

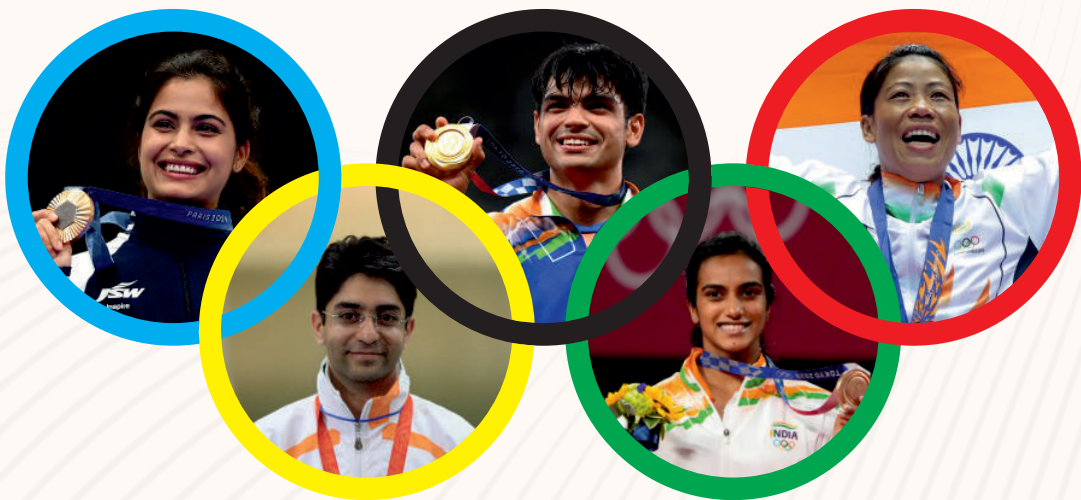


Case Study Competition 2025

Roadmap for
India to win **100** medals,
including **35** gold medals,
at the

2036

Olympics



Ordinary People, **Extraordinary Impact**

www.nationbuildingindia.org

TABLE OF CONTENTS

Task at a Glance	4		
● Solutions Format	5		
● Assessment Criteria	6		
Why India Should Focus on Achieving 100 Medals	7		
● Fulfilment of Aspirations	8		
● Societal Engagement: Sports as a Catalyst for Positive Societal Changes	9		
● National Integration	9		
● National Pride and Eradicating Colonial Mindset	10		
● Social Mobility and Equity	10		
● Companion of the Economic Growth	11		
● International Prestige and Soft Power Projection	11		
Overview of the Current Situation of India's Sports Sector	13		
● Evolution of Sports in India: Institutional and Policy Development	14		
		● Participation and Performance in Olympics	15
		● Indian Participation in Recent Major Global Sporting Events	17
		● Talent Development, Education and Training	17
		● Physical Infrastructure and Training Facilities	22
		● Sports Financing and Budget	22
		● Initiatives Since 2014	24
		Introducing the Problem Statement	26
		● The Task	27
		● Nature of Solution	27
		● Format and Content of Solution	27
		● Assessment Criteria	28
		● Transformation Model for Nation Building Case Study Competition	28
		○ Areas of Impact	30
		○ Principles of Impact	33
		○ Channels of Impact	36



**Task at a
Glance**

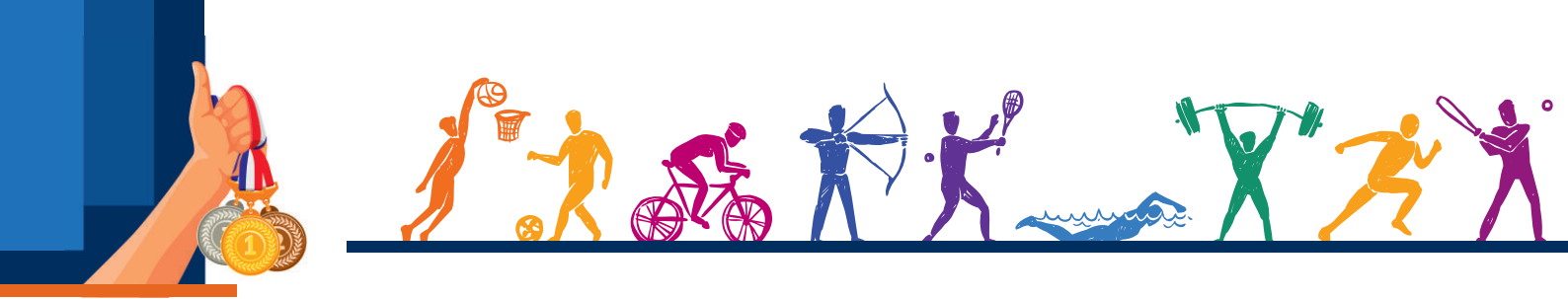


Prime Minister Shri Narendra Modi has articulated a vision of India as a Viksit Bharat by the centenary of independence in 2047. This vision spans across all sectors, from economic growth and technological innovation to social equity and cultural richness. Sports, as a universal language transcending regions and cultures, has a crucial role in this transformation. Not only does sports enhance health and discipline among the citizens, but it also serves as a powerful driver of national pride and international prestige. As the country sets its sights on becoming a global leader, sports will be a key pillar in its journey toward national development.

The year 2036 marks a critical milestone on this path. It offers an opportunity to propel India's standing on the world stage by achieving excellence in the Olympic Games, which would, in turn, support the broader goals of national development. With a target of winning 100 Olympic medals, including 35 golds, India should aim to demonstrate its sporting prowess, unity and discipline on the global stage. This challenge is not merely about winning medals; it is about promoting a culture of excellence, investing in the future of Indian sports, and inspiring generations to contribute to India's rise as a global power. In the second edition of the Nation Building Case Study Competition, we invite the youth of this country to engage with the challenge to **prepare a roadmap for India to win 100 medals, including 35 gold medals, at the 2036 Olympics**, proposing transformational solutions.

