



Confederation of Indian Industry

WINNING TOGETHER

OPPORTUNITIES FOR CSR INNOVATION
& PARTNERSHIPS IN **SPORTS**





FOREWORD

India could potentially be at the cusp of a sporting revolution. With its large youth population, and with the growth of highly successful sporting leagues over the last few years, we are seeing several measures being taken towards developing an investment-led sporting culture in the country.

There is a significant turnaround from the situation a few years ago where allocations towards sports ecosystems were largely government led. An additional fillip came in 2013, due to the passing of the Corporate Social Responsibility (CSR) mandate under the Indian Companies Act.

The opportunities for corporate India to participate in the development of sports have increased manifold, beyond brand sponsorships.













*The Confederation of Indian Industry (CII) strongly believes that sports has a strong role to towards holistic development and social inclusion, which in turn has a ripple effect on socio-economic growth. Our CSR Study **'Winning Together – Opportunities for CSR innovations and partnerships in sports'**, is a key step towards articulating and bringing the ecosystem together around this vision. With our conference on 'Making India Play', CII is embarking on a journey to bring about a culture of sports in the country through area such as Evangelising sports with a strong emphasis on the grassroots level; Creating a culture of sports in schools through the formal education system; Optimal utilisation of sports infrastructure and efficient creation of new facilities; Enhancing the involvement of the corporate sector in scaling up the 'business of sports'; Channelling corporate CSR funds for the development of sports*

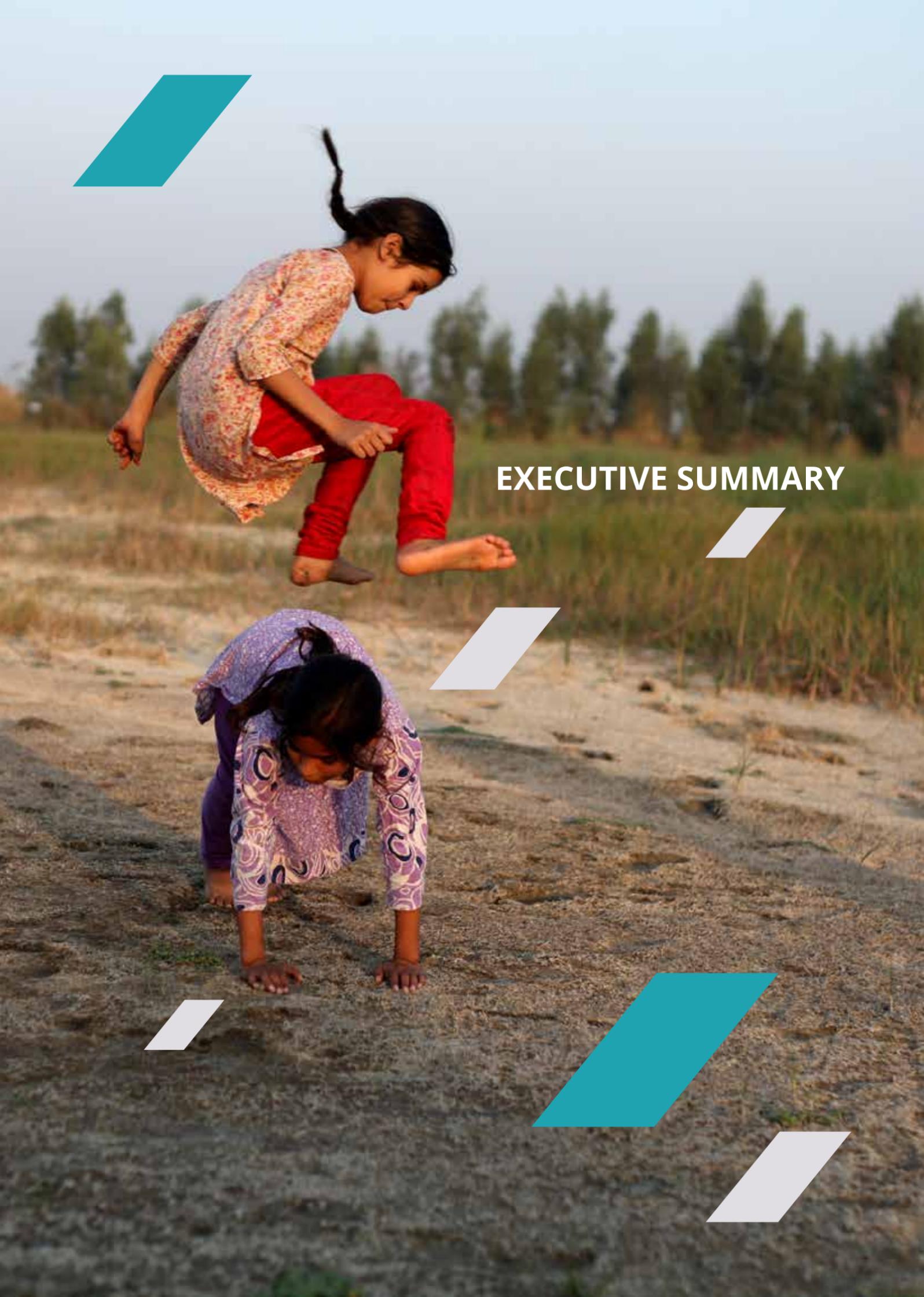
We look forward to CII's role as a key facilitator in India's sporting revolution.



Chandrajit Banerjee
Director General
CII

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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Very few things can bring humanity together like sports can. Sports is a captivating, inspiring, emotional, immersive and highly engaging experience. Sports is a force for good — it has significant power to contribute to sustainable development, challenge biases, break down barriers, and build the social fabric.

India is on the verge of a sporting transformation. It isn't all about cricket anymore. Sports, from badminton and boxing to kabaddi, athletics, football and running, occupies significant mindshare across rura/urban, socio-economic groups, and men and women. The ICC Cricket World Cup in 2015 was watched by 635 million Indians, Indian Premier League (IPL) Season 9 garnered 347 million views; in its

inaugural year, ProKabaddi garnered about 435 million viewers and 429 million watched Indian Soccer League (ISL). India has had its best ever participation and performances in the 2016 Rio Olympics and Paralympics and the international badminton arena. Programmes that embed sports in them have the potential to attract millions, straddling all age groups, from toddlers to senior citizens.

The ground-up movement in sports coincides with India's rapid economic growth and the urgency to march into prosperity by balancing this growth with inclusive development. The movement towards nation-building has another powerful contributor — business, through CSR and sustainability.











This report examines the role of corporate innovations and partnerships in supporting sports for inclusive development and nurturing a sporting culture in India.

INDIA STRIVES TO ACHIEVE SDG GOALS

India has leveraged the framework of the UN Sustainable Development Goals (SDGs) Agenda 2030 to map out comprehensive targets in all the 17 goals.

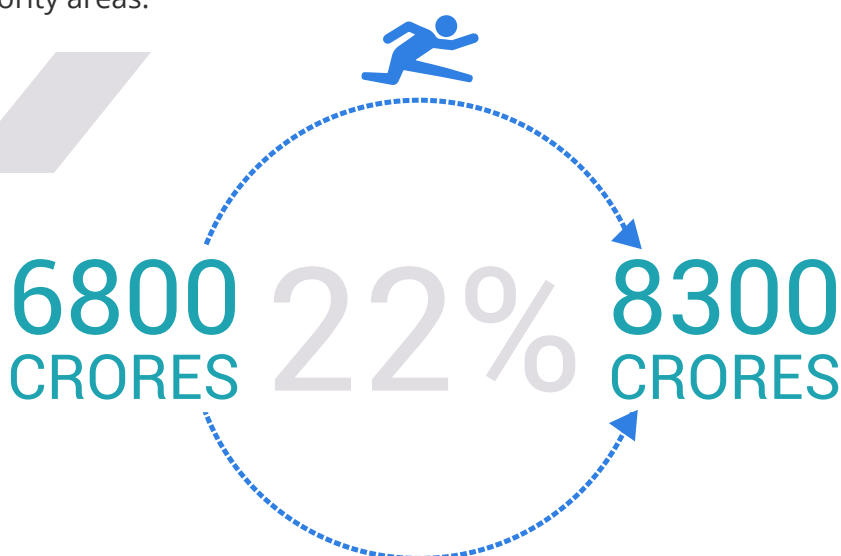


Key SDG Goal Targets

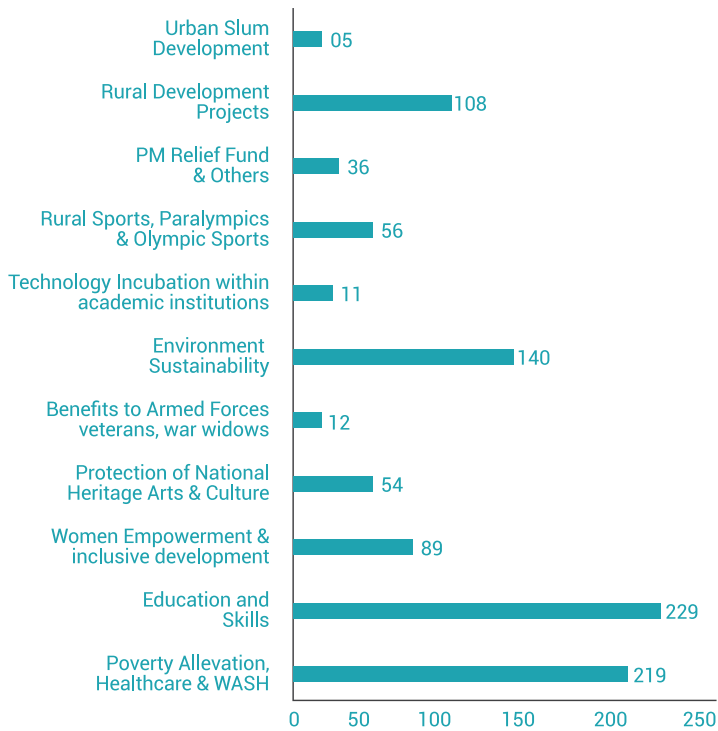
FOCUS AREA	INITIATIVE BY THE GOVERNMENT
Education 	By 2030, The Ministry of Human Resource Development, through Sarva Shiksha Abhiyan, wants to ensure that all boys and girls complete free, equitable and quality primary and secondary education, leading to relevant and effective learning outcomes.
Gender Equality  	The government has targets to: end all forms of discrimination against girls everywhere (Beti Padhao, Beti Bachao), ensure women's full and effective participation and equal opportunities for leadership (STEP programme for women), ensure universal access to sexual and reproductive health (Janani Suraksha Yojana)
Health and WASH  	Through the Swachh Bharat Abhiyan, the new government has improved access to sanitation from 41.92% in 2014 to 63.96% in 2016. The target is to achieve a 100% open defecation free India by 2019. India aims to reduce the premature deaths because of NCDs by 25% by 2025.
Poverty alleviation: Skill development & Employment   	The Pradhan Mantri Kaushal Vikas Yojana is a skill development initiative that has a target to train 10 million Indian youth from 2016 to 2020.
Reducing inequalities & Peace, Justice and Strong Institutions  	The government has set targets to significantly reduce all forms of violence, end abuse and exploitation against children.

CSR IN ITS THIRD YEAR IS SEEING INCREASING CONTRIBUTION TOWARDS NATIONAL IMPACT PRIORITIES

Three years since the CSR Act came into being, the size of the CSR spending pie in India considering 1160 companies was ~INR 8,300 crores versus INR 6,800 crores in FY 2015; a 22% jump. CSR funding closely follows national priority areas:



CSR spending of top 250 companies in FY 16 in INR crores



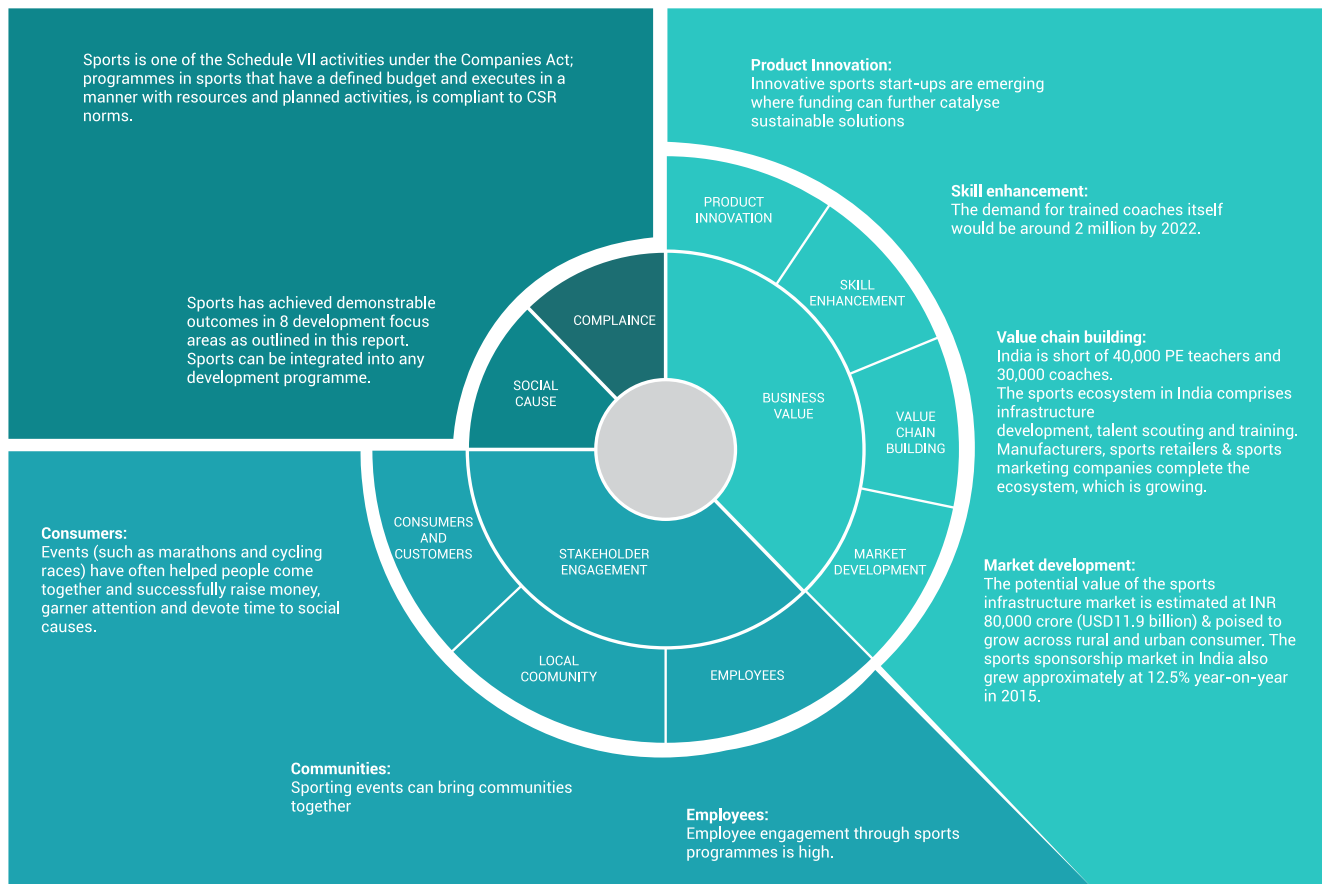
Source: NGOBox.org

2 observations emerge from the spending:

India's CSR spending is completely aligned to national development priorities as mapped out by the NITI Ayog with the Sustainable Development Goals (SDG framework).

Some areas of development such as Education, Healthcare, etc. are funded generously, whereas areas such as promotion of sports, slum area development, etc. are only a

Strategic anchors to a Sports CSR programme



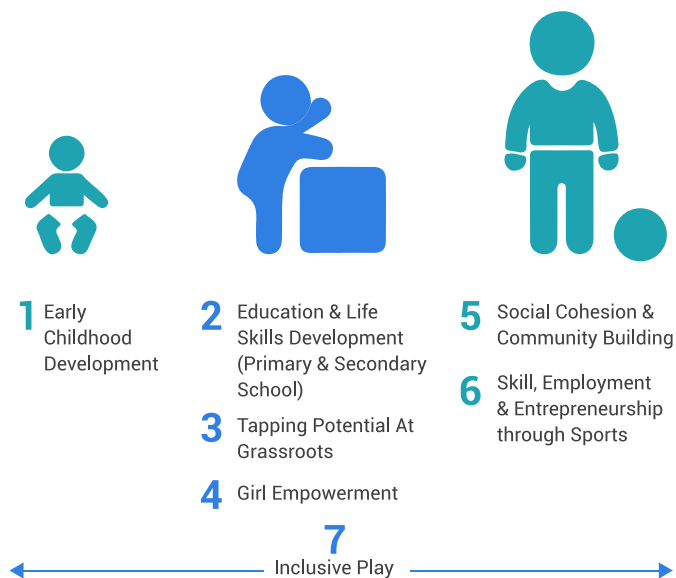
SPORTS IS A WINNING TOOL IN THE CSR ARSENAL

Current CSR sports budgets have been largely invested in promoting sports excellence. However, sports can play a transformative role in achieving value for company and value for underprivileged communities:

- Sports can be leveraged to promote positive youth and community engagement in the CSRs' areas of operation. (e.g., rural sports festivals)
- Sports can bring about high engagement among employees, consumers and customer communities, increasing awareness and participation in social causes. (e.g., marathons and crowdfunding)
- Sports is a great extension to any CSR programme in education, health, gender empowerment or inclusion, as it has the best chance at bringing sustained, behavioural change. (e.g., positive health through sports)

SOCIAL TRANSFORMATION THROUGH SPORTS CSR:

7 areas where sports can play a critical role in achieving development outcomes:

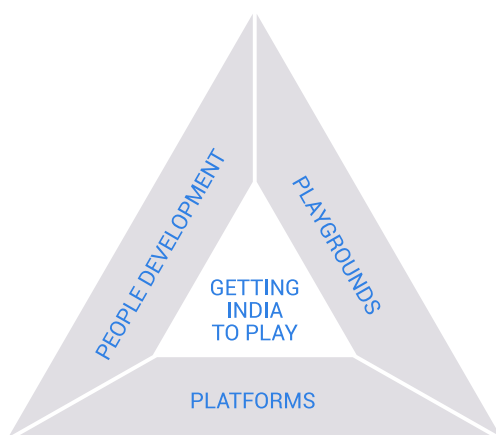


DEVELOPMENT AREA	WHERE SPORTS HAS DEMONSTRATED OUTCOMES
Early Childhood Development	Play is how children from 0-6 learn. Play encourages new experiences, activities, roles and relationships; encourages reviewing information frequently to draw insights; improves visualisation and critical thinking, and contributes to physical and cognitive development.
Education and Life Skills	Integrating academic curriculum with theme-based sports has disproportionate benefits in improving motivation, enhancing academic performance and building essential 21st century skills.
Tapping Potential At The Grassroots	The aspiration to play professional sports among the young demographic in India, if tapped, leads to an increased sporting culture, poverty alleviation through sports, and potential for more medals.
Social Cohesion And Community Building	Focused team sports help team building and acceptance, serving as a tool to break the cycle of delinquency, bringing communities together overcoming barriers of caste and socio-economic status.
Skill, Employment And Entrepreneurship Through Sports	The rapidly growing ecosystem of sport goods and services, sports coaching and sports management can spur job creation and entrepreneurship.
Girl Empowerment	Participation in sports can help break gender stereotypes, improve girls' and women's self-esteem, contribute to positive health-seeking behaviour, and development of leadership skills.
Inclusive Play	2.68 crore people in India are disabled, constituting 2.21% of the total population. Sports has a therapeutic effect on the differently-abled and can bring the community together in positive ways.

