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Sports & Physical Activities Institutional Capacity Building



SPORTS & PHYSICAL ACTIVITIES INSTITUTIONAL CAPACITY BUILDING



Towards

ACCEPTANCE OF SPORTS AS A FULL TIME CAREER

**Through community focused
attitudinal restructuring, mindset development
and optimizing institutional participation opportunities**

Please note that the word sport has been used throughout this document to indicate all physical activity towards fitness, sport and play.

INSTITUTIONAL CAPACITY BUILDING FOR SPORTS IS THE MOST URGENT NEED OF THE HOUR FOR INDIA

783
101
39150
3030
15%
7000

REGISTERED INSTITUTIONS IN THE ORGANIZED SECTOR PROVIDE BACHELOR OF PHYSICAL EDUCATION DEGREES IN INDIA.

OF THESE INSTITUTIONS PROVIDE MASTERS DEGREE IN PHYSICAL EDUCATION.

B.PEd. DEGREE HOLDERS ARE PASSING OUT OF THESE INSTITUTES EVERY YEAR.

M.PEd. DEGREE HOLDERS ARE PASSING OUT OF THESE INSTITUTES EVERY YEAR.

ONLY, OF THESE PASSOUTS CONTINUE INTO SPORTS CAREERS FOR THE LACK OF FACILITIES FOR HIGHER LEARNING, GLOBAL EXPOSURE AND AVAILABILITY OF OPTIONS OTHER THAN TEACHING PHYSICAL EDUCATION AT PRIMARY OR SECONDARY LEVELS,

MORE COLLEGES (@ CURRENT RATES) WILL BE NEEDED IF WE NEED TO FULFILL OUR 2017 GOAL OF 0.3 MILLION SPORTS SUPPORT PERSONNEL BY THEN. OR ALL PASSING STUDENTS FROM EXISTING COLLEGES WILL NEED TO BE SHOWN SUSTAINABLE CAREERS IN SPORTING FIELDS TO HOLD THEM FROM DRIFTING INTO OTHER PROFESSIONS.

ALTERNATELY, RAPID INSTITUTIONAL CAPACITY BUILDING MUST BE ACTIVATED TO EQUIP EXISTING INSTITUTES TO UPGRADE FROM PRODUCING B.PEds AND M.PEds TO SEPCIFICALLY RUN GLOBALLY APPROVED COURSES FOR:

- Coaches**
- Track & field experts**
- Sports medicine experts**
- Sports psychologists**
- Sports nutrition experts**

- COMPETITION MANAGERS
- BIO MECHANICAL ENGINEERS
- SPORTS PHOTOGRAPHERS
- SPORTS JOURNALISTS
- SPORTS MANAGEMENT PERSONNEL
- SPORTS LAW EXPERTS
- EVENT MANAGERS

INVESTMENT HIGHLIGHTS

Punj Lloyd has invested 5200 thousand US\$ on Squash promotion

All India Football Federation and IMG-Reliance have sealed commercial rights deal in football for Rs. 7 billion for next 15 years

Jaypee Group has become a force to reckon with in developing state-of-the-art sporting systems in their Sports City

Cisco and Mahindra are exploring opportunities to collaborate on comprehensive differentiated offerings in Sports and Entertainment

King fisher and Sahara Group have joined hands for India's only Formula One Team Force India

Airtel , Vodafone, LG, Panasonic, Tata Steel, Coca Cola , Hero Motor Corp etc have strong brand identities associated with sports

Most of the television channels have shows built around sports like Roadies and Khatron Ke Khiladi and are having rising TRPs year after year.

EXISTING SCENARIO

1. The natural progression of most sports persons at school level in India, is to continue into higher education such as 'Bachelors in physical education- (B.PEd)', which only allows them to become sports/Physical Education teachers in schools etc.
2. There are thousands of institutions offering these courses. However, only a miniscule few are aware of how to churn out sports persons or support personnel and are willing to do so, for lack of exposure to opportunities and relevant knowledge.
3. Institutional capacity building of these institutes in a structured manner, using the FICCI reach and platform (in the sports sector as well as the government) and SkillsActive's know how, can have far reaching consequences in kick-starting the sports sector in India.

RECOMMENDATIONS

STEP-1 will be to focus on scouting and nurturing aspirations. This can be achieved when we:

INTRODUCE GLOBAL BEST PRACTICES TO SHOWCASE OPPORTUNITIES

EMPOWER LOCAL INSTITUTIONS TO PROMOTE SPORTS

REMOVE STIGMA ON OPTING FOR SPORTS IN SCHOOLS

RAISE COMMUNITY AND PARENTAL INVOLVEMENT

STEP-2 will be to begin Institutional capacity building,

DESIGN, DEFINE AND DELIVER TRAINING FOR A LIFELONG SPORTS CAREER

SHOWCASE SUCCESS STORIES THROUGH ALL MEDIUMS

CERTIFY SPORTS AT PAR WITH REGULAR EDUCATION

ALIGN WITH EXISTING PROGRAMS WITHOUT RE-INVENTING THE WHEEL

MAXIMIZE INVESTOR INTEREST THROUGH TRANSPARENT POLICY

ENHANCE STAKEHOLDER CONFIDENCE THROUGH REGULAR INTERACTIONS



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FOREWORD



FICCI has, for the past few years, successfully taken forward the agenda of promoting “Sports as a Full Time Career” in right earnest. Last year we constituted a working group and conducted many brainstorming sessions resulting in a report on “Sports as a Full Time career” which was released during “TURF 2011” 3rd Global Sports Summit.

This reports was presented at the “States Sports Minister Conference” at Vigyan Bhavan and the Planning Commission also asked for a copy. Highlights of that FICCI report were as follows:

“There will be 1.33 million new sports persons by 2017 in India says FICCI-Tanjun Associates study on Sports as a Full Time Career. This implies India will require a staggering 0.3 Million sports personnel (support staff), which means, there is huge demand of experts like coaches, track and field experts, medicine experts, trainers, psychologists, nutrition experts, event managers, lawyers, journalists, etc.”

This first ever such report by FICCI, has created quite a stir and has brought the issue of demand and supply gap of support staff and other professionals who manage sports to limelight. FICCI-TA report has also suggested a systematic approach on bridging the demand supply gap and recommendations for creating a better investment atmosphere in sports. This study has resulted in a great demand from all stakeholders for a greater and more in-depth study on “Institution Capacity Building for sports & physical activities” to address the need and urgency for creating an eco-system to arrive at a balance between institutes & communities as well as bringing in international viewpoints and best practices into the field.

We are grateful for the participation of ‘Skills Active’, the sector skills council for sports in UK and the many individuals from all sections of the sports fraternity who have assisted in developing this study compiled by Tanjun Associate LLP and led by FICCI.

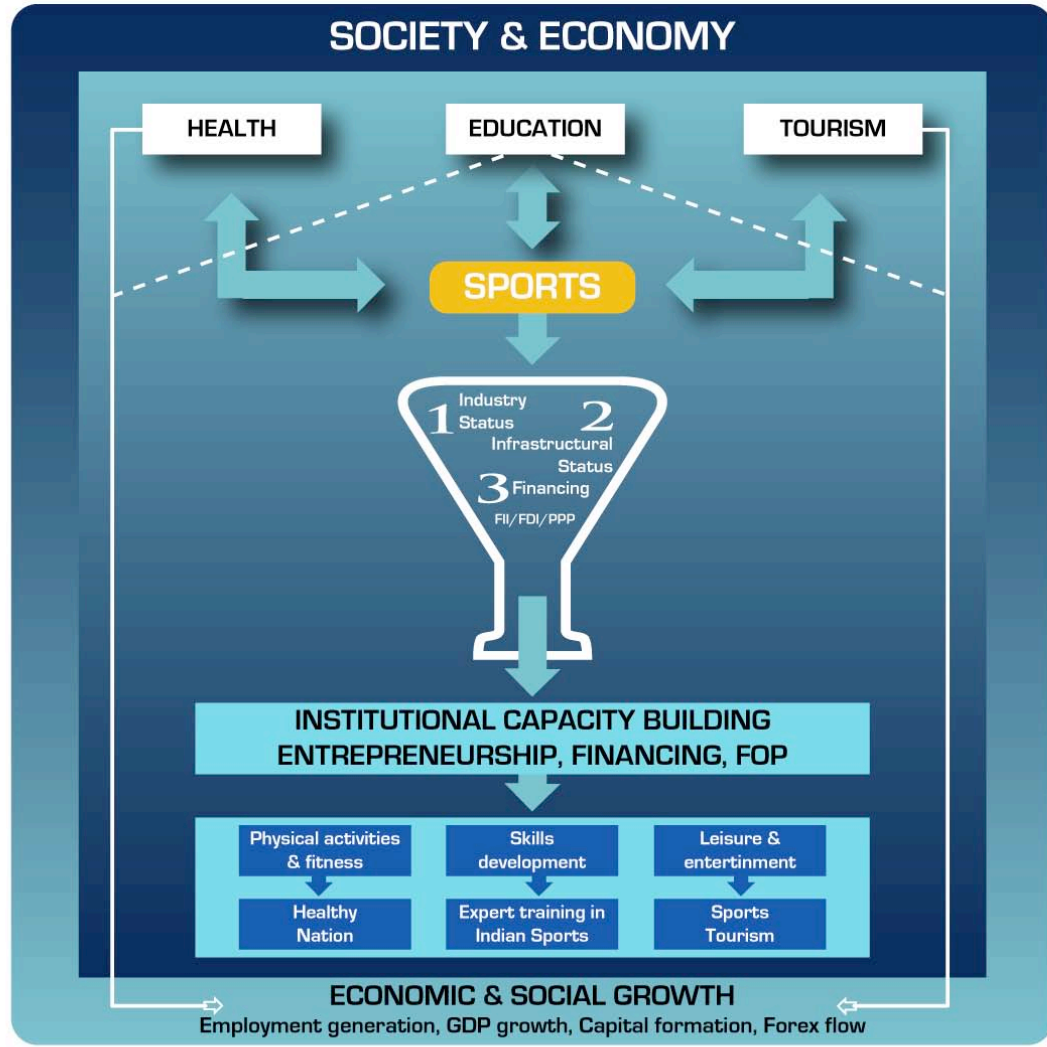
During the course of this study, for the first time FICCI, India Didactics Association (IDA) & Tanjun Associate, have joined hands to encourage schools to adopt sports in a mission mode through 1st Round Table 2012 on Importance of Sports in Education. This roundtable was a part of ‘Global Education & Skill Summit 2012’ and World Didac India 2012”, partnered by the World Didac Association (Switzerland), BESA (British Educational Suppliers Association) & DIDACTA Germany, making it *India’s largest, & only annual event dedicated to the Education & Training Industry* organized by the IDA and the Ministry of Labour and Employment, Government of India.