Solutions Format

In the second round, participants will submit their proposed solution in the form of a 5-slide presentation, articulating the broad contours of the solution and its linkage with the defined impact goals of winning 100 medals. Over later rounds, participants will be expected to refine and build upon their initial proposal by detailing the format, modalities, resources and stakeholder engagement. Participants should address the execution of solutions, provide evidence and prepare contingency plans for economic or policy setbacks, aligning with the Olympic success in 2036. The proposed solutions should ideally cover key levers from the **Transformation Model**- areas of impact, principles of impact and channels of impact (explained later)- including athlete development, sports infrastructure, governance models and policies. The solutions should be realistic, within the mandate and capacities of the government, aligned with India's current sports initiatives, and cognizant of the current policy and regulatory landscape. The solution space must establish a clear and causal path to the broad target.



Assessment Criteria

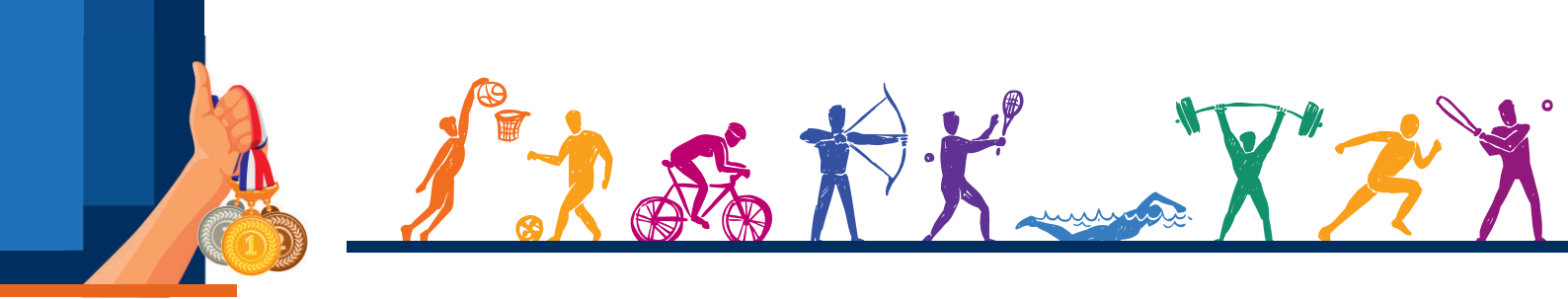
The proposed solutions will be assessed based on creativity/originality, understanding of the sports landscape, critical application of mind, strength of impact, feasibility and workability. Submissions should also demonstrate strong content and presentation, among other relevant factors. Each round will have a range of assessment parameters, including- understanding of the current landscape, problem structuring and prioritisation, stakeholder identification and evaluation, data synthesis, innovative recommendations, critical thinking, feasibility of solutions, adherence to the Transformational Model, presentation skills, citations, etc. The capstone assessment principle will be the potential for impact created by the solution.

For the benefit of participants, the following document provides further details on the Transformation Framework for India's sports ecosystem, outlining its critical elements and interrelationships. It also gives an overview of India's current sports infrastructure, athlete pipeline and relevant policies.





**Why India
Should Focus
on **Achieving**
100 Medals**

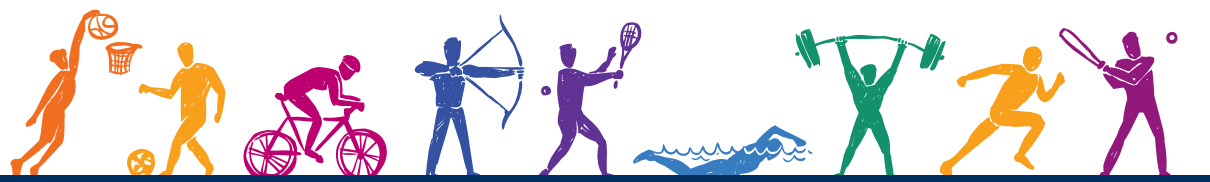


The goal of securing 100 Olympic medals by 2036 also aligns with the vision for hosting the 2036 Summer Olympics and the aim of making a “Viksit Bharat” by 2047. In order for a country like India to become “Viksit”, it has to demonstrate excellence in all spheres including sports. India has been underperforming at the Olympics compared to the stage of development it is in. Olympics have almost always been a showcase of an economy’s and society’s growth and progress. Countries like the USA, Germany, Japan, South Korea and China have used their performance in the Olympics as an opportunity to highlight their own success stories. It is the right time for India to realize its demographic dividend by harnessing young energies for a suitable cause.



1 Fulfilment of Aspirations

India is at a stage in its development journey where it needs to carefully utilize its demographic dividend in productive ventures otherwise it will not be able to achieve the aspirations of its youth. Sports provide an additional outlet for the country to engage its youth productively and fulfill their aspirations. For countless young Indians, especially those in underrepresented regions and communities, the Olympics represent the highest stage for self-actualisation in sports. A well-structured sports ecosystem will inspire athletes from all corners of India, giving them a legitimate pathway to reach the Olympic podium. Countries like the USA, Japan, South Korea and China have shown that robust Olympic programs not only fulfil individual dreams but also create a platform where a nation's collective aspirations can thrive.



