



**Draft v.12:
For inclusion in Contract**

TERMS OF REFERENCE

**FOR
A CONSULTANT TEAM
DEPLOYED UNDER THE
SHORT TERM TECHNICAL ASSISTANCE FACILITY

OF THE
DANISH-SOUTH AFRICAN
URBAN ENVIRONMENT MANAGEMENT PROGRAMME

WITHIN THE
DEPARTMENT OF
ENVIRONMENTAL AFFAIRS AND TOURISM**

**GREENING OF RSAs
STADIA for the World Cup, 2010**

Contents

1.	Background	4
2.	Objectives.....	4
3.	Main Outputs and Tasks	5
4.	Main activities, deliveries and Deadlines	6
5.	Scope of work, management etc:	8
6.	Management, Administration.....	9
7.	Inputs	10
8.	Monitoring, Reporting.....	10
9.	Financial Management	10
10.	Project Budget Frames	10
11.	Annexes	11
12.	References.....	11
Annex 1	List of Stadia for the WC 2010 in RSA	12
Annex 2	List of Stadia Authorities and Contact details	13
Annex 3	Methodology and activities in more detail.....	14

This terms of Ref. will form part of the contract between DEAT and the service provider.
The contract proper may handle some of the issues, in this case the wording of the contract will prevail over the wording of the ToR.

Information summary

1. <i>Title:</i> Greening of the RSAs Stadia for the World Cup, 2010.
2. <i>Client:</i> The Urban Environment Management Programme PSC Secretariat, Department of Environment and Tourism, DEAT Programme Advisor: Bo Leth-Espensen +2712 310 3228 ble@deat.gov.za
3. <i>Management of this project</i> DEAT Environment Quality and Protection, EQP Programme Director: Joanne Yawitch 012 310 3666 JYawitch@deat.gov.za Project Administrator: Ranjini Pillay +27 12 310 3032 ranjini@deat.cov.za
3. <i>The specific undertaking:</i> To provide the process and the technical assessment to ensure that the stadia to be used for the 2010 World Soccer Cup are of the best possible qualities with regard to Sustainability, environment etc. <i>A total of 12 stadia have received the offer of this assessment process. As by the end of the notice period letter of buy-in has been received from one: Durban (King Senzangakhona Stadium). This ToR applies to this stadium only. Should the other stadia submit confirmation letters within a period of two month after the signature of the contract, the client can request similar service to these stadia from the service provider on the conditions described in the contract.</i>
5. <i>The main outputs to be delivered</i> An interactive process with the stadiums authority and these technical reports: A: Desk review of best national and international practice C (One per stadium) Review –gross list of relevant measures and assessments D.x (One pr stadium) List of recommendations with pricing and priorities E.x (One per stadium) F: Overall report forming the basis of sustainability claims for the greening of the 2010 venues assessed.
6. <i>Perspective</i> The recommendations will be available for the individual stadia included in this evaluation for consideration and inclusion in the ongoing and upcoming preparations for 2010. The overall report will also be available for general use in environmentally sustainable planning and construction. In suitably anonymized form (not focussing on individual stadia) it will also be available to the public and the press as documentation of these preparations and the environmental frames developed for the World Cup.
7. <i>Indicators of successful accomplishment</i> Recommendations considered by the stadia authorities and reflected in official statements from the stadia, the Local Organizing Committee of WC-RSA-2010, cities and by the media. Recommendations implemented as deemed feasible by the stadias authorities.
8. <i>Main INPUTs</i> Consultant hours total of see Annex 4 Reimbursables according to contract Other expenses will be covered according to written agreements with DEAT
9. <i>Dates:</i>

Commencement: By signature of contract.
(Expected: End of June 2007)
End no later than 5 calendar month after signature of contract

No later than 2 month after signature of the contract an addendum contract will be issued. This will take into account all the additional stadia, which will at this stage have been included and define the end of the contracting period, taking this work into account. The new date of completion may be no later than 5 month after the signing of the initial contract.

10. Submission of all outputs

To the Project Manager in accordance with schedule. All outputs to be delivered before the end of the contract period. (cf. 9)

1. Background

The hosting of the 2010 FIFA World Cup™ offers South Africa a great opportunity to present itself as hospitable, keen on sports and conscious of its responsibility towards the natural environment. The Organizing Committee (OC) of the 2010 FIFA World Cup™ and the South African Football Association (SAFA) have recognized this opportunity and challenge.