This study, the result of these diverse and meaningful activities indulged in by FICCI through the last one year, is likely to play the role of a ‘Sector Mobilizer’ by building community acceptance and institutional capacities at the grass roots.

Aloke Malik

*Chairman, FICCI Sports Committee
Managing Director, ESPN Star Sports (India)*

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Considering the socio-economic importance of sports for economic and social growth, FICCI has come up with this model highlighting the effects sports can have on growth and development of a nation.

As explained in the diagram, health, education and tourism sectors interdependently contribute to the social and economic growth of the country through GDP growth, employment generation, capital formation and forex flow. These three sectors are interlinked to sports as well. However at present due to very absence of industry status to the sports sector, these inter linkages have not reached their optimal potential.

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According to this model, the industry status, infrastructure status and a demand to allow FDI in sports would fill the missing links in the sports sector. Moreover, it will have a multiplier effects on the GDP as it will promote institutional capacity building, and contribute to entrepreneurship, factor of production (FOP) and finances.

These are contributory factors to a sustained social and economic growth. And, this further impetus to institutional capacity building, entrepreneurship, factor of production (FOP) and finances will also impact – the physical activity which obviously would increase and provide for a healthier nation skill development base will be created and expert training shall be available in particular sports leisure and entertainment opportunities will be created, and sports tourism will increase manifolds.

Sports and physical education contribute to economic and social growth, improve public health, and bring together different communities. Also, employment is generated, capital formation occurs and the forex inflow adds to the Indian reserves.

Nevertheless, sports are essential for holistic body and mind development. Additional benefits are channelization of youth's energy in constructive activities, increased employment opportunities across health, tourism and education domain, and improvement in health of the citizens.

But to get these benefits we need to give due importance to sports in policy and budgetary allocations which will give impetus to organizing this sector. We should realize the importance of sports and its role in overall economic development. Demand for industry status coupled with Infra/FDI policy or private participation policy will motivate industry to invest in sports openly.

Other countries have already leveraged sports for employment generation, tourism promotion, infrastructure and economic development. Nevertheless, globally it is a multibillion dollar industry; one that has bucked the economic downturn and continued to grow at a brisk pace.

Besides this, major sporting nations have performed exceedingly well on health indicators as well. Irrespective of industry status, Sports will continue to grow but giving an industry status will create a conducive environment and catalyze the process.

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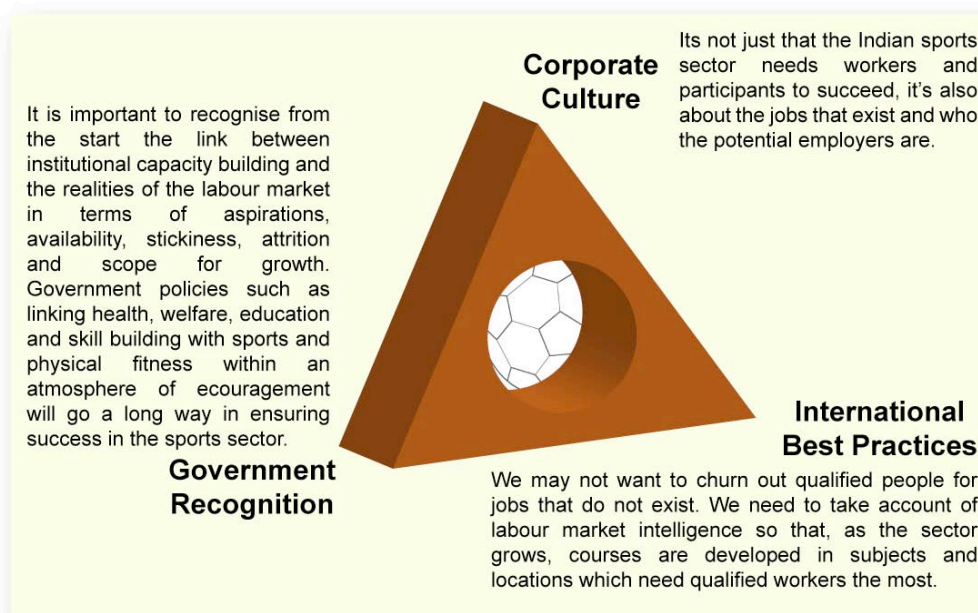
PREAMBLE

It is well known that the natural progression of most sports loving/performing students in Indian schools is to continue into higher education such as 'Bachelors in physical education- (B.PEd)', which only allows them to become sports/Physical Education teachers in schools etc. The lack of better opportunities, including the exposure at school level to branch out into support activities in the sports and physical wellness sectors exemplifies the urgent need to look at capacity building of Institutions from the very basic level and upwards right from the bottom of the pyramid.

There are many such institutions offering these courses. However, only a miniscule few are aware of how to churn out sports persons or support personnel and are willing to do so, for lack of exposure to opportunities and relevant knowledge, mostly on the part of the teachers and providers of such education.

There is also a pressing need to synergise the learning/academic atmosphere to fully capture the benefits of a sport capable nation. Institutional capacity building of these institutes in a structured manner, using the FICCI reach and platform (in the sports sector as well as the government) and SkillsActive's know how, can have far reaching consequences in kick-starting the sports sector in India.

The diagram below might illustrate one of the many solutions approaches to start building the "Sports Capital" within a rapidly growing India.



Although we have been very satisfied with the demographic dividend that India enjoys in comparison to most other countries, we might want to stop and take a closer look at both sides of the coin.

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Higher the degree, less is the chance of getting a job

Labour Bureau Report Reveals India's Peculiarity

Rukmini Shrinivasan
TIMES INSIGHT GROUP

New Delhi: India's official unemployment rate last year was 3.8%, data released recently by the Labour Bureau shows, but, as always, averages hide many stories. A closer look at the numbers shows that unemployment rises with education level to 10% among graduates, and higher still for backward castes.

The Chandigarh-based Labour Bureau under the Union ministry of labour and employment released

► Backward groups, P 14

the 'Employment and Unemployment Survey 2012' last week. The pan-India survey had a representative sample of 1.2 lakh households. According to the survey, India's official unemployment rate is 3.8%, with urban unemployment at 5.1% and rural at 3.5%. Unemployment is higher among women than among men; 6.7% for women as against 2.8% for men.

Calculations by TIG using the labour bureau numbers show that unemployment rises steadily with education level. While unemployment

REVERSE SWING

Educational unemployment rate			
Level	Urban	Rural	All
Illiterate	1.3	1.1	1.2
Primary	2.1	1.6	1.7
Secondary	4.4	5.8	5.4
HSc	7.3	7.8	7.3
Graduate	8.2	11.0	9.4
PG	7.7	13.9	10.0
All	5.1	3.5	3.8

Source: Labour Bureau; all figures in %

among the illiterate is 1.2%, unemployment among graduates is 9.4% and among post-graduates it is 10%. In the United States and United Kingdom, where recession has led to poor job growth, the unemployment rate for graduates is at a record high, but this is still under 5%, in comparison.

For urban India, graduate unemployment is 8.2% while unemployment among post-graduates is slightly lower, at 7.7%.

These findings are consistent with those of the National Sample Survey 2009-10

which show that the higher the level of education, the higher the open unemployment, says Santosh Mehrotra, economist and director-general of the Institute of Applied Manpower Research, an autonomous institution functioning under the Planning Commission.

"The illiterate are the poorest, and the poorest simply cannot afford to be unemployed, so they do some work, even if they are under-employed," says Mehrotra. "As a result, in poor economies like ours, you see very little open unemployment," he says.

