

section 4: promoting implementation

Despite the best intentions and all the preparation on the side of an event manager, the greening of an event will not be a success without the active participation of the spectators and participants at the event. The actions of the people on the day will determine the success of the event, but this can be influenced through active marketing and an awareness raising campaign.

An Environmental Management System (EMS) is required for all large events to ensure that all the relevant aspects have been included into the preparation for the event. The success of the greening can only be measured if there is a monitoring system in place and if an evaluation is done at the end to determine lessons learnt and ensure continuous improvement. One of the measurements of the success of the

greening is the effective implementation of long term projects which are usually referred to as “Legacy Projects”.

4.1 Marketing and Communication:

To ensure that the greening guidelines are integrated into all aspects of the sporting event a successful marketing and communication campaign is required. The following implementation guidelines provide suggestions that should be taken into account:

- An external and internal marketing and communication strategy is needed to get the right message across.
- Different target groups need to receive specific kinds of information with a specific focus relating to their needs.
- Provide accurate and reliable information so that role players know what is expected from them with respect to

greening efforts.

- Both visitors and the general public need to be informed about the greening process and be encouraged to participate through a comprehensive marketing strategy.
- Ensure that the need for capacity building to equip different service providers and other role-players to implement the greening guidelines is addressed and clearly communicated to the relevant parties.
- The marketing of greening implementation and lessons learnt is essential to encourage a better understanding of event greening.
- The marketing and communication strategy has to take local circumstances into account, such as the limited access to internet facilities within developing countries.



Comrades Marathon, KZN

Branding:

To ensure that people actively participate in the greening of an event, it is essential that the message is well communicated and branded. Branding assists different role players to identify with the greening programme. From service providers and sponsors through to spectators and sports participants.

A brand identity needs to be developed, with specific brand positioning and a clear message. The development of a logo will assist in brand recognition as was done with the Greening of the World Summit on Sustainable Development and the 2006 German FIFA World Cup™.

Different methods of communication can be used to get the message across such as a website, e-newsletter and moving billboards such as on the side

of a bus. The principles of greening should however be kept in mind when selecting communication methods.

Target Audiences:

Different audiences should be identified and specific messages should be developed to suit their needs. The following audiences should be considered:

- Organising team (such as FIFA or Olympic family)
- Athletes / sports men and women
- Referees
- Operational personnel
- Volunteers
- Domestic and foreign spectators
- Partners and sponsors
- Suppliers
- Media
- Environmental NGOs

Different marketing and communication

methods will have to be used for the different target audiences. During the 2006 FIFA World Cup™ extensive use of internet facilities was made, which will not be as practical for the locals in developing countries, but it could however be effective for visitors from other countries.

The **Green Goal Communication Strategy** ensure that the greening principles are communicated for the 2010 FIFA World Cup™. For more information, visit www.greengoal2010.co.za





Nelson Mandela at the WSSD, Johannesburg 2002

Media Activities

Shortly before and during an event, media representatives are particularly interested in covering all aspects of the event. This provides an opportunity to showcase issues around general sustainability considerations and environmental protection. Press releases can present measures that illustrate how the event is being managed to become environmentally sustainable. In the case of events stretching over several days, a press conference especially devoted to environmental issues is recommended, since experience shows that this generally receives a considerable response in the media. This area of work should be clearly indicated in the Communication Strategy and Action plan.

Ambassador Programme

An ambassador programme is one of the ways to gain the public's attention by obtaining the support of celebrities or well known personalities. There is more attention from the public around a specific issue when celebrities or well known personalities support the greening programme.

For example, in the case of the 2010 FIFA World Cup™, an internationally respected soccer player, who is not playing in the 2010 FIFA World Cup™, could be asked to be an ambassador for the Green Goal programme. The 2006 Green Goal Legacy Report suggests that the use of a celebrity with public appeal is better than using an academic or political representative. A

Green Goal 2010 Ambassador programme will also form part of the National Greening 2010 programme. Ambassadors will comprise of both national and international icons.

Green Goal was an integral part of communication on the 2006 World Cup. An important communication channel for them was the internet.

