

IT Solution

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IT SOLUTION TO SUPPORT 2010 FIFA WORLD CUP™

The IT solution is obviously central to the successful planning, managing, running and showcasing of the FIFA World Cup™. As the backbone of the event, multiple stakeholders rely on its ability to bring the excitement of the event to the world.

The IT solution required to support an event of this size is comparable to that required to serve a major international company.

More than 15 systems and a robust, secure event network will be designed, built and maintained to support the geographically dispersed event venues and systems. A significant amount of hardware and infrastructure will be procured and deployed in multiple locations.

South Africa's technology landscape is well equipped to support the 2010 FIFA World Cup™ IT Solution, and emerging technology will constantly be integrated to ensure the best possible solution for 2010.

The IT solution will be capable of supporting events leading up to the 2010 FIFA World Cup™ Finals, including qualifying matches, the final draw, a possible test event etc.

Furthermore, SAFA will ensure the solution is managed by a highly qualified, effectively organised team with a sound governance structure to support daily activities, decision-making and issue escalation. SAFA accepts its responsibility for the delivery of the IT solution based on the requirements set out by FIFA. In addition, SAFA undertakes to fund all LOC-specific system requirements, provide the space required to house the IT solution and ensure the overall programme management.

SAFA proposes to adopt a holistic, fully integrated programme management approach to ensure the delivery of all IT systems and the required supporting architecture. It is absolutely accepted that all elements of the IT solution will be subject to FIFA's control and that FIFA shall have the final word on all matters relating to the IT solution.

SAFA will further ensure products and services of official partners are used wherever possible in the IT Solution, and SAFA also undertakes to integrate the products and services of FIFA's long-term service providers where possible. All products that do not originate from commercial affiliates will be unbranded.

FIFA

- ◆ Successfully showcase the event and bring it to the world
- ◆ Provide basic services such as email and connection to offices in Zurich

SAFA

- ◆ Successfully showcase the event and prove South Africa's ability to host a flawless FIFA World Cup™
- ◆ Enable basic office operations for LOC

Players & Coaches

- ◆ Flawless accreditation
- ◆ Easy (wireless) access to match and practice schedules and locations

Referees

- ◆ Flawless accreditation
- ◆ Easy (wireless) access to match schedules and time/place details

Fans

- ◆ Fast, reliable purchase of event tickets via the Internet, ticketing kiosks, etc.
- ◆ Real-time, accurate results through television and Internet
- ◆ Access to event results, statistics, entertainment, etc. on FIFAWorldCup.com
- ◆ Access to online sales of official event merchandise

Official Partners and Suppliers

- ◆ Flawless event execution to drive positive brand association
- ◆ Ability to showcase products and services (IT Partners/Suppliers)

Media

- ◆ Flawless accreditation
- ◆ Easy (wireless) access to timely results and event information

Broadcasters

- ◆ Timely and flawless results data feeds to support broadcast

Volunteers

- ◆ Easy (wireless) access to volunteer schedules and time/place information
- ◆ Easily operable help desk system

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IT Solution

IT Solution Stakeholders

The IT Solution will affect everyone involved in the 2010 FIFA World Cup™, impacting directly on organisers, players, team officials, reporters and fans. It brings value to key stakeholders and is a critical link between the event and the world.

SAFA will use the IT solution to organise, manage and run the event, and the solution will also reflect positively on both the event and also South Africa's capacity in this area.

The result will be that FIFA's event will be flawlessly managed, further strengthening the brand and public perception of the planet's premier sports event.

Broadcasters will be able to rely on the timely delivery of accurate results to support their broadcast. The media will have instant access to timely event information and pertinent media notices, advising them of press conferences, and special media events.

Players and coaches will enjoy speedy accreditation and easy access to match and practice schedules.

Referees will have access to information on match schedules, and time and venue details.

Volunteers will be able to check their daily schedules, to confirm where they must be and what they must do.

Official partners and suppliers will derive additional brand awareness and positive brand association when a successful IT solution ensures a successful 2010 FIFA World Cup™.

Partners and suppliers providing goods and services to support the IT solution will be able to showcase their technology to the watching world.

Finally, football fans across the globe will use the IT solution as their access point into the tournament. This vast global audience will want to purchase tickets quickly and easily, buy official FIFA merchandise, find up-to-date event information regarding player features, action photographs and more.

People will be looking for entertainment on the official event website through games or by competing with friends to predict match scores in the tournament.

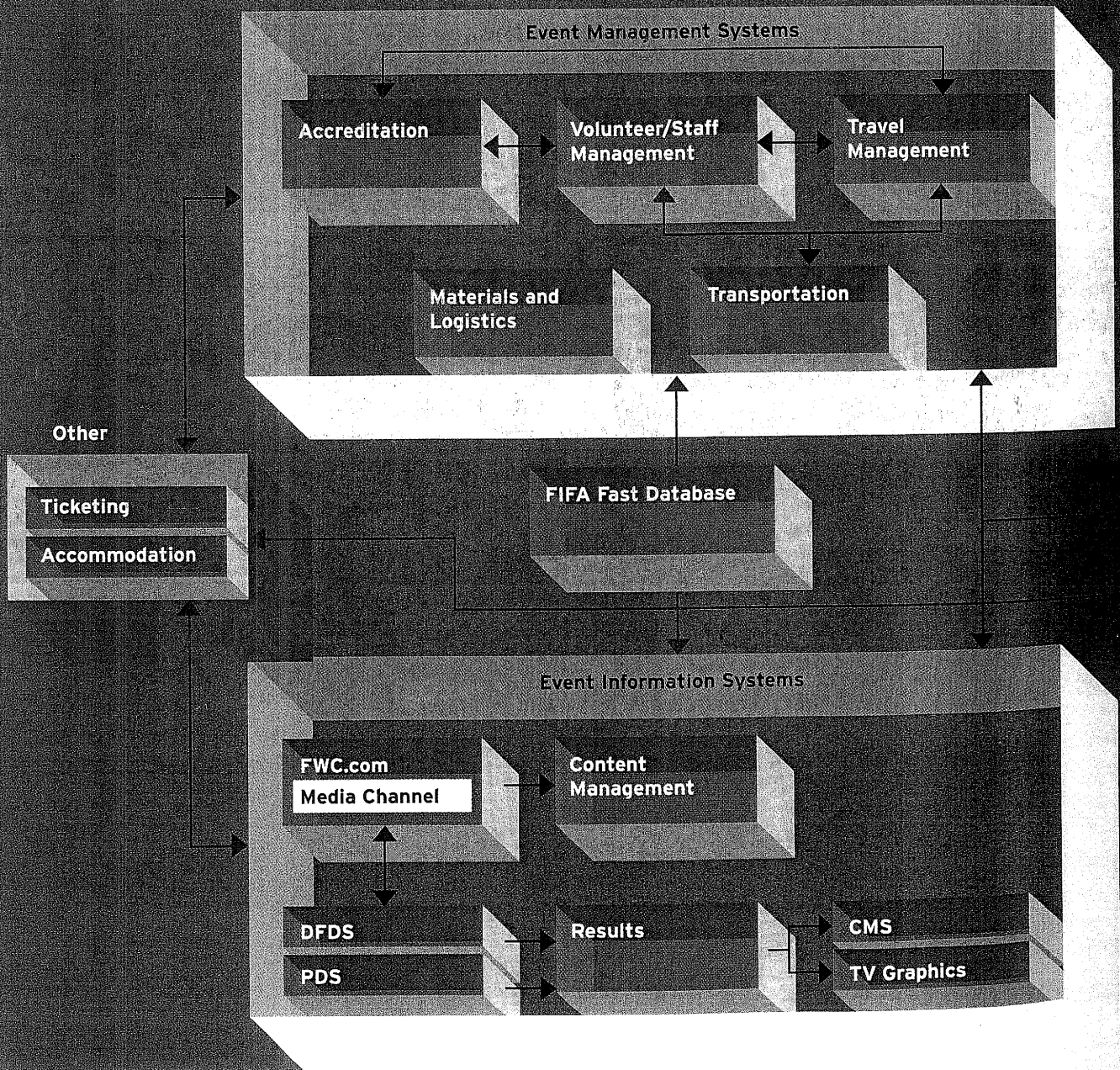
Scope of the IT Solution

Applications and Systems

SAFA recognises the applications and systems that form the IT solution are subject to FIFA's control and must be interoperable among each other and other systems as required. SAFA undertakes to deliver the following systems to support 2010 FIFA World Cup™:

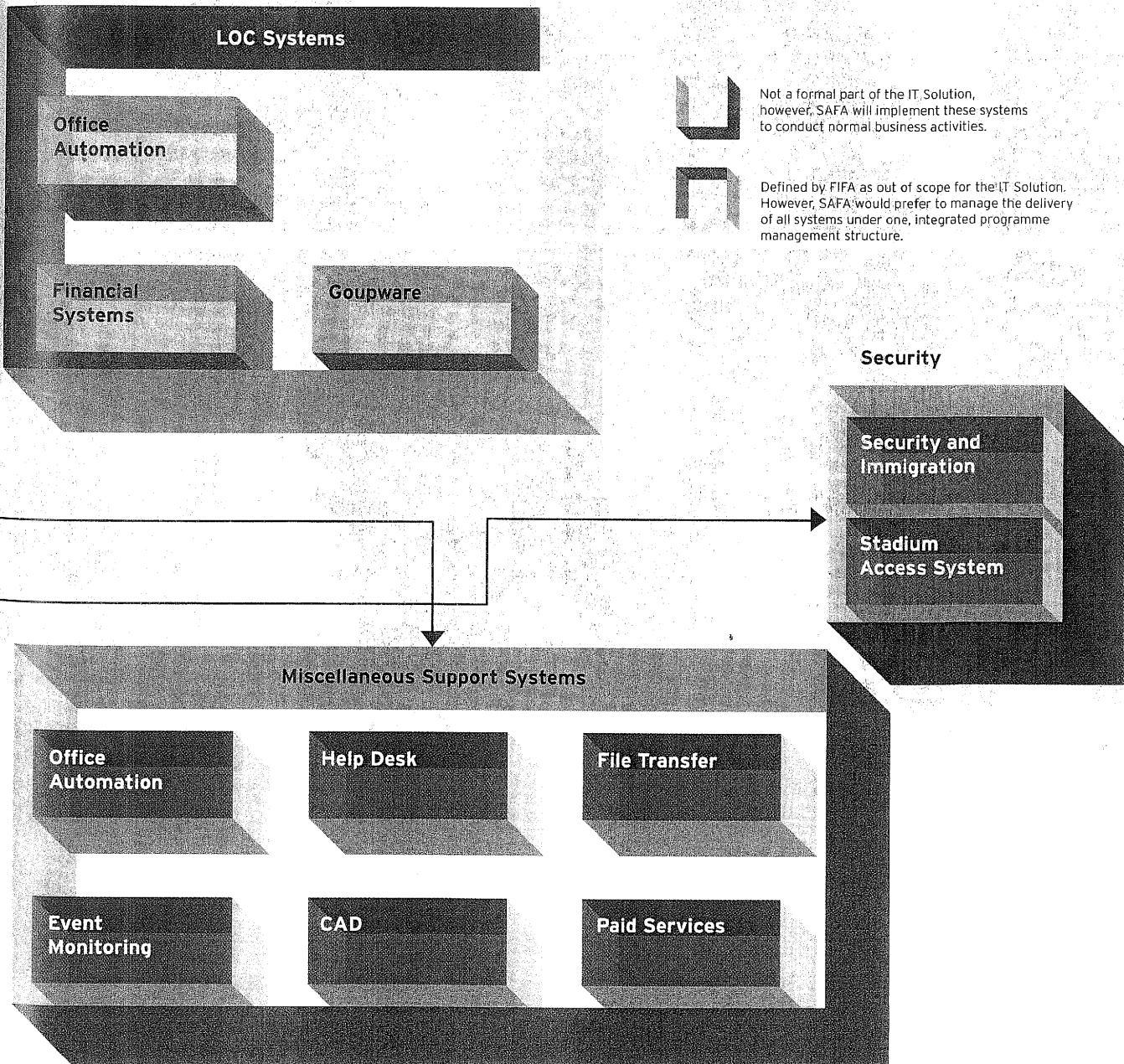
- ◆ Accreditation
- ◆ Travel Management
- ◆ Transportation
- ◆ Volunteer/Staff Management
- ◆ Materials & Logistics
- ◆ Office Automation
- ◆ Groupware
- ◆ Results System
- ◆ Results Middleware - Data Feed Distribution System, Print Distribution System
- ◆ Media Channel
- ◆ Content Management
- ◆ FIFAWorldCup.com
- ◆ Miscellaneous Support Systems (Event Monitoring, Help Desk Management, File Transfer, Computer Aided Design, Paid Services)
- ◆ LOC Systems (not a formal part of the IT Solution, but mandatory to conduct daily LOC activities)

