PLAY THE GAME 2013 – Stepping up for democracy in sport

The Challenges of Hosting Major Sports Events

The case of Brazil

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Aarhus, Denmark, October 2013
Institutional Framework

CGU: Anti-Corruption Agency of the Brazilian Federal Government + Internal Control Unit

- Internal Audit
- Disciplinary Actions
- Corruption Prevention
- Ombudsman
Institutional Framework

CGU:

A – Public transparency, management and advisory activities

+ 

B – Surveying, Auditing, Inspecting and Monitoring activities
Collegiate Bodies To Coordinate and Plan the World Cup 2014 ( = Olympic Games 2016)

GOVERNANCE STRUCTURE
(Strategic Coordination / Planning Cycles)

World Cup’s Management Committee (CGCOPA)

World Cup’s Executive Group (GECOPA)

Responsibility Committee (Host Cities)
Steering Committee for the World Cup

CGCOPA (STRATEGIC)

Develops directives for the strategic plan for the World Cup

Executive Committee for the World Cup

GECOPA (TACTICAL)

Establishes the strategic plan and goals
Earmarks related actions in the budget
Coordinates actions carried out with federal resources

Thematic Chambers (Ministries)

Chambers (OPERATIONAL)

Proposes policies and technical recommendations
Health, sustainability, touristic development & culture, education & labor, and transparency
(coordinated by CGU)
MATRIX OF RESPONSIBILITIES

- Outlines the roles of individual signatories
- Sets the responsibility for federative units (Federal, State and Municipality)
- Defines projects and amounts to be invested
- Sets deadlines
- Serves as a tool to monitor actions
A CGU na Copa

O site Copa 2014 - Transparência em 1º lugar é uma iniciativa do Poder Executivo Federal, por meio da Controladoria-Geral da União, que tem o objetivo de facilitar o controle social dos recursos públicos que serão investidos na Copa do Mundo de 2014. Ela define o papel dos governos federal, estaduais e municipais, bem como a matriz de responsabilidades.

Matriz de Responsabilidades

A Matriz de Responsabilidades é o documento que apresenta os valores a serem investidos na Copa do Mundo de 2014. Ela define o papel dos governos federal, estaduais e municipais, bem como os recursos que serão gerenciados por eles.

Legislação

Nova resolução aprova atualizações e revisão da matriz de responsabilidades em obras de mobilidade urbana de seis cidades sede da Copa: Belo Horizonte, Cuiabá, Curitiba, Manaus, Porto Alegre e Natal.
Infrastructure

Security Actions

Highlights

Development of High Performance Athletes
Understand the technical specifications

Verify the project’s quantities

Analyse budget based on Brazilian Price Reference Systems (SINAPI, SICRO, Comprasnet, others)

Set on-site visits to confirm technical specifications and the execution of the service
GOVERNMENTAL ANALYSING AND MONITORING OF PREPARATIONS FOR THE WORLD CUP

- Analyse public calls, contracts and agreements in different areas (ex Ministry of Sports, Transport,…)

- Audit actions (ex: Stadiums/Arenas, Urban Mobility, Tourism Infrastructure,…)

- Measure the quantity, quality and the effectiveness of services (ex: telecommunication, qualification,…)

- Recommend the Public Managers and monitor their development
INTERINSTITUTIONAL COORDINATION

CGU has established partnerships with different Institutions tasked with monitoring the works for the World Cup:

- Federal Court of Accounts
- States Courts of Accounts
- Federal Prosecutor Office
- States Prosecutor Offices
ANALYSIS PERFORMED BY CGU - RESULTS

• Stadiums/Arenas

Analysed aprox. USD 1 billion (3 Stadiums)
In engineering Designs and their Execution
(Manaus, Rio de Janeiro, Cuiabá)

Overestimated Budget (Unit Price and/or Quantities); Designs of poor quality;
Effective Reduction of Aprox. USD 100 million

Improve the detailing of designs
Revision of the composition of services
Implementation of control mechanisms
Adjustments in procurements
The initial analysis by CGU in August 2011 found USD 87 Million overprice and other irregularities.

Decision by the Federal Court of Accounts in September 2011 – USD 48.4 Million overprice after consultations between CGU and the state government.
HOSTING MAJOR EVENTS – Brazilian Experience

- The initial analysis by CGU in November 2011 found USD 34 Million overprice and other irregularities.

- Decision by the Federal Court of Accounts in August 2012 – expanded the scope of audits. USD 43 Million overprice after consultations between CGU and the state government.

Amazon Stadium – Manaus/AM – March/2012
HOSTING MAJOR EVENTS – Brazilian Experience

• The analysis by CGU in July 2011 found an amount of USD 34 Million in irregularities in the execution of the contract, like unjustly anticipated payments and additions to the contract.

Pantanal Arena – Cuiabá/MT – February 2013
Main Characteristics and current situation of the stadiums for the World Cup 2014

12 Stadiums – 12 host cities

- 6 already done – Confederation Cup 2013
- 6 almost concluded
Magalhães Pinto (Mineirão) Stadium – Belo Horizonte/MG

Capacity Crowd: 64,000

Provided: * R$ 695 mi – USD 320 mi.
Engaged: ** R$ 677 mi – USD 311.5 mi.

Finalized (Inaugural Match in December /2012)

Reform and Adaptation

* Portal Copa/ Portal da Transparência
** 1USD – R$ 2,173 , in 10/21/2013.
Nacional Mané Garrincha Stadium – Brasília/DF

Capacity Crowd: 72,000

Provided:* R$ 1,015 bi – ** UDS 467 mi.