The Green Goal Website (www.greengoal.fifaworldcup.yahoo.net) became the central medium for informing the public about current developments, objectives, background matters and Green Goal personalities. At the same time, the organization of press conferences was an essential factor with regards to television, radio and the press. Co-operation with the United Nations Environment Programme (UNEP), and the role of former UNEP Executive Director Professor Klaus Topfer as Green Goal Ambassador, were important steps that attracted a lot of attention, particularly abroad.



Documentation and marketing of lessons learnt

An important aspect of event greening is communication to the participants and the general public through the media. Those who have organized an environmental friendly event should make it known through the media, but also in an environmental report. A simple, clearly illustrated environmental report should detail the environmental objectives, targets and achievements of a particular activity, service or product and thus provide an incentive for those wishing to do the same.

As an example, the use of re-usable plastic cups at the 2006 FIFA World Cup™ was a product that was used successfully and this case study provided valuable information for future events.

Conclusion: marketing and communication

The development and execution of a simple and well researched marketing and communication plan, will ensure that people are informed and get involved in embracing the greening guidelines associated with the event. The documentation of the process also helps with capacity building around event greening in general. Through developing a clear marketing and communication strategy, people will have a better understanding of what is required of them and what constitutes environmentally responsible behaviour. This increased awareness, understanding and participation will also assist in leaving a long-term legacy.

4.2 Training, awareness-raising and participation:

Training, awareness-raising and participation are integral requirements of a successful greening programme. Furthermore, in order to ensure that the legacy of the event greening continues long after the event, it is imperative that the people involved in the greening understand the benefits of event greening and what they can do to contribute to or support the various greening efforts. Despite the best technology and design, the responsibility for resource management still lies with individuals. If people do not change their values and actions then unsustainable consumption and waste generation patterns will continue.

Training Programme

A training programme should be designed and implemented to enhance understanding of the concepts and principles underlying event greening and assist key role players implement their responsibilities. Such training interventions should be targeted at the organising committee, operational staff and service providers. If staff and volunteers are not well informed then the greening programmes will not be well implemented. Although it is important that a basic level of awareness should be provided, it is also understood that in-depth education cannot be achieved in a short time.

Volunteers should have a dedicated training programme so that they can understand the importance of greening,

as well as fully appreciate the nature of their particular responsibilities and tasks.

A training programme should start with an analysis of the participant's capabilities and needs for further education.

In addition, there is a need to identify what skills and competencies are required to implement the greening guidelines to ensure that relevant role-players are adequately equipped to execute their responsibilities. Based on this information, the training programme needs to be properly planned and conducted.

Awareness-raising and participation

Whereas training has a focussed message for a particular audience, awareness-raising is targeted at a larger audience and has a broader impact,

although it is not as in-depth. Awareness-raising shows people that different choices exist and equips them with the knowledge to choose responsibly. Through the awareness-raising programme it is anticipated that environmentally responsible behaviour will increase and will contribute to leaving a long-term legacy for the whole host region.

An important reason for awareness-raising is to encourage active participation in the greening activities. It should not just be the responsibility of the event organisers and volunteers to participate in greening activities, but everybody should actively participate. For example; although recycling can be done off-site after the event, it is better if spectators at the sports event participate through waste separation at source. Participation

in greening activities should lead to changes in attitudes and behaviour that promote environmentally responsible behaviour beyond the sports event. Spectators need to know what they should be doing in simple clear terms.

The participation in the greening programme can also leave a legacy for the host region if an extensive communication programme is included for the local residents. Aspects such as energy efficiency, water conservation and waste reduction will have a positive impact on the host region if the residents understand the benefits of these activities and implement these actions within their homes and work place.



About 90% of the people involved in the Pick 'n Pay Argus Cycle Tour are **volunteers**, with about a million rands going back to local organisations for the work done. Volunteers are prepared at least three months in advance and are sourced through local organisations such as schools, Rotary Clubs or local job creation projects such as Coast Care.

Volunteer Programme

The use of volunteers provides ordinary citizens with an opportunity to participate in the sporting event, as well as gain knowledge and experience about event greening. Most of the large international sports events make use of volunteers, but these volunteers also need to be well trained and managed.