The news cutting alongside from the `times of India, amply illustrates the challenges of having an educated but unskilled population in times to come. India has traditionally been a society where better academic performance has always taken precedence over learning skills or playing for employment.

The two major inferences in favour of sports and playing that can be derived from this labour bureau report are:

1. Sports, when included alongside the academic curriculum can provide the learner with an alternate, legitimate and dignified employment opportunity.
2. Physical activity is scientifically known to have improved academic performance. Thus increasing the chances of employment for the trainees who otherwise remain at the bottom of the academic ladder.

In making sports and physical fitness a national agenda, it may be of interest to pay attention to the fact that an organized approach towards implementation, contrary to the grassroots approach of most governmental agendas, may be required. For example tackling the sports agenda through ICSE, CBSE, UGC and State boards may be a more robust option compared to taking it through the Sarpanch or Gram Panchayat route.

Attitudinal restructuring and mindset development of the community and society at large can be well achieved by making sports and physical fitness an intrinsic part of the education system. Institutional offering of sports along with education will certainly make way for greater acceptance as a viable career option, which in the first place is the single most important priority of any Indian child opting to continue education, or even discontinue it for that matter.

This in no way undermines the value of a scheme like PYKKA, rather we suggest deeper and focused penetration by taking such schemes into the Public Private Partnership (PPP) mode, supported by the thrust in the organized sector. This will encourage corporate interests to take up individuals, institutions, even panchayats because of the promise of an educated, exposed, and able sports person, which is the complete package that any investor is looking for.

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The above news cutting although extremely disturbing, is an eye opener for all of us that a national level sports person has not gained any other occupational training at the institution level, other than the sport in question. This is a situation that needs serious thought and urgent change, including the entire primary, basic and higher education system (that includes sports colleges), to look into the fact that sports and education are not an 'Either-Or' option but a synergistic whole that must go hand in hand.

More than the institutions in this case, the students and their respective communities (parents et al) must regard the importance of education even for an exceptional sports person in their schooling and learning years. A sports person's life is short if s/he only remains a player. There must be adequate balance between knowledge, skills and attitude to become useful in the many other opportunities that a sporting life offers.

Some of the latest initiatives (2012) in this regard from the Sports ministry as well as the HRD and Education ministries have indeed been very heartening.

However, as the need for the student population gets addressed through many new initiatives, it is equally important to address the need for training of trainers (ToT) and setting up of institutions of excellence for others to emulate. A research based, data driven approach is definitely the need of the hour so that all new initiatives can be focused towards gaining measurable results in the short, mid and long terms.

While indulging in the above initiatives a watchdog approach will prove necessary for building watertight systems of accountability in areas such as implementation of policies, synergies between ministries and departments, best use of existing infrastructure (both state and private), structured channeling of local and foreign investments as well as a transparent system of fund-flow and the resultant utilization in the sector.

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Following are two examples of sporting success that can raise aspirations as well as questions about whether or not academics played a vital part in their growth and life.



Mr. Kapil Dev: From Indian cricket Skipper (world cup 1984) to brand ambassador, to hotelier, to golf maestro to social worker, to art collector, to motivational speaker and life coach. The inspiring story of an Indian sporting individual.



Lord Sebastian Newbold Coe: From a 12 year old Hallemshire Harreir athlete, to two multiple Olympic Golds, to brand ambassador for Nike and Horne bros, to owner of a health club to a degree in economics & social history to the chairman of the London Olympics (LOCOG). The story of an English sportsman with a half Indian mother.

The growing awareness of sports and all the media attention throughout the world has made sports a very lucrative career. With an increase in international events, there is a greater requirement of talented sportspersons to represent the country.

The government is making relentless efforts in developing sports facilities of international standards, so that sportspersons in our country are able to develop the competitive edge. Scholarships provided by the government under various schemes, sponsorship by big companies, endorsements, television campaigns and awards have made sports a very remunerative career.

Agreed, life as a sportsperson is short, but it does not stop there. Off -field sportspersons can now follow interesting, exciting and rewarding careers related to their sport as a coach, umpire, teacher, columnist, medical specialist, media expert or a consultant for the business of sports.

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CURRENT SITUATION & BASELINE REALITIES

One of the most effective means of promoting physical activity is by integrating it into the public education systems. Schools and universities have unique opportunities to provide adequate physical activity for all young people through compulsory physical education programs, school sport programs, and after-school leisure-time physical activity initiatives. However, despite evidence of its value, school-based physical education has been declining worldwide and more so in India.

There is conflicting evidence as to whether physical activity levels in childhood and youth predict physical activity throughout life. However, ample participation in play, games and other physical activities, in school and during free time, is essential for the healthy development of every young person.

The hindrances being faced by the typical Indian child today (2012) are limited access to safe places, opportunities, time, and positive examples set by teachers, parents and friends that eventually form a part of ensuring that children and young people move towards health.

Strengthening national policies related to physical education, physical activity and sport for all in schools is critical. This means integrating physical education and activity into the school curriculum so that children are active on a daily basis, ensuring adequately trained teachers, and providing access to safe, adequate playgrounds and sport facilities.

The reality is that these challenges are often experienced in very different ways in different places due to the diverse social, economic, demographic, political and environmental contexts in a large country like India. Even within its various states, different populations may experience unique challenges but with very different levels of individual and societal resources to meet them.

As a result, Sport for Development policies and programs aimed at influencing academic and health outcomes are most effective when they are firmly rooted in an empirical, gender and culturally sensitive analysis rather than the current national one for all solutions approach.

The government must also weigh sport's potential to advance health objectives as well as the potential reduction in crime and better use of youthful energy towards constructive national dividend.

The other major disadvantage of the fledgling sports sector in India is the lack of data and cross synergies between different sports federations, sports colleges, sports authorities and other stakeholders.

Effective strategies require general and population-specific baseline data on physical activity levels, trends, infrastructure and the factors influencing them. This information is critical to the initial design of effective strategies and to measuring their impact and creating supportive coalitions and partnerships with investors, media and other organizations.

These partnerships can help governments to collect relevant data, contribute diverse perspectives and expertise to the strategy design process, and enable them to leverage

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national and local resources (information, infrastructural, human, financial and logistical) for their implementation.

India, as we know is the emerging youth base of the world where it is expected, that over 52% of the population will be below the age of 29 years by year 2022.

In the given situation, and although traditional attitudes have been skewed towards a 'either/or' choice between sports and academics, it probably becomes immensely important to adopt a more holistic and inclusive attitude of 'sports AND academics' being equally important and being successfully inculcated into the Indian education system. More important than that is the acceptability of such a holistic system by educationists, parents, students and society. Sports have traditionally been seen as a confrontational activity in comparison to education. It is even today, considered inversely proportional to high academic excellence.

We however, may be unanimous in our acceptance of some of the things that highlight the important role of sports in advancing education, such as:

Sports help us learn

In developmental psychology, it has been proven that motor skills enhance the workings of the mind. For young children, their brains are being developed every time they engage themselves in physical activities.

Sports teach discipline

Joining sports teams encourage respect for rules, regulations, and authorities. Moreover, members of the team will learn to be more responsible and accountable if the team sets a grade requirement for each of its members; thus encouraging better academic goals for the players.

Sports increase self-confidence

Once again it has been clinically proved that there is a direct and quantifiable relationship between personal excellence in and the resultant increase in self-confidence. If a person is good at one thing, s/he will surely gain confidence in other fields.

Sports increase morale

Loners in school tend to be average in the classroom, but when they meet new friends, the positive mood makes them more comfortable. As a consequence, such student is able to improve his grades.

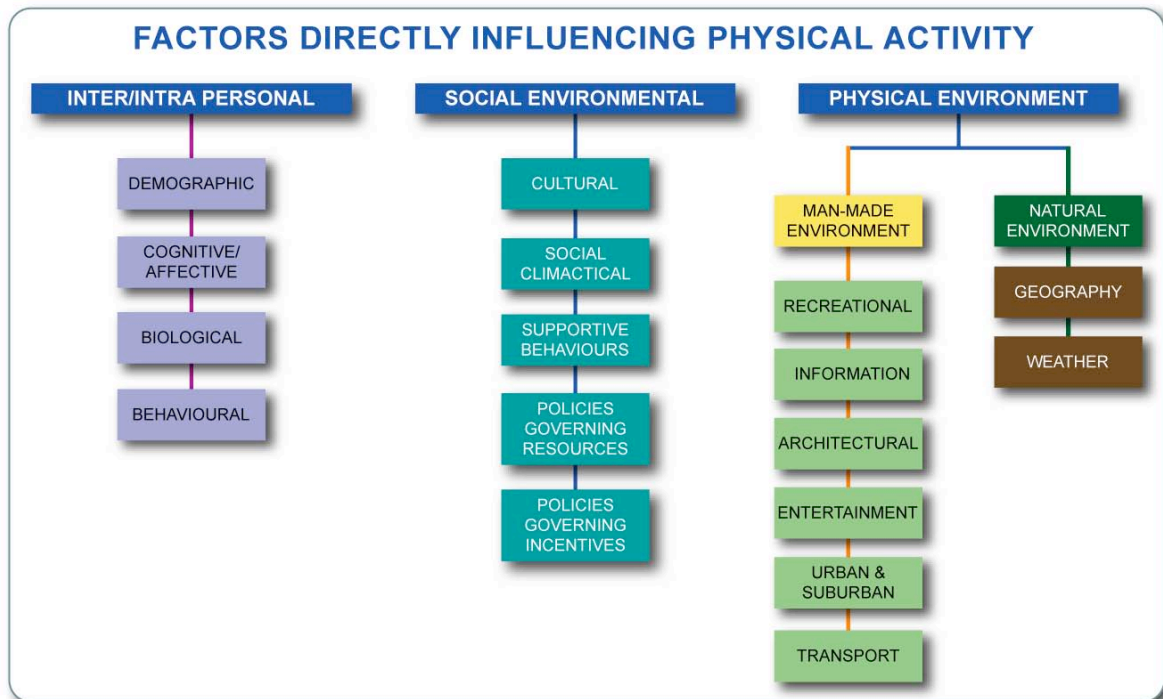
Sports increase energy and decrease depression.

