

GREENING THE ICLEI WORLD

CONGRESS 2006:

CAPE TOWN

FINAL REPORT:

INCLUDING LESSONS

LEARNED



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FINAL REPORT: INCLUDING LESSONS LEARNED

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Abstract

The City of Cape Town hosted the ICLEI 2006 Congress in Cape Town from the 27 February to 3 March 2006 at the Cape Town International Convention Centre (CTICC). ICLEI is an international forum for local government leaders that promote sustainable development through a variety of initiatives. This congress provided an important platform for the international community of local government authorities to reiterate support for sustainable development and strengthen cooperation between cities and local governments worldwide. 545 delegates attended the congress.

This report is a final reflection and lessons learned on the event greening project/initiative, which identified and piloted innovative sustainability management approaches in order to minimize the negative environmental and social effects of the event and optimize the benefits. Three complementary activities occurred: (1) Policy and strategy development to encourage best practice (2) demonstration of best practices (3) Raising public awareness on greening events using information dissemination vehicles.

The project has left a number of durable legacies for the City of Cape Town, and provided linkages on a global level with the ICLEI Greening Events Programme. The results of the initiative are broadly favourable, though challenges and obstacles did occur and are reflected. This report acknowledges that there is still a significant journey ahead in establishing event greening as a mainstream operational activity within the events industry and specifically as a formalized strategy for the City of Cape Town. The report focuses on reflection of process and lessons learned for future events, so as to perpetuate the momentum of this mainstreaming and provide an academic rhetoric for event greening as a way of encouraging debate and refining modelling and performance processes.

Acronyms

CoCT	City of Cape Town
CTICC	Cape Town International Convention Centre
GC	Global Conferences
ICLEI	International Council for Local Environmental Initiatives
LL	Lessons Learned
UN	United Nations
CDM	Clean Development Mechanism
WSSD	World Summit on Sustainable Development
GWSSD	Greening the World Summit on Sustainable Development
CTRU	Cape Town Routes Unlimited
M&E	Monitoring and Evaluation
SEA	Sustainable Energy Africa
WCP	Western Cape Province

Glossary of Terms

Audit – An assessment of the efficiency of a system (in conference greening this could include aspects such as water, waste and energy)

Biodiversity – Biological diversity is the variability among living organisms from all sources including terrestrial, marine and other aquatic ecosystems. It includes biodiversity within species (genetic diversity), among species, and within and among ecosystems.

Carbon Tax – This is a payment which is made to counteract the emissions that are produced through a specific action (such as flying a plane), by promoting an alternative action (such as a solar water heater project) that could reduce greenhouse gasses.

Climate Protection – It is the action to deliberately reduce the emission of greenhouse gasses in order to reduce the impact on our environment.

Event Greening – Hosting an event, and associated services, in such a way that it has a minimal effect on the environment and maximum benefit to the people.

Fair-trade - Fair-trade is about partnership, based on dialogue, transparency and respect, which seek greater equity in international trade. It contributes to sustainable development by offering better trading conditions to, and securing the rights of, marginalized producers

Greenhouse gasses – Greenhouse gasses (such as Carbon Dioxide (CO₂)) are produced when any fossil fuel (such as used in an aircraft or car) is burnt and which contributes to global warming and has a negative impact on the environment and on our lives.

Grey water – Any water that has already been used and has the potential for reuse without treatment.

Indigenous Plants – A plant belonging naturally to or occurring naturally in a country or area.

ICLEI – International Council for Local Environmental Initiative, now known as Local Governments for Sustainability.

Legacy Project – A project that is used to promote a specific principle or good example.

Organic Products – Products produced according to the principle of sustainability and without the use of chemicals that might be harmful to human health or the environment.

Procurement – Acquisition of goods and/or services. Sustainable procurement is purchasing of products that have minimal negative impact on our environment, either directly or indirectly.

Retrofitting – The amendment of buildings and fittings to make it more sustainable such as changing normal light bulbs with CFL light bulbs, or using low flow taps that manage water use.

Sustainable Development – Meeting the needs of the present generation without compromising the ability of future generations to meet their needs.

WSSD – The World Summit on Sustainable Development. The United Nations (UN) summit that brought together leaders from government, civil society and business to assess sustainable

development progress since the last world summit (UNCED / The Earth Summit) held in Rio de Janeiro in 1992. The WSSD was held in Johannesburg, South Africa, from August 26 to September 4, 2002.

Twinbin system - Twinbins are used for the separation of dry and mixed recyclables (paper, glass, plastics, cans) together from the non-recyclable and wet rubbish fraction (e.g. including soiled paper plates, dirty paper towels and napkins, organic waste, non-recyclable packaging materials etc.

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1 CHAPTER ONE: INTRODUCTION

The 2006 ICLEI World Congress was held in Cape Town, South Africa between the 27 February and 3 March 2006. The venue of the formal proceedings was the Cape Town International Convention Centre (CTICC). This was the first ICLEI Congress to take place in the Southern Hemisphere and on the African Continent.

This Lessons Learned Report reflects on a project that was implemented in parallel to the operations and logistics of the congress organization. This project was an event greening project and was initiated and funded by the City of Cape Town. This report reflects on the contextualization of this initiative and grounds it within a larger vision for the City of Cape Town as a destination for large scale international events. The project was in fact the first event greening attempted by the CoCT and serves as a pilot study, on which a larger city programme can be established.

The project framework was defined by broad parameters which are reflected within the discussion. The main body of this document is a direct report-back on key delivery areas, the process of implementation per area and the successes, challenges, lessons learned and recommendations. The purpose of this report is to facilitate a knowledge sharing objective internationally of the ICLEI World Congress event greening project so as to provide information for future event greening projects and to add to the academic rhetoric developing for this mechanism. It is also the final report of the project and thus serves a dual purpose of summation and lessons learned.

1.1 Background

1.1.1 ICLEI

ICLEI¹ is a democratic, international association of local governments and national and regional local government organizations that have made a commitment to sustainable development.

ICLEI is an acronym for the International Council for Local Environmental Initiatives. The organization was launched in 1990 at the United Nations in New York, its mission is to build and serve a worldwide movement of local governments to achieve tangible improvements in global sustainability with special focus on environmental conditions. The focus of ICLEI shifted from being predominantly environmental to containing social and economic dimensions thus it has been redefined as Local Governments for Sustainability. It pursues sustainable development through cumulative local actions. It is a membership based organization and currently has over 460 cities, towns and counties worldwide as members with each member holding a position on the Council. The Council establishes a six-year strategic plan for sustainable development and elects an international Executive Committee of local government representatives.

Through cooperation agreements with United Nations (UN) agencies and other international organizations, it serves as a bridge linking local governments' actions to global programmes. ICLEI represents local governments at multilateral policy processes, UN conferences, and meetings on sustainable development in its role as an advocacy organization. It contributes to

¹ All information is quoted from the ICLEI website; www.iclei.org

the building of international policy that will strengthen local governments and support local sustainability issues.

ICLEI develops and administers a broad range of campaigns and programs that address local sustainability issues while protecting global common goods and linking local actions to internationally agreed goals and targets. It assists and supports local governments to generate political awareness of key issues; establish action plans towards defined, concrete, measurable targets; work towards meeting these targets through project implementation and evaluate local and cumulative progress towards sustainable development.

ICLEI is the international sustainable development and environmental agency for local governments and provides information, delivers training, organizes conferences, facilitates networking and city-to-city exchange, carries out research and pilot projects, and offers technical services and consultancy. It assists in strengthening the capacity of local government elected officials and managers to drive process of change towards sustainable development. Regular conferences focused on capacity building and knowledge exchange take place globally and regionally.

Annexure 1 includes details on the governance structures of the organization.

1.1.2 ICLEI World Congress

ICLEI's key mandate is to assist local governments achieve sustainability goals by strengthening capacity and allowing for an exchange of knowledge through conferences and congresses. Conferences organized by ICLEI offices are seen as milestones to showcase local government's activities or start new initiatives through networking and best practice exchange.

ICLEI's international world congress takes place every three years and provides mayors, local government politicians and staff, representatives from international agencies, national governments, donors and other partners with the opportunity for peer exchanges, knowledge-sharing, capacity building and on-site visits and exhibits. The ICLEI World Congress host city is selected through a bidding process.

ICLEI World Congress Host Cities

Athens, Greece (2003)
Dessau, Germany (2000)
Saitama, Japan (1995)
Toronto, Canada (1992)
New York City, USA (1990)

Text Box 1: Past ICLEI World Congress Hosts

1.1.3 ICLEI World Congress 2006

The ICLEI World Congress 2006 was hosted by the City of Cape Town in South Africa after a successful bidding process. The congress commenced on the 27th of February and concluded on the 3rd of March 2006. The theme of the congress was "Out of Africa: Local Solutions for Global Challenges". It was a unique opportunity for local government representatives and

associations to forge new relations; create and strengthen partnerships and exchange experiences across continents and cities.

The 2006 Congress focused on concrete action and measurable results for sustainable development. It provided local government participants with the information, best practice options, tools, and practical support necessary to overcome the barriers to sustainability. The goal of the congress was to build sustainable communities and cities whilst protecting global common goods such as climate, freshwater and biodiversity. New and expanded campaigns and programme activities focusing on priority issues such as sustainable procurement, biodiversity, sustainability management instruments, disaster-resilience of communities and cities and peaceful and secure communities were major streams at the event.

The ICLEI Executive Committee elected Councillor David Cadman from Vancouver as the new President of ICLEI and Mayor Stephen Kabuye of Entebbe as Vice-President.

The triennial general assembly of local government members, the ICLEI Council meeting, adopted a Declaration of Commitment which reflects the key content of the Strategic Plan of 2007 – 2012, currently referred to as the Cape Town Plan. This strategy will guide the programs of ICLEI for the next six years.

1.2 Context

Worldwide there has been a dramatic increase in the number of international events. In 2002 over 9000 international meetings were held globally about 20% of these were on a significant scale which involves over 1000 participants (Leaving a Greening Legacy, 2003). Therefore when large numbers of people gather for an event, the host city experiences a great increase in demand for natural resources (e.g. water and energy) and additional stress is placed on the local communities and infrastructure. Some of this impact is positive, usually translating into economic benefits; however these benefits are often accompanied by negative environmental and social impacts, which may outweigh the benefits. It is this resultant polarity of large scale events that has driven management structures to produce a management technique that intervenes during the process of event organization to mitigate the negative effects. This process or technique has become known as event greening and has systematically evolved into a well structured tool, progressively refining itself from event to event.

1.3 Event Greening

Event greening is an evolving phenomenon that is fast becoming a method for countries and cities to host events, especially large events. In 2000, the Sydney Olympic Games in Australia became one of the first major events to be greened, where the key objective was to make the games more environmentally friendly and energy efficient. Following this was the 2002 World Summit on Sustainable Development (WSSD) in Johannesburg, South Africa, where event organisers were determined to implement interventions that would collectively diminish the environmental and social "footprint" of the event. This, incidentally, was where the term "greening events" was coined. Both the Sydney Olympics and the WSSD provided best practice examples from which lessons can be learned when greening events.

The main outcome of event greening is to reduce the consumption of natural resources, avoid damage to the environment, protect biodiversity and human health, reduce waste to a minimum,

avoid any negative impacts on local inhabitants and take ecological, social and economic aspects into account for future-oriented city development as well as offer sustainable development options to the local people, their environment and economy. In brief, an event can be considered “green” if it is organised, managed and staged in line with sustainable development principles focusing in particular on social and environmental issues. Event greening is an on-going and continuous process and not just an isolated once-off activity. It should also be acknowledged that greening is context specific and that determining the main focus depends on where the event is being held and what that area’s priorities and needs are.

A green event is an event which has been governed by environmentally and socially responsible decision making. It is also about turning those decisions into long term action. An event is defined as a green event when informed decision-making occurs and is sensitive and committed to reducing the negative impact on the environment and the local community.

Greening an event involves incorporating the following basic principles:

1. Environmental best practice
2. Social and Economic development
3. Education and Awareness
4. Monitoring, evaluation and Reporting
5. Leaving a positive legacy

Events also provide ideal opportunities to communicate to a direct target audience. A green event utilizes the event as an opportunity to drive consumer behaviour change messages to the delegates and to the host city. These messages are often designed to encourage a consumer consciousness of environmental and social issues of that specific city or country. An event is an excellent mechanism to run awareness raising and education campaigns pertaining to local environmental and social issues, and promote a lifestyle based on sustainability principles.

The term event greening and greening events are used interchangeably in this report. The preferred option is event greening as it implies an active approach. The word “green” when written in inverted commas refers to the environmentally and socially friendliness of the event or intervention. It is acknowledged that as yet a clear measuring system depicting extent or probability of sustainability or “greenness” is not available for use. As such when aspects are referred to as “green” the implication is that responsible, sustainable decision-making occurred as part of the process that produced the pending result.

1.4 ICLEI and Event Greening

ICLEI recognized the need for local governments to host “greener” events as part of a sustainability strategy for member cities. Its members passed the “Athens Call for Greening Events – Sustainability principles for local hosts organising international events” in 2003, and subsequently organised the International Symposium on Greening Events in September 2004, hosted by the City of Barcelona, Spain. An important outcome of the symposium was the approval of the “Greening Events Initiative” which looks at event greening from the viewpoint of local governments who act as the host cities and also aims to set ‘greening’ standards for these events.

“The **Greening Events Initiative** is especially relevant to local governments. All events – small or major, international or local, sporting or cultural events – have one thing in common: a local community providing services and managing the environmental, social and financial impacts. The term “greening events” describes a range of activities that apply sustainability principles in the design, preparation and staging of events for which local governments act as organisers or local hosts. The **term** “greening events” is used for branding event organisation activities that address **social, health, environmental** and **economic concerns**.” ICLEI Website (www.iclei.org)

Text Box 2: ICLEI Approach to Event Greening

At the International Greening Events Symposium (19-21 September 2004) held in Barcelona, Spain, it was said that event greening is “not only about avoiding problems – it is also about using opportunities. Event greening always requires innovative ideas and approaches, new solutions and challenges to people’s minds and behaviour” (www.iclei.org Page last updated: 10.May.2005). Events offer opportunities to learn new things as well as to learn from past experiences both leading to the promotion and creation of a more sustainable future.

The City of Cape Town and ICLEI decided to green the ICLEI World Congress 2006. This was motivated by the Athens Call for Greening events and the recognition by the CoCT that a response to the pending increase in events in the city needed to be engaged. The CoCT is a prime destination for international events, ranging from sporting events, to conferences, and is continuously dealing with the positive and negative ramifications of these events. The new South African Tourism Strategy, includes an international drive for South Africa, and specifically for the City of Cape Town to become a premium destination for international events. In light of this strategy it was suggested by the CoCT that an event greening programme be developed to curb the negative results (resource consumption, waste production) of this new strategy, while still being able to benefit from the economic growth of the promotion.

2 CHAPTER TWO: LESSONS LEARNED REPORT METHODOLOGY

The Lessons Learned Report was conceptualized during the project development stage of the *Greening of ICLEI World Congress 2006*. A workshop was conducted during Phase 1 of the project and it was decided at this workshop to include an extensive final report which also detailed lessons learned. Participants at the workshop included managers from the City of Cape Town, specialist consultants, ICLEI managers from Germany and independent technical experts.

Following the ICLEI World Congress 2006, a Lessons Learned methodology was defined and implemented involving the use of existing reports and information, extensive interviews, and broad consultations. Managers directly involved with the greening initiative from ICLEI and the City of Cape Town were asked to complete detailed reports on activities, operations, intentions and reflections. Information was collected from existing documents, such as monitoring reports, minutes and activity-specific summation reports, the compilation of which involved consultation and collaboration with ICLEI World Congress 2006 managers, partners, service providers and stakeholders. Results of research into other event related greening projects, such as the GWSSD and the Turin Winter Olympics was included.

A baseline analysis in the hospitality industry, and a socio-economic study of interventions was conducted as part of the ICLEI World Congress greening initiative's monitoring and evaluation process and has been incorporated into the Lessons Learned Report.