The following diagram is an illustrative blueprint of the applications and systems that are required to plan, manage, run and showcase the event:



All system names and descriptions reflect the latest nomenclature and descriptions included in the 2010 FIFA World Cup™ Information Technology Requirements.

While some systems have been omitted from the LOC's realm of responsibility for delivery in the latest IT Solution Requirements, SAFA is prepared to assume responsibility for delivery of all systems required to support the event. SAFA believes it is critical to manage the entire IT spectrum under one, integrated programme.



16.1 ACCREDITATION

SAFA will deliver an accreditation system that will support the registration, processing and issuing of passes for individuals applying for credentials. The system will be fully integrated not only with the event's safety and security concept, but also with the volunteer/staff management, travel management, FIFAWorldCup.com, media channel, FIFA FAST database and external interfaces including the Host Broadcaster extranet.

16.2 PROTOCOL (TRAVEL MANAGEMENT)

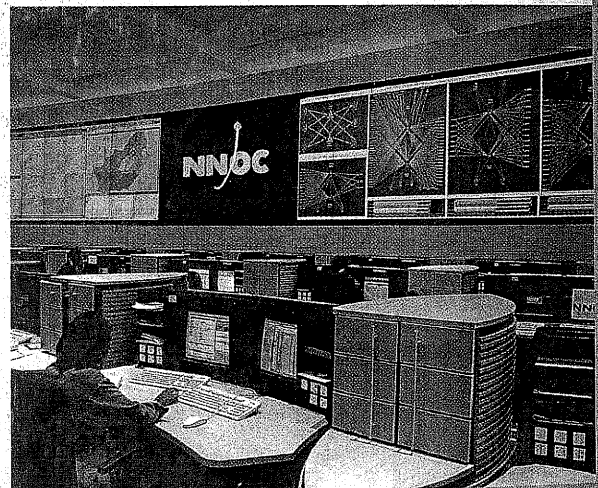
SAFA will deliver a travel management system that will provide correct and appropriate services for the FIFA delegation and SAFA, incorporating the registration of individuals, the registration of events taking place during the event which individuals are required to attend, arrangements for individuals for specific events and assignment of travel needs and services.

The system will be designed to interface with accreditation, FIFA travel reservations system, transportation, volunteer/staff management and external interfaces including FIFA World Cup™ accommodation and ticketing.

16.3 TRANSPORT

SAFA will deliver a transportation system that will manage the movement of various constituencies (players, officials, VIPs, referees and accredited media) between FIFA World Cup™ locations (airports, stadiums, hotels, etc.). It will support a range of services from basic information on public transportation within a city (bus, taxi) to the management of event-specific shuttle buses, pool cars, dedicated cars and buses.

The system will be designed to interface with volunteer/staff management and travel management.



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IT Solution

16.4 ACCOMMODATION

SAFA will in due course propose that the LOC manages the delivery of the accommodation system. In any event, interfaces will be built with the accreditation, travel management and FIFAWorldCup.com elements of the overall IT solution.

16.5 TICKETING

SAFA will present FIFA with a detailed, world class ticketing solution, as outlined in Section 15. The ticketing solution will interface effectively with FIFAWorldCup.com, the accreditation and travel management systems.

16.6 STADIUM ACCESS SYSTEM

SAFA will present for FIFA's consideration a stadium access system, that will interface with the accreditation and ticketing elements of the IT solution.

16.7 VOLUNTEER MANAGEMENT, STAFF INFORMATION SYSTEM (SIS)

SAFA will deliver a volunteer/staff management system to capture data relating to volunteers and paid staff, including relevant skills, experience and preferences. The system will define required positions and roles to be filled at each location; facilitate the selection, assignment and scheduling of individuals to required positions and shifts; and manage individuals' work schedules.

The system will be designed to interface with the accreditation, travel management and transportation elements of the IT solution.

16.8 MATERIALS AND LOGISTICS

SAFA will deliver a materials and logistics system to manage the logistics of delivering both IT and non-IT material to all venues and other locations, incorporating logistical planning, operations and tracking. It will be a stand-alone system that does not require interfaces to any other IT solution systems.

16.9 OFFICE AUTOMATION

SAFA will deliver office automation which will allow all IT solution team members and FIFA staff to conduct daily activities including email, printing, word processing, spreadsheet development, presentation support and virus scanning. It will interface with miscellaneous event management systems to enable mail merges.

16.10 GROUPWARE

SAFA will implement groupware software to enable daily activities within the LOC including email, content management, etc.

16.11 RESULTS SYSTEM

In terms of the 2010 FIFA World Cup™ Information Technology Requirements, the Results System is no longer defined as the integration of a Central Repository System (CRS), On-venue Results (OVR), Print Distribution System (PDS), Commentator Monitor System (CMS) and TV Graphics Provision. The Results System is now defined to include: Results and Results Middleware - Data Feed Distribution System (DFDS) and Print Distribution System (PDS).

SAFA proposes delivery of a Results system that will capture football action in real time, distribute information to all authorised subscribers, and produce all official data feeds, official match reports and cumulative statistics for the duration of the tournament.

The system will be designed to run autonomously within the match venue to guard against network failure. Results will be designed to interface with the data feed distribution system, print distribution system, FIFA FAST database and with external interfaces including TV graphics and a commentator monitor system.

Results Middleware

SAFA intends to deliver results middleware including a data feed distribution system that will allow the results provider to communicate data messages from a match to a single point of redistribution, and a print distribution system that will allow the results provider to transfer official match reports to a single location for print management at all remote locations.

Results middleware will be designed to interface with the results and FIFAWorldCup.com elements of the IT solution and with external interfaces including current generation mobile phone device service providers.

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16.12 MEDIA SYSTEM

SAFA will deliver a media channel housed within FIFAWorldCup.com. FIFAWorldCup.com will be the primary conduit of all event information and will have an additional restricted, media-only area that will provide media-specific information. The media channel will be designed with interfaces to the content management system and accreditation elements of the IT solution.

Content Management

SAFA will deliver a Content Management system that will allow editorial staff of FIFAWorldCup.com, the LOC and the media channel to create, translate, approve, publish and remove content from respective sites. The system will interface with FIFAWorldCup.com and the media channel.

16.13 SECURITY AND IMMIGRATION

SAFA will deliver a security and immigration system, for FIFA's consideration. If such system is implemented, SAFA will ensure that it interfaces with the accreditation, accommodation, and all relevant external security and immigration systems or data feeds within the overall IT solution.

FIFAWorldCup.com

SAFA will deliver a world-class multilingual website to bring the event to the world, provide a user-restricted area for media-specific information, and provide a front end for web-based event management applications, such as ticketing and accommodation.

It will be designed to interface with content management, the data feed distribution system, FIFA FAST database, accreditation and external interfaces such as news agency wire service and the weather feed.

Miscellaneous Support Systems

Safa will deliver additional support systems within the IT solution, including: event monitoring, help desk management, file transfer, computer aided design (CAD) and paid services.

- ◆ the event monitoring architecture will allow for the collection, categorisation and reporting of errors and events generated by networks, servers, applications and databases;
- ◆ the Help Desk application will support the tracking and resolution of issues and problems that are reported during the operation of the IT Solution;
- ◆ file transfer capabilities will be provide to partners to transfer files from systems on the Event WAN/LAN as required;
- ◆ CAD capabilities will support the design of stadiums and other structures required to support the event and the respective space allocations; and
- ◆ Products and services will be provided at a specific common rate (rate card) to a set of external clients, including press agencies, media, FIFA partners and LOC suppliers.

LOC Systems

SAFA will provide software to support the daily activities of the LOC. Such systems include office automation, groupware, financial systems (e.g. payroll, finance, accounting, purchasing, order management, order tracking, order monitoring and billing). SAFA will also implement a network for stand-alone LOC operations at its own cost.

16.14 EVENT

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Event WAN/LAN

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16.14 EVENT NETWORK

The network requirements - specifically the event WAN/LAN, FIFA WAN/LAN and Internet connectivity - will be designed to meet every requirement.

The network will connect multiple venues, support both data and voice traffic, be stable and function smoothly around the clock. It will be fully redundant and have fail-over and back-up procedures in place in case there are temporary network outages, and be secure to prevent internal and/or external intrusion.

Event WAN/LAN

SAFA will deliver an event WAN that interconnects all event locations requiring access to all 'mission-critical' applications included in the IT evolution.

The event WAN will be a dedicated, fully redundant network and will be segmented to provide various combinations of WAN/Internet access at different locations. SAFA will ensure that all Stadiums have internal cabling that meets industry standards and can be leveraged for the event WAN. SAFA will also guarantee that there are dual WAN paths into key locations to ensure proper backup. SAFA will ensure that the event LAN connects all systems in a specific event location. For example, in an official match venue, it will connect the IT operation centre, venue office, accreditation centre, volunteer centre, media centre, etc.