Physical activities make people healthy and increase people's energy. This increases the release of endorphins in the body, which makes a person happy and in a good mood. And such kind of mood is the most conducive atmosphere for learning.

However, such academic understanding of the value of physical activity and sports might not produce sustainable action points unless we are able to focus on the factors

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that drive physical activity in the first place. Unless there is a complete and compounded approach to address the gaps in each of the following (See diagrams below) factors by educationists, institutions, government and society at large, we might not reach a sustainable roadmap.



Running Observations:

1. *Sporting and physical activity centres might want to experiment with setting up academic counseling and support modules alongside the sporting venues to showcase the importance of academics and help trainees achieve their academic goals pre or post sporting sessions. The Den-Haag football association in Holland is running such a successful model. (Please see following success stories)*
2. *According to researchers at Michigan State University's Institute for the Study of Youth Sports, young people who play sports perform better in school than those who don't. If students want to get on the field, the court or the ring, they could earn that privilege by performing well in the classroom. Playing sports then serves as motivation for doing well in the classroom.*
3. *One of the top benefits of participating in sports is that athletes who perform well in their chosen field and meet their academic responsibilities may be able to win a scholarship. While the scholarship may be based on their success in sports, it gives young people the chance to gain an education that they might not otherwise be able to afford.*
4. *Caution: While the educational and athletic system can work extremely well to help young people develop the system could be corrupted. For example, a sports performer might not be able to play because s/he is not performing up to standard in the classroom. If the coach attempts to pressure the teacher, or if the teacher gives the student a "break" and lets him play even though his academic performance is substandard, the system is defeated. Instead of learning about time management and work ethic, the student learns that those with power and influence can get what they want even if they didn't earn the privilege.*

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THE RISING SPORTS INDUSTRY IN INDIA

The Sports sector is growing rapidly with new sports properties, celebrity management companies and leagues coming up. Sports related professions are increasingly becoming a career of choice for youth.

Top companies are already investing in different sports. There are many entrepreneurial opportunities. Corporatization of sports is giving the much-needed boost, which sports require:

Government has initiated new schemes for promoting public private partnership in development and management of sports infrastructure across the country.

Huge prize monies and events like Formula One, IPL, Football's I-league, World Kabaddi League, Marathons, Cyclothon and World Series Hockey have brought a paradigm shift in outlook towards sports.

There is a sudden influx of sports management and consulting companies.

Parents have started realizing and supporting their children's aptitude and aspirations to pursue career as athletes and in sports management.

Real Estate industry has also started associating itself with various sporting events to attract homebuyers. The present generation loves to have sports activities around habitat and private developers are trying to fulfill this demand by putting up these facilities right next to their homes.

Understanding the market dynamics many educational groups have started short term and long-term courses in athlete development and sports management.

There is professionalization of most of the national sports federations; many federations have started their leagues to popularize sports in general, generating revenue, creating competitive environment and for attracting talent.

Many event management companies like Leisure Sports, Percept, Perfect Relations, Procarn, Kwan Entertainment, Wizcraft have dedicated verticals for managing sports properties (events, leagues, tournament), player representations and brand endorsements.

Sports enthusiasts have started websites like

www.indiansports.in ; www.magicoffootball.com ; www.indianfootball.net etc.

Sports Manufacturing & Retailing

Sports goods manufacturing, which is just 5 % of sports retail that comprises sports equipment (excluding apparel and shoes), is contributing INR 988 crore to exports and INR 3500 crore to domestic consumption. According to one industry estimate, if health and fitness equipment is included in the above, the market size would then total more than INR 10,000 crore annually. In addition to this, sports goods manufacturing entities employ more than 3 lakh people across the sector. *[Source: Sports Goods Exports Promotion Council]*

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Former Sports Persons into Business of Sports

- *Manisha Malhotra* former International Tennis Player is the Administrator of Arcelor Mittal run Mittals Champion Trust.
- *Prakash Padukone*, Former Badminton Player, *Viren Rasquinha*, Former Captain, Indian Hockey Team and *Geet Sethi*, Former English Billiard Player have joined hands in their venture Olympic Gold Quest to support India's Olympic prospects.
- *Hakimuddin Habibulla*, Former Olympian, Swimming is running his own sports consultancy Winning Matters Consulting Private Limited after successfully establishing Go Sports Foundation which supports talented Athletes.
- Famous players like *Baichung Bhutia*(Football), *Ashwini Nachappa* (Athletics) and *Mahesh Bhupathi* (Tennis) are running their sports academies across the country.
- *Shimon Shariff*, international Shooter is running a website www.indianshooting.com; which is a one stop shop for shooting enthusiasts.

Top Sports Events: Private sector initiatives

FICCI TURF: Global Sports Summit
 FICCI sports awards
 NDTV Nirmal Lifestyle Sports Awards

International Presence in India: a glance

Indian sports sector is raring to go and there is a lot of change already going on at grassroots levels. However, there is a lot of scope for improvisation for taking it to excellence and it requires global experts. Many Indian organizations are partnering with international experts for insights and technological advancements across sports and allied activities:

EVENT MANAGEMENT

IMG Reliance is the agency of record to support Castrol India's sponsorship.

India is among top three markets for Total Sports Asia.

Nirmal Lifestyle has associated with leading sports marketing agency, Total Sports Asia to bring leading sporting brands from all over the world to its Lifestyle cities.

EDUCATION

International Institute of Sports Management, Mumbai is a joint venture between Eduhub Education Pvt Ltd and Greycells Education Limited, which currently runs the EMDI Institute of Media & Communication brand across India and the UAE.

New Zealand Prime Minister has announced a new sports scholarship and academic exchange programme between India and New Zealand.

Looking to progressively push its programme on drawing more Indian students to sports management courses in Australian universities, the Australian Trade Commission and the country's Deakin University have started holding workshops on sports management careers in India.

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Abhijit Kadam Football Development Center is a result of the coming together of leading educational institute Bharati Vidyapeeth, Cheshire-based international football company Kick Worldwide and English football club Liverpool FC.

The International Association of Athletics Federations has inked a 10-year licensing deal with Indian real estate major Nirmal lifestyle, which will allow it set-up IAAF training centres and an academy in India.

INFRASTRUCTURE

A consortium comprising Capita Symonds, Populous and DIMTS (Delhi Integrated Multi Modal Transit System Ltd) has been appointed by the Maharashtra Road Transport Development Corporation (MSRDC) to prepare the master plan and business case for a new multipurpose race circuit and regeneration project in the city

Veldeman Structure Solutions, Belgium is actively involved in India for building a rapid range of infrastructures for various sports in areas where interventions could otherwise have taken years to complete.

OTHERS

Business Club Australia is already promoting business through Sports in India. Hockey Australia has launched a sports outreach programme with Lavasa Corporation Limited for grassroots-based sports development in India and has earmarked about Rs 200 million for the project.

Few companies which have set up their businesses or are interested in establishing their presence in India are:

- National Basket Ball Association, USA
- Decathlon, France;
- FC Bayern Munich, Germany;
- Barcelona, Spain;
- Manchester United, UK;
- National Basketball Association, USA; IMG, USA;
- Libero Sports, Chicago
- Liverpool FC, UK
- Shaolin Temple
- International Association of Athletics Federation
- US Open

Disclaimer: This list is not exhaustive

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Institutional Capacity Building

TRAINING OF TRAINERS & THE VALUE OF EXPOSURE

We might want to take a look at the numbers in real terms when we speak of a populous country like India, to arrive at the size of the challenge as well as the expected size of the pie in making sports as an institution led option for our young population.

- Today's global sports industry is worth between \$480 - \$620bn
- Global sports event sponsorship alone would rise from \$45.4bn in 2009 to \$60.0bn in 2012.
- Estimates show that in 2022, an average Indian will only be 29 years, compared to 37 years in China, 45 years in Western Europe, and 48 years in Japan.
- India currently enjoys a population of 1.2 billion people of which 624 million (52%) can be classified as youth.
- There are an estimated 61% of the youth or approximately 380 million school dropouts.
- The unemployment rate stands at 4.2% or roughly 50 million people.
- It is estimated that 78% of the children who join school show some interest and often, good aptitude for one sport or the other.
- All major sporting goods brands have made their entry into India and are running profitable businesses across many verticals.