Already in its application paper for the hosting of the 2006 FIFA World Cup™ in Germany, the German Football Association (DFB) clearly indicated in a chapter entitled "Environmental Concept for the Stadiums", that the planning and realization of the 2006 FIFA World Cup™ will be orientated towards the objectives of sustainable development - making this a low pollution, eco-friendly event.

The Green Goal initiative was established on this basis as collaboration between FIFA and UNEP, supported also by German Federal Ministry for the Environment. (Ref. 1+2+3) The "Green Goal" released by Germany highlights some of the action that was undertaken to ensure that the stadia were built in an environmentally responsible manner.

South Africa needs to continue with the standards set. Although as a developing country our challenges are unique, we need to be able to at least implement some of these actions. The host cities of South Africa are currently undertaking action with stadia in various stages of being renovated or new ones being designed and built. Nationally DEAT has the responsibility to not only gear tourism up for 2010 but to ensure that the preparation for, and hosting of one of the planet's biggest sporting spectacles - is done in an environmentally responsible, eco-friendly manner.

This project will support this objective, providing a technical assessment evaluation of the environmental qualities of some or all of 12 stadia to be used. It will address, as pertinent and feasible the following issues in relation to the stadia:

- Sustainable planning and construction
- Waste management
- Water,
- Energy savings
- Sustainability in maintenance
- Sustainable transport

The assessment framework will include financial considerations and feasibility considerations and timing and on a comprehensive basis provide recommendations for the consideration by the authorities of the involved stadia.

2. Objectives

The immediate objective of the project is to provide the authority of each of the stadium in RSA being prepared for the 2010 World Cup an objective survey of the stadium's environmental situation and potentials. This will be based on best national and international construction standards and the experience gained in the soccer WC, Germany 2006 and previous and upcoming OL. This will be an informed basis for decision makers to include environmental sustainability in further preparation and management from the start of the project to end of 2010.

The development objective is to make this knowledge and the implemented measures available to all other sports constructions and other city planning in RSA and abroad, and thus, to

take a lead in environmentally appropriate constructions and city planning, including exposing RSA in this light, making the best of the opportunity to present RSA as conscious of its responsibility towards the natural environment.

3. Main Outputs and Tasks

The key impact is expected to come from the process between the stadia and the project team. In addition this process will comprise the following outputs:

A. FACT FINDING & DESK review

A1. desktop review

A2. report

The report (A2) is a working document to be available to the stadia authorities and the public. It will:

- Summarize the Green Goal initiative, relevant best national practice and key experience from Sidney OL 2004, Germany WC 2006, UK OL 2012, etc., reflecting how all this may be transferred into preparation for RSA 2010. It will include direct references to appropriate documentation about relevant South African, Australian and European experience.
- Provide an overview of the general environmental and technical approach of the upcoming assessments and state a guiding common standard for the "gross list assessment" of a stadium. A draft will be presented at the Inception Work Shop after which an amended version will be submitted to the stadia.
- Introduce the review process, its related objectives and expectations, and describe meeting format and proceeding, and specify the required outcomes

The process will include in the desk top review and an inception workshop (ourput B), which by default is internal to the consulting team. It may as feasible be open to other participants, such as stadia authorities, representatives of DEAT etc.

The report A2 will be made publicly available and will by DEAT be sent to all the stadia authorities.

B. INCEPTION Workshop

For each stadium:

C. REVIEW WORKSHOP (one per stadia > Cx/zz where zz is the stadia number)

C1/zz. preparation

C2/zz. workshop day

C3/zz. review workshop report

D. SHADES OF GREEN WORKSHOP (one per stadia > Dx/zz.)

D1/zz. preparation

D2/zz. workshop day

D3/zz. shades of green workshop report

E. PRESENTATION WORKSHOP (one per stadia > Ex/zz.)

E1/zz. preparation

E2/zz. workshop day

E3/zz. presentation workshop report

THE REVIEW WORKSHOP, C will outline how the stadium assesses the environmental issues and possibilities. The Report, C3 will do a review – including a gross list of relevant measures, and assessments as to whether these are applicable in this case or not.