The training programme needs to include clear regulations and guidelines for the volunteers. The volunteers need to know upfront what is expected of them to ensure that the programme is successful. Clarity also needs to be provided regarding logistical needs such as transport, meals, dress code and working times. If any financial compensation is to be made, this should also be clarified prior to the start of the event. Clear identification, such as

tshirts or caps, should be given to volunteers. Certain types of events would also require that appropriate shelter is provided to volunteers.

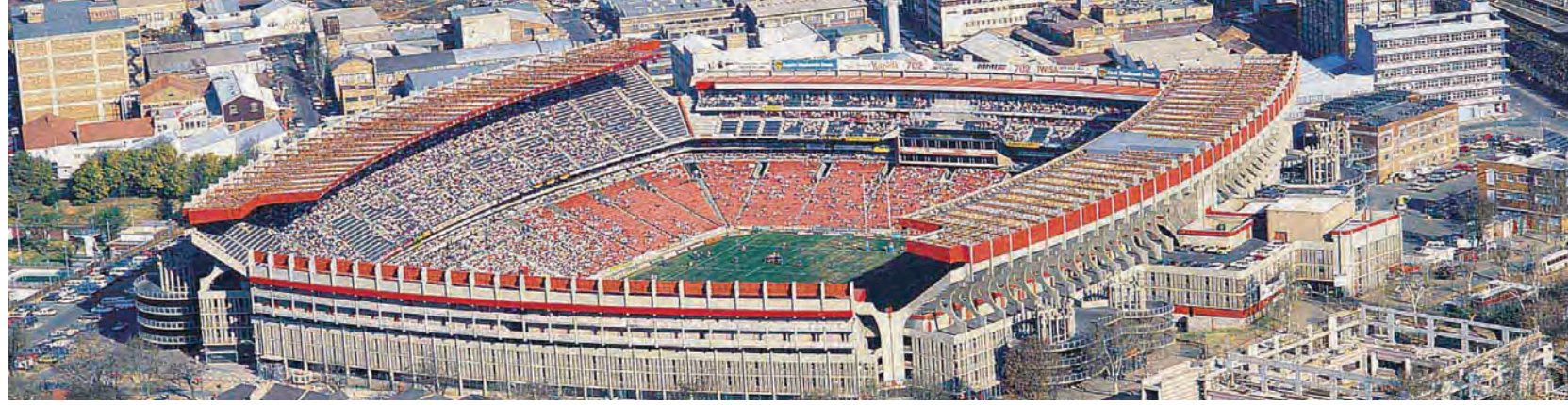
Although volunteers can play a significant role in the greening of an event, the management of the volunteers should not be underestimated. This is very time consuming and will have to include effective training. Volunteers can however add tremendous value if they are well trained, managed and form an integral part of the overall greening programme.

It is ultimately the actions of the people that make the difference, although all initiatives should be supported by appropriate technology. The importance of sustainable resource management is however still relatively new in develop-

ing countries and as such, training and awareness-raising plays an important role in ensuring the successful implementation of the guidelines. People need to be encouraged to participate and one of the ways of doing this is to make use of volunteers at large sports events.



Om die Dam Ultra marathon, Hartbeespoort Dam, North West Province



Ellis Park stadium, Johannesburg

4.3 Environmental Management Systems (EMS)

Greening an event involves a number of key steps which together, comprise an Environmental Management System for that event:

- **Describing** the event and the location and context in which it is being held;
- **Identifying** potential environmental impacts of the event;
- Defining and implementing **greening practices** to each of the activities with potential impacts;
- Developing **monitoring and evaluation** procedures to assess the effectiveness of the greening activities and strengthen the greening legacy;
- Design a communications and marketing strategy to raise **awareness** and promote implementation of the greening programme.

Most of the activities at large sports events happen in a controlled area, such as a stadium or along a dedicated route, where a formal management system can be implemented. Having an Environmental Management System (EMS) in place assists in providing clear guidance on the greening practices to all parties – athletes, spectators and the local community.

Development of an EMS

An Environmental Management System (EMS) is a comprehensive organisational approach designed to incorporate environmental sustainability principles and approaches into the operation of any organization. The ISO 14000 series developed by the International Standards Organization (ISO) forms the global standard for EMS implementation and certification. However, other systems

exist and numerous organizations have incorporated an EMS without seeking certification.