The event LAN will meet current accepted industry standards for LAN technology. Wireless LAN implementation, meeting industry standards, may also be required.

FIFA WAN/LAN

SAFA will provide a network whereby FIFA staff can access standard IT services and FIFA systems and services at FIFA Headquarters. SAFA will ensure that high-speed Internet connectivity from FIFA headquarter hotels to FIFA headquarters in Zurich uses FIFA approved technology such as VPN tunnel or VPN client.

Internet Connectivity

SAFA will ensure that Internet connectivity is provided as necessary in all locations that do not have access to the event WAN.

Telephony

SAFA will deliver telephony components as part of the IT Solution. Telephony will include fixed-line phones, mobile phones, video conferencing and walkie-talkie/TRS.

Fixed Line Phones

SAFA will seek the most cost-effective communication solution between all IT solution locations. The network architecture will be evaluated to support both voice and data. Toll charges incurred will be tracked and billed to originating organisations. SAFA will ensure the network is constructed to support voicemail, PBX in FIFA headquarter hotels, a common address book, extension dialling between locations, a common number plan so that commonly used numbers can be shared across venues, audio conferencing, direct line-in, direct line-out and call forwarding.

Mobile Phones

SAFA will provide mobile phones to FIFA staff and support staff listed as members of the FIFA delegation for the full duration of the FIFA World Cup™.



Video Conferencing

SAFA will provide video conferencing capabilities between FIFA Headquarters in Zurich and SAFA Headquarters.

During the event, SAFA will establish video conferencing facilities in the Main Media Centre, the FIFA Headquarters and the hotels designated for the use of the Match Officials.

Walkie-Talkie/TRS

SAFA will provide walkie-talkies to the FIFA competition department for internal communications during matches and also to SAFA staff and IT partners as necessary.

Hardware and Software

SAFA will provide the necessary hardware and software required to support the IT Solution.

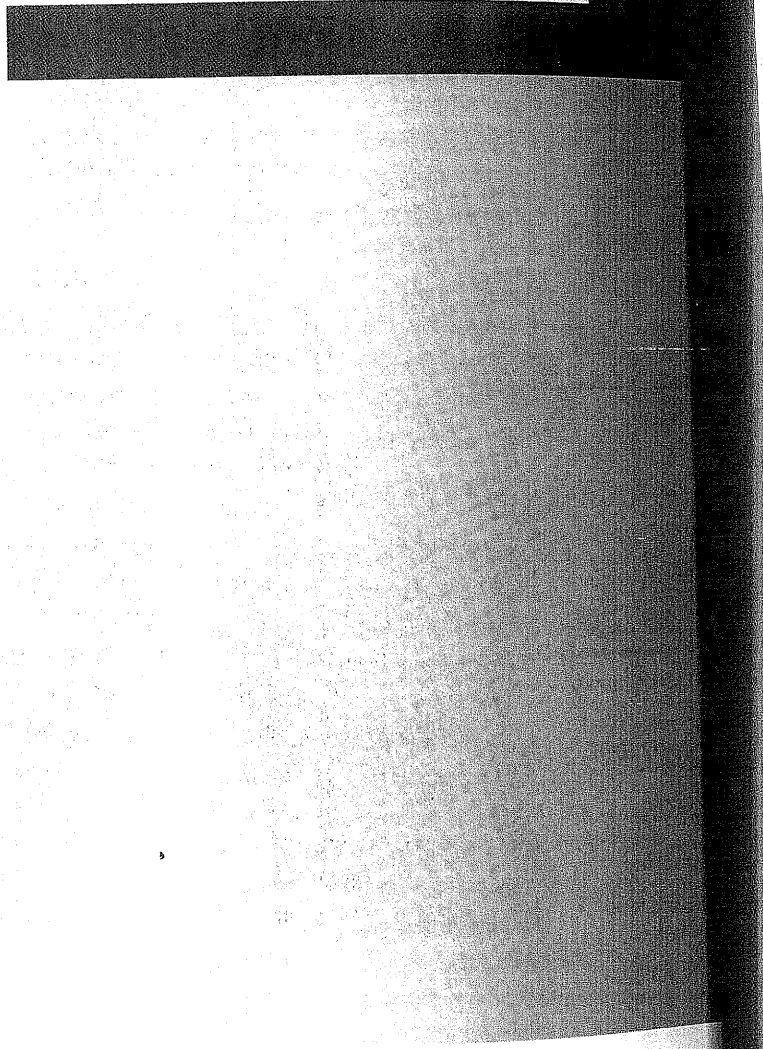
Specific requirements will be issued in due course, but SAFA expects to provide the following hardware:

- ◆ System hardware – servers, desktop PCs, laptop PCs, backup devices, hardware racks and UPS;
- ◆ Network – routers, switches, firewalls, wireless networking equipment;
- ◆ Office equipment – printers, scanners, copiers, fax machines ;
- ◆ Electronics – cameras, TVs, VCRs.

High-level software requirements may include 'off-the-shelf' software such as operating systems, office software, database software, testing tools, monitoring software and anti-virus software.

Locations

SAFA will provide space in multiple locations to house IT equipment and staff, as stipulated in the requirements.



16.15 SECURITY

Taking into account the enormity of the IT Solution and supporting network, SAFA will implement a robust security strategy to ensure that critical systems and data are safe:

- ◆ Physical security – unauthorised access to physical IT equipment including networking equipment, telecommunications equipment, servers, PCs, laptops, palmtops, etc., will be stringently denied by measures, including the deployment of police/security agents to patrol highly sensitive areas and the installation of security cameras in appropriate areas;
- ◆ Network security – SAFA will ensure the event WAN is secured from both internal and external intrusion, deploying security options such as firewalls, intrusion detection devices, application of VLAN rules to segment user traffic, port lockdowns, etc. Network security audits will be performed through a third party vendor. The network will be fully redundant to protect against single points of failure;
- ◆ Server security – SAFA will work with partners/vendors to ensure anti-virus software is used, server loads are balanced and monitored, and user authentication and access are carefully controlled;
- ◆ Application security – SAFA will permit users to have access to the functionality they require through the use of login identities and passwords combined with user profiles for authorisation. Application developers will be instructed to ensure security is built-in throughout the design, coding, testing and deployment phases. Anti-virus software will also be deployed to protect applications;
- ◆ End User Security – login identities and passwords will be developed for all end users on all applications, and a PC locking policy will be applied;
- ◆ Data Security – only authorised users will have access to sensitive information for the purposes of displaying, updating, reporting and querying data. Data will be protected through encryption when necessary, and data storage will be evaluated to ensure no data is lost and that all data can be retrieved if damaged; and
- ◆ Disaster Recovery – SAFA will ensure that systems and data can be maintained in the event of a disaster such as fire or flood. A strategy will be designed to prevent downtime for continuous or high availability applications. This may include the creation of a back-up data centre, hot or cold standby solution for critical equipment, and data back up and recovery procedures. A fully redundant network will be deployed to ensure that there are no single points of failure.

South Africa's Technology Landscape

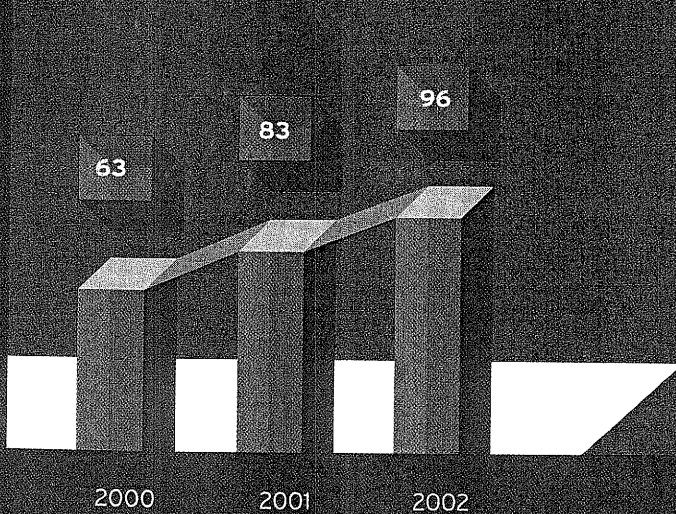
South Africa is recognised as the 'technology hub' of Africa.

While many companies use South Africa as a gateway to Africa, expanding into Southern, East and West Africa, multi-national companies often make South Africa their home base to run operations in the Middle East and Africa.

The high use of foreign technology licenses reflects South Africa's aggressive adoption of new technology and adherence to intellectual property rights.

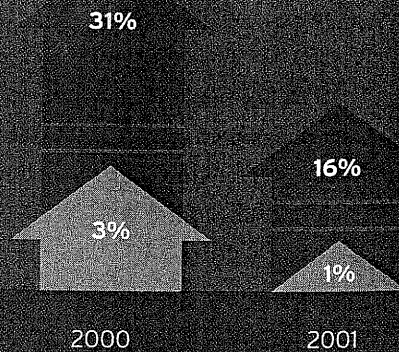
From 2000 to 2002, South Africa's top 40 technology companies posted strong revenue increases year on year, while global technology revenues suffered. South Africa's technology revenues rose 31% in 2000 and another 16% in 2001 to bring total revenues in 2002 to R96 billion (adjusted for inflation). Global technology revenues rose only 2.8% and 1.2% during these periods, respectively.

South African Revenues and Growth
in ZAR billions (adjusted for inflation)



South African Technology Revenue Growth

Global Technology Revenue Growth



Expansion

South Africa is recognised as the 'technology hub' of Africa. While many companies use South Africa as a gateway to Africa, expanding into Southern, East and West Africa, multi-national companies often make South Africa their home base to run operations in the Middle East and Africa.

Telecommunications

The high use of foreign technology licenses reflects South Africa's aggressive adoption of new technology and adherence to intellectual property rights. From 2000 to 2002, South Africa's top 40 technology companies posted strong revenue increases year on year, while global technology revenues suffered. South Africa's technology revenues rose 31% in 2000 and another 16% in 2001 to bring total revenues in 2002 to R96 billion (adjusted for inflation). Global technology revenues rose only 2.8% and 1.2% during these periods, respectively.

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Expansive Network

South Africa offers the most developed fibre optic network in Africa. Existing access to the SAT3 cable connects South Africa to Europe and West Africa across 15,000 kilometres. The South Africa Far East cable (SAFE) connects South Africa to Asia.

Telecommunications Deregulation and Government Policy

Deregulation in the telecommunications sector will continue to drive build-out and innovation in the industry. A second national operator will be licensed to provide Public Switched Telecommunications Services (PSTS) to compete directly with Telkom, the state-owned telecommunications company that is currently being privatised.

PSTS includes provision of national long distance service, international telecommunications service, local access telecommunications service, and public pay telephone service.