Interviews with key LOC members, project service providers, delegates and exhibitors were conducted to gather more information on lessons learned from the initiative. Based on the available information, gaps were identified and a full day workshop was held with team members and service providers to address these gaps. The effectiveness of the project was discussed at this workshop and these comments are reflected in this document. The first draft of the document was circulated to the City of Cape Town project manager for comment. These comments were analysed by the City of Cape Town Project Manager and the report writers and included. A second draft was circulated to the LOC for comments, which were included in the final draft.

2.1 Assumptions

A number of assumptions were made prior to the development of the Event Greening Project Framework for the ICLEI World Congress 2006. These are reflected below.

- The ICLEI international staff were informed about event greening and understood how to initiate decision-making based on event greening principles.
- The City of Cape Town, Environmental Management Staff at all levels were informed about event greening and responsible decision-making within the context of South Africa.
- The City of Cape Town, Environmental Management Staff at all levels knew that an initiative existed, running in parallel to the Operations and Logistics of the Congress, which was affecting efforts to green the event.
- Environmental and social requirements can be incorporated into operations and logistical processes with ease.
- Trade-off decision-making was an easy and effective process that all service providers and project participants could administer.

2.2 Parameters

It is important to define the parameters of the event greening initiative. The initiative began as an evolutionary process because there was a lack of technical knowledge available in-house to establish the event greening strategy. Technical experts and consultants were appointed through an open tendering process to supply technical input, strategy and project planning. The consultants transformed the ideals and ideas of the CoCT into a pragmatic plan with clear deliverables and results. Once budgets were determined, a more constructed plan began to take shape, and parameters were further defined. The parameters were defined for the ICLEI World Congress 2006 according to:

1. Time: there was a limit in achievability of tasks in a fixed time period. The event greening initiative began its planning process in April 2005. Approval of the implementation plan and appointment of implementation consultants occurred in July 2005, this resulted in an eight month roll-out, including December 2005 (a slow working month in South Africa due to summer holiday period).

2. Space: The LOC and the event greening team determined that only venues and activities directly relating to the Congress would be incorporated into the greening project. Though the sphere of influence did to some level extend to the city level, particularly with regard to the Cleaner Production in the hospitality industry, and the Lessons Learned Report which will be distributed internationally.

3. Budget: There was a fixed budget that was determined prior to the appointment of consultants or the conceptualization and strategizing of the initiative. This parameter was in fact the most influential and determined the extent of the interventions, the accessibility to expert knowledge and the success of the implementation.

These three parameters should be viewed as relating to each other and as creating the main boundary of the project. A project reaching international spheres would need a much larger budget and would require more time for preparation. The dependencies of each parameter on the other should not be overlooked.

Lessons Learned

- Parameters should be established at the conceptual phase of an event greening project as they provide focus for the project.
- It is important to establish deadlines for interventions.
- A reporting matrix or structure should be executed from the first stage of the initiative, so there is a constant and continuous reporting culture built into the team.
- The Lessons Learned Report should be compiled directly after the event, ensuring participation of the team and other important stakeholders.
- An independent evaluation report should be conducted to verify results and conclusions of the team, this should be incorporated as an annexure to the Lessons Learned Report.

3 CHAPTER THREE: STRATEGY FOR THE GREENING OF THE ICLEI 2006 WORLD CONGRESS

3.1 Approach

The Greening of ICLEI World Congress 2006 was executed through a phased approach. This approach was necessary to allow for budget planning and to integrate the Greening into the main operations and logistics of the congress. The City of Cape Town was inexperienced with the planning and implementation of event greening. An internal decision was made to compile a brief, which would include an outline of requirements. This brief was advertised to experts in the sustainability and environmental arenas. The IUCN responded to the brief for phase one and two and won the contract based on its technical expertise. Phase 3 and Phase 4 was contracted to Re-action! Consulting based on their technical expertise and administration capabilities.

3.1.1 Phase 1

The service provider conducted a consultation process to ensure the requirements and vision for the project was synergistic. The outcomes and objectives as well as the intervention basic requirements were further shaped at a workshop held in April 2005.

The City of Cape Town as main stakeholder of the event greening project for ICLEI World Congress 2006 identified the hospitality industry as a direct industry for intervention. The method of intervention was through a Cleaner Production programme, the project is further discussed in Chapter 13 of this document. The IUCN worked with the CoCT and modified the Request for Proposal for the implementation of a Cleaner Production Programme in the Hospitality and Tourism Sector. This was concluded on the 29th April 2005 (Annexure 2).

3.1.2 Phase 2

The accumulation of data and its analysis were required for the operations and logistics of the conference, base line study of consumption patterns, as well as the carbon neutral formula and scenario. This phase included the development of policy to guide the implementation plan of the event greening project. This policy was in the form of Event Greening Principles. The greening project framework and implementation plan was developed during this phase by using brainstorming sessions which aligned with the operations and logistical plan for the conference and included presentation to stakeholders. The identification and description of legacy projects through public adverts occurred, calling for nominations for projects. Selection criteria were developed to assess the nominations transparently in order to qualify them for showcase integration in the greening strategy. Owing to the lack of public response this showcasing did not occur.

3.1.3 Phase 3

This was the implementation phase. It includes coordination of the phase 2 Project Framework and Strategy, continuous monitoring of the process and a document to outline the environmental and financial savings achieved through the implementation of greening interventions (developing

a monitoring and evaluation process, commissioning a socio-economic study on green events using GWSSD as a base line).

A communications component was included in the implementation plan in the form of three newsletters, a presentation, showcasing the greening of ICLEI 2006 and a guideline for the Cape Town's hospitality and tourism sector on how to promote greening at conferences. This phase included the compilation of a final Lessons Learned Report.

3.1.4 Phase 4

Phase four was executed parallel to phase three, but was identified as a separate phase for administrative purposes. Phase four was the conducting of a social economic study. The data from this study has been included in the Lessons Learned Report. It includes evaluation of interventions at ICLEI 2006 so that a verification of the underlying assumptions in the implementation is documented and publicised as part of the overall awareness raising campaign.

3.2 The Greening Project Framework

3.2.1 Project Rationale

It was anticipated that approximately 500 people would attend the ICLEI World Congress 2006. In fact 545 participants were recorded through the registration process.

Increasing attention has been paid recently to the manner in which major international conferences are managed and the potential for such events to contribute positively (or negatively) to sustainable development and environmental preservation. ICLEI World Congress 2006 was a unique opportunity to demonstrate best sustainable development practice in event management, known as event greening. This was especially in view of the fact that sustainability is the core focus of the congress. There was a commitment from the City of Cape Town and the Local Organising Committee (LOC) to ensure that the operations leading up to the ICLEI World Congress 2006 and the organisation and management of the congress demonstrate Event Greening Principles.

3.2.2 Business Objectives for Greening the ICLEI World Congress 2006

- To promote the integrity of greening events by producing workable models and guidelines.
- To make significant contributions to enabling a sustainability approach to event organization at the local level which would lead to global-scale benefits.

3.2.3 Project Objectives for Greening the ICLEI World Congress 2006

- To ensure the organisation and management of the ICLEI World Congress 2006 is planned and undertaken in a way that demonstrates best environmental practice.
- To enhance the enabling environment in South Africa and internationally for the implementation of Green Events.

- To develop replicable models and best practices for other cities hosting international events, establishing critical precedents that can be used to reduce the cost of greening future conferences. This includes:
 - To minimize the negative consumption patterns of natural resources such as water and energy and increased production patterns of waste.
 - To improve environmental management performance by upgrading selected infrastructure used for the congress.
 - To initiate flagship projects, concerned with climate change and other appropriate themes.
- To raise awareness of green events, and sustainable development in Cape Town.

3.2.4 Project Outcomes

The project was implemented in a three phased approach. The following outcomes were key results of the project.

- Greening Principles and or Policy
- Greening Strategy for ICLEI World Congress 2006
- Showcasing of sustainable development projects in the Western Cape Province
- Showcasing Event Greening and the economic benefits of hosting a Green Event
- Guidelines for the Cape Town hospitality and tourism sector on promoting green events.
- A programme for the promotion in the Hospitality and tourism sector in Cape Town, for the use of clean production and reduced consumption patterns based on clean and green technology.

3.2.5 Component 1: Policy and Strategy Development to Encourage Best Practice

The City of Cape Town and ICLEI identified a range of possible initiatives which would contribute to the greening of the congress and long-term sustainable development in Cape Town. These focused on the areas of waste minimization, energy efficiency, water conservation and cleaner technology. This component formulated policies which informed and underpinned these initiatives, including:

- Development of a programme designed to promote the retrofitting and utilization of cleaner production and consumption for the Hospitality and Tourism sector through a cost benefit analysis.
- Further development of the ICLEI Event Greening Principles
- Development of an ICLEI policy to be ratified at the ICLEI Congress in March 2006.
- Development of an Event Greening Strategy for the ICLEI 2006 congress.
- Generation of a monitoring and evaluation report and socio-economic study which will be combined in a paper to be delivered at the ICLEI Congress 2006.
- Production of “plain English” guideline for the Cape Town Hospitality and Tourism sector on how to promote Green Events.
- Drafting of procurement documents and development of minimum targets and standards for the ICLEI 2006 Congress.
- Integrate the Event Greening Principles into the Local Agenda 21 Strategy of Cape Town.

3.2.6 Component 2: Demonstration of Best Environmental Practices for Waste Minimization, Energy and Water Conservation and Climate Change

This component operationalised the policies and strategies identified under component 1 through demonstration activities in the selected focus areas. Activities included sustainable procurement and cost benefit indicators for cleaner production. The project promoted best practices that are also financially advantageous to local industries, particularly the hospitality industry. This created the basis for a legacy that extends beyond the actual event.

The policy work in component 1 was used to determine the scope of work, methodology for auditing, indicators and plan for monitoring and evaluation. This component ensured that the congress was equipped with a hosting and guiding programme to disseminate event greening principles and demonstrate that best practice was implemented and show-cased at the congress. Activities spearheaded are summarized below:

Waste Avoidance and Minimisation

- Minimise paper use.
- Reduction, reuse and recycling requirements.
- Separation bins to be provided in the congress venue – to provide for separation at source.
- Congress paper to be printed on post-consumer recycled paper.
- Involvement of recyclers in the event.
- Use of temporary buildings, kiosks, banners etc that may be reused for other purposes.

Water Conservation

- Low flow taps at the congress venues and hotels
- Dual flush toilets at congress venues and hotels

Energy

- Initiate energy saving measures for the CTICC and low energy usage technology for the congress (linked to the Cleaner Production RfP)
- Retrofitting energy efficient technologies
- Promote renewable energy sources through green energy use
- No use of electrical signage for the congress
- Cost benefit information for energy savings – lobbying for hospitality industry to adopt.
- Air conditioning at the venue – sensory or controlled.

Transport

- Work with the City of Cape Town to ensure that best environmental practices are followed during transport management for the congress
- Encourage use of public transport and walking
- High density accommodation – to avoid the need for individual travel

Procurement

- Apply “sustainable purchasing standards” and product lists, including setting standard for packaging, reduction and recycling
- Promote the use of clean production and green products for the congress.

Training Programme

- Train all City, CTICC, Service Providers and ICLEI staff on Event Greening Principles and greening activities during the congress

3.2.7 Component 3: Raising Public Awareness on Greening Events and Best Practice Using Media and Other Dissemination Vehicles

The actual activities undertaken in component 3 were informed by the outputs of the first two components. Activities included the following:

a) Public Education and Awareness

- Awareness raising activities during the congress of the ICLEI World Congress Event Greening Project
- Use of media and publicity to communicate information on the greening project
- Documented information with indicators of the ICLEI World Congress Event Greening Project
- Communication material regarding the Outcomes of the ICLEI World Congress Event Greening Project
- Lobbying and advocacy of Green Conferencing in Cape Town and for all ICLEI members
- Promotion of the use of “green” hotels as a result of the clean production RfP.
- Stakeholder mobilization and involvement in demonstration projects. Show Case approaches to Sustainable Development and Environmental Management
- Exhibit of pioneering sustainable development and environmental management projects specifically related to the urban environment.

Lessons Learned

- Documentation and dissemination of the results and impacts of this project in “greening” the ICLEI World Congress 2006, through appropriate publications and materials.
- The City of Cape Town and ICLEI intends to continue support for these initiatives after the congress thus demonstrating South Africa’s practical commitment to sustainable development.

b) Monitoring and Evaluation

An assessment was initiated after the congress on the environmental and socio-economic benefits accruing from the project. This assessment was undertaken as a basic “with and without” analysis for major parameters: energy consumption, paper use and water consumption amongst others, as well as cost savings. This provided valuable information for promoting replication of greening ventures at other major conferences, specifically those hosted by ICLEI members, as a regular business practice.

Lessons learned

- An event greening strategy with work plans, deadlines and critical paths should be developed to guide the process of event greening and to allow for adequate evaluation post-event.

- The event greening strategy should be a flexible strategy, allowing for the inclusion or exclusion of elements or components in a managed informed manner.
- It is imperative to define the parameters of the initiative in the planning documentation as this will focus the management team ensuring identified results that are key are implemented.
- The planning of the event greening initiative should be done in conjunction with the PCO and the LOC as it must align to the operational and logistical planning process in terms of content and timelines.

4 CHAPTER FOUR: GREENING PROJECT ACTIVITIES

4.1 Key Lessons Learned: Overview

Event Greening initiatives should be started as soon as event planning begins to enable thorough planning and implementation of interventions.

- The event greening project should be fully integrated into the event planning and staging process.
- The event greening project should be included as a component during a bidding process for a large event.
- Event greening initiatives should be appropriately budgeted for. It is imperative that the budget match the extent of intervention. Budgeting issues around events in general, are the largest obstacle. Correct planning and a definite availability of funds as apposed to probability funds influences the success and effectiveness of the initiative.
- Buy-in for the event greening initiative should be secured at the highest level of the organization to set an example for staff members and prevent potential hindrances to implementation. This involvement of the highest levels of the organization should serve as encouragement for staff members and should be communicated to all staff members (mid-level managers, administration and interns), specifically those directly involved with the event. This level may be political or executive, but should be determined by the influencing capacity of the level within the organisational structure. Briefing and training sessions should be held to familiarize relevant staff with the event greening initiative, its objectives and its activities to obtain conclusive support and assistance from within the organization, and to ensure event greening principles are considered during decision-making by all.
- Political champions should be identified for an event greening initiative. This champion should be selected based on his/hers ability to accommodate all target audiences. The political champions should be mobilized when decision-making intervention for the benefit of the success of the event greening initiative is required at a high-level. In this way obstacles are removed and challenges can be managed effectively during the implementation phase. The political champion should be publicly astute and recognizable, so as to be utilized in raising awareness about the event greening project, objectives and best practice targets by interacting with a public audience through the media.
- Management structures and clear lines of reporting should be established at the beginning of the project. Project decision-making processes with regard to implementation, budget and approval should be streamlined and independent from the operations and logistics decision-making to allow for true objective decision making.
- An event greening initiative should include a communications strategy aimed at influencing behaviour change and encouraging environmental and social best practice within the public arena and with the event participants. Promoting and coaching people to act in a responsible manner are one of the greatest legacies of an event greening initiative, as it translates into consumption reduction and a higher level of environmental and social consciousness within the broader population.
- The Event Management Company or PCO (Preferred Conference Organiser) is an integral partner to ensuring the event is as “green” as possible. The establishment of a relationship with the PCO, based on open lines of communication and the creation

of a clear vision for the event, adds significant probability to successfully implementing an event greening initiative. Through this relationship the eventual mainstreaming of event greening can occur, as it becomes transformed into common practice by the PCO.

4.2 Greening Principles

4.2.1 Objective

- Develop a set of principles to guide the implementation of the Event Greening of ICLEI World Congress 2006 and act as an awareness creating and participation tool.
- Develop a set of principles that could be adopted by the City of Cape Town for future events
- Develop a set of principles that would act as a policy for event greening.

4.2.2 Process

Research: Desk top research was conducted to identify and collect information applicable to the development of event greening principles. This information included the following:

- Pre-existing greening principles from small to large scale international events
- Greening principles developed for specific industries such as hospitality and tourism
- Generic ideas pertaining to the current event greening dialogue that would contribute to the development of the principles
- Current existing principles that exist for organizations involved in sustainable development, environmental awareness raising and environmental sustainability and management
- Office greening principles and policies.