SPORTS FOR ALL THROUGH CSR:

There are 3 foundational areas where sports CSR can support in building a strong sporting culture in India from the ground-up.

- **Playgrounds:** Only 60% of Indian schools have a playground, a figure that has not improved in the last seven years. CSR programmes in creating play spaces can ensure that our children access free play, everyday.
- **People:** India is short of 2 million coaches to hit its 2022 target. We are short of 40,000 teachers to instruct children in PE classes. Training and incentivising the cadre of people who train children and sportspersons with potential can grow the ecosystem.
- **Platforms:** Sporting events, competitions, and sports facility infrastructure, provide a way to discover and groom talent across age groups and across rural and urban areas.



THE NORTHEAST NEEDS AN EXTRA HAND IN SPORTS

A region which accounts for just above 3.6% of the Indian population, had around 7% sports people in 2016 and more than 11% in 2012 in the Indian Olympic contingent. Right from Talimeran Ao of Nagaland, the first Olympian Captain from the Northeast, to Baichung Bhutia, Mary Kom, Somdev Devvarman and now the likes of Dipa Karmakar and Shiva Thapa, the region has always been a birthplace of exceptional sporting talent reaching upto the national and international arenas.

There is an emerging sports ecosystem in the Northeast, led by strong state level sports leagues (such as the Shillong based Lajong FC), the Aizawl FC etc, that are fostering health competition and funnelling a good pipeline of talent. Indigenous sport has always been a part of North East culture and way of life, with games such as Mukna (wrestling), Kang, Than TA (martial arts), Khong Jangjei, Yubi Lakpi (Manipuri rugby), Hiyang Tanaba (rowing) sustained just in Manipur, one of the Seven Sisters.

Over and above sporting glory for the nation, tapping the potential of the Seven Sisters in sports can bring about better social cohesion, create more awareness about the North east, and reduce the marginalisation that the North eastern states have always faced.

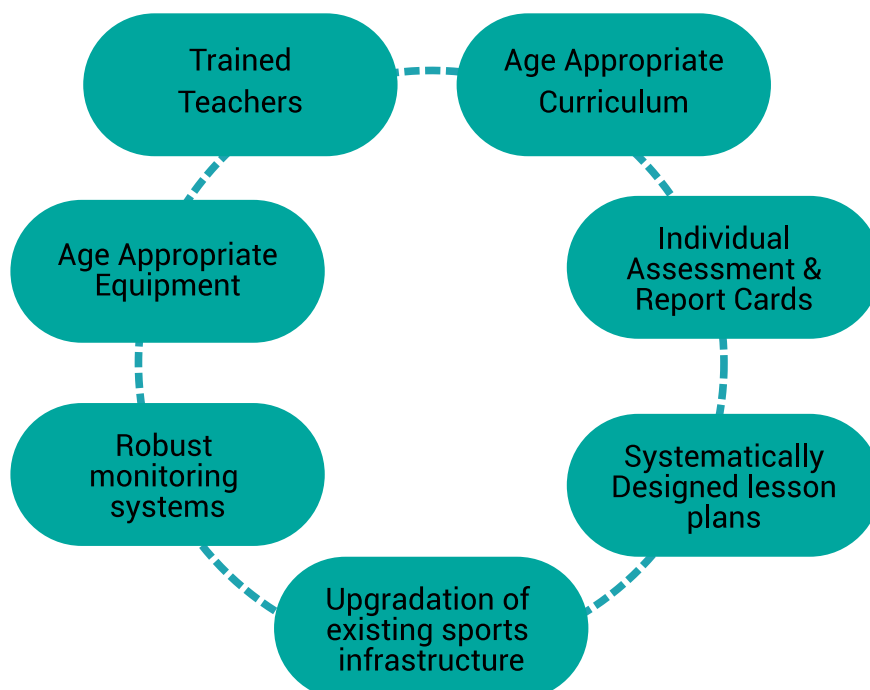


CALL TO ACTION: A COLLABORATIVE PLATFORM TO DELIVER A STRONG SPORTS EDUCATION PROGRAMME IN SCHOOLS

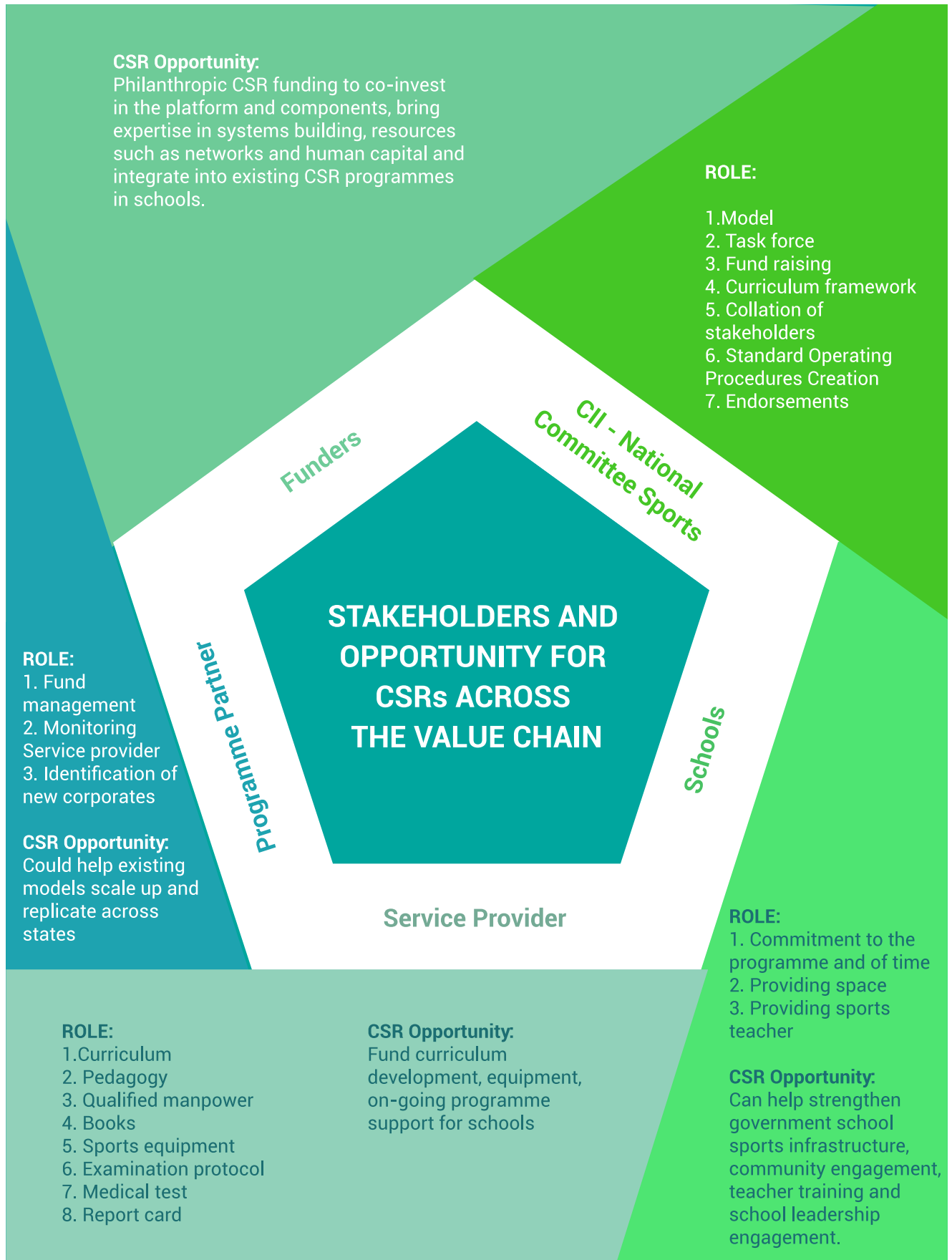
The inadequacies in India's sports system is well-known: lack of standardised curriculums and teachers for physical education, lesser importance given to sports in schools, lack of equipment, and most importantly, lack of delivery models that can scale or sustain.

At the heart of building a sporting culture and tapping potential is a strong school sports programme. CII Sports is embarking on a journey to transform sports education in schools through a platform that addresses the needs of an in-school programme in a sustainable manner:

THE CII MODEL PLATFORM TO DELIVER SPORTS IN SCHOOL:



Building this programme requires stakeholders playing roles across the value chain. CSR can play a critical role across the value chain:





INTRODUCTION

INDIA'S JOURNEY TOWARDS INCLUSIVE AND SUSTAINABLE DEVELOPMENT

India is one of the 5 fastest growing economies in the world.¹ However, this growth has not been equitable. According to a report by the Johannesburg-based company New World Wealth, India is the second-most unequal country globally.² India is by far the country with the largest number of people living under the international USD 1.90-a-day poverty line, more than 2.5 times as many as the 86 million in Nigeria, which has the second-largest population of the poor worldwide.³

India has leveraged the framework of the United Nations' Sustainable Development Goals (SDGs) Agenda 2030 to chart out comprehensive socio-economic-environmental development plans and targets to achieve these goals.⁴








The Government of India has identified gaps for development and taken commensurate measures in terms of focus and alignment. The main areas of focus are outlined in the table below:

Given this grave context, India has charted out its own path for inclusive growth and development.

SUSTAINABLE DEVELOPMENT GOALS



1. Prableen Bajpai, "5 Fastest Growing Economies In The World", <http://www.nasdaq.com> www.nasdaq.com, (April 13, 2017).
 2. Nisha Agrawal, "Inequality in India: what's the real story?", <https://www.weforum.org>, (October 04, 2016)
 3. "Taking on Inequality", Poverty and Shared Prosperity 2016, <https://openknowledge.worldbank.org> (2016)
 4. "Sustainable Development Goals (SDGs), Targets, CSS, Interventions, Nodal and other Ministries", <http://niti.gov.in> (2016)

FOCUS AREA	SDG GOALS	ISSUE	INITIATIVE BY THE GOVERNMENT
Education		<p>By implementing the Right to Education Act, India has achieved universal access to education and as of 2014, the gross enrolment ratio was at 100.11%.⁵</p> <p>However, in 2016, only 47.8% of children in rural government and private schools in grade 5 could read at the level of grade 2 (ASER 2016).</p> <p>47 million adolescents in India have not progressed to upper secondary school. India has the highest number of out-of-school adolescents in the world.⁶</p> <p>Current status of life skill education in India is not strong with absent/ just emerging enabling context and system alignment in policies, curriculum and learning quality goals.⁷</p>	By 2030, The Ministry of Human Resource Development, through Sarva Shiksha Abhiyan, wants to ensure that all boys and girls complete free, equitable and quality primary and secondary education, leading to relevant and effective learning outcomes. ⁸
Gender Equality		Women have 12.2% share in the Indian parliament and only 35.3% female population has some secondary education against 61.4% for men due to which India ranks 131 out of 146 countries in the gender inequality index by UNDP in 2015. ⁹	The government has targets to: end all forms of discrimination against girls everywhere (Beti Padhao, Beti Bachao), ensure women's full and effective participation and equal opportunities for leadership (STEP programme for women), ensure universal access to sexual and reproductive health (Janani Suraksha Yojana) ¹⁰
Health and WASH	 	<p>Non-Communicable Diseases (NCDs) account for 53% of the disease-burden in India, attributed to changing lifestyles, diets, pollution and other causes.¹¹</p> <p>In 2014, only 41.92% of the population had access to sanitation.¹²</p> <p>Diarrhoea is the third leading cause of childhood mortality in India, and is responsible for 13% of all deaths/year in children under 5 years of age.¹³</p>	<p>Through the Swachh Bharat Abhiyan, the new government has improved access to sanitation from 41.92% in 2014 to 63.96% in 2016. The target is to achieve a 100% open defecation free India by 2019.¹⁴</p> <p>India aims to reduce the premature deaths because of NCDs by 25% by 2025.¹⁵</p>
Poverty Alleviation: Skill development & Employment	 	<p>75.8% of the labour force did not have any skill training during 2011-12 while the proportion of workforce with formal training was only 3.05%.¹⁶</p> <p>Not even 25% of the graduates from Indian higher education receive an education that sufficiently prepares them for the demands and opportunities of the country's rapidly changing economy.¹⁷</p>	The Pradhan Mantri Kaushal Vikas Yojana is a skill development initiative that has a target to train 10 million Indian youth from 2016 to 2020. ¹⁸
Reducing inequalities & Peace, Justice and Strong Institutions		India ranked 143/162 in the Institute for Economics & Peace' Global Peace Index 2017. ¹⁹	The government has set targets to significantly reduce all forms of violence, end abuse and exploitation against children. ²⁰

5. UNESCO Institute for Statistics, India: "Education and Literacy", <http://uis.unesco.org> (2015)

6. "Reducing global poverty through universal primary and secondary education", <http://unesdoc.unesco.org> (June 2017)

7. Bikkrema D. Singh and Rashmi Menon, "Life Skills in India, An Overview of Evidence and Current Practices in our Education System", <http://www.centersquarefoundation.org> (2015)

8. "An Overview of the Sustainable Development Goals", <http://niti.gov.in> (March 10, 2016).

9. UNDP, "Gender Inequality Index", Human Development Reports, <http://hdr.undp.org> (2013)

10. "An Overview of the Sustainable Development Goals", <http://niti.gov.in> (March 10, 2016).

11. "NCDs in the Development Agenda", Partnership to Fight Chronic Disease, <http://fightchronicdisease.in> (October 05, 2016).

12. World Bank data, at <http://data.worldbank.org/indicator/SH.STA.ACSN?locations=IN>

13. Subitha Lakshminarayanan and Ramakrishnan Jayalakshmy, "Diarrheal diseases among children in India: Current scenario and future perspectives", Journal of natural Science, Biology and Medicine,

14. Saptarshi Dutta, "Swachh Bharat Abhiyan: Can India Become Open Defecation Free By 2019?", <http://swachhindia.ndtv.com> (May 30, 2017)

15. "India: first to adapt the Global Monitoring Framework on noncommunicable diseases (NCDs)", <http://www.who.int> (January 2015)

16. Sunita Sanghi and A. Srijia, "Skill Development and Productivity of the Workforce", <http://niti.gov.in> (Nov - Dec 2015).

17. "Higher education in India: Moving towards global relevance and competitiveness", FICCI Higher Education Summit 2014, <http://www.ey.com/Publication>

18. Pradhan Mantri Kaushal Vikas Yojana (PMKVY) 2.0 (2016 - 2020), <http://www.riseindia.in>

19. Institute for Economics and Peace, "Global Peace Index 2015", <http://economicsandpeace.org>, (2015)

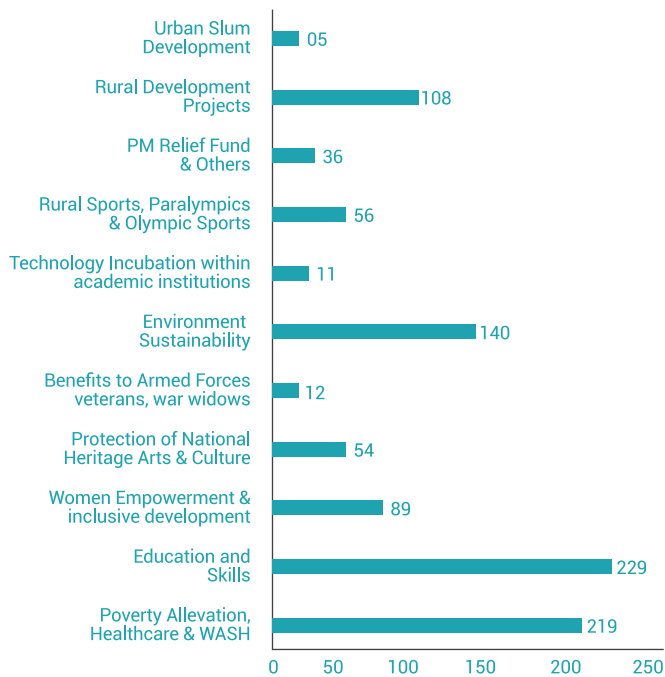
20. "Sustainable Development Goals (SDGs), Targets, CSS, Interventions, Nodal and other Ministries", <http://niti.gov.in> (2016)

CSR IN INDIA: A SNAPSHOT IN 2017

The mandated CSR law in India, detailed under Section 135 of the Indian Companies Act, encourages corporates to spend at least 2% of their average net profit of the past three years on contribution to society. Section 135 of the Companies Act provides the threshold limit for applicability of the CSR to a Company i.e. (a) net worth of the company to be INR 500 crore or more; (b) turnover of the company to be INR 1000 crore or more; (c) net profit of the company to be INR 5 crore or more.²² Three years since the passing of the law, there has been a rapid rise in interest among companies to contribute to social impact in a way that leverages the company's strengths, brings about a tangible shift in outcomes, and is sustainable.



CSR spending of top 250 companies in FY 16 in INR crores



Source: NGOBox.org

Schedule VII areas listed under Section 135 of Indian Companies Act.

Schedule VII broadly lists activities that can be carried out under CSR: eradicating extreme hunger and poverty, promotion of education, promoting gender equality and empowering women, reducing child mortality and improving maternal health, combating human immunodeficiency virus (HIV), acquired immune deficiency syndrome (AIDS), malaria and other diseases, ensuring environmental sustainability, employment enhancing vocational skills, social business projects, contribution to the Prime Minister's National Relief Fund or any other fund set up by the Central Government or the State Governments for socio-economic development and relief and funds for the welfare of the

22 "Ministry of Corporate Affairs", Last modified in 2017, <http://www.mca.gov.in> 23. Philippa Lysaght, "Children and cricket team up for a cleaner India", <http://unicef.in> (March 07, 2016)

24. National University of Educational Planning and Administration, "School Education in India", <http://www.dise.in> (2015-16)

25. PTI, "Union Budget 2017: Sports budget hiked by Rs 350 crore", <http://www.financialexpress.com> (February 01, 2017)

Scheduled Castes, the Scheduled Tribes, other backward classes, minorities and women and such other matters as may be prescribed.

As of 2016, CSR spending in India has been completely aligned to the nation's development priorities. In FY 2016, out of a total CSR spending of INR 8,300 crores – 32% went to education and skills development; closely followed by healthcare and WASH which received 31% funding.

A report published by CRISIL in January 2017 covering almost 1160 Indian companies revealed that compliance has inched much closer to the 2% mandate: 77% of the eligible 1,505 companies formally reported CSR, with spending edging up to 1.64% of the 2% in fiscal 2016, compared with 1.3% (by 1,024 companies) in fiscal 2015. However, two important areas wherein funding has decreased year over year in 2016 in absolute rupee terms are environment and promotion of sports. This is important to note, since all other major development themes have seen an increase in funding in 2016 from 2015.

