

**INTERIM REPORT**

**OF**

**THE OLYMPIC TASK  
FORCE**

**FOR**

**PREPARATION OF  
THE 2020 TOKYO  
OLYMPIC AND  
PARALYMPIC  
GAMES**

## Key Takeaways from the 2020 Report

1. Athlete-centric; Coach-led; System-driven
2. Set up an Empowered Steering Committee to drive all initiatives. This body will be **solely** responsible for ensuring proper preparation for Tokyo 2020 Olympics.
3. Empowered Steering Committee to have financial independence.
4. An internationally acclaimed High Performance Director (HPD) be appointed to work with the Empowered Steering Committee
5. A position called High Performance Managers be created within federations and they should work with the HPD.
6. For every position, be it institution related, coach and allied support services related, or athlete related, it is critical that the best available are brought on board. If the person/resource with these skills is not available in India, we **MUST** get them from abroad.
7. Sports science to play a key role in assisting HPD, Coaches to deliver results.
8. All key positions should be filled up within 3 months.
9. HPD and Chief coaches to share sports-specific plans within 2 months of coming on board
10. Sports Code.
11. Primacy of Athletes and Coaches to be maintained at all times. ESC and HPD to work towards creating an environment that allows them to deliver. Would include infrastructure, equipment, training camps and all else.
12. The selection committee must only comprise of Arjuna Awardees/ Players of International repute/National coaches/ Dronacharya awardees and they should remain in place till 2020. To maintain independence of the selection process, it is recommended that the Presidents and secretary generals of the NSFs are not part of any selection committee.
13. Regular workshops should be conducted to educate our athletes and coaches about doping. Athletes should have access to a 24x7 NADA helpline where they can seek advise on any doubt.
14. Removing cap on salary for Indian coaches and support staff. Former athletes should be encouraged to return to coaching/support staff/technical field through deputation from various organisations.

While this happens, they should retain their seniority in their respective organisations

15. Olympics and Paralympics to be treated at par.
16. Athletes to be paid a stipend of Rs 6 lakh/annum.
17. A special cell within ESC should be established to provide all logistical support to elite athletes

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*Appendix 1: Note on Task Force's Approach and Key Questions Before It*

# 1. Mandate, Approach and Strategic Outlook

## *Constitution of Olympics and Paralympics Task Force*

- 1.1 We, the citizens of this great nation are now at the cusp of transformational change in the area of sports. The surge in the public expectations and visible signs of disappointment at the performances at Rio 2016 has fueled debates surrounding what steps must be taken to improve our performances in future games.
- 1.2 The Prime Minister too feels that the nation's huge potential in sports needs to be realized and has called for measures for improved performances in the Olympics 2020, 2024 and 2028.
- 1.3 The Ministry of Youth Affairs and Sports, acting on the advice of the Prime Minister, set up this Olympic Task Force with the express mandate of recommending the steps forward to improve India's performances in the coming three Olympics – 2020, 2024 and 2028.

## *Approach: Consultative Stakeholder Feedback Mechanism for 360 Degree Understanding of the Problem*

- 1.4 Our first step in this task was to conduct a thorough analysis of the past performances and lessons learnt from the perspective of all stakeholders in the Indian sporting domain. The Task Force members, to this end, conducted meetings with almost every stakeholder in this regard as below:

- a. Eminent athletes/Para Athletes
- b. Current senior and junior athletes
- c. Office bearers of the National Sports federations
- d. Office bearers of State Sports federations
- e. Members of the IOA
- f. Coaches
- g. Foreign experts
- h. Representatives of Universities and Schools
- i. Sports Scientists
- j. Technical officials
- k. SAI Officials
- l. Sports Ministry officials

- m. People from the corporate world involved in organizing and sponsorship of sport
- n. Sports Journalists

- 1.5 The views of the above set of stakeholders contributed to furthering the Task Force's understanding of the current realities of Indian sport and in the process of creating a roadmap for co-creating the preferred future, specifically for better performances in the international events, including the Olympics. This exercise allowed the Task Force to look at not just at what is not working in Indian sport but also to gain an appreciation of what is working, to understand best practices and success stories as well as first hand experiences of people who have achieved or facilitated peak performance.
- 1.6 The Task Force, therefore, feels confident in going beyond problem solving oriented recommendations and in delineating a road map for progressive and transformational changes, keeping in mind the current ground realities and systemic issues. It is also equally clear from these interactions that there are far too many gaps in the system. Unless they are plugged, there can be no meaningful impact.