The impending entrance of a New National Operator (NNO) will spur network development. The NNO will be entitled to share Telkom's facilities initially, however it is stipulated that the NNO's services must cover all metropolitan areas within 5 years and cover 80% of the country in 10 years. It will also be required to establish 2,500 computer rooms with Internet connections in 2,500 schools within 10 years to increase children's access to the Internet. South Africa is the world's fourth fastest growing GSM market with a consistent growth rate in excess of 40% per annum. Mobile phone service is competitive with three companies vying for consumers in a growing market. The mobile operators were recently granted access to the 1800 MHz spectrum, as well as to the 2.5 GHz-3G spectrum, which will allow them to provide cost-effective and efficient data services to mobile phone consumers.

All of these factors demonstrate South Africa's continued growth in telecommunications and its readiness and capability to deliver a world-class IT solution for the 2010 FIFA World Cup™.

General Telecommunications

South Africa has the most advanced e-commerce activity on the continent with revenues of \$360 million (CHF 943m) in 2000 projected to grow to \$2.9 billion (CHF 7.598b) by 2005, a compound annual growth rate (CAGR) of 52%. Internet usage per capita is the highest on the continent, and exceeds countries such as China and Mexico.

South Africa leads the continent in telecommunications capabilities as well. It offers Africa's highest per capita main line usage, at levels that exceed those in countries such as China and Brazil. In 2001, across Africa, South Africa was second only to Botswana in its mobile phones per capita, but South Africa's level exceeds other nations such as Belgium, Greece and Argentina.

South Africa's thriving technology sector will facilitate the successful delivery of the IT Solution.

Integration of Emerging Technology

As technology continues to evolve, SAFA will rigorously evaluate the use of new and emerging technology to stage a world-class event, which is completely up-to-date in 2010. This evaluation will always take place in full conjunction with FIFA but, scanning the blue sky, some areas of likely development have been identified as the following:

- ◆ Wireless LAN – the feasibility of implementing wireless LAN technology to reduce costs and increase mobility for the event network, where appropriate, will be evaluated. It may also be possible to provide wireless access to event information for media, enable wireless transmission of photos from stadiums to press offices, provide wireless access to referee and volunteer schedules, and/or enable wireless tracking of materials and equipment.
- ◆ Smart cards/Biometrics – it may be possible to create a 'Passport' to the 2010 FIFA World Cup™, providing access to stadiums by storing ticket information, offering payment services at matches and in official stores, and/or store medical information for players to facilitate medical treatment. It is recognised that smart cards do not allow for the printing of the spectator's seat location or the terms and conditions of the ticket, but it may be possible to create kiosks in stadiums and event cities to enable spectators to print seating information and terms and conditions for their tickets.
If biometrics becomes a mature technology, it could be used in conjunction with smart cards to verify the identity of the cardholder to combat potential fraud and black-market ticket sales.
- ◆ Streaming media/Interactive television – As broadcasting continues to converge to a digital format, streaming media and interactive television will continue to grow. With increasing global bandwidth, FIFA may want to review the digital

delivery of matches over the Internet, pending broadcaster approval, streamed archives of match highlights, live interviews with players and coaches, pending broadcaster approval, live coverage of matches through 'Radio FIFA' on FIFA-WorldCup.com, pending broadcaster approval. FIFA could charge fans a tournament or per match fee for access to video and/or audio broadcasts. FIFA and its official partners could sponsor competitions on interactive television that would allow fans to compete in predicting the first goal scorer, time of first goal, winner of match, etc. The possibilities are endless.

- ◆ Mobile telephony – As mobile phones become more technically advanced and 3G adoption rates rise, it may be possible to provide live text and/or video updates on goals, penalties etc., to fans via mobile phones.
FIFA could charge a tournament or per match fee to fans so that they can receive real-time data on their favourite team. SAFA could send text messages to fans on special promotions (e.g. discounts on official partner products) or provide payment services at matches and in official stores.

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IT Solution

Scalability

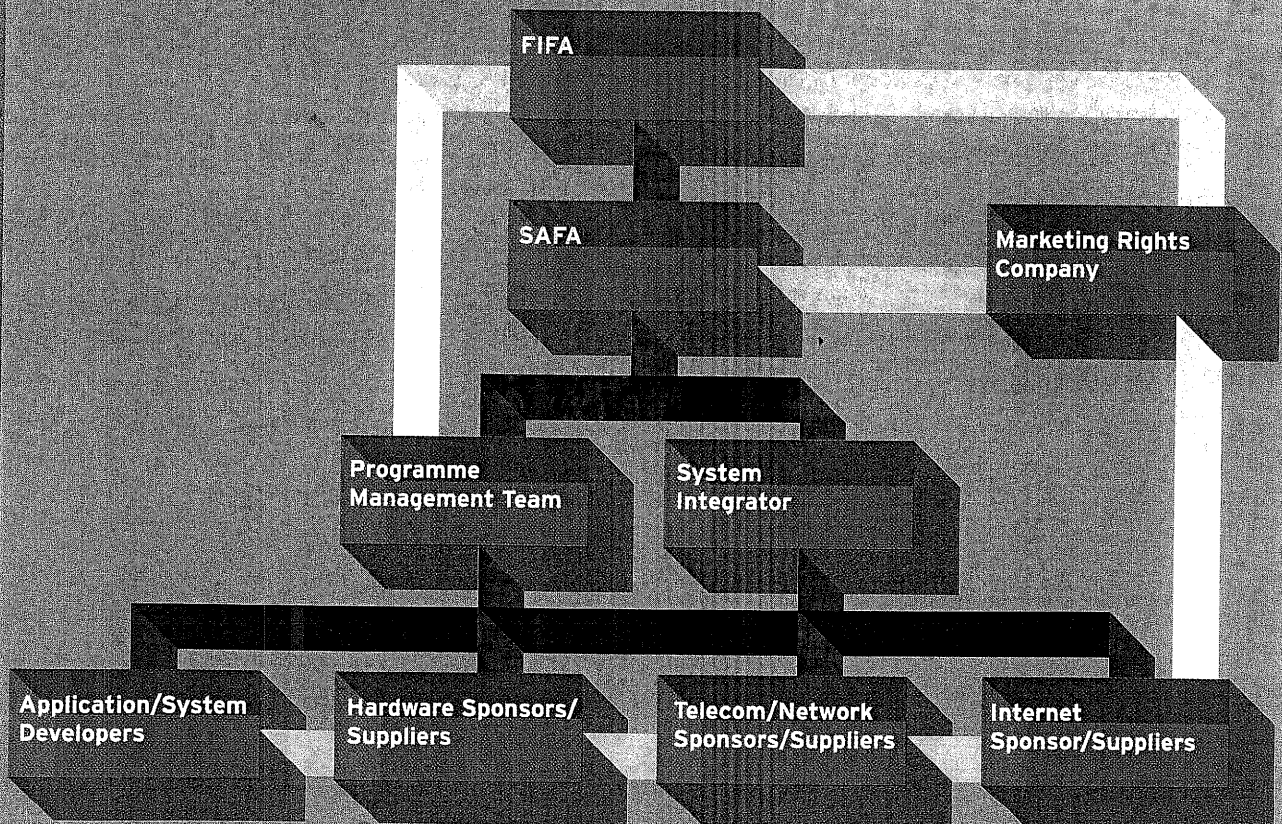
SAFA understand that FIFA will require a smaller scale of the IT solution to support events such as the preliminary draw, final draw, test tournaments, seminars and workshops. SAFA will work with FIFA to ensure that the required systems and network are operational to support such events and can be scaled to support the World Cup tournament itself.

IT Solution Management and Governance

Clearly an IT solution of this size and importance will require well-defined management and governance structures and policies. It will, however, be important to manage the delivery of the full spectrum of IT systems in one integrated programme. SAFA will propose to manage the entire IT solution delivery and will deploy a number of management and governance processes to ensure its successful delivery.

IT Solution Organisation Structure

SAFA will create a cohesive organisation to include all relevant parties and ensure the successful design, build, implementation and operation of the IT solution.



Key parties will include:

- ◆ FIFA – Interfaces with SAFA and marketing company to ensure all IT solution requirements are met;
- ◆ SAFA – Interfaces with multiple FIFA departments (e.g. competitions, media) and user departments (requirements, user testing; training), and coordinates IT space in stadiums and MMC;
- ◆ Marketing Rights Company – Defines and manages partner contracts and resolves any conflicts between official Partner and supplier marketing and supply rights;
- ◆ System Integrator – Defines the overall system and network architecture and is responsible for overall deployment, integration and operations;
- ◆ Programme Management – Provides overall programme and partner relationship management, strategic sourcing and financial management;
- ◆ Application/System Developers – Develops, tests and supports applications and systems;
- ◆ Hardware Sponsors/Vendors – Provides and maintains hardware to support the IT solution;
- ◆ Telecom/Network Sponsors/Vendors – Provides and maintains the voice and data network to support the IT solution;
- ◆ Internet Sponsor/Vendor – Develops, maintains and supports the official event website.

IT Solution Governance Structure

The IT solution governance structure will allow for the proper escalation and resolution of issues and risks related to the IT solution.

Specific IT project teams will be assembled for Volunteer/Staff Management, Accreditation, Hardware, Network and other issues. They will be committed to ensuring the timely delivery of required systems and infrastructure.

Issues that cannot be resolved will be referred to the highly skilled IT Project Managers, who will be allocated to each team. These managers will be responsible for managing and ensuring the technical development, integration and operations of the IT solution; and for resolving cross-project issues. Issues that cannot be resolved by managers will be escalated to the IT Steering Committee.

Integrated Programme Plan

Project Team	Sub-Team	2006
Milestones		◆ IT
Telecom Infrastructure	Fixed line telephones	
	Network	
	Wireless telecom	
	Broadcast/Digital TV	
Event Management Systems	Volunteer Management	
	Accreditation	
	Travel Management	
	Transportation	
	Material & Logistics	
Website	FIFA WorldCup.com	
	Media Channel	
Results	Results	

16

IT Solution

The IT steering committee will include the FIFA IT Director, the SAFA IT Director, System Integrator and Programme Management. This group will be responsible for the direction of the overall IT solution, budget management and issue resolution/risk mitigation.

Issues that arise that cannot be resolved will be referred to the FIFA and SAFA Executive Committees. These bodies will be the last stop for issue/risk resolution and will be responsible for making final decisions regarding the scope of the IT solution.