2

Societal Engagement: Sports as a Catalyst for Positive Societal Changes

Sports also serve the cause of wider positive social engagement. Sport provides a wider sense of purpose, discipline and structure not only to the youth but also the society as a whole and positively impacts the lives of community members. More youth engagement in sports can lead to better educational outcomes, reduces instances of substance abuse and criminal tendencies among the youth. Studies have shown that integration of sports in education can lead to a decrease in dropout. A 2017 United Nations Development Programme (UNDP) report in Brazil found a positive correlation between the level of participation in sports and physical activities and the Municipal Human Development Index. Countries like Iceland have significantly reduced youth substance abuse with participation in organised sports. Through systematic sports engagement programs, Iceland reduced alcohol, cigarette and cannabis use from 42%, 23% and 17% in 1998 to 20%, 10% and 7% respectively in 2007. Studies from Australia and the USA also show that sports programs targeting at-risk youth contribute to lower rates of drug use by providing a constructive environment for social interaction, mentoring, and physical activity.

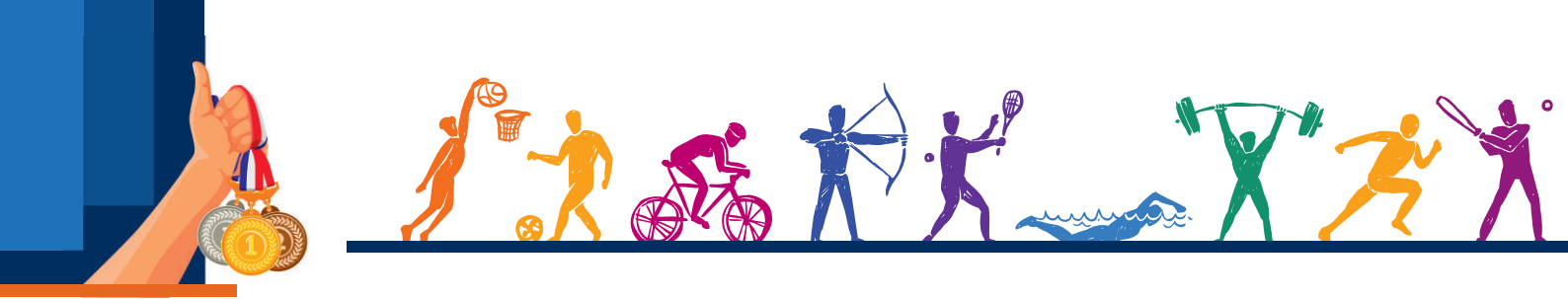
On the other hand, sports provides a platform for the communities and societies to come together and the unity thus created can be harnessed for rallying people for non sports related causes that can be used to bring positive social changes.

3

National Integration

India's diversity is one of its greatest strengths, but it also presents unique challenges for national cohesion. Sports possess a unique ability to unite the nation, transcending cultural, linguistic and social differences to promote a shared sense of pride and identity among the people. Sports mainly work in 2 ways to bring people together. Firstly, to build a team, sports bring the players from different cultural, religious and regional backgrounds together and opens up avenues for different sections of the society to interact with each other. Secondly, sports achievements provide a shared platform to the nation as a whole to come together to celebrate and take pride in the achievements of players and foster the feeling of oneness among the people as a whole.

In India, cricket has transcended boundaries by acting as a unifying force that bridges diverse states, languages and castes. When athletes and players from different communities play together under the Indian flag, it brings people from different states to root for them together. Coming from different regions, languages and backgrounds, cricket players have not only excelled on the field but have also symbolised the power of cricket to unify a diverse and multicultural nation like India. By harnessing this unity, India can create a more cohesive society where **diverse communities come together to**



celebrate common victories. As a shared national passion, it embodies the spirit of unity and resilience, showcasing how sports can drive nation-building by fostering a sense of collective pride and identity.

4 National Pride and Eradicating Colonial Mindset

The pursuit of Olympic success provides an opportunity to reinforce national pride and shed remnants of a colonial mindset. Historically, the success of a nation's athletes has been linked to its international standing and self-perception. India, with its colonial past, can use Olympic achievement to affirm its identity as a modern, self-reliant nation and one of the top-5 economies that commands respect on the world stage. Olympic success can promote a renewed sense of pride and self-confidence in India's unique cultural and athletic strengths, moving away from colonial-era hierarchies that undermined national identity. Olympic achievements reflect a country's resilience, discipline and competitive spirit, offering a renewed sense of pride that transcends generations.

5 Social Mobility and Equity

In India, sports hold immense potential as a transformative tool for upward social mobility, offering career paths that provide financial independence and social status. Success in sports allows athletes, particularly those coming from marginalized sections like tribal, women, North Eastern states etc. to achieve upward mobility, providing them with financial stability and social recognition that might have been otherwise inaccessible. Athletes from regions like the Northeast and tribal areas, such as Mary Kom, Saikhom Mirabai Chanu and Salima Tete serve as symbols of hope, resilience and inspiration. Haryana was always known for its rigid patriarchal society with a skewed gender ratio, where girl children were bound to be a family burden. However, the **success of Haranyvi women** in various sports like wrestling, shooting, hockey etc. has led to a changing perception and women getting the opportunities that were hitherto unavailable to them.

Participation in sports has also helped a significant number of children from low-income families to study in some of the top universities like the University of Delhi, helping them get unparalleled opportunities. 2,090 seats (almost 3%) out of around 70,000 seats in the University of Delhi are **reserved for admission via the sports quota** and similar quotas exist in most other universities. Additionally, central and state governments have quota in government jobs for participants and medal winners in national and international events. Excellence in sports opens up not only the avenues of education but also opens the door for government employment opportunities for the players who otherwise would not have the opportunities.