THE SHADES OF GREEN WORKSHOP, D will systematically outline and assess in each case the recommendations. The Report, D3 will include a list of recommendations with priorities (in clusters: Highly recommendable, recommendable, to be considered, impossible) this will be based on SBAT© assessment including initial performance, targets and achievements

The CONCLUSION WORKSHOPS, E will present an action plan with priorities and open options for the greening of the stadium from now to end of 2010 and final report describing processes, targets and achievements. The Report, E3 will summarize this action plan

F. OVERALL PRESENTATION (All stadia assessed)

F1 Overall Report

F2 Overall Presentation – PowerPoint

F3 Workshop session based on the above.

The OVERALL STADIA REPORT, F, will summarize the key recommendations for all the stadia assessed and be the document basis of sustainability claims for the greening of the 2010 venues. This report will outline the main concerns and recommendations overall, including instructive examples and tables etc. to demonstrate the issues with regard to the stadia assessed.

PUBLICATION / COMMUNICATION: Along the way, as pertinent, the stadia, the consultant TEAM will support DEAT and FIFA in communication measures to disseminate the general knowledge (not stadium-specific knowledge) and the impact gained by this undertaking. This includes a press meeting which will line up the key findings and key impacts will be of interest and good use to the general public, FIFA and RSA, etc. This is to be held in connection to / after the closing seminar.

In general the project will balance transparency and discretion in relation to the particular stadia. Thus the outputs A2, F1, F2 and F3 will be made publicly available. Upon agreements with the particular Stadium Authority about the content and about the publication proper, the other outputs may also be made accessible.

4. Main activities, deliveries and Deadlines

The table gives an overview. The activities are described in more detail Annex 3. The deadlines will be defined for each stadium and will be presented in a tables attached to the progress reports.

The consultant days are indicative. For Outputs A + F they comprise 1-12 stadia. For outputs B, C, D, E the days are “per stadium” . For Output Z the days are per calendar month.

n°	Activity	Deliverables	Days		Deadline
A. DESK TOP REVIEW			12	12	30 July
A1+2	desktop review + Report		12	12	
B. INCEPTION WORKSHOP (cancelled)					
C. REVIEW WORKSHOPS (one per stadia)			7.5	12	To be set
C1.zz	Preparation	invite letter / agenda	1.5	3	
C2.zz	workshop day		3	3	
C3.zz	review workshop report	review workshop report	3	6	
D. SHADES OF GREEN WORKSHOPS (one per stadia)			10.5	13.5	To be set
D1.zz	Preparation	invite letter / agenda	1.5	1.5	
D2.zz	workshop day		3	3	
D3.zz	shades of green workshop report	s o g workshop report	6	9	
E. CONCLUSION WORKSHOPS (one per stadia)			7.5	6.0	To be set
E1.zz	Preparation	invite letter / agenda	3	3	
E2.zz	workshop day		3	0	
E3.zz	presentation workshop report	presentation workshop report	1.5	3	
F. OVERALL REPORT			15	10.5	To be set
F1.	Overall report	Overall report	6	9	
F2.	Final overall presentation	PowerPoint presentation	3	1.5	
F3.	Workshop		3		
F4	Press meeting		3		
Z. REPORTING, ADMINISTRATION, ETC.			Max		
			5		
Z1	Progress reporting	Progress reports 1, 2, 3, 4, 5...One per calendar month the project is running, including one for the last month.	1		30 Jul 31 Aug 30 sep 31 Oct 30 Nov
Z1	Logistics, planning etc. etc.	Ongoing			Ongoing

5. Scope of work, management etc:

The process includes consultations with the Stadia from the list (Annex 1), as agreed in contracts. In the collaboration & logistics with each stadium authority The Consultant Team will liaise closely with the persons listed in Annex 2 and the persons delegated by these. Logistics will be set up in dialogue between the consultant and the Stadia.

Overall the team will refer to the Project Director and liaise on an ongoing basis with the Project Manager under the direct guidance of the Project Director (DEAT).

