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Executive Summary

Economic, social and institutional legacy will directly and indirectly benefit our Youth in a significant and sustainable manner which will embed the foundation for future generations and inspire young Africans to take charge of their destiny and make South Africa a caring and desirable place to live.

Legacy will play a critical role in enabling Youth development

Since its inception in 1930, the increasing scale and reach of the Commonwealth Games has attracted a global audience and provided each Host Nation with significant opportunities to develop infrastructure, create sustainable job opportunities and enhance the skills of its people, especially the Youth. In addition, the Games has helped to attract international investment and tourism, leave a lasting legacy for the Youth as well as increased participation at various levels and codes of sport.

The impact on GDP shows the economic benefits of the games in the short term. However, there are also important broader benefits that are expected to leave a lasting legacy especially for the Youth. Tangible legacy, will be derived through infrastructure development, additional housing, stadium and facilities upgrades, urban mobility and improved telecommunications, amongst others.

The social legacy benefits include improved self-esteem of all people hosting the Games, the gains in education and training provided through the Game’s experience, temporary and permanent jobs, the social inclusion of underprivileged Youth and elderly people under the volunteer program, the inclusion through sports, the improvements obtained with investments in health, safety as well as income generated by increased economic activity.
Our South African story

A brighter future is in the hands of our Youth provided we holistically invest in them, provide them with opportunities for learning, development and holistic experience.

Further, it is critical that we help them develop their confidence, self belief and a deep sense of passion to succeed.

South Africa has had a long and turbulent history as part of the Commonwealth Nations, following its exclusion in 1961. It rejoined the Commonwealth Nations in 1994, to stand tall amongst its peers. Our story is one of unity, diversity, forgiveness, rise and affirmation of its peoples. It’s a story of reconstruction and development to accelerate progress and build a more inclusive and an empowered country for the benefit of all Youth and a brighter future for the generations to follow.

South Africa has made remarkable progress since the advent of our democracy in 1994. It is up to all South Africans to continue the journey in building an even brighter and better future. The National Development Plan which outlines South Africa’s 2030 comprehensive national strategy, sets out key interlinked priorities most of which will create significant benefits for our Youth.

Equally the city of Durban has aligned its Integrated Development Plan to the National Development Plan and thus aims to ensure that “by 2030, eThekwini (the greater Durban Metropolitan area) will enjoy the reputation of being Africa’s most caring and liveable city.” To this end, the city has developed an 8 point plan to accelerate economic growth, job creation and service delivery, a large proportion of which will benefit the Youth of South Africa.

Whilst hosting the games in Africa for the first time will give the Commonwealth Games Federation (CGF) the opportunity to showcase its values about humanity through the South African story, the core theme is around inspiring African Youth to take charge of their Destiny and make this place liveable and caring. The opportunity of hosting the Commonwealth Games in Durban, South Africa in 2022 will be the catalyst and a game changer in the lives of many ordinary people.
The direct and indirect benefits for our Youth are varied and widespread:

- **Job creation, employment opportunities and skills development**
- **Infrastructure investment and development**
- **Increased tourism and business legacy**
- **Local development**
- **Enables fast tracking of NDP initiatives**
- **Positive social and cultural impact**
- **Enhanced sporting legacy, participation and SA brand**
- **Increased revenues and GDP growth**
- **Localisation**
- **Improved global view on SA’s governance & stance on safety & the environment**
- **Industrialisation**

**Legacy will play a critical role**

A large proportion of South African Youth still reside within the rural to semi-rural locations across the 9 provinces. Whilst significant effort and investment have been directed towards Youth development since the South African Democracy in 1994, the journey ahead is still a long one requiring dedication, commitment and investment.

The Youth, defined as within the age category of 16 to 35 require further transformational assistance in skills development, job creation, Youth localisation and local economic development as well as opportunities to become involved in competitive businesses and industries through SMMEs and other larger organisations.

The economic, social and institutional legacy as highlighted through the various categories of direct and indirect benefits to our Youth will be significant and will embed the foundation for future generations in a sustainable manner, thus inspiring young Africans to take charge of their destiny and make South Africa a caring and desirable place to live.
The Games will support job creation, employment opportunities and enhance skills development for our Youth

The Games are expected to create and support a variety of jobs and ensure sustainable skills development

The hosting of the Games will create a wide range of opportunities across a number of sectors and importantly for a variety of demographics of the population ranging from skilled to unskilled individuals. In addition to full-time employment, flexible jobs will be supported which may include part-time, contractor work prior to, during and post the Games, especially for our Youth.

The delivery of 2022 Games will require the hiring of an estimated 1,000 full time staff members at its peak, majority of whom will comprise of Youth, to ensure the successful delivery of the Games as part of the organising committee.