The incorporation of an EMS into the organisational arrangements of a sporting event has many benefits. In addition to facilitating the implementation of greening activities, an EMS enhances the event's image and opens opportunities to attract environmentally conscious consumers. Moreover, an EMS is becoming a requirement for many business relationships as more companies demand that their suppliers and clients meet their standards.

An EMS helps an organisation to clarify its vision, define goals and objectives, set targets, measure success and coordinate a range of activities – it provides direction while providing guidance to

all aspects of the venue management and may serve to combine multiple environmental programs already being executed. It is important to understand that numerous efficiencies and improvements are realized through changes to operating procedures. More often than not, the economic benefits of achieving environmental performance targets are a major incentive in implementing an EMS at any event or venue.

The Old Mutual Two Oceans Marathon is generally held over Easter Weekend in Cape Town. In 2007, it was held over two days on 6 and 7 April with a crowd between 30 000 and 45 000. The race started at Newlands Swimming pool and finished at the UCT Sports Field.

A total of 200 general waste bins were provided for the event, with two 30m³ waste skips and two 6m³ recycling skips.

Two Oceans EMP Report

Components of an EMS

An EMS is a continual cycle of planning, implementing, reviewing and improving the processes and actions that an organization undertakes to meet its business and environmental goals. Most EMSs are built on the "Plan, Do, Check, Act" model. This model leads to continual improvement, based upon:

- Planning, including identifying environmental aspects and establishing goals [plan];
- Implementing, including training and operational controls [do];
- Checking, including monitoring and corrective action [check]; and
- Reviewing, including progress reviews and acting to make needed changes to the EMS [act].

Different Environmental Management Systems have been implemented at different venues. For the 2006 FIFA Soccer World Cup the Nurnberg and Munich stadia implemented EMAS, while EcoProfit was implemented at the Hamburg and Gelsenkirchen stadia. The 2008 Olympics in Beijing have been ISO 14001 certified.

Implementation steps for an EMS

The following steps can be followed when implementing an EMS:

- **Form a Team:** Select an interested employee from each department or unit to join the environmental team. Be sure to include all levels of management. Ideally the team is managed by a top level manager to ensure cooperation and action through all levels of the organization.
- **Provide education:** The environmental team needs to receive training so that they can understand what they need to do and how to do it.
- **Develop an Environmental Policy:** This policy needs to be brief yet comprehensive and provide the overall framework and direction with respect to environmental and sustainability considerations. It should be consistent with the policies of national, provincial

and local government, and should apply to all aspects of the event.

- **Designate a Champion:** Choose one person that is particularly committed to environmental management and performance to drive the overall process and give it exposure. This does not need to be a member of the team, but could be a figurehead with a keen interest in environmental matters. This person needs to be kept up to date with the process and any obstacles encountered.
- **Develop a list of environmental impacts for each unit or department:** Allow each unit or department to examine their processes and activities thereby becoming educated to the impacts and responsibilities of their respective departments.
- **Qualify and quantify as many of the impacts as possible:** Describe and

measure the impacts. An accurate assessment of the impacts will make it easier to define targets and to determine whether goals are being achieved.

- **Rank the impacts:** Choose a ranking scheme to order the impacts. This can be ranked according to the environmental impact, the related cost and complexity to implement.

- **Determine and define a set of objectives:** The team should decide what the objectives will be in the short, medium, and long-term. These can be overall themes that span the organization (for example: 10 percent water use reduction, 25 percent energy use reduction).

- **Set targets for each objective with clear timelines:** Define a number of targets for each objective. Decide upon dates to measure progress.

- **Define responsibilities for each target:** Delineate responsibilities for each target. By distributing responsibilities, a competitive environment is formed and success or failure is not reliant on a single person.

- **Document objectives, targets, and responsibilities:** Document the environmental team organization, impact assessment, objectives and targets, and timelines. Effective documentation will illustrate benefits, indicate progress, and provide the information needed for audits and certification.

4.4 Monitoring and evaluation

Monitoring and evaluating the effectiveness of greening activities and plans are crucial when aiming to achieve long-term benefits from major events. The monitoring and evaluation process provides valuable information on problems that arise during the event itself as well as information on the effectiveness and impacts associated with the greening programmes. This information is important for present and future organising committees and host cities, as lessons learnt will help to guide the design of future greening

programmes and thereby strengthen sustainability aspects of future sporting events in South Africa.

