

Government of India  
Ministry of Youth Affairs & Sports  
Department of Sports

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Shastri Bhawan, New Delhi  
8<sup>th</sup> January 2013

**CONCEPT NOTE ON 'LONG TERM PLAN FOR DEVELOPMENT OF TALENT IN OLYMPIC SPORTS'**

A Concept Note on Long Term Plan for Development of Talent for Olympic Sports' is put in public domain for inviting suggestions of the all concerned stakeholders and general public. Suggestions may be sent within one month i.e., by 10<sup>th</sup> February 2013 to Shri Onkar Kedia, Joint Secretary (Sports), Ministry of Youth Affairs & Sports, Room NO. 103, 'C' Wing, Shastri Bhawan, New Delhi or emailed at [onkar.kedia@nic.in](mailto:onkar.kedia@nic.in).

**Concept Note on  
Long Term Plan for Development of Talent in Olympic Sports**

**India in the World of Olympic Sports**

1. Although India has a large population it has very little to show in terms of achievements in international sports. Yet there is immense potential in developing India into a sports powerhouse by the 2020 Olympics and sustain it thereafter. Our best ever achievement has been in CWG 2010, Asian Games 2010 and London Olympics 2012. In the last Commonwealth Games we were in the second position in the overall medals tally with 101 medals (38G, 27S, 36B). Britain was third with 142 medals (37G/60S/45B). Similarly, in the Guangzhou Asian Games 2010, we were sixth with 14G/17S/34B. China, South Korea, Japan Iran & Kazakhstan were ahead of us.
2. London 2012 brought about the best ever performance by an Indian contingent in any Olympic Games. With Two silver (Shooting: Vijay Kumar & Wrestling: Sushil Kumar) and four bronze medals (Shooting: Gagan Narang, Boxing: Mary Kom, Wrestling: Yogeshwar and Badminton: Saina Nehwal), it was the largest ever medal haul, eclipsing Beijing by three medals. True, unlike Beijing, we did not win a gold medal, but the possibility always existed in shooting and wrestling. There were fine performances from the likes of Swarn Singh Virk (rowing), KT Irfan (20 Km walk), P. Kashyap (Badminton), Tintu Luka (400m women), Joideep Karmakar and Heena Sidhu (Shooting) and a few others. No Indian sportsperson was found guilty of doping.
3. All this was brought about by a sustained investment in the Training of our elite athletes. For London 2012 we had worked with 732 athletes in sixteen disciplines, who had been supported by 129 Indian and 21 foreign coaches and 65 supporting staff (including 4 from abroad). Approximately 135.60 Crores were spent on their training since April 2011, when Operation Excellence (OPEX) was started. 70.35 Crores were spent on foreign exposure alone. There were 103 National Camps held in this period.
4. Nevertheless, we were ranked 55<sup>th</sup> in the World (down from 50<sup>th</sup> position in the Beijing Olympics). Despite the large population, 1.2 billion at the last count, India had only 0.003 medals per million people. In comparison China has 0.075 and the USA 0.361. Relatively less developed countries like Ethiopia had 0.088, not to speak of Jamaica which had 3.931. These figures serve to highlight the immense gap that has emerged between India and other countries in the world in the arena of Olympic Sports<sup>1</sup>.

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<sup>1</sup> The figures are based on medals won in the Beijing Olympics. The figures are marginally better after the London Olympics, but still far below comparable countries.

5. Clearly, there is no room for complacency. Despite our recent successes, we are actually falling behind and short term palliatives like the OPEX will pay less and less dividend unless corrective actions to address fundamental issues are initiated. The pool of probables for the London Olympics was just 732, including 48 probables for field hockey. From the balance 684 elite sportspersons we could muster only 65 qualifiers, many of whom were there because of our country quota and not because they were among the best. We had just a handful of sportspersons who could rank among the best in the world and that was mainly in one sport – shooting. Eventually, even in this sport, all except Vijay Kumar failed to live up to expectations. The following shortcomings need to be addressed:
- [a]. Sports is not the first choice as a career for most of our sportspersons. The large majority of probables drop out because of high risk, uncertainty and low rewards in the field of sports. This needs to be changed. Unless the pool from which our elite sportspersons are drawn is significantly enlarged, we will not be able to get the kind of talent that we need.
  - [b]. The bench strength of our participants was poor. If one person failed, there was rarely a second who could take his place. The number of participants in each discipline was the bare minimum in most cases except shooting, where Gagan Narang was the second participant in two disciplines and women's shot put (Krishna Poonia and Seema Antil). In contrast other sporting nations had replacements in plenty and if there was one failure, someone else took his/her place on the podium.
  - [c]. In terms of skills, we are way behind the rest of the World. As Sports becomes even more competitive, the skill sets of our sportspersons will have to be augmented through better coaching, more dependence on sports medicine, better support services and enhanced participation in competitions of a higher standard both in India and overseas.
  - [d]. There is a major shortfall in investment in the Sports Sector. The fact that The Government of India and the State Governments together spend only around 2p per capita per day on Sports, serves to highlight the low level of spending. Worldwide, the sports sector has a mix of private and public investments. In India, it is largely the State with a very small, but rising investment from the Private Sector. Sports is not a significant economic activity in this country.
6. This paper seeks to bring out the need for addressing the fundamental weaknesses in the Sports Sector and in particular Olympic Sports. It also seeks to explore the possibilities of increased private sector involvement and the methods by which Sports can become a significant business opportunity.