### *Strategic Outlook*

- 1.7.1 A key consideration for the Task Force is the timeframe for implementing measures it recommends. While the final report will focus on the long-term steps needed (for 2024, 2028 and beyond) this report is focused on short-term measures aimed at enhanced results for India at the 2020 Olympics.
- 1.7.2 For Tokyo 2020, the Task Force feels there really is too little time left to drive systematic changes. Yet, India must strive to put its best foot forward and this interim report puts forth recommendations on how this should be done.
- 1.7.3 For this purpose, the Task Force primarily took into consideration four competitions: **Olympics 2020, Asian Games 2018, Commonwealth Games 2018** and the **Youth Olympic Games 2018**. Since the participating athletes in all of these games could well be the same and will be drawn from the same larger pool, so shall be the issues and challenges which need to be fixed to set the right tone for future.

- 1.7.4 The seeds of greatness in 2028 must be evident in 2020. The Task force members realize that it will take a mammoth effort to make transformational changes and through that achieve visible and significant success by 2024 and 2028. The work to be done is enormous but while the deeper ground work is laid for long-term success, the first steps must begin visibly with 2020.

## 2. Three Tier-Structure

### *Athlete-Centric, Coach-Led, System-Driven*

- 2.1 At the core of the Task Force's work was the quest for a suitable planning architecture that can serve as the basis and framework for the preferred future that we wish to create.
- 2.2 Such an architecture needs to be simple in its construct, but also powerful and comprehensive in its reach.
- 2.3 The Task Force members were unanimous that for improved Olympics performance, it is important to put a structure in place which is Athlete-Centric, Coach-led and System-driven.
- 2.4 This three-tier system should drive the vision and implementation of all sports initiatives. Currently, most sporting schemes are mainly targeted at infrastructure and athlete support.
- 2.5 **Athlete-centric**  
The athlete must be accorded primacy in all our efforts. It is on their talent and commitment that our hopes and aspirations are pinned.
- 2.6 **Coach-led**  
Behind the success of every athlete is a coach. Getting this resource right is critical for success.
- 2.7 **System-driven**  
Serving as a custodian of the dreams and aspirations of the nation, being accountable for outcomes, planning for and managing scarce resources, aligning the views and priorities of multiple stakeholders involved and rallying them towards common goals and crafting policies and systems to secure seamless execution and above all ensuring that all work happens within an ethical and transparent framework is possible only when there is a strong institutional

framework. The system has to be dynamic and must evolve to take the ground realities and inputs of stakeholders into consideration as and when needed.

- 2.8 The modest success stories in Indian sport so far clearly illustrate that an ideal mix of these three elements is vital for regenerating Indian sport.

## 3 Recommendations for 2020 Tokyo Games

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### Governance

3.1 Keeping in mind the larger vision as well as the ground realities, for an interim period, the Task Force recommends the following:

#### 3.1.1 System related recommendation-:

The government should set up an **Empowered Steering Committee (ESC)** to drive all the initiatives being recommended. Government in its preparation for 2020 has already put in 2 committees:

- Identification Committee of TOP (Target Olympic Podium) Scheme
- Preparation Committee of Mission Olympic Cell (MOC).

3.1.2 This Empowered Steering Committee will now drive everything and will be responsible for ensuring proper preparation for the 2020 Games.

3.1.3 This steering committee should work towards a system-driven, coach-led and athlete centric approach so that short term solutions (improving sports excellence system) are aligned to long-term objectives (improved sports excellence and Culture in country).

3.1.4 The funding received for preparation of the Tokyo Olympics and Paralympics should be placed at the disposal of this ESC for utilization. ESC will be accountable to the Government for the preparation and ensuring effective participation in Tokyo 2020.