Guidelines for Monitoring and Evaluation

Measuring effectiveness and impact through monitoring and evaluation allows steps to be taken to improve greening activities during implementation; demonstrate the successes of the initiative and the value of environmental best practice and strengthen future greening initiatives. Monitoring and evaluation can be conducted by the greening team, but is most credible when carried out by an independent organisation.

- **Define the objectives of the greening initiative:** These can be broad objectives for larger events, or more specific for smaller events, e.g. waste minimisation, water conservation, energy efficiency, etc (see table on page 84).

- **Identify indicators of success for each objective:** Indicators are criteria for measuring outcomes against expectations, such as percentage of waste recycled during the event, or the number of people reached through training during a specific time. Each objective may have several indicators.

- **Define a strategy for collecting and analysing data:** Include venue managers and other stakeholders to ensure access to relevant data. Ensure that data collection methods are simple and systematic and fully understood by those collecting the data. Surveys are useful tools for measuring less quantitative activities, such as awareness-raising.

- **Ensure that specific people are responsible for collecting data:** Do not rely on the random collection of data, but ensure that it is well managed.



- **Communicate results through the event to encourage participation:** If people have a goal to work towards and they can see the progress that is being made, then it will encourage them to continue their actions. For example, if targets for use of public transport are set and information on efforts to reach these targets is published on a regular basis and in a visible place, spectators may be inclined to change their transport habits to assist in reaching the target.
- **Assess reasons for successes and failures:** Once the data is collected it needs to be analysed and communicated so that the statistics can add value to the process.
- **Communicate lessons learnt:** Future event organisers can benefit from these experiences if the processes and lessons learnt are well documented and communicated.

Table 4.4.1.: Sample format for monitoring and evaluation

OBJECTIVE	INDICATOR	TARGET	RESULT	COMMENT RE SUCCESS
Minimise waste	% less waste (in volume) generated than at previous event	20%	20%	Successful due to green procurement process
	% more waste (in volume) recycled than at previous event	50%	60%	Very successful due to clear signage and awareness activities
Minimise pollution	% of the event-related carbon emissions offset within 5 years of the event	90%	65%	Moderately successful. Challenges: late start to the project and lack of political buy in.
Improve awareness about environmental best practice	% more event staff, volunteers and service providers trained in best practice than at previous events	40%	30%	Moderately successful. Challenges: getting service providers to train their staff.

Examples of the kinds of objectives, indicators and targets that could be set for different greening strategies covered in this guideline document are presented at the end of each greening strategy.

Global Reporting Initiative (GRI)

The Global Reporting Initiative (GRI) is an existing sustainability reporting system that is recognised internationally. Established in 1997 at the initiative of the Coalition for Environmentally Responsible Economies (CERES), in partnership with the United Nations Environment Programme (UNEP), the GRI is composed of corporations, NGOs, commercial organisations and associations and other stakeholders' representatives. Its aim is to draw up and disseminate guidelines for voluntary reporting on sustainable development by companies wishing to be accountable for the environmental and social dimensions of their activities, products and services.

The GRI proposed a common framework for reporting on the three aspects of sustainable development:

- **Economic aspect:** salaries, welfare benefits, staff productivity, job creation, subcontracting expenditure, expenditure on research and development, investment in training and other forms of human capital.
- **Environmental aspect:** impact on processes, products and services on air, water, soil, biodiversity and human health.
- **Social aspect:** health and safety in the workplace, staff retention, labour law, human rights, salaries and working conditions amongst subcontractors.

The GRI aims to develop indicators that are applicable to all companies in all economic, social and environment sectors. These are known as the core indicators, i.e. those that are relevant in all cases. There are also industry specific indicators and a degree of flexibility is allowed for company indicators applied by firms on a case-by-case basis. The



GRI's guidelines are intended to provide a framework for sustainable development reporting, although they do not suggest how the information should be verified. It should however be noted that this is a voluntary initiative.

Evaluation report (post event)

An honest analysis and assessment of environmental activities after the event, indicates the strengths and weaknesses of the greening program and identifies areas needing improvement. The review and assessment of environmental objectives is also a matter for sports associations, because only extensive monitoring creates a basis for the future development of environmental concepts in sports. A national federation can also take the initiative to the international level to ensure that greater account of environmental sustainability issues are taken into account with future

events.