The infrastructure investments will also require a number of employees to implement infrastructure upgrades as well as fast track new construction for example the Athlete’s Village. These may be in the form of full-time, part-time or contract work for the Youth.

The increased demand in the tourism, hospitality, entertainment, food and beverage sectors will also increase demand for more staff and additional hours for existing staff. A large proportion of this sector currently employs the Youth.

The increased demand throughout the national supply chain will also stimulate the level of employment directly and indirectly in a variety of supporting industries including SMMEs and the micro economy. The increase in employment and employee’s hours creates additional wealth in the economy which further supports expenditure.

The Games will enable skills development through volunteer and other similar programmes

The preparation and hosting of the Games would require the assistance of a significant number of support staff. Based on the experience of past Games as well as in support of building a legacy, a number of volunteers would be recruited and trained in a manner which would equip these individuals with a sustainable level of skill which would increase their future employment opportunities. A large proportion of these volunteers will comprise of the Youth.

History of past Games confirms that the excitement of being involved in the Games, together with the experience of being a volunteer creates invaluable experience and skills for the thousands of individuals from across the country who will have the opportunity to contribute to the 2022 Games through the volunteer and other similar programmes.

Note: The above figures have been determined based on the latest information available and as provided by the various stakeholders. A large proportion of the above quoted estimates will relate to Youth opportunities.
Supplier Development alignment to the Youth development plan

A number of mechanisms and programs will be adopted by the Bid Company to ensure that these defined and targeted benefits to the Youth materializes and are sustainable beyond 2022.

One critical mechanism in delivering these benefits relates to the supplier development policy as part of the Bid Company’s approved procurement policy.

Supplier development plans are expected to deliver a major proportion, both financially and qualitatively to the Youth development plan as part of the Commonwealth Games legacy commitments.

Supplier development rationale:

As part of the Bid compilation process and preparation for the 2022 Commonwealth Games to be hosted in the city of Durban, the Bid Company has drafted a conceptual procurement policy and manual. In relation to procurement policies and procedures, a key component amongst most large private and public sector organisations include a significant supplier development (SD) component.

In line with the legacy of the Games, the Bid Company’s vision is to position the Games as a significant contributor to job creation and skills development as well as being a key role player in promoting local economic growth and unlocking potential within the South African economy by empowering local markets through a focus on BBBEE suppliers.

Considering the extent of opex and capex spend over the next seven years and beyond as well as the industry trends which indicate that supplier development components could range between 6% to 30% of total spend, this represents a significant potential allocation to supplier development over next few years and beyond 2022 which if properly managed could directly and positively impact the above objectives of Youth development.

It is however critical that adequate mechanisms, controls and governance processes are embedded across the value chain to ensure that the Bid Company manages these supplier development contracts and derives the maximum benefits for the Youth in this regard. As part of the legacy of the Games, it is envisaged that a significant proportion of this supplier development spend will be directed towards Youth development across the country.
Supplier Development pillars in the context of Youth development

- Increasing the skills base of Youth (defined as under 35 years of age)
- Creation of new jobs for our Youth
- Promoting local economic activities involving Youth
- Developing young local suppliers
- Foster the establishment of new competitive industries which are managed/owned by Youth
Skills development is a critical pillar to ensure sustainable job creation for Youth as well as to develop appropriate supply of skills across the various sectors required to enable economic growth and development. The key supplier development plan initiatives will be managed and tracked against the following KPIs and targets:

- Number of individuals that suppliers plan to train in the local industry example number of artisans, technicians, accountants, procurement specialists and black Youth
- Number of supplier company employees to be trained in terms of the BBBEE scorecard criteria for the relevant industry/sector
- Formal certified training including international skills accreditation
- Number of bursaries and scholarships planned & provided
- Number of internships and apprentices provided per industry/sector
- The monetary value that the supplier is prepared to invest in the development and running of schools to increase technical skills development
- Nature and extent of on the job training, skills transfer and classroom based formal education and mentorship programmes
- Number of Youth with physical disabilities whom have positively benefited from the above initiatives
Job creation

Job creation is a critical pillar to ensure a sustainable source income for Youth to enable a better and more stable quality of life as well as an enhanced social well being of families and communities. The key supplier development plan initiatives will be managed and tracked against the following KPIs and targets:

