MESSAGE

Karnataka is on an accelerated economic growth path – its people will benefit from the tremendous developments that are happening. With a larger young population, top priority will be the aspiration for good employment, health and good quality of life. Increasing educational opportunities will also make society knowledgeable and innovation will be the at core of every individual. Thus, avenues for physical and mental strengthening – a fundamental for good healthy life will be a major lookout in society – not just for relaxation, entertainment but also for achieving excellence. Sports will be a natural choice for society.

Sports is an important element of society and needs high attention – for it is fundamental for a healthy, spirited and challenged society and well-being of the state. Karnataka has been at the top in Sports – not only large parts of society partake in sports but many excelling sportpersons have emanated from this land. Sporting excellence and awards have been forthcoming to Karnataka in many field of sports and also at state/national/global levels of competition. Excellent sports facilities are available in the state. In rural areas too, sports facilities are available and many traditional and modern sports is a major activity for youth and citizens.

KJA has realised that Karnataka has a unique opportunity to emerge as a global sports hub and that creating an enabling, inclusive and dynamic environment for sports in Karnataka would empower and enable people of Karnataka to experience and benefit from a strong sports culture and lead a healthy life. Under the leadership of Mr. Prakash Padukone and Mr. Rahul Dravid – 2 star sportspersons of the state and many other eminent sports personalities and experts, KJA is recommending a Karnataka Sports Policy to the Government. The Policy not only envisions a visionary “sporting eco-system” that will inspire and enable every individual to engage and participate in sports without any inhibition but will promote sports excellence for budding sports enthusiasts. The Policy also outlines a roadmap for state-of-art facilities in the state and the vision of a Sports Hub. The Policy actions would certainly make Karnataka a Sporting Destination!!

I would like to take this opportunity to thank each Member of the KJA Task Group on Sports Policy – especially the 2 Co-Chairs and Mr Nandan Kamath, Member-Secretary of the TG for their tremendous effort in preparing this policy. The support of the Principal Secretary, Department of Youth Empowerment and Sports and the officers of the Department have supported and enthusiastically participated in the endeavour – I thank them. I also thank the KJA Members for their intense involvement and guidance in this activity.

March 14, 2016

(K. Kasturirangan)
Chairman
Karnataka Jnana Aayoga (KJA) is a unique “platform” established by Government of Karnataka as a body of experts and professionals in various fields who, together, bring a wealth of knowledge and expertise through new ideation, undertake extensive brain-storming and wide consultations on important and relevant issues for the state’s development. Tasks of KJA are mainly “proof-of-concept” and get “anchored” with one or more departments of GOK – so that executive implementation can get effectively coordinated by relevant departments of GOK. KJA has initiated many new ideas and knowledge inputs in coordination with various departments.

One of the major initiatives that KJA has undertaken is for developing a Karnataka Sports Policy. KJA constituted an expert Task Group under the leadership of Mr Praakash Padukone and Mr Rahul Dravid – both of whom are not only acclaimed sports personalities but active Members of KJA. The Task Group also had many eminent personalities and experts who contributed in this major efforts of Policy-making – valuable inputs have been from Ms Ashwini Nachappa, Ms Reeth Abraham, Mr Hakimuddin S Habibulla and Dr U V Shankar, Prof. G Ramesh apart from the vanguard role played by Mr Nandan Kamath – a legal expert in sports. With such luminaries involved, tremendous inputs and experience has been brought upfront into the policy making – which is amply demonstrated in the excellent recommendations that have been arrived at.

This Sports Policy is one of its kind – it is not only visionary - outlining a long-term plan upto 2030; methodical - identifying key elements of sports for all, sporting competitions, sporting excellence and a vision setting for Karnataka to be a major sports destination. The Policy envisions well spread-out state-of-art sports infrastructure in the state and a Sports Hub – an international level complex for sports in the state. All of these policy tenets would enable the state to ensure good sports facilities and opportunities to its citizens, promote sports in schools and youth, encourage de-centralised competitions and hunt for talent, motivate sports excellence, reward sports achievers, build sporting institutions and facilities that will be state-of-art. Thus, Karnataka would stand to benefit in a great manner.

On behalf of KJA, I would like to express gratitude and thanks to Mr Prakash Padukone, Mr Rahul Dravid and Mr Nandan Kamath and all Members of the Task group; all Members of KJA and the leadership and officers of the Department for Youth Empowerment and Sports.

KJA submits this Policy to the Government for consideration and implementation actions.

(Mukund Kadursrinivas Rao)
Member-Secretary
mukund.k.rao@gmail.com

March 14, 2016
PREFACE

It gives us great pleasure as the Co-Chairs of the KJA Task Group to develop Karnataka Sports Policy ("TGKSP") to present the Karnataka State Sports Policy 2016 to the people of the state.

We believe that sports participation and achievement present wonderful opportunities to advance a number of social, economic, health and community goals in our state. With equal focus on broad-basing sports in Karnataka and enabling sports excellence, we hope that the Sports Policy for Karnataka will provide a solid foundation for the growth of sports in Karnataka.

In the Sports Policy for Karnataka, we have envisioned a professionally managed and thriving sports ecosystem in the state. This comes with specific goals, legal reforms, policy measures and institutional structures that we believe are essential to create and foster an environment for all the citizens of the state to access the power and joy of sports.

For government departments and agencies, state sports federations, educational institutions and other private sector partners and stakeholders, the Sports Policy for Karnataka provides a roadmap through which they can move efficiently, purposefully and in a co-ordinated manner from planning to implementation. In this, they will be guided by the vision that aligns and unifies efforts to develop and promote sports in Karnataka.

We must commend the consultative manner in which the Sports Policy for Karnataka has been developed. The KJA, the TGKSP and the DYES are to be congratulated for bringing together key agencies and stakeholders to discuss, debate and formulate a vision for the state. The success of the Sports Policy for Karnataka will, no doubt, hinge on its pro-active and strategic implementation.

In particular, we would like to express our gratitude to all the members of the TGKSP for their ideas and involvement, Mr. Nandan Kamath the Member-Secretary of TGKSP for leading the consultation and drafting process, and Mr. Roshan Gopalakrishna and the research team from The Sports Law & Policy Centre, Bengaluru for their tireless efforts in researching and drafting the Sports Policy for Karnataka. Further, we would like to thank Prof. Ramesh G., IIMB, for his support and assistance during this exercise. Finally, our thanks go to the Chairman, Member-Secretary and staff of the KJA for giving us this wonderful opportunity to envision a Karnataka in which the benefits of sport are shared by all and for supporting us and the TGKSP along the way.

Mr. Prakash Padukone  
Co-Chair, Task Group

Mr. Rahul Dravid  
Co-Chair, Task Group
KJA TASK GROUP TO DEVELOP KARNATAKA STATE SPORTS POLICY

The following individuals were approached to be part of the KJA Task Group to develop the Karnataka State Sports Policy -

**Co-Chairs**
- Mr. Prakash Padukone, Member, KJA
- Mr. Rahul Dravid, Member, KJA
- Principal Secretary, Department of Youth Empowerment and Sports, Ex-Officio Member, KJA

**Member-Secretary**
- Mr. Nandan Kamath, Sports Lawyer and Managing Trustee, GoSports Foundation

**Members**
- Dr. Mukund Rao, Member-Secretary, KJA
- Dr. Mohan Alva, Member, KJA
- Ms. Shukla Bose, Member, KJA
- Ms. Ashwini Nachappa, Renowned Athlete
- Mr. A.B. Subbaiah, Renowned Hockey Player
- Mr. Hakimuddin S. Habibulla, Renowned Swimmer
- Ms. Reeth Abraham, Joint Convener, Clean Sports India
- Mr. Roshan Gopalakrishna, Sports Lawyer
- Dr. U. V. Shankar, Sports Director, Jain University
- Regional Director, Sports Authority of India, Southern Region, Ex-Officio Member
- Director, Department of Youth Empowerment and Sports, Ex-Officio Member
- President, Karnataka Olympic Association, Ex-Officio Member

**Convenor**
- Dr. Padmavathi B.S., Senior Research Associate, KJA

**Research Associate**
- Dr. Anuradha Namashivaya, Senior Research Associate, KJA
Karnataka Jnana Aayoga expresses its grateful thanks to all the people involved in evolving this Policy Recommendation, especially:

- Sri. Aravind Jadhav, Chief Secretary, GoK for his valuable suggestions and support
- Mr. Bharath Lal Meena, ACS, Department of Higher Education, GoK for his valuable inputs
- Mr. Kapil Mohan, present Principal Secretary and Dr. Nagambika Devi, the then Principal Secretary of the Department of Youth Empowerment and Sports, GoK for having shown keen interest and for kind feedback
- Mr. Prakash Padukone and Mr. Rahul Dravid, KJA Members and Co-chairs, for sharing their ideas and guiding the Task Group
- Director, State Youth Centre, DYES, GoK
- All the Task Group Members for their involvement and participation in the deliberations and making of the policy report
- Mr. Nandan Kamath, Member Secretary of the TG for driving the Group and helping in drafting the report
- Dr. Mohan Alva, Chairman, Alva Education Foundation, Moodbidri for hosting the State Level Stakeholders Consultation meeting in Mangalore region
- Prof. Ramesh G, Chairperson, Centre for Public Policy, IIM-B for his research support
- The Team at LawNK-The Law Offices of Nandan Kamath for support in drafting the report
- KJA Secretariat for all the facilitation and coordination.
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EXECUTIVE SUMMARY

The vision of the Sport Policy for Karnataka is: “To create an enabling, inclusive and dynamic environment for sports in Karnataka that enables and empowers the people of Karnataka to experience and benefit from a strong sports culture, and facilitates the creation of a self-sustaining sports eco-system that makes sport affordable, enjoyable and sustainable for all who wish to play and equally for those who wish to improve and thereby excel at sport.”

In pursuing this vision, the Sports Policy for Karnataka recommends a comprehensive framework for the development of sports in Karnataka over a fifteen (15) year period. The Sports Policy for Karnataka is designed to not only facilitate the pursuit of excellence in sports as a means of creating a system for identifying, supporting and celebrating champions and creating the necessary aids they require to achieve excellence, but also to foster greater interest for and inclusive participation in sports as a means of enhancing intellectual, emotional, mental and physical health. The Sports Policy for Karnataka recognises the extent to which sports promote and strengthen values that form the core of our society, and simultaneously identifies the potential for sports to deliver inclusive growth, knowledge creation, equal opportunity access and enhanced participation.

The Sport Policy for Karnataka focuses on the key role of the state in establishing legal and institutional frameworks, developing physical and knowledge infrastructure and, eventually, in bringing all these together to create a self-sustaining and organically thriving sports eco-system by creating partnership opportunities for private players and institutions. The Sports Policy for Karnataka recommends a number of reforms and yet draws on the existing assets and sporting legacy of the state.

The effective implementation of the strategies, measures and activities outlined in the Sports Policy for Karnataka will require significant investment, professional management and sustained collaboration among the various public and private stakeholders. Regular monitoring and evaluation mechanisms will ensure transparency, public accountability, cost-efficient and effective implementation of the Sports Policy for Karnataka.
“India has to be transformed into a developed nation, a prosperous nation and a healthy nation, with a value system.”

- Dr. A.P.J. Abdul Kalam
1.0 INTRODUCTION

1.1 Sport, with its economic, social, physical and personal aspects, can play a key role in keeping the residents of Karnataka healthy and energetic, maintaining public health, economic development, building social ties in heterogeneous populations and the development of social harmony within the state. Excellence and achievement in sports brings a sense of pride and confidence. Participation in sports also has a number of positive effects at the individual and societal level. The Government of Karnataka is strongly committed to nurturing and developing sports habits and a sports culture that encompasses all sections of our society, while at the same time enabling the private sector and civil society to actively participate in the creation of a thriving and sustainable sports eco-system.

1.2 Importantly, the Sports Policy for Karnataka seeks to actively leverage Karnataka’s existing strengths and competitive advantages, while also keeping in mind Karnataka’s rich sporting heritage and history. Karnataka is a state that boasts a high level of literacy, an educated population, a well-informed younger generation of citizens, pleasant weather, a culture of innovation, evolved industrial and professional institutions and excellent centres of higher education. The Sports Policy for Karnataka will leverage these assets for the improvement of sports and society from various perspectives.

Vision

1.3 The vision of this Sport Policy for Karnataka is “To create an enabling, inclusive and dynamic environment for sports in Karnataka that enables and empowers the people of Karnataka to experience and benefit from a strong sports culture, and facilitates the creation of a self-sustaining sports eco-system that makes sport affordable, enjoyable and sustainable for all who wish to play and equally for those who wish to improve and thereby excel at sport.”
1.4 The Sports Policy for Karnataka envisions creating a sports eco-system, through strategic interventions by the Government of Karnataka, which would encompass the five levels of progression in a pyramidal form, which rise from a broad base of ‘Sample’ to the highest point of ‘Legacy’ through ‘Facilitate’, ‘Support’ and ‘Reward’.

1. **Sample** – Providing every resident of Karnataka an opportunity to experience playing one or more sports of her/his preference.
2. **Facilitate** – Providing basic sports infrastructure, facilities and know-how to anyone who develops a liking for a particular sport and wishes to progress in the sport.
3. **Support** – Encouraging those displaying special talent, aptitude and potential at sports by providing them with the necessities – soft and hard infrastructure – to enable them to pursue sport at a competitive level.
4. **Reward** – bestowing appreciation and recognition on athletes and others who have considered sport as a career, and have excelled by exhibiting high performance and achievement, thereby bringing laurels not only to themselves but also to Karnataka.
5. **Legacy** – creating a platform for iconic sportspersons to give back to society and participate in furthering sports development and also capturing the public benefits of hosting sporting events so that a virtuous cycle can be created and sustained in the sports eco-system.

**Core Values of the Policy**

1.5 The Sports Policy for Karnataka encompasses three broad value dimensions:

1. Promoting “Sports Excellence” and “Sports for Empowerment”, thereby making “Sports Culture” a key cornerstone of “Emerging Karnataka”, allowing and encouraging the people of Karnataka to ‘Start’, ‘Stay In’ and ‘Succeed At’ sports at all levels, ages and locations;
2. Using sports as a tool to foster good personal and institutional practices, and to strengthen community, social cohesion and enable the creation of a healthy population, and
3. Promoting sports as an engaging social activity, sports as an industry, sports as education, sports as a profession and sports as healthy competition while meeting the needs of different segments of society across regions, backgrounds, genders and age groups.

**Defining‘Sport’**

1.6 At the outset, it is pertinent to recognise and understand a universally acceptable definition for the term ‘Sport’. It has been suggested that the term ‘Sport’ refers to all forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels. ‘Sport’ may also be defined as a human activity involving physical exertion and skill as the primary focus of the activity, with elements of competition

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where rules and patterns of behaviour governing the activity exist formally through
organisations and is generally recognised as a sport.²

**Significance of a Sports Policy for Karnataka**

1.7 Karnataka needs a well-designed and executed Sports Policy to bring about critical
changes necessary to improve sports governance and performance, boost sports commerce
and industry, and sustain a culture of sport.

1.8 Sports has been the subject matter of a few policies, plans and programmes in the state,
the most recent being the Karnataka Youth Policy 2012. The Ministry of Youth Affairs and
Sports, Government of India has also prescribed certain policies and frameworks with respect
to sports at the national and international level. While these have facilitated certain reforms,
there is need for a comprehensive review and envisioning of policies and measures that can
create vibrant sports systems. This is especially relevant in the context of the increasingly
scientific, competitive and professional nature of sports internationally on the one hand and
the ability of sports to strengthen societal frameworks on the other.

**Objectives**

1.9 The overall objective of the Sports Policy for Karnataka is to create a vibrant,
knowledge-enabled, transparent atmosphere for the development and promotion of
sports participation and sports excellence in Karnataka. In doing so, the Sports Policy for
Karnataka envisions the following:

1. developing a healthy society through facilitating greater participation in sports and
physical recreation by members of the society. In this regard, special opportunities are
to be made available to persons demonstrating exceptional potential/talent at the
national/international levels, children and youth (within school and outside school),
economically weaker and marginalised segments, diverse genders, senior citizens and
the differently abled (with equal emphasis in semi-urban and rural areas for all of the
above), through improvement of access to facilities, equipment, infrastructure and
knowledge, organisation of sporting events and planned use of urban and rural public
spaces and sports venues.