3.1.5 It was observed that in the preparation of 2016 Olympic Games, there were delays in execution due to procedural delays. It is strongly recommended that an agile and efficient approach is implemented to minimize the impact on athlete training and performance. Whole support should be for proposed system, dealt with later in this report. Process for support should be fast and transparent. Technology solutions may be explored to address this.

3.1.6 The committee also commends the setting up of National Observers for various sports. These observers, the committee recommends, should become the mentor for the sports and advise the ESC.

- 3.2 **Constitution of ESC:** The Empowered Steering Committee (ESC) shall constitute the following (for 2020 alone):-
- a. An eminent and proven administrator as (full time paid) Chairman. .
  - b. IOA Representative – Could be the President or the secretary
  - c. Three former eminent Athletes (one male/ two female)
  - d. Elite Coach
  - e. Eminent Sports Scientist/Sports Doctor
  - f. Secretary, Sports
  - g. CEO as Ex-officio member
- 3.2.1 The ESC shall frame its own rules of business.
- 3.2.2 The ESC shall meet as often and at such venues, as it may decide, but it shall meet at once every month.
- 3.2.3 ESC shall also have a full time CEO. He would be responsible for implementing the decisions of the ESC. He would also be the ex-officio member of the ESC.
- 3.3 **High Performance Director** It is recommended that an Empowered High Performance Director (HPD) with relevant credentials and proven track record (like Rod Karr, Stephan Norris) should be appointed to work with the Empowered Steering Committee to:-
- Monitor KRAs of identified sports
  - Deploy further manpower (sports science, research & analysis), as required by HPD
  - Interact with the chief coaches/CEO/HPM and also existing coaches & categorise potential athletes. They will submit their plan till the Olympics

- Ensure that funding relates to the KRAs. This performance matrix would be reviewed periodically by the ESC.
- 3.3.1 HPD should also be provided his own set of key experts (Sports Science, Research and Analysis).
- 3.3.2 High Performance Director and Chief Coaches should share a sports-specific performance goals document within 2 month of on-boarding.
- 3.3.3 It is recommended that all of these positions must be put in place within the next three months so that the preparation of the athletes starts at the earliest for the 2020 Olympic Games. One must also bear in mind that three important games, the Asian Games 2018, the Commonwealth Games 2018 and the Youth Olympic Games 2018 would fall in the run-up to the Olympics.
- 3.4 **Sports Code** with regard to conduct of athletes, relationship with federations, right & obligations; risks & remedies must be clearly brought out. All stake holders must follow code. It is learnt that the existing sports code is being reviewed by the committee formed under chairmanship of secretary (Sports). Hence, major recommendations of the task force on this aspect will be included in the final report.
- 3.5 **Funding and review:** While most of the funding shall come from the government, the ESC may also use innovative methods of raising funds from other sources, including funding from corporate and high net worth individuals. The government of India may review performance matrix and outcome at least once every quarter, i.e. four times in a year.

## 3.6 Athletes

### *Athlete Categorisation*

- 3.6.1 For every target event (Olympics, Asian Games, Commonwealth, Youth Olympics and others), athletes should be mapped as follows:
- Potential podium finish
  - Potential final 8
  - Participation

### *Athlete Planning*

3.6.2 The HPD of the ESC, in consultation with the HPM and Coaches of the Federations, would prepare the funding requirement of athletes and send it to the ESC for processing. HPD/CEO will ensure the funds are released in a timely manner.

3.6.3 Every case of individual athlete support, for those who fall in the category of Potential podium finish, should be looked at purely on merit alone.

All athletes must declare any training related support received from any other source, monetary or otherwise, to the Chief coach and the HPD.

3.6.4 There should be an online system for athlete training, performance and government support data management. This system should be accessible to empowered committee for regular evaluations.