## Long Tern Targets

7. As will be evident from the contents of this paper, the efforts to address the shortcomings will have to be sustained over a very long time span. In fact, we will try to show, that unless the effort is made into a system for the future, the desired results are unlikely to be achieved. But the effort also needs specific goals and milestones. We suggest that our target should be the 2020 Olympics and thereafter, and the goals we should set ourselves could be the following:
  - [a]. Third position in the overall medals tally in the Commonwealth Games at Glasgow 2014, but with a higher medals tally of 125 medals. It is anticipated that Britain, with a home advantage will overtake us, but we should be able to pick up a few more medals at the expense of other countries.
  - [b]. Fifth Position overall in the Incheon Asiad 2014, with a medals tally of 75 medals. We won 65 last time, but we should also be able to translate more of silvers and bronzes to gold.
  - [c]. A position in the mid-twenties with not less than 20 medals in the 2016 Olympics at Rio De Janerio. If we had played to potential in London 2012, we would have won at least 10 medals (two more in shooting, one in archery and one more in boxing). We should be able to get double that if we put in a longer term OPEX
  - [d]. Second Position in Gold Coast Australia (CWG 2018), where Britain will not have home advantage;
  - [e]. Maintaining 5<sup>th</sup> position in Asiad 2019 (Venue still undecided)
  - [f]. Getting into the list of first 10 sporting nations by Olympics 2020. This will need a medals tally of not less than 25-30, but with at least 5 Gold medals.
  - [g]. Sustaining this position in 2024 & 2028 and thereafter.
8. It is to be appreciated that many of the sportspersons that did us proud in 2010 and 2012 may not be around for 2016 and most will not be around for 2020. The OPEX programmes have so far been structured with short term objectives and for specific games. But unless new talent comes up, and in sufficient numbers, mere advanced training programmes like the OPEX will not deliver.
9. We need to put in place long term strategies for identification and nurturing of talent and then put them through intensive programmes like the OPEX to get optimal results. Moreover these long term programmes cannot be event specific but must aim at developing sports talent per se in larger numbers so that India has the bench strength necessary to compete with the best.
10. Despite the above, we believe that the targets are achievable provided institutional changes are brought about and a sustained effort is made to make these changes a part of an overall system.

## Skill Gap Study

11. An independent study (not commissioned by the Sports Ministry) was recently carried out by the National Skill Development Corporation in collaboration with M/s Ernst & Young. to pinpoint the skill gaps in the Sports Sector. This study, the report of which is still not published,inter alia,determined the following tasks:
  - [a]. We need to introduce a system to identify sports skills. To do so, ongoing schemes such as PYKKA needs to be strengthened. Grassroots competitions must be encouraged and held regularly as these can throw up talented sports persons. There has to be a way in which such talent is recognised and given further encouragement. Furthermore, such talent search needs to be done at the junior and sub junior levels thereby making it part and parcel of the school system, more so in rural areas.
  - [b]. Development of institutions which will focus on sports skills. There is a need to develop special sports schools, separate from mainstream schools, with greater emphasis on training and coaching support. The curriculum for these schools have to be determined with much greater care.
  - [c]. Early identification of skill sets of individual sports persons on a scientific basis, at least partly based on biomedical and other scientific data. This is necessary in order to assist the sports persons in identifying their proficiency for specific sports and then to concentrate on development of these skills.
  - [d]. Identification of sportspersons who have special ability and can excel in their chosen field of Sport and put them through intensive and scientific long term training programmes and exposure to increasingly competitive sporting environments in order to ensure that they fulfill their potential.
  - [e]. There has to be a space for sports in the overall economic activity in the country. This would entail:
    - (i) Providing better employment opportunities to promising sports persons including better opportunities for career progression;
    - (ii) Commercializing and developing certain aspects of sports development and marketing so as to attract private sector participation and capital investment in sports.
  - [f]. Establish a sports data repository on all sports persons participating at any formal level. This would enable quick identification of possible participants in any sporting event and also identification of talent.
  - [g]. The study also highlighted the need for specialised institutions for development of coaching skills, sports medicine, associated skill sets like physiotherapy, recovery management etc.