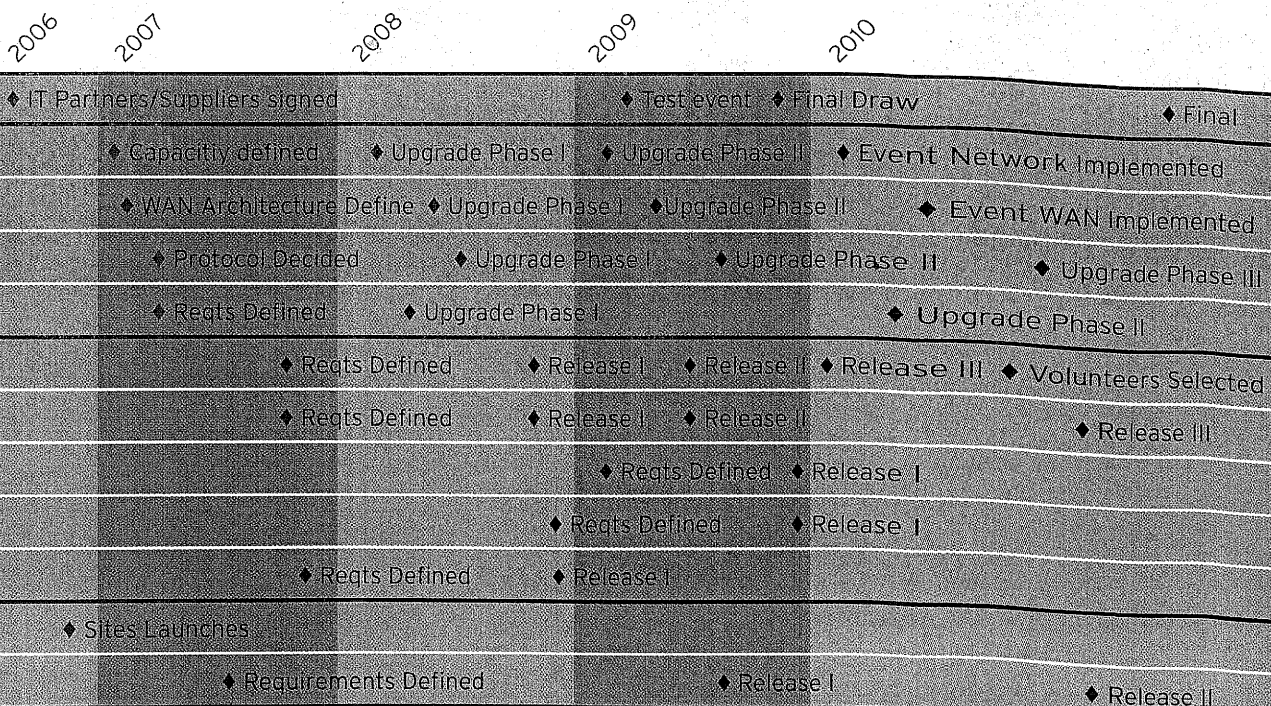
IT Solution Programme Management

Effective programme management is crucial to the success of any large-scale IT implementation, and SAFA will meet the IT challenge for the FIFA World Cup™ by applying rigorous, comprehensive, integrated programme management.

The number of systems required to support the event presents a significant integration challenge. Without visibility to the overall programme across all systems and infrastructure, successful integration becomes very complex. Partners, suppliers and vendors will be working from around the globe and matters may 'fall through the cracks' if roles and responsibilities are not clearly defined across all parties.

There are significant dependencies involved in the delivery of the IT solution and they must be clearly communicated across the programme. Multiple risks will be identified and will require rigorous, centralised tracking to ensure they are resolved in a timely manner.

Sourcing of equipment can be costly if measures are not put in place to centralise sourcing to maximise volume discounts. Communication is important and must be consistent across the entire IT solution to ensure all stakeholders have easy access to the same information.



Reqs = Requirements

IT Architecture Blueprint and IT Policies

Software Policies

Hardware Policies

Community

Media/
Broadcasters

Partners/
Suppliers

Fan/Viewers

Players/Coaches

Online Applications

FIFAWorldCup.com

Core
Applications
and Databases

Integration Middleware

Volunteer/Staff

Accreditation

Results

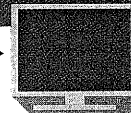
Content Management

Back-office Support
Applications

Office Automation

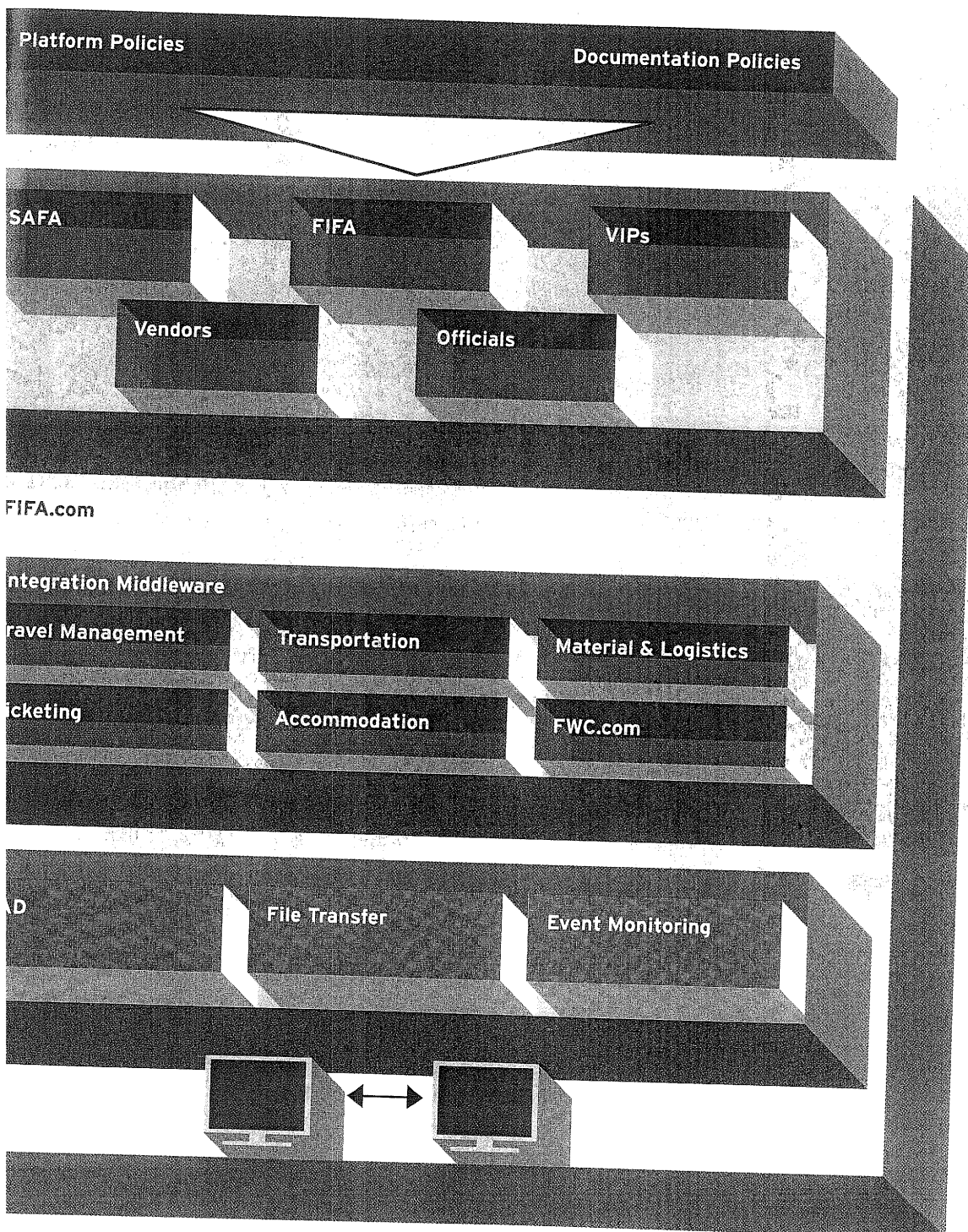
Help Desk

Technology/Infrastructure
and Hosting



16


IT Solution



To meet these challenges, SAFA believes it is imperative that the entire spectrum of systems and infrastructure must be managed under one integrated program.

The IT solution will be successfully delivered by employing the following programme management tools:

- ◆ Blueprint Development programme plan will be all initiatives and overall programme. Project charters will individual projects and project progress. Further the development print and associated competency is applied across
- ◆ Project Reporting and SAFA will drive the status/action tracking and control project
- ◆ Issue Management issue tracking, escalation will be implemented meet milestones and
- ◆ Budget and Resource develop and closely budget, strategically services, not provide suppliers, to control the overall budget
- ◆ Communication and develop an effective ensure involvement programme; this will Room, which will be the IT solution by status and project status
- ◆ Risk Management and mitigate risks ate up through the ture.



To meet these challenges, SAFA believes it is imperative that the entire spectrum of systems and infrastructure must be managed under one integrated program.

The IT solution will be successfully delivered by employing the following programme management tools:

- ◆ **Blueprint Development** – An integrated programme plan will be developed to bring together all initiatives and milestones as a tool to monitor overall programme progress; Project charters will be developed to clarify individual projects and act as a baseline to measure project progress. Furthermore, SAFA will facilitate the development of an IT architecture blueprint and associated IT policies to ensure consistency is applied across all IT initiatives;
- ◆ **Project Reporting and Status/Action Tracking** – SAFA will drive the use of project reporting and status/action tracking to manage accountability and control project dependencies;
- ◆ **Issue Management and Tracking** – A structured-issue tracking, escalation and resolution process will be implemented to enable project teams to meet milestones and deliverables;
- ◆ **Budget and Resource Management** – SAFA will develop and closely manage the IT solution budget, strategically sourcing equipment and services, not provided by official partners and suppliers, to control cost and actively manage the overall budget;
- ◆ **Communication and Coordination** – SAFA will develop an effective communication strategy to ensure involvement and awareness across the programme; this will be evaluated at a Visibility Room, which will act as a command centre for the IT solution by synthesising all programme and project status information; and
- ◆ **Risk Management** – SAFA will actively manage and mitigate risks, escalating risks as appropriate up through the IT solution governance structure.



Official Events

- 17.1 DRAW FOR THE PRELIMINARY COMPETITION
- 17.2 TEST TOURNAMENT
- 17.3 DRAW FOR THE FINAL COMPETITION
- 17.4 SEMINAR FOR THE 32 FINALIST TEAMS
- 17.5 WORKSHOP FOR THE 32 FINALIST TEAMS
- 17.6 REFEREES' WORKSHOP
- 17.7 FIFA CONGRESS
- 17.8 FIFA BANQUET
- 17.9 OPENING CEREMONY
- 17.10 CLOSING CEREMONY
- 17.11 OTHER VENUES FOR OTHER EVENTS

17

Official Events

PREFACE

South Africa enthusiastically looks forward to staging a series of stylish, efficient and memorable official events before and during 2010 FIFA World Cup™.

Warm hospitality has long been a national trait, and it would be the intention of SAFA to manage this wide variety of events by pooling together all South Africa's substantial creative and organisational ability in this field.

Official events will be seamless, spectacular, distinctly African, and shall match the highest global standards.

