental concept.
- **Appropriate goods:** Ensure that goods and services provided through sponsorship deals are also subject to environmental specifications. This may require selection of sponsorship opportunities based on what is best for the environment or negotiations with key sponsors to encourage them to deliver green or greener products and services.

6. Promoting transparency in procurement decision-making²⁶

To ensure transparency all staff performing procurement duties should:

- Perform the task **honestly** and without favour or prejudice;
- Spend project money **efficiently and effectively** and in accordance with the law and project policy;
- Deal **fairly, impartially and consistently** with suppliers;
- Keep **confidential** all sensitive information obtained as part of the procurement activity;
- Not have an actual **conflict of interest** in relation to the procurement activity;
- Not seek or accept any **remuneration, gift, advantage** or other benefit except as maybe allowed in the normal course of their duties.

²⁵ FIFA 2006, Green Goal Legacy Report; London 2012 Olympics Sustainability Strategy; Beijing 2008 Olympics - Environmental Protection, innovation and improvement

²⁶ "Making government procurement transparent": www.mier.org.my/mierscan/archives/pdf/nambiar28_2_2005.pdf



Crafts using recycled materials

Green procurement criteria for products

Green products are produced in a way that consumes fewer natural resources, involves less energy and water and minimises hazardous and other waste. They may require less energy to operate, contain fewer toxic or hazardous substances, or be recyclable. They generally offer long-term cost savings through efficient use of energy, longer lifespan and the production of less toxic waste that is expensive to transport, dispose of and obtain permits for.

When assessing how green a product is, consider all aspects of the product's life cycle, including the acquisition of materials, manufacturing, distribution, use, maintenance and disposal. Also calculate the total annual cost of the product across its lifetime to identify value for money.

Green Procurement Criteria for Products
The following question should be asked when assessing products:

Certification:

- Has the product been certified by a credible institution? Does the national government in the host region or an internationally recognised specialist in the field support the certification? If not, what are the requirements for certification? Why has the product not been certified?

Acquisition of materials:

- Were natural resources used in the product harvested in a sustainable manner?
- Were other materials used produced in an environmentally responsible manner?
- Were materials purchased from small, medium or micro enterprises?

Manufacturing:

- Were products from threatened plants or animals, or resources from threatened environments used to manufacture the product?
- Were recycled materials used to manufacture the product?
- Were production methods, energy, water and resource efficient?
- Were production methods designed

to minimise waste and pollution?

- Was the use of toxic and hazardous materials minimised?
- Was hazardous waste disposed of safely?
- Were the staff informed about environmental practices in place?
- Do manufactures comply with human health standards and pro-active employment equity?

Distribution:

- Is packaging minimised?
- Can packaging be reused or locally recycled by the end user?
- Do manufacturers accept packaging for reuse or recycling?
- Is packaging made of recycled materials?
- Is the transport strategy designed to minimise waste and pollution and use energy efficiently?
- Are transport suppliers small, medium, or micro enterprises?

Use and Maintenance:

- Does the product have a long lifespan?
- Are clear operating and maintenance instructions available?

- Can the product be easily and cost-effectively maintained and repaired?
- Can the product be upgraded easily?
- Is the product designed to use resources efficiently?
- Is the product designed to minimise waste?
- Is the product less polluting than its competitors?
- What is the payback period of the product?

Disposal:

- Is the product or its parts reusable? Can it/they be sold?
- Is the product recyclable or biodegradable? Is it recyclable locally?
- Can the product be returned to the manufacturer for reuse or recycling?
- Does the product contain any banned or restricted substances?
- Does the product contain hazardous materials requiring special disposal?
- Do disposal methods include small, medium or micro enterprises?

Source:
Canadian Department of Environment. 1995.

MONITORING

In order to monitor and evaluate the level of success achieved in relation to each objective, a set of indicators is required. Each objective may have several indicators. Indicators should include measurable timeframes and be accompanied by targets and local standards where possible. Possible examples are outlined in the following Table:

OBJECTIVE	INDICATOR	TARGET	RESULT	COMMENT RE SUCCESS
Strategy and labelling	Eco procurement guidelines included into the overall procurement guideline documents for the event	YES	YES	This was a contractual obligation for the event organisers
	Select environmentally labelled or certified goods and services	50%	20%	Certified products not always available in SA
Promote Local Economic Development (LED)	Give preference to local products and services	80%	75%	Local products not always available
	Ensure that small, medium and micro enterprises (SMME's) are supported	60%	50%	SMME's not always able to provide required products
Reduce the negative impact of catering at events	Ensure that food packaging is avoided or reduced and consider the use of PLA instead of other petroleum based plastic products	80%	80%	Regulations were introduced to make this a requirement
	Ensure that food is locally produced, seasonal and healthy	60%	55%	There was a demand for certain items not available locally.
Reduce the negative impact of clothes, gear and other merchandise	Ensure that sports gear, clothes and other merchandise is locally manufactured	60%	55%	International requirements not always able to be met locally
Sustainable sponsorship	Ensure that sponsors comply with sustainability criteria	80%	45%	A new concept, and high level buy in is still needed

Lessons Learnt

At the Sydney Olympics a number of choices were identified:

- defining specific green measures and obtaining alternative prices for them; or
- setting minimum performance standards and allowing the competing suppliers to propose ways of achieving these; or
- requesting each potential supplier to propose their own goals.

Generally the third approach was taken. However, while this was probably the most practical method at the time, there is a risk that no tenderer will reach an appropriate standard. The second approach would allow greater achievement of best practice and would work particularly well with frequently repeated building types.

- In Sydney environmental guidelines were applied to all major projects and elicited serious responses from tenderers,

particularly since there was no transparency on how much weighting would be given to environmental features.

- It is important that tenderers provide concrete evidence of Environmental Management Plans so as to ensure they are in a position to implement their undertakings. This requires a commitment to involve environmental consultants throughout the design and development process.