2. implementing internationally accepted best practices in sports governance and
administration, non-discrimination, sports access, fair play and sports integrity.

3. integrating appropriate and adequate incentive structures in the reward/recognition
schemes and policies.

4. pro-actively encouraging the establishment of sports-related educational programmes.

5. knowledge management of sports and associated support systems.

6. promotion and facilitation of the development of sports as an industry; and

7. building on the legacy of sports achievements by Karnataka’s sportspersons and
promoting Karnataka as a hub of sporting activities, training facilities, sports related
education, and sports-related entrepreneurship and, thereby, positioning the state as a
preferred destination for international sports businesses and events.

**Vision 2030 –The four pillars and the 15 goals**

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1.10 The Sports Policy for Karnataka adopts a pro-active long-term (15 years) goal-driven approach that will measure the progress that the state achieves through the Sports Policy in terms of specific, measurable and attainable community, local, national and international targets and goals. The pillars for this Sports Policy for Karnataka are:

1. Sports Laws & Governance;
2. Sports Support, Events & Infrastructure;
3. Sports Resources & Knowledge; and

![Four Pillars of the Sports Policy for Karnataka](image)

**Figure 2:** Four Pillars of the Sports Policy for Karnataka.

1.11 Based on the strengthening of these four pillars for sports in Karnataka, the Sports Policy for Karnataka envisages achieving 15 stated goals by 2030. This will ultimately be a measure of the progress made by Karnataka in sports, and especially a reference point for the commitment made towards the use of sport as a social tool for empowerment and community development. The 15 goals are as follows:

**Sports Laws & Governance**

1. **Karnataka will implement international and national best practices in the governance of sports and sports bodies, including passing relevant sports laws.**

2. **Karnataka will introduce laws and policies to ensure that every sports facility across the state provides equal and non-discriminatory access and a safe, need-appropriate environment to all sections of society without discrimination.**

3. **Karnataka will enact and implement laws to deter and tackle sports fraud and uphold fair play and sports integrity.**
(4) ‘Karnataka Kreeda Aayoga’, an empowered statutory institution, including leaders from government, sports and civil society, will be established and will regularly and actively examine, monitor and lead on issues of Karnataka sports and the Sports Policy of Karnataka.

(5) Karnataka will achieve seamless co-ordination in the roles of educational institutions towards implementing development pathways in sports, with an emphasis on balancing school, pre-university and collegiate sports training and competitions.

Sports Support, Events & Infrastructure

(6) Athletes ‘developed in Karnataka’ will win at least 4 gold medals at the Olympics/Paralympics and the state team will be regularly placed within the top 3 (in terms of medal tally) at every edition of the National Games.

(7) Every taluka headquarters in Karnataka will organise a taluka-level multi-sports competition every quarter; and at least two state-level/inter-district competitions will be conducted each year in Karnataka in designated sporting disciplines.

(8) Every taluka and town municipality in Karnataka will have at least one active and well-endowed community sports centre and every district will have at least one multi-sports coaching centre, each with professional management, appropriate equipment, trained coaches, management information systems and effective community outreach programmes.

(9) Each district in Karnataka will have at least one operational sports career counselling, information and outreach cell tasked with (a) advancing awareness on the schemes offered/implemented by the government to beneficiaries and participants; and (b) providing easy access and professional counselling mechanisms to any person interested in starting, staying in or succeeding at sport.

(10) At least five ‘Centres of Sporting Excellence’ shall be established at existing universities in Karnataka, and will be fully operational, offering world-class training facilities as well as professional courses on different aspects of management of professional sport.

Sports Resources & Knowledge

(11) The number of qualified sports coaches in Karnataka will increase ten-fold from the current number and be at least 1000 by 2030.

(12) Physical education will have been implemented as a compulsory subject in the syllabus of every public school across the state and 100% of children in Karnataka aged 6-14 will be involved in at least 1/2 hour a day of organised physical activity/sport.

Sports Commerce & Industry

(13) Sports industry, sports business and sports entrepreneurship will contribute at least INR 5000 crore annually to Karnataka’s GDP.
Bengaluru will be recognised as a global sports hub and will be placed among the top 10 in the global sports city index rankings.

Public private partnerships and participation shall enable achievement of the above sports development goals in such a manner that the ratio of private contribution to government contribution is at least 1:1.

1.12 The remainder of this document describes the relevance and context of each of the aforesaid pillars for sport and lays out systematic policies, schemes, milestones and institutional structures to work towards, monitor and achieve the associated goals.

Figure 3: Vision 2030 Goals of this Sports Policy for Karnataka.

With the introduction of this Sports Policy, Karnataka takes a firm and active step forward towards a more prosperous and healthy state and society.
2.0 PILLAR 1 - SPORTS LAWS & GOVERNANCE

2.1 To realise the goals associated with strengthening the legal and administrative system around sport in Karnataka, the Government of Karnataka will enact a comprehensive legislation, “The Karnataka Sports Act,” which will address the various issues specified herein.

A. Sports Regulation

2.2 All the various progressive high-level policy formulations contained in the Sports Policy for Karnataka could prove to be infructuous if the institutional mechanism of the various sports federations and their affiliated bodies in Karnataka does not keep in step with the vision envisaged herein.

![Diagram of Good Governance]

*Figure 4: Illustration of the importance of good governance structures to achieving the goals set out in the Sports Policy for Karnataka.*

2.3 The Sports Policy for Karnataka, while being aware and respectful of the need for autonomy of sports institutions and state federations, also attaches great importance to the principles of good governance and their implementation by law, especially:

- the importance of the employment of professional, and well-qualified staff;
- the minimum structures to make a democratic decision-making process possible, financial transparency and independent verification of accounts;
- the involvement of sportspeople and sports experts in the decision making process;
- compliance with a code of ethics strengthened by sound legal basis;
- respect for a vision, mission and strategy based on a set of values;
- harmonious relations with governments, state departments and political institutions;
absolute clarity on the proper role, function, responsibilities, goals, visions, strategic plans and objectives of sports bodies; and
the ability of residents of Karnataka to request for and obtain information from the various state sports bodies on matters related to their public functions.

2.4 These principles are fundamental in nature, and every sports federation in Karnataka should be required to comply with them not only to strengthen the system for sports administration in Karnataka but also to make sports federations accountable.

2.5 Globally, many different sports governing bodies have considered issues of good governance in their own unique context and the best practices emerging from these may be considered for implementation in Karnataka. By way of instance, state sports federations (SSFs) should have in place the structure, workforce and leadership capacity to develop successful programs to achieve competitive results and to spend taxpayer funding effectively. In particular, the SSFs shall be required to:

- Invest for sustained sporting excellence;
- Plan for optimum performance;
- Provide the right manner of support;
- Implement good governance practices; and
- Make strategic evidence-based decisions.

*Figure 5: Illustration of the 4 cornerstones of good governance in sport.*
2.6 The proposed legislation will prescribe best practices for the governance of state federations, including but not limited to –

- structure for setting up and sustaining sports federations;
- composition, voting, processes and operation;
- clear principles of transparency, reporting and integrity, with an emphasis on being open to scrutiny and audit;
- systems for ethical and responsible decision-making, including maintaining and enforcing a ‘conflict of interest’ register, and appointment of ‘ethics officers’;
- term of office for office-bearers and performance-based annual appraisal;
- prescribing disqualifications for office-bearers, such as being charged under penal law or being declared to be of unsound mind;
- implementation of a corporate management structure whereby professionals with established skill-sets are engaged;
- annual review of state federations for performance based funding along specified parameters, such as – broad-based participation, international performance, national performance, system sustainability, system collaboration and alignment, evidence based research and data on efficacy of programmes at the grassroots;
- all SSFs to publish annual reports and balance sheets consistent with prescribed requirements;
- all SSFs to report consolidated national financial accounts annually to Karnataka Kreeda Aayoga and Department of Youth Empowerment and Sports (DYES);
- all SSFs to make publicly available (including on their respective websites) all SSF rules, regulations and office orders, constitution of committees and their resolutions;
- all SSFs to ensure full transparency of all tenders floated and bids invited by or on behalf of the SSF, as well as establishment of fixed norms and procedures for engagement of contractors;
- appointment of duly qualified and independent ‘ombudsman’ by SSFs to entertain and redress any grievance or complaint by members of the public in relation to ticketing, access and facilities at stadia, and lack of transparency in the award of contracts for goods and services;
- appointment of duly qualified ‘electoral officers’ to monitor and conduct SSFs’ office-bearer elections and to do away with proxy voting;
- adoption of rolling three-year strategic plans with clear and measurable targets, including a detailed operating budget for the next financial year; and
- disclosure of administration and remuneration expenses in the sport, especially for office-bearers and for key management personnel.

B. Sports Access

2.7 The Government of Karnataka wishes to broad-base sports in Karnataka and increase inclusion through –

- The accessibility of facilities – infrastructure and space – for the greatest possible number of individuals, organisations and sectors of sports and recreation across the community and facilitating access to low-cost or no-cost facilities and public spaces to provide additional physical activity opportunities.
- All sports facilities in the state constructed with the help of public funds will be made available for use to the general public under specific terms of usage.
The development of innovations, such as modified game rules and low-cost equipment, to increase the desirability of taking up and participating in sport and recreational activities, across all age groups and sectors of the community.

The passing of a law to establish minimum infrastructural and operational standards, including in relation to non-discriminatory access, personal safety, sports safety, and removal of barriers to entry and participation.

2.8 The new law will provide opportunities for every resident of Karnataka to access sport facilities that are safe, age-appropriate and need-appropriate. The legislation will address issues related to the roles, service standards and responsibilities of the Government of Karnataka, educational institutions in Karnataka, local authorities, sports service providers, etc., in ensuring that every resident of Karnataka is able to access sports facilities without impediment. Issues that will be addressed in the law will include, *inter alia*, making all playgrounds and sports infrastructure (for both playing and watching) within Karnataka:

- physically accessible, especially for the disabled, with ramps, appropriate signage (including in braille);
- compliant with equipment safety standards with protocols for maintenance and audit;
- have separate dressing rooms and toilet facilities for women and the disabled; and
- have and enforce appropriate codes of conduct for behaviour of coaches, personnel and spectators with children and with women.

2.9 In addition to the law, the state will introduce schemes to proactively encourage participation by diverse segments of society through specialised events, training camps, free coaching and other means of outreach to underserved segments and communities.

2.10 To support the broad-basing of sport, especially through the inclusion of children, young adults, women, economically weaker sections, LGBTQ and the disabled, the legislation will:

- involve appropriate representatives in policy development and planning.
- embed gender equity in a broader government agenda, mainstreaming it across the full range of government policy and program areas.
- ensure adequate representation across the governance structure of SSFs.
- ensure an equitable allocation of resources for girls’, women’s, LGBTQ, disabled, senior, and community based sport.
- require all sport organisations in Karnataka and their associated sport programs for girls and women to establish and enforce anti sexual-harassment and sexual abuse policies, training and procedures to protect girls, women, minors, disabled and economically weaker/backward sections in vulnerable situations.
- ensure the necessary research, monitoring, and evaluation frameworks are in place to attain these equity policy goals in sport.

C. Sports Integrity

2.11 Sports Integrity is entirely reliant on an authentic outcome in sporting competitions, with the result determined by nothing but the merits of the competitors. Integrity, quite simple, is the essence of sport and the custodian of its inherent ideals. The Australian National Integrity of Sport Unit defines “Sports Integrity” as “manifestation of the ethics and values which promote community confidence in sports”, including:
- fair and honest performances and outcomes, unaffected by illegitimate enhancements or external interests; and
- positive conduct by athletes, administrators, officials, supporters and other stakeholders, on and off the sporting arena, which maintains and enhances the reputation and standing of the sporting contest and of sport overall.

2.12 Enhanced and sustained integrity is crucial to the success of any sports competition. Activities and behaviours that, in the context of India, can be viewed as a threat to the integrity of sport include but are not limited to: Doping, Fixing, Age Fraud and Conflict of Interest.

2.13 Any comprehensive strategy to combat the complex threat of sports fraud and to thereby facilitate fair play should be necessarily based on a thorough understanding of the nature and scale of sports fraud by all the stakeholders in sport. An effective way to formulate a comprehensive and dynamic strategy is to focus efforts around a set number of principles - formulation of clear guidelines governing sports integrity; compliance with, monitoring and surveillance of those guidelines; and sensitisation and education of stakeholders with respect to the guidelines.

**Figure 6: Illustration of the 3-pronged approach to combat sports fraud.**

2.14 The legislation will address issues related to key aspects of:

- strengthening integrity in sports, including assessing the nature and scope of corruption risks;
- disseminating best practices in financial management, procurement;
- promoting basic standards combating match-fixing and other illegal practices in sports;
provide anti-corruption education and training to amateur and professional athletes, and coaches;
- enhancing cooperation and coordination of actions at regional, national and international levels, including assistance in corruption investigations;
- creation of offences, investigation mechanisms and penalties with respect to doping, match fixing, age fraud and governance relates issues; and
- creation of appropriate structures and bodies.

D. Sports Advisory Body

2.15 The DYES was re-organised in 1980 with the merger of the Karnataka Sports Council and the erstwhile Directorate of Youth Services that was formed in 1969. The opportunity also exists to form an empowered high-level advisory body in the state that would consist of experts with experience in various aspects of sports, and could guide the development of sport in the state. In addition, a pan-state framework providing an efficient and uniform mechanism for the achievement of the goals of the Sports Policy for Karnataka is critical in setting out agreed roles and responsibilities of the state government, state sports federations and entities from the private sector, where required. Therefore, reorganisation along the following lines is planned:

Specify a clear institutional agreement framework for sport in Karnataka

2.16 The Sports Policy for Karnataka envisages a collaborative agreement-based approach to sporting system reform. The framework, to be developed in consultation with the various stakeholders for sport, will provide a mechanism for the achievement of the goals of the Sports Policy and will specify the agreed roles and responsibilities each of the signatories to the agreement. The framework will act as a comprehensive guide for the development and alignment of policies, strategies and programmes towards the creation of both a high performance as well as a recreational sports system. All entities along the chain of operations in sports will be required to play their part to progress priorities under the framework.

Create a statutory body to advise the Government of Karnataka

2.17 Advisory organisations have the potential to act as the guardians of the sports system, advising on all matters relating to sport including sports policy, capital expenditure priorities, allocation of grants to sporting societies, sports development, international competitions, availability and use of sports facilities.

2.18 The Sports Policy for Karnataka seeks to create the ‘Karnataka Kreeda Aayoga’, a statutory body that will be managed by high-quality professionals with relevant experience in sports and sports governance, appointed for a limited tenure. This body, headed by a well-qualified, experienced and professional Chief Executive Officer (“Kreeda CEO”), shall advise the Government of Karnataka, DYES and the state federations on various matters relating to sports and oversee the functioning of sport in Karnataka. It shall operate as an autonomous link between the Government of Karnataka, DYES and the state federations to monitor the development of sport at all levels in Karnataka. In particular, this body shall be responsible for the overall implementation and management of the Sports Policy for Karnataka.
2.19 This body shall differ from the existing Sports Authority of Karnataka (“SAK”) in the fact that it shall be managed professionally by personnel with relevant knowledge and experience in the governance and management of sports. Additionally, this body shall be independent from the various state sport governing bodies and will be responsible for providing the supporting mechanism for the development of sport in the state, rather than governing one or more particular sports. *Inter alia*, its responsibilities and powers will be:

- providing sports policy leadership, and monitoring, review and reform.
- advising the government on matters pertaining to sports generally, as to the methods, measures and policies to be adopted to facilitate the development of sports, and where empowered so to do, to implement and assist in the implementation of related schemes;
- co-ordinating activities of government departments and non-governmental agencies;
- designing surveys, feasibility studies and investigations in respect of sports;
- requiring government departments, and governmental and non-governmental agencies dealing in sports to submit reports regarding their activities;
- entering into equity participation in the development of sporting enterprises, and the provision of sports facilities and attractions;
- regulating standards to be maintained by sports enterprises and institutions;
- administering the institutional agreement framework; and
- conducting conferences, conventions, investment summits.