The overall approach will be based on the following principles:

- Substantial dialogue as scheduled and ongoing as appropriate with the Stadia
- Direct attention towards implementable initiatives, taking into account the timing of the ongoing preparation and the financial and other context of each stadium.
- Incremental facilitation with implementation as part of the process - not only based on reports
- Integrative approach to services and disciplines
- Highlighting and establishing plans to manage barriers to implementation

The following practical approaches will further guide the process and the outputs:

- The 80/20 principle: i.e. 80% achievements at 20% of the time, efforts and cost. Given the tremendous financial and time pressure on all 2010 consortia and hosting cities, the aim is an unobtrusive and rapid approach to identify immediately the 'lowest hanging fruits', or the sustainable initiatives which have the greatest chance of being considered and implemented.
- Timing as an important factor. As time progresses, the windows of opportunity to achieve elements of sustainability will close at a rapid pace. The 3 stage approach facilitates the implementation of sustainability initiatives from the very first stage in an incremental basis.
- By equipping the stadias consortia upfront with main frames of solid and implementable recommendations both in practical, technical and financial terms the project will aim to avoid missing opportunities pending completion of the final report. The main products of the undertaking are the improvements triggered by the process. In this sense the written reviews of the sustainable status and potentials of each stadium will become an important by-product and documentation of an interactive design review process which will carry a far greater added value in terms of the overall sustainability objectives.
- Integrated approach between various professional disciplines allowing for finding opportunities between trades and integration. The team is a multi-disciplinary and will work as such.
- Practical approach to technical, financial and managing barriers etc. to ensure that sustainable suggestions and opportunities are viable.

The following technical approaches will guide the process and the outputs:

- Application of the best national and international practice and standards as the standard for overviews and recommendations, including: From G2006 greening project, the

Australian greening of the Olympics 2004 and major construction or reconstruction of major public-private partnerships of RSA.

- Areas of intervention, the following will be considered (but possibly not limited to):
 - construction materials and methods – environmental and social impacts
 - energy efficiency and alternative sources
 - stadium waste management (during construction and occupation)
 - water conservation (during construction and occupation)
 - labour and skills transfer
 - design for maintenance and flexibility / usability of the facility after the 2010 events
- The target for this project is the stadium proper, including the comprehensive mass of buildings, connected to the arena, parking facilities and traffic planning. It will also include initiative and measures of management which may potentially be relevant within the time frame from now to end of the year 2010. It will not include constructions and facilities not in direct connection with the arena proper, ex. Training facilities etc.
- Application of Sustainable Building Assessment Tool (SBAT), developed by CSIR, South Africa. This provides a robust framework for setting sustainable building targets and assessing progress in their achievement. The framework includes criteria for environmental, economic social and other areas.

The framework is based on international best practice and policy including plans of action developed by the United Nations and has been refined through use in South Africa in order to reflect the local context and policy. Among the environmental areas which it covers are:

- Planning and site, access to facilities,
- Materials and components
- Water,
- Energy,
- Waste, recycling and reuse,
- Parking facilities and traffic regulation in the immediate vicinity

The framework further integrates economy, investment and capital management, so as to predict financial returns of various measures. It also allows for refined initiatives to be investigated while construction proceed and for synergy between fields of building construction and management.

6. Management, Administration

The Project Director will be:

Deputy Director General of Environmental Quality and Protection, DEAT,
Ms. Joanne Yawitch, JYawitch@deat.gov.za 012 310 3666

The Project Administrator will be:

Director Ms. Ranjini Pillay, Ranjinip@deat.gov.za 012 310 3032

DEAT may assign other persons from its own staff or procured for this purpose to conduct liaison, communication collection of know-how and capacity building into DEAT and other tasks in connection to the project.

While the project will be executed under the authority of the Project Director the Project Administrator and the consultant team will liaise on a permanent basis.

Internal Consultancy Communication: All decisions, suggestions, recommendations, reports, etc. concerning the consultancy must be submitted in writing. In the case of emergencies, verbal decisions, suggestions, recommendations, reports, etc. must be confirmed in writing by the contracted consultant within 48 hours of the verbal communication.

All documents shall be prepared in MS Word and bar charts and spreadsheets in either MS Project or in Microsoft Excel. All required reports will be submitted to the consultancy director in 5 hard copies as well as on an appropriate electronic storage medium (disk or CD).

External Consultancy Communication: All communication external to the consultancy (e.g. response to complaints, press/media queries, etc.) will be carried out by either the Consultancy Director or the department's communication section. As such, all complaints, press/media queries, etc. must be referred to the Consultancy Director together with a written briefing on a possible response.

Timing: The consultancy will commence following the signing of a contract between the department and the selected consultancy. The consultancy is expected to have duration of no longer than 5 months.