The research was analysed through a series of formal meetings and the most applicable ideas, principles and information was extracted for use in development of the event greening principles. A research report was compiled with recommended development strategy, examples and suggested principles. This report formed a foundation document for further establishment and guidance of event greening policy. A workshop with the relevant Stakeholders was conducted using the research report as the foundation documentation. Results and recommendations from the workshop spearheaded the final development of the principles. A second workshop was conducted to present the final recommended principles. This workshop of stakeholders streamlined the principles into a final event greening principle document, with a set of final approved principles.

4.2.3 Results

There was much debate concerning the use of principles rather than to develop policy. The principle option was chosen as it was perceived to be less regulatory and it was anticipated that service providers, internal staff and stakeholders would voluntarily utilise the principles as a guide. This did not occur, and thus it may be more effective to produce a formal policy for event greening that is entwined with rules and regulations of the event to ensure the event greening components are viewed with sufficient relevance. A formal approved document (**Annexure 3**) of event greening principles specifically developed for the ICLEI World Congress 2006 with

rationales and examples and a summary of principles was produced and distributed to the LOC. The principles should have been more efficiently publicised during the event, and a lack of visible principles and guidelines for event greening interventions and required “green” behaviour, contributed to lessening the success of the event greening initiative.

The definition of a principle in this context would be an “acceptable norm of conduct”. The aim of setting principles is to define a minimum standard to assist in ensuring the event is green.

Overarching Principle: Sustainability

The overarching principle for the event will be sustainability defined by Brundtland as; “by ensuring sustainable management of all resources used we will meet the needs of the present without compromising the ability of the future generations to meet their own needs.”

It is essential that these principles are implemented for the planning, operation, management and maintenance of events and are not seen as an “add on”, but rather as an integral part of the event with the ultimate goal being the promotion of a more sustainable future.

The following ten principles are to support the greening of the ICLEI 2006 conference to ensure that sustainable development is a fundamental and integrative part of the whole event.

Principle # 1 Sustainable Procurement

Ensure and promote sustainable procurement of all goods and services used for the planning, operation, management and maintenance of events. The uses of local products and services, as well as products that have a minimal effect on the environment contribute to effective greening. Purchasing re-useable products and minimising packaging, also assists with waste reduction and saves on cost. Procurement should also include the selection of venues (hotels, conference facilities) and transport (buses, airport transfer).

Principle # 2 Waste Reduction (Reduce, Re-use and Recycle)

A key element of event greening and organisation is to promote awareness and change behaviour around all aspects of waste management. This involves interventions to minimize waste generation in the planning, operation, management and maintenance of events, and includes waste prevention, waste reduction, waste re-use, and recycling. A further aspect is minimizing the environmental and health impacts by reducing toxicity, and ensuring environmentally sound treatment and disposal of remaining waste.

Principle # 3 Water Reduction

Interventions to promote awareness and behaviour change around water use and management, including water demand management and water efficiency technologies should be a key aspect of event greening. Water usage in all aspects of planning, operation, management and maintenance of events should be minimized and monitored.

Principle # 4 Energy Efficiency

Promote awareness of energy efficiency in order to change the way people use energy. Promote energy saving technologies, management systems and behaviour, in all aspects of planning, operation, management and maintenance of events. Promote the use of renewable energy where possible.

Principle # 5 Air Pollution Reduction

Strive to minimize air pollution, production and impact through limiting motorized transport (including aeroplanes) and using renewable energy.

Principle # 6 Biodiversity Conservation

Ensure the event’s impact on biodiversity (the natural environment) is minimized. Make delegates aware of the importance and value of biodiversity in ecosystem functioning as well as its contribution to human health and wellbeing. Highlight local biodiversity hotspots. Highlight biodiversity conservation measures both onsite and within the host region.

Principle # 7 Poverty alleviation

Ensure the event contributes to poverty alleviation within the host region. Provide short-term and permanent job creation through the event greening activities (e.g. training in waste separation, tour guides, translators, use of local suppliers of goods and services etc). Alleviate poverty through legacy projects.

Principle # 8 Participation and communication

Encourage the public, delegates, service providers and industries involved in the event, to actively participate in the greening process. Industry staff and conference participants should be informed of what has been done to green the event and where possible trained in relevant aspects of greening. The broader public needs to be aware of greening plans around the event in order to raise awareness and facilitate behaviour change beyond those directly participating in the event.

Principle # 9 Monitoring & Evaluation

Ensure that information is gathered on the impacts of event greening interventions. This is essential for learning, promotion of the model and awareness raising activities. This principle should however be an integral part of the process and should not only be part of the final evaluation.

Principle # 10 leaving a positive greening legacy

Ensure that both the short and the long-term impacts of decisions and actions are positive. Implement activities that lead to sustainability. Raise public awareness and encourage behaviour change as a result of intervention implemented throughout the event.

Text Box 3: The ICLEI World Congress 2006, Event Greening Principles**4.2.4 Lessons Learned**

- The LOC and Event greening team must determine the preferred format for the policy of the project. This decision should give cognisance to the target audience, service providers, size of the event and the extent of the event greening project. A formal policy that is adopted and supported by the main event organising body and its preferred and appointed service providers and suppliers has a more effective influence.
- The intention of the principles/policy should be clarified in a brief by the LOC, to provide clarity for the developers of the policy or principles.
- The principles/policy should have a distinct event-specific nature, however they should draw on the international debate and examples.
- A precise implementation plan for the principles/policy should accompany the development of the principles. It is important to publicise the principles and encourage service providers, internal staff and stakeholders to use these principles/policy in decision-making.
- A public relations and communications plan should supplement the implementation process of the principles/policy.
- The principles/policy should be forcefully publicised to internal staff and stakeholders as a way of informing and raising awareness of the specific event greening project.

4.3 Greening the CTICC**4.3.1 Objective**

- To ensure the main venue of the ICLEI World Congress 2006 was as “green” a venue as possible.
- To add interventions to the CTICC that would contribute to the venues “greening” as a legacy.

4.3.2 Process

The CTICC was identified as the main conference venue for ICLEI World Congress 2006. This occurred after a selection of venues was presented to ICLEI as appropriate for the congress. The CTICC was selected through a series of criteria which considered the operational and logistical requirements for the conference. There were no greening criteria included to guide the selection of the main venue for the conference.

A “behind the scenes” tour of the CTICC was conducted by the operations manager. This allowed the event greening team to determine the following:

- Climate control/air conditioning system was state-of-the-art, and measures had been taken to conserve energy through a series of feed back mechanisms specifically relating to heat capturing. The primary circuit is a closed circuit therefore water required by the air-conditioning is reused continuously. The power factor correction of the air-conditioning plant is configured in such a way that when large machinery is running concurrently, a phase shift does not necessarily result in increased electricity consumption. The system uses only actual power as indicated. Power factor correction equipment is installed on the major air-conditioning plant to ensure losses are kept to a minimum.
- The climate control/air conditioning system was managed remotely through a computerised system controlled by the CTICC operations manager. This system ensured that only areas being utilised were subject to climate control. The system is adjusted regularly to suit the prevailing seasonal conditions.
- A waste management system was in place. This included a waste separation system for recycling. The CTICC pays a premium to the contracted waste management company for recycling of all recyclable material.
- The CTICC has a number of energy saving devices incorporated into its design. It achieved a 77.1% compliance with the South African Energy and Demand Efficiency Standard on behalf of Green Building for Africa.
- The public areas are flooded with natural light. There are green walls and internal gardens to add to the creation of aesthetic space.
- All irrigation systems operate on an automatic drip system to minimise waste.

The event greening team, held meetings and information sessions with senior management to determine the types of policies and systems being implemented by the CTICC. The CTICC have a purchasing and procurement policy which favours reusable and recyclable products. The CTICC does not use Styrofoam cups and provides biodegradable soaps and detergents in dispensers.

There are a number of management practices which contribute to the CTICC being a “green” venue. These include exhibitors paying for the removal of their own waste, in such a way, the client is responsible for reducing waste as it translates into bottom line.

Approximately 75% of the lighting fixtures within the CTICC are fluorescent, energy saving devices are used extensively. Low voltage bulbs are installed as far as possible. The building has been designed to harness natural light in all the public area, thus using significantly less electricity.

The CTICC has an exhibitor’s manual which is distributed to all its exhibitors. The event greening team provided additional information for the manual so as to address environmental and social responsibility. This manual is now not only an operations and logistics document, but a vital communications tool, that is informing and raising awareness of the exhibitor client base of the CTICC, and encouraging environmental and social responsible behaviour within the exhibition sector. This is a key legacy aspect of the Event Greening Initiative for the ICLEI World Congress 2006.

4.3.3 Lessons Learned

- Venue selection for conferences should be subject to event greening criteria.
- The venues building specifications should be in line with ecological design principles and sustainable building techniques. This would ensure that the venue is energy and water efficient, as well as aesthetically contributory to productive environments. The climate control system should be fully assessed to ensure energy and water efficient.
- Management practices in a venue should be assessed, as often the management of resources, waste and the types of systems in place contribute to minimising negative impacts.
- Sustainable procurement processes should be utilised by the venue.
- The venue should have a sustainability policy. This policy should address solid waste management to include recycling, energy and water technological devices for efficiency and behaviour procedures for energy and water savings. This policy should address social upliftment and local economic development. The venue should preferentially purchase local products, from within a 50km radius. This policy should include a monitoring and evaluation component, so venues can continuously improve performance in this regard.
- The venue should act as vehicle and advocate of best practice with regard to sustainability, enhancing the experiences of all its clients while promoting the implementation of sustainable development.
- Venues that are predominantly “green” should publicise this achievement, as a value added to the product. It is imperative that selection processes of venues for conferences are favourable to “green” venues, despite cost implication.
- All clients of the venue should be presented with the sustainability policy and a guideline on implementation of greening principles at the venue, to ensure the venue’s “green” status is maintained, and to raise awareness amongst the broader client base.

4.4 Waste Management

A key aspect of the event greening of the ICLEI 2006 World Congress was to reduce waste disposal to landfill and promote re-use or recycling.

4.4.1 Objective

To reduce the amount of solid waste to landfill, by use of sustainable procurement, promoting re-usable and recyclable products and packaging.

4.4.2 Process

Sustainable Procurement methodologies were utilized with a principle requirement being the minimization of waste (see 4.). Exhibitors were issued with manuals specifying that (amongst others) use should be made wherever possible of recyclable or re-usable materials or that if this was not possible the waste should be returned to the country of origin. The Caterers were instructed to avoid the use of disposable plates and cups. Delegates were provided with PET water bottles which could be refilled from water coolers randomly placed around the venue, eliminating the production of waste cups.

The CTICC implemented a waste segregation programme for the duration of the Congress to ensure that only waste which cannot be recycled was disposed of to landfill. Visible separation at sight was implemented. To assist in this segregation separate, clearly marked bins were provided in the uBuntu Market. This, it should be noted, is not standard practice at the CTICC for exhibitions. Under normal circumstances skips are provided and all waste is mixed and disposed of to landfill.

The following is an overview of the waste production during the ICLEI World Congress 2006. The overview is conducted in the light of information provided to the exhibitors and delegates in three separate exhibition manuals and newsletters to delegates which encouraged recycling and waste minimisation amongst other sustainable practices. The overview is conducted per day and the waste produced related to the activities occurring at the time.

The overview uses two sources of information. Firstly observations during the event by the authors of this document and secondly waste manifests prepared by Don't Waste Services on behalf of the CTICC. The results of the latter information are presented in a table and two graphs. The first graph depicts kg waste per category per day whilst the second depicts total waste per category as a percentage of total waste production for the entire Congress.

4.4.3 Results

27 February

First day of the conference and the exhibitors were permitted to erect their exhibitions. It is **noticeable that only 13.65 kg of recyclable waste (paper and cardboard) and 7.9 kg of general (non-recyclable) waste** comprising food waste and non-recyclable plastic such as bubble-wrap were produced. Initial estimates were that attempts to encourage exhibitors to minimise waste production were successful. Construction waste was largely eliminated as exhibitors were encouraged to use the provided shell structure. The paper and cardboard arose from packaging of brochures and documents and was considered small.

28 February

The amount of cardboard and paper generated during day 2 of the congress increased dramatically. This is attributed to four reasons:

- Waste was generated the previous evening after the cleaning staff had left and should perhaps be allocated to the previous day's waste production figures.
- The exhibitors were noted unpacking increasing volumes of brochures and pamphlets.
- Some exhibitors only erected their stands on the second day and,
- Delegates discarded excess documentation from their delegate's bags.

1 March

No activities took place at the CTICC (Tour Day)

Cocktail party took place in the evening contributing to large amount of general waste.

The cardboard and paper waste production was lower than on day two and this can be attributed to the shorter time the uBuntu Market was open to delegates. Consistent unwrapping of brochures and documents at a larger scale than on day one.

2 March

The amount of cardboard generated is only slightly more than on day two and is consistent with the increased time that the venue was open. The large increase in paper waste (noted in the

waste manifest as books) resulted from delegates off-loading superfluous documentation and at least one exhibitor was noted to dispose of excess brochures. It was also noticeable that at least 4 exhibits were closed down and vacated leaving all documentation behind after the evening function. It is noticeable that the general waste production was much lower than that on day 3 in spite of the venue being open all day for food and not just for the cocktail party in the evening.

3 March

Official Final day of the Congress.

Food waste would have been less than on previous days. Break-down of exhibits commenced as early as noon in some instances and the large increase in cardboard even during breakdown is attributed to exhibitors discarding boxes which they had saved in the event of having to transport brochures and documents to their home base. At the same time, many delegates were seen to be rationalising their document collection presumably to accommodate weight limitations on the airlines. In the absence of a designated place to dispose of the excess documentation the logical place was in the paper bins. Much of the documentation provided by exhibitors contained either glossy paper/cardboard and/or CDs which would then have been transferred by the recyclers to general waste.

4 March

The waste masses recorded for 4 March should be read with that of the previous day but they recorded on the following day since it accumulated at the venue after the cleaners had performed their final waste removal run of the evening. Whilst the significant increase in paper and cardboard was anticipated, the increase in PET and tin cans was not. The only interpretation is that bottles and cans were brought into the venue by staff assisting with the break down of the exhibits and these were then introduced to the waste stream. Unlike on previous days the large volume of general waste cannot be attributed primarily to food but includes laminated posters, CDs etc.

Whilst no data for comparable events is available for comparison, a number of conclusions can be drawn from the waste analysis.

1. The provision of waste segregation facilities during the exhibition meant that instead of 546.88 kg being disposed of to landfill (which would equate to 2.2m³ landfill airspace if uncompacted or .6m³ when compacted), only 183.60 kg (equating to 0.73 m³ uncompacted and 0.2 m³ compacted airspace). This represents a significant saving to the landfill capacity and to the exhibition organisers who would have had to pay for a larger volume to landfill under the normal arrangements made at the CTICC.

2. Efforts to reduce the amount of waste produced during set-up of the exhibitions were largely successful as evidenced by the small volumes of waste on the first and second days. It can be inferred and this was borne out by visual observations, that only very small amounts of packaging were used for the exhibitions which would be disposed of to waste. However, this should be tempered by the fact that many exhibitors retained cardboard boxes in case they were needed to return unused brochures and other material after the conference. Many of these boxes were then discarded when it was found that they were not needed. Having said this, however, such cardboard boxes are recyclable and it was noticeable that there was only limited plastic film and wrapping such as bubble wrap which cannot be recycled. Thus efforts to promote the use of sustainable materials were, in part, successful.

3. Analysis of the waste produced during the conference revealed that unlike many other events, polystyrene, wax paper cups and plates, tins and plastic bottles were noticeable by their absence (with the exception of the final day as already noted above). Whilst it acknowledged

that some of these articles may be recyclable, the provision of alternatives such as refillable bottles obviated their need and subsequent recycling.

4. The large volumes of paper and cardboard generated over the final two days of the conference have been attributed to exhibitors and delegates discarding unwanted documentation. Whilst a detailed analysis of the paper and cardboard waste was not conducted, visual observations indicated that contrary to commitments made by the exhibitors, many discarded surplus documentation upon break-down of their stalls. It was observed during the survey that many exhibitors too, had brochures printed on glossy paper or card which is not recyclable in addition to CDs. Much of this waste would have been allocated to the general waste category. Thus efforts to encourage exhibitors to use recyclable materials for their brochures and pamphlets were not completely successful. This statement must be tempered by the fact that many exhibitors were using brochures and pamphlets that had been produced for events other than just the Congress and would not have been prepared to reproduce them on recyclable materials just for the Congress.