![Diagram](image_url)

**Figure 7: Illustration of the main roles and responsibilities of Karnataka Kreeda Aayoga.**

2.20 The Karnataka Kreeda Aayoga shall institute five (5) separate sub-committees – the Sports Co-ordination Council, the Sports in Education Council (as further discussed herein), the Sports Ethics & Integrity Council, the Sports Disputes Council and the Sports Commerce Council. Each of these committees shall be responsible for the execution and development of a particular aspect of the Policy. These committees shall be professionally managed by persons with relevant qualifications in the area of expertise of the particular committee. Additionally, the committees shall strive to ensure adequate representation of eminent sportspersons from Karnataka in their staff.
2.21 The Kreeda CEO shall be responsible for the overall implementation and management of the Sports Policy for Karnataka through the Karnataka Kreeda Aayoga, and the committees created thereunder. The Kreeda CEO shall work with the objective of bringing professionalism in the administration of sport in Karnataka. The Kreeda CEO shall be appointed in such manner so as to secure the highest standards of competence and a broad range of relevant expertise in sports and sports governance. The Kreeda CEO shall be appointed to hold office for a fixed term of five (5) years on a pay scale appropriate for a senior government official, which tenure may be renewed for a further term, or curtailed earlier, in such manner as may be prescribed by law. Adequate safeguards shall be introduced to ensure that the office of the Kreeda CEO remains apolitical and to prevent undue intervention of the Legislature and Executive in the discharging of the Kreeda CEO’s functions. Additionally, the Kreeda CEO shall be an ex officio member of the Advisory Council of the Karnataka Kreeda Aayoga (“Advisory Council”).

2.22 The Kreeda CEO’s functions shall, inter alia, include:

- Implementing the ‘Karnataka Sports Systems Framework Agreement’, an arrangement among the state, various state federations and the Karnataka Kreeda Aayoga to streamline the various policies, processes and regulations relating to sport in Karnataka with the singular aim of achieving the goals listed in this Policy.
- Preparing annual project plans and targets under the Policy for the Karnataka Kreeda Aayoga.
- Executing and implementing projects under the Policy for the Karnataka Kreeda Aayoga.
- Providing business and financial capability to support the projects under the Policy so as to enable the Karnataka Kreeda Aayoga to deliver on its strategic plans.
- Ensuring the transparent and accountable utilisation of funds received from governmental and private sources.
- Ensuring a self-sustainable model of funding, focused on shifting from primarily governmental funding structure to a private funding structure.
- Actively engaging with corporates and private sector bodies to encourage development of sports infrastructure, events and facilities on public private partnership models.
- Co-ordination and harmonisation of the development of sport in Karnataka by working in association with the state sport federations’ governing bodies.

2.23 The Kreeda CEO shall be assisted by the heads of the five (5) committees created under the Karnataka Kreeda Aayoga. Each head shall be appointed in accordance with the qualifications set forth in this Policy, or as may be prescribed by law, and shall be similar to the qualifications required to be eligible for the position of Kreeda CEO, streamlined to meet the expertise of the particular committee.

*Karnataka Kreeda Aayoga Board of Patrons*

2.24 In order to maintain accountability and transparency, the ‘Karnataka Kreeda Aayoga’ shall report to the Board of Patrons, which shall consist of the following members:

- Chief Minister, Government of Karnataka.
- Minister of Youth Empowerment and Sports, Government of Karnataka.
- Principal Secretary, Department of Youth Empowerment and Sports, GoK.
- An eminent sportsperson from Karnataka, appointed by the Government of Karnataka from amongst sportspersons with distinguished contribution to sport in Karnataka to be conferred with Cabinet rank.

2.25 It shall be the responsibility of the Board of Patrons to seek regular reports on the implementation of the Policy, including reports on expenditure, and income and status of projects undertaken by the Kreeda CEO. The Board of Patrons shall also be responsible for deciding the future course of action of projects and the broader implementation of the Policy in consultation with the Kreeda CEO. The Board of Patrons shall be responsible for appointing the Kreeda CEO, based on adequate qualifications as herein provided, or as may be prescribed by law.

2.26 The Board of Patrons and the Kreeda CEO in turn shall institute the Advisory Council to advise it on matters pertaining to the implementation of the Policy. The Advisory Council however, shall exercise no powers over the Kreeda CEO, who shall be solely accountable to the Board of Patrons. The Advisory Council shall consist of the following members:

- Representatives of all state sports governing bodies/associations, not below the rank of General Secretary.
- Principal Secretary, Finance Department, Government of Karnataka or his/her representative.
- Principal Secretary, Department of Youth Empowerment and Sports, Government of Karnataka or his/her representative.
- Four to five eminent persons involved in Karnataka sport, including eminent sportspersons, sports administrators, sports science experts, sports psychologists or other persons with technical knowledge in sport.

2.27 The Advisory Council shall be co-chaired by the Minister of Youth Empowerment and Sports, Government of Karnataka and the eminent sportsperson nominated to the Board of Patrons. The Chief Minister shall be the Chief Patron. It shall advise the Board of Patrons on all projects proposed by the Kreeda CEO in relation to its proper implementation and financial capacity amongst others. However, the Advisory Council shall only have an advisory role and its orders, proposals and recommendations shall not have a binding effect. It shall be the final discretion of the Board of Patrons as communicated to Kreeda CEO to either accept or reject such proposals and recommendations of the Advisory Council.
Figure 8: Illustration of the proposed structure of sports administration in Karnataka.
By virtue of their positioning as the primary institutions housing the state’s youngsters and young adults, educational institutions are uniquely placed to play a vital role for students in respect of the sporting and fitness related aspects of their personal and professional lives. The opportunity is for schools, colleges and universities in Karnataka to reorient their infrastructure, courses and approaches to encourage and enable our youngsters to play sports whether professional or amateur, competitive or casual, international or local, while also pursuing academics meaningfully.

In this regard, an overall multi-layered and multi-level strategy for integrating sports into education and also furthering sports education is necessary, which may be supervised by the Karnataka Kreeda Aayoga. This will enable implementation of a unified vision and coordination within the various education sector institutions of the state.

**Constitution of Sports in Education Council**
2.30 The Sports in Education Council shall be an integral part of the Karnataka Kreeda Aayoga, and shall consist of experts, leaders and luminaries from various avenues, including educational institutions, private entities, state agencies and departments. The Council members shall also include prominent athletes and sportspersons from the state of Karnataka. The focus shall be on recruitment of members whose presence and support, insights and knowledge can play a pivotal role in the successful implementation of the activities contemplated under the policy.

2.31 Where required, legislation or requisite government orders shall be passed to specify inter alia, the role, administrative and executive powers, functioning of the Sports in Education Council and the tenure of council members. The Council shall be provided with significant decision making powers in relation to the sports in education activities contemplated herein.

2.32 The Sports in Education Council shall meet at least once every calendar quarter to review the overall progress of this Sports Policy in so far as it relates to education, provide direction and oversight to educational institutions, government departments and agencies, and establish norms and principles as well as to monitor progress of the goals. Annual reviews shall be completed at the end of every calendar year to review the activities recommended and executed over the previous calendar year.

Formulation of sports and fitness curriculum for schools, colleges and universities.

2.33 The Council shall, based on the latest research in sports sciences, drive the formulation and formalisation of sports and physical education curriculum at all levels of education institutions in the state (i.e., primary school, high school, pre-university, undergraduate and post-graduate levels, including the Centres of Excellence). Interactive tools and digital platforms can be used to supplement classroom and playground modules. The age-appropriate and stage-appropriate physical education curriculum shall be reviewed and revised from time to time.

Establishment of minimum standards with respect to infrastructure, equipment and coaching at educational institutions at all levels.

2.34 The Council shall be empowered to prescribe the minimum standards with respect to infrastructure, equipment and coaching that are to be made available at each level of education. These quantitative and qualitative standards shall be actively monitored and shall be a condition to licensing and accreditation and continuance thereof. This could include the requirements of facilitating access to gymnasia, open spaces and sports fields, courts, etc.; along with qualified physical instructors, trainers/coaches. Appropriate minimum standards can be established with reference to the number of students, location of the institution, availability of land, level of the institution, etc.

2.35 The Council shall be entitled to receive regular reports from educational institutions on the utilisation of funds received from students towards physical education, and the achievement of minimum standards. Further, where required, the Council shall have the right to initiate an independent inspection/audit of the utilisation of funds and achievement of standards where the Council identifies any purported discrepancy in this regard.
2.36 The Council shall be empowered to regularly consult with and require coordination among relevant departments and agencies at various levels. The Council shall also provide a definite framework for co-operation between educational institutions and state departments and agencies for the effective implementation of the Sports Policy.

**Maintaining, monitoring and enforcing sports events calendar of educational institutions**

2.37 The Council shall establish the broad principles and guidelines according to which competitions and events will be conducted within and among educational institutions at all levels. It will work on framing the annual calendar of school, pre-university and collegiate level competitions and events to be conducted under the policy.

**Instituting athlete friendly education policies at each level for talented athletes.**

2.38 The Council shall also be empowered to issue guidelines and decisions from time to time to make the pursuit of high performance sports by talented athletes compatible with continued formal education. Guidelines shall also be provided from time to time with respect to appropriate handling of highly talented athletes. Policy tools including marks/credit for sports, waiver of attendance, flexible schedules and examinations and make-up classes would be encouraged.

![Figure 10: Proposed contents of the Karnataka Sports Act.](image-url)
Figure 11: Proposed structure for Karnataka Kreeda Aayoga.
3.0 PILLAR 2 - SPORTS SUPPORT, EVENTS & INFRASTRUCTURE

A. Sports Excellence

3.1 While certain reward and incentive structures have been in place, there is an opportunity to create a structured high performance programme in Karnataka where not only are athletes who have achieved success rewarded, but equally time, money and attention are utilised on finding the most talented young athletes and facilitating their journeys towards excellence. In that sense, the existing policies and schemes may be strengthened and complemented through targeted systems facilitating sports excellence in the state by creating, maintaining and regularly upgrading performance pathways for talented sportspersons in the state.

3.2 The performance level of a talented athlete at the national and international level is a direct outcome of the support provided to his or her development, not only during the preparation for such competition but also during his or her formative years.

3.3 There are four major challenges associated with providing a comprehensive support package to athletes. One of the major reasons for a low medal tally in competitions is attributed to the failure to identify sports with a talent base and medal potential within the jurisdiction.\(^3\) The second challenge is to determine which athletes should benefit from such a policy and at what stage should the benefits under such a policy be made available to the athletes. Third, the decision regarding the nature of support to be provided needs to consider the requirements of the sport and the sportsperson which requirements vary drastically from sport to sport – while a consistent yet dynamic test regarding the nature of support spanning all sports becomes difficult to arrive at, common factors such as infrastructure, equipment, access to coaching, scientific and medical support remain crucial factors in deciding the nature of support across all sports. The final challenge is the quantum and distribution of support to be provided, which largely depends on the available budget.

**Identification of high performance sports**

3.4 In the first instance, it is pertinent to identify and recognise specific sports wherein Karnataka is already enriched by existing strengths and competitive achievements and advantages. Such recognition is of importance since there is a direct correlation between target specific, focussed support to certain sports and medal winning performance at competitions.\(^4\) The choice of and number of priority disciplines should be reviewed once every 4 years (ideally, every Summer Olympic Games cycle) by Karnataka Kreeda Aayoga based on inputs from appropriate federations and performance research support from experts in sports management.


\(^4\)While choosing target disciplines, certain parameters, such as the following, need to be considered:

i. Performance of athletes from Karnataka in the Olympic Games, Asian Games, Commonwealth Games & other World Championships;

ii. Inclusion of the discipline in the Olympics Movement;

iii. Performance of Karnataka in the most recent National Games;

iv. Number of medals on offer in the discipline at the Olympic Games and National Games.

v. Availability of infrastructure and high quality coaches in the specific sports;

vi. Participation in and popularity of the sport in the Karnataka.
**Athlete Carding and Sports Management Information System**

3.5 With the aim of better identification and tracking of the state’s elite athletes, as well as optimal allocation of resources, the state will introduce an athlete carding scheme whereby high performing as well as talented athletes (identified from the junior to the senior levels through state-wide talent search schemes as further suggested herein) with podium potential at the elite level will be systematically identified and accredited (“Athlete Carding”) for cash and in-kind support until various pre-determined stages in their career. The Athlete Carding system will entail the distribution of smart cards to athletes (“Carded Athletes”), as well as the maintenance of a centralised Management Information System database that lists the Carded Athletes and tracks the performance of and support provided to each Carded Athlete.

**Cash Awards**

3.6 Recognition of medal winning sportspersons by providing cash awards is a significant factor in supporting, encouraging and promoting excellence in sport. Furthermore, high-profile cash rewards have the potential to attract talent from other states as well as act as an incentive for excellence for the state’s existing sportspersons. The state has harmonised the quantum of awards provided to fully-abled and para-athletes, and will present tiered structure of cash awards schemes for those athletes who perform outstandingly in the following competitions.

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Tournament</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Olympic / Paralympic Games</td>
</tr>
<tr>
<td>2</td>
<td>World Cup</td>
</tr>
<tr>
<td>3</td>
<td>World Championship (Annual, 2-year and 4-year formats), Asian Games (including para) and Commonwealth Games (including para)</td>
</tr>
<tr>
<td>4</td>
<td>Asian Championship</td>
</tr>
<tr>
<td>5</td>
<td>Youth Olympics/ Youth Commonwealth Games</td>
</tr>
<tr>
<td>6</td>
<td>S.A.A.R.C / SAAF Games</td>
</tr>
<tr>
<td>7</td>
<td>National Championship, Inter-state, Inter-Zonal and Federation Cup, National Games</td>
</tr>
<tr>
<td>8</td>
<td>Junior Nationals</td>
</tr>
<tr>
<td>9</td>
<td>Sub-Junior Nationals</td>
</tr>
<tr>
<td>10</td>
<td>Other para-sports competitions that are specified including but not limited to IWAS, the Special Olympics and other IPC Events.</td>
</tr>
</tbody>
</table>

3.7 The quantum of the rewards shall be reviewed by Karnataka Kreeda Aayoga once in 4 years, keeping in mind national and international practice among peers. Additionally, rewards may also be provided for participation in Olympic/Paralympic Games by athletes from/representing Karnataka. The aforementioned rewards will be issued based on the achievement and without requiring athletes to apply for the same. Further, in addition to the cash awards for successful athletes, coaches from Karnataka who win international laurels will also be provided with suitable cash awards as may be determined from time to time.

**Karnataka Sports Awards**
3.8 In order to further the popularity of sportspersons and excellence in sport, the current ‘Ekalavya Award’, ‘Lifetime Achievement Award’ and ‘Karnataka Kreeda Ratna Award’ shall be expanded and promoted. Avenues shall be explored to bring on board private sponsors and create a well-publicised and broadcasted annual awards function for these awards. In addition, a dedicated award shall also be introduced for successful coaches from the state who produce medal winning sports persons representing Karnataka in the National Games and representing India in international competitions in Olympic disciplines.

Incentives for sportspersons at the amateur/semi-professional levels

3.9 The creation of future world class athletes is, more often than not, initiated in local amateur as well as school level competitions. While the nature and extent of such competitions to be conducted are dealt with subsequently in this Sports Policy, it is relevant for the state to formulate the financial and other rewards and incentives necessary for encouraging participation at such amateur/semi-amateur competitions. In this respect, Karnataka will endeavour to:

- continue to support rural and women’s sports meets for amateurs and semi-professionals across the state, and provide adequate cash awards for the winners of such meets;
- actively engage and collaborate with the private sector for the conduct of city, town and district wise open competitions in specific disciplines, that are sponsored by these private entities;
- create a performance pathway for the best performers at the above competitions to become eligible for high-performance support schemes such as Athlete Carding;
- promote and publicise the winners of such competitions at annual district and youth sports festivals; and
- collaborate with the education department and educational institutions to grant students marks for high achievement in sport and attendance relaxation, where appropriate.

Financial support and performance enhancement grants to select athletes

3.10 Direct financial support shall be provided to select Carded Athletes and high-performing teams based on long term development plans. This is to enable them to commit to longer periods of training and competition, which are requisite in their progress towards the pinnacle in international sports events. For the purpose of direct financial support, Carded Athletes and teams shall be categorised into the following two programmes:

- ‘World Class’ – this programme is designed to support high-performing athletes and teams with realistic medal capabilities at Olympic Games/World Championships, or realistic medal capabilities at Paralympic Games, and are a maximum of four years away from the podium.
- ‘World Class Potential’ – this programme is designed to support athletes and teams whose performances suggest that they have realistic medal winning capabilities at the subsequent Olympic/Paralympic Games or World Championships, and are a maximum of eight years away from the podium.