## **Actions Already Initiated by the Sports Ministry**

12. The above study primarily confirms what has been the experience and thinking in the Sports Ministry itself. In a step towards the above the Sports Department has initiated the following steps:

**[a]. Strengthening PYKKA& Rural Sports Competitions:**

The Panchayat Yuva Krida aur Khel Abhiyan Scheme (PYKKA) is being strengthened in consultation with the stakeholders and the State Governments. This Scheme, which is almost wholly funded by Government of India but implemented by the State Governments, aims at the following:

- (i) Development of a playfield in each Village Panchayat at an expense of `1.00 lac. (Amount proposed to be enhanced to at least `1.50 lac)
- (ii) Providing a stipend to each Krida-Shri (`500 per month, proposed to be enhanced to approx.. 20% of the salary of a physical instructor)
- (iii) Providing training to all Krida-Shri within a specified time frame
- (iv) Development of a block level sports centre at an expense of `5.00lac per block
- (v) Holding regular block and district level competitions. State level and National competitions are also being organized.

Greater emphasis is being placed on rapid development of the village playfields and the skill sets of the Panchayat level trainers, (Krida-Shris) are to be enhanced through greater training. There is much greater emphasis on Block, District and State level competitions and these are expected to throw up a number of talented sportspersons who will form the backbone of our future teams.

Provisions for this have been made in the Plan proposals of the Department of Sports. Increase in expenditure norms will be worked out and proper concurrence will be taken, to make the scheme more effective.

**[b]. Sports in the School Curriculum**

A new Scheme for making Sports an essential part of the School Curriculum and evaluation of the scholar on the basis of his/her proficiency in sports. The exposure draft of this Scheme has been published and the Scheme will be further developed on the basis of the feedback received.

**[c]. Come N'Play**

Facilities of the Sports Authority of India, including those created for the Commonwealth Games have been thrown open to the public who play a small fee to use these facilities under supervision of a trained coach.

**[d]. Development of District Level Sports Centres under the Urban Sports Infrastructure (USIS) Scheme.**

This Scheme, so far run on a pilot basis is likely to be mainstreamed. The Scheme provides assistance to the State Governments to develop sports facilities such as artificial tracks, football and hockey pitches, an indoor hall etc. After mainstreaming, it will be possible to cover a much larger number of urban centres. The Department aims to cover all districts in the country over a period of 10 years. This Scheme is also implemented by the State Governments and is fully funded by Government of India upto a certain ceiling. However, dovetailing this scheme with other schemes such as NOREIGA, MPLADS or other contributions are actively encouraged.

It is expected that this scheme will provide basic infrastructure which can be used by aspiring sportspersons.

**[e]. Extension of the OPEX Scheme and a Long Term Development Programme for Elite Sportspersons**

The Department of Sports has identified 10 Olympic sports disciplines in which India has greater potential for excellence and winning medals. On the whole, these disciplines are also ones in which there are fairly large number of events thereby increasing the potential number of medals that can be won by Indian sportspersons. The disciplines identified are:

- (i) Athletics;
- (ii) Wrestling;
- (iii) Rowing, Sailing, Kayaking & Canoeing
- (iv) Shooting
- (v) Weightlifting
- (vi) Judo & Taekwondo
- (vii) Boxing
- (viii) Archery;
- (ix) Badminton; and
- (x) Field Hockey.

Each National Sports Federation associated with the above sports has been asked to draw up long-term development programmes focusing on the Olympic Games of 2020. They are expected to identify talented sportspersons and draw up a comprehensive training and exposure programme that are individualized for each sportsperson enabling him/her to reach levels of excellence they have never reached in the past.

The National Sports Federations have been advised of the milestones indicated in paragraph 7 above and have been asked to draw up their programs keeping in mind the milestones and indicating their contribution to the said milestones. The programmes chalked out by the NSF will be discussed with them and finalised. Thereafter, these programs will be fully funded from Plan provisions, the

National Sports Development Fund (NSDF) and from contributions from private trusts such as the Mittal Trust, the OQG, the Tata Sports Foundation etc. Just as for London 2012, a co-ordinated approach is expected to yield much better results. Provisions for such expenditures have been included in the Plan provisions of the Department Of Sports. These expenditures will not be limited to a specific plan period but will spill over to the XIII Plan as well.