5. In a similar vein many delegates noted in the interviews survey that they were provided with too much superfluous documentation in the delegates bags which they would be discarding if they had not already done so. An alternative to this would be to have a dedicated stand where the delegates could select the only the documentation they required if paper copies are necessary.

6. The large amount of waste generated when the exhibits were dismantled indicates that many exhibitors, contrary to their commitments discarded the brochures and posters which made up their stall.

7. It must be acknowledged that many exhibitors interviewed noted that use of fully recyclable materials for posters and banners etc was impractical as they were not durable. However, many noted that the posters would be used for other exhibits and therefore the non-recyclable construction of the posters were offset by the duration of use.

The efforts to reduce waste at the ICLEI 2006 Congress are considered too have been largely successful.

4.4.4 Lessons Learned

- The conference venue should be instrumental in encouraging exhibition organizers and PCO's to adopt waste segregation approaches especially visible separation as source options. This can be achieved through waste tariffs on exhibitors and/or document recovery programmes.
- Behaviour change communications campaigns and management practices with regard to waste must take place in which recyclable materials are used as a matter of course and not just at the behest of a congress organiser.
- Waste reduction should be the first priority of a waste management plan for an event greening project. The promotion of re-use and recyclability should be promoted if reduction is not possible.
- A dedicated area for the disposal of documentation should be made available specifically at events where content documents can be used for educational purposes in schools and universities.
- The use of CDs or flash discs for information transfer holds possibilities as a waste reduction method however, this is very event specific. Paperless conferences should be encouraged and promotion of streams that are paperless as in a beginning should be engaged.

- Specifications of waste disposal in exhibit construction in the contract between the organisers and exhibitors should occur. In this contract, the exhibitor may be required to pay for any general waste produced.
- Waste separation programmes should be accompanied by a communications campaign encouraging separation and informing and educating the participants on what is recyclable and how to utilize the separation bin facility.

Table 1: Waste Production Per Day During the ICLEI 2006 World Congress

Date	Item	Mass	Total recyclables	% recyclables	Comment
27-Feb	cardboard	5.75			
	paper	7.9			
	clear plastic				
	pet plastic				
	tins		13.65	63.34	
	general waste	7.9			
28-Feb	cardboard	21.6			
	paper	21.4			
	clear plastic	7.09			
	pet plastic				
	tins		50.09	70.56	
	general waste	20.9			
01-Mar	cardboard	10.5			
	paper	12.9			
	clear plastic				
	pet plastic				
	tins		23.4	43.49	
	general waste	30.4			
02-Mar	cardboard	13.4			
	paper	49.7			books
	clear plastic	9.7			
	pet plastic				
	tins		72.8	84.95	
	general waste	12.9			
03-Mar	cardboard	39.6			
	paper	11.9			
	clear plastic	7.14			
	pet plastic				
	tins		58.64	58.44	
	general waste	41.7			
04-Mar	cardboard	53.7			
	paper	60.8			
	clear plastic	14.9			
	pet plastic	5.7			coke buddy
	tins	9.6	144.7	67.46	
	general waste	69.8			

Table 2: Summary of Total Waste Produced during the ICLEI 2006 World Congress

Total per category	Kg	%
cardboard	144.55	26.43
paper	164.6	30.10
clear plastic	38.83	7.10
pet plastic	5.7	1.04
tins	9.6	1.76
general waste	183.6	33.57

Summary totals	Kg	%
Total waste	546.88	
Waste to landfill	183.6	33.57
Total recyclables	363.28	197.86

Landfill volumes of general waste	m ³ airspace
Uncompacted	0.73
Compacted	0.20

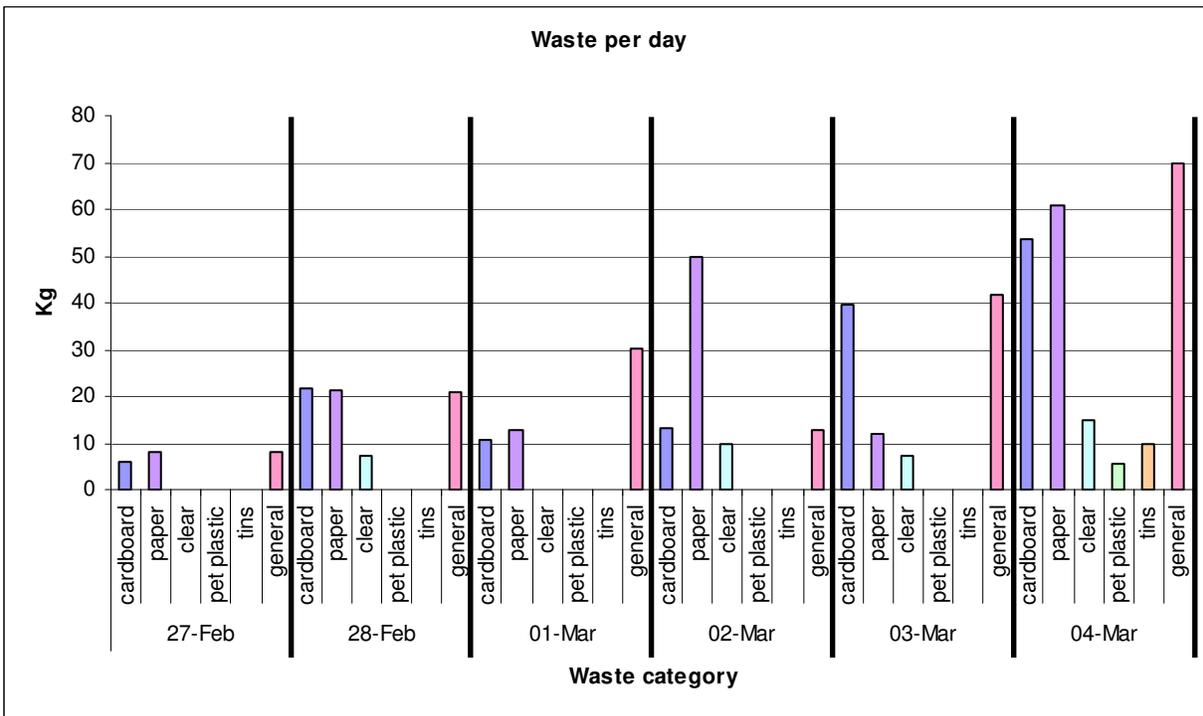


Figure 1: Waste Production Per category Per Day During the ICLEI 2006 World Congress

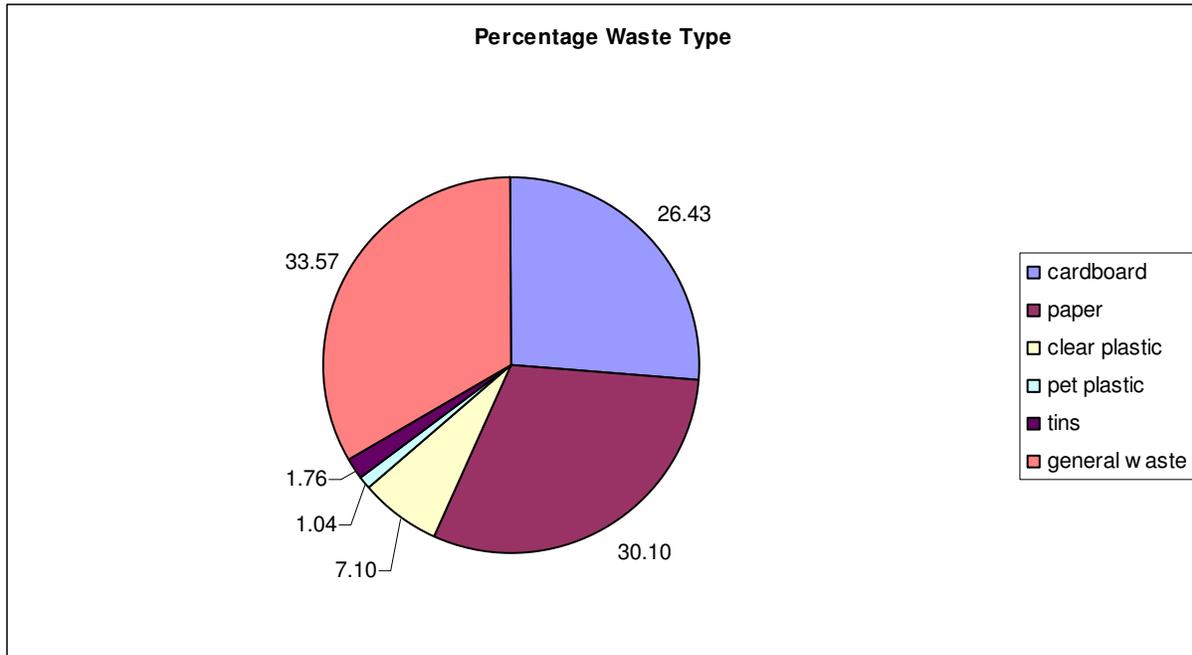


Figure 2: Percentage of Waste Per Category Produced During the ICLEI 2006 World Congress

4.5 Training

Training formed an important part of the over all event greening initiative for the ICLEI World Congress 2006.

4.5.1 Objective

- To sensitise service providers, stakeholders and partners to issues pertaining to sustainable development and event greening
- To empower event organisers with event greening capabilities to promote event greening through the industry
- To inform decision-makers within the marketing industry with regard to event greening and its cost – effectiveness and value add for the event management product.

4.5.2 Process

- Development of training material, manual and structure
- Identification of stakeholder groups for training
- The following stakeholders received training:
 - Global Conferences (2 days)
 - Cape Routes Unlimited (1 day training, 1 day presentation)
 - Western Cape Provincial Government
 - CTICC ground staff (1 day)
 - CTICC executive (presentation)

All training material was customised for the specific audience and circumstance. Some of the training was simply a high level presentation and question and answer session. All training was interactive and scenario driven.

Training days were set up by the CoCT Project Manager. These sessions did not occur concurrently due to time constraints. An independent evaluation was conducted after each training session and a report on the finding was sent to the CoCT Project Manager and the consultant. This was both as a learning tool and as a refining process for the second training session.

4.5.3 Results

All information has been obtained from the survey reports administered by an independent consultant.

Sustainable Development: It is important that green events be contextualized within sustainable development. Often green events are associated with a purely environmental context due to the “green” terminology – therefore it was important to change this perception through the training. Most of the learners were new to the ideas of sustainable development and these new ideas were difficult to grasp. This session assisted in clarifying sustainable development and all together made the concept more meaningful, and understood as a holistic idea. There was a profoundly more understanding of the state of the world and the need for sustainable development, specifically from a personal point of view. The learners responded personally to the issues, which was the main objective of driving the idea home.

Green Event : The training focused on a very brief and general definition of a green event. It also looked at the relationship between sustainable development and green events. It is important to know what it is, before knowing how to work it. The initial understanding of event greening was moderately understood, it was not seen in isolation but rather as contributing long term to sustainable development, it was mainly seen as an education and awareness tool to stimulate behaviour change and reduce consumption of resources.

Personal Change through the Training: The training made the participants very aware of the world around them. It forced them to see beyond their boundaries. Their personal contributions to over consumption and general non-sustainable practices were highlighted. This method is important to generate personal changes that reflect in a persons work and home life. The motivation is to penetrate into the mode of thinking of the individual and change the manner in which he/she makes a decision. The ideal being more responsible, sustainable decision-making. Some key outcomes from this personalization of the concepts was that event greening was added to the Cape Town Routes Unlimited newsletter, existing recycling initiatives were more vigilantly pursued and some organizations started an office recycling and energy efficiency system. Participants acknowledged that the training had contributed to a more conscious consumerism, with regard to recycled and reusable items.

Relevance of Material : The group found the material to be relevant to them both on a personal level and on a professional level. There was a feeling that management should have been involved as they are the decision-makers. There was broad understanding of sustainable development, but still the concept was questioned, which aligns with current academic debate.

New Skills and Knowledge Gained: There was agreement that this was attained. Those questions that were left unanswered from the last training session were addressed in the second session. Those that did not attend the first training session had heard the term event greening within the office and felt they now understood what it meant. They still felt insecure about transferring the knowledge to their peers, as this is not their primary competency.

Application of knowledge : Participants did acknowledge that they could implement most of the ideas discussed in the training session, however there was a request for ongoing learning. This presents an issue of confidence in the participants to try and implement a discipline they do not feel completely competent in. There is a need for support was a general remark.

Personal achievement : Participants felt very motivated to make responsible choices both professionally and personally. They found the experience complimentary and would recommend it to others. They did feel they needed to go out now and do research about the issues.

Challenges: Training was only half a day – this is not enough time to cover everything in detail. Owing to the time constraint, breaks were limited, causing a loss of focus during the sessions. The venue was not ideal, as it was in the offices of the respective organization, resulting in continuous interruption and did not provide an environment conducive to learning.

4.5.4 Lessons Learned

- Training material should be contextualized for the industry it is being used this is referred to as customization. It should also be customized to fit the level of education and awareness with in the group.
- Training for event greening should occur at all levels within the organization. Executive management, management and operations should be included in the training, so that both decision-makers and operational functions can be influenced.
- Mandatory training time should be allocated to the group being trained. Two full day sessions is best. The training sessions should be implemented on consecutive days, to ensure continuation and retain the mind- set of the group, and the same persons with in the group. It is important that the same people attend the 2 days so there is continuity.
- The use of case-studies and practical examples, work most effectively specifically with event greening implementation.
- The expectations of event greening training should be clear. It should be used to influence as opposed to turning event managers into event greening managers. Event managers should retain their focus and allow the event greening consultant to work with them in an advisory capacity, to assist them with making decisions associated with trade-off.
- The training sessions should conclude with a personal or organizational commitment from the group, in the quest to achieve sustainable development targets.

4.6 Sustainable Procurement

Sustainable procurement is the employment of sustainable development principles to procurement. It is a means of achieving more sustainable consumption and production patterns.² Sustainable procurement contributes to the implementation of sustainability and or development

² Risgalla, R. (2003). Sustainability in Procurement. www.smarterbuying.nsw.gov.au . 12/12/2003, 2.47pm.

strategies of the public and private sectors. It is often associated with large scale purchasing, but can be applied at the individual consumer level with success. Sustainable procurement is the process in which institutions and organisations purchase supplies, goods or services considering:

- The best value for money, such as price, quality, affordability, availability and functionality
- Environmental aspects, the affect the product or service has on the environment over its lifecycle (from cradle to grave)
- The entire lifecycle of products
- Social aspects, such as poverty eradication, international equity in the distribution of resources, labour conditions and human rights.

The aim of considering these aspects is to minimise environmental pollution and depletion of resources, while consistently protecting an increase of the standard of living for the majority of the world's population³. The concept of sustainable procurement is based on the principle that the economic, social and environmental affects of procurement should be examined in a coordinated way and taken into account in decision-making. The price of goods should reflect both monetary cost and costs to society and the environment. The real price of goods is reflected as a link between economic, environmental and social aspects, where all three are seen as being mutually reinforcing⁴.

4.6.1 Objective

- To minimise waste production by procuring recyclable or reusable goods
- To develop a policy document as guideline for the City of Cape Town sustainable procurement
- To purchase goods and service that are produced locally and contribute to the upliftment of the marginalised communities within South Africa
- To spread the benefits of the economic injection from the ICLEI World Congress 2006.

4.6.2 Process

The main thinking behind the sustainable procurement activity was to prevent negative impacts by controlling and managing the input to the event. The procurement process is often the first process taking place in event management, and it is at this point where scrutiny of products and services and recommendations of sustainable alternatives is the most effective.

The event greening technical expert worked closely with the contracted conference organiser to procure according to sustainable development principles. This required an evaluation of purchasing lists, an investigation into alternatives and the development of a priority list to be used by the conference organiser. Trade-off decision-making was used, and social upliftment, and local economic development took president.

Sustainable procurement procedures and implementation with in the public sector was investigated through desk-top research and formatted into a report couched within a developing

³ UNEP Consumption and Production Branch. Sustainable consumption: UNEP-DTIE and Sustainable Procurement. www.unep.org/pc/sustain/procurement/green-proc.htm. 08/12/2003, 11.08am.