3.11 The selection and categorisation of athletes and the quantum and nature of assistance shall be determined, based on performance research and on proposals, by an expert committee constituted specifically for the purpose. The committee will also deliberate and decide upon the qualification and eligibility of athletes for accreditation and classification of athletes in the aforementioned programme.
3.12 The financial assistance and performance enhancement grants under each programme shall be directed towards:

- elite international training/coaching camps and participation;
- equipment, coaching and expertise support;
- domestic training/coaching camps and participation;
- living and sporting costs, subject to sporting performance; and
- educational scholarships, subject to sporting and academic performance.

Performance Support & High Performance Unit

3.13 Performance support will entail hiring internationally and developing locally experts in the fields of injury prevention and rehabilitation, strength and conditioning, nutrition, performance and technique analysis, physiology, sports psychology and performance planning support and making these available to the state’s athletes and teams. This will be constituted as the Karnataka High Performance Unit and personnel will be housed at the Centres of Excellence across the state.

3.14 Performance support will be targeted at achieving maximum success by focusing on those sports and athletes that have the greatest chance of winning medals at the next National Games, and being selected for the respective National Teams for the subsequent Olympic/Paralympic Games and/or World Championships. Access to performance support for athletes may be prioritised based on the following eligibility criteria:

- The performance of the athlete over the previous year shall be considered.
- Winners of medals at the National Games, athletes who have qualified for National Teams, World Championships and the Olympics and have won medals at recognised international competitions.
- Athletes who have medal potential at the National Games.
- Athletes who have the potential for selection to the National Team for the particular sport.
- Athletes who have the potential to qualify for and win medals at the Olympics and Paralympics.

3.15 Athletes may be provided performance support for cycles of four (4) years, subject to review. The categories of support provided shall be broadly within the following parameters:

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Form of Support</th>
<th>System Interventions</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a)</td>
<td>Strength, Conditioning and Physiology</td>
<td>Recruit and develop a team of experts to enhance the physical capability of athletes and develop a programme targeting the physical needs of the athletes.</td>
</tr>
</tbody>
</table>

5 Athlete Performance Support’ (High Performance Sport New Zealand) <http://hpsnz.org.nz/athletes/athlete-performance-support> accessed on 06 August 2015
(b) Nutrition
Recruit and develop experts capable of creating and implementing a power profiling strategy to enhance performance in identified high performance sports, through targeted medal potential athletes.

(c) Performance and Technique Analysis
Recruit and develop a strong team of experts for performance analysis of athletes, with the use of state of the art technology and video analysis, statistical and data mining tools and biomechanical techniques.

(d) Sports Psychology and Performance Planning Support
Recruit and develop a team of sports psychologists in order to ensure psychological preparedness for competition, performance enhancement, coping with pressures of a high performing lifestyle, recovery and rehabilitation from injuries and maintaining a disciplined sporting lifestyle.
Recruit and develop a team of sports managers and administrators to map and assist in performance and training schedules of accredited/carded athletes.

(e) Injury Prevention And Rehabilitation
Recruit and develop a team of sports physicians, physiotherapists, osteopaths and chiropractors to assist the athletes in injury prevention and rehabilitation.

3.16 The High Performance Unit shall regularly conduct clinics at various District Sports Centres and Taluka Sports Centres in order to ensure the dissemination of knowledge in their respective fields of expertise to athletes, coaches and other supporting personnel within those jurisdictions. All local support staff will be provided assistance to undergo specialised training within the country and/or abroad in their respective areas of expertise, in order to ensure highest standards of practice. Former athletes in the relevant sport discipline may also be engaged to counsel and mentor state and national level athletes in training and participating in domestic and international games and competitions.

Access to Infrastructure:

3.17 The state shall leverage existing sports infrastructure and associate with private academies and centres, where relevant, to ensure that athletes selected in accordance with the procedures set herein are provided easy access to training facilities in order to achieve their fullest potential.

Travel Grants:

3.18 Where performance support for a particular selected athlete is not available locally, efforts shall be made to access facilities elsewhere nationally and internationally under a travel grants scheme. The travel grants scheme may also cover international exposure and competitions for athletes in the run up to major international competitions.

Talent Identification and Participation

3.19 Identifying sporting talent at a young age and across various sections of society is an important first step towards the development of elite sportpersons. Precocious talents need to be scouted early and nurtured towards the next stage of training and development ensuring that all necessary inputs are provided to achieve excellence. At its most basic, talent
identification is the act of selecting those athletes with the potential to perform successfully at the highest levels of sport, primarily based on their past and present performances. Inevitably such a procedure requires that it be conducted with utmost care and scrutiny and therefore, an established policy for the correct identification of talent becomes necessary.

3.20 A common factor amongst most talent identification policies in India is the existence of a programme to harness the sporting talent of school children, whether through the organisation of structured sports talent hunts,\(^7\) incentive based schemes for school children who attain a particular level in physical activities,\(^8\) or collaborations with education departments in order to conduct a mass exercise annually to test the physical exercise ability of all children in the state.\(^9\) These tests are standardised and are administered in a number of rounds, with the scores published in a percentile format and made available in the public domain through the sports department’s website.\(^10\) Students who qualify are provided incentives based on their performance in the tests.\(^11\)

3.21 Talent identification in Karnataka may be done concurrently at three levels:

(a) Identification through the Sporting Talent Evaluation Medium (STEM) for school children:

3.22 School children between the age of 10 and 16 years displaying talent in sports shall be identified by the Physical Education Trainer posted at the school and will be required to undergo the STEM Programme. The STEM Programme shall be a four staged test, examining the sporting aptitude, expertise and quality of talent of school children, in an attempt to identify sporting talent within the state early, as follows:

<table>
<thead>
<tr>
<th>Stages</th>
<th>Methodology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stage – I</td>
<td>School children identified by the Physical Education Trainer shall be put through a series of tests, pertaining to endurance, strength, speed and level of expertise in the specific sport for the specific age groups. This stage shall be conducted at each Taluka level by Community Coaches from time to time.</td>
</tr>
<tr>
<td>Stage – II</td>
<td>Those athletes that qualify from Stage – I shall be brought together at the district level for a series of tests, to further screen the talent. This stage shall be conducted at the district level by Intermediate Coaches.</td>
</tr>
<tr>
<td>Stage – III</td>
<td>Athletes qualifying from the second stage will finally be required to undergo a series of tests by the High Performance Unit in consultation with the appropriate Elite Coach.</td>
</tr>
<tr>
<td>Stage – IV</td>
<td>Athletes who qualify through all three stages of STEM shall become Carded Athletes and shall be</td>
</tr>
</tbody>
</table>

\(^7\)Haryana Sports & Physical Fitness Policy 2015  
\(^8\)Ibid  
\(^9\)Ibid  
\(^10\)Ibid  
\(^11\)World Beaters Talent Spotting Scheme 2002
KJA Sports Policy Recommendation

eligible for grants and performance and coaching support thereafter.

(b) Identification of talent by Karnataka Accredited Coaches through Karnataka Level, District Level and Taluka Level Competitions:

3.23 Medal winners and athletes with exceptional talent, identified by state accredited coaches, based on their performance in the specified sports competitions shall be referred to a selection process to be conducted at a designated training facility by the High Performance Unit in consultation with Elite Coaches, as applicable. At the end of each selection process, the athletes identified as medal potential athletes shall become Carded Athletes and shall be eligible for grants and performance and coaching support thereafter.

(c) Identification of talent through Karnataka Level Selections and Trials:

3.24 The High Performance Unit shall conduct appropriate selections and trials for each sport annually through an open application process to identify athletes with exceptional talent. All athletes that are selected in these trials shall become Carded Athletes and shall be eligible for grants and performance and coaching support thereafter. Former athletes in the relevant sport discipline may also be engaged to counsel and mentor selected athletes.

Post-Career Support for Sportspersons

3.25 The Government of Karnataka proposes to support and rehabilitate former sportspersons, by implementing the following measures:

- Pension scheme to be extended to all past national sportspersons who have an annual income of less than a particular threshold which shall be reviewed from time to time;
- Allotment of residential sites / housing to sportspersons who have won medals at the Olympics/Paralympics, or gold medals at the Asian/Commonwealth Games and World Championships;
- Active recruitment of retired athletes into the state’s Strategic Coach Development Programme, and engagement with private/deemed universities to facilitate the recruitment of retired athletes into their respective sports departments/programmes;
- Appointment of successful sportspersons post-retirement, as officers in government departments or state police, subject to their skills and interests;
- Appointment of eminent and iconic sportspersons from the state as ‘Brand Ambassadors’ for Karnataka, whether for the promotion of sport in diverse communities across the state, or for the promotion of the state itself as an international hub for sports excellence, tourism, commerce and industry;
- Collaboration with the private sector for conduct of vocational training and job fairs for former sportspersons to enable them to obtain gainful employment in the private sector;
- Funding assistance for retired sportspersons who have gained admission to educational programmes, or who wish to undertake training to qualify as sports coaches or physical education trainers; and
- Engaging with the private sector/ non-governmental organisations to support coaching / mentorship programmes initiated by retired sportspersons.
Figure 12: Illustration of the proposed support structure for Sports Excellence in Karnataka.

B. Sports Events at the Grassroots

3.26 The regular organisation of games and competitions in sport, at the basic local area (Taluka) level and onward at the District and Karnataka-levels serves to encourage the adoption of a healthy competitive environment where talent is recognised, celebrated and given its due reward. It also enables the identification of sporting talent and ascertaining skill level of participants. The tiered structure of the organisation of competitions whereby competitions are organised at the Taluka level for selection of participants in District level competition and so forth ensures competitive games between participants at the higher levels and enables participants and coaches to build sport relevant skills and identify and redress deficiencies in the participants’ technique and capabilities. They thus also serve as a good medium for selection of athletes for specialised training and participation in Karnataka and National level competitions.

3.27 In addition to the above, and in furtherance of the role of sport as a tool for social harmony and community building, Karnataka shall actively focus on conducting special sports events and training camps in conflict zones and marginalised communities. Such conflict zones and marginalised communities may include areas of communal/caste-based strife, areas recovering from natural disasters, tribal areas, economically backward and drought hit villages, slums, juvenile offenders rehabilitation centres, prisons and so on. The sports events and competitions in such areas shall provide people in such areas with an opportunity to relax and take pleasure and pride in their sporting achievements. Sporting events and training camps in conflict zones may be employed as a tool for integration, by bringing together groups and individuals who might not otherwise interact.
Infrastructure

3.28 The state shall enable the organisation of regular Taluka and District level games by identifying and upgrading necessary infrastructure in each Taluka and District. Where appropriate, the Community Sports Centres and District Sports Centres will be built to accommodate the requirements of the events. The state shall also endeavour to provide requisite infrastructure for the conduct of special sports events and training camps in conflict zones, tribal areas and marginalised communities.

Competitive environment

3.29 The state shall incentivise the organisation of sports competitions by local units (such as local sports clubs, youth clubs, schools and colleges) by allotting funds on the basis of the participation rate achieved in games at the local-level. Where active participation of the government is required to kick-start and catalyse these events the government will seed such initiatives. The choice of sporting disciplines at the taluk level may be varied and could include local and indigenous sports. The state shall directly support the conduct of special competitions for panchayats, communities or taluks that are recovering from natural disasters or caste-based/communal strife, with a focus on providing an environment that promotes social harmony and reconciliation. Sports competitions shall also be conducted for prisoners and juvenile offenders, and where feasible, opportunities shall be provided to the winners of such special competitions to compete in the general Taluka, District and other community level competitions.

3.30 The Taluka competitions shall be organised in each quarter in conjunction with festivals such as Ugadi (March) and Dasara (September/October) and other local cultural festivals relevant to the area so as to encourage participation and a celebratory environment. The state shall engage with community leaders and panchayat leaders to encourage the linkage of the sport with cultural festivals to encourage participation.

3.31 The Community Sports Centres shall be used actively to encourage training and participation in the events, and to notify residents in the locality of upcoming events and competitions. Basic sensitisation and training camps will also be offered at least 2 weeks prior to each competition under the supervision of discipline-relevant coaches/trainers, to familiarise participants in the game format and rules and in the use of the game equipment to be provided at the competition.

3.32 A consolidated database and calendar of sports competitions at Taluka, District and Karnataka-level setting out the dates and sport disciplines in respect of which such competitions are organised shall be prepared and widely circulated among likely participants.

C. Community Sports Centres

3.33 The development of a holistic physical activity and fitness culture is largely restricted to a few sections of society and in a few regions of the state. A determinative first step needs to be taken to make sports more inclusive of all geographies, age groups, genders and socio-economic strata of society. In this regard, establishing a community sports centre in every major habitation has the potential to create a hub of activity that radiates outwards into the community, thereby increasing access to information, knowledge and infrastructure, while simultaneously lowering barriers to entry for sports participation.
Design and Location

3.34 The focus of Community Sports Centre design and location must be enabling of an inclusive, ‘sports for all’ recreation environment by establishing facilities that are need-appropriate and open to all residents of the state, and encourage people to participate in physical and sports activities, irrespective of age, gender, socio-economic background, community, language or religious beliefs. In addition, once the centres are built, special schemes will be employed to ensure that they remain accessible, equitable and inclusive, and to ensure they are continually provided with quality equipment and facilities to meet the requirements of the community in question, with an emphasis on facilitating locally popular sports.

Staffing

3.35 Each Community Sports Centre shall be appointed with appropriately qualified trainers and Community Coaches, with at least one qualified woman trainer/coach, and professional management and administrative staff appropriate to needs, to grow in number and quality as merited by the needs.

Activities and Outreach

3.36 Community Sports Centres are envisioned as hubs for community outreach through sports. Community Sports Centres shall work with the objective of channelising the energies of the populace towards constructive activities, in particular moving youth away from anti-social/criminal behaviour, and to prevent them dropping out from schools and colleges. The existing Yuva Shakti Kendra (YSK) programme facilities and equipment may be inter-linked with Community Sports Centres where appropriate. In association with the Government of India, the feasibility of converting existing youth clubs under Nehru Yuva Kendra Sangathan (NYKS) into additional community centres may be evaluated, with special centres for women and senior citizens. The Community Sports Centres will work actively towards breaking down traditional barriers and empower women to participate in sport and physical activities and also promote popular rural and indigenous sport, as well as traditional martial arts and physical fitness practices.

3.37 Besides providing sports facilities and equipment to facilitate play of all sorts, systematic classes and training can be provided in popular sporting disciplines and other fitness activities such as yoga. The Community Sports Centres shall also serve as platforms for introducing athlete role-models and conduct of motivational workshops/talks by such athletes. In this respect, Community Sports Centres shall encourage successful sportspersons from marginalised communities or rural areas to return to their original communities for providing workshops/mentorship guidance to the youth of such communities and serve as ambassadors for sport; and collaborate with high-performing and successful athletes from Karnataka, and encourage them to visit urban, rural as well as marginal communities, and conduct brief motivational talks, workshops and engagement sessions with school children and other youngsters in such communities. Designated ‘Brand Ambassadors’, from among the state’s iconic sportspeople, shall visit Community Sports Centres to encourage and inspire the citizenry to start, stay in and succeed at sport.
3.38 An annual state-wide, well broadcast celebration of indigenous sport shall be conducted at special occasions such as Dasara/Sankaranti, to celebrate indigenous sport as well as provide an opportunity for the best performers at the Grameena Kreedotsava to showcase their talents to a wider audience.

3.39 The Community Sports Centres shall organise public screenings of popular sporting events and events where the state’s athletes and national teams are taking part. Film festivals and promotional activities relating to sports and fitness may also be hosted at these venues from time to time in the interests of community involvement. The Community Sports Centres shall be widely promoted in the locality it is situated in, and a tracking mechanism will be implemented to measure community awareness about the operation and working of such centre. GIS tagging of each community centre and other sports facilities in each taluk shall be undertaken.

3.40 The professionals managing the Community Sports Centres shall actively invite consultations and suggestions from the community with respect to the functioning of such centre. Active steps shall be undertaken to inter-link and share Community Sports Centre facilities with local schools and colleges, as well as sharing the facilities/playgrounds offered by such schools and colleges post-school/college hours for use by the community. Establishing a lasting network of links between schools/colleges and community sports centres/clubs in local communities in order to assist people to continue playing sport beyond school will increase the activity levels and vibrancy across the state.