These numbers only go to show that sport, as a full time career is a viable and doable option staring at us in very real terms and waiting to be exploited to its full potential.

Add to this the fact that India is abuzz with new sporting investments flowing into the country almost on a weekly basis. The F1 track is ready and functional, Football is suddenly becoming a craze again, and Hockey is regaining its foothold steadily. The Canadian kabaddi league has a winning prize equivalent of 10 crore rupees.

These are good signs and they must be matched with a shift in mindset of our existing and prospective trainers and institutional heads both in the urban and rural context.

We cannot afford to not present the best talent that India has, just because it is not available in the cities. Most sports investors are realizing the potential of India's huge demographic dividend and are willing to go the extra step to make institutions that promote sports careers as a real option in the near future.

A good starting point will be to set up the standards and guidelines for such training and begin by introducing transparent evaluation methodologies and a continuous system of appraisals in all form of sports disciplines. This can be done by actively looking at the work already done by global leaders such as skillsActive of UK who have expertise and experience in setting up sports occupational standards, training methodologies and evaluation guidelines for a successful sporting nation, which was also the host for the latest Olympics.

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The diagram below (from our last years publication) showcases the gamut of opportunities available to a sport lover, not necessarily a sports person, for developing a career in sports, should s/he decide to opt for any one of the over forty two varieties of activities that go to form the entire spectrum of physical activities and sports.



The question is; Does India have the trainers or adequate train the trainer facilities that can match up to the available opportunities before it?

The first step towards making sports as a viable career option will unfortunately not come from the sports community at all. Rather it will have to come from within the civil community including and led by educational institutions, changing the mindset of the society at large and within it, parents, elders, teachers and peers in particular and providing them with acceptable trainers as in the case of academics.

Running Observations:

1. *Education institutes, even premiere ones, therefore might do well to open their sporting facilities to the surrounding community and create responsible revenue sharing mechanisms to benefit both the sports person as well as the institution in the long term.*
2. *Can and will educational institutions be encouraged to send their sports faculty for professional orientation and exposure visits to specially created platforms that will cater to such needs?*
3. *Should such platforms be created with all stakeholders such as trainers, investors, evaluators, sports persons, educationists, ministries and representation from the health, civic, and human resource sectors who will eventually benefit from the resultant benefits of a healthy and engaged society?*

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Institutional Capacity Building

GLOBAL OBSERVATIONS

Ben Gittus & Stephen Studd of Skills Active & European Observatoire for Sport and Employment (EOSE)

SPORTS: IT'S EFFECT ON HEALTH, ECONOMY & SOCIETY

It is widely written and understood that sport (in all its guises) and physical activity can have a major impact on health, on social cohesion and on the economy.

For this potential to become a reality then there is a key role for Government. In India, the Government's 2007 Comprehensive Sport Policy pointed the way and gave the Government commitment to lead the drive to improve sport. In the preamble to the Policy the Government acknowledges its support for the Olympic ideal and the UNESCO Charter of Sport and Physical Education (of 1978) and the UN Themes of 2001 and 2005 when sport was promoted as:

- Being integral to quality education with mandatory physical education as a necessary pre-requisite to foster education, health and personality development;
- Improving the health standards of people;
- Achieving sustainable development through inclusive growth;
- Building lasting peace.

The India Comprehensive Sport Policy points to the need for synergy, with national, regional and local governments working together to provide opportunities for people to participate and to progress in sport.

It seems that this Policy has not been as consistently implemented and successful as had been hoped. A review is due. Nevertheless, there is strong evidence that Government understands the importance of the message about sport – that it is good for improving health, for building communities, for national pride and inspiration, and for the economy. In particular, the Policy acknowledges the importance of sport in relation to Youth Policy:

“In order to develop a comprehensive framework for the development of sports in a holistic manner, it would need to be seen in a three fold perspective – the development of sports and physical education as an essential ingredient of youth development and the promotion of a sports culture in the country; broad-basing of sports in the context of the new dimensions that sports as an activity, per se, has acquired and the opportunities that it would provide for our youth; and promotion of excellence, particularly with reference to competitive sports at the international level.”

This focus on the link between sport and youth is very clear and understandable. Both aspects are the responsibility of The Ministry for Youth Affairs and Sports and at this time, when India has over 52% of the population classified as “youth” the need is pressing to invest in them and their future. They are a huge economic resource and driver for the future.

This is reflected in the Draft National Youth Policy. The thrust areas in the Draft NYP 2012 are *promotion of national values, social harmony, national unity, empowering youth through employable skills, education, health, sports and recreation, gender justice, participation in community service, environment and local governance.*

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Sport and physical activity improves the health of the nation, it contributes to economic performance and it fosters social cohesion and national pride. There is a strong case for a combined investment in the development of sport from Government, from Regions, in communities and from the private sector.

THE THREE DELIVERY STRUCTURES OF SPORT

Performance/elite sport

For a nation to achieve success at the highest levels of elite sport there needs to be a coordinated system of talent identification and developing the talent to elite levels. The federations are key to this but also there is a case for a national agency for elite sport, as in the UK with the agency “UK Sport” who oversaw the development of successful athletes at the 2012 Olympic and Paralympic Games. A co-coordinated system can produce athletes at every level of elite and professional sport.

As part of this activity consideration can be given to the “Dual Career” needs of sportsmen and women. From an early age talented players need to be able to pursue their education and their sport together. A structured programme at specialist schools and colleges and university scholarships can be used to ensure there is proper recognition of the needs of talented athletes. Sports careers are short and education should not be neglected. Nor should the talented be put off the pursuit of their sporting excellence

Community Sport and Recreation

Promoting a culture of sport and active lifestyles and presenting people with easily accessible opportunities to be active is vital to increasing participation. This encouragement can be led by Government and can be reflected in the education system and in community programmes. People have to want to be active – it must be seen as fun as well as being good for you. Major international events, media exposure and role models can play a big part in fostering this interest in being active and playing sport. Community grassroots programmes are important to raising participation levels and nurturing talented athletes.

School Sport

The Education Sector may lie at the Centre of future promotion of sport from an early age. Schools can have a key role to play in a national sport system:

Physical education provides the basic grounding in physical literacy that underpins a young person’s development in sport;

School facilities can be developed and opened for use by the community;

Schools can aim to introduce children to as wide a range of sports as possible so that they can find the one that can become a lifelong interest;

Schools can build links with local communities and sports clubs, integrating their provision and helping young people to find pathways to continue their enjoyment of sport and to progress if they have the talent;

Schools have a management structure and can be the basis for sports employment:

They can employ as

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- physical education teachers;
- sports coaches
- development staff running community sports programmes and outreach activity;
- facility operational staff.

Similarly colleges and universities can also provide, or open, their facilities to broader use by clubs, federations, and communities. These activities can provide a training ground for the sports workforce at the same time enabling them to gain practical experience alongside their education.

GROWING EMPLOYMENT IN THE SPORTS SECTOR

If Sport is to grow as an area of economic activity and increase in size as an employment sector then a strategic approach is necessary and the following lines of activity must run in synergy:

Creating Opportunities for sport and physical activity.

Increasing participation depends on the creation of opportunities for people to take part in sport and physical activity. This depends on a combination of:

Facilities – if there is nowhere to play then organised activities cannot take place

The operators of these facilities will be the main employers around whom a growth strategy can be developed.

Some key questions need to be addressed to initiate a growth strategy –

Where are the current essential facilities that support sports participation?

Who runs them and who do they employ?

Where is the scope for growth?

Skills – people need to learn the skills so they can enjoy the sport and be supported, coached and motivated if they are to progress and keep active. This applies equally in exercise and fitness where good instruction is important for safe exercise and to enable people to achieve their exercise goals and stay motivated.

Creating opportunities for employment

The organisation of sport and activity and the provision of facilities will drive the demand for a bigger skilled workforce. Those involved in the management and marketing of the facilities and its programmes, the coaches and teaching staff, community and outreach teams will be in demand.

Working with the employers and the potential employers will help define the demand for this workforce and training can be planned accordingly.

Training and developing the people to work in sport.

The training of people to work in sport must be geared to the needs of the jobs that will be created.

In the UK the creation of a Sector Skills Council provided a focus for this.

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The SSC (SkillsActive) was recognised and licensed by Government after a formal submission by employers from the Sector. It was given the ability to set occupational standards to define the competences needed by all staff at work. The standards have been used to shape qualifications and training to ensure they are relevant to employment and reflect the needs of employers.

Employers drive the work of the SSC from the Board but also from UK nations/regions – this ensures regional and cultural differences can be incorporated into a national system.

As a result it is clear to those seeking employment, which qualifications are recognised by employers for entry to the job market and then the career pathway is spelled out in terms of qualifications and training needed to support progression and transfer in the job market.

The standards not only determine the vocational training and apprenticeships that are provided, but also are used by Universities to ensure that key vocational knowledge and skills can be incorporated into their degree and master programmes.