The small amount of sports funding has been mainly focused on promotion of sporting talent or community development through sports. That leaves behind significant underutilised potential in sporting programmes:



Sports has been proven to demonstrate sustained outcomes in key development themes including Education and life skills, Employability, and Poverty Alleviation.²³



As of 2016, only 60.56% and 77.88% of primary schools and secondary schools respectively in India have a playground.²⁴



Only INR 50 lakh has been allocated for identifying and nurturing grassroot sports talent in the country in the annual budget of 2017; despite an overall increase of 40% in the sports budget year on year.²⁵

CSR ACTIVITY	2015		2016	
	Spending (Rs Crore)	As a Percentage Of Total	Spending (Rs Crore)	As a Percentage Of Total
Education and skills development	2250	33%	2,686	32%
Healthcare and sanitation	1875	27%	2,614	31%
Rural development project	892	13%	1,123	14%
Environment	623	9%	564	7%
Relief Funds	216	3%	494	6%
Empowerment	140	2%	269	3%
Funds for technology development	15	0%	128	2%
National Heritage Protection	120	2%	127	2%
Promotion of Sports	89	1%	78	1%
Slum Area Development	0	0.00%	5	0.01%
Benefit for Armed Forces Veterans and Families	15	0.20%	4	0.04%
Others	606	9%	258	3%
	6841	100%	8349	100%

Source: CRISIL, CSR Altruism Rising, 2017

INVESTING IN SPORTS COULD BE TRANSFORMATIONAL FOR CSR OUTCOMES

Sports continues to captivate millions across boundaries:

Sports has significant mindshare across rural/urban, socio-economic cultural groups, and men and women. The ICC Cricket World Cup in 2015 was watched by 635 million Indians, Indian Premier League (IPL) Season 9 garnered 347 million views; in its inaugural year, ProKabaddi garnered about 435 million viewers and 429 million watched Indian Soccer League (ISL).²⁶ Programmes that embed sports in them have the potential to attract communities straddling all age groups, from toddlers to senior citizens.

Sports provides an opportunity for positive community engagement:

Many companies have CSR programmes in and around their areas of operation, and bringing value to communities has always been an essential leitmotif, a social license to operate. Sports here can be leveraged as a powerful tool, promoting participation, inclusion, human values, acceptance of rules, discipline, health promotion, non-violence, tolerance, gender equality and teamwork. Athletic competition activates a collective spirit that enhances community participation among children, adolescents, and adults.²⁷

It is an enabling tool for inclusive development:

Sports is an underutilised tool to achieve development outcomes. Implementation

of sports programmes as a part of any CSR intervention can result in low cost, high benefit social ventures to address key issues such as education, health and sanitation.

The metaphorical sports ball exists; it needs a push to get rolling:

Despite high interest in sports, India severely lacks a bottom-up sporting culture and has a low-medal count tally in multilateral events such as the Olympics.²⁸ To nurture talent from the grassroots, private sector programmes that encourage community participation and promote healthy living at all levels are critical drivers.

ESSENTIAL ANCHORS TO A STRATEGIC CSR ENGAGEMENT

We have identified 4 key anchors that determine CSR involvement:

Compliance with regulatory and national norms, strong resonance with a **social cause**, need to connect and engage with **specific stakeholders**, and potential to add to **core business value**.

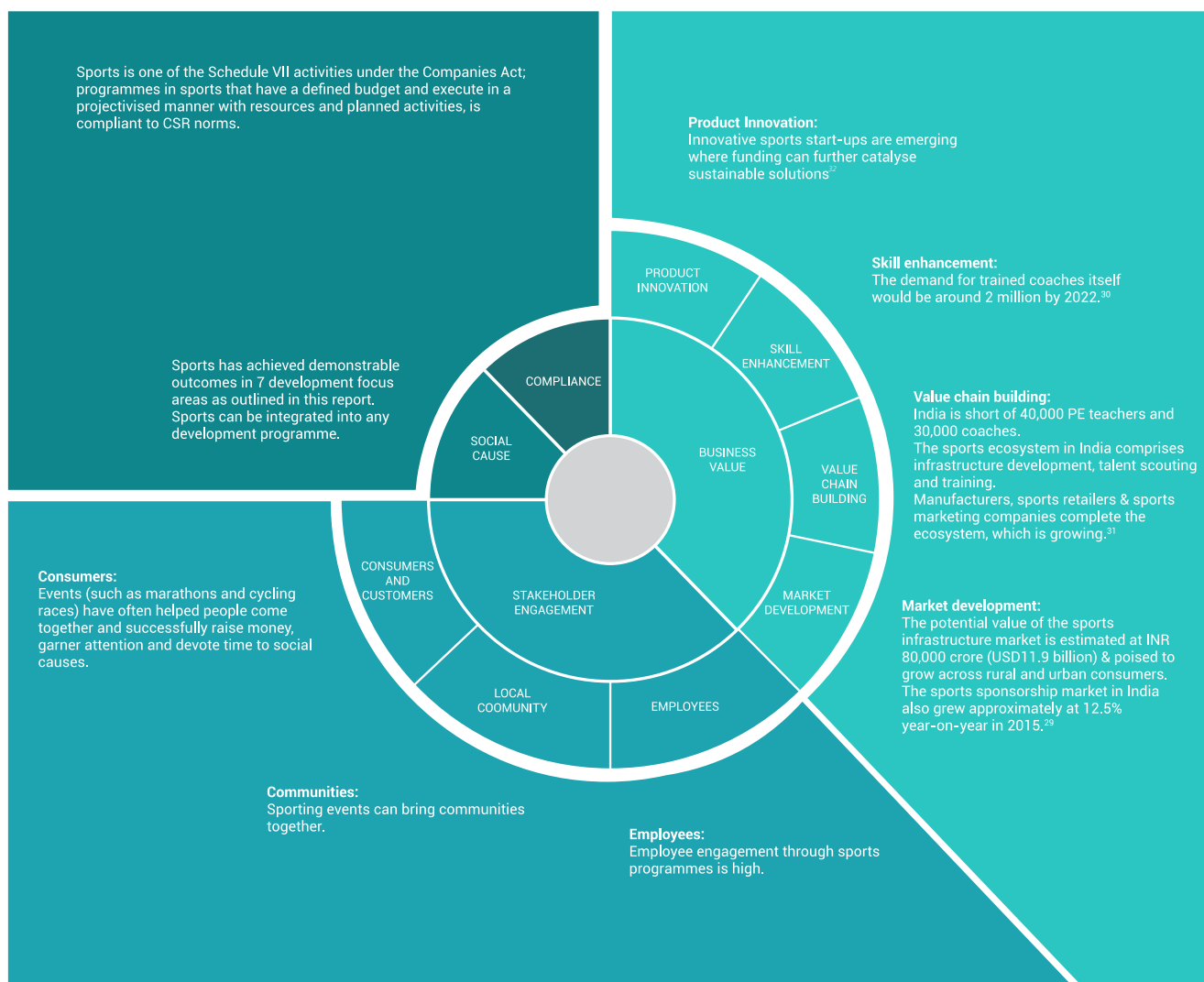
Sports is a theme that has the unique potential to weave through all the 4 lenses, creating value for a company and simultaneously generating massive social impact.

26. KPMG and CII, "The Business of Sports", <https://assets.kpmg.com> (September 2016)

27. Camila de Vengoechea, "Sports as a tool for social change", <https://www.weforum.org> (April 19, 2012)

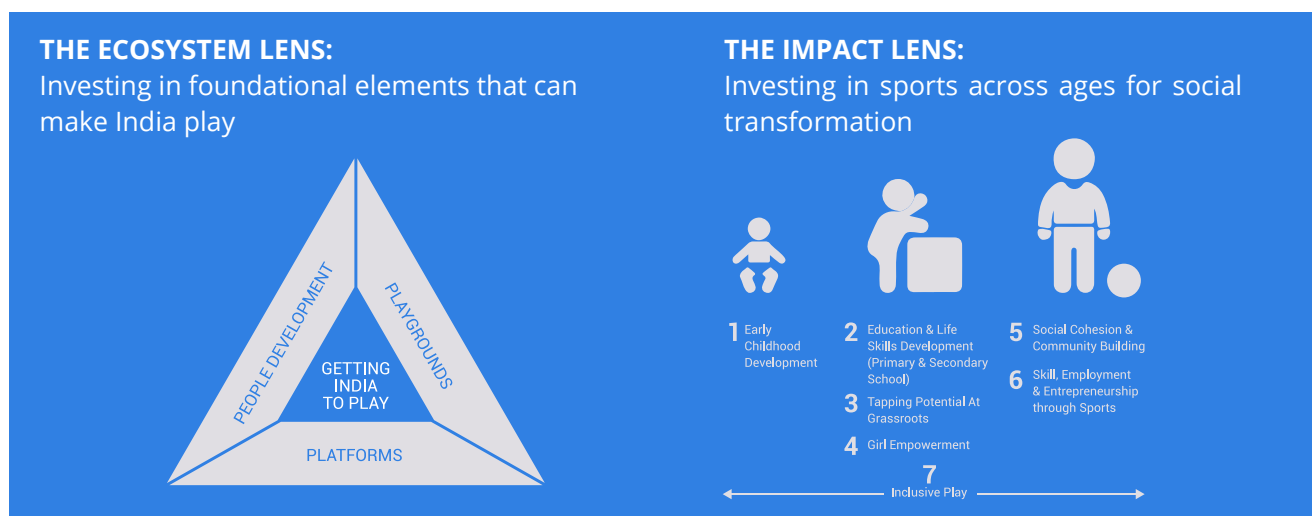
28. KPMG and CII, "The Business of Sports", <https://assets.kpmg.com> (September 2016)

Sports is a theme that has the unique potential to weave through all the 4 lenses, creating value for a company and simultaneously generating massive social impact.



In order to maximise return on social investment, we recommend the following potential CSR

opportunities to invest in development through sports:



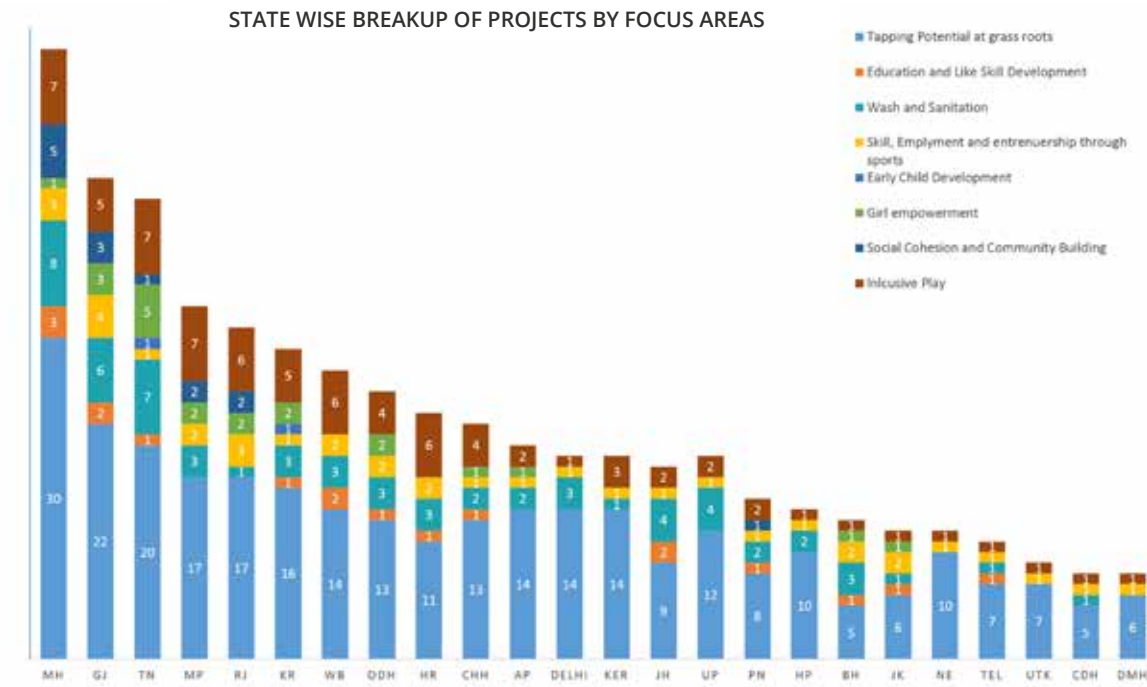
29. KPMG and CII, "The Business of Sports", <https://assets.kpmg.com> (September 2016)

30. National Skill Development Corporation, "Skill Gap Study for Sports (2012-17, 2017-22)", <http://www.nsdindia.org>

31. KPMG and CII, "The Business of Sports", <https://assets.kpmg.com> (September 2016)

32. Amit Tiwari, "Why Sports Startups Still Remain A Forbidden Fruit For Investors In India?", <http://techstory.in> (January 18, 2016)

Current status of CSR spending in sports for development through the impact lens is shown below:



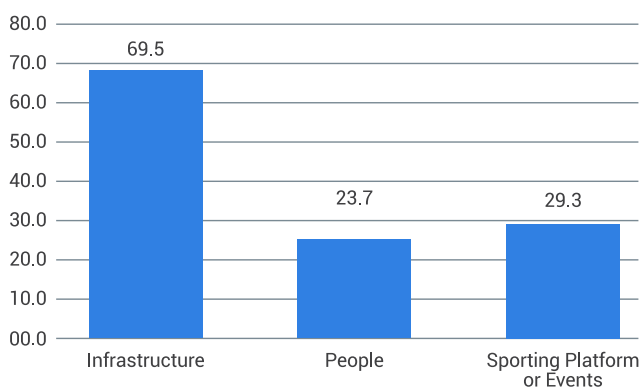
Source: NGOBox report on 123 companies and their sports projects.

Across all states in the country, most number of projects are focused on tapping potential at the grassroots. This is an interesting trend, since despite such a large focus of funds on this area, this is not translating to improved sporting performance as a nation. This calls for more meaningful investment in CSR in models that have been demonstrated to create impact and can achieve economies of scale.

Current status of CSR spending in sports for development through the ecosystem lens is shown below:

From an ecosystem point of view, the various

Focus Areas Of Sports Projects In Fy17, In INR Crores



Source: NGOBox, Sattva research

projects analysed can be focused on building infrastructure, supporting people, organising sporting platform/events, or any combination of these three factors to promote the sporting culture in India. We found that about 70% of the projects had a focus on building infrastructure necessary for providing sporting resources at the grassroots level. Corporate CSR spending is aligned to the fact that infrastructure building is one of the key focus areas.

In the following chapters, we explore the key opportunities to design, partner and implement effective CSR programmes in sports through the impact and ecosystem lens. We also present examples of ongoing CSR partnerships, key operational models in each of these development areas, and recommendations for strategic tie-ups and initiatives going forward.

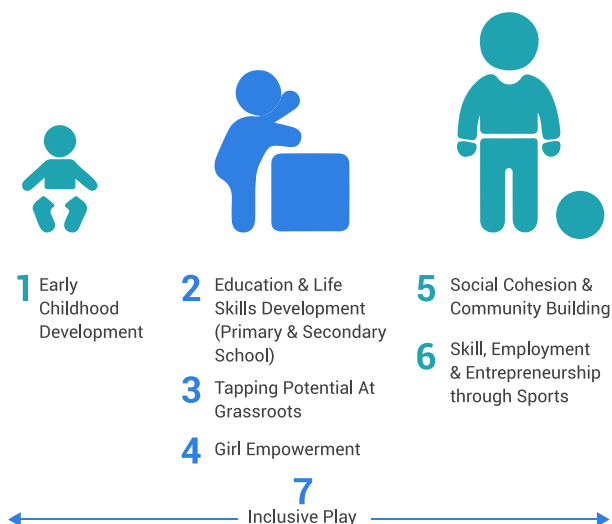
A young boy with dark skin and short black hair is smiling broadly at the camera. He is wearing a white long-sleeved button-down shirt and orange shorts. He is holding a large, weathered wooden cricket bat vertically in front of him with both hands. The background is a field of tall, dry grass. The image is decorated with several diagonal geometric shapes: a teal parallelogram in the top left, a light grey parallelogram in the top right, a light grey parallelogram in the middle right, a light grey parallelogram in the bottom left, a teal parallelogram in the bottom right, and a light grey parallelogram in the bottom right corner.

SUPPORTING SPORTS FOR SOCIAL TRANSFORMATION

SUPPORTING SPORTS FOR SOCIAL TRANSFORMATION

Sports interventions are applicable at any phase of a human life cycle and have the potential to create meaningful impact whenever they are introduced. While national sports policies currently in place are most conducive to dovetailing sports with education in an academic milieu and tapping potential at the grassroots, there are a host of other channels of intervention that can take place at other stages across the human life cycle that have the potential to create enormous social impact.

Here is a framework to look at areas in which sports can play a significant role in social transformation, across age groups:



The following section outlines each outcome linked intervention, the role of sports in achieving that particular outcome, government policies in place, and current models in India working in the space.