3.41 Finally, Community Sports Centres shall be tasked with understanding and communicating community needs to the governmental authorities and to assist the government, where practicable, in implementing the appropriate measures to promote physical activity across the general populace.

**Corporate Adoption and Sponsorship**

3.42 The state will explore public private partnerships and/or co-ordination with cooperative sector undertakings, to establish Community Sports Centres and community sports clubs for target sports, as deemed appropriate. Encouragement shall be provided to those willing to invest in the creation of such centres with land, utilities, grants, etc. Corporate support and funding will also be actively leveraged at all stages to financially sustain and promote the above initiatives.

**District Sports Centres**

3.43 The District Sports Centres in each district would focus on developing talented athletes recommended by the Community Sports Centres in specific disciplines under the supervision of Intermediate Coaches. The District Sports Centres may strategically specialise in specific sporting disciplines and will house and welcome high-potential athletes from across the state in these disciplines. They will act as feeder centres to the High Performance Unit at the proposed Sports Centres of Excellence and will also be tasked with co-ordinating and properly equipping the Community Sports Centres.

**Other Recreation Facilities and Open Spaces**
3.44 In addition to the creation of these Community Sports Centres in talukas and municipalities, the state will give due attention to effective utilisation and unlocking of open spaces in urban and semi-urban areas for promoting and facilitating informal physical activities and play amongst the populace. A special focus will be made to ensure accessible playgrounds and recreation facilities in each ward of corporations, and in each Gram Panchayat. Fresh attention will also be given to creation of special senior citizen physical recreation areas, and the development of quality walking paths and cycling tracks in urban and semi-urban areas.

3.45 The Karnataka Town and Country Planning Act, 1961 and other applicable laws and zoning regulations shall be suitably amended in this respect to provide for such parks and recreation facilities, where required.

D. Sports Counselling

3.46 Sporting excellence requires athletes to push the boundaries of their physical and mental limitations. Beginning and continuing sport can also be a daunting prospect for an athlete, as it involves competing against persons with different skill sets and abilities. Training and participating in sport also requires the athletes to spend significant periods of time away from his/her home environment and comfort zone. The state’s effort is to ensure continued participation by an athlete in the sport of his/her choice by providing such athlete with a support ecosystem, which comprises of making access to schemes, facilities, experts, career advice and career support services available to deserving beneficiaries.

*Establishing Career Counselling and Information Cells*

3.47 Career Counselling and Information Cells would be established within or in the vicinity of the Community Sports Centres or at other stadia or public facilities to bridge the knowledge and support gap and take these services to the athletes proactively. The focus of each Cell shall be on enhancing the education, skills and knowledge of available human resources to provide useful information and to counsel and inspire people of all ages to get involved and develop through sport.

3.48 The Cells shall coordinate and work with local clubs, schools, colleges and universities to promote and create awareness among students, teachers and coaches about available sports schemes. Regular training and retraining of counsellors at the Community Sports Centre shall be conducted in order to maintain high standards of awareness and functionality. Special focus of the Cells will be on counselling aspiring athletes at the school level, with an emphasis on athletes from rural schools, and rural and under-privileged backgrounds.

3.49 Present and former athletes shall be enlisted to spread awareness about existing schemes and create a mentorship programme for the benefit of young athletes. They shall also be encouraged to visit urban, rural as well as marginal communities, and conduct brief motivational talks, workshops and engagement sessions with school children and other youngsters in such communities and to spread awareness about the state and central government schemes in sports.

3.50 Besides information and career counselling support, allied support may also be provided in a number of other aspects, such as choice of educational institution, choice of sporting discipline, proposal creation, budgeting, legal assistance, administrative support, etc. The
role of the Cell and the ability of the personnel placed therein will grow in maturity and depth.

Figure 13: Summary of measures related to Sports Events, Support & Infrastructure.
4.0 PILLAR 3 - SPORTS RESOURCES & KNOWLEDGE

A. Sports Coaching

4.1 It is important that a clear and strategic coach development programme be put in place where appropriate coaching talent is identified, trained, incentivised and progressed. Creating sustainable, even attractive, career opportunities in coaching has the potential to catalyse and invigorate the sporting ecosystem in many ways.

Strategic Coach Development Programme

4.2 It is an emergent need to put in place a systematic approach that finds appropriate coaching talent, empowers this talent with knowledge, skills, exposure and a professional profile that increases credibility and recognition and, thereby, long term impact. The objective is to enhance the experience of all Karnataka athletes through quality coaching at all levels, while also creating sustainable and aspirational careers in sports coaching.

4.3 The strategic coach development programme will therefore focus on four key aspects:

- Identification of potential coaching talent
- Continuing education of coaches and coaching methods
- Monitoring and quality control
- Career progression, rewards and incentives

4.4 These are all attainable goals and can be achieved through strategic partnerships with various stakeholders, including academies, the national and state sports federations, existing high-performance coaches and educational institutions. If this investment is made, tangible results can potentially start showing in less than a generation.

4.5 The metrics of success of the programme will be increased quantity of coaches, the appropriateness of coaching ability to position and the creation of sustainable career paths such that ultimately the system automatically attracts the best coaching talent and retains it by challenging and rewarding it.

Types of coaches:

4.6 The coach is one of the most influential persons in an athlete’s life. In every system, athletes are participating at different skill and interest levels. For a strong sports system, it is therefore important to have coaches with the right attributes and knowledge participating at every level.
4.7 At each of these levels, there is need for discipline-specific single-sport as well as discipline-agnostic multi-sport coaches and coaching knowledge.

**Identification Programme**

4.8 Overall, a coach must have different attributes to achieve results. At a general level, a coach must enjoy working with people, have leadership and problem solving skills and, of course, the communication skills to pass on knowledge. While coaching knowledge can be taught, it is important to try and find persons with the right ‘coaching attributes’ to teach as not all of these attributes can be taught.

<table>
<thead>
<tr>
<th>Level</th>
<th>Attributes</th>
<th>Identification methods</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community</td>
<td>▪ Has passion and love for sport in general and 1-2 specific sports</td>
<td>Use open application and sensitisation programmes.</td>
</tr>
<tr>
<td></td>
<td>▪ Encouraging and motivating of youngsters and good people skills</td>
<td>Target pool:</td>
</tr>
<tr>
<td></td>
<td>▪ Plans practice sessions and gives constructive criticism</td>
<td>▪ School teachers</td>
</tr>
<tr>
<td></td>
<td>▪ Organisational capabilities</td>
<td>▪ PT instructors</td>
</tr>
<tr>
<td></td>
<td>▪ Enables safe participation</td>
<td>▪ Gym instructors</td>
</tr>
<tr>
<td></td>
<td>▪ Age should not be a barrier.</td>
<td>▪ Event managers</td>
</tr>
<tr>
<td></td>
<td>▪ Fitness to work long hours and demonstrate</td>
<td>▪ Former state level athletes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▪ Club staff</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▪ Junior academy staff</td>
</tr>
<tr>
<td>Intermediate</td>
<td>▪ Has exposure to the particular sport at a good level</td>
<td>Use targeted application and identification methods towards</td>
</tr>
<tr>
<td></td>
<td>▪ Has ability to be a task master by being organised and disciplined</td>
<td>coach-the-coaches programme enrolment.</td>
</tr>
<tr>
<td></td>
<td>▪ Has ability to understand training methods and</td>
<td>Target pool:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▪ Former national level players</td>
</tr>
<tr>
<td>Level</td>
<td>Knowledge required</td>
<td>Education methods</td>
</tr>
<tr>
<td>------------</td>
<td>-------------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Community</td>
<td>▪ Fundamental movement skills (jumping, running, catching, agility etc.)</td>
<td>▪ Training programmes (community workshops) with breadth of subjects and an in-depth break down of the technicalities of the sport.</td>
</tr>
<tr>
<td></td>
<td>▪ Proper technique</td>
<td>▪ Short length (e.g., 3 months courses) with high testing standards on fundamentals</td>
</tr>
<tr>
<td></td>
<td>▪ Teaching methods</td>
<td></td>
</tr>
<tr>
<td></td>
<td>▪ First aid, safety</td>
<td></td>
</tr>
<tr>
<td></td>
<td>▪ Other awareness such as nutrition, mental skills, injury prevention, designing basic sporting programmes, etc.</td>
<td></td>
</tr>
<tr>
<td>Intermediate</td>
<td>▪ Advanced technique</td>
<td>▪ Regular knowledge workshops to upgrade and be abreast with the latest techniques in sport sciences, technique and training methods</td>
</tr>
<tr>
<td></td>
<td>▪ Advanced teaching methods and programme design for “train to compete” athletes</td>
<td>▪ Regular interaction with elite performance coaches</td>
</tr>
<tr>
<td></td>
<td>▪ Physiology, mental training</td>
<td></td>
</tr>
<tr>
<td></td>
<td>▪ Awareness of equipment and technology</td>
<td></td>
</tr>
<tr>
<td></td>
<td>▪ Project management skills</td>
<td></td>
</tr>
</tbody>
</table>

| Elite      | ▪ Error identification and                                                           | ▪ Knowledgeable elite athletes                                                    |

Education Programme

4.9 The programme is structured to ensure that coaches, once identified and recruited, are fully equipped with the knowledge necessary for them to use their coaching skills. This can be enabled with combing in-person programmes with the latest communication tools in engaging with the coaches. Coaches need to be taught the fundamentals and then must be able to upgrade themselves from time to time and, where appropriate, need to be certified as fit for coaching at the particular level.

4.10 The faculty to teach the courses will be very important and the best brains in each field work as faculty developing and teaching the curriculum. Further on-going research on coaching methods, sports science, etc. and conferences and workshops where coaches meet and interact will supplement teaching workshops and programmes.

<table>
<thead>
<tr>
<th>Level</th>
<th>Knowledge required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elite</td>
<td>▪ Has played the particular sport at a good level</td>
</tr>
<tr>
<td></td>
<td>▪ Understands top level training and sport</td>
</tr>
<tr>
<td></td>
<td>▪ Has ability to motivate players</td>
</tr>
<tr>
<td></td>
<td>▪ Has ability to identify talent and to problem solve</td>
</tr>
<tr>
<td></td>
<td>▪ Highly ambitious and result oriented.</td>
</tr>
<tr>
<td></td>
<td>Needs proactive and highly targeted identification and recruitment mechanism</td>
</tr>
<tr>
<td></td>
<td>▪ Target retiring high performance athletes.</td>
</tr>
<tr>
<td></td>
<td>▪ PSUs ensure that the players recruited under the sports quota are released for “coaching cycles” which may be renewed based on performance.</td>
</tr>
</tbody>
</table>

- Physiology
- Has good work ethic
- Has ability to learn and grow knowledge
- Ambitious
- Currently employed with PSUs and otherwise
- SAI coach trainees
- Mid-level academy staff
- Existing state level coaches

- KJA Sports Policy Recommendation

- Target retiring high performance athletes.
- Needs proactive and highly targeted identification and recruitment mechanism.
Monitoring Programme

4.11 The fundamental idea of coach monitoring is that coaching cannot be a permanent job leading to lethargy among the coaches. Also, sports is a fast developing field with new developments happening all the time and there must be constant upgradation of the knowledge infrastructure in the country keeping stride with developments in human knowledge, equipment, etc. anywhere in the world.

<table>
<thead>
<tr>
<th>Level</th>
<th>Monitoring required</th>
<th>Monitoring methods</th>
</tr>
</thead>
</table>
| Community   | Coach certification and licensing and continuing education and monitoring with 6 monthly targets with 8 year contracts | ▪ Point based system to retain licensed status as community coach. Points are earned by attending seminars and classes and ‘graduating’ athletes to intermediate levels based on performance  
 ▪ Monitoring may be conducted by intermediate coaches and master trainers |
| Intermediate| Coach certification and licensing and continuing education and monitoring with 2 year targets with 8 year contracts | ▪ Point based system to retain licensed status as intermediate coach. Points are earned by attending seminars and classes and ‘graduating’ athletes to elite levels based on performance  
 ▪ Monitoring may be conducted by elite coaches and master trainers |
It is important that coaching is made lucrative for players and enthusiasts to take it up as a profession at each of the levels. The coaches need to be motivated and a system needs to be developed which recognises and rewards coaches at every level with financial rewards, recognition and career advancement opportunities.

### Incentive programme

4.12

<table>
<thead>
<tr>
<th>Level</th>
<th>Career advancement</th>
<th>Rewards</th>
</tr>
</thead>
</table>
| Community   | A community coach can become an elite coach with 4 years of service as a community coach and 8 years of service as an intermediate coach and then 4 years as an understudy to an elite coach. | - Salaries on par with central government employees and be on contract for 8 years with 4 year extensions  
- 25% of the prize money when a coached athlete becomes a Carded Athlete and wins national and international honours  
- Karnataka Dronacharya Award for community coaching category based on established parameters  
- Annual awards recognising excellence among community coaches in the state |
| Intermediate| An intermediate coach can become an elite coach with 8 years of service as an intermediate coach and then 4 years as an understudy to the national coach. Can then take full responsibility as an elite coach. | - 8 year contracts with mid-term assessment  
- 25% of the prize money when a coached athlete who is a Carded Athlete wins national and international honours  
- Karnataka Dronacharya Award for intermediate coaching category based on established parameters  
- Annual awards recognising excellence among intermediate coaches in the state |
| Elite       | Can move to intermediate or community coaching (flexibility)                          | Paid on par with international coaches and should have high            |

- Monitoring may be conducted by national coaches and international expert trainers
4.13 Trained coaches shall be appointed in select disciplines and placed in appropriate Stadia at the High Performance Unit, at the Sports Centres of Excellence and in all District Head Quarters, Taluka Stadia, Sports Schools and Hostels. The allocation of coaching resources shall be reviewed and reallocated from time to time. Focus will be not only on quantity of coaching talent but also its quality and depth.

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**Figure 15: Proposed Hierarchy of Coaches under the Strategic Coach Development Programme**

4.14 The Elite Coach for each designated sporting discipline shall be responsible for providing a coaching structure to be followed at each of the facilities specified above, and the
Intermediate Coaches shall be responsible for ensuring that the athletes training in the District facilities are trained according to such schedule and metrics and have high potential athletes sent to the High Performance Unit and review and coaching by the Elite Coach. Community Coaches will be encouraged to identify special attributes in those participating in coaching and events at the Taluka facilities and to progress particularly talented youngsters to the District centres and into the hands of the Intermediate Coach of the particular discipline. Intermediate Coaches would also be responsible for talent spotting and identification in the District with the cooperation of Community Coaches.

B. Sports and Physical Education

4.15 The state seeks to encourage the mechanisms by which every child in Karnataka, aged 6-14, will participate in organised physical activity. This is aimed at inculcating and fostering a life-long culture of regular engagement in physical activity, with a view to improving the healthfulness and social well-being of all citizens of the state.

Compulsory physical education and curriculum design

4.16 The Prof. L.R. Vaidyanathan Committee Report, submitted to the Government of Karnataka in 2006-07, had suggested that Physical Education should be made a compulsory subject in schools across Karnataka. In furthering this goal, the integration of an organised physical activity regime in the curriculum of all schools across the state shall be facilitated through co-ordination with the Department of Education and the Sports in Education Council. The physical activity regime shall include at the minimum, at least half an hour a day of organised physical activity on every working school day for all children aged between 6 to 14 years. Wherever practicable, the physical activity regime shall also be extended to students in the ninth and tenth standards and may exceed the minimum activity levels.

4.17 Emphasis shall be placed on physical education at the early childhood, primary and secondary levels of the education system. From the upper-secondary level, emphasis shall be placed on offering a combination of physical education, recreational and competitive sport.

4.18 Quality physical education curriculum shall be designed by the Sports in Education Council in consultation with major school examining boards, the state education department, relevant central ministries and with other key stakeholders. Curriculum shall incorporate international best practices, which are tailored to meet local needs and issues. Once approved and issued, the standardised curriculum shall act as a model that should be offered across all levels of the state’s schooling system, and also adopted in select colleges and universities.