⁴ Sumner, S. (2002). *From Green to Sustainable Procurement: Its time to move ahead!* On Solidar. New York, www.solidar.org/Document.asp?DocID=4389&tod=4549. 26/11/2003. 7.31pm

country context and using current South African government priority areas and pro-poor policy framework.

4.6.3 Results

All purchasing was scrutinised and sustainable procurement principles applied. This occurred through the conference organisers (PCO). The greening technical expert worked as an advisor to the conference organiser to determine the most sustainable product or service or management option.

The Kirstenbosch Picnic event was the only event that did not go through a sustainable procurement process. This is discussed later as a separate case – study.

A policy document was compiled, commented on and presented to the CoCT. This policy document has served as a basis for a more substantial consultation into the ramifications and details associated with implementation of sustainable procurement at the city level.

4.6.4 Lessons Learned

- All stakeholders involved in the event should be well educated on the aspects of sustainable procurement both in terms of the main principles, how to implement and the key objectives of the initiative. This will allow responsible decision -making to occur at all levels of organisation. This awareness raising is imperative to both internal staff and external service providers and suppliers.
- Priority areas must be identified per specific event, and contextualised within the countries development context, company policy or preferred aim. Priority was given in the South African context to social upliftment and local economic issues, as apposed the environmentally sound products and services.
- A top five priority list of objects should be determined for each event and should be locally specific to the circumstances.
- An evaluation process or a due diligence should occur, to ensure that the product or service is in fact compliant to the sustainable procurement specifications.

4.7 Support for the Development of an ICLEI Policy

Owing to budget constraints this activity did not occur. The ICLEI greening policy and its guidance as an organisation was always kept in mind. The ICLEI World Congress 2006 event greening initiative was implemented at the local level but was designed to add value at the international level.

5 CHAPTER FIVE: PUBLIC AWARENESS AND EDUCATION

The LOC assumed the target audience of the ICLEI World Congress 2006, to be an informed and environmentally educated audience. The majority of delegates were public officials working within the environmental, development or sustainable development sectors of local governments. The identification of this audience as a highly educated, considerably informed, environmentally aware target group, led to the development of a focused, content rich communications and marketing strategy.

There were two main objectives of the public awareness and education campaign. The first was to promote the concept of event greening as a product and mechanism for sustainable development, and to encourage future mainstreaming of event greening into all ICLEI member events. The second objective was to inform the delegates on details of the ICLEI World Congress 2006 event greening project and advertise the positive legacies achieved through this process.

The public awareness and education component was thoroughly evaluated through a series of interviews and surveys executed during and after the ICLEI World Congress 2006. The results of which were compiled and analysed. This section provides conclusions on the effectiveness of the broad public awareness and education strategy. It also reviews the selected tools. The selected tools are discussed in terms of objectives and process, however the results and lessons learned are applied at a broad level as apposed to each specific tool.

An important aspect of any event greening initiative is raising awareness. In the context of the ICLEI World Congress, the intention was two-fold:

- Firstly to raise awareness of delegates to greening initiatives in general and,
- Secondly to raise awareness of the greening initiatives specifically implemented for the World Congress.

The method selected to determine the success of the awareness raising initiatives was a delegate survey. This document presents the results of the survey carried out during and after the ICLEI 2006 World Congress. The information reported below results from interviews conducted both during and after (telephonic) the ICLEI World Congress 2006.

5.1 Approach

The individual interviews with delegates were conducted throughout the Congress. In order to limit the intrusion upon delegates, the intention was to keep the interview to five minutes. The survey comprised 8 primary questions which were scored and then depicted graphically as reflected in annexure 6. These 8 questions had varying numbers of supporting questions which were not scored but were intended to provide context and expansion to the 8 primary questions.

Not all interviewees supplied additional information beyond yes or no and the interviewer had to make a judgement call whether to probe or not depending upon the nature of the response. Thus, in some cases additional information was solicited but in others, the response of the respondent was felt to contra-indicate such a direct approach. At the commencement of the Congress it was estimated that 600 delegates would be attending in fact the number was 545. In order to have a statistically representative sample of responses it was decided to interview 60 delegates (approximately 10%).

The results section below is a summary of the responses obtained and conclusions that may be drawn from them. This is not intended to be an exhaustive narrative of every response but rather an overview so where-ever possible similar responses have been combined for brevity.

This survey does, however, have limitations:

- Since many of the delegates could not understand/speak English, the responses from, for example the Korean delegation were not obtained and this could affect the spread of results.
- The conclusions below, the data analysis table and the graph should be read in this light and used as an indication but not a statistically comprehensive survey.

5.2 Results

1. Do you know what a green event is **YES/NO**
If yes briefly describe

<p>Responses Take ecological constraints in to account when planning and running an event Reduce environmental impact of the event To mainstream biodiversity into the organising and management of an event</p>
<p>Summary conclusions 71.7% of respondents stated that they knew what it meant to green an event but their explanations ranged from sustainable use of natural resources, limiting environmental impacts to making sure there were plenty of trees and incorporating aspects of biodiversity into the programme. 3.33% of respondents who claimed partial knowledge resulted from them saying that they understood the term in generic sense but didn't feel that they had a sufficiently good grasp of the concept at this stage. 23.33% of respondents did not know what a green event was.</p>

2. Did you know there is a greening project as part of this conference? **YES/NO**
If yes, how did you know (newsletters/ delegates bags/ internet)?

<p>Responses Yes but this was expected as a result of ICLEI and IUCN involvement, did not get newsletters; not read contents of delegates bag yet Yes from newsletters and ICLEI website Didn't get any of the newsletters Didn't notice anything about greening on the website.</p>
<p>Summary conclusions The majority of the 66.67% respondents who answered in the affirmative found out about the greening project through the ICLEI website. The 16.67% of respondents answering in the negative were not sufficiently interested or had not had the time to read the material in the bags or on the internet. The N/A response indicates that the respondent had no access to the information: either through lack of access to the internet and/or did not get a delegate's bag.</p>

3. Did you find this information useful? **YES/NO**
If yes, which aspects and if no, why not?
Did the information affect your decision to attend the conference?
Will the information affect your activities after the conference?

<p>Responses Yes, hadn't thought of this before Don't know haven't read anything yet Limited value Provided a good snapshot of the organiser's intentions</p>
<p>Summary conclusions 41.67% of respondents found the information useful. The 3.33% felt the information was old news to them as they were involved in the field already. 5% wanted more specific details.</p>

The 23.3% didn't know, resulted from not having read the information on the internet or in the bags whilst the 26.67% of respondents scored with N/A refers to those who do not know what greening an event comprises.

4. Do you think it is important for such an event to be green? **YES/NO**

Responses

Sends a signal to reduce resource consumption
 Need to raise people's awareness of the importance of sustainability
 Must walk the walk and well as talk, if don't green an event such as this all the talk is hypocritical
 To leave a legacy

Summary conclusions

The 73.33% affirmative responses to this question was surprising since only 71.67% of respondents claimed to know what greening an event comprised. The increase can be attributed to the lack of partial responses indicating that although some respondents only felt they had a partial understanding of greening events, they still felt that it was important to undertake such initiatives.
 The 6.67% "don't know" refers to that sample set who were unconvinced whether greening events achieved anything worthwhile or not.
 The 13.33% N/A again refers to that sample set who didn't know what greening an event comprised.

5. Did you find the contents of your delegates bag useful? **YES/NO**

If yes, which parts, if no, what would you liked to have seen?

What are you going to do with the contents?

How much of the contents did you/ have you discarded?

Responses

Haven't looked yet
 Too much of limited value,
 There was too much non-recyclable materials, rather use recyclable CDs so that they can be re-used once the material on them becomes dated

Summary conclusions

Only 41.67% of respondents felt that the bag and its contents were useful. This is mitigated slightly by the 8.33% who felt that there was some useful content but too much extra weight and waste paper.
 This comment was further reiterated by the 18.33% who felt that the contents (and in some cases the bag itself were not useful).
 20% of the sample didn't know whether the contents were useful or not as they had not yet examined them and the 5% N/A refers to those who did not receive bags.

6. Do you think this venue is green? **YES/NO**

If yes, why if no why not?

Responses

The rooms are very large and could have used a smaller venue
 Large venue with probably large energy requirements to maintain a stable ambient temperature
 Have no idea there is no information available to tell me one way or the other
 The lights in the main areas are on all the time even though there is sufficient natural lighting
 Why are the escalators on all the time? Waste of electricity
 Why are there no solar panels for electricity?

Summary conclusions

It is particularly noteworthy that only 15% of respondents felt that the CTICC was green. Numerous comments were received about the energy needed for air-conditioning, the fact that the lights were on in the public galleries all day long and that the escalators were running continually amongst others. This should be seen in the context that 13.33% felt that it was partially green but saw room for improvement but 36.67% didn't know. This latter score points to the fact that although efforts had been made to green the CTICC they were not sufficiently publicised. Only 20% of respondents felt that they had sufficient information to hand to provide a categorical negative response.
 The 15% N/A refers to those respondents who didn't know what a green venue was.

7. Do you think your hotel is green? **YES/NO**

If yes, why if no why not?

Responses

Yes they re-use towels
 No: they keep putting on the air conditioners while I am out.
 Have no idea there is no information available to tell me one way or the other

Summary conclusions

Only 10% of respondents felt their hotel was green. This low figure needs to be contextualised in two ways as does the 21.67% of negative responses. Firstly the 41.67% N/A refers to delegates who stayed in private accommodation. Secondly, of the delegates sampled, only 35% stayed in one of the hotels which participated in

the greening project.
 10% of respondents felt that some effort was being made but that the hotels didn't live up to their commitments. 16.67% of respondents said that they had no idea since there was no showcasing of the efforts and publication of results at the hotels. Few if any noticed the small display on the hotels initiative behind one of the vertical displays in the City of Cape Town stand.

8. Do you think that the greening initiative has been successful? **YES/NO**
 Can you highlight particular aspects you found most beneficial/ inspiring?
 Do you have any other comments or suggestions?

Responses

Not enough information or showcasing, don't know what was planned and what actually happened.
 Carbon tax is a very good idea
 A good attempt but the picnic was a waste management disaster.
 Not sure, not enough information, would have liked to know how much of the food was sourced locally and how much local communities were involved in the event
 Good effort but not at the level I had hoped
 Not enough signage and awareness creation
 Would have preferred to see more exhibits made out of sustainable materials
 Didn't really notice the difference or anything special

Summary conclusions

Although only 18.33% of respondents felt that the greening project was successful, only 6.67% felt it was a complete failure. The majority of respondents (35%) felt that the efforts were worthwhile but that more effort was required.
 The 23.33% of respondents resulted from these respondents stating that they had insufficient information of what was attempted and what was successful and that they were left to make their own assumptions.
 Once again the 15%N/A refers to those who did not know what greening an event was.

5.3 Conclusion

The awareness raising aspect of the greening of the ICLEI World Congress had two objectives:

- Raise awareness about greening events in general, and;
- Provide information on the efforts by the organisers to green the ICLEI World Congress.

Four main avenues were used for this awareness raising:

- Information contained on the ICLEI internet site;
- Printed newsletters and CD brochures;
- Personal communication by Congress organisers, and;
- Information show cased on the City of Cape Town exhibit.

Based upon the interview results the following key conclusions and deductions are suggested:

- General awareness of event greening. The majority of respondents were aware of event greening and of the efforts to green the ICLEI World Congress. It is noteworthy that of the sources of information supplied by the organisers, the ICLEI internet site was most often cited as the main source of information. It is also noteworthy that no respondents commented upon the information included in the City of Cape Town exhibit. Since this source was not included as part of the survey no firm conclusions can be drawn but it can be deduced that this was not a successful source of information for the delegates and the reasons of this may be worth exploring for future events of this nature.
- The survey indicates that the efforts made by the greening team and the CTICC management were not obvious to the delegates and the improvements and trade-offs were not show-cased. Many of the judgements regarding how green the venue was

were made from a northern hemisphere perspective without a real understanding of local constraints. Thus the trade-offs required in South Africa were not articulated sufficiently and left some delegates questioning the wisdom of using such an “ungreen” venue for a congress of this nature.

- Of the varied comments summarised below the overwhelming comment was that there was far too much paper at the congress. This can be singled out as the biggest source of concern.
- The second source of concern is the inadequate showcasing of the project which would have been able to demonstrate local constraints to compare with the implementation possibilities of a similar project in the northern hemisphere where, for example, far more recycling possibilities are available.
- A very low percentage of the respondents felt that efforts to green the Congress were successful. An assessment of the responses suggests two reasons for this. Firstly there was insufficient accessible information on what had been attempted and what was achieved and secondly there was little information available on the constraints to greening in Cape Town which left the delegates no option but to judge the efforts by the standards of their home country.

The internet-based information appeared to be the most efficient form of awareness raising.

The show casing of the efforts and results of the event greening initiative was inadequate. Even with moderation due to misunderstand of language the survey indicates that the promotion activities were not completely successful in raising awareness of the delegates.

Thus, whilst it is possible to infer that efforts to inform delegates about event greening were largely successful, efforts to show case the specific greening efforts on the part of the organisers were not.

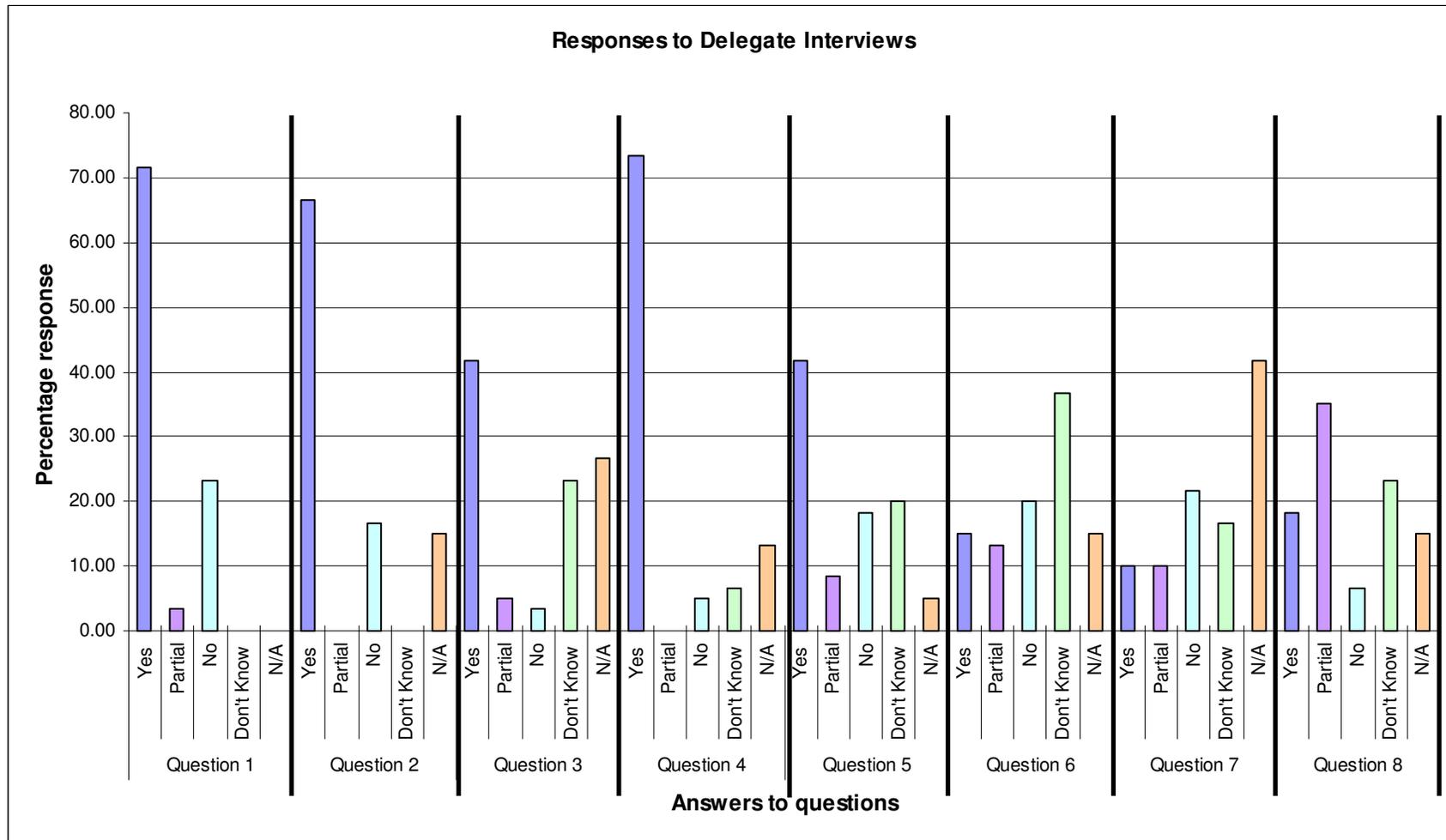


Figure 3: Graphic Representation of Interview results

6 CHAPTER SIX: COMMUNICATIONS TOOLS FOR PUBLIC RELATIONS

6.1 Newsletters

6.1.1 Objective

- To inform an educated target audience of delegates at the ICLEI World Congress 2006 of the event greening initiative in a detailed manner
- To provide interesting and informative content for use in media and other communications material
- To promote The City of Cape Town as a event greening destination.