Reporting is a vital way to deliver information to future organisers⁴⁰ about strategies and practices that are effective and others that did not work. A formal evaluation report makes the organisers aware of the activities and environmental initiatives, as well as the difficulties and setbacks that often arise in the management of major events. The report should be clear, informative and give important information about the pros and cons of the greening programme, as well as information as to how to improve activities and plans for future events. Consider reporting as a valuable legacy of activities and efforts to enhance sustainable development practices that can influence programmes developed for other major sporting events in the future.

4.5 Legacy Projects

A legacy project is used to promote a specific principle or good practice example, which will help to ensure that the value of the environmental initiative lasts long after the event is over. It aims to strengthen the positive long-term impact of a particular initiative or action as a showcase of what has been done.

A legacy project will help to make sure that:

- there are practical outcomes and improvements, such as trees planted, enhanced water quality and increased energy efficiency in a range of public places for example;
- there is increased environmental awareness and responsibility within the community and the event management industry;
- all environmental sectors cooperate

to contribute to long-term change and environmental benefits.

Evaluation can give valuable information about the mistakes made and aspects to be improved. Reporting is a vital way to deliver experiences to future events. Monitoring and evaluation should be considered as a legacy that provides insights and guidance that can influence the planning, design and management of other events.

4.6 Conclusion

These guidelines have been informed by a generic set of greening principles and the greening objectives articulated in the 2010 Greening Business Plan and seek to ensure that environmental sustainability principles and practices are integrated into the planning, organising and hosting of all major

sporting events. They are directed at all those who are responsible for the planning, organising and hosting of such large sporting events including sports associations, government departments at all spheres of government, organising committees, service providers as well as operators of sports and other related facilities.

The document provides guidance on the objectives and strategies that can be employed to enhance sustainability practices and avoid and/or minimise negative environmental impacts that could result from large sporting events. Specific greening objectives and strategies have been provided for a number of thematic areas including, climate change and energy efficiency, waste minimisation and management, water conservation and management, sustainable procurement, biodiversity,

sustainable transport, design and construction as well as other related areas.

Recommendations on related issues such as marketing and communication, training and awareness raising, environmental management systems and monitoring and evaluation are also provided. Incorporation of these principles and guidelines into the early stages of planning and design as well as throughout all phases of the event is essential if sustainability goals are to be achieved. Hosting a major sports event such as the 2010 FIFA World Cup™ provides an excellent opportunity to raise awareness about sustainable development principles and practices and can contribute to leaving a positive environmental legacy.