3.6.5 Other athlete-focused recommendations

a. **Stipend to the training athletes** – A stipend of Rs. 6.00 lac per year for all elite potential athletes for Tokyo 2020 as decided by ESC.

b. **Job Security** - Most of the athletes are employees of various central Government Departments, PSUs, state Governments or even private sectors (very limited number). Some of them would be pursuing academic career. All the athletes, while preparing for Olympics, should be treated on national duty and hence no absence should be marked in their respective organisation. More importantly, all those who have represented India in an Asian Games or Commonwealth Games or Olympics should have an officer grade job guarantee from the government or the private sector. This is to ensure that the athlete does not worry about his subsistence and survival once his active career is over.

c. Most of the athletes and their families face peculiar problems that need to be addressed on war footing (which at present are being handled by some NGOs). *A special cell within ESC should be*

*established to solve all issues which disturb elite athletes mentally* (some of the examples being visa, passport, admission of an elite athlete in colleges/universities, legal issues, clash of competition with exam dates, clash of important competition of serving organisation with National championship/international competition/National Camp, transfer of parent - who is either a Govt. servant or in PSU - especially of female players, which leads to dislocation of families; follow up of medical treatment at hometown).

- d. It is also recommended that Pradhan Mantri Gold Card may be issued to the elite potential athlete & their coaches as an identity of being a 'National asset'. This card will also provide facilities for emergency quota for air/train/bus tickets and hassle free access at various places.

**3.7 Coaches & Support Staff:** Currently we have limited number of coaches with experience of working with Olympics and Paralympics level athletes/teams.

3.7.1 For each sport, there needs to be a required number of world-class coaches as per athlete pool. Ex-Olympians/International athletes' services may also be taken for coaching/mentoring national teams.

3.7.2 An immediate recruitment of coaches; foreign or Indian must be initiated forthwith

- a. Coaches to be classified as per their competencies, skills and experience and track record.
- b. On salary, coaches and support staff should be paid as per their competencies and international norms. Importantly, Indians should not be disadvantaged. At present, there is a financial cap on remuneration to an Indian coach being appointed as chief coach or high performance coach. The same is the case of support staff, whereas there is no cap stipulated for foreign

coach/support staff. It is recommended that the cap may be removed in case of expert Indian coaches & support staff.

- c. **Technical staff** - A regular program to upgrade technical skills of the umpires and referees should be held to ensure they reach international levels. We have to ensure that Indians wanting to take on refereeing/umpiring are incentivized.
- d. Remuneration may be negotiated and finalised purely on the basis of experience & capabilities of the persons required to be hired. If required, short term training/ refresher courses may be imparted to Indian coaches/support staff at one of the world training institute.
- e. Coaches so identified must be given contracts lasting until 3 months after the conclusion of Olympic games. Such contracts should be open for renewal depending upon the success at the Olympic games.
- f. Draw out former athletes or coaches from PSUs, Services, Railways or other leading sports sponsoring organizations and create a pool of sport specific coaches.
- g. Arrange short-term refresher courses for such athletes/coaches at suitable institutions at regular intervals. They should also attend important workshops, conferences and encouraged to publish research papers.
- h. While detailed recommendations concerning all of above would follow in the subsequent report, we must give incentives to coaches and support staff to make it aspirational for them to come to the camp
- i. We should ensure that there are female physiotherapists and masseurs for female athletes
- j. Every sport should have coaches for each specialization that the sport offers. Hockey, for example, should have a goalkeeping

coach and a drag-flick coach. Similarly, in shooting, there should be separate coaches for rifle, pistol and shotgun.

### 3.7.3 Officials to be sent for Major events:

- a. Very often, the coaches/support staff who are sent for major competitions are not the ones who have worked closely with the athletes in the months and years leading up to that major event. This happens mostly in the case of support staff like physiotherapists and doctors. Due to this, there is no trust and rapport built between the athlete and the support staff.
- b. There is an obviously a limit to the number of officials that can be sent for major events to accompany the athletes. Priority must be given to the athletes who have the best chance of a medal. There must be a proven record of the official having worked extensively with the athlete during the training camps.
- c. Independent views of the athletes and the NSF must be taken into account regarding selection process for support staff to accompany the contingent for major events.
- d. For those support staff who cannot be accommodated in the Games village, the Project 2020 scheme can provide for rented service apartments just outside the games village and some sort of accreditation so that the support staff can make a significant impact with the athlete in the very important period in the lead up to the major event and also during the competition.
- e. Research must be done on rented accommodation well in advance so that we can get cheaper accommodation close to the games village or competition arenas as per requirement.
- f. Athletes during major events should have access to the food that they are used to, as long as it offers all the nutritions required. A lot of Indians are vegetarians and they run into problems during big events. Let us take an example of the Japanese at Rio. The Japanese contingent had set up a full fledged kitchen in a service apartment just adjacent to the Games village with Japanese cooks. The Japanese contingent could come 24/7 to get some Japanese food and hot snacks so