7. Inputs

The Consultant TEAM will provide

- *Specialist input in accordance with the this ToR*

DEAT will provide

- *Staff time of project director and administrator*
- *Venues and catering for workshops and meetings.*
- *Additional costs, if so agreed in writing.*

UEMP will provide

- *Fees and reimbursements according to contract.*

8. Monitoring, Reporting

Progress reports of max. 3 pp + a list of of deadlines agreed with the stadia + a list deliverables completed since the project start and their dates of submission. Written deliverables completed or changed since last progress report will follow each progress report. This progress reporting will be submitted as indicated in the table, section 4. Delivery will be followed by a meeting, called by the Project Director or Project Administrator, as pertinent. Alternative delivery dates may be agreed with the Project Director/Administrator as pertinent.

9. Financial Management

Contract, Contractual matters, payments etc. will be established and managed by the company procured by DEAT to deliver these services, within the framework of the contract. The procedure for invoicing will be included as part of the contract

10. Project Budget Frames

Indicative consultant days are indicated in the table, section 4.

The budget frames of the reimbursables are indicated in the contact. Within these frames expenses may be claimed via the UEMP according to the procedure described in the contract.

The UEMP will publish outputs as pertinent on the web

DEAT will cover the following:

- Publish outputs as pertinent on paper
- Provide venues for W-Shops, as agreed
- Costs of Press meetings etc. as wanted by DEAT.

Other expenses, if any, may be supplied by DEAT, according to preceding written agreements.

11. Annexes

See list, page 1

12. References

Green goal: an environmentally neutral 2006 FIFA World Cup™ (worldwide)

- <http://www.unep.org/Documents.Multilingual/Default.asp?DocumentID=452&ArticleID=4918&l=en>
http://www.fifa.com/mm/document/afprograms/worldwideprograms/fifa_ffh_en_1851.pdf
f "The Green Goal environmental project should enable the 2006 FIFA World Cup™ to be environmentally neutral by adopting environmental-friendly measures in the 12 stadiums in Germany."

Annex 1 List of Stadia for the WC 2010 in RSA

This list comprises the stadia which will be used for the WC in South Africa 2010. These stadia have all been offered the review.

- 1. Bloemfontein (Free State Stadium),**
Upgrade to the existing Vodacom Park stadium (40'000 seats)
- 2. Cape Town (African Renaissance Stadium),**
Demolition of the old Green Point stadium, newly built (68'000 seats)
- 3. Durban (King Senzangakhona Stadium)**
Demolition of the old King's Park Soccer Stadium, newly built (70'000 seats)
- 4. Johannesburg (Ellis Park Stadium)**
Upgrade to the existing stadium with an addition 10'000 seats (70'000 seats)
- 5. Johannesburg (Soccer City Stadium also known as FNB Stadium)**
Upgrade of existing stadium (94'700-100'000 seats)
- 6. Nelspruit (Mbombela Stadium)**
Newly built stadium (40'000 seats)
- 7. Polokwane (Peter Mokaba Complex)**
Newly built stadium (40'000 seats)
- 8. Port Elizabeth (Nelson Mandela Bay Stadium)**
Demolition of old stadium, newly built (50'000 seats)
- 9. Tshwane (Loftus Versfeld stadium)**
Upgrading existing stadium (52'000)
- 10. Rustenburg (Royal Bafoken Sports Palace)**
Upgrading existing stadium (40'000 seats)
-
- 11. Cape Town, Athlone stadium,**
Upgrade 2010 Legacy Project (30'000 seats)
- 12 Johannesburg - additional buildings:**
Headquarters for the 2010 soccer World Cup (5'000 sq meters, 250 staff permanently)

Annex 2 List of Stadia Authorities and Contact details

See the spreadsheet – xL - prepared for this.

Annex 3

Methodology and activities in more detail

This annex is supplementary to section 4 as relevant.

As reflected in section 4 the methodology and the envisaged activities is structured in **a preparation stage and 3 working stages**, running concurrently for all stadia **and a final conclusion stage**.

The methodology does not vary for a new-built or refurbished stadium.

The intention is to complete a particular stage for every stadium before embarking on the next one. The advantages are obvious in terms of cross pollination of ideas and calibration of the benchmarks between stadia. This allows for a rapid and concentrated process while reducing travelling and disbursements.