³⁹ www.globalreporting.org/

⁴⁰ Helsinki, 2005

- Australia Sydney Olympic Park Authority (2002) Towards Sustainability: *Sustainability Strategy for Sydney Olympic Park*. [Online]. Available at: http://www.sydneyolympicpark.com.au/...data/assets/pdf_file/0016/808/Sustainability_Strategy_for_Sydney_Olympic_Park.pdf [accessed 7 May 2008].
- Beijing Organizing Committee for the XXIX Olympiad: Beijing 2008 (2008) *Environmental Protection, Innovation and Improvement* (April 2007).
- British Research Establishment (BRE) (2002) Green guide to Specification: *An Environmental Profiling System for Building Materials and Components, 3rd edition*. Canadian
- City of Cape Town (2007) *Smart Living Handbook: Making sustainable development a reality in Cape Town homes*. [Online]. Available at: http://web.capetown.gov.za/eDocuments/SMART_Living_Handbook_-_Eng_07_2007_3072007123827_465.pdf [accessed 14 March 2008].
- City of Cape Town and Western Cape Provincial Government (2007) *Business Plan: Summary for Green Goal 2010* (August 2007).
- City of Cape Town (2006) *Energy and Climate Change Strategy*.
- City of Cape Town and Western Cape Provincial (2006) *Government Draft Greening Principles for World Cup* (October 2006).
- City of Cape Town (2003) *Biodiversity Strategy*. [Online]. Available at: http://www.capetown.gov.za/en/EnvironmentalResourceManagement/publications/Documents/Biodiversity_Strategy.pdf [accessed 23 February 2008].
- City of Tshwane (2004) *Development of an Integrated Waste Management Plan for the CTMM*. Pretoria: City of Tshwane.
- City of Tshwane (2004) *Implementation of the TIEP Plan to Reduce per capita Waste Disposal to Landfill by 15% by the 2010/11 Financial Year (draft)*. Pretoria: City of Tshwane.
- Driver, A., Maze, K., Lombard, A.T., Nel, J., Rouget, M., Turpie, J.K., Cowling, R.M., Desmet, P., Goodman, P., Harris, J., Jonas, Z., Reyers, B., Sink, K. & Strauss, T (2004) *South African National Spatial Biodiversity Assessment 2004: Summary Report*. Pretoria: South African National Biodiversity Institute (SANBI).
- Department of Environment and Tourism (DEAT) (2007) *Business Plan for Greening 2010 FIFA World Cup*.
- Department of Environmental Affairs and Tourism (DEAT) (2006) *South African Environment Outlook. A Report of the State of the Environment*. Pretoria: DEAT.
- Department of Transport (DoT) (2006) *Transport Action Plan for 2010: Action Plan for ensuring Operational Success and Establishing a Legacy of Improvement from the Investment towards the 2010 FIFA World Cup*. Pretoria: DoT.
- Department of Environmental Affairs and Tourism (DEAT) (2005) *A South African National Strategy for Sustainable Development: Rational, Vision, Mission and Principles (revised draft)*. [Online]. Available at: <http://www.environment.gov.za/> [accessed 7 May 2008].
- Department of Environmental Affairs and Tourism (DEAT) (2007) *Principles of Green Waste Management (extract from the Business Plan for 2010)*. Pretoria: DEAT.
- Department of Water Affairs (DWA) (2004) *National Water resource Strategy*. Pretoria: DWA.
- Department of Minerals and Energy (DME) (2004) *White Paper and Strategy for Renewable Energy*. Pretoria: DME.
- Environment Australia (2001) *Sydney 2000 Olympic and Paralympics Games. Environmental Benchmarks; Guidelines. Achievements and Lessons for Environmental Sustainable Building and Events*. [Online]. Available at: <http://www.environment.gov.au> [accessed 18 December 2005].
- Environment Australia (2000) *Greening the Games: Australia Creating Sustainable Solutions for a New Millennium*. [Online]. Available at: http://www.environment.gov.au/epg/sydoly/env_sust.html [accessed 18 December 2005].
- Environment Canada (1995) *Green Meeting Guide: Lessons Learned from the 1995*. Hamilton G-7

Environment Ministers' Meeting and the 1995 Halifax Economic Summit. Gatineau: Environment Canada.
 Fédération Internationale de Football Association (FIFA) (2006) Green Goal Legacy Report. Frankfurt: FIFA.
 Government Communication and Information System (GCIS) (2007) *South Africa Yearbook, 2006/2007*.
 Pretoria: GCIS.

Green Champions in Sports and Environment (2006) *Guide to Environmentally-Sound Large Sporting Events*. Berlin: Federal Ministry for the Environment, Nature Conservation and Nuclear Safety.

Helsinki University of Technology 2006, *Eco efficient Major Event Manual: Greening the Events*

ICLEI (2007) *The Procura+ Manual 2nd Edition; A guide to Cost-Effective Sustainable Public Procurement*. [Online]. Available at: http://www.procuraplus.org/fileadmin/template/projects/procuraplus/New_website/Printed_Manual/Procura_Manual_complete.pdf [accessed 18 March 2008].

ICLEI (2007) *Report on the Lessons Learnt at the ICLEI World Congress 2006*

IUCN (2003) *Greening the World Summit on Sustainable Development: Lessons Learnt Unpublished Report*. [Online]. Available at: <http://www.iucn.org/greeningwssd/11/html> [accessed 15 March 2008].

Katzel C T (2007) *Event Greening: is this Concept providing a serious Platform for Sustainability Best Practice?* Unpublished Masters Thesis, University Stellenbosch.

London 2012 Organising Committee of the Olympic and Paralympic Games (LOCOG) (2007) *Towards One Planet 2012, London 2012 Sustainability Plan*. [Online]. Available at:

<http://www.london2012.com/documents/locog-publications/london-2012-sustainability-plan.pdf> [accessed 16 March 2008].