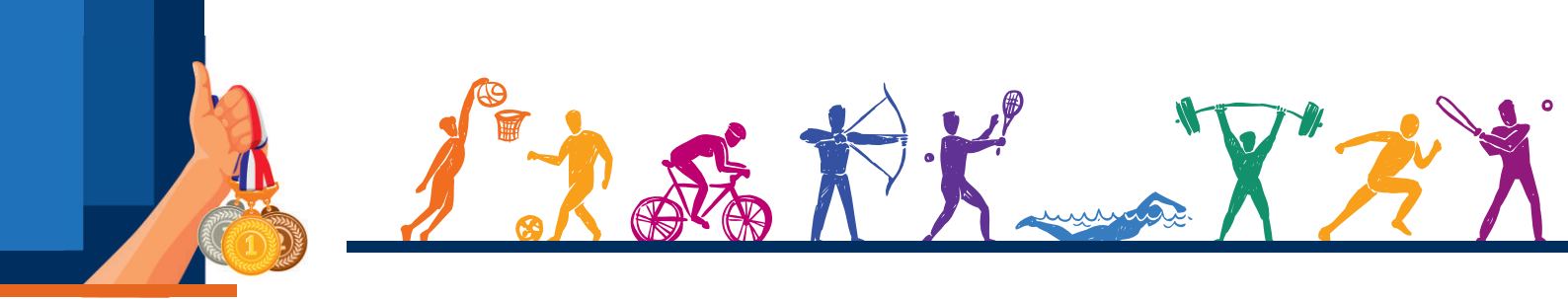
6 Companion of the Economic Growth

Economic growth has given the countries financial space to invest more in sports and improve their performance in olympics and other global sporting competition. Thus, a **country's better performance in olympics is often seen as a positive outcome of not only the economic growth but also an indicator of priorities.** To become truly great, a nation must strive for excellence across all domains—be it economic, cultural, scientific or athletic—demonstrating unparalleled commitment and achievement in sports as a symbol of its global stature and aspirations. Asian countries like Japan, South Korea and China have demonstrated this trend. South Korea went from winning 2-3 Olympic medals in the 1950-60s to regularly winning around 30 medals in recent decades. Similarly China, when it participated in 1984 LA Olympics after a gap of more than 30 years, won 32 medals which has risen to an astounding average of 90 medals in recent Olympics. Both of these feats were significantly helped by the miraculous economic growth in these countries

By 2047, India's global standing could be enhanced by its prowess in sports, positioning the country as both an economic and cultural power. Olympic excellence can become a symbol of the broader development goals, signifying a matured nation capable of excelling across multiple domains.

7 International Prestige and Soft Power Projection

Sports have a unique ability to build bridges between countries and cultures that have otherwise not have close relationships. Countries have used sports as a tool for soft power and cultural influence in international diplomacy. India has done this skillfully through cricket with its massive popularity in the sport. India's prowess on the international stage allowed it to establish itself as a cricketing superpower, with events like the Indian Premier League (IPL) attracting global viewership, bridging cultures and fostering international camaraderie. Globally, **sports have served as cultural ambassadors for multiple countries, projecting a nation's values, heritage and aspirations.** Countries like Brazil have utilised sports to shape their global image, with football serving as both a sport and a cultural ambassador. Lately, West Asian countries have used football as a tool to build cultural capital with various countries- Qatar has hosted FIFA World Cup in 2020 and Saudi football clubs have signed popular football players from Africa, Europe and South America which helps them build relationships with those countries.



Achieving significant success at the Olympics will not only instil national pride but also enhance India's image as a significant sporting power and provide India with a bouquet of options to pursue sports based diplomacy. This shift in global perception can attract foreign investment in sports, promote tourism, and strengthen global partnerships, reinforcing India's aspiration for a Viksit Bharat.

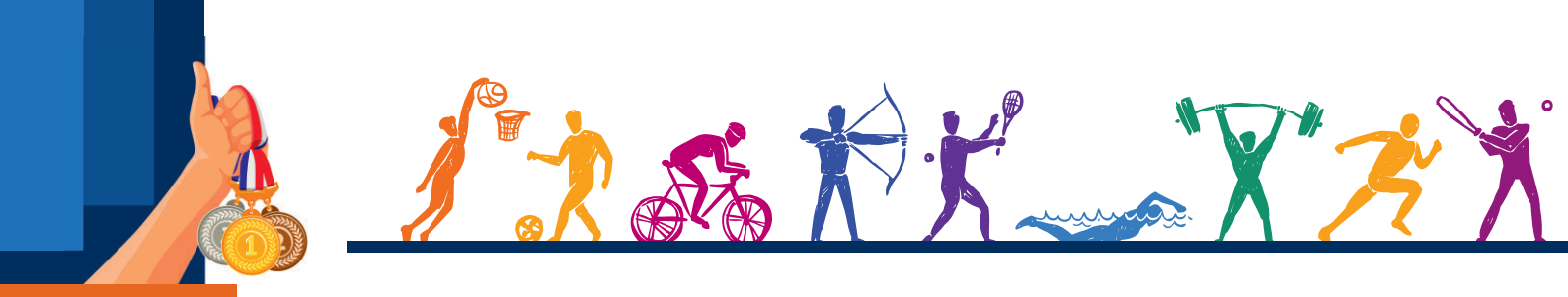
Above mentioned aspects are integral aspects of Nation Building that will lead to a Viksit Bharat. This is the reason for the PM's consistent focus on the sports and the athletes. PM Modi's interaction and constant engagement with the athletes and sports teams is a testament to his unwavering commitment to the development of sports in India. His hands-on approach goes beyond mere encouragement; it catalyses a larger cultural shift towards sports in a country where till a generation ago idioms like 'Padhoge likhoge banoge nawab, kheloge kudoge banoge kharab' (Education, and not sports, will provide you with the means of living) were a commonplace. By consistently engaging with athletes, not just during moments of victory but through all the ups and downs in their journey, he exemplifies sportsmanship that values dedication, perseverance and resilience— key traits that embody the spirit of nation-building. His approach sends a powerful message that the pursuit of excellence in sports is more than a personal achievement; it is a matter of national pride and identity. His efforts to motivate athletes contribute to a virtuous cycle, where the achievements of sportspersons inspire others to take up sports, enhancing the talent pool and creating a culture of continuous improvement.