- Number of new skilled jobs to be created during the period of the supplier contract for Youth
- Number of new unskilled jobs to be created during the period of the supplier contract for Youth
- Number of part time, short term and permanent jobs
- Number of jobs created for black Youth
- Number of jobs created for women
- Alignment of jobs created to skills development to drive the sustainability of long term employment
- Number of jobs created within different industries and sectors to support the future demand across the country
- Number of jobs created between rural and urban areas
- Number of Youth with physical disabilities whom have positively benefited from the above initiatives
Localisation as part of supply development will create opportunities for local manufactures as well as Youth entrepreneurs from both urban and rural areas through trading in goods and services as part of the integrated supply chain. The key supplier development plan initiatives for this pillar will be managed and tracked against the following KPIs and targets:

- Planned use of local components and supplies as a percentage of the total contracted items from Youth entrepreneurs and traders (percentage of local content)
- Planned monetary value of the local components and supplies utilised in the bill of materials (as a percentage of the total spend) from Youth entrepreneurs and traders
- Planned percentage monetary value spend on procurement of goods and services from Youth entrepreneurs and traders
- Number of South African Youth suppliers that are to be utilised in the fulfilment of the contract
- Number of Youth with physical disabilities whom have positively benefited from the above initiatives
Local development is designed to promote SMMEs especially within the rural areas and will positively impact Youth owned businesses. This will include financial and non financial support to small businesses. The key initiatives for this pillar will be managed and tracked against the following KPIs and targets:

- Number of Youth employed from within the town/city of operation
- Monetary value spent on business within the town/city operated/run by Youth
- The number of rural businesses operated/run by Youth that the supplier plans to develop as a result of the contract
- The monetary value spent on rural community development impacting the Youth which will result in long term social improvements
- Planned procurement from small business as a percentage of the total planned procurement spend
- Non-financial support provided to small business
- Financial support provided to small business
- The number of Enterprise Development (ED) initiatives that suppliers will jointly run with selected Youth
- Number of Youth with physical disabilities whom have positively benefited from the above initiatives
Industrialisation will enable the investment in machinery and equipment and assist young South Africans to produce more local supplies and reduce the dependence on imports. The key supplier development plan initiatives for this pillar will be managed and tracked against the following KPIs and targets:

- Quantification of the monetary value invested in machinery, equipment and/or buildings, as a result of the tender, which benefit directly or indirectly the Youth
- Percentage of monetary value invested in machinery, equipment and/or buildings which are sourced from Youth owned/managed enterprises
- A percentage indication of the increase in locally supplied products and therefore the resultant decrease in imports as a result of the contract with Youth owned/managed enterprises
- The percentage increase in exports that will result from increased industrial capability locally in relation to the award of the contract directly or indirectly Youth owned/managed enterprises
Youth development benefits aligned to South Africa’s National Development Plan (NDP)

Fast tracking of certain National Development Plan initiatives:

As part of creating a Legacy, the Games will be designed, planned and executed in a manner that enables certain national priorities aligned to Youth development opportunities which will have lasting benefits both directly and indirectly for the Youth of South Africa, in a manner that supports the NDP strategy, objectives and initiatives.

<table>
<thead>
<tr>
<th>NDP Priority Area (direct and indirect)</th>
<th>National Youth impact</th>
<th>Provincial Youth impact</th>
<th>Local Youth impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>An economy that will create more jobs</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Improving infrastructure</td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Transition to a low carbon economy</td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>An inclusive and integrated rural community</td>
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<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Reversing the spatial effects of apartheid</td>
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<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Improving the quality of education, training and innovation</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Quality healthcare for all</td>
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<tr>
<td>Social protection</td>
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<tr>
<td>Building safer communities</td>
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<tr>
<td>Reforming the public service</td>
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<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Transforming society and uniting the country</td>
<td>✓</td>
<td>✓</td>
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</tr>
</tbody>
</table>
The Games will act as a catalyst for positive change impacting our Youth.

The Commonwealth Games Federation (CGF) continues to leverage the exposure of each games held to create a sustainable legacy for sport, with major investments being made in building capacity and increasing participation in a manner that continually improves the level of sport across all disciplines and will significantly benefit the Youth.

South Africa is committed to seizing the opportunity that the 2022 games presents to help continue to grow the various codes of sport. Various initiatives, programmes and investment will be incorporated as part of the organising committee plans to ensure that this priority is managed throughout the process and importantly that this legacy benefits our Youth will live on well beyond 2022.

Increasing participation and capacity building

Improved facilities

As part of the legacy of the games investment and capital infrastructure as well as upgrades to existing infrastructure will enhance participation in various codes of sport both at the professional as well as junior/development levels. Awareness of these facilities during and post the games will further promote participation. A further spin off from the games revenue legacy programmes will ensure support to local clubs, rural areas, emerging sport and other basic infrastructure required to further support the interest, participation and love for sport especially amongst our Youth.