PREPARATION

Preparation and signature of contract - with the UEMP as the driving force.

DEAT/UEMP has obtained the formal buy - in to this project in relation to each stadium. This buy in includes the stadium's relevant, open collaboration with the consultant team and intention to substantially consider the recommendations offered by the process and the deliverables.

A list of the stadia buying in and relevant contact persons / details is included as Annex 1+2 to the ToR.

A DESK TOP STUDY

B. INCEPTION WORKSHOP (CANCELLED)

The workshop is to be arranged by the Consultant and hosted by DEAT. DEAT will provide venue (in DEAT) catering, etc. and pay the costs of this.

Consultant team will prepare and conduct a 1 day WS. This WS will present and discuss

- The project and the collaboration process
- The grid of environmental concerns to be assessed

The WS will further deals with issues and ideas put forward by the stadia and seek these incorporated in the further process as appropriate.

WORKING STAGE 1

This represents the initial review, jointly with the authority of each stadium, of sustainability initiatives in execution and current proposals and a broad appraisal of possibilities and opportunities not necessarily explored.

It entails:

C. REVIEW WORKSHOPS

1 day, review session with:

- the morning presentations where the consortium is introducing their existing sustainability initiatives according to the common agenda spanning energy, water, materials, waste, labour and skills transfer, maintenance, and flexibility / usability of the facility after the 2010 events;
- the afternoon appraisal session where possibilities and opportunities are discussed with the professional team in a plenary session: while this forms the raw and extensive list of further initiatives, it gives the consortium the possibility to investigate, cost and factor in opportunities earlier on.
- a SBAT© (Sustainable Building Assessment Tool, proprietary tool of the CSIR, is available publicly on condition that results are sent back to the CSIR for database building) assessment of the project as it is presented by the consortium

Minutes of both review and appraisal sessions and report C3.zz with the raw gross lists of measures to be considered. These deliverables are for comments by the stadium and subsequent filing for records and the next WS.

WORKING STAGE 2:

Stage 2 consists of assessing the feasibility of each aspect of the raw list of opportunities emerging from the first stage. To this effect, a target setting process takes place with the consortium where sustainability performance objectives are decided.

A 'shades of green'© decision matrix is then drawn up to assist in allocating resources and efforts. The 'shades of green'© is a unique proprietary tool representing graphically business as usual, good practice and cutting edge options in order to rate and decide on investments.

It entails:

D. SHADES OF GREEN WORKSHOPS

- Preparation and workshop organisation: production of (draft) Report D3/zz, a document introducing the feed back report with SBAT© results outlining the stadiums original achievements, and listing possible and implementable initiatives, estimating in each case the required input from the consortium, as well as the achievable outcomes.
- A 1 day workshop with: the morning session consisting of a sustainable target setting process and a review of the list of possible and implementable initiatives. This will be structured as an assessment of the initiatives in terms of financial, time implications and benefits in terms of social equity, economic prosperity and environmental stewardship; the afternoon session dedicated to the setting up of the 'shades of green'© matrix and suggestion to way forward and possible implementation
- Minutes of the sessions and report D3/zz are for comments by the stadium and subsequent filing for records and the next WS.

WORKING STAGE 3: CONCLUSIONS

Stage 3 consists of the completion of the reports of each stadium and the overall stadia report. It will also include publication procedures, as pertinent.

E. CONCLUSION AND PRESENTATION WORKSHOPS (one per stadia > Ex/zz.)

The workshop will present and jointly complete the conclusion report of the stadium, which includes:

- A **SBAT© report** indicating side by side initial achievements and targets objectives
- Qualitative description of the sustainable aspects of each stadium and their implementation including quantitative performance targets for water and energy

OVERALL REPORT OF ALL STADIA

Overall Stadia Report (F1) will describe the overall process, the outputs and be the general documentation of sustainability claims for the greening of the 2010 venues. It will be so specific, that it serves as the formal technical documentation of the greening of the WC 2010 with regard to the construction and preparation of the stadia, including as adequate examples and tables to illustrate and document this to the public in RSA and of the world. This will be balanced with the need for discretion as claimed by each stadium.

Z ADMINISTRATION ETC.

The consultant TEAM will liaise with DEAT and the stadia about the timing, plan and execute the meetings within agreed budget and within the 5 month time frame.