By encouraging athletes to aim for Olympic success, the PM is not only motivating individual sportspersons but also energising the nation to view the pursuit of Olympic glory as a shared national aspiration. His proactive engagement goes beyond celebrating victories and involves recognising the dedication that precedes them, inspiring athletes to keep pushing boundaries. This constant encouragement instils a sense of purpose and pride, where each medal won at the Olympics is seen as a contribution to the nation's progress. **Olympic excellence thereby becomes a vehicle for holistic national development**, channelling the energy and potential of India's young population towards meaningful national contributions. The PM's efforts demonstrate that achieving 100 medals, including 35 gold, at the 2036 Olympics is not merely a sports goal but a milestone for Viksit Bharat. The ripple effect of these achievements will go beyond the Olympics, fostering a culture of health, unity and national pride.



A close-up photograph of a man with a beard and glasses, looking slightly to the left. He is wearing a white accreditation badge that says "PARIS 2024". The image is darkened, and there are decorative orange and yellow circular graphics in the foreground.

**Overview of
the Current
Situation of
India's Sports
Sector**



Evolution of Sports in India: Institutional and Policy Development

Before independence, sports were largely governed by private societies and organisations with little to no oversight from the colonial government. Indian Olympic Association (IOA) was formed in 1927 and major National Sports Federations (NSFs) like Board for Control of Cricket in India, All India Football Federation, Indian Hockey Federation etc. were formed during the 1930s.

Post independence, the IOA became pivotal in coordinating and recognizing NSFs for international representation. NSFs were required to affiliate with the IOA to participate in the Olympics and other international events.

Since, sports was mentioned as a state subject in the Constitution, initially there was no national ministry of Sports but an All India Council of Sports (AICS) was established in 1954 to advise the government on sports policy, promote amateur sports, and oversee India's participation in international events. It served as a precursor to a dedicated sports ministry which was established as Department of Sports in 1982 and became a full fledged Ministry of Youth affairs and Sports under Atal Bihari Vajpayee government in 2000.

The Sports Authority of India (SAI) was set up in 1984 to promote sports and achieve sporting excellence at the national and international level. Today, SAI is an autonomous body under the Ministry of Youth Affairs and Sports. It runs 2 sports academies, 12 regional centres, 23 national centres of excellence, 67 sports training centres, 30 extension centres of STC and 69 national sports talent content schemes.

With respect to the Olympics, the **International Olympic Committee (IOC)** lies at the helm in the world and has its branch in every country as a National Olympic Committee (NOC). The NOC for India is the **Indian Olympic Association (IOA)**, which represents India and selects and manages teams for the Olympics, Asian Games and Commonwealth Games.

Next in line are the **National Sports Federations (NSFs)** which govern individual sports at the national level and collaborate with their respective International Federations (IFs) and the IOA for international events. This is followed by **state sports federations, regional sports federations, and national sports promotion organisations**. Currently, there are 53 NSFs, which are divided into 3 categories- 'High Priority', 'Priority' and 'Others'- based on which these NSFs receive financial assistance as per their

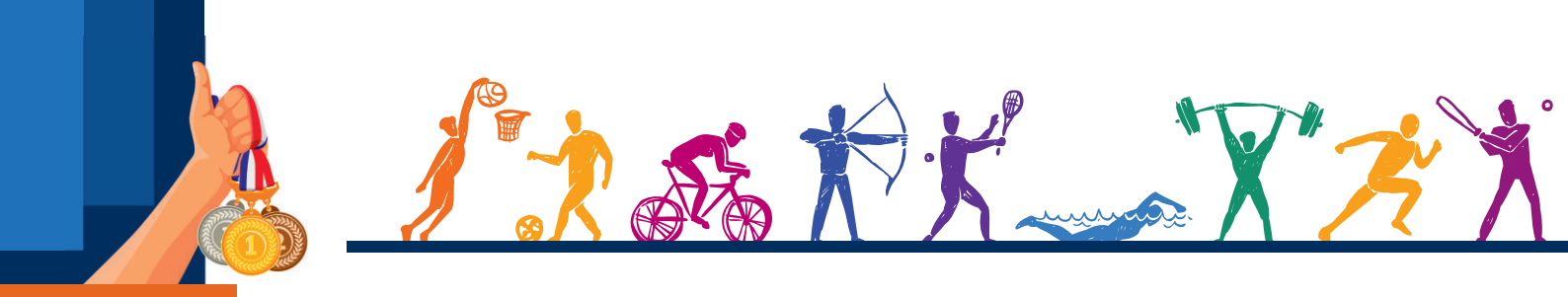


performance in international competitions. MYAS categorises 9 sports as 'High Priority' 19 as 'Priority' and the rest 25 as 'Others'. In addition to these, the **National Anti-Doping Agency** plays a crucial role in implementing the Anti-Doping Program and promoting clean sports practices across the country.