that they did not feel home sick. There was a nutritionist there to guide the athletes on the right things to eat and to supervise the food preparation. These are the little things that can make a difference between winning a medal or not during a major event.

While detailed recommendations concerning all of above would follow in the subsequent report, we must give incentives to coaches and support staff to make it aspirational for them to come to the camp.

### 3.8 Identified Sports for 2020

- 3.8.1 Based on the criteria mentioned in 3.6.1, and those where India has put up a good show in recent major international events, the sports that follow can be considered as those where we must concentrate on for 2020.
  - 3.8.2 Sports such as Archery, Badminton, Boxing, Shooting and Wrestling, that have multi-medal prospect, need a professional set-up and this should be done as early as possible.
  - 3.8.3 Hockey being team sports should be treated in the same category.
  - 3.8.4 Sports such as Athletics, Tennis and Weightlifting are important from the Effective Participation Point of View.
  - 3.8.5 An individual athlete falling in any of the three categories (as per 3.6.1) from any other sports can be trained on individual basis.
  - 3.8.6 Paralympic sports will be treated at par with the identified sports mentioned above and be given the facilities as per their requirements.
- 3.9 **Selection:** While acknowledging the autonomy of the federation (NSF) in the selection process, Selection criteria and role of trials need to be mandatorily defined by each federation in coordination with HPD and Chief Coaches before Olympic qualification period starts.  
The selection committee must only comprise of Arjuna Awardees/ Players of International repute/National coaches/Dronacharya awardees and they should remain in place till 2020.

Selectors' job does not begin or end with selecting the team for India alone. They travel the nation looking for talents, across age groups. Towards this, therefore, they should be compensated handsomely to encourage them to do this task responsibly. To maintain independence of the selection process, it is recommended that the Presidents and secretary generals of the NSFs are not part of any selection committee.

- 3.9.1 There should be absolute clarity on a point that often causes the nation and its athletes embarrassment. If an athlete wins an Olympic quota in a particular sport/event, will he/she be the one to go to the Olympics or will there be trials? This cannot be debated at the last minute.
  - 3.9.2 Athletes should have direct access to National Observers & **Empowered Steering Committee** in case they have any issues in selection and general support.
  - 3.9.3 Finalize eligibility benchmarks for athletes to get in to elite athlete group for a particular sport, leading to 'Desired Performance Benchmarking standards' of each of these sports - around the time of the Olympics would be the key responsibility of HPD in consultation with NSF/HP Team of NSF.
  - 3.9.4 **Scientific Support:** Constant, effective scientific support to coaches and athlete is the need of the hour. The support at Olympic level has to be Sport specific. There is also a requirement for setting up uniform protocols and a systematic approach to monitor the athletes through appropriate software. Information collected by the scientists needs to be utilized efficiently. Chief National Coaches and scientists should be fully familiar with sports sciences, their benefits and how they can best be applied in their sports. This gap needs to be filled up by the High performance team through proper planning, effective monitoring and utilization and imparting knowledge.
- 3.10 **Recommendations Related to Sports Science**
- a. The High Performance Director should be empowered with the resources to create, incorporate and execute a holistic sports science approach into athlete training and preparation.