Investing in our Youth

South Africa has a number of world class athletes who’s profiles will be further enhanced through the 2018 and 2022 Commonwealth Games. These individuals will be supported, coached and mentored to become brand ambassadors for the budding Youth of the nation in order to promote sport in a manner and level of intensity that is a quantum leap from previous similar initiatives. Support to various clubs and rural/informal sports facilities will continue as part of the legacy and the deployment of home grown coaches and retired players, some of whom are under 35 to promote and advance the level of sport across the country will be prioritised.

Sporting legacy

The Games provides a stage for local athletes to improve their own performances and enhance their personal brand especially in light of the home advantage. Further, the Games creates an opportunity to expose our citizens to less known codes of sport. The Games history indicates that citizens including the Youth become more physically active during and post the Games and tend to participate in their chosen sport of preference. Ticket prices to events are planned to be set at an affordable level, in an attempt to attract a record number of local citizens including the Youth.

Improvement to facilities for of those living with physical disabilities will be greatly enhanced through the various capital and operational investment plans prior to, during and post the Games. As such the facilities at the games will be well equipped to support athletes competing in para sports and be a lasting benefit for young South Africans living with physical disabilities.
**Job creation:** As highlighted previously, job creation is a major legacy of the Games which not only extends to skilled and urban Youth but will also benefit rural, semi and unskilled Youth. All services directly or indirectly related to the Games, such as tour guides, volunteers, hotel and restaurant staff, taxi drivers, bus drivers, public servants will create opportunity for young and previously disadvantaged individuals.

**Exposure of local promoters, artists, musicians and performers:** The games creates an opportunity and global platform to showcase local talent of Youth to not only secure temporary work and income but also to expose them to the national and global economies within the fields of performing arts. The city is investing in programmes to develop artists by providing stages, gallery spaces, exhibition opportunities and commercial channels. These Youth will also be incorporated as part of the various cultural programmes aimed at stimulating social cohesion.

**Significant benefits derived within the micro and small enterprises sector:** Given the significant increase in demand for goods and services, micro enterprises and individuals especially within the rural and outlying areas as well as informal traders would benefit from the Games which is in direct alignment with the countries’ BBBEE legislation and supply development initiatives. In addition, internship programmes in association with certain suppliers and business partners will also be rolled out for the benefit of young people.

**Impact of the volunteer program on individual’s education and income:** The Volunteer Program is one of the Games’ legacy in the area of human capital development. It involves thousands of people, mostly students, but also a number of senior citizens who would support the fans, especially foreign tourists. Volunteers will receive training, speak different languages, wear specifically designed uniforms and are identified by badges. A number of volunteers will be selected from rural and previously disadvantaged backgrounds which creates the opportunity for skills development and future permanent employment for these individuals, especially the Youth.

**Athlete’s Village:** This significant capital investment, which has been identified as one of the priority initiatives under the National Development Plan (NDP), will benefit communities by fast tracking the construction of additional housing units within the larger Durban area and integrating these individuals into the economic heart of the city. A number of Youth are in desperate need for housing/accommodation, many of whom will greatly benefit from this legacy.

As part of the Games, significant investment in enhancing safety and security as well as implementing proactive policing mechanisms would support reducing the level of violence and crime across the country, directly and indirectly impacting the Youth.

**Enhance understanding of commonwealth countries:** One of the Games benefits is the promotion and sharing of culture, diversity, heritage and history of each member country across all athletes, visitors and South Africans. In addition, the Games promotes an greater understanding of global citizenship among Youth.

**Improvements in technology and connectivity:** Previous host city legacies indicate several benefits in terms of enhanced and improved information, communication and technology (ITC) capability as well as capacity to the advantage of business and communities.

In addition, individuals especially Youth are more connected through the benefits of Wi-Fi access. One of the aspects that most attract a country to host the Games is the tourist inflow generated by such an event, not only directly, with fans who will watch the games, but also indirectly, as a result of the international media exposure.
Happiness from hosting the Games -
"Feel good” factor for our Youth

The CGF hopes to replicate the carnival atmosphere of past Games to ensure the creation of a ‘feel-good’ factor which immensely benefits local and national communities.

A number of studies and past Games experience have provided evidence of ‘well-being’, ‘feel good’ or ‘happiness’ benefits from hosting major sporting events. This effect may be explained by residents gaining happiness from:

- The enjoyment of attending events
- Being involved as a volunteer and similar programmes
- Enjoyment of the proximity of the events
- Attending diverse cultural showcases
- National pride

The most important benefits included:

- Uniting people
- Feel good factor
- Motivating/inspiring Youth
- Legacy of sports facilities
- More jobs and additional disposable income
- People empowerment through skills development and training
- Improving awareness of disability

The accumulated effect of the above will significantly enhance the feel good factor of our Youth and positively inspire
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