**[f]. Creation of Centres of Excellence**

In order to support the NSF in their effort to provide intensive training to sportspersons as indicated in para 12(e) above, it has been decided to dedicate specific Centres of Excellence of the Sports Authority of India to specific sports disciplines. Such a Centre of Excellence will cater to not more than three sports disciplines and will be fully equipped with training aids, equipment and coaching and other staff. Once the centres are identified by the NSF they will be modernised and brought to the levels required using the plan funds available with SAI.

**[g]. Setting up of a Specialised Institution for Sports Medicine**

In keeping with the need for the most modern techniques of enhancing the capacity of sportsmen, the Department of Sports will set up a specialised Institute for Sports Medicine, at New Delhi. Provisions for this has already been kept in the XII Plan. The total expenditure is expected to be around `250 Crores but part of this expenditure may spill over to the XIII Plan Period.

**[h]. Setting up of a Specialised Institution for Training of Coaches**

The kind of program that has been envisaged above will require the services of thousands of trained coaches. Currently the number being trained at the NIS, Patiala is insignificant and the quality of the coaches also leave much to be desired. There is also a need for research into new training methodologies and the adoption of scientific methods of training. To overcome this difficulty, the Department of Sports has envisaged the setting up of a Institute for Training of Sports Coaches, at Patiala. The expenditure is expected to be around 150 Crores. This has been provided for in the XII Plan but part of the expenditure will also spill over into the next Plan.

## **Shortcomings Despite Above Actions**

13. Despite the above actions there are some critical gaps. These are as follows:

- [a]. A systematic identification of talented sportsperson at a very early age (6-8 years) followed by sustained training and development over a prolonged period to enhance their skills. The effort has to concentrate mainly on Rural areas as the vast majority of sportspersons come from rural backgrounds. Yet Rural India has a lack of basic facilities and infrastructure for sports.

- [b]. To provide identified sports persons with assured employment opportunities and also career progression opportunities so as to encourage them to continue with sports and to motivate them to high levels of excellence
  - [c]. to provide clear and identified opportunities for the private sector to invest in the Sports Sector both as part of their Corporate Social Responsibility as well as providing them with business opportunities in the Sports Sector
  - [d]. To provide linkages between elite sports persons and the world of commerce in order to ensure a higher investment in sports disciplines and also to provide greater rewards for excellence in sports to the sports persons themselves
  - [e]. To forge a partnership between the Centre, The State Governments and the NSF to ensure smooth and seamless functioning of the entire process of selection and training of sports persons and for the development of sports infrastructure.
14. The Scheme outlined below seeks to address these shortcomings.

## Scheme for Identifying and Nurturing Sports Talent

15. The proposed Scheme will have the following features:

**[a]. Identification of YT Through the PYKKA Competitions**

The Scheme of PYKKA is already in operation and we will only need to ensure that Talent Scouts are present in the PYKKA competitions to identify the young but talented sportspersons through a clearly laid down and transparent selection process. These sportspersons are hereinafter called the Young Talent or YT. The Talent scouts will be the specially trained Physical Education Teachers (PET) attached to every District Level Sports Centre<sup>2</sup>.

**[b]. District Level Sports School (DLSS)**

A District Sports School (DLSS) will be set up in every District in the Country in the next 10 years. Table-I gives the estimated breakup of the cost of a single DLSS. These Schools will be set up as Public-Private Partnerships, except in remote and disturbed areas, where PPP projects may not be feasible. In such Districts, the existing Navodaya Schools are proposed to be upgraded and where this is not

**Table I: Cost of Individual DLSC (in Crores)**

S. No.	Facility	Cost
1	Athletic Track	5.50
2	Hockey/Football Field	4.50
3	Gymnasium/Indoors	6.00
4	Other Fields	2.00
5	Equipment	1.80
<b>Subtotal;</b>		<b>19.80</b>
6	School Building etc.	12.00
<b>Total</b>		<b>31.80</b>

<sup>2</sup> See paragraph 15(b) for more details

possible, new institutions will have to be set up. The following is expected to be the breakup, scheme wise, for the implementation of this programme:

- (i) There are 272 Districts in the country which are declared Backward (BRGA Districts), 106 Districts are declared affected by Naxalite violence. 90 districts in the North East & 12 Districts in Kashmir & Ladakh in Jammu & Kashmir are part of the Special Category States/Areas. There is some overlap in these numbers, but we estimate that in 150 Districts, we will have to upgrade the existing Navodaya Schools with the addition of a DLSC. If Navodaya Schools do not exist, or cannot become the DLSC Centre for any reason, we propose to fund the cost of the School entirely under this Scheme. The capital expenses for setting up these Schools will be borne on the following existing schemes of the Government of India:

- (1) The IAP programme of the Ministry of Home Affairs (106 Schools)
- (2) Special Programmes for the North East, Jammu & Kashmir and other such areas (102 Schools)

In these areas the entire capital cost will be borne on the above programmes. The salaries of Teachers and establishment expenditures are also sought to be borne under the Scheme of Navodaya Vidyalayas and/or other programmes of the Ministry of HRD.