Potentially much of the vocational training will be provided by, or to the requirements of, the Sports Federations (National Governing Bodies). These bodies have a unique role in sport in many countries. They provide the competition structure for their sport linked to international and Olympic competition and are responsible for the talent identification and performance pathways. Most Federations are democratic in structure and have members amongst the clubs and participants in their sport. They are therefore rooted in grassroots of sport and have a key role to play in introducing young people to sport at a community and particularly in harnessing the power of volunteers. Where they are strong and well-established they can be crucial to the engagement of families and communities. In India NGOs and charities will also play a pivotal role in the system.

A STRATEGIC APPROACH

The strongest way ahead would engage Government (national and regional), its agencies in sport (The Indian Authority for Sport), the Sports Federations, employers and education providers in a strategic approach to increasing participation and growing employment in sport.

In moving forward, the growth of the market must be in synch with the preparation of the workforce. A workforce development plan should be prepared (led by the SSC?) to support and underpin the sports strategy. Such an approach is needed to avoid raising unfilled expectations.

A strong sporting culture, supported by quality facilities and coaching in the education system can be the bedrock of a sports strategy.

The crucial issue of course is how is this financed?

Government funding is important. The inclusion of “sport as a career” and facility development in the education system is a cost effective investment. Similarly investment in promoting the benefits of sport and physical activity can bring long-term savings in improved health and work performance. The attraction of private sponsors and investors can also be encouraged.

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The provision of free or low-cost participation for children and local communities will be important in broadening the participation and would need to be considered.

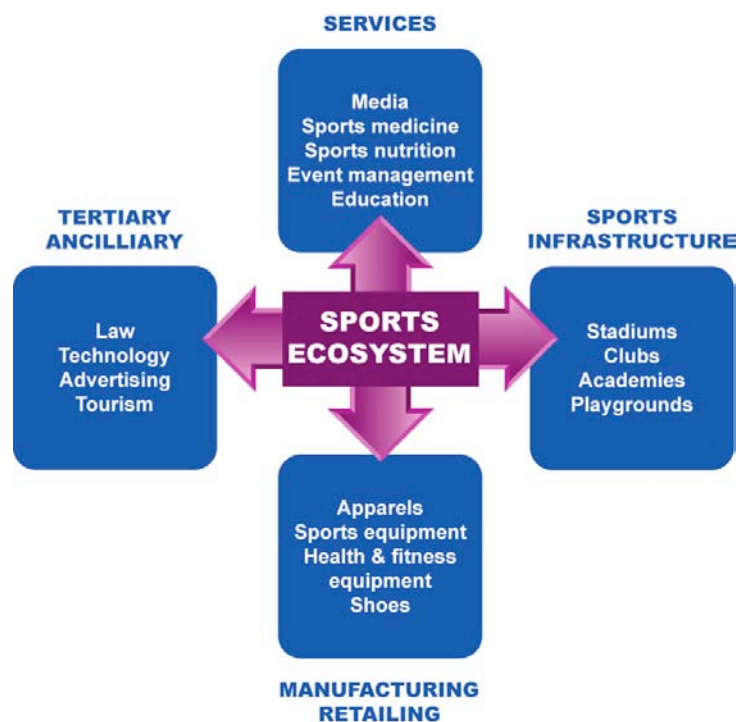
But ultimately, participation in sport must be valued by the participant. They are customers and their increasing commitment to purchase their sport will be essential in growing the industry. The companies that build facilities and manufacture clothing and equipment will also benefit from the growing market and should be encouraged to partner in the strategy.

The employers sitting around the table in a format such as a Sector Skills Council would have a key role in developing the economic model for sport.

In the UK the growth in employment in sport has come alongside the evolution of the delivery model. This was initially focussed from the 19th century on the voluntary sector (federations and clubs) and the growth of fee paying members clubs, later to the investment of the public sector (local authorities) in community facilities and services to most recently the contracting out of these facilities to private operators, All this has been based on the maturing market and increased willingness of the consumer to pay. The three systems run in parallel with less differentiation in the quality and the cost of their activities. Public subsidy is increasingly targetted on special need groups or linked to the promotion of health and education programmes.

In India, there are already signs of the private sector being willing to provide sports coaching and activity at a school and community level to those who can pay. This may provide a resource that can be taken to wider market in due course.

In conclusion, it is important to plan growth across the entire ecosystem (please see diagram below) for any perceivable results to emerge in the short/short-mid term.



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Global Sports Industry Overview

Today's global sports industry is worth between €350 billion and €450 billion (\$480-\$620 billion), according to a recent A.T. Kearney study of sports teams, leagues and federations. This includes infrastructure construction, sporting goods, licensed products and live sports events. According to a PWC report, global sports market revenues will rise at a compound annual growth rate of 3.7% from US\$121.4 billion in 2010 to US\$145.3 billion in 2015.

The worldwide sports events market defined as all ticketing, media and marketing revenues for major sports, was worth €45 billion (\$64 billion) in 2009.

Football (soccer) remains king: Annual revenues for this sport globally, equal €20 billion (\$28 billion)—almost as much as the combined €23 billion (\$32 billion) in revenues for all U.S. sports, Formula 1 racing, tennis and golf.

In Europe alone, football is a €16 billion (\$22 billion) business, with the five biggest leagues accounting for half of the market. As per the PWC report, the sports market consists of:

- Sponsorships, which include payments to have a product associated with a team, league or event and naming rights.
- Gate revenues for live sporting events.
- Media rights fees paid to show sports on broadcast and cable television networks, television stations, terrestrial radio, satellite radio, the internet and on mobile devices.

Merchandising, which includes the selling of licensed products with team or league logos, player likenesses, or other intellectual property and Food concession revenues are not included.

Highlights of United Kingdom Sports sector

Sports Industry Research Centre (SIRC) at Sheffield Hallam University predicts that the UK's £20.7 billion (\$31.8 billion/€24.9 billion) sporting economy will keep outperforming the economy as a whole.

The sport and leisure industry as a whole currently employs 663,300 people, which accounts for around 2% of the UK workforce (SkillsActive, 2010).

SIRC predicts that the sports clothing industry will be the biggest winner, rising 15 per cent to account for £5 billion (\$7.7 billion/€6 billion) of the overall market in 2015.

The sports gambling industry should expand by nearly six per cent over the same time-frame to £3.2 billion (\$4.9 billion/€3.9 billion). Estimated annual income from sports events in 2010 was £2.3 billion.

The sports industry U.K is 1.28% of the total GDP, which stands at \$2.480 trillion in 2011.

As per ATKearney paper on sports, the sports industry today spans the field of play—from the food and memorabilia stands at the stadium, to media rights and sponsorships. The many participants in this market are competing for a bigger slice of a pie worth as much as €450 billion.

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Highlights of United States Sports sector

Estimated Size of the Entire Sports Industry in U.S (2012).	435 billion USD
Annual Company Spending for Sports Advertising, U.S	28.6 billion USD
Wholesale Revenues, U.S. Sporting Goods Manufacturers (Includes sporting goods equipment, fitness equipment, sports apparel, recreational transport items and athletic footwear)	77.3 billion USD
Retail Sporting Equipment Sales	41.5 billion USD
NCAA (National Collegiate Athletics Association) sports revenue	777 million USD
Spectator Sports Revenue (includes racetracks, sports teams and other spectator sports)	33.9 billion USD
U.S. Health Club Revenue	21.4 billion USD
NASCAR (National Association of Stock Car Auto Racing) Revenue	629.7 million USD
Major League Baseball revenue	7.7 billion USD
National Football League	9.5 billion USD
National Basketball Association	4.3 billion USD
National Hockey League	3.0 billion USD
(Official U.S. Bureau of Labor Statistics figures as of 2011)	
No. of professional athletes (Official U.S. Bureau of Labor Statistics figures as of 2011)	12,630
No. of coaches and scouts	193,810
No. of umpires, referees and officials	15,630
Americans working in fitness centers	489,200
Americans working in snow skiing facilities,	39,700
Americans working in bowling centers	68,300
Americans working in country clubs and golf courses	342,300
Americans working in wholesale trade of sporting goods	45,000
Americans work in retail sporting goods stores.	245,800
U.S estimated GDP for 2011 was \$15.094 trillion and with the entire sports industry size of \$435 billion, sports industry contribute to 2.9% of the total GDP of U.S.	
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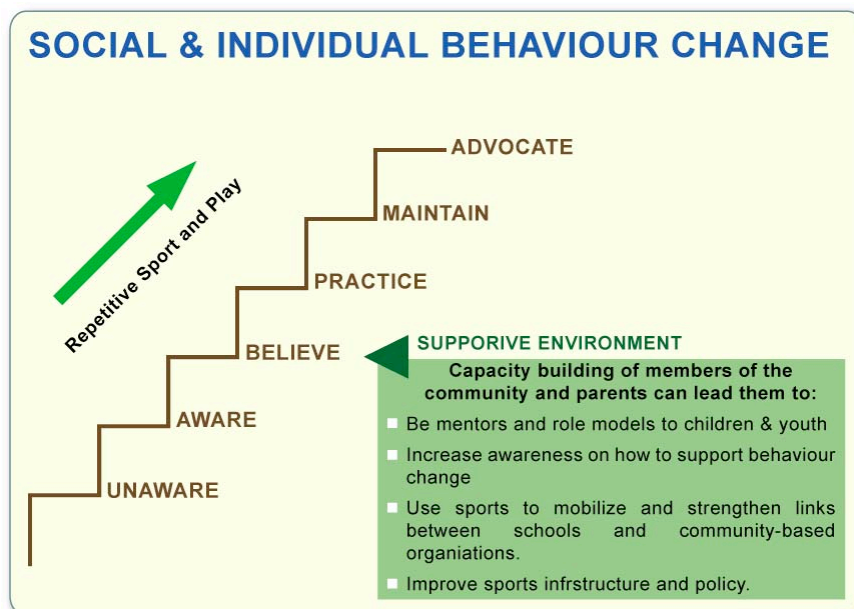
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How to harness the contribution of Government & Society

Teachers and school-based administrators alike have searched to find ways to increase student achievement in their schools. Several widely known and discussed strategies include using data to drive instruction, employing highly qualified teachers, and improving school leadership.