This will include preparing a scientific sports calendar of competition and training for the year. This will be applicable to each federation.

b. As we finalize this report, we understand that government of India has decided to set up this institution. Initiate the process of setting up, without any delay, **Indian Institute of Sports Sciences and Research. [IISSR]**.

c. While physical infrastructure may take some time to be built, this institute must be set up in hired or shared facility anywhere in the country.

d. Procurement of scientific instruments and gadgets must be initiated forthwith without procedural delays.

e. *Technical Support to the supporting personnel*

To provide support to the identified athlete, supporting personnel centre should be equipped with the required instrumentation like telemetry devices, Game analysis software, Portable therapeutic devices, recovery devices and other supporting equipment.

f. *Identification of Sports Science centre*

For a group of discipline, or individual sports discipline, a sports science centre having advance facilities of general & specific evaluation, should be identified.

g. *Performance Analysis*

Coaches should have access to analysis and feedback on athletes and strategies of leading nations. It will help in analyzing the worldwide scenario of the performance of their International counterparts in competitions and prepare strategy accordingly. There should also be an Information and communications network or website for the dissemination of technical material to practitioners around the country. It will facilitate exchange of ideas and dissemination of information and keep the coaches updated.

#### *h. Sports Medical Services*

It is very important to keep the Olympic probable free of any medical and clinical and health problems till Olympics 2020. A very high level of medical services should be made accessible to the athletes. It can be done by tying up with various Sports Medical service providers and major medical Institutions and specialised injury rehabilitation centres across the country.

**Doping** - The criticality of doping can never be underestimated. It impacts the nation's reputation too. It is recommended that regular workshops should be held on anti-doping and it should be mandatory for all athletes and coaches to attend these workshops. These workshops should educate participants about doping, Therapeutic Use Exemption and the latest developments in the world concerning banned/prohibited substances as per WADA guidelines.

Athletes should have access to a 24x7 NADA helpline where they can seek advise on any doubt.

#### *i. Tie up with International Sports Science Institutes*

It is strongly recommended to have tie-ups with Institute of Sports Sciences across the world to take the advantage of the technological advances in scientific support. This includes institutes such as the Japan Institute of Sports Sciences, UK universities, Australian Institutes and other leading institutes.

*j.* The HPD, in conjunction with the HPMs and Sports scientist should get relevant sports specific science interventions into the training of athletes to improve their performance

### **3.11 Infrastructure & Preparation**

3.11.1 One high altitude and one cool weather world-class center should be available for camps for all sports.

3.11.2 It was observed that the lack of quality High Performance personnel, Scientific personnel and facilities at National Camps is an issue which has led to the training needs of top Athletes not been addressed. Thus, one of the primary recommendations is to ensure that the facilities present at all training venues for identified Sports should be world class.

3.11.3 Training camps have to be held in conditions that are top class so that athletes focus on training alone. Towards that, it must be ensured that the following are provided:-

- Clean, comfortable and hygienic rooms, with ACs (unless it's a high altitude camp, then heaters)
- Attached washroom with facilities for running hot and cold water.
- Rooms should be located in peaceful areas, free from noise and other distractions so that athletes can rest and recover
- Minimum Injury Management facilities with sports medicine back up with as easily accessible, doctor on call
- Quality Gymnasium facility
- Support Staff
- Adequate number of Coaches as per the requirement and specialist coaches like Drag flicking coach, goalkeepers coach in hockey, and so on.
- Qualified umpires who know the latest rules and can drill it into the athletes.
- Physiotherapist
- Physical trainer
- Masseur
- Sports Scientist
- Nutritionist
- Sports Psychologist
- Video analyst and Software requirement (only as per requirement)
- Yoga / Meditation Expert
- Administrative & IT Manager

- 3.11.4 Tie up with local hospitals for treating elite athletes, coaches & support staff
- 3.11.5 Onsite Data collection cell which will be used for research & analysis
- 3.11.6 Equipment necessary for training should be of world class, well-maintained and peripherals available in adequate quantity.
- 3.11.7 The above list is indicative. HPD and Chief Coaches would decide what constitutes 'top class' training conditions. They will also have the powers to escalate non-compliance to the Empowered Committee.
- 3.11.8 Draw up a comprehensive list of facilities available with the Central or State governments, Sports Authority of India, State Sports Authorities or Councils, Railways, Services and Public Sector undertakings.
- 3.11.9 Huge infrastructure & support staff of services needs to be utilized more meaningfully.
- 3.11.10 Single or multiple locations for each sport/event must be notified.
- 3.11.11 ESC causes to have these facilities thoroughly inspected and proceed to refurbish and re-equip these facilities and bring them up at par with the best global standards, with special emphasis on above factors;