This intricate network of organisations works in concert to maintain the smooth operation and fairness of sports on a global scale, from the grassroots to the elite levels of competition. With these efforts, the journey towards a thriving sports culture in India is progressing, with intermittent successes and substantial investments in infrastructure and training. India's Olympic journey has been shaped by a series of progressive policies aimed at nurturing talent, building infrastructure, and providing world-class training for athletes. Landmark policies which shaped the identity of sports in India include the **National Sports Policy (1984)** to promote excellence in sports. Subsequent policies include the **National Sports Policy (2001)** and the **National Sports Development Code (2011)**. Furthermore, inclusive policies targeting differently-abled athletes have led to remarkable achievements. The **National Sports Development Fund** has facilitated better training environments for para-athletes, contributing to India's record-breaking performance of 29 medals at the 2024 Paralympics.

Participation and Performance in Olympics

Since their modern inception in 1896, the Olympic Games have grown to become the world's most renowned sporting event, featuring broad participation and an ever-expanding lineup of competition. India's participation in the Olympics began in 1900, with Norman Pritchard winning **two silver medals in athletics**. The nation's first taste of Olympic glory came with **hockey**, where India dominated from 1928 to 1980, securing eight gold medals and establishing India as a dominant force in the sport. The late 1990s and early 2000s saw a resurgence in shooting, wrestling and badminton due to broader socio-economic changes, including economic liberalisation and increased investment in sports infrastructure. With sporadic Olympic successes such as KD Jadhav becoming the first Indian to win an individual Olympic medal (1952), Leander Paes's bronze in tennis (1996), Karnam Malleswari's weightlifting bronze (2000), Rajyavardhan Singh Rathore's silver in shooting (2004), Abhinav Bindra's first individual gold in Air Rifle (2008), Saina Nehwal's first medal in badminton (2012) and finally India's first track-and-field gold medal in the javelin throw by Neeraj Chopra (2020), India has made a mark. Tokyo 2020 saw India achieve its best-ever performance, winning 7 medals. In Paris 2024, India won 6 medals (1 silver and 5 bronze). The country also excelled in other sports like badminton, weightlifting and wrestling, indicating progress beyond traditional disciplines.



Event	Athletes	Gold	Silver	Bronze	Total	Rank
1948 London	79	1	0	0	1	22
1952 Helsinki	64	1	0	1	2	26
1956 Melbourne	59	1	0	0	1	24
1960 Rome	45	0	1	0	1	32
1964 Tokyo	53	1	0	0	1	24
1968 Mexico City	25	0	0	1	1	42
1972 Munich	41	0	0	1	1	43
1976 Montreal	20	0	0	0	0	-
1980 Moscow	76	1	0	0	1	23
1984 Los Angeles	48	0	0	0	0	-
1988 Seoul	46	0	0	0	0	-
1992 Barcelona	53	0	0	0	0	-
1996 Atlanta	49	0	0	1	1	71
2000 Sydney	65	0	0	1	1	71
2004 Athens	73	0	1	0	1	65
2008 Beijing	56	1	0	2	3	50
2012 London	83	0	2	4	6	55
2016 Rio de Janeiro	117	0	1	1	2	67
2020 Tokyo	119	1	2	4	7	48
2024 Paris	110	0	1	5	6	71
Total	1,370	7	8	21	36	60



Indian Participation in Recent Major Global Sporting Events

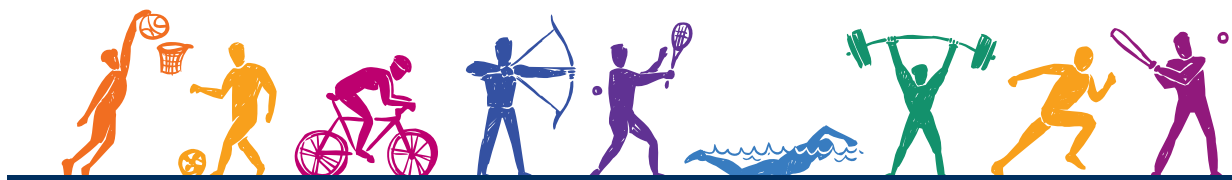
With the Indian pool of athletes increasing, India's participation in international sporting events has also grown significantly over the years. This **participation varies across sports, with different selection criteria based on the type of competition and the level of performance required**. From team sports like football and hockey to individual disciplines such as athletics, wrestling, and shooting, the pathways to qualification are shaped by international benchmarks, national rankings, and quota systems. Additionally, geographical factors and the country's cultural affinity for certain sports contribute to the diverse pool of athletes across regions.

Type of Event	Latest Participation Numbers
Olympics	117 athletes (Paris Olympics 2024)
Asian Games	651 athletes (Hangzhou Asian Games 2023)
Commonwealth Games	205 athletes (Birmingham Commonwealth 2022)

The number of Indian athletes sent to sports competitions varies significantly depending on the nature and scope of the event. This variation highlights the **emphasis on broader participation in regional events like the Asian Games**, where India aims to maximize representation across sports and capitalize on its strengths. The **relatively smaller contingents for global competitions like the Olympics and World Championships** indicate that India is still building the depth and consistency required to meet stringent international standards across multiple sports. Countries with robust sports ecosystems, like China and the US, send larger contingents to global competitions because of their wider talent pool, better infrastructure, and consistent performances. For better understanding these variations, we have explained the different types of competitions, sports and regional participation across India:

Talent Development, Education and Training

The talent funnel for sports in India begins at the school level, with district and state-level competitions acting as filters for identifying exceptional players for national and international competitions. These athletes are then groomed through specialised academies and supported by NSFs. For example, athletes like Neeraj Chopra (javelin) and Mirabai Chanu (weightlifting) were discovered and nurtured through this system. While different states can offer different career trajectories, the conventional pathway for an athlete is defined below:



1 Informal Playing and Early Interest (Foundation Phase)

The first stage of an athlete's journey begins with unstructured playing during childhood, often influenced by unstructured playing with peers, exposure to games at schools or inspiration from family and media. These formative years (typically 5–10 years of age) are crucial for **building a sporting habit** and recognising a child's mental development and **natural aptitude for physical activities**. The presence of **community playgrounds, public parks or school fields** can significantly influence a child's interest in sports. Encouragement from **parents, teachers or peers often nurtures** this initial enthusiasm. At this stage, there are no formal selection or eligibility criteria.