7 opportunity areas for CSR to invest in sports for social impact:



Early Child Development



Education & Life Skills Development



Tapping Potential at Grassroots



Girl Empowerment



Social Cohesion & Community Building



Skill Employment & Entrepreneurship Through Sports

1

EARLY CHILDHOOD
DEVELOPMENT (ECD)

In the two hours that Firdose [the teacher] is there in the Malur balwadi, she segregates children and delivers an age-appropriate curriculum. The older children get a reinforced school readiness module. The younger children get grounding, get used to the idea of playing and learning. All of them have plenty of playtime with the TLM, when they pick up knowledge about fruits and vegetables and forms of transport, or develop coordination skills. These children had never seen colour pencils and crayons before, let alone a paint box. Now they happily draw and paint, dabble and splash with Akshara's art material. Children are getting accustomed to socialisation processes too, peer interaction, sharing and giving, good conduct and discipline. They line their slippers neatly at the entrance, use the dustbin, queue up for the toilet.³³

–ECD experience at an Akshara Foundation balwadi

The Opportunity

➤ PREPARING A YOUNG CHILD FOR SCHOOL AND LIFE

The early years of a child's development (0-6) years are of paramount importance. It is at this stage that a child's cognitive skills, motor skills, social skills and emotional well-being are impacted, often in a permanent way.³⁴

Play is how children learn through 0-6. Learning through play is a fun way of acquiring skills, as it helps build self-confidence and encourages independent learning and the formation of concepts. Early childhood is when neuron connections in the brain are formed and the lack of adequate stimulation during this period can stunt a child's all-round development.³⁵

➤ ENSURING THAT INDIAN CHILDREN ENROL FOR PRIMARY EDUCATION

India has 3,65,43,996 children between the ages of 3-6 and 10,22,33,029 children between the ages of 0-3 with only 22% serviced by the ICDS scheme. Early Childhood Education, in India, focuses on the development of children between the ages of 3-6 and aims to get them ready for primary schooling. Pre-primary education plays a critical role in helping children ease into the school environment.³⁶

33. Akshara Foundation blog, <http://akshara.org.in/category/balwadi/>, accessed June 2017

34. UNICEF – Early Childhood Development: The key to a full and productive life

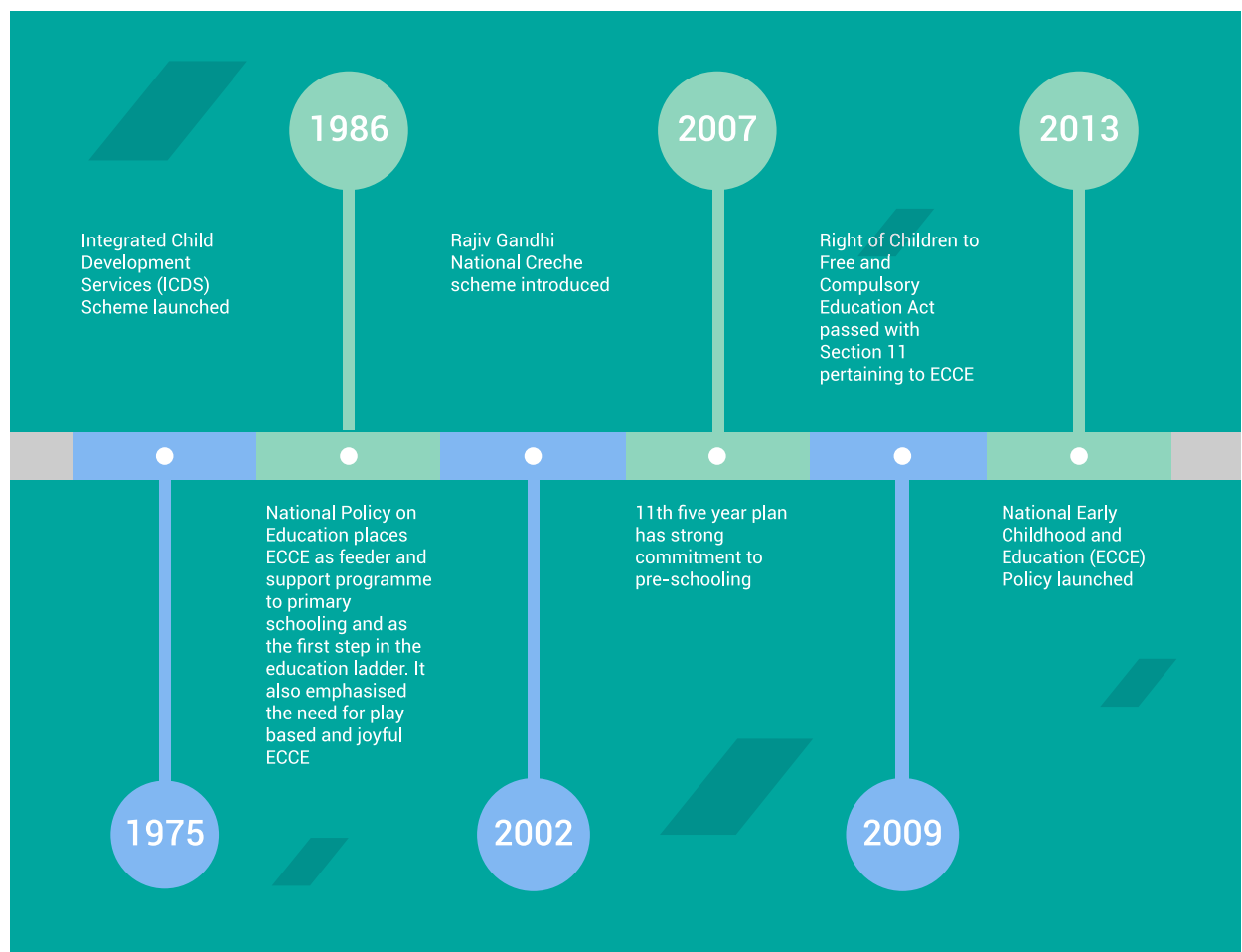
35. Akshara, 2014, "HYPERLINK "<http://akshara.org.in/wp-content/uploads/2014/12/The-Preschool-Years.pdf>" The Preschool Years"

36. ICDS, HYPERLINK "<http://icds-wcd.nic.in/icds/Qpr0314forwebsite23092014/currentstatus.htm>" Status as of 2015

Benefits Of Play

OUTCOMES FOR EARLY CHILDHOOD DEVELOPMENT	ROLE OF PLAY
Physical development (motor skills, hand-eye coordination) ³⁷	Play encourages new experiences, activities, roles and relationships ⁴⁰
Cognitive development ³⁸	Helps to explore and interact with the environment
Creative/aesthetic development	Encourages reviewing information frequently to draw insights
Good health	Improves visualisation
Social and emotional development ³⁹	Encourages critical thinking and cognitive abilities

Government Policies And Programmes



37. Active Living Research, "Active Education: Growing Evidence on Physical Activity and Academic Performance", http://activelivingresearch.org/sites/default/files/ALR_Brief_ActiveEducation_Jan2015.pdf, (January, 2015)

38. Florida National University, "The Link Between Sports and Academic Performance" <http://www.fnu.edu/the-link-between-sports-and-academic-performance/> (March 18, 2014)

39. The National Strategies, "Learning, Playing and Integrating", <http://www.keap.org.uk/documents/LearningPlayingInteracting.pdf> (2009)

40. National Council for Curriculum and Assessment; Learning and developing through interactions

Key Civil Society Models

INTERVENTION	ORGANISATIONS	HIGHLIGHTS (INNOVATION/ ECOSYSTEM/SCALE/ SUSTAINABILITY)
Pedagogy, learning materials, curriculum, training	<p>Sutradhar A learning resource centre that equips ECE teachers with a range of play materials, toys, books, folk games and early learning kits.⁴¹</p> <p>The Promise Foundation conducts training for anganwadi staff and ECCE teachers.⁴²</p>	Sutradhar has established a forum for advocacy and dialogue bringing together stakeholders on ECE.
Operating early childhood care centres, community awareness	<p>Akshara Foundation: Offers quality pre-school education by nurturing independent pre-primary balwadis, volunteer-supported government anganwadis, rural child centres and independent balwadis reaches over 150,000 children in Karnataka</p> <p>Hippocampus Learning centres: Run the operations of existing pre-primary schools by offering a holistic curriculum with age appropriate activities, curriculum, assessments and material for children between the ages of 2 and 6. Runs across districts in Karnataka.⁴³</p>	<p>The programme is integrated with the Sarva Siksha Abhiyan scheme (SSA) and funded by the Karnataka government, making the model scalable and sustainable.</p> <p>Hippocampus runs through own centres, existing pre-school divisions of government schools,</p>

CSR Programmes In Early Childhood Development

CSR programmes in early childhood development have mainly focused on funding and supporting effective models of delivering nutrition, stimulation and play in local communities where the corporates operate. Few have gone on to work with the government programmes to strengthen delivery of schemes such as the ICDS. Some examples:



41. Sutradhar.com, accessed June 2017

42. Akshara Foundation, " HYPERLINK "<http://akshara.org.in/wp-content/uploads/2014/12/The-Preschool-Years.pdf>" The Preschool Years", <http://akshara.org.in/wp-content/uploads/2014/12/The-Preschool-Years.pdf>, (September, 2008)

43. Hippocampus Learning Centres, <http://hlc.hippocampus.in/>, accessed June 2017

MODEL	ORGANISATIONS	SPORTS PROGRAMME	REACH AND IMPACT
Financing private ECE programmes	ING Vysya Bank Gruh Finance	Supported Akshara Foundation's balwadis programme upto enrolment in formal schools after two years. ⁴⁴ Supports the running of five early childhood education centres with a spending of INR 7.81 crores in FY 17 ⁴⁵	118 centres Five centres in Ahmedabad, Gujarat
Working to strengthen government delivery system - ICDS	Essar Foundation	Leveraging current ICDS resources and personnel, Essar Oil worked with the district health department of Kambaliya block to reduce malnutrition rates and promote good health among children.	Jamnagar district, Gujarat

Opportunities for CSR support in ECD

ECD continues to remain one of the most under-funded areas in education in India, and one with high potential for impact. CSR capital and resources towards the following can aid in making an impact:⁴⁶

- Philanthropic capital towards curriculum development and contextual learning kits and aids, anganwadi worker/teacher training and capacity building
- Funding proven models such as the Hippocampus/Akshara Foundation model in States where pre-primary enrolment is less than 10%: Lakshadweep, Telangana, UP, Tripura, Bihar, Jharkhand, Orissa, Chhattisgarh and Gujarat, Rajasthan and Madhya Pradesh. (DISE 2015-16)
- Engagement of new mothers and community members towards positive health and nutrition practices and play in the home environment

44. Akshara Foundation, "Math in Every Step: HYPERLINK "http://akshara.org.in/wp-content/uploads/Annual_report_24MB.pdf" Annual Report, 2015-2016", http://akshara.org.in/wp-content/uploads/Annual_report_24MB.pdf (2016)

45. Gruh Finance, "Annual Report, FY 17", <https://www.gruh.com/pdf/CSR-Annexure-2016-17.pdf> (2016-2017)

46. Expert interviews and secondary research, existing studies of ECE

2

EDUCATION AND LIFE SKILLS

“

1
23

People say, “you should stay at home and learn to cook and take care of the house.” Instead, they said, “She is a child. Let her play!” This is an extraordinary thing in my neighbourhood, where most friends my age stay at home, learning to take care of home and hearth at the cost of an education.” Gulafsha is now a member of Magic Bus’ Soccer team and is pursuing her higher education.⁴⁷

Gulafsha, 17, Dharavi, Magic Bus

”

The Opportunity

➤ INCREASING ATTENDANCE AND RETENTION ACROSS PRIMARY AND SECONDARY SCHOOLING

In spite of achieving universalisation, 11.9 million children (ages 6-13) in India are not attending school.⁴⁸ The average years of schooling in India are just 5.12 years. Free school physical activity and school sports have positive influences on concentration, memory, attendance and classroom behaviour.⁴⁹

➤ LEARNING OUTCOMES ARE CONSISTENTLY POOR ACROSS AGE GROUPS

Only 42% of Std 3 children can read a Std 1 text, 19% of Std 3 can do subtraction and 26% of Std 5 can do division.⁵⁰ Children are in school, but not learning well. Sports can support in enhancing academic outcomes.

➤ SPORTS AS A VEHICLE FOR IMPARTING LIFE SKILLS

Life skills or 21st century skills may be viewed as a range of psycho-social and cognitive abilities that equip children to make informed decisions and choices, manage their emotional well-being and communicate effectively.⁵¹ At present, the current status of life skills education in India is either just emerging or absent. Sports has consistently demonstrated potential to transform a student by enhancing him with essential life skills.⁵²

47 - Magic Bus, “Gulafsha’s Journey with Magic Bus”, <http://www.magicbus.org/case-stories/gulafsha> (2017)

48 - UNICEF, “Global Institute on Out-of-School Children” https://www.unicef.org/education/files/Global_Initiative_on_Out_of_School_Children_-_ESAR.pdf (2015)

49 - Trudeau, François, and Roy J. Shephard. “Physical education, school physical activity, school sports and academic performance.” *International Journal of Behavioral Nutrition and Physical Activity* 5, no. 1 (2008): 10.

50 - ASER, “ASER 2016”, <http://www.asercentre.org/Keywords/p/289.html> (2016)

51 - Central Square Foundation, “Life Skills in India”, <http://www.centralsquarefoundation.org/wp-content/uploads/2015/12/Life-Skills-Education-in-India.pdf>, (December, 2015)

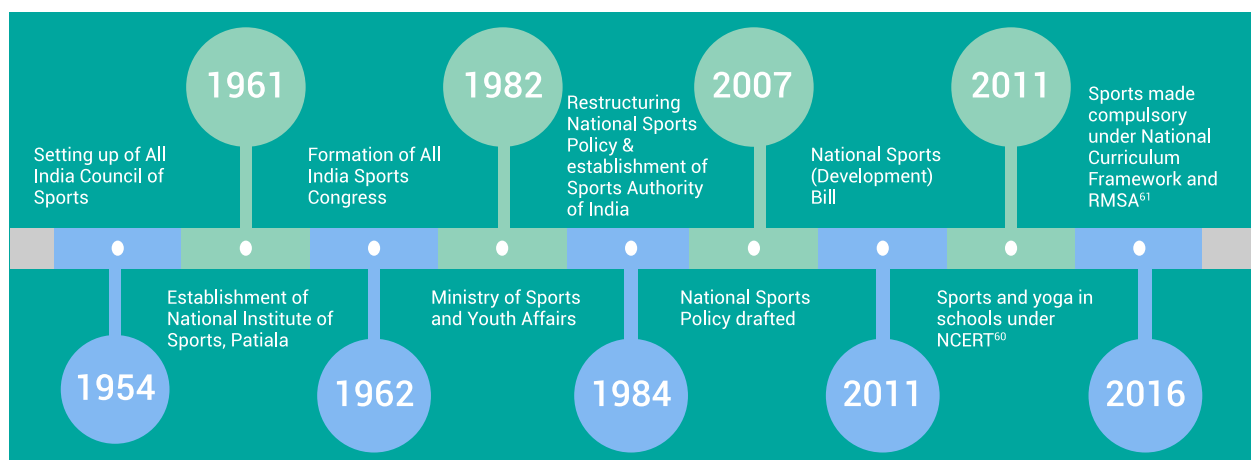
52 - Dream a Dream, “Dream a Dream: Impact Report”, [dreamadream.org/impact/item/download/39_ff37701555cd9f101953a87bade6d872\(2014-2015\)](http://dreamadream.org/impact/item/download/39_ff37701555cd9f101953a87bade6d872(2014-2015))

Benefits of Sports in Education and Life Skills

THEME	OUTCOMES	ROLE OF PLAY
Education (primary and secondary)	<p>Improve a child's attention span, enhance their cognitive control and speed up their cognitive processing.</p> <p>Improvement in attendance and academic performance.⁵³</p> <p>Reduction in risks of non-communicable diseases due to physical inactivity such as obesity, stroke etc.</p> <p>Physical, social and emotional well-being – to be more active, develop interpersonal skills and self esteem.</p>	<p>Integrating academic curriculum with theme-based sports encourages engagement with more hands-on learning and thinking, thereby increasing motivation and enhancing performance, along with making students more aware.⁵⁴</p> <p>Structured sports leads to increased concentration, better memory, enhanced creativity, more effective problem solving and an improved mood.⁵⁵</p>
Life skills development	<p>Self-efficacy and resilience, correlating with educational aspiration.⁵⁶</p> <p>Communication, team work, problem-solving.</p> <p>Increased confidence.</p> <p>Conflict management skills.</p> <p>Time management.</p> <p>Initiative taking, social interactions.⁵⁷</p>	<p>Students see gains in personal and social areas through sports.</p> <p>Students exposed to sports interventions have been reported to have goal setting, problem solving, positive thinking and have become better youth leaders than the control group in studies.⁵⁸</p>

Government Policies And Programmes

The National Sports Policy, 1984, was formulated with the objective of raising the standard of sports in the country. Even though the National Sports Policy, 1984 encompasses various facets in respect of encouraging sports in the country, the implementation of the same is not complete, with room for improvement.⁵⁹



53 : Magic Bus, "Magic Bus Impact", <http://www.magicbus.org/impact.html> (2017)

54. Sallis, James F., Thomas L. McKenzie, John E. Alcaraz, Bohdan Kolody, Nell Faucette, and Melbourne F. Hovell. "The effects of a 2-year physical education program (SPARK) on physical activity and fitness in elementary school students. Sports, Play and Active Recreation for Kids." American journal of public health 87, no. 8 (1997): 1328-1334.

55. Coe, Dawn Podulka, James M. Pivarnik, Christopher J. Womack, Mathew J. Reeves, and Robert M. Malina. "Effect of physical education and activity levels on academic achievement in children." Medicine & Science in Sports & Exercise 38, no. 8 (2006): 1515-1519

56. Interview with Magic Bus in June 2017

57. Dream a Dream, "Dream a Dream: Impact Report", dreamadream.org/impact/item/download/39_

ff37701555cd9f101953a87bade6d872 (2014-2015)

58. Holt, Nicholas L., Lisa N. Tink, James L. Mandigo, and Kenneth R. Fox. "Do youth learn life skills through their involvement in high school sport? A case study." Canadian Journal of Education/Revue canadienne de l'éducation(2008): 281-304.

59. Ministry of Youth Affairs and Sports, "National Policies", <http://yas.nic.in/sports/national-policies>, accessed June, 2017

60. NCERT, "Scheme on Quality Improvement in Schools", http://www.ncert.nic.in/rightside/links/pdf/syllabus/syllabus/Scheme_on_Introduction_of_Yoga_in_Schools_2010-11.pdf (April, 2010)

61. Press Information Bureau, "Promotion of Sports in Schools", <http://pib.nic.in/newsite/PrintRelease.aspx?relid=137285>, (March, 2016)

Key Civil Society Models

INTERVENTION	ORGANISATIONS	HIGHLIGHTS (INNOVATION/ ECOSYSTEM/SCALE/ SUSTAINABILITY)
Structured school programmes	<p>Edusports: Works with schools to implement a best-in-class Physical Education & Sports programme. The programme is designed to offer the same rigour in sports and physical education as in academics. Sports helps children improve their health and fitness levels dramatically.⁶²</p> <p>Magic Bus: Helps educate underprivileged children through a unique activity-based curriculum which uses activities and games to change attitudes and behaviours towards sensitive issues such as gender while also driving home key messages on health and education.⁶³</p> <p>Others: Just For Kicks, Kinder Sports, Fitness365</p>	<p>Edusports: Implemented through the SOAR platform- India's first integrated school sports and physical education platform. The EduSports SOAR platform has different modules specifically designed to address the critical needs of schools, physical education teachers, parents and children.</p> <p>Magic Bus: Has a strong cadre of 8500 local volunteers over 12 states who work with the communities, fundraising offices in multiple countries, and alliances with prominent corporates and government bodies.</p>
After school/ Community programmes	<p>Dream a dream: Offers crucial life skills coaching in an after-school approach by integrating sports and art in two different programmes.</p> <p>Art of Play: Works on development of both cognitive and non-cognitive skills such as planning, concentration and team work through sports in schools and coaching Physical Education teachers to impart sports education to students.</p>	<p>Dream a Dream has established well recognised metrics for measurement of life-skills like Time management, conflict management, etc. now being adapted by other organisations.⁶⁴</p> <p>Art of Play is a relatively new organisation but rapidly solidifying effective approaches to coaching.</p>
Young leader programmes	<p>Oscar Foundation: Oscar through football instils the value of education and empowers underprivileged children and youth with life skills to take responsibility of their community development.⁶⁵</p> <p>Others: Naz Foundation, YUWA, Bridge to Sports, Salaam Bombay Foundation</p>	<p>Oscar has reached 7 states; proving a scalable model and through these young leaders, OSCAR has successfully reached more than 3000 children.⁶⁶</p>

CSR Programmes in Education and Life Skills Development

Companies have been able to integrate structured sports programmes as a part of their ongoing community development initiatives, both in rural and urban areas. Popular models are:



"When we do a drill on passing, what we are teaching the children is collaboration. This develops over time and is different for different age groups. Children progress through the curriculum as the depth of life skills increases with age. We make the drills harder and more difficult as the kids grow."