- (ii) In another 122 districts, we can run a Centrally Sponsored Scheme in which the State share will be 25% of the capital costs in normal districts and 10% of the costs in special category states/districts. This number can come down if we can include more schools under the PPP model. These Schools are expected to follow the pattern of Central/Navodaya Schools for their educational curriculum.
- (iii) In the Balance 256 Districts, the Schools and the DLSC can be set up as a Public Private Partnership (PPP) with the viability gap funding not exceeding 40% of the total capital costs. The PPP projects will be broadly based on the similar scheme of the Ministry of Human Resources for setting up model schools at the block level..

All Administrative control of these Schools will vest with the Ministry of HRD as is normal for the Central Schools programme. The Sports Ministry will only supervise the training in sports and provide the Sports Scholarships and the recurring expenses on stipends and other allowances. The budgets of the respective departments (Home Ministry, Ministry for Rural Development, DONER, Tribal Area Development and HRD) will have to be suitably enhanced for this purpose.

Table-2 gives the total cost estimates for setting up such Schools/DLSC. This expenditure is expected to be incurred over a period of 10 years.

**Table II: Capital Costs for Setting up DLSC in 628 Districts( in Crores)**

S. No.	Type of DSC/School	Funding Pattern	No.	Capital Funding for Each DSC				Total Funding			
				Centre	State	Private	Total	Centre	State	Private	Total
1	Navodaya Schools	100% GOI	150	19.80	0.00	0.00	19.80	2,970	-	-	2,970
2	BRGA Districts	SCS	122	23.85	7.95	0.00	31.80	2,910	970	-	3,880
3	Normal CSS	CSS	100	28.62	3.18	0.00	31.80	2,862	318	-	3,180
4	Private Sector	PPP	256	3.98	3.98	23.85	31.80	1,018	1,018	6,106	8,141
<b>Total</b>			<b>628</b>					<b>9,759</b>	<b>2,306</b>	<b>6,106</b>	<b>18,170</b>

EachDLSS will be staffed with at least 4 trained Physical Education Teachers, who will also act as District Talent Scouts during the PYKKA and other competitions. At least one will be trained in biomedics and will be given the responsibility of identifying the sports discipline each YT will specialize in. (see next paragraph). It is assumed that the operating costs for the DLSC will be borne by the Central/State Government or the Private Partner as has been outlined above.

Approximately 100 talented youngsters (50 girls & 50 boys) in the 6-14 year age group will be identified through the PYKKA competitions. These young talents (YT) will be given admission in the DLSC and will be provided with allowances for maintenance, diet and sports kit for the years they spend in the School and continue to participate in the special training programmes designed for them. The typical level of allowances that will be provided for each YT is given in Table III.

**Table III: Stipends and Other Allowances( in Crores)**

S. No.	Head of Expenditure	Per Capita Annual Exp	
1	Stipend	0.36	lakhs
2	Diet Allowance	0.96	lakhs
3	Kit Allowance	0.05	lakhs
4	Out of Pocket	0.25	lakhs
<b>Total Annual Allowance</b>		<b>1.62</b>	<b>lakhs</b>
<b>Total for 62800 YT/annum</b>		<b>1,017</b>	<b>Crores</b>

At an appropriate age, the YT will be sorted out and assigned specific disciplines though a scientific process of determination and thereafter

An individualised sports curriculum, apart from normal academics will be designed for each of these YT. The individual sports curriculum will concentrate on the Disciplines identified as those for national programmes. However the School's facilities will also be open to other students who would like to specialize. If they do well and can excel, they will also become eligible for the next stage, the Centres of Excellence (COX).

While training is expected to develop the capability of the YT, it is in sports competitions that their skills will be honed and the endurance the nerves tested. It is therefore necessary to have a robust calendar of sports competitions in different sports disciplines among the DLSC within the state and also in a regional and/or national stage.