6.1.2 Process

The City of Cape Town required three newsletters to be written by the event greening consultant. Creative and distribution was handled and implemented internally by the City of Cape Town. Newsletter 1 was to be distributed prior to the ICLEI World Congress 2006, Newsletter 2 was to be distributed during the congress and Newsletter 3 was to be distributed after the congress. The event greening consultants developed a content outline of the three newsletter which was approved by the CoCT. The content of the newsletters was thoroughly researched through interviews, reports and website promotional material.

The newsletters were written in a popular, every day journalistic style. Newsletter 1 was distributed electronically and was posted on the website, Newsletter 2 was distributed both electronically and in hard copy during the congress. Full colour hard copies were distributed in the delegates bags. Newsletter 3 was converted into a basic summary report on the event greening initiative and distributed electronically. The City of Cape Town developed all creative and production and distribution. This was not budgeted for in the event greening budget.

6.2 Showcasing Video

6.2.1 Objective

This video acted as the primary promotional material for the event Greening project. It focused on generic information with regard to the Green event model, and spoke in a user-friendly language to a range of target audiences.

Distribution was managed by the City of Cape Town. The Video was burnt to CD and distributed through the delegates bags. The video is currently accessible on the internet and website. The video was broadcast at the City of Cape Town stand on Friday 3 March 2006, at the ICLEI World Congress 2006.

6.3 Presentations at the ICLEI 2006 World Congress

6.3.1 Objective

To formally present case-studies of event greening projects in order to promote and present results of event greening initiatives.

6.3.2 Process

Allocation of time slot within the programme to formalise the event occurred through the ICLEI international office in Germany. The event was motivated by the event greening consultant. Speakers were identified for the event with a preference for already registered delegates, in order to avoid additional costs. The formatting of the event was discussed and confirmed with ICLEI and speakers and venue were confirmed. Contact of speakers and organisation of the logistics and operations of the event was executed. The event programme was confirmed.

Facilitator: Grace Stead, LA 21 Coordinator, Senior Town Planner, City of Cape Town, South Africa and Project Manager for ICLEI World Congress 2006 Event Greening.

Introduction: Monika Zimmermann, Director, ICLEI's International Training Centre, Germany.
ICLEI Greening Events Initiative: Goals, activities and achievements so far, as well as the next steps envisaged.

Presentation 1: Txema Castiella I Viu, Director, Environmental Programmes, City of Barcelona, Spain. *Greening Events – local governments act around the world*
Barcelona was the host of ICLEI's First International Symposium on Greening Events in September 2004. Since then this city stands for "greening events" and for encouraging other cities to also play a role when acting as host city. See what is developing around the world....

Presentation 2: John Tunney, Manager City Sustainability, City of Melbourne, Australia.
Greening Up for the Games – The 2006 Commonwealth Games aims to be a waterwise, carbon neutral, and low waste major sporting event. This presentation will highlight the overall environmental program for the Games and describe the programs Council is running to assist visitors, residents and local businesses contribute to these goals.

Presentation 3: Tzila Katzel, Head Sustainable Development, Re-Action Consulting, South Africa *ICLEI World Congress 2006 – How green is the Congress?*
The host city sub-contracted experts to provide support on how to best green the ICLEI World Congress. Numerous stakeholders were involved in this initiative as well as municipal colleagues, service providers and citizens. The presentation will allow a look behind the scenes to share lessons learnt and to gain advice for similar events.

Presentation 4: Mark Borchers, Director, Sustainable Energy Africa, South Africa
Retrofitting hotels as part of event greening, options for action for host cities and congress organisers with regard to clean technology.

Text Box 4: Programme for the Presentations at the ICLEI 2006 World Congress

6.3.3 Results

The presentation was attended by a small amount of people. The content of the presentations was very rich and informative.

6.3.4 Lessons Learned

- A public presentation on event greening needs to be actively promoted through a communications and marketing campaign.
- The presentation should be part of the main discussion streams of a conference as apposed to a side event.
- It is imperative to access interesting examples from around the world, that are contributing to formalising the concept of event greening.

6.4 Exhibition at the uBuntu Market

6.4.1 Objective

- To show case milestones concerned with the Event Greening of the ICLEI World Congress 2006 initiative.
- To promote the event greening initiative amongst the delegates and make delegates aware of the greening principles and implementation processes.

6.4.2 Process

Initially the project was intended to have an independent stand to showcase the event greening initiative. However, owing to budget constraints the event greening initiative was absorbed as a project of the CoCT with in the CoCT stand.

Four panels of content, including: The event greening principles, key interventions, the cleaner production in the hospitality industry and guidelines and sustainable procurement were included. The panels occurred as part of the CoCT, and were distributed in an ad hoc manner throughout the exhibition. The CoCT managed the content and production of the panels. The exhibition was situated in the uBuntu Market place.

6.4.3 Lessons Learned

- There is a range of ideas regarding the definition of event greening and this is an area that should be explored in future to prepare delegate's expectations more comprehensively. Each event should define event greening as is specific to that context and publicise the activities associated with it.
- A full scale comprehensive mass media campaign is necessary to promote behaviour change during events. This should contribute to the event greening efforts by gaining support from the delegates.
- A visible marker should be used throughout the event to showcase and illustrate areas of event greening intervention.
- A clear message with an accompanied communications campaign is necessary to gain publicity for event greening in general and specifically for the interventions during a specific event.
- An event is an ideal opportunity for driving messages concerned with sustainable development. This opportunity should be taken advantage of through the use of public media, public relations and communications campaigns.
- Clear understanding of the meaning of event greening with in the context of the event should be publicised until a formal measuring tool or benchmark has been adopted.

- The assumption that an audience is informed may be short-sighted, specifically with such a new concept such as event greening.
- A full communications and marketing strategy should be developed with the appropriate tools to allow for successful public awareness.

7 CHAPTER SEVEN: GREEN ELECTRICITY

7.1 Background

The City of Cape Town partnered with Green X Electricity in the procurement of green electricity for the ICLEI World Congress 2006. The purchase of green electricity enabled the ICLEI World Congress 2006 to reduce its carbon footprint and lessen its contribution to climate change.

The procurement of green electricity was not a deliverable in the main event greening project framework. It was added due to the contribution and the sponsorship. Had the sponsorship not been secured, this aspect of the event greening project would not have occurred.

Green electricity is electricity that is generated with technology that minimises the impact on the environment and which uses primary energy sources that are renewable. This results in an electricity generation process that is carbon neutral. Recent research shows that green electricity production facilities employ significantly more people than conventional electricity production facilities (coal, gas, oil and nuclear), thus contributing to job creation and socio-economic development.

GreenX Energy (Pty) Ltd was founded in 2003 in order to meet the increasing demand for green electricity from the business sector in South Africa. GreenX Energy is experienced in renewable energy development, energy sector regulation, finance and marketing. GreenX Energy mainly contract with multinationals and continue to engage with business to promote the purchase of green electricity. GreenX Energy engages with government and industry to create the regulatory environment for the newly established TREC industry in South Africa.

Text Box 5: History of Green-X Energy (Pty) Ltd

A TREC is a unit that represents the 'environmentally friendliness' of electricity that is generated from resources such as biomass, wind and solar energy. TREC stands for Tradable Renewable Energy Certificates.

A green electricity generator supplies the electricity it produces into the national grid. It becomes a producer, the environmentally responsible equivalent to any other conventional electrical power producer (coal generator). The green electricity enters the grid and meets the overall energy demand of the country that would have otherwise been met by a coal generator. In addition the green electricity production is exactly measured and certified using an internationally accepted process. This process is verified by an independent national issuing body, which issues certificates attesting to the quantum and nature of the associated green electricity. These certificates are called Tradable Renewable Energy Certificates (TRECs⁵). These certificates allow the 'environmentally friendliness' of green electricity to be traded separately from its energy value. This enables green power producers to sell their electricity into the national grid as 'conventional' power, and earn the premium necessary to cover the current higher costs of renewable energy generation by selling TRECs in the TREC market.

Customers purchase the equivalent amount of 'conventional' electricity from their normal suppliers and convert it to legitimate green electricity by combining it with the equivalent amount of TRECs that they have purchased in the TREC market. This is possible because the TREC system creates a direct and exclusive link between the amount of green power generated at a

⁵ Other names for the same instrument include Green Tags and RECs (Renewable Energy Certificates).

producers plant and the power consumed at the customers facilities. Furthermore, the TREC system removes the need to create a separate physical distribution infrastructure for green electricity.

The TREC system is designed to provide a revenue flow to project developers of green electricity generation projects. It has the benefit that resources are allocated to “early win” projects and matches customers who are prepared to pay a premium with producers of green power in the most cost effective way. TRECs give customers access to a wide range of green power sources, it provides green power in the most efficient and cheapest way. Additionally a customer’s carbon footprint is reduced in a way that has no operational impact on their business.

GreenX Energy uses the European green standards as dictated by the European industry body, RECS International as well as the certification standards as defined by the Association of Issuing Body’s (AIB) This means the TRECs supplied through GreenX has the same integrity as any European product.

7.2 Process

The ICLEI World Congress 2006 purchased green electricity through the purchasing of TRECs from GreenX. The green value as encapsulated within the certificate was combined with the actual electricity consumed – thereby converting the “normal” electricity consumed into green electricity. The electricity consumed was calculated on a per person basic consumption estimation which added up to 255 MWh in total. This MWh was multiplied by the current cost of a TREC, the result of this equation produced a monetary value for the procurement of green electricity for the conference. This monetary value was sponsored by BP.

7.3 Results

- Green electricity was provided for the ICLEI World Congress 2006.
- The provision of green electricity minimised the impact of the congress on climate change by decreasing the carbon footprint of the congress.
- The cost of the TREC’s was sponsored by BP in return for advertising space. This relationship was brokered by the City of Cape Town.

7.4 Lessons Learned

- There should be emphasis placed on raising public awareness about green electricity in order to create greater public demand and to highlight the event greening activities.
- Sponsorship should be sought to assist with implementing and extending event greening efforts. Consideration should be placed on organisation or corporations with which partnerships and sponsorships are made, to ensure there is positive spin-offs for all parties involved. The use of Public-Private Partnerships could facilitate this.
- The lack of information (such as number of delegates attending the conference) affects the methodology of such interesting concepts. As such much of the calculations and values are based on estimations rather than true fact.
- These kinds of interventions are more successful when pursued far in advance of the event. Time is always a factor. The more time there is to organise such an intervention, the more successful the intervention.

- This method would have been more effective had a metering system been used to demonstrate consumption of electricity in a very public and forceful manner, integrated with the energy savings and the green electricity component.

8 CHAPTER EIGHT: CARBON MITIGATION

8.1 Process

The ICLEI World Congress 2006 instituted a climate legacy project, however this was administered and conceptualized by ICLEI Germany. It was not a formal component of the Event Greening initiative, however forms part and parcel of the intentions and aspirations of event greening, therefore, it is reflected within this report.

The ICLEI Climate Legacy is an initiative that attempted to reduce the environmental impact, specifically the carbon footprint of the ICLEI World Congress 2006 and is directly linked to the implementation of the “Athens Call for Greening Events”.

A carbon offset payment was included in the congress fee, to compensate for the CO₂ emissions caused as a result of congress related air travel. This offset payment was calculated according to participants' average distance travelled by region using www.atmosfair.info

The funding generated through the ICLEI Climate Legacy initiative was donated to a Clean Development Mechanism (CDM) reduction project in Cape Town. This project, fits residential units in a low-income settlement with solar water heaters, insulated ceilings and energy efficient lighting. The CDM project that has been identified is the Kuyasa Project.

Kuyasa is a low-income housing settlement in Khayelitsha, Cape Town which consists of 30m² housing units that were subsidised through a government development programme. In July 2002, a demonstration phase of a Clean Development Mechanism (CDM) project began. 10 household beneficiaries in existing houses were chosen by the community to have their houses retrofitted with solar water heaters (including showers, hot taps and drains), ceilings, ceiling insulation and energy efficient lighting. The community participation was facilitated and mobilised through information and capacity building workshops and communication with community representatives. Local people have also been trained to implement and maintain the technologies fitted.

The project activities will result in a noteworthy reduction of CO₂ emissions over a 21-year period. It will furthermore contribute toward health and energy cost benefits to the beneficiary household. Additional benefits includes an improvement in the ambient temperature of the house, thereby reducing the need for paraffin stoves and other heat sources which hold negative respiratory health impacts and fire-related dangers. The project has received international recognition through its validation as a gold-standard clean development mechanism project. The gold standard is given to projects contributing to sustainable development and is awarded by international non-governmental organisations.

Kuyasa is the first South African project to be considered for validation by government (through the Designated National Authority) and is likely to be the first African CDM project considered by the UNFCCC Executive Management Board. The next phase of this project is expected to begin shortly. It will involve further retrofitting of other RDP houses in the area and training of communities in the use of the new the technologies.

Text Box 6: Background to the Kuyasa project

8.2 Lessons Learned

- A carbon mitigation or legacy project should be a main component in an event greening project and should be integrated into the main framework.
- The carbon mitigation project should be well publicised and delegates should be encouraged to contribute accurately to the generation of funds for carbon mitigation.
- The CDM project that will be financed through the event should be publicised so delegates realise the end use of their contributions, as verification.

- Management of the carbon mitigation component should be incorporated into the project management procedures of the event greening project.

9 CHAPTER NINE: THE KIRSTENBOSCH PICNIC – CASE STUDY

9.1 Background

ICLEI requested an event to be held during the congress sponsored by ICLEI for its members, in accordance a picnic was scheduled for the evening of 28th February for ICLEI World Congress 2006 delegates. A fixed budget was allocated by the ICLEI Secretariat but initially the intention was that the City of Cape Town would top-up any shortfall in order to ensure the event was of an appropriate standard. Global Conferences, the PCO was briefed to organise caterers for the event with the instructions that greening principles should be followed in planning and managing the event.

Based upon discussions with City of Cape Town officials, Global Conferences and the caterers, it is apparent that numerous options were discussed during the planning phase but that the budget ceiling was a source of concern. Both venue and the nature of the event was the subject of negotiation. Events leading up to the final decision are unclear as there are conflicting versions. What has emerged, however, is that the caterers had stated that a standard picnic could not be “green” due to the need to pack individual meals and consequent wastage resulting from individual appetites and packaging materials. The caterers had arranged for a “buffet-style” event instead in which the only waste would be food and that cutlery and crockery would be washable as would any napkins used. Negotiations around the nature of the event continued until immediately prior to the event. At this point it became apparent that ICLEI was not in favour of the City of Cape Town top-up thereby effectively reducing the overall budget for the event. On Wednesday 22nd February 2006 therefore, responsibility for arranging the event was withdrawn from Global Conferences and the City of Cape Town took control.

Due to time and budget constraints a standard picnic was organised at Kirstenbosch Gardens. Only once the arrangements had been made was it discovered that Kirstenbosch had a “no-waste” policy and therefore that it had no waste management facilities on site. All arrangements for waste management were deemed the responsibility of the event organisers. This fact notwithstanding the picnic went ahead and City of Cape Town made plans for waste management as best it could in the time available.