Indicators of Progress:

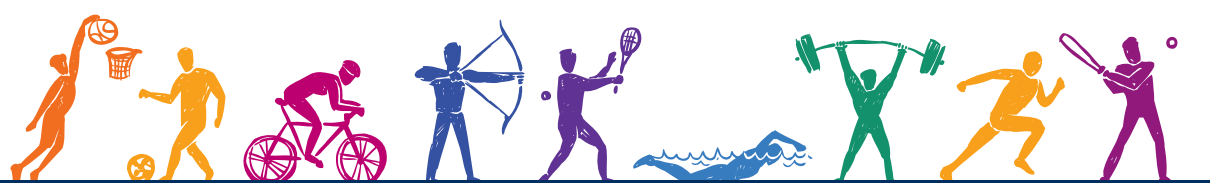
- Constant interest in one or more sports over 1–2 years.
- Demonstrated physical and cognitive coordination, stamina, motor skills and enthusiasm during play.
- Participation in informal competitions like school sports days, neighbourhood tournaments, physical education periods and recreational games.

2 Talent Identification (Discovery Phase)

The second stage begins when a child's natural talent is identified and nurtured through formal opportunities, like **school-level sports competitions** (typically 10-15 years of age). Schools/universities play a vital role here, as they provide platforms for organised sports events. The availability of **sports infrastructure, such as fields, courts and training equipment**, along with the presence of dedicated sports teachers or physical education instructors, becomes crucial in talent identification. The need for financial support for **equipment like cricket bats and football, school fees, event participation**, etc. becomes essential. Selection and eligibility come into play during this phase, like with the **National Sports Talent Contest scheme**. Students who meet age and skill requirements are encouraged to progress to higher levels of competition.

Indicators of Progress:

- Development of passion for a specific sport or discipline for 2-4 years.
- Participation in district, inter-school, or state-level competitions is often determined by performance in preliminary rounds or trials held at the school level.
- Consistent performance in inter-school or community-level competitions.

**3**

Talent Development and Skill Honing (Training Phase)

In the third stage, the athlete transitions from casual competition to structured training and begins **building technical skills** (typically 13-17 years). The focus shifts to specialised coaching, physical conditioning and **participation in more advanced competitions**. Formal training is critical at this stage, with coaches **refining the athlete's technique, tactics and endurance**. Access to **well-equipped sports academies** and training centres, alongside experienced coaches, is essential for progress. **Exposure to sports science** also plays a significant role in physical and mental conditioning. Eligibility and selection intensify during this phase, as athletes compete in state, national, and zonal competitions. **Trials and selection camps are conducted by NSFs or state associations** to identify players for competitive events. Athletes must meet specific performance benchmarks to qualify for these opportunities. Financial resources become increasingly important, as training costs, equipment, and travel expenses rise. Programs like the **Khelo India Talent Development scheme, Extension Centers of SAI Training Centres scheme** provide critical support, offering scholarships and access to top-tier facilities. Recently **Khelo India Youth Games** were started in 2018 for this age group.

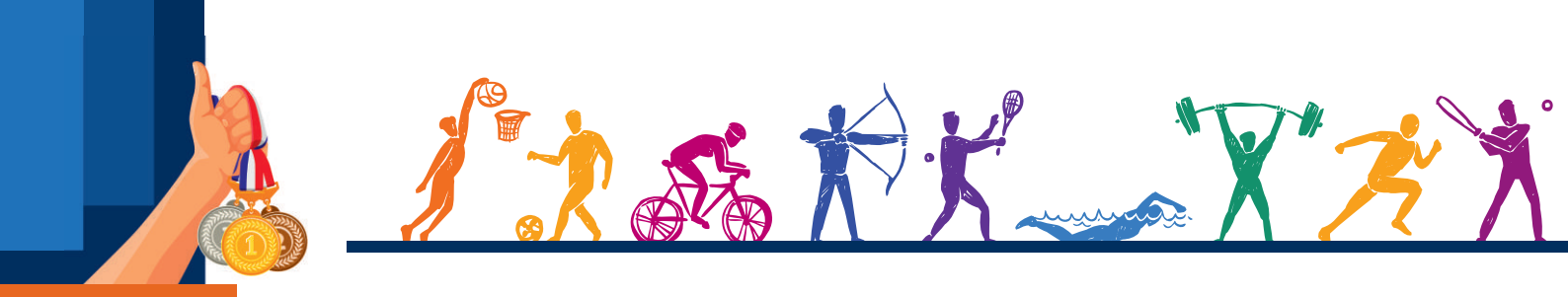
Indicators of Progress:

- Mastery of specific skills in the chosen sport over 4-7 years.
- Build your own tactics, endurance, and nutrition, along with maintaining fitness regimes.
- Networking with professional athletes and coaches for mentorship and regular participation and recognition.