Through a rigorous training programme and through participation in competitions, the best among the YT will be identified for the next stage. Once again, an estimated 100 boys and girls in each State (or group of States), who excel will be treated as High Performers (HP) and will be given admission to a Centre of Excellence (COX).

**[c]. Centres of Excellence (COX)**

Broadly speaking, we estimate that there will be 25 COX. Wherever possible, existing SAI Centres would be upgraded.

These COX would each concentrate on 3-4 sports disciplines and will serve a dual purpose. They will be the centres where the elite athletes of India will be trained for international events under the OPEX 2020 Scheme and they will be the centres where these Junior athletes will also be trained. Thus these juniors, in the company of the elite, will be able to hone their skills in a manner never available to them in the past and will thus be motivated to improve their performance to international standards.

**Table IV: Capital Costs for COX (in Crores)**

S. No.	Facility	Capital Cost per HPC	
		New	Existing
1	Athletic Track	5.50	5.50
2	Hockey/Football Field	9.00	4.50
3	Gymnasium/Indoors	6.00	3.00
4	Other Fields	2.00	2.00
5	Equipment	5.00	2.00
<b>Subtotal;</b>		<b>27.50</b>	<b>17.00</b>
6	Hostel & Other Bldgs.	12.00	5.00
<b>Total</b>		<b>39.50</b>	<b>22.00</b>
<b>Total Cost for setting up 25 HPC</b>		<b>513.50</b>	<b>264.00</b>
<b>Total Outlay</b>			<b>777.50</b>

The HP who are admitted to the COX would again be provided with full boarding & lodging and will also be provided with a stipend for their educational/vocational training inputs. A higher level of kit allowance will have to be provided. Each HP will also be enrolled in nearby schools/colleges/polytechnics/ other management and technical institutes..

It is estimated that 12 existing Sports Authority of India (SAI) centres can be upgraded and 13 centres would have to be developed from the ground up. It is expected that these centres will be run by SAI. The State governments will be requested to provide the land for such centres free of cost. However, since these centres will be run by SAI, the cost of development of the centres will have to be borne by SAI.

The coaching levels at the COX would be far more advanced. We expect to maintain a 10:1 ratio between the HP and the coaches. The coaches would also be far more qualified and are all expected to possess a degree/diploma in coaching in a specific sport. As has been mentioned elsewhere, the effort will be to concentrate on the 10 identified sports disciplines, rather than spreading resources thinly over a larger number of sports disciplines.

The Administrator of the COX will also be the coordinator for the DLSC in his state (or in the region entrusted to him). He will be responsible for the Inter DLSC tournaments, participation in other tournaments, tie-ups with the National Sports Federations and co-ordination with the State Authorities as well as Private Sector Sponsors. The role of the Administrator of each COX will therefore be critical in the implementation of the Scheme.

Table IV (see page 10) indicates the capital cost for setting up these 25COX. The recurring costs are indicated in Table V.

**[d]. Training Beyond the COX**

From the COX, the best of the athletes will compete in National Championships and also get international exposure. From these the probables who will represent the country in future will be selected and will become part of the OPEX 2020 programme for training international Athletes. Their further training and development will be through the regular schemes of SAI, which are being suitably restructured.

Through such a rigorous process of selection and elimination, it is expected that India will be able to produce athletes and sportspersons who can compete with the best in the world. Such successes will give further boost to sports in India and to the possibility of making Sports a viable business activity in India.

**Table V: Recurring Annual Expenditure on COX**

S. No.	Head of Expenditure	Cost per annum ( ` in Crores)
1	Allowances for 500 trainees @ ` 2.0 lac per trainee	10.00
2	Maintenance, equipment, consumables etc.	0.50
3	Salary etc. of Coaches (50 Coaches @ ` 6.0 lac per coach per annum)	3.00
4	Administrative expenses	1.50
<b>Recurring Exp. per annum</b>		<b>15.00</b>
<b>Expenditure on 25 HPC per annum</b>		<b>375.00</b>

**[e]. Assured Career Progression**

One of the main reasons why young and promising sportspersons give up early in their careers is that there is no assured career progression in Sports. It is true that persons who excel at National and International levels do quite well for themselves in certain sports disciplines, but such persons are few in number and the risk taking capacity of the vast majority of sportspersons is very low.