– Vikas Plakkot, Just For Kicks



62 EduSports, <http://www.edusports.in/>

63. Magic Bus, "Magic Bus Impact", <http://www.magicbus.org/impact.html> (2017)

64. Interview with Mr. Hemant, Art of Play

65. Oscar Foundation, "Oscar Programmes", <http://www.oscar-foundation.org/programmes/>, accessed June 2017

66. Oscar Foundation, "Oscar Programmes", <http://www.oscar-foundation.org/programmes/>, accessed June 2017

MODEL	ORGANISATIONS	SPORTS PROGRAMME	REACH AND IMPACT
Support for structured school sports programmes	Asian Paints	Implementation of its Sport for Development programme along with Magic Bus. The programme aims at promoting education, gender equity and healthy practices among children and their communities.	6 Indian states 16,100 children reached
Access to sports among rural and marginalised communities	Ambuja Cements Foundation (ACF)	ACF reaches marginalised out-of-school, differently abled and girl children through formal and non-formal schools using sports as a tool. ⁶⁷	Maharashtra 390 schools

Recommendation for CSR programmes in education and life skills:

- While sports education programmes have received more support than other development areas, funding has focused mainly on supporting proven models, mainly in urban areas. There is room to support emerging startups and models that look at vulnerable and marginalised communities and geographically challenged areas in the Northeast.
- Strong PE programmes require trained coaches and PE teachers. Capacity building and incentive programmes for teachers and coaches are potential areas for CSR funding.
- Schools often need upgrading of existing playgrounds, even if they have one, or better equipment for sports.
- Sports remains one of the most effective vehicles to impart essential life skills among underserved populations. However, being an emerging area, indicators and standards are still being developed, and objective quantification of results is still very early. A portion of CSR budgets can go into funding measurement studies and pilots in this area.

67. Ambuja Cement Foundation, "A Time for Bold Measures", http://www.ambujacementfoundation.org/focus_areas/education_issue.html accessed June, 2017

3



TAPPING POTENTIAL AT THE GRASSROOTS



*"I am very thrilled and honoured by the love and support of everyone. I am very grateful to OGQ who have been supporting me for the last six years. They were the first ones to recognise my potential and support me when I needed it the most. I won my first senior International tournament in Maldives in 2011 which was fully funded by them including my coach from the Gopichand academy. They have always been there for me through thick and thin. Every athlete who represents the country needs this kind of support. I hope to bring more laurels to the country in future."*⁶⁸

-PV Sindhu, Olympic Silver Medalist



The Opportunity



INDIA'S UNTAPPED DEMOGRAPHIC DIVIDEND

The Indian demographic is one of the youngest in the world. 46% of the population is below the age of 25 years and the median age is 27.6 years.⁶⁹ If tapped, discovered and trained at the right time, sports can prove to be powerful tool of achieving sporting glory along with setting youth on a trajectory to overcome poverty.



ENCOURAGING SPORTS EXCELLENCE

Our largest contingent to the Olympics was 119 athletes for the 2016 Rio Olympics while our best display was at the 2012 London Olympics when we won 6 medals. India is best positioned to use the demographic dividend that it possesses and we need to start today by tapping our sports potential at the grassroots so that we can send better and more capable athletes in the years to come.

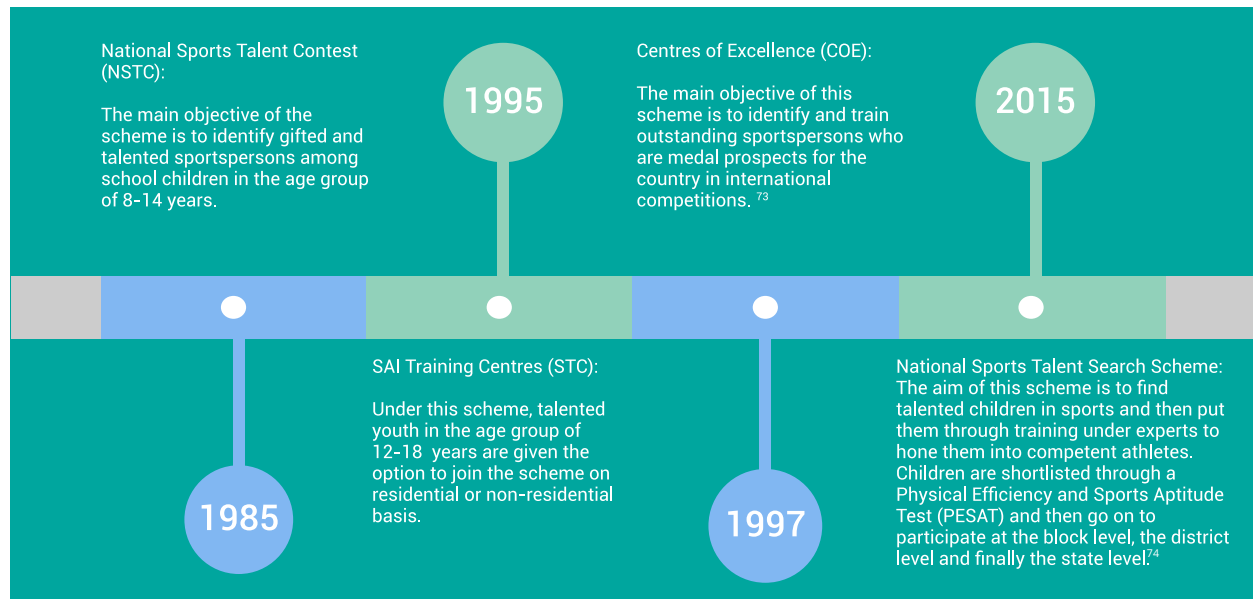
68: Olympic Gold Quest, "What People are Saying", <http://www.olympicgoldquest.in/testimonial.html> accessed June, 2017

69. CIA, "The World Factbook-India", <https://www.cia.gov/library/publications/the-world-factbook/geos/in.html> (accessed June, 2017)

Role Of Sport

OUTCOMES FOR THE AREA	ROLE OF PLAY
<p>Increased participation from the ground up in sports.</p> <p>Poverty alleviation through sports as a profession.⁷⁰</p> <p>Increased success in sporting (medals).⁷¹</p>	<p>Sports through this lens can increase national visibility and prominence, attracting more investment (both domestic and international) – leading to an increased sporting culture, improved infrastructure and a push to more athlete participation, culminating in a successful cycle.⁷²</p>

Government Policies And Programmes



CSR programmes in tapping grassroots potential

This represents one of the most funded areas by corporates, within and outside the ambit of CSR. Starting in a manner to support NGOs, funding has now increased to sports science, developing infrastructures and maintenance of the infrastructure, which are also critical needs. Some examples of CSR programmes which support grassroots potential:

ORGANISATION	SPORTS PROGRAMME	REACH AND IMPACT
JSW Steel	JSW has established many sport institutions to identify talent from within the company and from surrounding rural areas to foster competitive spirit amongst them.	12 JSW athletes represented India at the Rio 2016 Olympics including Sakshi Malik who won the Bronze medal for India at wrestling
Reliance Foundation	The Youth Sports and Young Champs programmes nurtures potential in basketball through scholarships, training and ongoing support	The Young champs programme has given 41 full time scholarships so far while the NBA programme has reached out to nearly 28 lakh students across India
Aditya Birla Group	Supports Olympic athletes and para-athletes	
Hindustan Zinc	Supported India's open water swimmer Bhakti Sharma's efforts in setting a new world record by swimming 1.4 miles at Antarctic Ocean. As a part of this sponsorship, she will also be training aspiring girl swimmers from the state of Rajasthan. ⁷⁵	

70 : UNICEF 'Sports and development', 2004

71 : Hong, Fan, Ping Wu, and Huan Xiong. "Beijing ambitions: An analysis of the Chinese elite sports system and its Olympic strategy for the 2008 Olympic Games." The International Journal of the History of Sport 22, no. 4 (2005): 510-529.

72. Berryman, Jack W. "From the cradle to the playing field: America's emphasis on highly organized competitive sports for preadolescent boys." Journal of Sport History 2, no. 2 (1975): 112-131.

73. Press Information Bureau – Government of India, 25 February 2015

74. Ministry of Youth Affairs and Sports: Guidelines on National Sports Talent Search Scheme, February 2015

75. Casagrande, "Why Indian sports needs a corporate boost", <http://www.casagrande.in/blog/why-indian-sports-needs-a-corporate-boost/> (May 12, 2015)

Key Civil Society Models

ORGANISATION	SPORTS PROGRAMME	REACH AND IMPACT
Discovering and nurturing talent	<p>Olympic Gold Quest (OGQ): Scouts for athletes who display potential to represent India at the international level, has a stringent selection process which tracks athletes for over a year before selection. Once selected, OGQ assumes complete responsibility for them.⁷⁶</p> <p>GoSports Foundation: Athletes can apply for scholarship and mentorship programmes. Once selected they are mentored and provided complete support.</p>	<p>OGQ: Has supported more than 100 athletes since inception including Olympians such as Saina Nehwal, PV Sindhu, Atanu Das and many others.</p> <p>GoSports Foundation: Has supported several international sportspeople and Olympians such as Kidambi Srikanth, Virdhawal Khade and Gagan Ullalmath and Paralympians such as Sharath Gayakwad, who is the first para-swimmer from India.</p>
Support system for sportspersons	<p>Abhinav Bindra Foundation: Supports formation and operations of a 'Khel Gaon' or Games Village, to convert villages into games centres with communities taking complete ownership. Chotte Champions is an in-school programme implementing an in-school sporting curriculum and 'house' competitions.</p>	<p>Khel gaons being set up with government partnership across 20 villages in Chandigarh and Punjab.</p>
Grassroot Potential	<p>YUWA: Empowers tribal communities and underprivileged girls through football</p>	<p>Yuwa has reached about 27,000 youth both directly and indirectly.⁷⁷ The girls are chosen based on their commitment to improving themselves through Yuwa, school and practice attendance, football skills, and their character. Every girl is ranked by her teammates based on these values: positivity, honesty, selflessness and if she inspires unity.⁷⁸</p>

Recommendations for CSR programmes in tapping grassroots potential

- Sports is often not a part of the CSR policy and hence becomes a challenge in terms of fund procurement. Increasing platforms and engagement avenues between sports NGOs and funders can help overcome this.
- There is a critical need to additionally support coach training programmes — from building curriculums to train-the-trainer models and financial and other incentives.

76. Interview with Viren Rasquinha, Olympic Gold Quest

77. Yuwa, "A YUWA GIRL'S JOURNEY", <http://www.yuwa-india.org/programs/> (accessed June, 2017)

78. Yuwa, "A YUWA GIRL'S JOURNEY", <http://www.yuwa-india.org/programs/> (accessed June, 2017)

4

GIRL EMPOWERMENT



"When my team played abroad, people in the village said that they want their daughters to play football too. I think that this is good because if all the girls come to play football and there are many new girls in Yuwa then these girls will have a chance to be somebody. If I was elected as a leader of my village I would start a coaching centre for everyone in the village so that I can make them aware of the problems with child marriage. I would start a good school for girls, and these girls will change the village. I am not a leader who only promises."

-Yuwa, Jharkhand

The Opportunity

➤ LOW GENDER EQUALITY IN INDIA

India ranked 131/146 countries in the gender inequality index by UNDP. In the past decade, while Indian GDP has grown by around 6%, there has been a large decline in female labour force participation from 34% to 27%, and male-female wage gaps have been stagnant at 50%. Cultural norms continue to play a huge role in perpetuating gender inequalities and ideas about gender-appropriate behaviour.⁷⁹ Sports can serve as an effective tool in increasing gender sensitivity and increasing female presence in mainstream community activities.

➤ LOW FEMALE PARTICIPATION IN SPORTS

Women and girls face discrimination in access to sports as athletes and spectators, and continue to face inequalities in professional

sports, media coverage, sports media and sponsorships. There isn't an enabling enough environment for women to succeed in sports.⁸⁰

➤ ADOLESCENT GIRLS ARE AN INVISIBLE POPULATION

India has over 120 million adolescent girls, 10% of the total population, yet, there are very few interventions targeted at this group. Adolescence, for many marginalised girls, means discontinued education, being forced into marriages, or having no agency over their lives. Poor sanitation and hygiene and lack of health awareness makes them more vulnerable to the risk of sexual health risks and harassment. There is good evidence that participation in sports can help breakdown gender stereotypes, improve girls' and women's self-esteem and contribute to the development of leadership skills.⁸¹

79: Huffpost, "Achieving Gender Equality In India: What Works, And What Doesn't",

http://www.huffingtonpost.com/the-conversation-global/achieving-gender-equality_b_12871168.html (November 08, 2016)

80. UN Women, "Sport has huge potential to empower women and girls"

<http://www.unwomen.org/en/news/stories/2016/2/lakshmi-puri-speech-at-value-of-hosting-mega-sport-event> (February 16, 2016)

81. UN Women, "Sport has huge potential to empower women and girls" <http://www.unwomen.org/en/news/stories/2016/2/lakshmi-puri-speech-at-value-of-hosting-mega-sport-event> (February 16, 2016)

Benefits of Sports

OUTCOMES FOR THE AREA	ROLE OF PLAY
<p>Increase in participation of women in sports and increase in the number of medal winning female athletes.</p> <p>Increased participation of women in community activities.</p> <p>Reduction in inequalities in access and quality of sports ecosystem support.</p> <p>Adolescent girl health improvement.</p> <p>Increase in awareness of reproductive and menstrual hygiene.⁸²</p>	<p>Sport provides women and girls with an alternative avenue for participation in the social and cultural life of their communities and promotes enjoyment of freedom of expression, interpersonal networks, new opportunities and increased self-esteem.⁸³</p>

Government policies and programmes



Key Civil Society Models

INTERVENTION	ORGANISATIONS	HIGHLIGHTS (INNOVATION/ ECOSYSTEM/SCALE/ SUSTAINABILITY)
Gender equality, life skills, mentoring, coaching, adolescent and reproductive health	<p>Yuwa Girls: Works with girls from tribal areas in Jharkhand through Football intervention programmes.</p> <p>Naz Foundation: Uses Netball as a tool to work with underprivileged girls in the domains of HIV and sexual health.</p> <p>The Kutumb Foundation: Works on gender equality through peer leadership via sports.</p>	Yuwa is one of the largest girls' football programmes in India, with 250 girl players.

82. WASH

83. Hartmann-Tews, I., & Pfister, G. (2003). Sport and women: Social issues in international perspective. Psychology Press.

84. CSRIDentity.com, "Central Government Schemes", <http://csridentity.com/governmentschemes/women.asp>, June 2017

85. National Health Mission, "Reproductive, Maternal, Newborn, Child and Adolescent Health", <http://nhm.gov.in/nrhm-components/rmnch-a.html> (accessed June, 2017)

CSR programmes in girl empowerment through sports

ORGANISATION	SPORTS PROGRAMME	REACH AND IMPACT
Standard Chartered	Goal is a global programme empowering adolescent girls from low-income communities with the skills they need to make discerning life choices and enable them to reach their highest potential. Through a blend of sports and life skills training, "Goal aims to empower and equip adolescent girls with the confidence, knowledge and skills they need to be integral economic leaders in their families, communities and societies." ⁸⁶	285,000 girls across 25 markets
GenPact	Genpact Partners with the Olympic Gold Quest to support women athletes. ⁸⁷	

Recommendations for CSR programmes in girl empowerment

- Investing in girls can bring about transformation in communities and societies. A sports programme can be a powerful extension to any programme (education/health/livelihood/community development) acting as a force-multiplier for gender empowerment efforts.
- Programmes in sports must take into account cultural sensitivity in terms of venue, uniform to make them comfortable, safe environment to foster conversations, in order to encourage better participation.
- Self-defense could be a welcome addition to a girls sports programme.

86. Standard Chartered, "We aim to empower adolescent girls using sport and life skills education so they can make informed life choices", <https://www.sc.com/en/sustainability/investing-in-communities/goal.html> (accessed June, 2017)

87. Genpact, "Genpact Partners with the Olympic Gold Quest to Support Women Athletes to Win at the 2016 Olympics", <http://www.genpact.com/about-us/media/press-releases/> (March 17, 2017)

5

SOCIAL COHESION AND
COMMUNITY BUILDING

"Frisbee has become a vital part of Besant Nagar and has had an impact on many lives and not just on the players. Local vendors get business during these tournaments. It has brought people from different walks of life together. So many people — from the elaneer seller to staff of the neighbouring restaurants — play the sport"⁸⁸

Manu Karan, President of Chennai Ultimate Frisbee

The Opportunity

➤ BUILDING THE SOCIAL FABRIC OF INDIA

India has been declared the second most unequal country in the world, with 1% owning 53% of the country's wealth.⁸⁹ Indian society is a picture of several inequalities — regional inequalities, gaps along caste lines, geographical areas, marginalisation due to gender, minority status and more. Weak social cohesion in these societies reflects struggles and efforts to come to terms with the paradigm.⁹⁰ Sports has the ability to serve as a tool to unite members of different communities, support peacekeeping, and create positive spaces.

➤ URBAN COMMUNITY BUILDING AND PHILANTHROPY THROUGH SPORTS

Rapid urbanisation has brought about a culture of collective loneliness, with little time for community conversations or informal get-togethers that instill a sense of belonging. Sports, surprisingly, is changing that in urban areas. The culture of marathon running has rapidly spread in India, bringing people from different strata together.⁹¹ Today there are more than 20,000 full time marathoners in India.

Neighbourhood cycling events have grown in size and participation, weekend fitness tribe workouts are common, ultimate Frisbee leagues are catching on in popularity, and several other community sports are seeing significant uptake.

Running as a group makes running enjoyable, brings in a sense of community ownership and becomes an avenue to build larger philanthropic involvement.⁹² This has made events like marathons an effective channel for raising awareness, fundraising, and bringing people together around a multitude of causes and issues.

➤ SOCIAL COHESION THROUGH THE REVIVAL OF INDIGENOUS SPORT

India has a rich tradition of indigenous sports such as kho-kho, kushti, kabbadi, silambam, gilli-danda, malkhamb, with so many of them developing organically within regions. These sports set a great ground for building local talent in sports and bringing communities to play together. E.g., the Yaosang festival, which is a 5-day Manipuri festival includes many sports such as marathon race, football, co – fighting, brisk walking, boxing, traditional wrestling, blind hit (chaphu thugaibi) etc.⁹³ Revival of indigenous sports within communities can strengthen the social fabric.