Millennium Ecosystem Assessment (2005) *Ecosystems and Human Well-being: Biodiversity Synthesis*. Washington DC: World Resources Institute.

Nedbank Golf Challenge (2006) *Waste Management, Sun City Environmental Vision*.

Pew Center on Global Climate Change (2007) *Highlights from Climate Change 2007: Synthesis Report of the IPCC Fourth Assessment Report Summary for Policy Makers*. [Online]. Available at:

http://www.pewclimate.org/docUploads/PewSummary_AR4.pdf [accessed 07 May 2008].

Republic of South Africa: Parliament (2007) *National Environmental Management: Waste Bill*. Pretoria: Government Printers.

Republic of South Africa: Parliament (1998) *National Environmental Management Act [No. 107 of 1998]*. Pretoria: Government Printers.

Republic of South Africa: Parliament (1998) *National Sport and Recreation Act [No. 110 of 1998]*. Pretoria: Government Printers.

Republic of South Africa: Parliament (1996) *Constitution of the Republic of South Africa [No. 108 of 1996]*. Pretoria: Government Printers.

South African Waste Management Information Centre (2007) *Waste Statistics of South Africa*. [Online] Available at: <http://wis.octoplus.co.za> [accessed 12 April 2008].

Sustainable Energy Africa (2007) *Green rating for the Hospitality Industry: Background info on the Development of a Rating System*. A report by Sustainable Energy Africa for the Western Cape Provincial Government, Cape Town.

Sydney Olympic Park (2002) *Waste Reduction and Purchasing Plan, Sydney, Australia*

United Nations Environmental Programme (UNEP) (2007) *Global Environmental Outlook 4: Environment for Development*. Nairobi: UNEP.

references

United Nations Environment Programme (UNEP), International Olympic Committee (IOC) and IOC, & Beijing Organizing Committee for the Games of the XXIX Olympiad (BOCOG) (2007) *Final Declaration from the 7th World Conference on Sport and Environment*. In proceedings *From Plan to Action*, Beijing, 25-27 October. [Online]. Available at:

http://www.olympic.org/uk/organisation/missions/environment/full_story_uk.asp?id=2371

[accessed 7 May 2008].

United Nations Development Programme (UNDP), Global Environmental Facility (GEF), World Conservation Union (IUCN) and Republic of South Africa (RSA) (2002) *Leaving a Greening Legacy: Guidelines for Event Greening*. [Online].

Available at: <http://www.undp.org/gef/05/documents/publications/booklet-greening-wssd.pdf>.

[accessed 07 May 2008].

Wikipedia (2007) *Waste Management*. [Online].

Available at: <http://www.en.wikipedia.org/wiki/Wastemanagement> [accessed 9 February 2007].

World Summit on Sustainable Development (2004) *Waste Management and Minimisation*. Johannesburg, South Africa.

World Wildlife Fund (WWF) (no date) *Eco-Procurement Guidelines*. [Online].

Available at: http://shop.wwf.org.uk/Purchasing_Criteria [accessed 07 May 2008].

Websites

2010 Official website	http://www.sa2010.gov.za/government/transport.php
Audubon Cooperative Sanctuary Program for Golf Courses	www.auduboninternational.org/programs/acss/golf.htm
Beijing 2008 Olympics	http://en.beijing2008.cn
EUSA	www.eusa.org.za
German 2006 FIFA	www.fifa.com
Global Reporting Initiative	www.globalreporting.org
Global Urban Development	www.globalurban.org
Green Goal Report	www.oeko.de/oekodoc
Greenhouse Gas Protocol Initiative	www.ghgprotocol.org
Greening Major Events	www.globalurban.org
Local Economic Development	www.led.co.za
London 2012 Olympics	www.london2012.org
Olympics	www.olympic.org
SANBI	www.sanbi.org
SEDA	www.seda.org.za
Sydney 2002 Olympic Games	www.gamesinfo.com.au
Torino 2006 Winter Olympics	www.torino2006.it
UNEP Events and Meetings	www.unep.org
UNEP Sports and the Environment	www.unep.org/sport_env/
Vancouver 2010 Olympics	www.vancouver2010.com/
WWF	www.wwf.org/