In order to encourage more young people to take up sports as a career, the Scheme aims at the following:

- i. Every YT who is given admission to the DLSC will be provided with a suitable job in a Government organization provided they can pass the Senior School Leaving Examinations. These jobs, mainly in the Central and State Police and the Army will be borne on the Sports quota for employment already available;
- ii. The YT who get selected to the COX will be assured of a job at a level higher than those who fail to make the grade in the DLSC. These HP, will be offered a job in keeping with their educational qualifications and achievements in the field of Sports. (e.g. graduates may be offered a post as a NCO or equivalent).
- iii. The YT as well as HP will be eligible for preferential admissions in Colleges and Institutes of higher learning under the Sports Quota.
- iv. Corporate sponsorships and other means of support will become available to the HP as soon as they reach a measure of success.
- v. As and when a HP progresses to the National Stage, it is expected that further handholding and support for career progression will become less and less necessary and that they will be able to make a career for themselves just as elite athletes do at present.

It is expected that this assured career progression will become a powerful incentive for young sportspersons to take up sports as a career as it provides for a minimum assured career as well as the incentive to do better in order to ensure a better life in future. It should also overcome the reluctance of parents to allow their children to take up sports as a career.

**[f]. Linkages with the National Sports Federations and Corporate Sponsorships**

Key to the success of the Scheme is the linkages to the National Sports Federations and to Corporate Sponsorships. There are a number of ways such linkages can be explored. Some of the linkages with the NSF are:

- (i) National Sports Foundations are expected to hold regular District and State Level meets and the YT as well as the HP should be able to participate in such meets. In this manner they will be exposed to competition and will be able to hone their abilities.

- (ii) The NSF are expected to participate in the talent scouting processes and for promising sportspersons, the NSF would hold special coaching camps and clinics at the District level and beyond to assist hopeful sportspersons.
- (iii) The HP would have an opportunity to participate in the National and regional competitions arranged by the NSF as part of their programme. They would be part of the selection processes for teams to participate in international sporting events.
- (iv) Those of the HP who form the elite group, will be trained as per the training programmes of the NSF and the SAI.

Similarly, corporates would also have a role to play in the development of such Sportspersons. The following roles are envisaged, although these are indicative and the participation could go much further.

- (i) SAI would develop a system by which the most promising sportspersons will be offered for sponsorship to willing corporates. Modelled on the campus recruitment programmes in Universities, this sponsorship programme would enable corporates to identify future stars early and play a meaningful role in their Development;
- (v) League competitions, modeled on the Hockey India League and the IPL would be encouraged. The COX could act as a major source for identifying talent for multifarious sports.
- (vi) As part of their Corporate Social Responsibility, Corporates would be encouraged to set up specialized training centres for different sports. They could also be encouraged to set up sports research centres and academies which would support the proposed Sports Medicine and Coaching Academies.
- (vii) Over a period of time, Sports could become a major business activity for many corporates as is the case in the USA and Britain.

#### **[g]. Legal and Administrative Requirements**

The successful implementation of the Scheme will require some important administrative and legal decisions. A few are indicated below:

- (i) The Scheme critically depends on the YT and HP being given preference over other candidates for admission in Universities, Technical Institutes and other Institutions. This will require clearance from UGC and a number of other bodies.
- (ii) Similarly, the placement service will require a certificate from the State Director being taken as an eligibility criterion for jobs under the sports quota in Government. Such candidates will also have to be absorbed without going through the general recruitment pattern (i.e. open advertisement and selection). It will again have to be in the nature of campus recruitments. This

will require changes in recruitment rules as well as changes in rules that govern armed forces and paramilitary forces.

- (iii) Administrative/legislative orders will also be required to enable at least some of this expenditure to be borne on the Corporate Social Responsibility funds of corporate bodies.

## Cost Implications for Government of India

- 16. The Scheme is envisaged to run for a period of 10 years, in which time it will have become part of the mainstream, which will then be able to continue turning out Olympic and international probable at a steady rate.
- 17. The cost implications for Government of India are of four types:
  - [a]. Capital Expenditure on the DLSC. This part of the expenditure has three different components namely:
    - (i) Schools that are set up as part of a Public Private Partnership. It is expected that there will be upwards of 256 such schools. There may be a need for viability gap funding to the extent of 25% of the total capital cost. The Contribution of the Central Government will be approx. `1018 Crores, with a matching contribution from the State Governments. This will generate an investment of `6000 Crore from the private sector. It will the endeavor to maximize the number of these districts beyond the 256 envisaged, which should generate higher private investment into this sector.
    - (ii) Schools that are located in backward areas, where private investment is not feasible, but where a Centrally Sponsored Scheme is possible. The estimated contribution of the Centre will be 75% of the cost with the State Government provides 25%. The management of these Schools will be with the State Governments. In Special Category Areas, the contribution of the Centre would be 90% and that OF THE State 10%.
    - (iii) Schools that are run by the Central Government, such as Navodaya Vidyalayas, Army Schools, Special Schools in Tribal and remote areas etc. These are expected to be fully funded by the Government of India;