88. The Hindu <http://www.thehindu.com/news/cities/chennai/for-these-youths-ultimate-frisbee-is-a-game-changer/article7687219.ece>, accessed June 2017

89. Weforum, HYPERLINK "<http://www.weforum.org/agenda/2016/10/inequality-in-india-oxfam-explainer/>" www.weforum.org/agenda/2016/10/inequality-in-india-oxfam-explainer/, June 2017

90. Transformation and Social Cohesion in India, Palshikar Suhas, Bertelsman Stiftung (2016)

91. Sportskeeda, "The evolution of running in India over the last few years", <https://www.sportskeeda.com/running/evolution-running-india-last-few-years> (January 27, 2015)

92. The Economic Times, "Edelweiss CEO Rashesh Shah says running has made him a better leader".

<http://economictimes.indiatimes.com/magazines/corporate-dossier> (August 21, 2015)

93. E-PAO, "Rejoicing Sports in association with the Yaosang festival in Manipur", http://www.e-pao.net/epSubPageExtractor.asp?src=manipur.Sports_and_Manipur.Rejoicing_Sports_in_association_with_Yaosang_festival_in_Manipur_By_Mustaque_Ahmed (March 26, 2014)

Benefit Of Sports In Social Cohesion

OUTCOMES	ROLE OF SPORTS
<p>Inclusive and safe spaces created and reduction of violence in community.⁹⁴</p> <p>Preservation through cultural traditions in sports.</p> <p>Urban communities building.</p> <p>Communities fundraising, volunteering and supporting social causes.</p> <p>Urban community engagement.</p>	<p>Getting people from violent and marginalised backgrounds to participate in a focused team sport, helps team building and acceptance; serving as a tool to break the cycle of delinquency, bringing communities together overcoming barriers of caste and socio-economic status.</p>

Key Civil Society Models

INTERVENTION	MODELS	HIGHLIGHTS (INNOVATION/ ECOSYSTEM/SCALE/ SUSTAINABILITY)
Sports community building through events, on-going programmes in rural and urban areas	Isha Foundation: The Rural Olympics or Gramotsavam is a platform to celebrate South India's rural life and culture. Gramotsavam gatherings renew a sense of community by involving villagers, and men and women from all castes and economic levels.	Every year, the event showcases traditional rural cuisine and local arts and crafts, while folk songs and dances delight the 300,000+ attendees. ⁹⁵
	Durbar Mahila Samanwaya Committee (DMSC): Took an initiative to build-up a sports team comprising around 100 children of sex workers from various red light areas and other indigenous communities like 'Shabar' from rural areas of West Bengal State of India. ⁹⁶	
	Runner's High: A Bangalore-based social enterprise, Runner's High trains urban communities in achieving their potential through running, while also fundraising for non-profits, coaching children from low-income communities, training them towards Special Olympics and other running events. ⁹⁷	
	Ultimate Frisbee Groups: Ultimate Frisbee is designed to be an inclusive sport: it is self-refereed, men and women play on the same teams, teams are rewarded for sportsmanship, and it is a natural tool for youth development.	Gaining popularity, Ultimate Frisbee has over 1000 players and 17 teams in India, and growing. Ultimate Frisbee has been used extensively in development programmes. ⁹⁸

94.Skinner, J., Zakus, D. H., & Cowell, J. (2008). Development through sport: Building social capital in disadvantaged communities. Sport management review, 11(3), 253-275.

95.Isha Foundation, "Gramotsavam", <http://www.ishafoundation.org/Sports/evening-games-bullock-cart-race-throwball-field-events-rural-olympics-isha-foundation.isa> (accessed June 2017)

96.Durbar Mahila Samanwaya Committee, "Sports", <http://durbar.org/html/sports.aspx> (accessed June, 2017)

97.The Hindu, "Santhosh Padmanabhan gets high on running", <http://www.thehindu.com/news/cities/bangalore/santhosh-padmanabhan-gets-high-on-running/article4820773.ece> (June 17, 2013)

98.Quartz India, "Why is India flipping over Ultimate Frisbee?", <https://qz.com/416311/why-is-india-flipping-over-ultimate-frisbee/> (June 01, 2015)

CSR Programmes In Social Cohesion Through Sports

ORGANISATION	SPORTS PROGRAMME & REACH
TATA Steel	Residential training programme for tribal children around the company plants. ~300 children of this region trained in Sekkor by trainers from Jharkhand. ⁹⁹
OIL India Ltd	For around two decades OIL has been involving local youth clubs and school children in promoting games and sports with focus on athletics, by organising Rural Sports events in villages in its operational areas in Assam, in collaboration with social groups, district administration and sports bodies.
Decathlon Foundation	The Decathlon Foundation aims to improve the employment prospects of those who benefit from the Decathlon community sports projects, through education, training and work opportunities.

Recommendations for CSR programmes in Sports for Community Development

- Schools being the centre of communities in rural areas, there is potential to develop community sports programmes centered around schools
- Urban community sports such as marathons, cycling or ultimate Frisbee, offer great to strengthen the social fabric in cities and towns to crowdfund and grow various social causes

⁹⁹ Indiacsr, "Tata Steel starts tribal sport Sekkor residential training at Noamundi", <http://indiacsr.in/tata-steel-starts-tribal-sport-sekkor-residential-training-at-noamundi/> (April 17, 2017)

6

SKILL, EMPLOYMENT & ENTREPRENEURSHIP THROUGH SPORTS



Homkant is the son of a marginal labourer who comes from a remote village called Ner, near Yavatmal in the state of Maharashtra and left his home when many farmers in his area were committing suicide due to the harsh economic situation they were facing.

In Yavatmal he came across kids participating in the Zopadpatti Football Tournament one day and before he knew it his life took a new direction. Joining in with a competing team his "can do" attitude was noticed more than his ability and Homkant was successful in the trials for the Homeless World Cup team in 2008, represented India in Melbourne.



Returning from Australia, he began to help out with the Slumsoccer tournaments and was given a full time post with them early in 2009. India was chosen as one of the pilot countries for the Football Plus programme and Homkant took the opportunity to train as a coach and now works with groups of street children and slum and shelter dwellers creating teams, delivering coaching sessions and organizing tournaments for the Homeless World Cup.

-Homkant Surandase, Slum Soccer¹⁰⁰



The Opportunity

▶ THE INDIAN SPORTS INDUSTRY IS RAPIDLY GROWING

The global sports industry is estimated to be 1% of the global GDP at USD 600-700 billion which includes sports infrastructure, sports events, sports hospitality, training and manufacturing and retail of sports goods.¹⁰¹ Amongst them, sports infrastructure is a recognised industry in India.

The sports goods industry has been in existence for more than a century in India and is pegged roughly at about USD 3.6 billion. Meerut, along with Jalandhar, account for nearly 75% of the total production of sports goods in India and employ more than 4 lakh people.¹⁰² India exported sports goods worth around USD 180 million in FY2014-15 growing by 17.2% year-on-year.

▶ THERE IS ACUTE SHORTAGE OF SPORTS MANPOWER IN INDIA

According to NSDC skill gap estimates, India is short of 2 million coaches to achieve its 2022 goal for 26 elite sports. In addition to that, supporting trainers, medicine experts, psychologists and nutritionist are in short by 80,000. We are in short of 40,000 PE teachers every year.¹⁰³

▶ THE SPORTS START-UP INDUSTRY IS EMERGING

Sports startups are on the rise — including companies involved in sports infrastructure, data/content aggregation, education and training, online retail, technology and online ticket booking. From ventures such as Smaash Entertainment and Kick which provide experiential infrastructure for playing outdoor games, to data analytics firms like SlamDunQ and Fantain providing information to help athletes improve their performance, tech startups in sports are on the rise.¹⁰⁴

¹⁰⁰ Slum Soccer, accessed June 2016

¹⁰¹ KPMG, "The Business of Sports", KPMG: The Business of Sports, <https://assets.kpmg.com/content/dam/kpmg/in/pdf/2016/09/the-business-of-sports.pdf> (September 2016)

¹⁰² The Hindu, "Meerut's sports goods industry clean bowled, 23 November 2016", <http://www.thehindu.com/news/cities/Delhi/Meerut-s-sports-goods-industry-clean-bowled/article16684043.ece> (November 23, 2016)

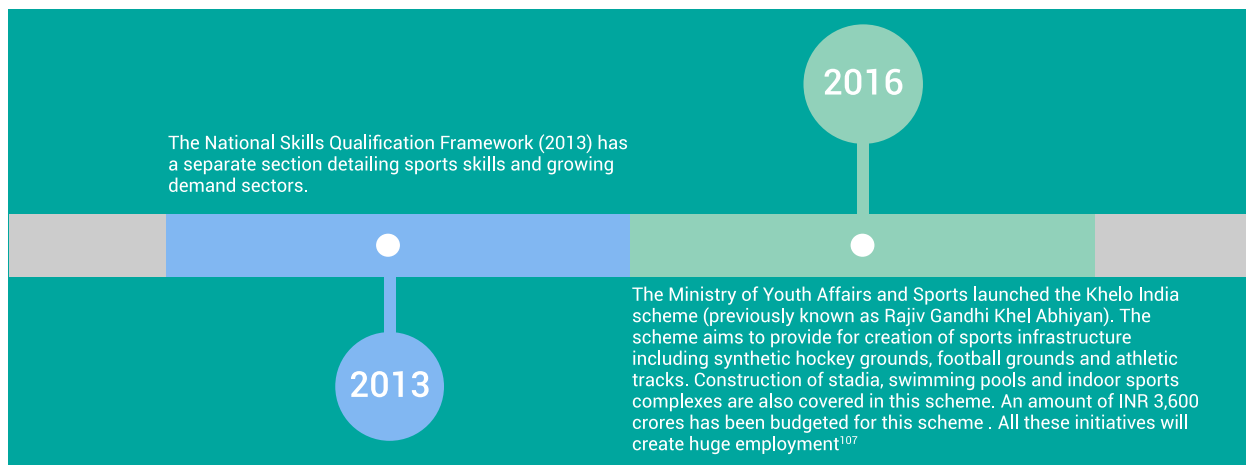
¹⁰³ Ernst and Young, "Skill gap study for sports (2012-17, 2017-22)", <http://www.voced.edu.au/content/ngv%3A61357> (2012)

¹⁰⁴ KPMG, "The Business of Sports", KPMG: The Business of Sports, <https://assets.kpmg.com/content/dam/kpmg/in/pdf/2016/09/the-business-of-sports.pdf> (September 2016)

Role of Sport

THEME	OUTCOMES	ROLE OF PLAY
Sports entrepreneurship, skill development and employment	<p>Increased income/sustainable livelihood through sports (playing, service provision, manufacturing).</p> <p>Increase in number of jobs related to sports.¹⁰⁵</p>	<p>Thriving sports teams can grow local economies, spurring job creation in allied industries/services.¹⁰⁶</p> <p>The growing sports ecosystem throws open jobs, need for service personnel.</p> <p>Mandatory PE requirement by schools opens opportunities for trained coaches.</p>

Government policies and programmes



Key Civil Society Models

INTERVENTION	ORGANISATIONS
Vocational training & Employment	<p>Bridge of Sports: Aims to create paths of employment in sports and sports related fields with a focus on coaching</p> <p>Labournet: enables employment through partnership with educational institutions such as schools and universities to provide vocational education, implement sports curriculum or provide teacher training</p>

CSR Programmes in sports skill development and employment

ORGANISATION	SPORTS PROGRAMME	REACH AND IMPACT
JSW Steel	Honorarium to sports coordinators and players	Himachal Pradesh, Karnataka, Maharashtra
Reliance industries	Skill enhancement in sports among youth	Kerala, Punjab

Recommendations for CSR programmes in skill and employment

- CSR funding can be utilised to effectively develop the value chain for sports employment including training programmes and curriculum for coaches and service personnel, infrastructure and equipment for training
- Training and placement of youth in emerging sports jobs in the sector can be well-funded by CSR programmes

105. Sports, Physical Education, Fitness and Leisure Skills Council, NSDCs

106. Sportsanddev.org, "Sport as a means to build skills for employability",

<https://www.sportsanddev.org/en/learn-more/economic-development/sport-means-build-skills-employability> (accessed June 2017)

107. Ministry of Youth Affairs and Sports: Khelo India – Mission Directorate

7

INCLUSIVE PLAY



"Devender Pal Singh, 39, lost his leg during the Kargil War between India and Pakistan in 1999 when a bomb exploded just meters away from him, piercing his body with shrapnel.

After a subsequent operation, his right leg became infected and had to be amputated. At one point doctors didn't think he'd pull through. "This is my second life," he says from his home in Noida outside Delhi, "because I was pronounced dead. I am one of the chosen ones."



Refusing to be overcome by the physical or mental challenges of losing a limb, he became a marathon runner, eventually being dubbed India's blade runner owing to the blade-style prosthetic he uses."¹⁰⁸

-CNN India



The Opportunity

➤ INDIA IS NOT A DISABLED FRIENDLY COUNTRY

Around one billion people live with disabilities globally -- they are the world's largest minority. Of this number, as many as 40-80 million live in India, though the underdeveloped infrastructure across much of this vast country makes it difficult to get around.¹⁰⁹

➤ SUPPORT FOR PARA-ATHLETES

Indian para-athletes performed better than their Olympic counterparts, scooping up medals in the 2016 Paralympics.¹¹⁰ However, these athletes have to face an uphill task because of infrastructural and financial issues at multiple levels — no government funding, no unified body to represent them, or private funding support.¹¹¹

108. CNN, "Disability in India", <http://edition.cnn.com/2013/12/27/world/asia/india-disability-challenges/index.html>, December 27, 2013

109. United Nations

110. First Post, "Paralympics 2016: With four medals, Indian athletes secure best ever haul for country", <http://www.firstpost.com/sports/paralympics-2016-with-four-medals-indian-athletes-secure-best-ever-haul-for-country-3009108.html> (September 18, 2016)

111. Sportskeeda, "Mission Paralympics 2016: Help India's athletes!", <https://www.sportskeeda.com/adaptive-sports/mission-paralympics-2016-help-indias-para-athletes> (May 27, 2015)

Benefits of Sports

OUTCOMES FOR THE AREA

Increase in number of medals at the Paralympics.

Accessible facilities for the differently-abled.

Enablement of the differently-abled to play sports.

Key Civil Society Models

INTERVENTION	ORGANISATIONS	HIGHLIGHTS (INNOVATION/ ECOSYSTEM/SCALE/ SUSTAINABILITY)
Inclusive play spaces	Kilikili's purpose is to create public play spaces that can be used by all children, with or without disabilities. ¹¹²	Kilikili has been supported by the Bangalore Municipality and has received appreciation from UNICEF and UNESCO due to proliferation of disabled friendly parks in the city.
Access to play and participation	<p>Samarathanam: Offers Cricket for the Blind in India, disabled cricketers are exposed to other facets of the sport that they might have not encountered on account of their disability- discipline, teamwork, fitness, strategic planning and the spirit of competition.</p> <p>GoSports Foundation: Trains and nurtures para-athletes to participate in international competitions</p>	<p>Samarathanam: Supported by the World Blind Cricket Council</p> <p>GoSports Foundation has supported several para-athletes at the international level</p>



112. Kilikili, <http://www.kilikili.org/>, June 2017

CSR Programmes In Inclusive Sports

ORGANISATION	SPORTS PROGRAMME	REACH AND IMPACT
IndusInd Bank	The Bank has partnered with Go Sports Foundation to support 15 differently abled athletes in the first year, to train them to win medals for the country in the Paralympics to be held in Rio. The Paralympics provides a platform to showcase the sporting prowess of people with disabilities while also serving as a catalyst for disability rights through ensuring integration, equality of opportunity, and accessibility of the built environment. ¹¹³	15 differently abled athletes
Sony Pictures	Sony Pictures Networks India (SPN) has partnered with the GoSports Foundation to identify and support Indian para-athletes across multiple Paralympic disciplines. The support covers high performance training, travel and competition needs, nutritional counselling, fitness and injury management, rehabilitation, physiotherapy and strength training. ¹¹⁴	11 paralympians



“Systems and processes are the biggest challenge as much of the time goes in figuring out the process of support for athletes to participate in tournaments, precious time which should be invested in training. Athletes hardly receive money for treating injury or rehabilitation.”

– Deepthi Bopaiah, CEO, GoSports Foundation



Recommendations For Csr Programmes In Inclusive Sports

- With funding for para-athletes itself being a challenge, there is not much focus on coaches or coach training. CSR funding for paralympics training could give a further boost to the strong foundation that has been set among paralympians in the last few years.
- India's first Olympic gold medal in an individual sport was won by a Paralympian, an amputee, for javelin throw. Given the promising potential of para-athletes and the funding crunch they face, CSR support across training platforms and avenues will spur more to take up sports and find purpose and inclusion.

113. CSRBox, "CSR Projects", <https://csrbox.org/India-list-CSR-projects-India#> (accessed June, 2017)

114. Business Line, "Sony Pictures Networks India supports India's Paralympian's for the upcoming Rio 2016 Paralympic Game", <http://www.thehindubusinessline.com/business-wire/sony-pictures-networks-india-supports-indias-paralympians-for-the-upcoming-rio-2016-paralympic-games/article9026405.ece> (August 24, 2016)

CALL TO ACTION: A COLLABORATIVE PLATFORM TO DELIVER SPORTS IN SCHOOL

Some key impediments and challenges in the germination of sporting culture in India are as follows:

➤ **Lack of awareness about the importance of sports**

"Sports should be promoted as a subject in schools. Without it, it's difficult to get a large part of the population to play sports. We do not have a sport playing population in India at the moment, and to make India a sport playing population, we have to introduce sports in schools."

- Abhijit Kunte, Chess Grandmaster

➤ **No standardised or specialised sports curriculum for effective implementation**

"A standardised curriculum for Transfer of Technology (ToT) should be devised as currently only Patiala is providing ToT, and the curriculum there has not been revised for 40 years. Physical Education is understood as exercises and not life skills which can help in improvement in the game of children on a scientific basis."

-R. Ramaraj, Director, Olympic Gold Quest

➤ **No appropriate equipment for sports education**

"Sports equipment is costly and we need to have a place to house the equipment and somebody who can supervise the maintenance of the equipment. These are cost intensive propositions considering the budget available."

- Sanjay Bhattacharya, CSR specialist, LafargeHolcim

➤ **Lack of specialised or trained physical education instructors and coaches**

"Coaching is an unorganised sector. We have coaches who are not trained in coaching but players who have become coaches. We have students who have passed out of colleges who are PE teachers more than being sports teachers. PE is different from sports and the analogy is similar to knowing numbers and putting those numbers in an equation. We do a 100-hour training programme for coaches we find. We get the coaches on our payroll. We generally match the coach's salary with the salary the PE teacher in the school is getting."

- Nikhil Ladda, Co-founder, Kinder Sports

➤ **Lack of identification of a good go-to-market or engagement strategy**

"In-school sports has a scalable model as there are 1 million government schools and 100,000 private schools in India. In-school programmes are highly under-funded and have the highest opportunity at the lowest cost."

-Saumil Majmudar, CEO, EduSports

A COLLABORATIVE EFFORT TO BUILD A STRONG EDUCATION SPORTS PROGRAMME IN SCHOOLS

Objective: The CII Sports in-school model aims to solve the above impediments by incorporating key strategic elements: sports integrated with the rigour of the schooling system is one of the best ways to achieve all the outcomes discussed in detail in this report. Since the model aims to ingrain sports within the child's school timetable, it becomes part of a daily routine, and over time, a way of life.