It is clearly understood that FIFA shall be the sole owner of all marketing and broadcast rights related to these official events, and all activities connected with them. It is also realised that SAFA will only organise events in connection with the actual tournament and will not permit any conflicting or competitive events.



All plans laid in relation to these events shall be submitted to FIFA for prior approval, and shall emphatically comply with both the FIFA guidelines and the terms of Organising Associations Agreement.

South Africa is fortunate to offer a broad variety of world class venues for these events and the final decisions on what takes place where will be taken in conjunction with FIFA.

To demonstrate the breadth and quality of choice, and for the purpose of this Bid, each of these specified official events has been allocated a potential venue, as follows...

17.1 DRAW FOR THE PRELIMINARY COMPETITION

Sun City, a spectacular leisure resort established in the crater of an extinct volcano, could provide a spectacular African setting for the Preliminary Draw.

The resort is two hours' drive from Johannesburg, and incorporates two golf courses, four hotels, numerous offices and media facilities, shopping malls and cinemas and a world-class auditorium in the main arena, that would be able to stage the draw, itself.

Surrounded by mountains and the majesty of the African bushveld, Sun City is located adjacent to the Pilanesberg National Park, where elephants, rhinos, lions and antelope roam free and wild.

Delegates, media and guests would be able to choose from the hotels at the Resort, each offering superior accommodation, ranging from the opulence of the decadent Palace of the Lost City to the elegant luxury of the Cascades Hotel to the bold, dynamic heartbeat of the Sun City Hotel to the informal and casual elegance of the Cabanas.

17.3 DRAW FOR THE FINAL COMPETITION

The beautiful city of Cape Town could be selected to stage the draw for the final competition. With Table Mountain as a backdrop, Africa's first World Cup could be neatly launched at the foot of the continent.

Cape Town's new International Conference Centre (CTICC) opened its doors on 28 June 2003, with President Thabo Mbeki among almost 7,000 guests.

The CTICC offers a purpose built facility with an adaptable 10,000m² of space, plus two large auditoriums, a grand ballroom with magnificent city views and over 33 breakaway rooms. A deluxe 483-room Grand Hotel has been integrated within the complex.

An alternative venue with huge significance for the cause of freedom and democracy might be Robben Island, only eight kilometres from the city centre across the sea and site of the prison where President Mandela and others were so long jailed.

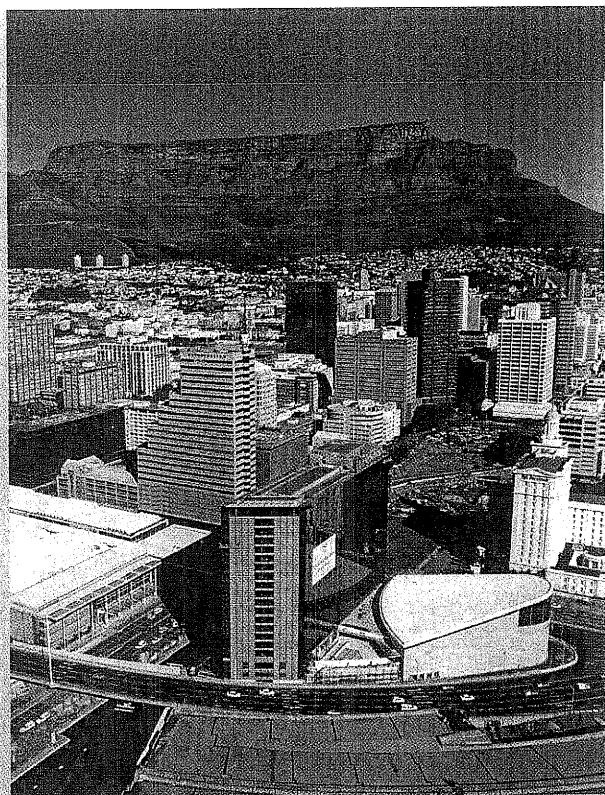
With the draw scheduled to take place at the start of December, the height of Cape Town's summer, super blue skies can be predicted, if not guaranteed.

Robben Island has staged many major events in recent years, notably a high profile occasion to mark the dawn of the new Millennium on 31 December 1999.

17.2 TEST TOURNAMENT

In all likelihood, should South Africa be granted the opportunity to stage the 2010 FIFA World Cup™, it is anticipated that a test tournament will take place in 2009.

In this case, the four venues used to stage the matches could be Newlands, Kings Park, Ellis Park and Soccer City. Every aspect of such a tournament would be conducted as a full dress rehearsal.



17.4 SEMINAR FOR THE 32 FINALIST TEAMS

South Africa's most popular resort city may be suitable to host the seminar for the 32 finalists.

Durban's reliable year-round climate could offer ideal conditions for the one- or two-day seminar, with the International Conference Centre an ideal location.

Centrally located and 15 minutes from Durban International Airport, ICC Durban stands within walking distance of the beaches on Marine Parade.

Palm trees form a welcoming avenue and, at the main entrance, three baobabs, Africa's tree giants, bid a regal greeting. The shimmering steel roof of the building is shaped like an undulating wave, an echo of nearby sand dunes, the rolling ocean, emerald hills and valleys that stretch as far as the eye can see.

Set beside an excellent five-star hotel, the centre comprises three interlinking halls with a combined total capacity of over 7,000m². This flexible, modern venue can easily be arranged to meet the precise needs of the seminar, and to ensure its complete success.

17.5 WORKSHOP FOR THE 32 FINALIST TEAMS

Gallagher Estate, a world-class conference facility set between Johannesburg and Pretoria, just a 25-minute drive from Johannesburg International Airport, could prove ideal to host this workshop in March 2010.

Within the complex, the Gallagher Centre offers three conference rooms, four executive boardrooms with self-contained facilities for top-level meetings or functions, and the Gallagher Grill, making the centre appear ideal for the FIFA workshop.

It goes without saying that the Gallagher Estate is fully equipped with the very latest in technology and equipment for audio-visual presentations.

17.6 REFEREES' WORKSHOP

It is envisaged that the Sandton Sun hotel, in Sandton, north of Johannesburg, will serve as the headquarters of the referees during the tournament.

It thus makes sense that this excellent hotel, linked to a world-class shopping centre, should be used to host the workshop, scheduled for March 2010. The hotel has long been a venue of choice for major sporting teams.

17.7

It is conceivable that the FIFA Congress, to be held in the week prior to the tournament, could be staged at the Sandton Convention Centre (SCC), which will also be used as the FIFA Headquarters as outlined in Section 18.

Across the road from the Sandton Sun hotel and connected by walkway to the Sandton Towers hotel, this facility would be a practical, ideal venue.

Pending FIFA's requirements and approval, the SCC has the capacity to stage a smooth and successful event, providing all delegates with comfort, up-to-date technology and first class services.

17.8 FIFA BANQUET

By tradition, the FIFA banquet is staged during the week prior to the tournament and it would seem sensible for this event also to take place at the Sandton Convention Centre, in the same building as the FIFA headquarters, within walking distance of the hotels where most FIFA Congress delegates will be accommodated.

17.9 OPENING CEREMONY

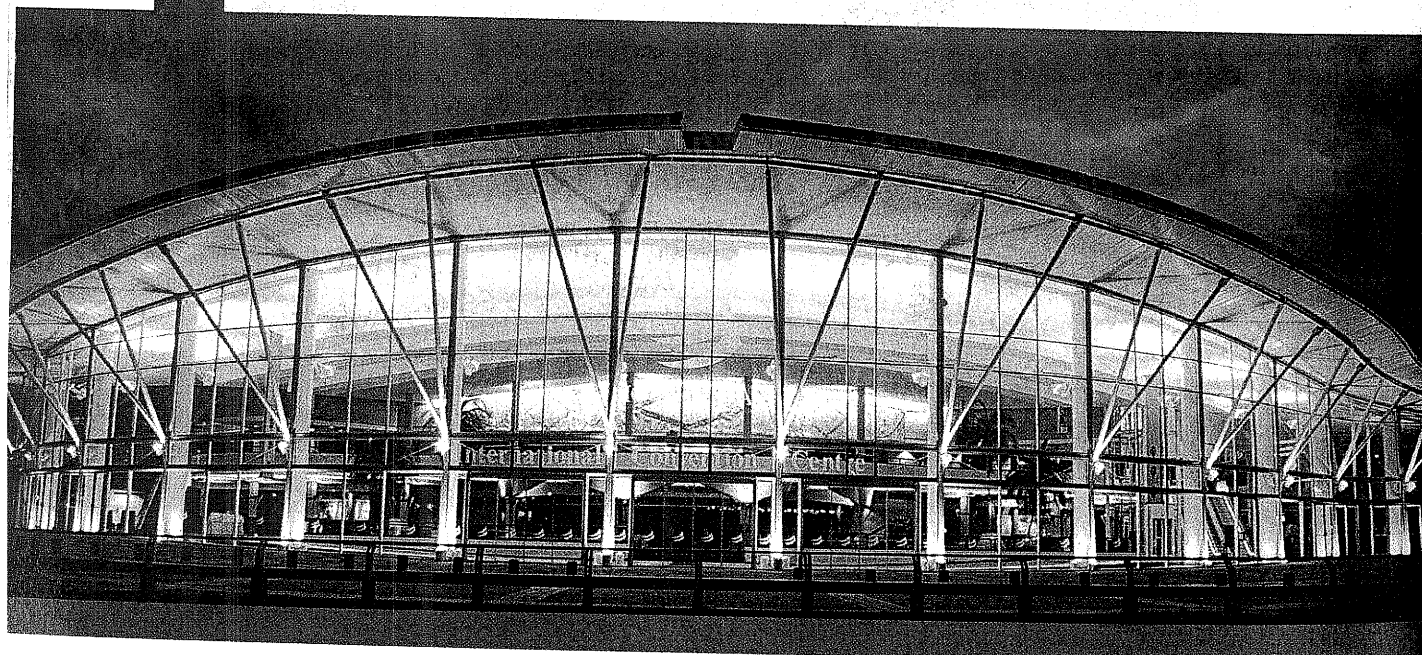
It is intended that the Opening Ceremony, followed by the Opening Match, will be staged at Soccer City, the 94,700-capacity stadium in Johannesburg.

In rough outline, the ceremony will celebrate the gathering of the football family on African soil and will be characterised by the joy of players, officials, visiting supporters and all the people of Africa.

17.10 CLOSING CEREMONY

It is intended that the Closing Ceremony, followed by the World Cup final, will also be staged at Soccer City.

Again, based on the concept of 'Come back soon', the theme of the Closing Ceremony will be simple, the execution will be smooth and efficient and the overall experience utterly memorable.



17.11 OFFICIAL EVENTS FOR 2010 FIFA WORLD CUP

17.11.1 Press Conferences

Adequate facilities for press conferences will be made available at each match venue, but it is intended that SAFA and FIFA will stage most of their major Press Conferences in Johannesburg, either in the large auditorium at the Main Media Centre at NASREC, or at the Sandton Convention Centre complex, in the heart of Sandton.