The cost implications for the Centre, the State Governments and the Private Sector are given in Table-II. The capital cost implications for the centre, together with its phasing is given in Table VI below. In addition the State Governments will also be required to provide land for the DLSC free of cost. The Recurring costs are to be borne by the organization that will run the DLSC. A part of the recurring cost will be recovered from the stipend payable to the YT

- [b]. Capital Expenditure on the COX. The expenditure will include modernization of the existing 12 SAI centres and their conversion into a COX as also the cost of setting up

13 new COX. These COX will be managed by SAI and the expenditure will thus have to be borne on the Scheme. The State Governments will be required to provide land, where new centres are to be set up.

[c]. An annual recurring expenditure for the Stipends etc. for the 62,800 YT, at an average of `1.6 lacs per trainee per annum (see Table III). For 62800 Trainees the annual expenses are `1017 Crores and a total of `12713 Crores.

[d]. Recurring Expenditure on the COX, including a stipend to the Trainees. The annual expenditure is expected to be `375 Crores.

**Table VI: Phasing of Expenditure of Scheme**

S. No.	Item of Expenditure	Phasing in Plan Period		
		XII	XIII	XIV
1	DLSC	35%	50%	15%
2	Stipend etc. for YT	2.5 yrs	5yrs	5yrs
3	HPC	60%	35%	5%
4	Recurring Exp on HPC	2.5 yrs	5yrs	5yrs

18. Although the figures seem large, it may be recalled that this expenditure is expected to be incurred over a period of 10 years or Three Plan Periods.

The Phasing of expenditure is expected to be as given in Table VI.

19. Based on this Phasing, the total Plan Provisions required, Plan wise is indicated in Table VII. It may be noted however, that the expenditure in the XII Plan will be back-ended, the actual expenditure only occurring in the last two years of the XII Plan. The

**Table VII: Expenditure of Government of India (` in Crores)**

S. No.	Head of Expenditure	Expenditure in Plan Period			
		XII	XIII	XIV	Total
1	DLSC	3,416	4,880	1,464	<b>9,759</b>
2	Stipend etc. on YT	2,543	5,085	5,085	<b>12,713</b>
3	HPC	467	272	39	<b>778</b>
4	Recurring Exp. On HPC	938	1,875	1,875	<b>4,688</b>
<b>Expenditure During Plan Period</b>		<b>7,362</b>	<b>12,112</b>	<b>8,463</b>	<b>27,937</b>

Expenditure in the first 3 years of the XII Plan will be minimal given the time to get all the necessary approvals and then prepare and execute PPP projects.

20. For the same reason, if the Scheme needs some time to take off, the Recurring Expenditures on Stipends Etc. will reduce considerably. However, it will also delay the identification of probable and may lead to missing some of the milestones that have been laid out above.

## Implementation & Monitoring

21. The responsibility of incurring the Capital Expenditures on the schools will be borne by the Department of Sports. A special purpose vehicle is sought to be set up for this purpose under the Ministry of Sports & Youth Affairs. Other Ministries shall transfer their share of the capital expenditures to the SPV. The SPV could also be the Sports Authority of India, which will have to be suitably strengthened for this purpose.
22. Once the School construction is complete, the School will be handed over to the Ministry of HRD for operations. The educational curriculum will be borne on the budget of the Department of HRD on their normal budget heads for Central Schools/Navodaya Vidyalayas.
23. SAI will provide the stipends, kit allowances and other allowances to the schools directly and will monitor the progress of the Trainees thereafter. The COX will be maintained and operated by the Sports Authority of India. The entire expenses of the COX including the stipends etc. will be borne by SAI
24. An inter-ministerial monitoring group serviced by the Ministry of Sports & Youth Affairs will be set up to monitor the progress of the project.

## Conclusion

25. At the end of the Scheme Period, we expect to see a sea change in the attitude towards sports as a career, particularly in rural areas. It is expected that there will be a keen contest for the places available in the DLSC and that the system of identification, nurturing and exposure to a competitive environment will allow these young men and women to develop into world class athletes who will be able to bring back laurels for India.
26. The overall scheme envisages a large scale participation of private capital in setting up the DLSC and in sponsorships and other programmes for development of Star athletes. It further envisages a close co-ordination between the National Sports Federations and the SAI starting from the sub-junior competitions. Finally, the scheme outlined above, for the first time integrates the existing PYKKA scheme into the mainstream, by making it a primary source of identification of the YT.