COMPONENTS OF THE COLLABORATIVE PLATFORM MODEL

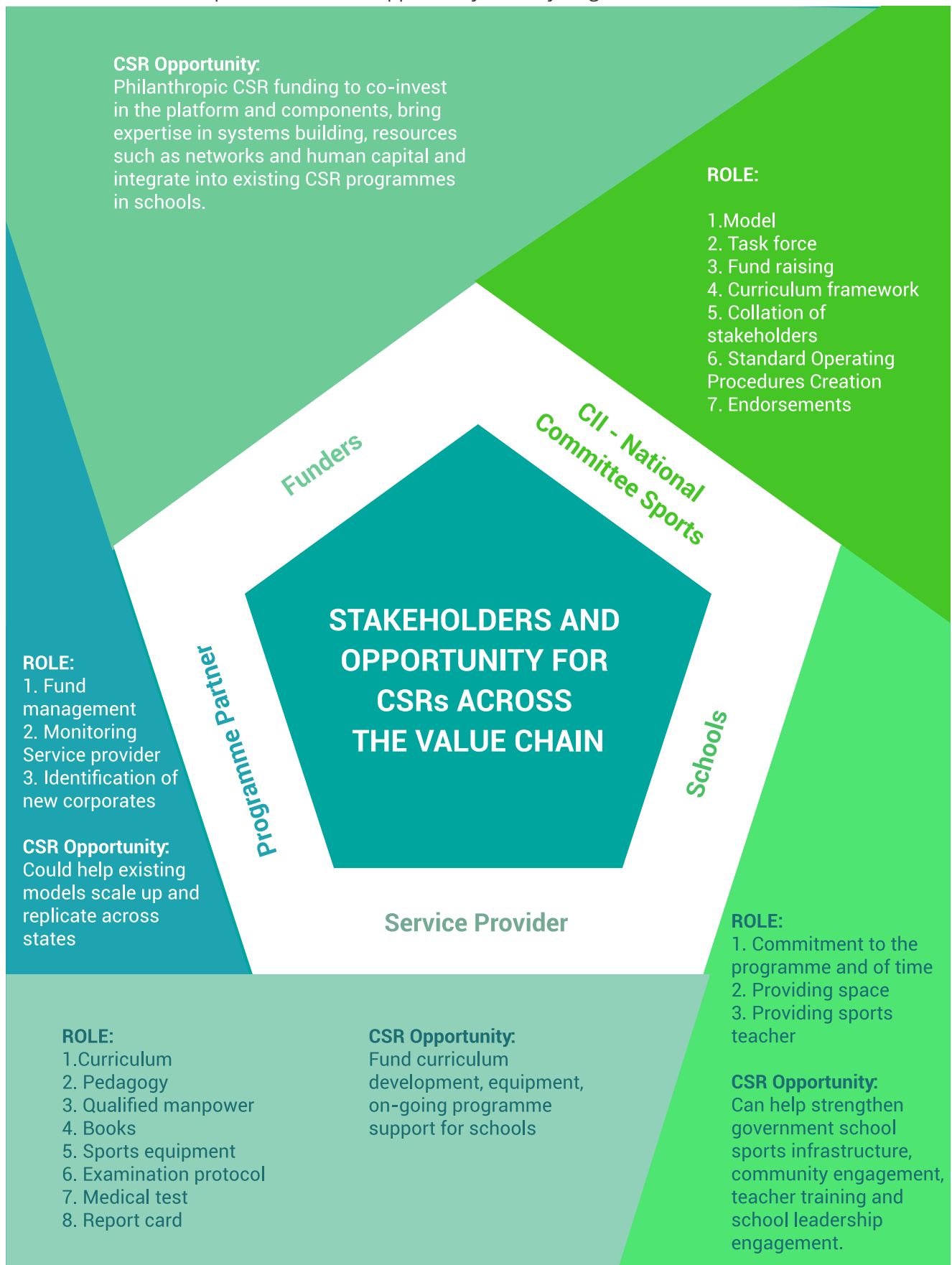
Trained Teachers	*Vehicle to deliver integrated sports programme in school *Could be existing sports teachers who will be subject to training to deliver standardised curriculum
Age appropriate curriculum	*Modular standardised age wise curriculum development *Skills for each age group to be mapped and tested
Individual assessment and report card	*Separate sports report card to be released along with academic card *Both fitness and skill related metrics ascertained
Systematically designed lesson plans	Time wise lessons mapped out for efficient delivery, skill enhancement, scalability and replicability
Develop existing sports infrastructure	Building, improving and maintaining infrastructure required to deliver sports in schools in India
Robust monitoring system	Monitoring and evaluation methods to improve processes during and after pilot and subsequent roll-out
Age appropriate equipment	Equipment required for instilling each skill set age-wise, to be gathered and stocked at each school

	PRIVATE SCHOOLS	GOVERNMENT SCHOOLS	AIDED SCHOOLS
Management	Independent trust	Municipal board	Local trust
Quality of education	Good	Poor	Average to good
Space availability	Limited space	Availability of playgrounds	Limited infrastructure for sports
Sports equipment	Available		
Sports coaching	Teacher available	No teacher	No teacher
Monthly fees	Rs. 1500 - 5000	Rs. 20-50 or free	Rs. 100 - 500
CSR funds applicability	Not applicable	Applicable	Applicable

Delivery model in schools (Third party service providers vs. existing resources in schools)

	SLS: School Learning Solutions	ToT: Training of trainers programme
Model	Sports education through service providers recognised by CII-Sports	Sports education through existing school sports teachers
Time required	3 periods (45 mins) weekly per student; Easier to implement since service provider will customise the sports curriculum as per respective level (primary/ secondary/ Sr. secondary) and ensure attendance and participation by students	3 periods (45 mins) weekly per student + 180 hours of skill training on sports for Primary & Secondary sports teacher

Role of stakeholders in platform and CSR opportunity at every stage:



The next steps in converting this vision to execution would be to plan and implement a pilot in 100 schools with all partners involved.



**FOUNDATIONAL INITIATIVES:
GETTING INDIA TO PLAY**

FOUNDATIONAL INITIATIVES: GETTING INDIA TO PLAY

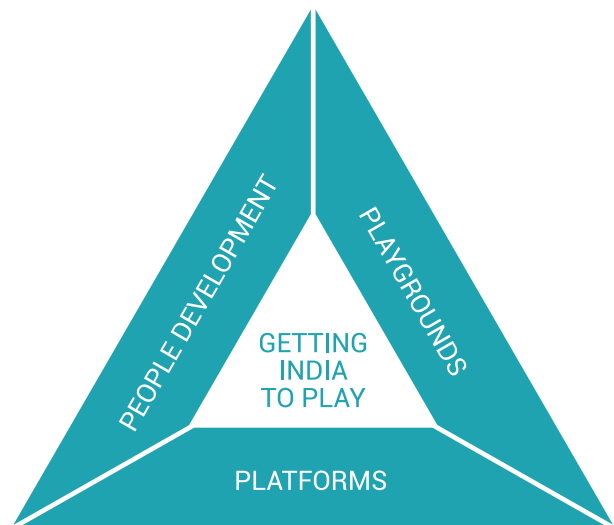
While the 100+ Indian contingent and two medals at the 2016 Rio Olympics marked a decisive break from times when there would be only a few sportspersons even qualifying for an international event, the numbers are still marginal for a country which has 1.3 billion people, 50% of whom are below the age of 25. While there are several factors at play, from facilities to funding and coaches, at the heart of the matter is the **lack of a ground-up sporting culture**.

Sporting culture is a combination of tangible and intangible elements — the number of fans that turn up to watch local sports, the importance given to sports by schools and parents, the presence of playgrounds in urban environments, local teams, local platforms that showcase and highlight lesser-known sports and sporting talent, local coaches and champions from the community — these are but some measures of a thriving sporting culture.

Yet, a strong sporting culture is what we need to get India to play. Building a nurturing ecosystem for sports to thrive, from the grassroots all the way up, needs strong foundations. We have identified three areas where corporates can play a significant role in growing the ecosystem: Playgrounds, People development, and Platforms.

EVERY SCHOOL AND NEIGHBOURHOOD NEEDS A PLAYGROUND

Giving children an opportunity for free play is paramount, and playgrounds are a fundamental



enabler in this process. Playgrounds are not a priority area in education: only 60% of primary and 78% of secondary schools in India on average have a playground, a figure that has not improved in the last seven years. The individual state numbers are even more stark — only 30% of schools in Odisha and 32% of schools in Jharkhand have a playground.¹¹⁶ As per the Right To Education (RTE) Act of 2009¹¹⁷, all schools, both public and private, were expected to meet infrastructure norms - which includes a playground - within three years, i.e. by 31 March, 2013. However, the government relaxed rules through a 2012 amendment, stating that “..due to space difficulties in providing playgrounds within the school premises, it is not necessary anymore for schools to have a playground facility. However, schools must ensure to provide alternative arrangements for children in nearby parks for children to engage in outdoor/physical activities.”¹¹⁸

116 Protiva Kundu, Gaurav Singh, Surajita Rout, Khwaja Mobeen Ur Rehman, “How have States designed their education school budgets?” <http://www.cbgaaindia.org/>, 2016

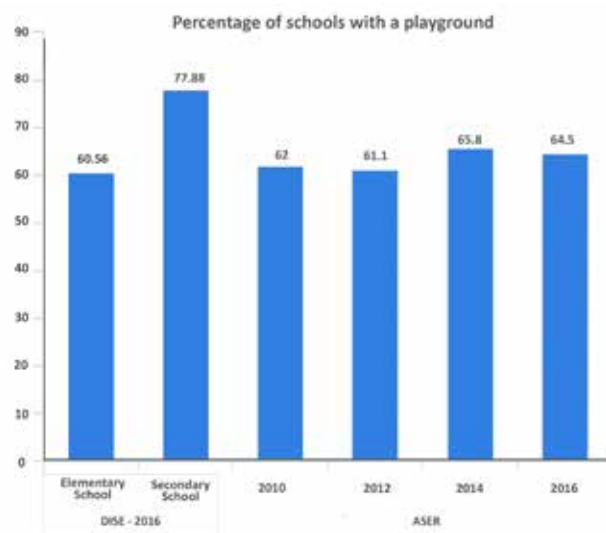
117 The Right of Children to Free and Compulsory Education Act 2009, accessed in June 2017, <http://eoc.du.ac.in>

118 Requirement of Playgrounds specified under Right of Children to Free and Compulsory Education Act 2009, accessed in Jun 2017, <http://mhrd.gov.in/>

119 Annual Status of Education Report (ASER) defines a playground as an area within the school premises with a level playing field and/or school playing equipment eg: slide, swings etc, accessed in June 2016, www.asercentre.org

120 The Hindu, 2016, In India, sport is divorced of play

121 Hindustan Times, “Vacant DDA plots to turn interim playgrounds”, 2015, <http://www.hindustantimes.com/>



Source: ASER, DISE 2016¹¹⁹

Secondly, amidst rapidly shrinking urban open spaces and the jostling between children being coached and children being allowed free play, the need to discover, reclaim or adapt existing spaces becomes important.¹²⁰ Unused open spaces and school playgrounds are underutilised and have potential to be used for community sports in the evenings. In 2015, the Delhi Development Authority planned to convert unused vacant plots into playgrounds for children.¹²¹

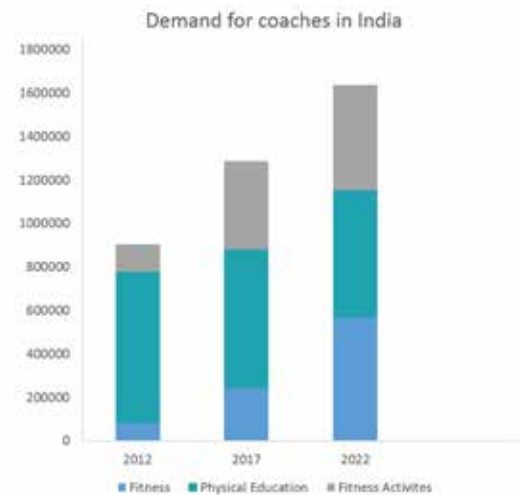
SOME INITIATIVES IN INCREASING PLAY SPACES

EVENING PLAY SESSIONS

Art of Play Foundation runs structured sports programmes towards the physical, social and emotional development of children. PVR Cinemas, in partnership with the Art of Play Foundation, through their CSR programme, run evening playing and coaching centres around their physical complex in Delhi.¹²²

ECO-FRIENDLY, AFFORDABLE PLAYGROUNDS

Anthill Creations, a Bangalore-based sports social enterprise, creates low-cost playgrounds constructed out of recyclable tires and other materials for the underprivileged. Corporates such as Michelin India have supported Anthill Creation playgrounds, which also offers avenues for DIY playground projects and employee volunteering.¹²³



IMPROVING SCHOOL SPORTS INFRASTRUCTURE

Aarti Drugs, through their CSR programme and several partners, have made contributions to primary schools in villages in Gujarat for sports facilities and equipment.¹²⁴

WE NEED AN ARMY OF TRAINED AND MOTIVATED COACHES AND PHYSICAL EDUCATION (PE) INSTRUCTORS

The NSDC skill gap analysis on sports qualifies that India has an annual shortage of 40,000 PE instructors and over 30,000 elite and non-elite coaches to achieve the goals of 2022.¹²⁵

Coaches and skilled trainers are vital to the development of a sporting culture in India. Apart from providing specialised sports training, coaches can be hugely influential in helping kids learn about themselves, build relationships with others, and overcome obstacles, leading to better social development outcomes.¹²⁶ Children who are coached early perform better in education, are able to utilise their time more productively and are driven.¹²⁷

SOME INITIATIVES IN PEOPLE DEVELOPMENT IN SPORTS

Training For Swimming Coaches

Glenmark Aquatic Foundation has built a core team of experts for the strategic long-term development of swimming as a sport in India. As part of the initiative, Glenmark Foundation has been conducting coaching clinics in association with the American Swim Coaches Association.¹²⁸

¹²² Art of Play Foundation, Interview, June 2017

¹²³ "Anthill Creations," accessed in June 2017, <http://www.anthillcreations.org/>

¹²⁴ NGOBOX, "CSR Projects in Sports Promotion," 2016-17

¹²⁵ NSDC, "Skill gap study for sports," 2012-17, 2017-22, <http://www.nsdhindia.org/sites/default/files/files/sports.pdf>

¹²⁶ Angela Hucles, "The Role of the Coach in the Youth," US Soccer Foundation Blog, April 2013, <https://ussoccerfoundation.org/>

¹²⁷ Various Sports Organizations and Non-profits, June 2017

Encouraging Football Coaches

SKF, along with implementation partners Pune Football Club Ltd, is engaged in promoting football coaching with a dedicated team of professional coaches.

Residential Programme For Coaches

Just for Kicks, a sports social enterprise, uses football for teaching life skills across Africa and India. Just for Kicks runs a residential and mid-year training programme for all its coaches, which in turn is supported by CSR programmes of sports companies.¹²⁹

LOCAL PLATFORMS ARE CRITICAL ENABLERS

Sporting events, competitions, and sports facility infrastructure, provide a way to discover and groom talent across age groups and across rural and urban areas. With the popularity of the IPL, 11 other leagues have become operational in the country, providing encouraging trends for the future of sports in India.¹³⁰ These leagues in turn offer opportunities to build a strong pipeline for deserving talent.

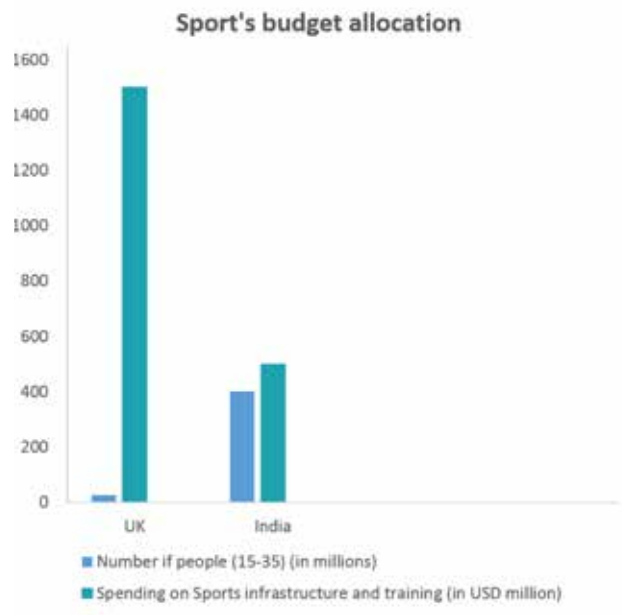
Creating platforms for sports has thus far been largely government-led. Key government policies, bodies and programmes currently in place to lay the foundation for sports or pertaining to sports infrastructure are as follows:

➤ **Khelo India:** Merging the three national schemes Rajiv Khel Abhiyan, Urban Infrastructure Scheme and National Sports Talent Search, this centrally sponsored scheme supports development of urban and rural infrastructure, development of platforms, and identification and nurturing of talent.

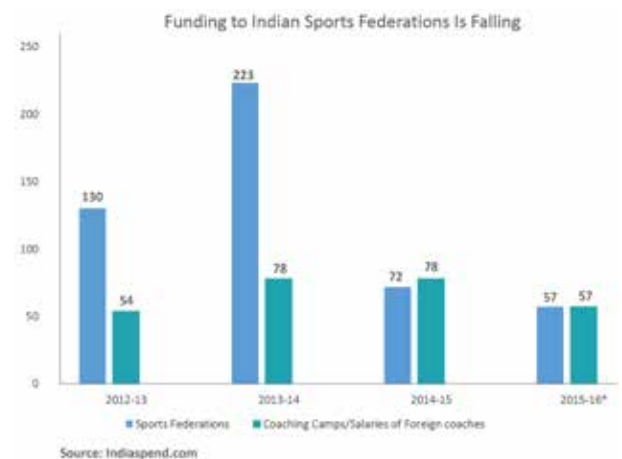
➤ **The National Playing Fields Association of India (NPFAI)** under the Ministry of Youth Affairs and Sports, has a focus on protecting and preserving existing play fields and promoting new ones, apart from developing standards and norms process, for making playing fields and open spaces available.¹³¹

➤ **National Sports Policy:** Objectives include upgradation and development of infrastructure, support to National Sports Federations and other bodies and promotion of sports among the public at large.¹³²

However, budgets for sports promotions still remain low, when compared to other countries:



Additionally, there is not much support offered to Sports Federations:



128 NGOBOX, "CSR Projects in Sports Promotion," 2016-17

129 Just For Kicks, Interview, June 2017

130 KPMG, "Playing To Win," 2016, accessed in June 2017

131 "Khelo India - National Program for Development of Sports," accessed in June 2017, <http://www.dssodisha.gov.in/pdf/Guidelines-of-Khelo-India.pdf>

132 "Public Information Bureau, Government of India, Ministry of Youth Affairs and Sports," 2014, <http://pib.nic.in/>

Some initiatives in platform building:

A PLATFORM FOR FOOTBALL

Reliance Foundation Youth Sports provides schools, colleges and athletes a platform to showcase their prowess at various sports, starting with football in FY 16. The tournaments provide excellent facilities, conditions and environment for student athletes. Deserving athletes are given scholarships and an opportunity to be picked by professional teams. Coaches of the schools and colleges are provided with the best training programmes and the institutes are provided with football equipment.¹³³

RURAL SPORTING PLATFORMS

The JSW Foundation through the JSW Sports Excellence Programme supports sportspersons in their pursuit of judo, wrestling, boxing, athletics and swimming. Athletes are given an opportunity to train and compete across the globe. The Foundation encourages sports through organising championships; training and nutrition for rural children and youth, and establishing rural sports academies.¹³⁴

GRASSROOT TOURNAMENTS

Sony TV runs the National Inclusion Cup, the only national football tournament for underprivileged youth, playing “slum soccer.” The tournament sees participation from teams across the country, and countries such as Nepal as well. Final selected teams go on to the play the ‘Homeless World Cup’, with intense coaching, training and support provided for all teams by Sony CSR.¹³⁵

CASE STUDY:

The Arena from TransStadia, Ahmedabad

A new sports infrastructure project, this multi-purpose venue can house 14 sporting disciplines, making it India’s first and largest integrated convertible multi-sports facility.