17.11.2 Mascot and Emblem launch

A wide variety of locations can be suitable for a mascot and emblem launch, one of which could be the Orlando Stadium in Soweto, a place close to the origins and the heart of South African football.

It is possible to conceive a joyful event, attended by thousands of people, broadcast live on television and capturing the feverish national excitement.

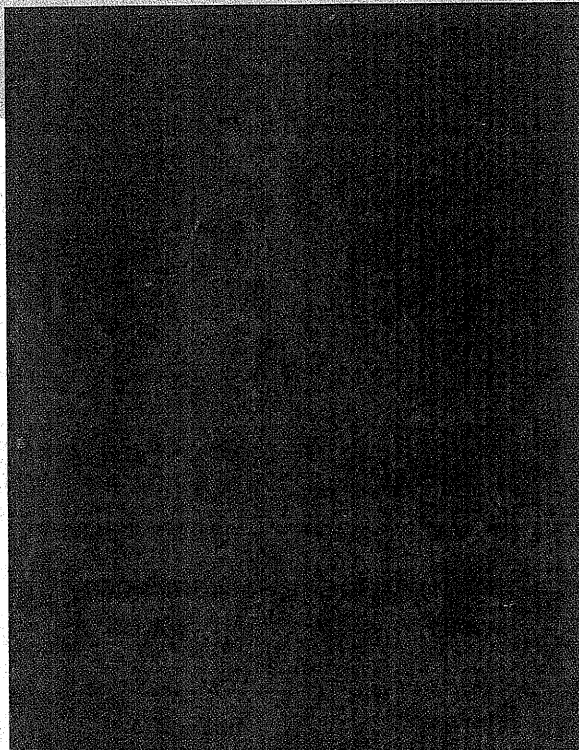
17.11.3 Other Workshops

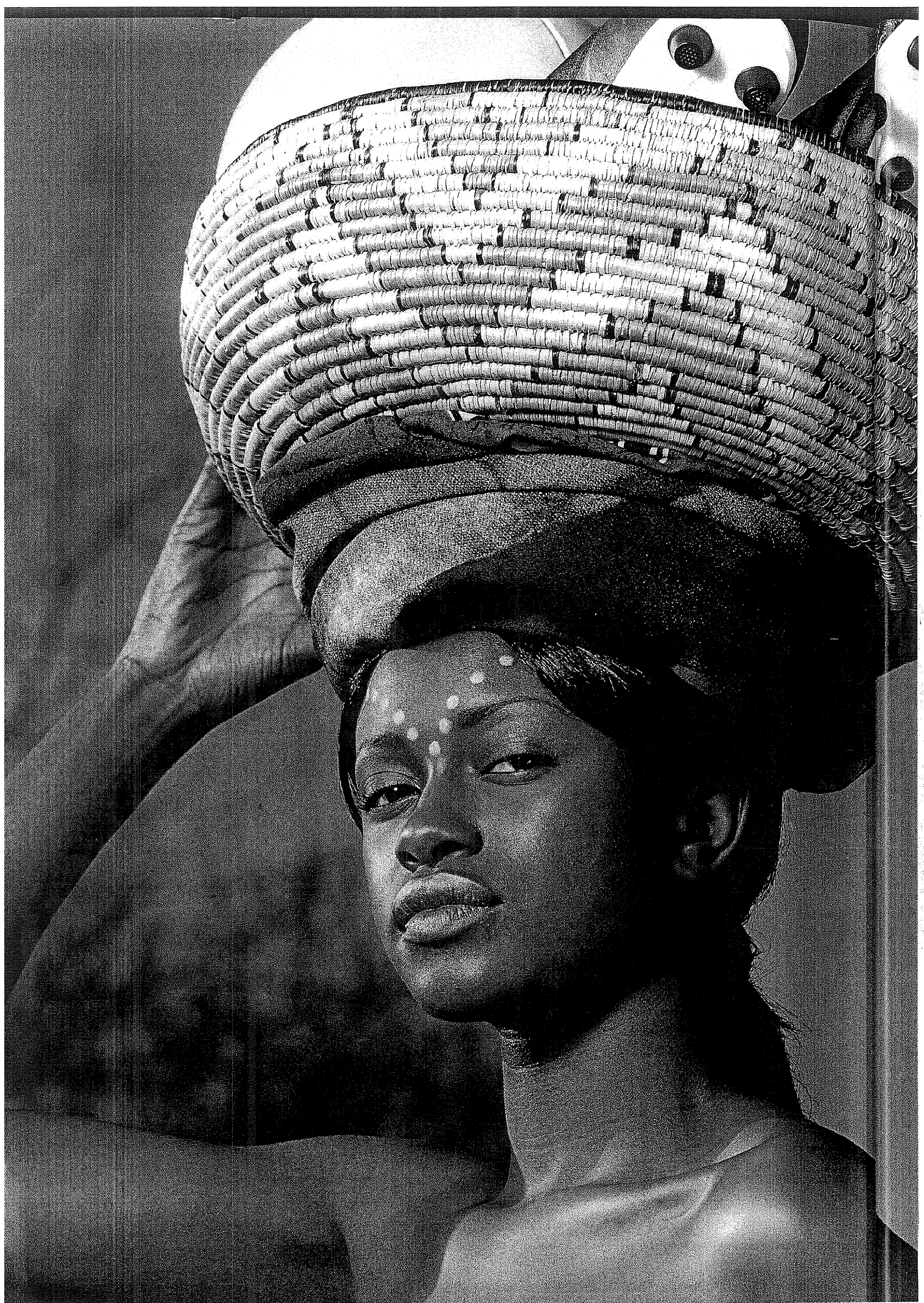
Again, there is no shortage of options for venues for the various workshops to be held. These range from luxury camps in the bush, surrounded by wildlife, to wonderful resorts in the Drakensberg Mountains or at any point on South Africa's unspoilt coastline.

17.11.4 Cultural Events

South Africa intends to stage a comprehensive cultural programme to support and promote the 2010 FIFA World Cup™. Detailed plans of all cultural events will be timeously submitted to FIFA for prior approval and such events will not be of a political or religious nature.

They will reflect, honour and rejoice the wonderful historic fusion of football and Africa.







FIFA General Secretariat

18.1 OFFICES

18.2 CONFERENCE AND MEETING ROOMS

18.3 INFORMATION TECHNOLOGY

18.4 OTHER REQUIREMENTS

SAFA proposes that the FIFA General Secretariat be accommodated at the Sandton Convention Centre, a modern facility that exceeds stipulated requirements.

Through discussions to be conducted with FIFA in due course, the Sandton Convention Centre's advantages will become clear:

1. Ideal location

- ◆ In the midst of the main hotel hub
- ◆ 10 minutes' drive from the secondary hotel hub
- ◆ 15 minutes' drive to Ellis Park stadium
- ◆ 20 minutes' drive to Soccer City and the MMC
- ◆ 25 minutes' drive to Johannesburg airport.

2. It is intended that the offices of SAFA will be located within the same building.

3. The facility is fully serviced and equipped with office space, conference rooms and the latest technology.

4. The Sandton Convention Centre is connected by internal walkway to the Sandton Sun and Towers Inter-Continental hotel and flanked by the Sandton City Holiday Inn hotel. These two hotels alone provide more than a thousand rooms on the doorstep of the Sandton Convention Centre. Fifteen other hotels lie within easy walking distance.

5. Parking is never a problem, because the Sandton Convention Centre has direct access to various parking garages providing no fewer than 10,600 parking bays.

6. The Sandton Convention Centre is connected to two large, world-class shopping centres, namely the Sandton City Centre and Sandton Square (in excess of 160,000 m² retail space). These highly developed malls incorporate cinema complexes, more than 70 restaurants and cafes and some of the finest shopping in the southern hemisphere.

7. All banking and business requirements can be met in the adjoining Sandton City and Sandton Square precincts.

8. Four storeys of office and room space are incorporated within an extensive glass frontage, creating an open, inviting façade from which personnel can see and be seen, especially when travelling on the 26 escalators.

9. Sandton has the capacity to become a secure, exhilarating, fully functional 'FIFA city' prior and during the event.

18.1 OFFICES

18.1.1 FIFA Headquarters

FIFA headquarters will incorporate a minimum of 100 offices, be equipped according to specifications detailed in the 2010 FIFA World Cup™ List of Requirements and entirely funded by SAFA.

The proposed layout of the FIFA Offices at the Sandton Convention Centre graphically illustrated on the following pages together with an illustration indicating the walkway to the Sandton Sun & Towers Intercontinental Hotel.



18.1.2 Referees' Headquarters

Referees' headquarters will incorporate a minimum of six offices, be equipped according to the specifications detailed in the 2010 FIFA World Cup™ List of Requirements and entirely funded by SAFA.

18.1.3 Subsidiary venues

FIFA offices at subsidiary venues in the tournament will incorporate a minimum of nine offices, be equipped according to specifications detailed in the 2010 FIFA World Cup™ List of Requirements and entirely funded by SAFA.

18.2 CONFERENCE AND MEETING ROOMS

Conference and meeting rooms shall be provided and equipped according to specifications detailed in the 2010 FIFA World Cup™ List of Requirements and entirely funded by SAFA.

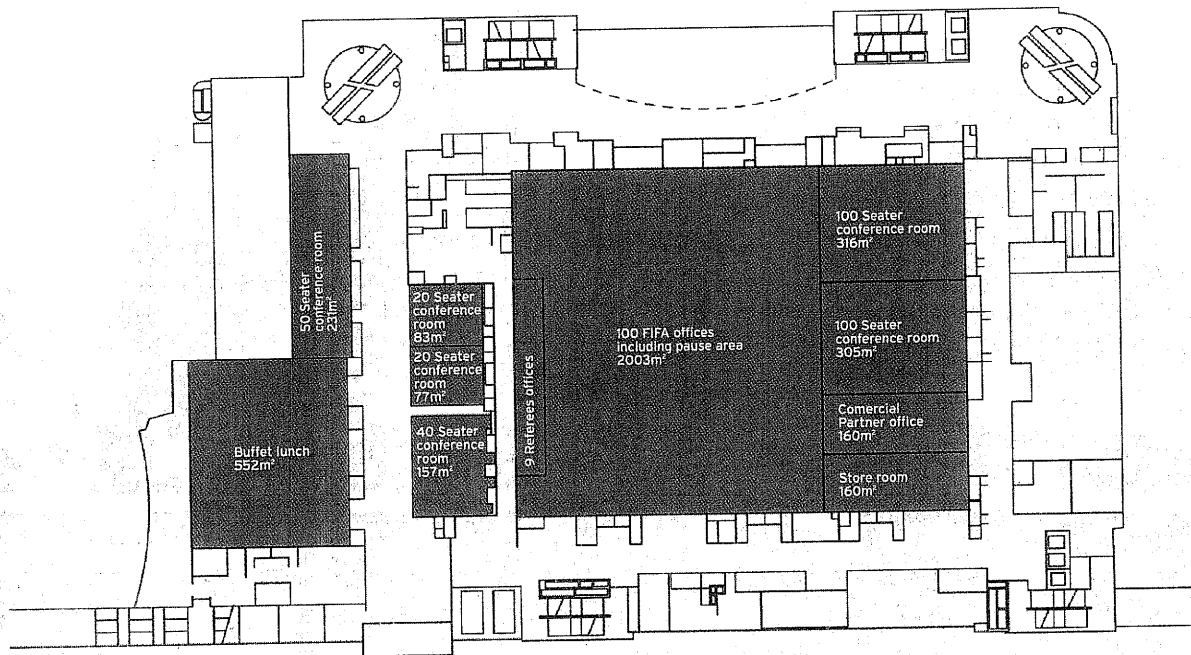
18.3 INFORMATION TECHNOLOGY

All FIFA offices will be included within the IT solution for the entire tournament and connected at the highest possible specification.