4.19 The organised physical activity regime shall focus on three types of activity:

- aerobic activities – in which children rhythmically move their large muscles. Examples - running, hopping, skipping, jumping rope, swimming, dancing, and bicycling.
- muscle-strengthening activities–which make muscles do more work than usual during activities of daily life. Examples – unstructured activities and part of play, such as playing on playground equipment, climbing trees, and playing tug-of-war; or structured activities, such as lifting weights or working with resistance bands.
- bone-strengthening activities – which produce a force on the bones that promotes bone growth and strength. This force is commonly produced by impact with the ground. Examples - running, jumping rope, volleyball, basketball, kabaddi, tennis, and hopscotch.
4.20 Special attention will be given to ensuring inclusivity of the physical education curriculum, by tailoring special programmes specifically for target groups such as undernourished children in backward areas, girls and young women, and the physically and mentally challenged.

4.21 Model physical education curriculum to incorporate a rigorous reporting structure, with mechanisms in place for dealing with and reporting incidences of abuse, and issues related to discrimination and bullying based on community, gender, language, caste, sexual orientation, religion, and disability etc. To this end, codes of conduct for teachers and students are important tools for protecting and promoting rights.

4.22 The curriculum shall be monitored and subjected to a periodic review, and, where required, an audit by the Sports in Education Council.

**Infrastructure**

4.23 It shall be endeavoured to allocate space for common play-fields and playgrounds for use by schools that do not have their own, with access being made available to all playfields within 2 kilometres of each school in the state.

4.24 Equipment assistance shall be provided at two levels – (a) at the first level, all government schools in need of physical activity props and kits shall be provided with assistance towards procuring the same; and (b) at the second level, all educational institutions that fulfil governmental participation targets may be rewarded with better equipment/facilities.

4.25 Links between schools and Community Sports Centres shall be promoted to ensure that children have an environment beyond school to learn and participate in physical activity and sport.

**Physical Education Teachers**

4.26 To achieve the universal physical activity goal, it is critical to create a dedicated pool of well-qualified physical education teachers across the state. A standardised certification and gradation system for coaches, trainers, etc., undertaking sports and physical education courses in the state shall be adopted.

4.27 Regular courses - for the training and retraining of physical education teachers - shall be conducted in order to maintain high standards of awareness and functionality in relation to the integration of sport in the education system of the state. Such training and re-training courses will be organised in collaboration with the Education Department and other non–governmental agencies with expertise in the field of sport. The frequency of such courses shall be ensured in such a manner so as to enable a physical education teacher to attend the same once every two (2) years. Physical education teacher exchange programmes will be encouraged across the state, from other states in India, as well as international exchange programmes where practicable.

4.28 Trained women physical education teachers shall be a part of such physical activity regime in all girls’ and co-educational schools. The dedicated pool of physical education
teachers shall be certified once trained and be paid a wage equivalent to that of a government-employed teacher of equal position and years of service.

4.29 The physical education teachers shall be responsible for imparting the course suggested under the model curriculum, and shall also be responsible for introducing sports as an important part of the curriculum at the school they are posted in so as to ensure that talented student athletes are provided with the right opportunity and training to ensure maximum utilisation of medal potential talent. The physical education teachers shall also be responsible for hosting at least 5 inter-school matches within the school they are affiliated with, in one academic year.

Activities and Outreach

4.30 Over and above the implementation of the basic physical education curriculum, many other opportunities will lie.

4.31 It will be possible to conduct the Sporting Talent Evaluation Medium programme as specified in the Sports Policy for Karnataka, in all schools across the state to test the physical aptitude and sporting talent of schoolchildren. Through this an incentive/certificate scheme for children who consistently exceed physical activity targets can be put in place and a long-term talent pipeline can be created. The state will therefore work to create a structure and build a lasting legacy of competitive sport in schools, particularly for channelising the energies of adolescent and pre-adolescent children and concurrently also create a talent identification and performance pathway for children who have a capability to excel in sport.

4.32 The opportunity will also present to collaborate with the Department of Health and Family Welfare, as well as private healthcare providers, to conduct a bi-annual survey and check-up of the health status of school children.

4.33 The state shall, through the Community Sports Centres, also initiate community outreach programmes in economically backward, tribal and remote areas, specifically to target children outside the school system, and to ensure that such children obtain the benefits of schooling as well as engaging physical activity.

4.34 The state shall collaborate with high-performing and successful athletes from Karnataka, and encourage them to visit schools across the state, and conduct brief motivational talks, workshops and engagement sessions with school children. Empirical evidence suggests that athletes and sports celebrities have the potential to provide a strong influence on children. While they may not inspire everyone to take up a professional sporting career, they do hold a strong potential of encouraging children to take part in sport and thus assist in creating a sporting habit for life. Assistance and support may be given to non-governmental and private sector organisations that seek to establish physical fitness activities and sports competitions for children.

C. Sports Centres of Excellence

4.35 In addition to the High Performance Unit specified in Pillars 2 and earlier in Pillar 3 of this Sports Policy, the opportunity exists to create visionary, standard-setting, best-in-class knowledge-driven sports performance institutions, which becomes sports excellence hubs in the state. It will also create institutions focused on recruiting, training and placing coaches, trainers and support staff at community, intermediate and elite levels with ongoing knowledge up-gradation programme, improving the accessibility of sports knowledge at all grades of sports participation. It will be able to attract the world's best sports educators, coaches and trainers for knowledge transfer programme with a view to bring local capabilities to world class levels.

4.36 This will not only fill an important gap where we lose a number of our athletes (at the college level) but also to address the human resource challenge that building a sporting nation presents. These can be further strengthened through sports performance related research, knowledge sharing and institution building. In the long term the state, and the nation, can become fully self-sufficient with respect to its human resource needs in sports.

**Establishment of at least five (5) Centres of Excellence in Sport at Select Universities.**

4.37 The Government of Karnataka envisions the creation/up-gradation of the facilities, infrastructure and knowledge at certain strategic universities state-wide in order to establish these as University Centres of Excellence in Sport (UCES). UCES would amalgamate not only the best facilities but also world-class coaching talent and support staff. If deemed appropriate, each UCES can focus on a specific set of sporting disciplines. This would bring world-class infrastructure, coaching talent and sports science to the country’s most talented young athletes in an atmosphere conducive to personal and professional growth and development.

**Introduction of undergraduate diploma courses in sports-related subjects in which sportsmen and sportswomen of certain standing are to be given preference in admission.**

4.38 The UCES would offer certain chosen diploma/vocational/certificate courses in sports related subjects such as sports management, sports nutrition, sports performance, sports coaching, etc. with a view to attracting school-leaving youngsters who are pursuing and wish to continue to pursue careers in their chosen sports. These diplomas could be module-based and project oriented rather than time-bound, facilitating flexibility for those involved in extensive travel and training relating to their competitive sports schedules. Based on academic performance and time availability, the opportunity may also be presented to diploma holders to later upgrade their diplomas to degrees with additional coursework and project work. The diploma and degree courses, subject to availability, would also be open to those persons interested in working in the sports administration and management who are not themselves competitive athletes.

4.39 Not only would this contribute human resources to sport in the short term but it will also keep young athletes in the formal education system, thereby reducing sports or school dropouts. Educated athletes tend to be better prepared for competition in more ways than one.

**Bachelors and Advanced Post-graduate taught and research courses to be introduced in certain sports-related subjects.**
4.40 The UCES shall offer certain chosen Bachelors and post-graduate Masters-level taught courses as well as research degrees in sports related subjects such as sports management, sports administration, sports coaching, sports medicine, sports psychology, biomechanics, etc. UCES would house the state’s High Performance Unit and Elite Coaches and seek to attract the best talent in the state to its facilities. It will also undertake multi-disciplinary research and advise the Sports in Education Council on any issues on which inputs are sought, including the conceptualisation of public education programmes in health and wellness, design of PE curricula at different levels, etc.

4.41 Opportunities will be presented to the UCES to build alliances and partnerships with other educational institutions with a focus on sports and to have exchange and training programmes. The UCES will also conduct regular seminars, conclaves, conferences etc. across the state to encourage knowledge sharing and dialogue and discussion among sports stakeholders.

**Sports performance research and knowledge and information management**

4.42 The UCES shall also function as a leading resource centre for sports knowledge and education in the area of physical education and sports sciences, sports technology and high performance training, including areas such as sports science and medicine, sports law, sports analytics, counselling and athlete representation/management.

4.43 The UCES shall establish a sports information database that enables access to sports information and services. This is to support the work of the state’s sports practitioners, including athletes, coaches, sports administrators, policy makers, researchers, physical activity educators, sports scientists and medical staff. The focus of these activities will be towards ensuring that athletes have easy accessibility to necessary sport knowledge, expertise and support and that the coaches, trainers and support staff across all levels have access to the latest research and knowledge relevant to their field. The ultimate objective is to encourage the applied use of such knowledge across all levels of sport in the state.

**Encouraging other higher education institutions and private sector to participate in the delivery of the main goals of sports development**

4.44 The UCES shall become the nodal agency and shall provide professional and academic expertise and leadership to other education and research institutions in Karnataka and elsewhere that are engaged in the delivery of sports knowledge and education. The attempt will be to create an open knowledge and standard setting platform in sports knowledge and education based on national and international collaborations and partnerships where collective strengths are pooled in the broader public interest.

4.45 The UCES shall be housed at leading educational institutions in Karnataka, to offer the best choice of educational institutions in Karnataka, thereby creating diverse sports related educational disciplines working within a systemic inter-disciplinary framework.
**Figure 16:** Visual Summary of measures under Sports Resources & Knowledge

<table>
<thead>
<tr>
<th>Sports Coaching (Strategic Coach Development Programme)</th>
<th>Sports and Physical Education</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Coach Identification Programme</td>
<td>• Compulsory physical education</td>
</tr>
<tr>
<td>• Coach Education Programme</td>
<td>• Sports curriculum design</td>
</tr>
<tr>
<td>• Coach Monitoring Programme</td>
<td>• Access to Infrastructure and Equipment</td>
</tr>
<tr>
<td>• Coach Incentive Programme</td>
<td>• Trained Physical Education Teachers</td>
</tr>
<tr>
<td></td>
<td>• Activities and Outreach</td>
</tr>
</tbody>
</table>
5.0 PILLAR 4 - SPORTS COMMERCE & INDUSTRY

A. Sports Economy

5.1 Once the supporting infrastructure, transparent and accountable governance structure and laws facilitating sports integrity are in place, the opportunity exists to capture a significant portion of the economic value of the Indian sports business in Karnataka through proactive and strategic measures that make the state a friendly place for private investment and enterprise in the sports sector. Once early gains are made and a tipping point is reached, the success of existing enterprises will attract others to create a vibrant, diverse and robust sports industry in the state. This will drive Karnataka forward towards the creation of a self-sustaining sports eco-system.

Encourage sports business and entrepreneurship through policies and laws

5.2 The state shall carry out a careful analysis of its investment and related laws, regulation and climate in Karnataka and shall modify and update these to encourage and maximise private sector business investment in sports in the state. For instance, under the Karnataka Industrial Policy 2014-19, sports goods manufacturing and sports related services may be included as an industry/service enterprise eligible for the state government’s package of incentives and concessions. Allotment of land in industrial areas for sports related industry may be facilitated under the aegis of the Karnataka Industrial Areas Development Board (KIADB). The commercial tax framework within the state shall be tailored to provide suitable exemptions to encourage sports entrepreneurs, such as exemption from sales tax under the Karnataka Sales Tax Act, 1957, for sports goods and free movement of raw materials required for the manufacture of sports goods.

5.3 The whole range of incentives and measures that would add to the ease of doing business will be considered and new investment shall be aggressively pursued. A dedicated sports business cell of the industry and commerce department may pursue this opportunity and attendant leads. Further, the ‘Invest in Karnataka’ website and the periodic ‘Global Investors Meet’ (GIM) conducted by the government shall host and provide sports industry and sports business specific investor guidance support.

5.4 An indicative list of the laws, institutions, departments and policies that may be involved in furthering sports business, services and entrepreneurship in the state are as follows:

- The Special Economic Zones Act, 2005 and the State Policy for Special Economic Zones;
- The Micro, Small and Medium Enterprises Development Act, 2006;
- Karnataka Value Added Tax Act, 2003;
- Karnataka Sales Tax Act, 1957;
- Karnataka Industrial Policy 2014-2019;
- Department of Industry and Commerce;
- State Commercial Taxes Department;
- Karnataka Industrial Areas Development Board (KIADB);
- Labour Department;
- Department of Tourism; and
- Bruhat Bengaluru Mahanagara Palike and other municipal corporations across the state.
Focus on key strength areas – manufacturing, technology, tourism

5.5 With an investment and growth strategy it will be important to focus attention. Given the state’s natural and existing advantages sub-sectors such as sports manufacturing, sports technology and sports tourism may be considered as priority areas.

5.6 The opportunity exists to establish and promote Karnataka as a hub for the manufacture of sporting equipment and apparel in India. This will not only ensure that the manufacturing industry in Karnataka flourishes and creates employment, but will also reduce the significant expenses incurred on import of sports equipment, thus making a positive contribution to the state’s GDP. For example, measures such as the following may be employed:

- Designate specific “sports equipment manufacturing zones” in the state to set up industries and multiple retail outlets, at subsidised land and rental rates.
- Ensure unified representation through an industry body for the sports equipment industry in the state. This could make the sports retail landscape more competitive and further aid advancement of sports manufacturing industry. Such a boost could potentially increase inexpensive accessibility to quality sports equipment thereby serving a larger market right down to the grassroots.13
- Encourage major sporting equipment retailers to outsource their global manufacturing requirements to the local manufacturers.
- Tap into the traditional manufacturing industry in Karnataka and encourage diversification into the manufacture of sports equipment. For example, Karnataka is renowned the world over as the manufacturer of the Channapatna wooden toys. The artisans may extend their skill in woodwork to the manufacture of high quality wooden sport equipment, such as cricket bats, hockey sticks, etc.

5.7 Sports performance, sports media and sports broadcasting are becoming increasingly technology driven and there will be continuing opportunities for technology businesses to grow and thrive. Given the strong technological capabilities in the state, attention of existing and new ventures may also be drawn to opportunities in sports technology and Karnataka can position itself as the centre of the latest developments in sports technology.

5.8 Equally, the state recognises the importance and potential contribution of sports tourism to the state and shall create a tourism strategy that promotes Karnataka’s sporting culture. Sporting events shall be hosted across the state in each calendar year, which are capable of attracting tourists from the world over. These may also be manufactured sporting events, which are not established sporting events, but have been conceptualised and are conducted as one-off events in a particular venue. Similarly, indigenous sports in Karnataka may be actively promoted as part of the state’s cultural heritage. The state shall also develop and maintain other infrastructure, and coordinate and cooperate with the hospitality and other affiliated industries to provide an enriching tourism experience for visitors.

5.9 Sports tourism shall also be promoted through the encouragement and development of adventure sports activities in the state. Existing infrastructure and facilities, including the

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KJA Sports Policy Recommendation

General Thimayya National Academy of Adventure (GETHNAA) shall be employed and improved towards the promotion of adventure sports. Karnataka may be publicised as a hub for training and certification programmes in adventure sports, such as the programmes offered by GETHNAA in rock climbing, rafting, kayaking, and other disciplines. Geographical features and advantages across the state shall be identified and utilised towards the development of adventure sports activities. To the extent feasible, adventure sports facilities shall be offered and augmented at popular tourist centres, such as rock climbing at Badami, and aquatic sports centres in Karwar and Vani Vilasa Sagar.

Use of Brand Ambassadors

5.10 Karnataka shall attempt to bolster sports commerce and industry through the use of ‘Brand Ambassadors’ for the state from among iconic sportspeople of the state. Such designated ‘Brand Ambassadors’ may be engaged in promoting sports tourism in Karnataka, as well as advocating the sports facilities, infrastructure and industrial expertise that Karnataka offers. The engagement of retired sportspersons as ‘Brand Ambassadors’ may also serve as a form of post-career support for the sportspersons, as well as legacy enhancement for Karnataka’s sports industry. The Brand Ambassadors may also be engaged in augmenting brand Bengaluru as a sports hub, and in other investment exhibitions such as the GIM.

B. Sports Hub

5.11 The capital, Bengaluru, is ideally positioned for development as a sport-city, as it possesses sports-friendly weather year round, a sports-loving population, basic multi-sport as well as dedicated single-sport stadia in central location and world-class hospitality options and connectivity options through its international airport and connection to major railway and roadway networks. Bengaluru also has experience in hosting national and international level competitions, and has successfully attracted and continues to attract athletes from across the world for tournaments and competitions.