Engaged: * R$ 1,371 bi - ** USD 631 mi.

Finalized (Inaugural Match in May /2013)

Reform and Adaptation

* Portal Copa/ Portal da Transparência
** 1USD – R$ 2,173 , in 10/21/2013.
**Arena Multiuso Pantanal Stadium – Cuiabá/MT**

- **Capacity Crowd:** 43,136
- **Provided:** * R$ 519,4 mi - ** USD 239 mi.*
- **Engaged:** * R$ 435,7 mi - ** USD 200,5 mi.*
- **Financial Run:** 82,44%

*Portal Copa/ Portal da Transparência*

*1USD – R$ 2,173, in 10/21/2013.*


In Construction

Conclusions of the Work postponed to October 2013.

*Photo taken from the website www.copa2014.gov.br*
Complexo Esportivo Arena Stadium – Curitiba/PR

Capacity Crowd: 41,375

Provided: * R$ 234 mi - ** USD 108 mi

*** Financial Run: 64,70%
*** Physical Run: 67,50%

Reform and Expansion
Conclusions of the Work postponed to December/2013.

* Portal Copa/ Portal da Transparência
**1USD – R$ 2,173, in 10/21/2013.
*** Document n 0903-2/2013 FIN-CAP S/A
Governador Placido Castelo (Castelão) Stadium – Fortaleza/CE

Capacity Crowd: 63,903

Provided and Engaged: * R$ 518,6 mi
** USD 239 mi

Finalized (Inaugural match in January 2013)

Reform

* Portal Copa/ Portal da Transparência
** 1USD – R$ 2,173 , in 10/21/2013.
Arena da Amazônia Stadium – Manaus/AM

Capacity Crowd: 44,000

Provided: *R$ 583,4 mi - ** USD 268 mi
Engaged: * R$ 621,2 mi - ** USD 286 mi

*** Financial Run: 77,14%
*** Physical Run: 79,92%

Reconstruction
Conclusions of the Work
postponed to December/2013

* Portal Copa/ Portal da Transparência
** 1USD – R$ 2,173, in 10/21/2013.

*** Monthly Report Consortium August/2013
Arena das Dunas Stadium - Natal/RN

In Construction

Capacity Crowd: 43,000

Provided: * R$ 417 mi - ** USD 192 mi
Engaged: * R$ 400 mi - ** USD 184 mi

*** Physical Run: 88,05%
Conclusions of the work postponed to December/2013

* Portal Copa/ Portal da Transparência
** 1USD – R$ 2,173, in 10/21/2013.
*** Schedule provided by the physical performer – July/2013
Beira Rio Stadium – Porto Alegre/RS

Capacity Crowd: 51,300

Provided and Engaged:
* R$ 330 mi - ** USD 152 mi
*** Executed: 82.50%

Conclusions of the Work postponed to December/2013

Reform

* Portal Copa/ Portal da Transparência

** 1USD – R$ 2,173, in 10/21/2013.

*** Website Sport Club International.
Itaipava Arena Pernambuco Stadium – Recife/PE

Capacity Crowd: 46,000

Provided: * R$ 500,2 mi - ** USD 230,2 mi
Engaged: * R$ 385,3 mi - ** USD 177,3 mi.

Finalized (Inaugural Match April/2013)

Construction

*Portal Copa/ Portal da Transparência

** 1USD – R$ 2,173, in 10/21/2013.
Mario Filho (Maracanã) Stadium – Rio de Janeiro/RJ

Capacity Crowd: 78,800

Provided: * R$ 882,9 mi - ** USD 406,3 mi
Engaged: *R$ 1,077 bi - ** USD 495 mi

Finalized (Inaugural Match in April/2013)

Reform and Adaptation

* Portal Copa/ Portal da Transparência
** 1USD – R$ 2,173, in 10/21/2013.

Photo taken from the website www.copa2014.gov.br
Fonte Nova Stadium – Salvador/BA

Capacity Crowd: 50,000

Provided and Engaged: * R$ 591,7 mi - ** USD 272,3 mi

Finalized (Inaugural Match in April/2013)

Reconstruction

*Portal Copa/ Portal da Transparência

** 1USD – R$ 2,173, in 10/21/2013.
Construction

Conclusions of the Work postponed to December/2013

* Portal Copa/ Portal da Transparência
** 1USD – R$ 2,173 , in 10/21/2013.
*** Document from Sport Club Corinthians Paulista.

Capacity Crowd: 65,000

Provided and Engaged:
* R$ 820 mi - ** USD 377,4 mi

Pysical Run until August/2013: 87,62%

Photo taken from the website www.saopaulo-sp.net

Photo taken from the CGU Inspection Report September/2013
BENEFITS - Main areas involved

- **Stadiums** (12 host cities)
- **Sports complexes** (different modalities)
- **Ports** (piers, docks, marine passenger terminals, access bridges, ...)
- **Airports** (passenger terminals, runways, control towers, systems, ...)
- **Urban Mobility** (integrations, corridors, monorails, integrated monitoring, Light Rail Vehicle – LRV, Bus Rapid Transit – BRT, ...)
- **Tourism Infrastructure** (in the host cities, surroundings and tourist areas, including signage, accessibility and service center tourist)
- **Public Security** (command centers, surveillance cameras, ...)
- **Telecommunications** (assignments, licenses, technologies, ...)

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