18.4 OTHER REQUIREMENTS

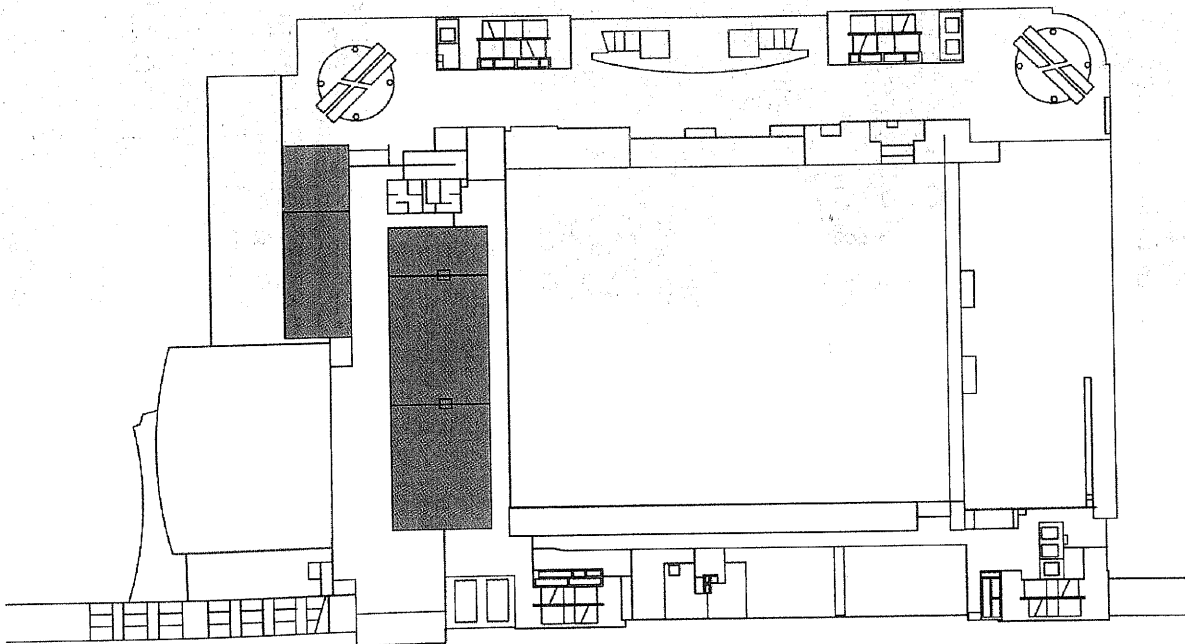
Storage rooms shall be provided according to specifications detailed in the 2010 FIFA World Cup™ List of Requirements and entirely funded by SAFA. More than adequate offices and storage facilities shall be provided for the equipment suppliers of FIFA.

Sandton Convention Centre Level 2



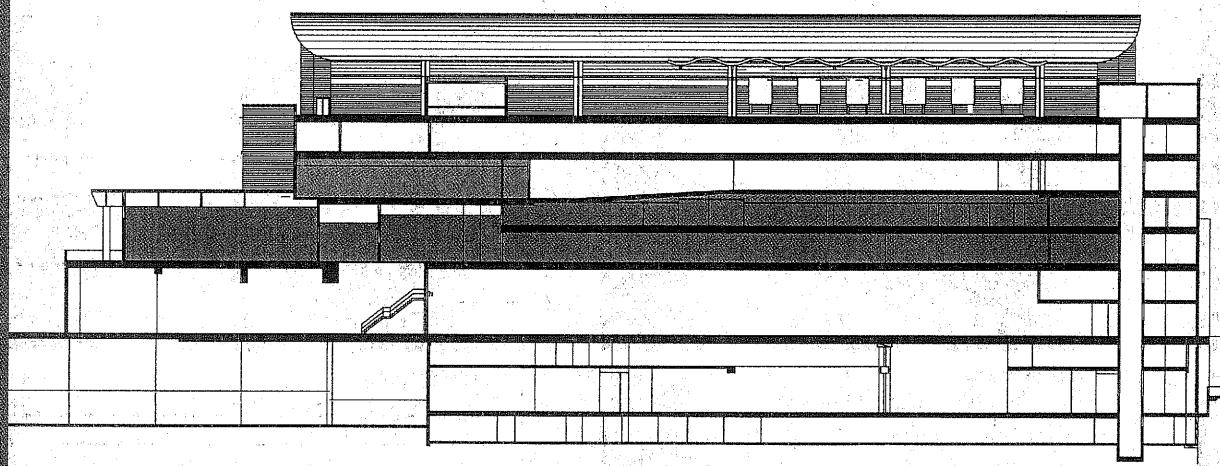
Sandton Convention Centre Level 4

■ FIFA ■ SAFA

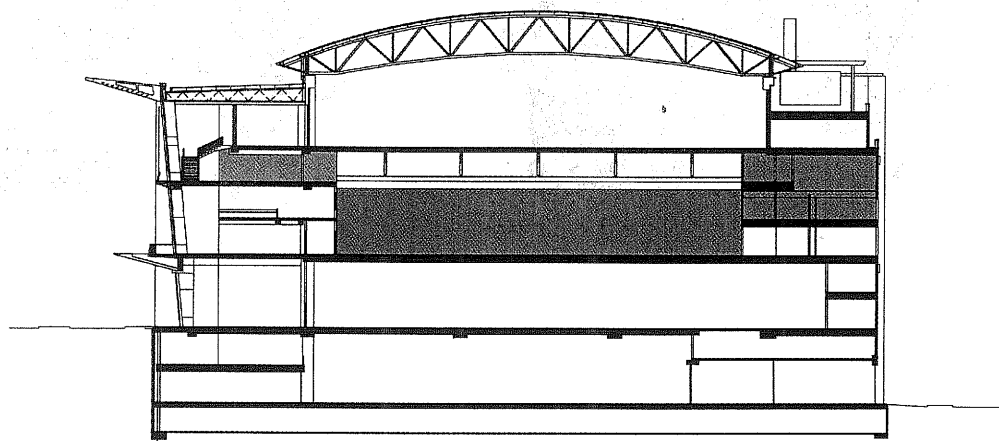


Sandton Convention Centre Long-Section

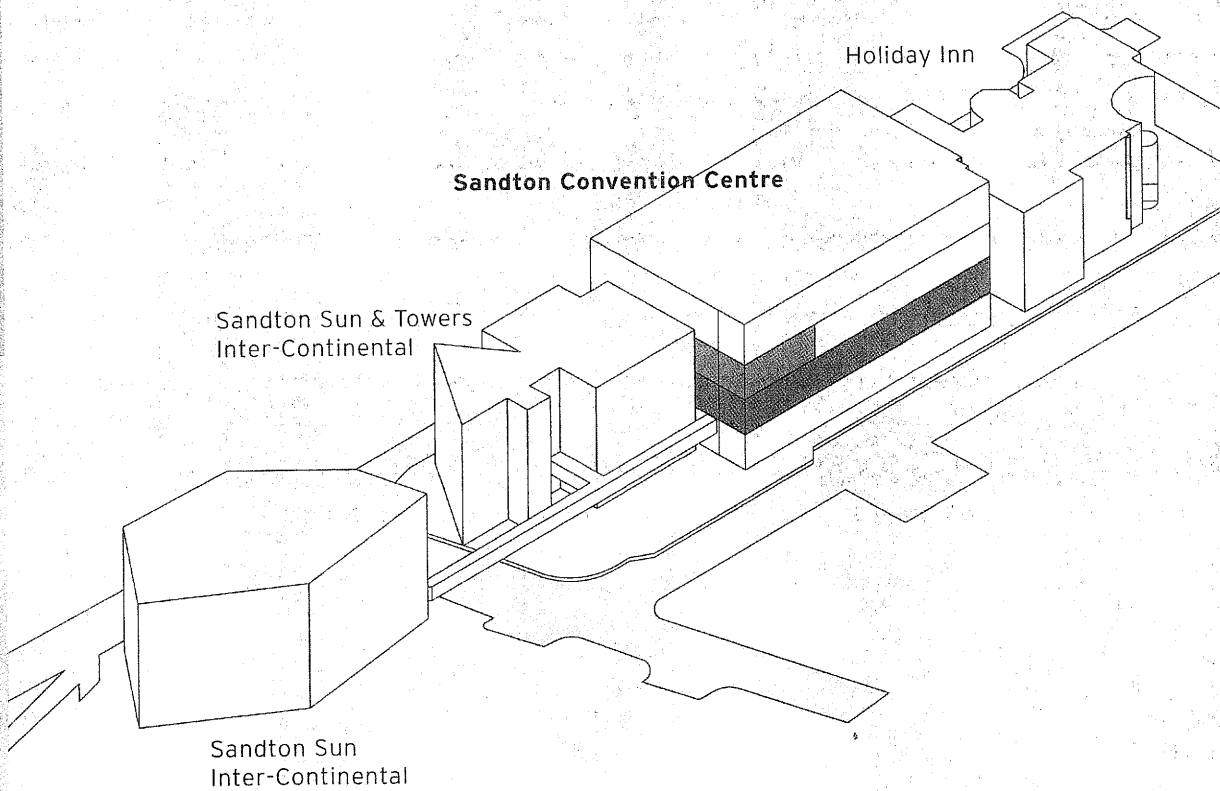
FIFA SAFA



Sandton Convention Centre Cross-Section



 FIFA  SAFA



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His Excellency Mr Thabo Mbeki & Members of His Cabinet

Ministry of Sport & Recreation

Minister Ngconde Balfour & Members of His staff

South African Football Association

President - Mr Molefi Oliphant and National Executive Committee Members

SA 2010 Bid Committee & Staff

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