India’s first private-public-partnership (PPP) multiuse urban sports infrastructure facility, costing INR 536 crores.

Venue for the 2016 Kabaddi World Cup, which India won.

*“China has a 1000 of these high-performance centres. The USA too has them in abundance. It’s only fair our athletes have access to the best facilities to be able to compete with the best”, **Abhinav Bindra, gold medallist in Air Rifle, 2008 Beijing Olympic Games.***



¹³³ “Reliance Foundation Annual Report,” 2015-16, accessed in June 2017, https://www.reliancefoundation.org/documents/20182/58795/RF_Annual_Report_2015-16.pdf

¹³⁴ JSW Steel CSR, Interview, June 2017

¹³⁵ “The National Inclusion Cup”, 2016, Business Wire India, <http://businesswireindia.com/news/fulldetails/the-national-inclusion-cup-csr-initiative-sony-pictures-networks-india/52146>

¹³⁶ Joy Bhattacharya, “A Tale of Two Stadiums,” 2016, Economic Times Blog, <http://blogs.economictimes.indiatimes.com/et-commentary/a-tale-of-two-stadiums/>

¹³⁷ Experts listed in Acknowledgements, Interviews, June 2017

KEY ISSUES AND RECOMMENDATIONS FOR INVESTING IN SPORTS ECOSYSTEMS

The following recommendations emerged through literature reviews, interviews with experts and various stakeholders, and a CII roundtable focused on building sports ecosystems:

“As part of the Prime Minister’s Office’ sports taskforce, we are striving to upgrade skills and remuneration of coaches. Most coaches are paid INR 30,000-40,000 per month. They have no incentive to understand the best practices in the space that can be used to scientifically train athletes.” – Viren Rasquinha, former captain, Indian field hockey team, CEO Olympic Gold Quest.

ECOSYSTEM CATEGORY	ISSUE	OPPORTUNITIES FOR CORPORATE PROGRAMMES
Play in schools	Lack of playgrounds in all schools	<p>Unlike in urban areas, schools are accessible to everyone in villages. The idea of sports as a culture can be spread throughout the community through school playgrounds.</p> <p>School playgrounds need strengthening and improvement, which in turn can serve as a motivator for children to attend school.</p>
Coaches and Instructors	Lack of trained coaches, inadequate incentives or remuneration for trained instructors, outdated curriculums	<p>The vacuum of sports related experts in the ecosystem can be filled by retired players across verticals in the sport they have been playing for so many years. Players, once retired, can be incentivised to train coaches, consult in designing sports programmes, player management etc.</p> <p>Hiring coaches locally and training them can help infuse new talent into the ecosystem, while reducing attrition. PT teachers and coaches need to be segregated and given different capacity building programmes. Better remuneration standards for coaches and PT teachers will enable more trained personnel to join and function in the ecosystem.</p> <p>There is a need to build more coaching programmes for coaches.</p>
Platforms	<p>Lack of platforms to discover local talent.</p> <p>Not enough avenues to showcase talent and bring communities together.</p>	<p>Private infrastructure in the form of stadiums and play spaces can be re-used to train promising athletes. There is a need for more sporting avenues and festivals such as the Gujarat Khel Mahakumbh. The central government runs only one annual sports event conducted by School Games Federation of India. The League format, with its periodic competition frequency, needs to be emulated in India.</p> <p>Local academies and clubs set up in tier-2 and tier-3 towns such as Hubballi can help identify grassroots talent and provide a way out of poverty through sports employment.</p> <p>Multi-sports facilities with tie-ups to coaching schools can help nurture talent on an ongoing basis.</p>



NORTH-EAST FORWARD: SPORTS POTENTIAL IN THE NORTH-EAST

NORTH-EAST FORWARD: SPORTS POTENTIAL IN THE NORTH-EAST

The Seven Sisters – Arunachal Pradesh, Assam, Manipur, Meghalaya, Mizoram, Nagaland and Tripura, and the second smallest state of India, Sikkim, together constitute Northeast India. The region is a mixed bag of various languages, cultures, tribes and indigenous sports.

NEED FOR FOCUS ON NORTH EAST

- 1. Geographical isolation:** The partition in 1971 (split with Bangladesh) made access to the North East geographically limited. The region's seven states are now connected to the main body through a 20km wide Siliguri corridor running through North Bengal.
- 2. Insurgency:** Large misuse of central funds has widened the gap between the North East and the rest of the country; resulting in frustration amongst the youth of the country. AFSPA, and military violence between the sister states has led to political unrest in this part of the country.¹³⁸
- 3. Discrimination:** There have been a large number of incidents and crimes committed against the people of the North East in the mainland owing to discrimination rising from physical appearance, etc. Reported incidents of crime against people from North-East living in the national capital¹³⁹ have increased by around 232.5% in two years.

NORTHEAST INDIA: FERTILE GROUND FOR SPORTING HEROES

However, a reason for the North-East to always be in the spotlight is its performance in sports.

A region which accounts for just above 3.6% of the Indian population, had around 7% sports people in 2016 and more than 11% in 2012 in the Indian Olympic contingent. The Northeast had exceeded the expectations with double and triple representation compared to the population. And this was despite the challenging conditions and lack of a proper ecosystem to support the exceptional talent that had always been there.

Northeast has been home to eminent sports personalities in the past. Right from Talimeran Ao of Nagaland, the first Olympian Captain from the Northeast to Baichung Bhutia, Mary Kom, Somdev Devvarman and now the likes of Dipa Karmakar and Shiva Thapa, the region has always given exceptional talent at the national arena. Football is one of the biggest sports played across the 8 states with teams from northeast now playing in the national leagues. Apart from football, there have been stellar performances by the players in Archery, Weightlifting, Fencing, Judo, Wushu etc. at both the national and international stages.

¹³⁸ "The Neglected States of the Nation", Outlook India, May 2003, www.outlookindia.com/

¹³⁹ "Crimes against people from North-East spurt by over 200 % in two years", DNA India, Jan 2016, <http://www.dnaindia.com/india/>

THE PARTICIPATION IN INTERNATIONAL LEVEL EVENTS BY THE NORTH-EAST PLAYERS:

TOURNAMENT	YEAR	NO. OF NORTHEAST PLAYERS PARTICIPATED/WON	NO. OF PLAYERS IN THE INDIAN CONTINGENT/NO. OF MEDALS WON	PERCENTAGE OF NORTHEAST PLAYERS (%)
Olympics	2012	10	88	11.36
Commonwealth Games	2014	7 ^G	64 ^G	10.93
South Asian Games	2015	24 ^{G†}	188 ^G	12.76
Olympics	2016	8	118	6.78

Source: SSCB India.in

G No. of gold medals won
† Single player events only

The numbers are significantly larger in comparison to other states and the size of population. At the national levels, the northeast states won medals in 15 out of 27 sports in the National Games 2015. Manipur being the most successful with 22 Gold, 21 Silver and 26 Bronze medals and coming 7th in the rankings at the national level and Assam at 10th spot with 9 Gold, 5 Silver and 11 Bronze medals. A total of 8.4% of the medals were won by the Northeast.

Apart from it, 35 Manipuri athletes and players have won medals for Services Board, 34 for Madhya Pradesh, 17 for Jharkhand, 11 for Delhi, 6 for Kerala, 2 each for Andhra Pradesh and Uttar Pradesh and 1 each for Bihar and Karnataka in the same game.

Performance in football at the national level by the Northeast states have been mentioned below:

- The 2 football powerhouses Manipur and Mizoram won both the gold medals at stake with one each in the Women's and Men's.

- There are 32 players from Northeast India in the 8 teams of Indian Super League
- Mizoram with 41 players in the i-League has the highest representation
- There have been 22 women's national championships and Manipur women have been in the finals for 21 times and have won 18 times
- 12 out of 25 U-17 players to participate in the FIFA U-17 tournament are from northeast

GOVERNMENT SUPPORT

Out of the INR 191.25 crore spent from 2014-2016 under the Rajiv Gandhi Khel Abhiyan (RGKA) and the Urban Sports Infrastructure Scheme (USIS), the north-eastern states of Arunachal Pradesh, Manipur, Meghalaya, Mizoram, Nagaland, Sikkim and Tripura received only INR 14.27 crore over period of 2011-2015, with Assam receiving nothing.

RECENT SUPPORT FOR NORTHEAST SPORTS:

- In the 2017 Sports budget, the allocation for the scheme for the Benefit of North Eastern Area has been revised to Rs 148.4 crore this year as compared to INR 131.33 crore last year.
- In 2014, The GoI introduced a special allocation of funds for Himalayan sports in the North East Himalayan Region Sports Festival (HRSF): For promoting sports traditions in the Himalayan Region, including Nepal and Bhutan and Indian states such as J&K, Uttarakhand, Himachal Pradesh, Sikkim and the North Eastern States.
- 12th South Asian Federation (SAF): Projection of the North East region as a serious sporting hub for not only India, but the larger South East Asian region as well. The Centre spent ~350 crores to upgrade sporting facilities, roads and the security infrastructure for this event which witnessed participation from nearly 4,500 athletes and officials from SAARC nations and beyond.

CSR Funding in North East sports development

ORGANISATION	INTERVENTION
ONGC	Additional infrastructure to Tripura's Dasaratha Deb Sports stadium on the outskirts of Agartala. ¹⁴¹
Tata Trusts	A state-of-the-art Centre of Excellence (COE) will be launched as part of this initiative. The CoE shall offer world class training and development opportunities for young children from the region. Tata Trusts have collaborated with U Dream to draw from a pool of world-class trainers and coaches from India and Germany. The program will create an integrated environment for development – focusing in equal measures on providing quality infrastructure, world class human capital and academics. The initiative will also offer opportunities for the students to compete against both Indian and international teams in similar age groups. ¹⁴²

Organisations operating in Sports in the North East

MODEL	ORGANISATION	DESCRIPTION
Tapping potential at the grassroots	Mary Kom Regional Boxing Foundation	Promoting the Boxing sport amongst underprivileged Youth in of Manipur and other parts in North East India. ¹⁴³
	Baichung Bhutia Football schools	BBFS is the only football academy in the country to have its own coaches' education programme. Football training across 23 centers in India. ¹⁴⁴
Awareness building and organising sporting events	My Home India	Fraternity Football Tournament: meant for north east region people; Brand ambassador – Dino Morea.

¹⁴¹ "ONGC to Boost Sports in Northeast India," Business Standard, Feb 2017, <http://www.business-standard.com/>

¹⁴² "Mizoram Govt. and Tata Trusts join hands to promote sports; announce the opening of the flagship Centre of Excellence," India CSR News Network, Dec 2016, <http://indiaccsr.in/>

¹⁴³ "Mary Kom Regional Boxing Foundation," accessed in June 2017, <http://marykomfoundation.org/>

¹⁴⁴ "Baichung Bhutia Football Schools website," accessed in June 2017, <https://www.bbfootballschoools.com/>

AN EMERGING SPORTS ECOSYSTEM IN THE NORTHEAST

"In 2011, Aizawl Football Club, a revolutionary amateur club from the capital of Mizoram, had been defunct for nearly 14 years. It existed merely in name and spirit, staying alive only in the hazy memories of a handful of ageing locals. Today, six years after being revived by a small group of fervent football fans, Aizawl FC is defying the steepest of odds and scripting the most remarkable fairy tale of Indian football's contemporary era."

A professional club today, AFC sits joint-top of India's national domestic league, the I-league, and finds itself locked in an enthralling three-way title race with clubs it could hardly have dreamt of rubbing shoulders with back in 2011."

-Live Mint, April 26th, 2017

The key strength of the sporting arena in the North Eastern states is the presence of strong state level sports leagues, fostering healthy competition, and channelling a good pipeline of talent to the national level.

Manipur: a stronghold for sports

Manipur has been the longest standing sporting powerhouse of the country. Ever since the Imphal National Games in 1999, Manipur has been outperforming bigger states in many of the national level sports. The Yaoshang festival is attended by local clubs with participants from all ages and budding talent is recruited into higher clubs. There are multiple clubs affiliated to All Manipur Football Association that handle the local and club level activities at the grassroots. The Sainik School Imphal Old Boys Football Club (SFC), formed by the Sainik School Imphal believes in brotherhood, where football is a means to spread peace and harmony everywhere. Takyel, Imphal has a SAI NER Centre in Imphal that finds potential in the areas and then coaches them in various disciplines.

Differentiator

Strong presence of state leagues and networks: Strong support from Asian Football Confederation (AFC) and Vision India. The

Manipur State League is the first state league in India supported by Vision India.

Gap: Lack of infrastructure

There have been speculations of the SAI NERC being closed down due to inefficient maintenance and the SAI centre being unsafe for the athletes.

Recommendations

To understand the sports scenario, we need to take a look at it from 3 different lenses:

1. The Government and the National Confederations
 2. The number of events/leagues/tournaments that are being held in the Northeast
 3. Performance point of view of the individual states at various levels
- There have to be more activities in the areas by the National Confederation and infrastructure needs to be further enabled.



145 Akash Sharma, "The Fairtale Rise of Aizwal FC," Livemint, April 2017, <http://www.livemint.com/>

146 "Manipur's unique and exemplary love of sports," The Sangai Express, August 2014, <http://www.thesangaiexpress.com>

147 "Sports Authority of India website," accessed in June 2017, <http://sportsauthorityofindia.nic.in/>

148 "All India Football Federation website," accessed in June 2017, <https://www.the-aiff.com/>

149 "Athletes leave Sai Imphal Centre due to unsafe buildings," Business Standard, Jan 2017, <http://www.business-standard.com/>

150 Mr. Manoj Jalan, Vice-president, Equestrian Foundation of India, Interview, June 2017



METHODOLOGY



METHODOLOGY

The Winning Together – Opportunities for Innovations and Partnerships in CSR study seeks to provide actionable insights for corporate participation in funding the intersection of sports and inclusive development in India.

Corporate funding and support for Sports in India has largely been examined through the “excellence in sports” lens, with larger participation in the international arena and medal tally being the desired outcomes. This study, perhaps for the first time, highlights the role of sports in inclusive development, and the possibilities of corporate social responsibility investment in sports, with larger outcomes being nation-building and creating a sporting culture.

The study encountered the challenges of lack of nation-wide data for most information on sports as well as the lack of commonly understood frameworks or standards for measuring impact and outcomes, and has used a combination of research methods to arrive at useful insights.

HOW WE ASSEMBLED THE INSIGHTS FOR THIS REPORT

The research team used a combination of primary and secondary research methods and the following process to assemble the information into useful insights:

- Using the UN Sustainable Development Goals framework, we examined the key development gaps that India faces, and the goals and programmes initiated by the government to

address these gaps.

- Using secondary research methods, we mapped the areas where sports can play a role in achieving development outcomes across age groups, and the demonstrated outcomes that have been achieved by organisations using sports as a tool.

- We developed a framework that mapped potential areas of intervention through 2 lenses – an impact lens extending across age groups and development outcomes, and an ecosystem lens for foundational areas.

- We mapped the areas based on literature review.

- We expanded on this understanding by conducting 20+ 1-1 interviews with stakeholders across the sporting ecosystem — non-profits and social enterprises working on sports, CSR heads of companies with sports programmes, coaches and trainers, industry experts, in order to understand ground realities, challenges, opportunities and recommendations in relation to the impact and ecosystem lens.

- We corroborated the information from interviews with secondary research to identify common patterns and contexts which have led to certain trends.

We then brought all the information together in a format highlighting the larger impact story, current gaps, outcomes, current CSR programmes, innovative and sustainable civil society initiatives, government policies, and opportunities for investments and partnerships.

DEFINITIONS

Corporate Social Responsibility (CSR)	The definition of CSR is as per the Section 135 of the Indian Companies Act, with investable areas being outlined by Schedule VII of the Act.
Non-profits	Term used to describe non-governmental, non-profit organisations and charities
Social enterprises	Term used to describe organisations with a social and business mission
Social investing	Refers to provision of grant capital and non-monetary support towards non-profits and social enterprises



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LIST OF ABBREVIATIONS

ADB	Asian Development Bank
CBO	Community Based Organisation
CIA	Central Intelligence Agency
CSR	Corporate Social Responsibility
ECD	Early Childhood Development
ECE	Early Childhood Education
ECCE	Early Childhood Care and Education
GDP	Gross Domestic Product
HNWI	High Net Worth Individual
NGO	Non-Governmental Organisation
NPO	Non-Profit Organisation
OECD	Organisation for Economic Co-operation and Development
PE	Physical Education
SDG	Sustainable Development Goal
SE	Social Enterprise
SRI	Socially Responsible Investing
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
USD	United States Dollars
WEF	World Economic Forum
WHO	World Health Organisation

ABOUT THE ORGANISATIONS



Confederation of Indian Industry

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering industry, Government, and civil society, through advisory and consultative processes.

CII is a non-government, not-for-profit, industry-led and industry-managed organization, playing a proactive role in India's development process. Founded in 1895, India's premier business association has over 8,300 members, from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 200,000 enterprises from around 250 national and regional sectoral industry bodies. CII charts change by working closely with Government on policy issues, interfacing with thought leaders, and enhancing efficiency, competitiveness and business opportunities for industry through a range of specialized services and strategic global linkages. It also provides a platform for consensus-building and networking on key issues.

Extending its agenda beyond business, CII assists industry to identify and execute corporate citizenship programmes. Partnerships with civil society organizations carry forward corporate initiatives for integrated and inclusive development across diverse domains including affirmative action, healthcare, education, livelihood, diversity management, skill development, empowerment of women, and water, to name a few. The CII theme for 2017-18, India Together: Inclusive. Ahead. Responsible emphasizes Industry's role in partnering Government to accelerate India's growth and development. The focus will be on key enablers such as job creation; skill development and training; affirmative action; women parity; new models of development; sustainability; corporate social responsibility, governance and transparency.

With 66 offices, including 9 Centres of Excellence, in India, and 10 overseas offices in Australia, Bahrain, China, Egypt, France, Germany, Singapore, South Africa, UK, and USA, as well as institutional partnerships with 344 counterpart organizations in 129 countries, CII serves as a reference point for Indian industry and the international business community.

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Sattva co-creates inclusive businesses that are scalable, sustainable and globally relevant. We serve as a bridge between business and social goals, by designing and implementing solutions that can bring long-lasting impact. Sattva works with corporations and social organisations to help them find their 'magic quadrant' where they can maximise their social impact along with economic value. As end-to-end programme partners, Sattva helps organisations execute inclusive models that are innovative, economically viable and add equitable value to all the different stakeholders involved in the chain.

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