Additionally, positive student engagement in the classroom is another compelling factor—but not as widely discussed—that research has reported to be critical in enhancing student achievement. Positive student engagement is not an easy term to define, yet we know it when we see it. Students are engaged when they “devote substantial time and effort to a task, when they care about the quality of their work, and when they commit themselves because the work seems to have significance beyond its personal instrumental value” (Newmann, 1986).

Engaged students also are more likely to perform well academically. Therefore, teachers need a large inventory of instructional strategies to engage a variety of students (Garcia-Reid et al., 2005).



The trick may be to consciously engage as many sectors as possible in developing and implementing physical activity promotion strategies.

The WHO has identified actions that a broad range of sectors can take to promote participation in regular physical activity and healthy sports, ensure equitable access to these activities, and foster supportive environments.

It also recommends that it is imperative to incorporate monitoring and evaluation processes into all initiatives from the outset to assess their effectiveness, continuously improve them, and help make resource allocation decisions. The evaluation of one such activity involving all stakeholders in ‘Agita São Paulo’ shows that it is possible to evaluate

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the process and the impact of diverse strategies used to increase physical activity among large populations such as India's.

Evidence from São Paulo shows that these approaches result in increased physical activity.

- In small cities, construction of walking and biking paths resulted in a 33% increase in physical activity among those using them.
- Walking has increased 2% per year in the population, with 520,000 adults starting to walk on a regular basis [30 minutes, five times a week].
- In one city with a large network of recently constructed walking paths, hospitalizations due to type 2 diabetes declined by 57% and hospitalizations due to stroke declined by 50%.
- Similarly, a community that introduced an open-school program on weekends experienced a 46% decline in incidents of physical aggression and a 34% decline in robberies, among other benefits.



Therefore it is important to note that planning and implementation of evaluation measures will be more successful if built into the program at the initial strategic planning stage, with a budget set aside for this purpose.

Partners and stakeholders could be involved in the evaluation process. Evaluation could be an essential part of all program components and could be designed to obtain feedback and improve interventions.

The list of sectors below is not exhaustive, but is offered as a starting point for institutions and communities interested in cross-sector partnerships to increase physical activity.

The sport sector could:

- Initiate and strengthen programs for physical activity and sport for all, promoting the concept that sport is a human right for all individuals regardless of race, social class, gender and disability. *(Already initiated by the ministry MoYaS)*
- Make community use of local sport facilities easy and convenient.
- Allocate a proportion of sport funds to promoting physical activity.
- Include education on the benefits of physical activity in sport sector training programs.
- Advocate for physical activity and sport for all at professional, amateur and school sporting events.
- Organize physical activity events in the community.

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- Support the use of physical activity and sport to promote healthy lifestyles, reduce violence and foster social integration, development and peace.

The health sector could:

- Undertake nationwide evidence-based advocacy to inform the public and policy-makers of the health, social and economic benefits of physical activity.
- Develop action-oriented networks with other relevant sectors and stakeholders on physical activity.
- Promote integrated, cross-sector, public policy development.
- Promote community-based physical activity programs with family-based activities.
- Support the teaching of basic sport skills to children in schools and community programs.
- Address barriers to providing a safe and welcoming environment for sport participants (e.g., abuse, harassment, racism, sexism).
- Secure start-up investment and mobilize resources for physical activity initiatives.
- Participate in global actions to promote physical activity.

The education and culture sectors could:



leisure programs and events.

- Make school sport facilities available for public use when not in use by students.
- Commit to physical education as an integral part of the school curriculum.
- Ensure all schools have at least two teachers trained in physical education.
- Provide opportunities for students to engage in sport and physical activity during and after school.
- Increase physical activity in cultural and
- Contribute significantly through colleges, universities and research institutes to the data collection, research, evaluation, knowledge dissemination, and training dimensions of broad-based strategies to improve physical activity levels and mobilize sport as a communication and public education platform.

The urban planning & development sectors could:

The physical and social environments of cities have a major impact on physical activity levels. Crowding, crime, traffic, and poor air quality, coupled with a lack of parks, sidewalks, and sports and recreational facilities make physical activity and sports a difficult choice for

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many people. The challenge for governments is to foster sustainable environments that encourage the regular practice of physical activity and sport in the community.

Key issues include access to open spaces, playgrounds, gymnasiums, stairwells and road networks, as well as social factors such as levels of crime and the local sense of community. The urban planning sector could therefore:

- Develop parks and open space where people can practice enjoyable physical activities in clean and safe environments;
- Facilitating public/community use of existing sport facilities
- Promoting active transport initiatives (walking, cycling, greater use of public transport, etc.), including ensuring plenty of safe sidewalks and cycling paths.
- Strengthening efforts to reduce traffic speed, congestion, and pollution in cities
- Provide support to municipal/local authorities to implement these choices.
- Tax and price interventions (e.g., to influence the use of public transport to sporting facilities, access to sport activities)

Running Observations:

1. **Provide positive role models:** Studies show that athletes are seen as positive role models and can favourably influence youth behaviour. In choosing athletes for information and mobilization campaigns, governments and their partners must ensure that selected athletes embody the values they are meant to communicate.
2. **Develop a coherent strategy:** Sport-based health initiatives work best when they are integrated into a broader, coherent overall strategy such as counselling services, provision of additional information, and integration of the issue into school instruction.
3. **Encourage media involvement:** Close cooperation with the media can help ensure that awareness-building campaigns get wide exposure.
4. **Include women and girls:** Sport institutions, practices and communication are traditionally more oriented to men than women in most societies. We might want to take additional measures to reach women and girls and to sensitize male participants (athletes, coaches, teachers and community members) to gender.

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SUCCESS STORIES FROM INDIA & AROUND THE WORLD

While on the one hand it may be desirable to set up such systems and policies that drive the movement towards holistic education, it is also very important to create a viable economic model both for the institutions as well as the community at large.

We have showcased a few success stories from one of the leading sports advocacy groups in the world, Our thanks to Right to play.

Success **1** Story: INDIA

One of the better examples of just such a hybrid is the Kendriya Vidyalaya at Andrewsganj, New Delhi, which has entered into a joint venture with a private player to best use their field and realty for the benefit of the students as well as the community.

The private player has completely remodeled the area, which includes a play field an indoor facility, swimming pool, changing rooms, MI room and gym with two gates to the facilities. One gate opens into the school and is for the exclusive use of students during the time they spend in the school, while the other gate opens onto the main road and is opened to public when the school is not in session, like early mornings and late evenings. This is a great way to maximize utilization and earn revenues that support the physical activity efforts of the institution without resorting to large investments.

Success **2** Story: THE NETHERLANDS

On his recent visit to Den Haag (The Hague) in The Netherlands, Mr. Rajpal Singh, Director FICCI came across a brilliant hybrid that bridges the gap between education and sports in a most meaningful manner.



The club in question, Ado Den Haag, has set up a separate building for the purpose of furthering academics within the complex where young trainees come to practice soccer. The building is equipped with classrooms and highly qualified teaching volunteers from the community, who help these trainees with their homework, assignments and projects so that s/he has completed her academic commitments even before entering the field.

This has brought about a complete change in the way the community views sports and a huge turnover of sports enthusiasts. It has found great acclaim with the educationists who are now absolved of the extra responsibility of finding innovative ways to keep sports loving children on their desks. The youth themselves are extremely happy and satisfied at finding the right balance between their passion and their academic responsibilities. The resultant is turning out to be a group of sports professionals with good academic backgrounds and a bright career opportunity beyond their sporting years. The community, on the other hand, is already experiencing rapid changes in the number of street crimes, usually caused by purposeless youngsters. It is finally a win-win for all stakeholders in Den Haag.

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In April 2012, Right To Play Athlete Ambassador Meghan Mutrie visited Benin – a small West African country where Right To Play has been operating since 2001. As a former member of the Canadian Women’s Rugby team, Meghan grew up immersed in sport and play, and truly understands the positive impact they can have in a child’s life. Incredibly passionate and dedicated Meghan shared with us her experience in Benin.