### **3.12 Recommendations on Other Key Aspects of Preparation:**

- 3.12.1 For every position recommended above, be it system related, coach and allied support services related, or athlete related, it is critical that the best available are brought on board. Sports and training is all about physiology. They play a key role in who, what, when, how, how much, and so on. If the person/resource with these skills is not available in India, we MUST get them from abroad.
- 3.12.2 High quality resources are in great demand and several may already be contracted by other nations. The need to move ahead on this very quickly cannot be reemphasized.
- 3.12.3 Other than these, the members repeatedly emphasized that all their recommendations would apply equally to men and women, without any bias. And when people are chosen for the various bodies, they must be the best available, minus any gender bias.

- 3.12.4 Each and every recommendation would also be applicable to the Para Olympians, who have done India proud at various games, including at Rio Paralympics.
- 3.12.5 Proper training and competition calendar should be submitted by the respective NSF 1 year in advance to the major event. This will enable proper planning; training camps and budgets to be sanctioned well in advanced and logistical planning can also be made accordingly.

## **APPENDIX 1: NOTE ON AREAS OF EXPLORATION AND TASK FORCE'S APPROACH**

### **The areas of exploration**

The Task Force members engaged each other, and several other stakeholders on various questions and tried to see if there can be answers to them. Here are some of the questions that were asked and answers sought under each of the three aspects of the architecture.

*(Please bear in mind that not all questions below have been answered in this report. Also, as work continues on the final report, several more questions may come up).*

#### ***Athlete and Coach related questions***

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**How to ensure the primacy of coaches/athletes at ALL times?**

**Role of Coaches and Sports Science**

**How to make the system professional?**

**Does it need experts, at both individual and System levels?**

- What are their qualifications?
- What must a person possess for the above mentioned positions?
- How does one find them?
- How does one recruit them?
- What does one pay them?

**Cultural and other practical issues** that affect athletes – Jobs, marriage, kids, family, training camps and their location, academies and their location

- Location of training camps
- Location of Academies
  - Where should academies come up
  - What is the criteria for approving setting up of an academy
  - Who gets preference to set up an academy i.e., who gets picked over other

- If multiple academies are to be set up for the same sport, should it be at the same location or spread over different parts of the country? What criteria should be there to set it up in different locations? What is kept in mind while picking a location?

### *Institution related questions*

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#### **What is the exact mission?**

- Is it to win medals?
- Is it to grow sports in the country?
- Is it both?

#### **Governance code**

- Are there KRAs for the federations/SAI/ ministry, basically all stakeholders?
- How to ensure professionalism in running the sport?
- Grievance redressal available to an aggrieved athlete/coach/support staff, etc.
- Who plays a role in discovering talent?
- Who nurtures talent, and at which all stages?
- Scientific training is a must. Who should possess that expertise? Is it coach, the federation? Basically, how to ensure that the Athlete development, both in short and Long Term, happens scientifically?
- What support must the government provide?
- What about expert bodies?
- Accountability of all stakeholders is critical.
- Is all that we are going to do be measurable?
- What gets measured, gets done

#### **Infrastructure**

- SAI
- Services
- Universities
- Pvt. Sector
- Clubs

#### **Centre State relationship**

## **Funding**

- Should it always be government?
- How to institutionalize funding?
- How to ensure funding is used prudently and efficiently?
- Role of private sector in funding
  - Should it be towards creating infrastructure?
  - Should it be towards athlete development?
  - Should it be towards coach development?
  - Should it be towards providing jobs to sportspersons?
  - What can be done to incentivize the private sector to invest in the above?

## **Doping Eradication and Guidelines**

### **Education and Sports**

- Sports universities
- Schools to have sports as a mandatory subject that is recognized as a subject that gets admission in colleges
- Recommend the minimum infrastructure that schools must have for sports (But is this feasible? In a nation where there are thousands of schools minus classrooms, minus teachers, is this even practical?)

### **Financial Autonomy of the Expert bodies**

What are the **KRAs and accountability** norms of all these expert bodies?