Concept and Design

5.12 A strategic commitment will be made to build Bengaluru as a sports city brand and Karnataka Kreeda Aayoga may be empowered to take this commitment forward. This will be based on a clear evaluation of the existing resources, expansion needs keeping in mind deemed requirements and a step-by-step implementation plan involving infrastructure enhancement, connectivity, events and activities and public involvement. This will also provide an opportunity to include messaging in Karnataka’s tourism strategy to include the sporting culture as one of the highlights of visiting Karnataka.

Infrastructure

5.13 An essential first step shall be to upgrade (and, where necessary, build) facilities available at existing stadia for international-level competition, with four (4) additional satellite stadia at Mysuru, Belagavi, Shivamogga, and Gulbarga (i.e., upgrading existing facilities meet prescribed standards). This would require preparation of an up-gradation and implementation plan with timelines and budgets for each facility, which would be monitored and reviewed regularly by Karnataka Kreeda Aayoga. The Bangalore-Mysore corridor could be actively evaluated for expansion of sporting facilities.
5.14 It shall be equally important to develop and maintain supporting urban infrastructure, and coordinate and cooperate with the hospitality, transportation and other affiliated industries to provide an enriching viewer and tourist experience and ease accommodation and transportation, especially within the city.

Events

5.15 As a first step, a long term bidding strategy shall be put in place for single-sport international events that are popular. National professional leagues will be encouraged to have Bengaluru as one of the host cities as well. With respect to international events, bid proposals are required many years ahead of the event and this shall be actively tracked. Over time, multi-sport events shall also be targeted. These will be key drivers in incrementally upgrading and improving not only sports stadia and viewer experience but also key urban infrastructure and the city’s brand image. While looking to host events, efforts shall also be made to conceptualise and organise new international sports events and exhibition sports events.

5.16 To ensure that major sports events hosted in the city afford adequate exposure to Bengaluru as a sports hub, Karnataka Kreedas Aayoga will create and own a brand such as ‘Bengaluru Open’ which will be licensed to private enterprises in different sports, subject to quality standards being maintained.

Sports Expos and Exhibitions

5.17 In addition to the hosting of sports events, the building of Bengaluru as an international sports hub shall be buttressed by holding periodic large scale sports expos and exhibitions. The expos/exhibitions shall be held with the objective of attracting international investments in the sports sector, as well as providing state of the art exposure to the state’s as well as the country’s sports industry and businesses. Such expos shall act as a platform to showcase the leading products and global advancements in sports infrastructure, apparel and equipment design and manufacture, as well as advancements in other areas such as broadcast, media, sports nutrition and sports science. The expos shall seek to bring together prominent sports personalities, leading sports brands, sports educational universities and centres of excellence, from across the globe, as well as interested participants from the local as well as international public.

Museums/Experience Centres/Film Festivals

5.18 Karnataka is committed to the establishment of a ‘Sports History and Heritage Museum’ in Bengaluru, which shall showcase the traditional sports, sporting legends and sporting accomplishments of the state’s athletes and shall serve to boost nostalgia amongst the wider populace as well as promote sports tourism in the state. The state shall seek to institute permanent exhibits such as sports memorabilia installations and legacy experience centres to celebrate landmark sporting achievements of Karnataka’s athletes. The state is also committed to organising a regular international sports film festival in Bengaluru which shall exhibit internationally recognised sports films/documentaries as well as promote the best of local film-making related to the subject of sport.

Partnerships and Legacy
5.19 The city shall associate with other sports hubs across the world to learn from their experience in organising and managing major sports events and coordinate with such sports hubs for learning and information and personnel exchange.

5.20 Ultimately, the proposition of Bengaluru as a sports city will be meaningful through careful legacy planning for the use of the infrastructure and facilities developed. It is important that the best athletes in the state are able to access these on a regular basis and that members of the public also receive opportunities to sample the facilities wherever possible.

C. Sports Finance

5.21 The success of privately funded sporting leagues such as the Indian Premier League, and the intertwining of the sports and entertainment industries provide encouragement to private players, who are now more amenable to investment in sports, whether in respect of infrastructure development or otherwise. In addition to this, several private sector entities are investing in sports as a part of their corporate social responsibility (CSR) obligations, as ‘Sports programs and training sessions to enhance the level of rural sports, nationally recognised sports, Paralympic sports and Olympics sports’ are now a recognised as a CSR activity.\(^{14}\)

5.22 Furthermore, even while the need for greater government funding for achieving sports excellence is acknowledged, it is relevant to explore alternative mechanisms to generate funding exclusively for sport. The Government of Karnataka is open and willing to explore various measures to mobilise resources for upholding excellence in sport.

5.23 The government is committed to instituting schemes to attract private and corporate entities to invest in and contribute to sports development in Karnataka by offering incentives and schemes. Investment in sports may include development and adoption of infrastructure, operations of sporting academies, organisations of sporting events, management of sporting institutions, funding, sponsorship of athletes and/or events, or any other form of involvement mutually discussed and implemented between the private sector entity and the government. For this purpose, attractive working sponsorship and operating models will be created that provide investors and donors opportunities to engage meaningfully and sustainably on projects that are relevant to the long term development of sport in Karnataka. For example, the following projects under this sports policy have significant room for private participation:

- Athlete sponsorship, for training and equipment
- High performance centres and academies
- Sports research and education
- Talent identification programmes
- Coaching Development Programme
- Community Sports Centres
- Community, Women’s, District and Para-athlete games
- Construction of sports stadia
- Playground up-gradation
- Hosting of international sports events
- Sports tourism development

\(^{14}\)Companies Act, 2013, Schedule VII, Entry (vii)
5.24 Specifically, a Karnataka Sports Development Fund shall be established, which shall be managed by Karnataka Kreeda Aayoga. Such fund shall provide growth capital to the state through a matching grants programme. Contributors to the fund would receive tax benefits as well as various donor entitlements such as naming rights, player appearances, official partner status and the like.

5.25 For the success of PPP, it is crucial that there is increased awareness among private sector entities of the benefits of investing in the sports sector and encourage investments/sponsorships/donations as part of the entity’s CSR obligations. For this purpose, a dedicated PPP team (being a part of Karnataka Kreeda Aayoga) may be established to maintain government-business relations in this regard and to oversee the implementation and operation of the partnerships.

**Figure 17: Visual Summary of measures under Sports Commerce & Industry**
6.0 PROPOSED RESOURCING & MONITORING PLAN

A. Resourcing

6.1 Considering the magnitude of the proposed targets and goals contemplated by the Sports Policy for Karnataka, the current annual budget of Rs. 90,00,00,000/- (Indian Rupees Ninety Crore) per annum allocated to the DYEs for sport in Karnataka is highly insufficient. It is proposed that the current budget be increased to Rs. 1,00,00,00,000/- (Indian Rupees One Thousand Crore) for the next three years (2016-2018) to meet the targets for this period under the Sports Policy for Karnataka.

6.2 The targets hereinafter will be met in phases of one and three years, with suggested targets and budgets for phases of five years and ten years, respectively. The budget proposed under the Sports Policy for Karnataka suggests the allocation of the following amounts over the next three years to the respective Pillars of this Sports Policy and associated goals:

- Sports Law and Governance: Rs. 25,00,00,000/- (Indian Rupees Twenty Five Crore);
- Sports Support, Events and Infrastructure: Rs. 575,00,00,000/- (Indian Rupees Five Hundred and Seventy Five Crore);
- Sports Resources and Knowledge: Rs. 175,00,00,000/- (Indian Rupees One Hundred and Seventy Five Crore); and
- Sports Commerce and Industry: Rs. 225,00,00,000/- (Indian Rupees One Hundred and Twenty Five Crore).

Further, the carry forward of any corpus amount from one financial year to another is also envisaged by the Policy. The budget amounts will be reviewed by Karnataka Kreeda Aayoga and the relevant Government of Karnataka departments at the end of every three-year period.

6.3 To ensure the enactment of sound sports legislation capable of creating a body that can adequately supervise and enforce the Policy, the budget suggested allocates, in the first phase, amounts towards drafting, enacting and implementing the Karnataka Sports Act. These amounts shall be utilised to formulate necessary committees and engage experts to draft the Act and other accompanying bills, document and rules for the creation of councils under the body. The empowered statutory institution, the Karnataka Kreeda Aayoga, will monitor and lead on issues of Karnataka sports and the Sports Policy for Karnataka, and accordingly a budget of Rs. 15,00,00,000/- (Indian Rupees Fifteen Crore) over a period of three years is suggested for the recruitment, staffing and operations of the Karnataka Kreeda Aayoga. Thereafter, the Policy apportions various amounts towards the audit of major sports infrastructure, implementation of plans for upgrading of such infrastructure, drafting of minimum standards and design of physical education curriculum for schools, and the establishment of a monitoring and enforcement system.

6.4 The basic underlying principle of the Sports Policy for Karnataka, in the context of ‘Sports Excellence’ is to guarantee that athletes from the state are able to showcase medal winning performances in elite competitions. Therefore, the Policy aims at channelising the largest portion of the budget towards sports excellence, through various schemes and grants, including the Athlete Carding Scheme, the Athlete Management System and institution of a
Performance Enhancement Unit. It is suggested that a total of Rs. 2,00,00,00,000/- (Indian Rupees Two Thousand Crore) over three years be apportioned towards sports excellence in the state. In addition, it is understood that nurturing talent at the grassroots is an important aspect of securing podium positions in national and international competitions. To this effect, the Sports Policy for Karnataka has clubbed the organisation and establishment of events at the grassroots alongside sports excellence, thereby giving it the necessary importance. Moreover, a sporting culture is sought to be harboured within the state through the Sports Policy, through the creation of the Sports Community Centres throughout the State. A total of Rs. 2,00,00,00,000/- (Indian Rupees TwoHundred Crore) over three years has been earmarked for the project.

6.5 It is imperative that any policy aimed at sports excellence and the creation of a sporting culture is substantiated by a knowledge base that acts a support system. In this regards, the Sports Policy for Karnataka will ensure the development of coaches through a structured Coach Development Programme. The Programme shall also strive to increase the number of female coaches in the state gradually. Further, in an attempt to ease the transition from an athlete to a coach, the Sports Policy for Karnataka suggests the establishment of training programme for successful retired athletes as coaches as a post-career option. Towards this end, a budget of Rs. 1,50,00,00,000/- (Indian Rupees One Hundred Fifty Crore) has been assigned.

6.6 Moreover, even after a substantial increase, the proposed budget may be inadequate to meet the challenges of the entire Sports Policy for Karnataka. Therefore, the success of the Sports Policy for Karnataka will depend largely upon the quantum of resources mobilised from all stakeholders. While the increased budget shall primarily focus on implementation of the sports excellence programme envisioned by the Sports Policy for Karnataka. The other targets of creating a sporting hub and enhancing sports commerce and industry in the state shall be met by mobilising resources from various stakeholders, through public-private partnerships and ownership of programmes by corporates and individuals. The overall PPP target for the next three years is envisaged at 30% of the totally budgetary requirement.

6.7 To channelise the interest of a plethora of organisations to participate in the mission of creating an environment of sports excellence in the State, a strategic vehicle to create a multiplier effect has been devised. Various Public – Private Partnerships and, schemes to encourage sports business and entrepreneurship have been proposed by the Policy to act as a demand-responsive and flexible vehicle to tackle the issues of fund shortages and in order to encourage sports economy. It is expected to serve as an aggregator vehicle for pooling the funds of multilateral agencies, companies, foundations, NGOs and individuals for skilling interventions by leveraging existing infrastructure and resources. The implementation of the Sports Policy for Karnataka will also be subjected to timely audits to ensure that the contributions are used for the intended purpose.

6.8 To attract funds from industry, companies will be encouraged to adopt various infrastructure, sportspersons and initiatives. These funds can be channelised for development activities either through respective policies or laws.

B. Monitoring

6.9 The Sports Policy of Karnataka has been structured as an outcome oriented policy. It is therefore, desirable that there be regular monitoring and evaluation of the initiatives to ensure
that best practices can be scaled and corrective measures can be introduced. The main idea of having a robust monitoring and evaluation mechanism is to ensure successful implementation of the policy initiatives.

6.10 The Sports Policy for Karnataka suggests the review of all implementation programmes at regular junctures of the functioning of the Sports Policy for Karnataka. For the smooth review of programmes, constant consultation with stakeholders to get feedback so as to enable improvements is suggested.

6.11 All reviews shall be conducted by Karnataka Kreeda Aayoga (through its various committees and in conjunction with the various departments of the Government of Karnataka) bearing in mind the following parameters:

- List all action points as mentioned in the Policy on which further action is required;
- Identify all the agencies involved and map the actionable points to responsible agency;
- Coordinate with all agencies involved and help them devise a draft outline as well as timelines for the implementation of the initiatives assigned to them;
- Timelines that are explicitly mentioned in the policy for certain initiatives will supersede over other timelines; and
- Support all implementing agencies towards the enhancement of their efficiency.

6.12 For the purpose of undertaking impact assessment, annual and three year targets have currently been set for each implementing agency by the Sports Policy for Karnataka. Impact assessment shall be undertaken to ensure that the targets are met well within the time frame.
## KARNATAKA SPORTS POLICY – PROPOSED THREE YEAR BUDGET (2016-18)

<table>
<thead>
<tr>
<th>Nature of Costs</th>
<th>Notes &amp; Explanation</th>
<th>Govt. outlay (in Rs crore)</th>
<th>Target Pvt. investment (in Rs crore)</th>
<th>Total (in Rs crore)</th>
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</thead>
<tbody>
<tr>
<td><strong>One-time costs</strong></td>
<td>- Drafting of Sports Law for Karnataka</td>
<td>- Constitution of drafting committee, legislative process</td>
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<tr>
<td></td>
<td>- Establishment of Karnataka Kreeda Aayoga</td>
<td>- Drafting of constitutional documents, creation of body</td>
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</tr>
<tr>
<td></td>
<td>- Establishment of Sports in Education Council</td>
<td>- Drafting of constitutional documents, creation of body</td>
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<tr>
<td><strong>Recurring Costs</strong></td>
<td>- Recruitment, staffing and operations of Karnataka Kreeda Aayoga</td>
<td>- @ 5 crore per annum for 3 years</td>
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<td>- Recruitment, staffing and operations of Sports in Education Council</td>
<td>- @ 2 crore per annum for 3 years</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td></td>
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## LAWS & GOVERNANCE STRUCTURE

### ATHLETE SUPPORT, EVENTS & INFRASTRUCTURE

<table>
<thead>
<tr>
<th>One-time costs</th>
<th>Notes &amp; Explanation</th>
<th>Govt. outlay (in Rs crore)</th>
<th>Target Pvt. investment (in Rs crore)</th>
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<tbody>
<tr>
<td>- Design and Pilot of Athlete Carding Programme</td>
<td>- Top 50 athletes to be carded @ 50 lakhs per athlete per annum</td>
<td>50</td>
<td>25</td>
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<tr>
<td>- Establishment of the High Performance Unit</td>
<td>- @ 50 crore</td>
<td>30</td>
<td>20</td>
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<tr>
<td>- Upgradation of taluk and district stadia</td>
<td>- 50 taluk and district stadia @ 2.5 crore per stadium</td>
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<td>- Construction of district counselling centres</td>
<td>- 30 counselling centres @ 1 crore per centre</td>
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<td>30</td>
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<tr>
<td>- Construction of district sports centres</td>
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<tr>
<td>- Construction of taluk community centres</td>
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<td>- Establishment of Centres of Excellence</td>
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### Recurring Costs
### KJA Sports Policy Recommendation

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<tr>
<td>- Awards and incentives</td>
<td>- Contingency fund for 3 years</td>
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<td>- Talent identification</td>
<td>- Programme budget for STEM programme for 3 years</td>
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<td>- Scholarships to carded athletes</td>
<td>- 1000 athlete scholarships @ 1 lakh per annum for 3 years</td>
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<td>- Maintenance of High Performance Unit, stadia, community centres and counselling cells</td>
<td>- @15% of infrastructure cost per annum for 3 years</td>
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<td>- Salaries of staff employed for High Performance Unit, stadia, centres of excellence, community centres and counselling cells</td>
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<td>- Taluka level, district level and state level competitions</td>
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#### RESOURCES & KNOWLEDGE