She recalls “Growing up, I was that kid with a mushroom cut who would come home late from school, covered in dirt because a game had started in the neighborhood and I just had to play.” I know how fortunate I am – because of my parents and the country I lived in – to do that without thinking twice. Every kid should have the opportunity to be a kid and just play. Sport has done so much for me personally, and being able to reach other children in areas who wouldn’t normally get that chance.

My five-day field visit to West Africa taught me more lessons than a four-year degree! I learned a lot, on all sorts of levels, but one of the most striking things for me was how confident and empowered the children were, they carried themselves so well and were just so happy. Sport is a microcosm for life and it gives kids a chance to develop their personalities and practice life skills in a safe environment that builds character. But kids don’t know this! They have no idea that’s what’s happening while they’re playing! To them it’s just fun, as it should be. It’s not until they grow older and are tested as people, to make correct choices and important decisions that their solid foundations from sport comes into play. Sport and play are important opportunities for all children around the world, but especially for those in disadvantaged countries; the issues the children face about health, safety, peace and education are very serious in these areas.



There is no way to narrow down my experiences in Benin to just one memorable moment. However, "Meghan Says" playing a Simon Says-type game where the kids can't lose and always ends in a hug with the kids was awesome. As an adult, it can be tough to let go and just play with kids, but I loved it, and getting all the kids to hug each other (and me!) was so much fun!

But yeah, I think the kids – they were the most memorable part.

Megan currently lives in New Zealand, where she is a sports reporter for Prime’s The Crowd Goes Wild (CGW).

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In a bright pink t-shirt that reads “Peace begins with me,” Muhammad Nawaz would have a hard time fading into the background even if he wasn’t famous. But he is. To the children at the Government Primary School in Sherpur, Pakistan, this 60-year-old teacher is a celebrity.

To add to the legend, he calls himself Zero Meter. A veteran teacher of 30 years, Zero says from the beginning of his career he wanted his students to be competent, hard working, well-disciplined and high academic achievers. “I used to work very hard with my class and used all those methods which I had seen my teachers use and that all my colleagues were using, but to be honest, those techniques never worked to any good,” says Zero. I was totally confused about what was the problem with my teaching.” Finally Zero – then still known as Nawaz – turned to punishment.

“My motive to punish the children was only to foster their better academic performance,” says Zero. But the result, he says, was “horrible.” The students became afraid of their teacher, hesitant to ask any questions or share their ideas. Absenteeism increased, and despite meeting with parents, classes became a tedious chore for both Zero and his pupils. And then something happened.

On October 8, 2005, a devastating 7.6 Richter earthquake struck the Mansehra district of Pakistan. More than 70,000 people were killed. Houses and entire communities were destroyed, leaving hundreds of thousands homeless. More than 6,000 schools and colleges crumbled under the strength of the quake.



A Right To Play coach began running daily activities for children in the school in July 2008. At first, Zero – still going by Nawaz at this point – considered play at school a waste of time, until one day he began a health lesson and discovered his students were eager to share the answers they had already learned.

“This was astonishing news for me – that children have not only learned from game

activities in an excellent way, but also shared with me confidently, which I could not see in my students ever before,” he says.

Zero, along with other teachers, joined a training session to learn how to teach using different games and activities, how to engage students through discussion, and how to

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include everyone. The trainees learned how to relate to children, how to talk them politely, listen to their issues, and teach them according to their needs. “That week-long training overshadowed my 30-year-long teaching career.” And that’s when he decided to change his name.

Zero-meter is a term used locally for brand new cars, as their mileage meter shows all zeroes – the very beginning. “Now I feel as if I am reborn, not only as a teacher, but as a human being as well,” says Zero. “I have a desire to do more for these children and to use innovative methodology and also spread it to other teachers. “The same children who used to cry while coming to school now have smile on their faces while entering my class.”

Success **5** Story: PERU

A country of more than 29 million, 65 per cent of Peru’s population lives in extreme poverty. The Andean country’s development challenges are exceptionally evident in rural areas, where only seven out of 10 children complete a primary school education. Moreover, Peru’s educational system faces significant capacity challenges.



Primary school classroom in rural Peru

“Youth don’t have a lot of options for how to spend their time and energy. The lack of positive and constructive outlets takes a toll on their education and can impact the greater community.”

Teachers say they now understand the direct relationship between play-based learning activities, and the benefit to children and youths social development.

Implemented by 25 teachers in two schools in Lambayeque, the project provides nearly 900 children and youth with a safe, alternative space where they can develop their social and leadership skills, through play, thereby improving their ability to become active participants in their communities. Through Scotiabank’s Construyendo Futuro, youth in Lambayeque have also started to develop a culture of financial responsibility and are in the process of organizing a business fair and an October sporting championship. In Ancash, another district in northern Peru, a sports program has helped youth to build their leadership skills and expand their role in society to include social and educational advocacy. In the communities of Chavín and Llata, 91 per cent of youth participants have managed to organize themselves and produce action plans for monitoring the quality of education in their respective communities.

Of the teachers participating in the Ancash programs, 70 per cent say they have benefit from capacity building through these initiatives. The children are going to migrate, taking the methodology they have learned with them. They are going to be able to see the change grow in other cities. They are going to create an atmosphere that lets them work more lucratively.

That is the ultimate vision of sustainable change that will be upheld through generations.

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For 24-year-old Abu Aziz, football (soccer) is about more than just a game – it is about challenging stereotypes, accomplishing dreams and finally being accepted as “one of the boys.”



Aziz has Down syndrome. Despite his love for the Beautiful Game, he has long been held off the pitch because of his disability, but in 2010, things began to change.

The Football for Development program is one of three sport-specific resources that have been developed along with Volleyball for Development and Basketball for Development, the Sport Specific resources use popular sports as the foundation for play-based learning activities.

The programs integrate coaching practices, physical education, technique and methodologies into a comprehensive means of implementing sport as a tool for development.

Football is developing children’s intellect – helping them focus and build their observation skills and their memories, teaching them to experiment, strategize, evaluate and make decisions. It is also forming children and youth’s physical wellness by testing and developing their strength, their skill and range, and their coordination and speed. Football, like all sports, also impacts their emotional development by allowing children to discover new abilities within themselves, grow in confidence, interact with their peers, and experience excitement and happiness.

In the case of Aziz, that greater societal development is reflected in new levels of acceptance and inclusion. Aziz was finally given the opportunity to play amongst his peers, as an equal. When ninety-six young footballers from the Karmel Club and Sanabel Charity Association came together for a football tournament on June 30, at Yarmouk University in the Jordanian city of Irbid, Aziz was not only an equal on the pitch, but got the chance to shine. Invited to join the game and be a part of a team, Aziz became the centre of attention, not for his disabilities, but for his skill and contagious spirit. Teammates, opposition players and the audience were all cheering for Aziz, not only encouraging him but also pushing him to his full potential. Eight teams competed in the tournament, which focused on fair play, respect and team work. Thanks to two goals scored by Aziz, his team, Karmel 3, was awarded first place.

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Football-centric programs are also being implemented in the Palestinian Territories to promote the empowerment and inclusion of girls.

As a part of a larger itinerary for engaging girls in football, which coincided with women’s world cup competition in Germany, the Girls’ Soccer Cup took place July 9 at the Albireh International Stadium in Ramallah, West Bank.



The liveliness and enthusiasm of the girls competing in the tournament stressed the importance of such events to encourage women’s participation in sport activities.

Three teams of 53 players, played three 30-minute games each. Many of the players competing also play for the Palestinian Women’s National Football squad. As female athletes, they know all-too-well the breadth of challenges women face to play – from checkpoints that impede travel and training schedules, to the pressure of traditional gender roles that fundamentally question the participation of women in public sports events.



By providing equal opportunities for boys and girls to participate in sport and play activities, sports is helping to promote gender equality, participation, inclusion and most importantly, build life skills and values including respect, fair play and team work.

The Girls’ Soccer Cup is important to girls achieving a significant role in Palestinian society and ensures a bright future for them.

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Best practices from successful sports programs around the world

We could maximize the effectiveness of our own programs to increase sport and physical activity participation by observing guidelines derived from successful programs around the world, such as:

Best practices in program design

- Make it fun (e.g., ensure enjoyable group activities with a social atmosphere)
- Make it effective (provide supervision, training and feedback)
- Use sports that are culturally relevant and require fewer resources (such as running, soccer, basketball, baseball and other activities) to promote lifelong fitness
- Address obstacles to sport and exercise (e.g., need for safe areas, timing, darkness, extreme temperatures, need for child care, cultural mores); and
- Promote physical activity and related healthy behaviors in the workplace.

Best practices in program communication

- Target public messages aimed at increasing physical activity levels and tailor them for specific audiences.
- Targeted messages are culturally specific and emphasize consistency (focusing on accumulated exercise). Messages can foster inclusion through the use of terms like “active” instead of using fitness and sport terminology that can be off-putting to groups who do not see themselves in these terms.
- Messages focused on moderate activity and walking are particularly effective with older adults.
- Use sport to launch social mobilization efforts: Sport is an ideal launch site when it comes to appealing to people on an emotional level and mobilizing them for specific development goals.

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