It is not possible at this stage to postulate the amounts and nature of waste that would have been produced had the Global Conferences option been adopted. However, an analysis of the waste produced at the picnic was conducted by Susan Dittke of Envirosense with assistance from Footprints recycling Centre (photographs compliments of Susan Dittke) and final waste produced estimated from the analysis of three picnic boxes. It is confirmed that no sustainable procurement process was followed in implementing the final decision, and as such control of negative impact input was limited. The following is an analysis of their results.

9.2 Waste Production at the Picnic

Delegates were provided with cardboard picnic boxes as shown in Figure 4 below. In total, 515 such boxes were used. The contents of the boxes were individually wrapped and included plastic water bottles, wax-lined cardboard juice containers, polystyrene platters et as shown in Figure 5.



Figure 4: Cardboard picnic boxes



Figure 5: Contents of picnic boxes

Since the Kirstenbosch Gardens has no waste management facilities, the event organisers were responsible for collecting the waste after the event. In accordance with arrangements made by the organisers, the waste was segregated into general waste (Figure 6) and cardboard boxes for recycling (Figure 7).



Figure 6: Post picnic waste



Figure 7: Cardboard picnic boxes for recycling

Whilst the effort to recycle the cardboard boxes is commendable an analysis of the waste that was disposed of to landfill indicates that more could have been done.

Table 4 summarises the analysis of the waste produced at the picnic by Susan Dittke and her team.

Table 4: Waste Analysis for the Kirstenbosch Picnic

		g per 3 boxes	g per box	kg per 515 boxes	total (kg)
Recyclables	cardboard picnic boxes	546	182.00	93.73	
	mixed plastics	240	80.00	41.20	
	wooden cutlery	22	7.33	3.78	
	unwaxed paper	12	4.00	2.06	140.77
non-recyclables	tetrapak	56	18.67	9.61	
	rigid plastics	76	25.33	13.05	
	other plastics	40	13.33	6.87	
	contaminated paper	40	13.33	6.87	
	aluminium	8	2.67	1.37	37.77

In total it is estimated that 178.54 kg of waste was produced. Of this 140.77 kg was potentially recyclable and only 37.77 kg general waste. However, as a consequence of the arrangements by the organisers, only the cardboard boxes were recycled amounting to 93.73 kg. The remaining 47.04 kg of potentially recyclable waste went to landfill thereby increasing the landfill waste to 84.81 kg. Due to the fact that further waste segregation was not conducted more waste was disposed of to landfill than was necessary. To provide a comparison, total general waste produced at the CTICC during the five day event was 183.60 kg and a single event at Kirstenbosch produced 84.81 kg (roughly 46%).

9.3 Results

A number of learning points can be deduced from this analysis as detailed below.

- The primary causes of the choice of the picnic option at Kirstenbosch are considered to be time and budget constraints. From the analysis, it is apparent that the decision that the option offered by Global Conferences was too expensive was taken too late for effective planning of an alternative. Once it became apparent that that option was not meeting budget, the decision should have been taken at least two weeks before the event to permit effective planning of an alternative. Thus, especially in planning a “green” event, sufficient time for effective planning is essential.
- In planning the alternative, consideration of waste production and management should have formed an essential component. Two aspects arise in this consideration:
 - Firstly, the nature of the event proposed should have been evaluated for the amount of waste produced. It is apparent from the above analysis that a standard picnic basket produces too much waste in general considering the individual wrapping of the contents and the nature of the wrapping and alternative options would be more sustainable.
 - Secondly, if standard picnic baskets were the only financial option given time constraints, detailed consideration of waste management should have taken place. The analysis above clearly indicates that with more effective planning, a greater percentage of the waste produced could have been recycled in accordance with greening principles. Since the Kirstenbosch Gardens has no waste management facilities, the onus is on the organisers to make the necessary arrangements. Whilst an attempt to recycle the cardboard boxes

was made, this was insufficient considering the remaining contents of the boxes.

- The general principle of event greening is to minimise waste at source. The picnic box option therefore does not accord with this principle and therefore, in its current form should be discouraged in future events. The second principle is that of maximising recycling or re-use. It is acknowledged that circumstances do arise in which waste minimisation at source is not possible. Under these circumstances recycling and re-use are pivotal actions to be taken. This too, was not effectively managed in this event.
- Having made these observations however, the analysis of this event has provided an ideal opportunity to conduct an objective study of events and their potential for “greening” to be used as a lesson learned.

9.4 Lessons Learned

- The event greening principles and actions must be internalised by all staff that are directly and indirectly participating in the operations and logistics of the conference. This will ensure informed decision-making (with regard to event greening) at all levels despite time constraints.
- Budget constraints should not be underestimated, specifically when implementing event greening principles. There will be circumstances where an event that is green may add costs to the overall budget. However this is currently mostly occurring in developing countries where the “green” market is not completely developed.
- Event greening experts should be made accessible to all staff involved in the operations and logistics of the event, in this way they can guide even the most rudimentary process.
- Venue selection is an important component of ensuring an event can be as green as possible. Venues should be selected based on their “green” potential or “green” status, this is specific to the event and the country the event is taking place in.

10 CHAPTER TEN: LOCAL ECONOMIC DEVELOPMENT

10.1 Process

An event greening project must incorporate positive environmental management approaches and positive socio-economic contribution. Globalisation has often resulted in small local business bearing the negative brunt of this new world order. In the context of an event, there is a very specific spatial context to this phenomenon, that in the ICLEI World Congress 2006 circumstance resulted in the City of Cape Town. The City of Cape Town is a localised area of business and community and it was imperative for the congress as part of the event greening initiative, to positively contribute to the City of Cape Town community. This is further exacerbated by the developing country status of South Africa and the visible poverty.

The event greening of the ICLEI World Congress 2006 prioritised local economic development in its sustainable procurement agenda, and as such a study was conducted to evaluate the effectiveness of this strategy. The following table depicts the economic contribution made to the inhabitants of the City of Cape Town by the ICLEI World Congress 2006, owing to the event greening project.

Table 5: Summary of Rand Value Contributed to Local Economic Development by the Greening of the ICLEI 2006 World Congress

Item	unit cost	Number	Total
Tsoga: walking tour of Langa	R 20.00	50	R 1,000.00
Delegate bags from Township Patterns	R 60.00	700	R 42,000.00
Congress programme printing			R 18,240.00
Session descriptions printing and collation			R 8,000.00
Pen and paper sets for delegates from Faerie Pencils	R 20.32	700	R 14,224.00
Custom Conference Box from Faerie Pencils	R 43.20	40	R 1,728.00
Picnic Blankets from PEP Stores, donated to The Haven	R 25.64	140	R 3,589.60
Environmental education DVDs from Flying Fish productions			R 280,428.90
Greening Video	R 75,000.00	1	R 75,000.00
CTICC venue hire			R 1,310,474.82
Tour guides	R 700.00	11	R 7,700.00
Facilitators	R 2,400.00	8	R 19,200.00
lunch: Sustainability Institute: energy and climate change tour	R 60.00	60	R 3,600.00
Lunch Eziko Restaurant: Langa: Water and sanitation tour	R 50.00	60	R 3,000.00
Lunch: Spier: Responsible tourism tour	R 80.00	60	R 4,800.00
Lunch: MTN Science Centre: Urban mobility tour	R 80.00	60	R 4,800.00
Lunch: Atlantic Beach Golf Estate: Biodiversity West Coast tour	R 90.00	60	R 5,400.00
Lunch: Rondevlei Nature Reserve: Biodiversity False Bay Tour	R 80.00	60	R 4,800.00
Lunch: Khayeletsha Training Centre: Health Management Tour	R 50.00	30	R 1,500.00
Lunch: Lindbergh Arts Centre Muizenberg: Coastal Management Tour	R 80.00	60	R 4,800.00
Lunch: Footprints recycling centre: Integrated waste management tour	R 80.00	60	R 4,800.00
Lunch: Edith Stephens, Philippi: Integrated humans settlements tour	R 60.00	60	R 3,600.00
Lunch: Milnerton Golf Club: Disaster Management Tour	R 80.00	30	R 2,400.00
		Total	R 1,825,085.32

This table indicates that a local economic injection of R1, 825,085.32 occurred within the City of Cape Town due to the Congress and specifically owing to the event greening project which ensured an equitable distribution of resources.

10.2 Lessons Learned

- A continuous monitoring process should occur from the onset of the use of local businesses and products in an event can significantly contribute to local economic development and improved event greening results.
- The use of small contractors and SMME's for international events improves the performance, quality and raises awareness of local product diversity.
- Using local business for international events provides them with access to markets otherwise inaccessible and provides international exposure for local goods and services potentially translating into business growth.

11 CHAPTER ELEVEN: KEY DISCUSSION POINTS

- The concept of paperless conferencing was debated at numerous intervals during the implementation and evaluation of the event greening initiative. This highlights the need to assess innovative alternatives to excessive paper driven conferencing, and experimenting with ideas to assess these alternatives.
- It was clear that event greening practises and behaviour differ in the developing and developed countries and for this it is important to reiterate the event greening messages of that specific event within the context of the development agenda.
- The northern hemisphere countries seem to focus on technical alternatives to provide “green” options. These are affordable and relevant within the northern context. In the southern hemisphere, we focus more on behaviour change aspects as a means of decreasing consumptions as well as those technical advantages that do exist, though these are not always affordable options.
- The necessity for a delegate’s bag was debated both in terms of the bag itself (which is a cost) and the content. It was suggested that bags are good mementos of an event, and are seen as useful, however the content of a bag should be scrutinised to avoid waste.
- The exhibition was discussed in terms of the actual exhibitors and their practices during the congress. In general exhibitors are not fully informed or aware of the details pertaining to the materials of the stand or the handouts, as such there is a need to monitor the “goings on” during an exhibition and guide the exhibitors on those materials and substances that align with the event greening principles and those that are not. This discussion eluded to an “event greening police” – marked volunteers that walk around the venues guiding delegates that are unaware of waste segregation, ensuring the principles are adhered to and making delegates and service providers aware of the event greening initiative.

12 CHAPTER TWELVE: MANAGEMENT STRUCTURE AND DECISION – MAKING PROCESSES

12.1 Background

At the broadest level the Event Greening initiative for the ICLEI World Congress 2006 was implemented by the City of Cape Town through the LOC (Local Organising Committee).

The management structures that effected decision-making with regard to the event greening can be assessed as two distinct structures. The first was the structure used for the bidding process and the second was the structure used for the operations and logistics once the bid had been successful.

12.2 Management Structures

12.2.1 The BID Committee

This committee was mandated to present the City of Cape Town to ICLEI as a main contender for the ICLEI World Congress 2006 in a way that would result in a successful bid. The committee comprised of representatives from the then Convention Bureau (a body that has since been absorbed into CTRU) and managers from the Environmental Management Department of the City of Cape Town. Global Conferences joined in the bid at risk and formed part of the committee as potential service providers, they worked at risk for 6 months, strategising and budgeting to ensure favourability during the bidding process. The bidding component required recognition of the contender to event greening, but the details were left to the discretion of the bidding city.

ICLEI conducted a week-long site visit before deciding that the City of Cape Town was successful in the bid. This was not evaluated at all according to event greening plans or commitments.

The Bid committee was then dissolved into the Local Organising Committee.

12.2.2 The Local Organising Committee (LOC)

This committee was mandated to organise the operations and logistics of the ICLEI World Congress 2006 with Global Conferences as the main coordinator becoming known as PCO. The LOC was a decision-making body and included stakeholders from various departments and service providers where necessary. The LOC was not responsible for content of the congress and organising streams or speakers.

The ICLEI World Congress budget and funds was controlled and administered by ICLEI.

The LOC was divided into specific Task Teams that would coordinate the requirements of the congress. The head of the Task Team, would report to the LOC on a monthly basis on progress and challenges.

A Project Manager from the City of Cape Town was allocated the responsibility of the event greening initiative. There was no formal greening steering committee to guide the process, but rather the LOC at times acted as this governing body. The extent and success of the event greening initiative can be attested to the driving force of this Project Manager. The lack of capacity and interest in event greening resulted in the Project Manager carrying the complete mandate of the initiative, in addition to her regular portfolio.

The event greening team comprised of independent consultants. An event greening technical expert was appointed from Johannesburg, to conceptualise, strategise and implement the main event greening initiative. A consortium of independent consultants was appointed to implement the Cleaner Production in the Hospitality Industry Initiative which supplemented the main event greening initiative. The coordination and management of the various consultants was conducted by the Project Manager from the City of Cape Town.

The CoCT structured the event greening initiative in this manner, owing to budgetary constraints. It was thought that employing event greening personnel on a full time basis to be based at the CoCT offices would have required more funding than was available.

12.3 Results

Communication between the consultants and the project manager was largely conducted through e-mail and telephones.

The independent consultant from Johannesburg did fly to Cape Town on a monthly basis for various tasks, meetings and reporting sessions. The event greening team was not housed by the main organisation performing all the operations and logistics of the Congress thus allowing some decision making to occur without an event greening process. This was based on the assumption that all environmental management staff of the CoCT was well informed and understood event greening principles and implementation. However, it was proven, specifically through the Kirstenbosch Case Study, that this assumption was not accurate.

The management structure did not give visible recognition to the importance of the event greening initiative and as such there was a lack of involvement, motivation and enthusiasm allocated to the project. There was no political champion involved with the event greening initiative, to assist with reducing obstacles and to facilitate public relations. This was a large gap in the management structure.

12.4 Lessons Learned

- An event greening expert should be appointed on either a retainer or full time basis by the organisation mandated with the operations and logistics. This would ensure a constant event greening resource during the operations and logistics processes, and as such could result in an even “greener” event.
- Constant unequivocal accessibility to expert knowledge avoids non-green decision-making.
- Though the cost may be higher for employing or retaining an expert or a team of experts, in the long term this may be a more beneficial method and may in fact be on a par with costs to independent consultants. This structure would also increase capacity and transfer knowledge in institutions with such deficits.

- A management structure with clear defined roles, responsibilities and reporting lines increases the efficiency of the entire project.