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<tr>
<td>- Creation of coach development programmes</td>
<td>- Research and programme development, contracting of experts</td>
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<tr>
<td>- Creation of physical education curriculum.</td>
<td>- Research and programme development, contracting of experts</td>
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#### COMMERCE & INDUSTRY

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<tr>
<td>- Research and programme development, contracting of experts</td>
</tr>
<tr>
<td>3  2  5</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Recurring Costs</th>
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</thead>
<tbody>
<tr>
<td>- Coach development programmes</td>
</tr>
<tr>
<td>12  3  15</td>
</tr>
<tr>
<td>- @ 5 crore per annum for 3 years</td>
</tr>
<tr>
<td>- @ 4 crore per annum for 3 years for engagement of experts to frame the test and service providers to conduct the test.</td>
</tr>
<tr>
<td>10  2  15</td>
</tr>
<tr>
<td>- Audit of playgrounds in Karnataka</td>
</tr>
<tr>
<td>10  5  15</td>
</tr>
<tr>
<td>- @ 5 crore per annum for 3 years</td>
</tr>
<tr>
<td>- Payment of coach salaries</td>
</tr>
<tr>
<td>36  - 36</td>
</tr>
<tr>
<td>- @ 12 crore per annum for 3 years (for 200 coaches)</td>
</tr>
<tr>
<td>- Special programmes for coaches</td>
</tr>
<tr>
<td>15  10  25</td>
</tr>
<tr>
<td>- @ 5 crore per annum for 3 years</td>
</tr>
<tr>
<td>- Development of training programme</td>
</tr>
<tr>
<td>5  10  15</td>
</tr>
<tr>
<td>- @ 5 crore per annum for 3 years</td>
</tr>
<tr>
<td>- Incentive programmes for coaches</td>
</tr>
<tr>
<td>10  5  15</td>
</tr>
<tr>
<td>- @ 5 crore per annum for 3 years</td>
</tr>
<tr>
<td>- Subsidies for access to play grounds.</td>
</tr>
<tr>
<td>16  5  21</td>
</tr>
<tr>
<td>- @ 7 crore per annum for 3 years</td>
</tr>
<tr>
<td>- @ 4-4.5 crore per annum for 3 years</td>
</tr>
<tr>
<td>10  3  13</td>
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<tr>
<td>TOTAL</td>
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KJA Sports Policy Recommendation

<table>
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<tr>
<th>One-time costs</th>
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<tbody>
<tr>
<td>- Development of Sports Industry Zones</td>
<td>- Acquisition of land, subsidised infrastructure, engagement of experts.</td>
<td>25</td>
<td>25</td>
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<tr>
<td>- Establishment of Karnataka Sports Development Fund</td>
<td>- @ 50 crore</td>
<td>30</td>
<td>20</td>
</tr>
<tr>
<td>- Upgradation and construction of sports venues</td>
<td>- @ 10 crore</td>
<td>5</td>
<td>5</td>
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<tr>
<td>- Sports Museum</td>
<td></td>
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<table>
<thead>
<tr>
<th>Recurring Costs</th>
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<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>- Engagement of Brand Ambassadors</td>
<td>- @ 5 crore per annum for 3 years</td>
<td>10</td>
<td>5</td>
</tr>
<tr>
<td>- Hosting of marquee events</td>
<td>- @ 15 crore per annum for 3 years</td>
<td>15</td>
<td>30</td>
</tr>
<tr>
<td>- Sports Film Festival</td>
<td>- @ 5 crore per annum for 3 years (10 venues per year)</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>- Sports Expo</td>
<td>- @ 5 crore per annum for 3 years</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>- Marketing Budget for Bengaluru as a Sports Hub.</td>
<td>- @ 5 crore per annum for 3 years</td>
<td>10</td>
<td>5</td>
</tr>
<tr>
<td>- Salaries to staff</td>
<td>- @ 3.33 crore per annum for 3 years</td>
<td>4</td>
<td>6</td>
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</table>

<table>
<thead>
<tr>
<th>TOTAL</th>
<th></th>
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<tr>
<td></td>
<td>109</td>
<td>116</td>
<td>225</td>
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<th>AGGREGATE TOTAL</th>
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<tbody>
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<td></td>
<td>660</td>
<td>340</td>
<td>1000</td>
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**ANNEXURE: GOVERNMENT ORDER OF KARNATAKA JNANA AAYOGA**

**PROCEEDINGS OF THE GOVERNMENT OF KARNATAKA**

**Subject:** Reconstitution of Karnataka Knowledge Commission


**Preamble**

Karnataka is emerging as a Knowledge State in the country and needs to take on the global challenges in terms of innovation, conservation of heritage knowledge, generation of new knowledge, application of knowledge in every sphere of life, skill development, enhancement of competencies, creation of better human capital to create new knowledge economy besides creation of a more humane society. Keeping in line with the setting up of National Knowledge Commission, the Karnataka Knowledge Commission was constituted in 2008, vide Government Order No: ED 110 URC 2008, dated 5/9/2008, under the guidance and Chairmanship of renowned Space Scientist Dr. K. Kasturirangan. After completion of three years term, the Commission was reconstituted and the term was extended till June 30, 2012. Recognizing the important role to be played by the Commission in making Karnataka a Knowledge State and a knowledge economy, it is proposed to reconstitute Karnataka Knowledge Commission.

The Government has considered reconstitution of Knowledge Commission for another term with the focus on institution building, policy innovation and excellence in the field of education, health, science and technology, industry, entrepreneurship, research and innovation, traditional knowledge, agriculture, e-governance, rural development, etc., and other relevant areas in the context of Karnataka. In view of the above, the Government has decided to reconstitute the Karnataka Knowledge Commission. Hence, this order.

**GOVERNMENT ORDER NO. ED 462 URC 2013**

**BANGALORE DATED: 28/12/2013**

In the circumstances explained above, the Government is pleased to reconstitute the Karnataka Knowledge Commission in the State with the following eminent persons as Chairmain and Members.

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Name and Address</th>
<th>Designation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Dr. K. Kasturirangan,</strong>&lt;br&gt;Member (Science), Planning Commission, Government of India, Director, National Institute of Advanced Studies, Bangalore.</td>
<td>Chairman</td>
</tr>
<tr>
<td>2</td>
<td><strong>Dr. Sudha N Murthy,</strong>&lt;br&gt;Chairperson, Infosys Foundation, Infosys Towers, No 27, JP Nagar, 3rd Phase, Bannerghatta Main Road, Bangalore – 560076</td>
<td>Member</td>
</tr>
<tr>
<td>3</td>
<td><strong>Prof. M.R. Satyanarayana Rao,</strong>&lt;br&gt;Ex-Director, Jawaharlal Nehru Centre for Advanced Scientific Research (JNCASR), Jakkur, Bangalore – 560064</td>
<td>Member</td>
</tr>
<tr>
<td>No.</td>
<td>Name</td>
<td>Designation</td>
</tr>
<tr>
<td>-----</td>
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<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>4</td>
<td>Dr. Nazeer Ahmed</td>
<td>Advisor, World Organization for Research Development and Education, Ex-Scientist, NASA, No. 4, 9th Cross, Jayamahal Main Road, Jayamahal Extension, Bangalore – 560046</td>
</tr>
<tr>
<td>5</td>
<td>Mr. B.V. Naidu</td>
<td>Chairman &amp; CEO, Sagitaur Ventures India Pvt. Ltd, Unit G – 02, Ground Floor, Prestige Terminus-II, 901 Civil Aviation Road, (Old HAL Airport Exit Road), Konena Agrahara, Bangalore - 560017</td>
</tr>
<tr>
<td>6</td>
<td>Prof. Sunny Tharappan</td>
<td>Director, C.L.H.R.D, Valencia Circle, Mangalore – 575002</td>
</tr>
<tr>
<td>7</td>
<td>Prof. G. Padmanabhan</td>
<td>Former Director of IISc, Emeritus Professor, Department of Biochemistry, Indian Institute of Science, Bangalore – 560012</td>
</tr>
<tr>
<td>8</td>
<td>Dr. Gayatri Saberwal</td>
<td>Institute of Bioinformatics and Applied Biotechnology, Biotech Park, Electronics City Phase I, Bangalore – 560100</td>
</tr>
<tr>
<td>9</td>
<td>Prof. S. Sadagopan</td>
<td>Director, IIIT-Bangalore, 26/C, Electronics City, Hosur Road, Bangalore – 560100.</td>
</tr>
<tr>
<td>10</td>
<td>Dr. Venkatesh Valluri</td>
<td>Chairman, Ingersoll – Rand (India) Ltd., Plot No 35, KIADB Industrial area, Bidadi, Bangalore – 562109.</td>
</tr>
<tr>
<td>11</td>
<td>Dr. Devi Prasad Shetty</td>
<td>Heart Specialist, Narayana Hrudayalaya, 258/A, Bommasandra Industrial area, Anekal Taluk, Bangalore – 562109.</td>
</tr>
<tr>
<td>12</td>
<td>Dr. S. Rajashekar</td>
<td>Director (U.S.M), Jawaharlal Nehru Medical College, JNMC Campus, Nehru Nagar, Belgaum – 590010</td>
</tr>
<tr>
<td>13</td>
<td>Dr. B.M. Hegde</td>
<td>Ex-Vice Chancellor, Manipal University, Manipal</td>
</tr>
<tr>
<td>14</td>
<td>Dr. P. Balakrishna Shetty</td>
<td>Vice Chancellor, Sri Siddhartha Deemed University, Agalakote, B.H. Road, Tumkur – 572107.</td>
</tr>
<tr>
<td>15</td>
<td>Dr. B.S. Sherigara</td>
<td>Ex-Vice Chancellor, Kuvempu University, Shankaraghatta, Shimoga.</td>
</tr>
<tr>
<td>16</td>
<td>Dr. Sudha Rao</td>
<td>Ex-Vice Chancellor, Karnataka State Open University, Mysore</td>
</tr>
<tr>
<td></td>
<td><strong>Member Secretary, KJA vide GO:</strong></td>
<td><strong>ED 462 URC 2013 dated 28/12/2013 from 28/12/2013 to 12/08/2014</strong></td>
</tr>
<tr>
<td>17</td>
<td>Sri. Mohandas Pai</td>
<td>President, Manipal Global Education, Bangalore.</td>
</tr>
<tr>
<td></td>
<td><strong>Nominated as Member vide GO:</strong></td>
<td><strong>ED 462 URC 2013(p-5) dated 07/05/2014</strong></td>
</tr>
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<table>
<thead>
<tr>
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<tbody>
<tr>
<td>1.</td>
<td>Sri. Rahul Dravid, Cricket Player, No. 5, 5th cross, 13th Main, Indira Nagar, Bangalore – 560038</td>
<td>Member</td>
</tr>
<tr>
<td></td>
<td>Sri. Prakash Padukone, Prakash Padukone Badminton Academy, No.4, 3rd Main, KBA Stadium, Jasmin Bhavan Road, Opposite to Congress office, Vasanth Nagar, Bengaluru – 560052.</td>
<td>Member</td>
</tr>
<tr>
<td>3.</td>
<td>Smt. Shukla Bose, Founder CEO, Parikrama Humanity Foundation, 1846, 3rd Main, C Block, Sahakara Nagar, Bangalore – 560092.</td>
<td>Member</td>
</tr>
<tr>
<td>4.</td>
<td>Sri. Vikram Sampath, Young Author, Mysore.</td>
<td>Member</td>
</tr>
<tr>
<td>5.</td>
<td>Sri. Srinivas Valluri, Head of Technology at M Health Ventures, Hyderabad.</td>
<td>Member</td>
</tr>
<tr>
<td>6.</td>
<td>Sri. Manish Sabharwal, Co-Founder and Chairman, Team Lease Services, 6th Floor, BMTC Commercial Complex, 80 Ft Road, Koramangala, Bangalore – 500095.</td>
<td>Member</td>
</tr>
<tr>
<td>7.</td>
<td>Mr. Sangeeth Varghese, Founding Curator, World Economic Forum, Global Shapers, TF9, Lotus Crest, Phase-1, Brook Fields, Mahadevapura Post, Bangalore – 500048</td>
<td>Member</td>
</tr>
<tr>
<td>8.</td>
<td>Smt. Nandita Gurjar, Member, Executive Council and Group Head of Education and Research, Infosys, Plot No. 44, Hosur Road, Electronics City Phase I, Bengaluru - 560100</td>
<td>Member</td>
</tr>
<tr>
<td>9.</td>
<td>Dr. P.N. Rangarajan FASC, FNASC, Prof. of Biochemistry, Department of Biochemistry, Indian Institute of Science, Bangalore– 560012</td>
<td>Member</td>
</tr>
<tr>
<td>10.</td>
<td>Dr. Mohan Alva, Chairman, Alva Education Society, Vidyagiri, Moodbidri, Dakshina Kannada Dist. – 574227</td>
<td>Member</td>
</tr>
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</table>
Ex-Officio Members

<table>
<thead>
<tr>
<th>Sl. No</th>
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<tbody>
<tr>
<td>1</td>
<td>Principal Secretary, Higher Education Department, 6th Floor, 2nd Stage, MS Building, Bangalore – 560001</td>
</tr>
<tr>
<td>2</td>
<td>Principal Secretary, Health and Family Welfare Department, # 105, 1st Floor, Vikasa Soudha, Bangalore – 560001</td>
</tr>
<tr>
<td>3</td>
<td>Principal Secretary, Primary and Secondary Education Department, 6th Floor, 2nd Stage, MS Building, Bangalore - 560001</td>
</tr>
</tbody>
</table>

Terms of Reference:-

The Commission shall strive to give recommendations in the following areas.

1. To focus on institution building, policy innovation and excellence in the field of education, health, science and technology, industry, entrepreneurship, research and innovation, traditional knowledge, agriculture, e-governance, rural development, etc., and other relevant areas in the context of Karnataka.
2. Build excellence in the educational system to meet the knowledge challenges of the 21st century and increase Karnataka’s competitive advantage in the fields of knowledge.
3. Promote creation of knowledge in all formal and non-formal educational, scientific and knowledge institutions of Karnataka.
4. Improve the leadership and management of educational and knowledge institutions of Karnataka.
5. Promote knowledge applications in agriculture, rural development, health, industry and other areas.
6. Enhance the use of knowledge capabilities in making government an effective service provider to the citizen and promote widespread sharing of knowledge to maximize public benefit.
7. Promote inter sectoral interaction and interface with the objective of preservation, access, new concepts, creation, application, dissemination, outreach and services relating to knowledge.
8. Develop appropriate institutional frameworks to strengthen the education system, promote domestic research and innovation, facilitate knowledge application in various sectors.
9. Leverage information and communication technologies to enhance governance improve connectivity and reduce digital divide.
10. Device mechanisms for exchange and interaction between knowledge system in the global arena.
11. Conserve indigenous and heritage knowledge in Karnataka for better utilization of time tested concepts and knowledge by society.
By Order and in the name of the Governor of Karnataka

Sd/-
(S.R. Revanna)
Under Secretary to Government
Higher Education Department (Universities)

To,
The Complier, Karnataka Gazette -for publication in next issue of the Gazette.

Copy to:
1. The Principal Secretary to Hon’ble Chief Minister, Government of Karnataka, Vidhana Soudha, Bangalore.
2. PS to Chief Secretary / Additional Chief Secretaries / Development Commissioner to Govt., of Karnataka, Vidhana Soudha, Bangalore.
3. All Principal Secretaries/ Secretaries, Govt. of Karnataka, Bangalore.
4. Dr. K. Kasturirangan, Member (Science), Planning Commission, Government of India. Director, National Institute of Advanced Studies, Bangalore.
5. Vice Chancellors/Registrars of All Universities.
6. Executive Director, Karnataka State Council for Higher Education, Bangalore
7. Dr. Sudha N. Murthy, Chairperson, Infosys Foundation, Infosys Towers, No. 27, JP Nagar, 3rd Phase, Bannerghatta main road, Bangalore – 560076.
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31. Dr. Mohan Alva, Chairman, Alva Education Society, Vidyagiri, Moodbidri, Dakshina Kannada Dist – 574 227.
32. The Commissioner, Dept. of Collegiate Education, Bangalore.
33. The Commissioner, Public Instructions, Bangalore.
34. The Director, Dept. of Technical Education, Bangalore.
37. Dr. Mukund Rao, Adjunct Faculty, N.I.A.S, Bangalore – 560012