13 CHAPTER THIRTEEN: INDICATORS

Project Objectives and Activities	Indicators	Reflection
<p>Project Rationale and Objectives:</p> <p>The objective of the project is to derive global benefits from ensuring that the organisation and management of the ICLEI World Congress 2006 is planned and undertaken in such a way that it demonstrates best environmental practices, and makes a significant contribution to enabling sustainable development and local benefits in Cape Town.</p>	<p>Best practice developed and demonstrated at the ICLEI World Congress 2006</p>	<p>Achieved and demonstrated through newsletters and the final report.</p>
	<p>Enabling environment for long term sustainable development enhanced.</p>	<p>Achieved through training and additional event greening aspects applied to the CTICC exhibition manual</p>
<p>Project Outcomes:</p> <p>The outcomes of the project include: Demonstrated best practices for hosting events in an environmentally sustainable manner for the host city. Increased awareness regarding the importance of sustainable development in Cape Town.</p>	<p>Increased public awareness and application of the "Greening Principles</p>	<p>Moderately achieved through the Video, training, capacity building and the newsletters. Not achieved to the degree that would be required.</p>
<p>Minimised negative environmental and social impacts and maximizing environmental and social benefits of the congress</p>	<p>Improved waste management, energy efficiency, water conservation and transport at the congress</p>	<p>Achieved through the waste management and CTICC processes</p>
<p>Increased awareness of sustainable development best practice requirements in sectors involved in the hosting and planning of the event</p>	<p>Commitment of members of ICLEI to implement Green Events internationally. Number of venues in the hospitality and tourism industry committing to retrofit clean technology</p>	<p>Weak achievement through presentation. Moderately achieved through the cleaner technologies in the hospitality industry initiative.</p>
<p>Improved performance during and after the congress through legacy aspects – specifically upgrading of infrastructure and retrofitting.</p>		

Project Objectives and Activities	Indicators	Reflection
Event hosting is seen as a medium for a host city to initiate sustainable development programmes.		
Project Activities to Achieve Outcomes Component 1: Assessment of priority areas for policy development Development of Greening Principles Development of Greening Strategy and tactical plan Recommendations on minimum targets and standards Identification of partnership potentials (public and private) Identification of monitoring and evaluation indicators.	Improved waste management, energy efficiency, water conservation and public transport utilization during the congress	Achieved via CP and waste management interventions at the CTICC
	Increased public awareness and application of "Greening Principles" Number of trained personnel	Moderately achieved through the Video and exhibition. Trained approximately 43 people
	Perception and evaluation by congress delegates	Conducted a survey during the event results in this report.
	Number of legacy projects	4 legacy projects including exhibition manual, carbon mitigation, CP educational intervention and training
	Number of exhibitions and media events	No substantial media events for event greening. One exhibition that was partially visible as it was not independent
	Public perception evaluation through questionnaires.	Public perception achieved main result need for more PR
	Measurable increase in broadcast media coverage of global sustainable development issues	Unknown
Component 2: Waste avoidance and minimization Water conservation at venue and hotels Application of transport standards for contracting official vehicles. Encourage use of public transport Encourage private sector showcasing of innovative technologies, both national and international Implement "green purchasing standards including recycling and reduction of waste	Waste management programme intervention	Achieved at the CTICC
	Sustainable transport intervention	Not achieved
	Hospitality industry programme as part of the event greening project	Achieved through the CP flagship
	Sustainable procurement criteria and application	Achieved

Project Objectives and Activities	Indicators	Reflection
<p>Component 3:</p> <p>Awareness raising during the congress to delegates Awareness raising to the City of Cape Town Use of mass media and other means of dissemination of best practice Select and exhibit showcase projects from the Western Cape Consolidation of lessons learned and dissemination to other cities hosting global and regional events</p>	<p>Broad knowledge of the event greening initiative of delegates</p>	<p>Moderately achieved through newsletters and website</p>
	<p>Exhibition numbers</p>	<p>Unknown – weak response</p>

14 CHAPTER FOURTEEN: FLAGSHIP: CLEANER PRODUCTION in the HOSPITALITY INDUSTRY

14.1 Background

The service sectors such as tourism have traditionally been behind in embracing the concepts of eco-efficiency and Cleaner Production (CP). However, tourism is the largest and fastest growing industry in the world, and thus their collective environmental impact is substantial but at the same time, there is a prime opportunity to do things differently, is substantial. Although the South African tourism industry has emerged to maturity, and its rapid growth is fuelling the national economy, little headway has been made in terms of either understanding its impact on the environment or, better still, minimising this impact. While there is an increasing presence of various 'green accreditation' systems and organisations in the country (such as Green Globe, Heritage Foundation, and Fair Trade in Tourism), these have not yet had broad impact, and are not coordinated in their approach. To date none of these foreign accreditation systems have been fully supported and endorsed as the official green rating system by the South African tourism industry and its board.

Recent work undertaken by project team members for the Provincial Government of the Western Cape⁶ on the Tourism and Hospitality industry confirmed that there are substantial opportunities for effective CP interventions, and that knowledge on CP and a systematic way to "green" both products and services is generally lacking amongst hotels.

With this in mind, a project was initiated by the City of Cape Town to introduce Cleaner Production principles and interventions in eight hotels in Cape Town which would be accommodating ICLEI 2006 Congress guests.

14.2 Objectives

- Transfer Cleaner Production skills to the staff of the City of Cape Town, hotel staff and students of the Cape Peninsula University of Technology Hotel School through involvement in the project.
- Conduct energy, water and waste assessments of each hotel as follows:
 - overall energy audit (appliance profile, consumption, trends, identify efficiency opportunities, alternative technologies, operational and behavioural issues etc.)
 - water audit (facility characteristics, consumption estimates of each, total consumption profile)
 - waste (facility walkthrough, key waste source identification, measuring baseline amount and type of waste, assessing current waste costs)
 - Information collection on resource use history (where available – e.g. electricity and water bills)
 - Assessment of level of awareness on issues related to resource efficiency and cleaner production.

⁶ (Department of Environmental Affairs and Development Planning: Directorate for Pollution and Waste

- Assessment of current organisational and personal practices/behaviours relevant to the project and existing incentives but also disincentives to fully embrace CP.
- Provide recommendations on implementation to each hotel
- Explore and Identify Incentive Strategies to Promote Adoption of CP Recommendations
- Develop and Compile cost-benefit Analysis of CP conversions
- Facilitate Implementation
- Monitor implementation successes
- Document on projected and actual Financial and Environmental Savings

Each hotel was asked to sign a Memorandum of Understanding at top management level committing to the project and committing to a budget for effecting technical changes (such as retrofitting water saving devices) recommended by the project team.

Initially eight hotels were selected for the project but considerable difficulty was experienced in gaining management support. Ultimately, therefore, five hotels⁷, the City of Cape Town International Convention Centre and the Cape Peninsula University of Technology (CPUT) Hotel School indicated willingness to participate in the project.

Based upon assessments and background investigations conducted as part of this project the following is a projection of energy and water consumption and waste production by the hotel industry in Cape Town.

Table 6: Summary of Typical Electricity and Water Consumption and Waste Production for Cape Town's Hotels

	Electricity (kWh)	Tons CO ₂ (from electricity only)	Water (Kilolitres)	Waste (m ³)
Typical 100 room hotel (per night)	7500	6.7	63	.36
ICLEI Conference Delegates (per night)	50000	44.5	420	2.4
ICLEI Conference Delegates (whole conference)	200000	178	1680	9.6
All city hotels (per night)	600000	534	5040	29
All city hotels (per year)	219000000	194910	1839600	10512

As can be seen from the above estimates the hotels in the City of Cape Town have a significant impact on resource consumption and waste production.

Based upon the assessments conducted the following savings were projected if all recommendations were adopted assuming a 15% reduction in electricity consumption, 20% water consumption and 30% waste production which are regarded as feasible.

Table 7: Summary of Possible savings in Electricity and Water Consumption and Waste production if Greening Principles are Adopted in Cape Town's Hotels

	Electricity (kWh)	Tons CO ₂ (from electricity only)	Water (Kilolitres)	Waste (m ³)
ICLEI Conference Delegates (whole conference)	30000	27	336	2.9
ICLEI Conference Delegates (whole year)	273750	2436	30660	263
All city hotels (per night)	90000	80	1008	8.6
All city hotels (per year)	32850000	29237	367920	3154

⁷ (Tulbagh Hotel, Holiday Inn, Capetonian Hotel, Tudor Hotel and the Arabella Sheraton)

Thus the potential positive impact implementation of Cleaner Production measures in the hotel industry in Cape Town is clearly illustrated.

However, due to a variety of reasons implementation of the recommendations did not take place before the end of the project. An analysis of the possible reasons and lessons learned follows. Notwithstanding the difficulties experienced with the hotels, the most significant intervention is considered to be that at the Hotel School which can be legitimately considered a legacy project of the greening initiative. A summary of the interventions follows the lessons learned analysis.

14.3 Lessons Learned

The lessons learned can be grouped into four categories related to time constraints, management commitment, inadequate training and capacity building of hotel staff and external factors relating to the external context within which the project was situated.

14.3.1 Time Constraints

Few of the recommendations arising from the energy, water and waste assessments had been implemented by the time the Congress started and by the completion date of the project. Thus, actual analysis of savings and documentation of the costs and benefits was impossible.

This late implementation can initially be ascribed, in part, to the length of time taken for the hotels to sign the Memoranda of Understanding. Although several reasons for the delay in signing are discussed below, the lesson to be learned is that a similar situation could arise in other projects and must be taken into consideration when planning the project. From the outset, and for any activity aimed at radical mindset changes along still mostly unknown sustainable development principles to be successful, it is preferable to embark on a long-term, multi-phased programme rather than a short-term single project. Allowance should be made for delays in signing agreements and consequent delays in implementation and still leave sufficient time to accumulate sufficient monitoring results for a meaningful cost benefit analysis.

A further time constraint which is related to training is that there was also insufficient time available for detailed and iterative feedback to general staff which hampered changes in working practices in a functional sense. Sufficient time must be budgeted for two or preferably three iterations of feedback (triple loop feedback and learning⁸) and information sharing for all levels of the organisation.

^{8 8} In single loop learning, collective learning causes the rules to change. Many of the measures applied in industry to improve quality, service and customer relationships take place at the level of single loop learning." That it is a surface effect: "No significant changes take place in the strategy, the structure, the culture or the systems of the organization." It is a question of changing the *how*, but hardly ever the *why*. There is a hope to improve, largely by doing more of the same, but doing it better. In double-loop learning, the focus is on *learning at the level of insight*. Now the focus moves to *why*, on knowledge and understanding rather than just "improving." They also call this *renewal learning* since it relates to a renewal of insights in the organization.

Last is triple-loop learning, which is about the organization's *identity*, which they call *organizational development*. It asks: what kind of business do we want to be? It asks: what are our values and principles?

14.3.2 Management Commitment

One of the reasons attributed to the delays in the signing of the Memoranda of Understanding, providing information required for assessments and overall implementation was the lack of top management commitment. In part, this lack of commitment can be ascribed to the lack of external incentives as discussed in the section dealing with the context in the City of Cape Town. The overriding lesson learned, however, was that without full top management commitment as project of this nature has little chance of success since there is little pressure upon lower levels of the organisation to participate and excuses such as conflicting work pressures become the norm. It must be understood that it is not the core business of the hotel to employ environmentally efficient measures, nor is it something they are familiar with. Therefore, sufficient time must be allowed for the hotel managers to understand the concepts and “buy-in” to the idea in order for this to work. If the expected benefits are not understood, there will be little reception to change because change is initially viewed as “more work”.

One possible solution to obtaining high level commitment would be to approach the holding company or group of which the individual establishment is a part. If this commitment is obtained the commitment on an individual hotel level can be enforced. Allied to this could be the addition of CP objectives (such as waste minimisation targets) to the top management performance targets by the holding company or group. Whilst this may result in improved commitment and thereby increasing the chances of a successful outcome for the project, external factors are still a challenge which must be addressed as detailed below. Furthermore, success stories of local hotels must be showcased and the savings highlighted such that managers understand the benefits in their own language.

14.3.3 Training

Since adopting Cleaner Production is not merely concerned with changing to energy efficient light bulbs but a change in the way normal day-to-day activities are carried out (termed improved housekeeping), a mind-set change is required to be fully effective.

Changing mind-sets is a difficult task and requires regular and iterative information sharing and training (using the triple loop approach). In retrospect second and even third rounds of focussed training and workshops should have been provided to the staff of the hotels to fully inculcate the principles of Cleaner Production and foster proactive identification of further options by staff members. This would have been further assisted by the appointment of an in-house Cleaner Production Technology Champion and perhaps even an Environmental Committee comprising members from the various hotel key operational areas, to drive the initiatives on a daily basis. Once again however, for this approach to be adopted and be successful top management commitment is essential.

14.3.4 External Context

Based upon the above narrative it is apparent that the key challenge in implementing Cleaner Production projects is top management commitment. As already noted, whilst to a degree this can be overcome by obtaining support from the holding company or group, the question needs to be posed as to what would be required to obtain such commitment.

The motivation provided to hotel management for the implementation of the recommendations arising from the assessments was of cost savings. This in itself would appear to have been

insufficient to obtain functional commitment. An analysis of the City of Cape Town tariff structure for energy and water consumption and waste disposal reveals that there is no incentive to adopt Cleaner Technologies. Until such time as savings are recognised and reinforced in the tariff structure of bulk services (e.g. with “pay as you consume” tariffs reflecting actual consumption) and wasteful or excessive consumption of resources or generation of waste penalised, (such as paying a premium tariff the main driver for any reduction in resource utilisation), this incentives is lacking. At present, the are “perverse incentives” for polluters to continue current practices with the City providing capping tariffs for industrial and commercial bulk users and waste companies charging recycling services at a costly premium. A key lesson which arises from this exercise therefore, is that if the City of Cape Town wishes to foster the adoption of Cleaner technologies it needs to review its tariff structure for bulk services.

In the interim, since such a revision may take an extended period, incentives such as a Green Rating Scheme could provide sufficient motivation for change. The project team has investigated a number of such options and will report on this more fully in the comprehensive project report.

In summary therefore, in the absence of incentives or disincentives for Cleaner Production Technologies, successful implementation of projects such as this is likely to be fragmented at best.

14.3.5 Legacy Project at the Hotel School

A notable success story of the Cleaner Production project is at the Hotel School. As a result of both top management commitment and commitment on the part of staff members, even though the intervention only gained momentum in February 2006, Cleaner Production modules are now to be incorporated into the formal curriculum of the School from 2006.

Initially, only a single module will be developed for 2006 but thereafter, modules will be included in all three years of the formal curriculum culminating in the students being required to make recommendations on Cleaner Production interventions during their six month internship at a hotel in their final year of study. This aspect of the project is therefore considered to provide a lasting legacy of the initiatives to green the ICLEI 2006 World Congress and illustrates that the challenges detailed above notwithstanding, significant success is possible.

15 CHAPTER FIFTEEN: GENERAL CRITICAL COMMENTS

1. There was a lack of corporate interest and engagement for the ICLEI World Congress 2006 and specifically for the event greening aspect.
2. Public Private Partnerships as a method of increasing the scope of the event greening initiative specifically for the cleaner productions initiative was not fully engaged.
3. The national and provincial governments could have been substantially more involved in the event greening process forming alliances, assisting with budgets and providing technical resources.
4. The re-structuring of management occurring in the CoCT during the implementation of the Event Greening of the ICLEI World Congress 2006 contributed to limitations in the extent of the project's success.
5. The question around determining trade-offs is still an issue and as of yet no real formula of determination has been developed, it is still the context of the event that rules this decision-making.
6. Event greening was seen as a nice to have rather than an integral component of the event. This led to a lack of involvement from key stakeholders and diminished the significance of the project. It was not made a priority.
7. There was not enough spin – off generated around the event greening aspect. The parameters of the project were too narrowly defined, however the influence of budget constraint is acknowledged.
8. The Municipal elections of South Africa were held during the Congress, this inadvertently affected the degree of success for the event greening, by significantly influencing the general operational process of the congress.
9. The communication and public relations concerned with event greening was inadequate. A full scale well funded campaign was desperately needed and pointed out by a number of key stakeholders as substantially lacking. This kind of visibility is imperative to creating credibility for the event greening process and mainstreaming it.
10. There is a need to reiterate the event greening principles and necessity at the onset of the conference, and it was suggested that inclusion in the opening plenary would have had a possible positive influence.
11. There is still a decision-making process that occurs without concerning event greening principles. This is often due to prioritization and lack of sufficient planning. This extends to all the echelons of management and partnerships.

16 CHAPTER SIXTEEN: LEGACY

1. A baseline of information for event greening has been established for the CoCT.
2. The CoCT will be formalizing event greening within its Environmental Management Department as an issue of priority to establish management practices in the city that reduce consumption of resources. This institutionalization of event greening will have enormous positive effect on the city strategy in general.
3. An increase in human capacity has occurred at the city level. There is recognition that mainstreaming is imperative and that event greening can be utilized as a value add to an event management.

17 CHAPTER SEVENTEEN: CONCLUSION

The ICLEI World Congress 2006 provided an ideal opportunity to pilot an event greening initiative which would ultimately result in providing a foundation for the institutionalization of event greening practice and policy for the City of Cape Town.

The event greening initiative was constrained by time and budget however, the efforts to intervene within the operations and logistics of the event, and facilitate a “green” event were overall successful.

The event greening initiative was not advertised or publicized enough during the event, and this was reflected in conducted surveys and practical misuse of “green” technology or management practices during the ICLEI World Congress 2006. A highly visible behaviour change and informative public awareness campaign is imperative to the success of an event greening project.

Waste management at the CTICC and the sustainable procurement interventions were the most successful in terms of reduction of negative impact and promotion of local economic development. Training and capacity building efforts are translating into positive practice, however this can only be properly evaluated over an extended period of time.

In general there has been a positive response to the efforts and effects of the Event Greening of the ICLEI World Congress 2006, and the project was mainly successful in terms of deliverables. However, it must be acknowledged that a need for a measuring system is vital to report on success rates of such initiatives, and the project management team recognizes this lack of development in the industry.

The ICLEI World Congress 2006 was a platform on which the City of Cape Town was able to capacitate staff, increase support and prove validity and necessity of such a mechanism, and as such will be translating this pilot into a well developed policy framework for a city wide event greening programme.