4

Playing and Participation (Professional Phase)

The fourth stage focuses on **gaining competitive exposure and sustaining performance at zonal, state and national levels** like the Ranji Trophy. The athlete is now striving for consistency and preparing for international platforms. This phase is a professional extension of the skill-honing stage and requires the athletes to sustain their performance levels to remain relevant in their discipline. Athletes must **meet performance benchmarks, such as specific rankings, timing thresholds** (for track events) or medal standings in prior tournaments, to qualify for participation in elite competitions. Selection for advanced events often involves rigorous trials organised by national bodies or NSFs. Along with access to **world-class training centres with performance analysis setup, advanced equipment and physiotherapy services** become critical for maintaining peak performance. Financial sponsorships and funding, like from the **National Sports Development Fund** are essential to help athletes manage travel, training, and other associated costs.



Indicators of Progress:

- Ranking within sports federations of any level or governing bodies.
- Invitations to training camps for international preparation.
- Regular victory in leagues, tournaments and championships sharpens their skills and prepares them for higher levels of competition.

5 Representation and Excellence (Global Championship Phase)

This stage is the pinnacle of an athlete's career as it involves representing the country in international competitions like the **Olympics, Commonwealth Games, Asian Games and World Championships**. This phase represents the culmination of years of training, where the focus is on **achieving excellence and winning medals** to bring glory to the nation. Selection and eligibility criteria at this stage are the most stringent with **qualifying for international performance metrics or excelling in qualification tournaments**. Opportunities for high-altitude training with adequate time, international exposure and practice against world-class opponents are vital to prepare for intense competition. Programs like the **Target Olympic Podium Scheme (TOPS)** provide essential support during this stage, offering access to high-performance coaches, dieticians, sports psychologists, and physiotherapists. The **availability of resources and opportunities becomes critical** as any gaps in funding, infrastructure, or training can derail years of effort.

Indicators of Success:

- National representation in prestigious tournaments.
- Consistent medal-winning performances and world rankings.
- Media coverage and acknowledgement to boost morale.

The journey of an athlete is a long-term investment requiring coordinated efforts from multiple stakeholders with unwavering resources. From informal play to Olympic glory, each phase builds on the previous one, with selection and eligibility criteria becoming progressively rigorous. The participants can also identify **gaps in these resources or stages and propose innovative solutions** to enhance India's sporting ecosystem, helping athletes succeed in their journey toward Olympic excellence.

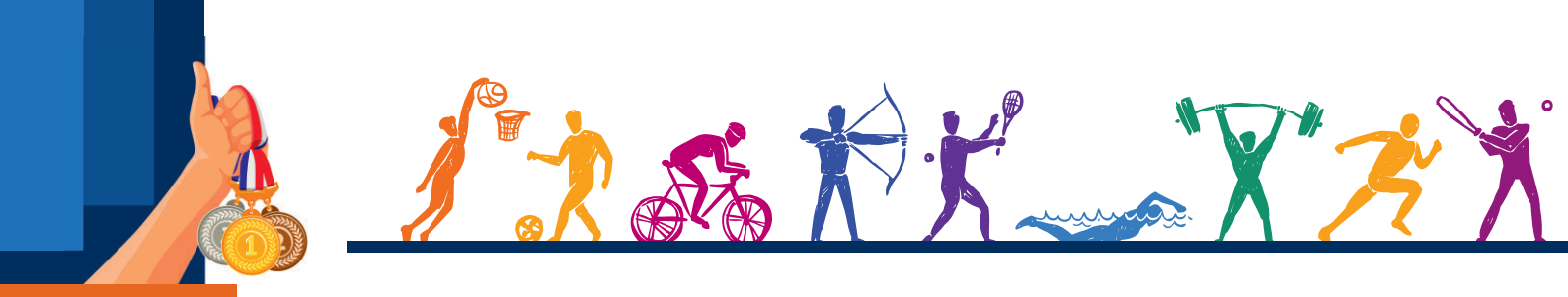
The availability of educational courses in sports and related fields have also expanded, with many institutions offering specialised programs in sports science, coaching and management. These initiatives have created a pipeline of skilled professionals who contribute to the success of Indian athletes on and off the field. The academic activities



of SAI are carried out through the **Netaji Subhash National Institute of Sports, Patiala (Coaching Education/Sports Medicine)** and **Lakshmibai National College of Physical Education, Thiruvananthapuram (Physical Education)**. Both institutions offer a total of 6 diploma, certificate and degree courses, along with SAI offering an online Coach Education Programme and Sports Science Webinars. In addition to these, there are other sports education courses being offered by national, state and private institutes which are recognised by the MYAS:

- National Sports University Society, Imphal (Manipur) offers a B.Sc. Sports Coaching and Bachelor of Physical Education & Sports
- Swarnim Gujarat Sports University, Sports, Youth and Culture Activities Department (Gujarat) offers 2 research programs, 3 master's degree programs, 4 bachelor's degree programs and 6 PG diploma programs
- Tamil Nadu Physical Education and Sports University (Chennai) also offers 13 courses
- Lakshmi Bai National Institute of Physical Education (Gwalior) offers 14 courses
- IIM, Rohtak offers an Executive Post Graduate Diploma in Sports Management
- National Academy of Sports Management (Mumbai) offers 4 courses
- Symbiosis School of Sports (Pune) offers MBA in Sports Management
- Centre for Sports Science (Chennai) offers 2 courses
- Institute of Sports Science & Technology (Pune) offers 5 classroom courses and 8 distance education courses





Physical Infrastructure and Training Facilities

India has made remarkable strides in developing hard sports infrastructure, a critical component of building a strong sporting nation. There are 17,173 infrastructure projects, of which **1,753 are Olympic standards**; these infrastructure projects cumulatively provide 22,447 sports facilities, out of which **2,613 facilities are at par with Olympic standards**. Under SAI's efforts, Tamil Nadu, Odisha, Delhi and Tripura have the maximum number of infrastructure projects.

There are a total of 187 SAI centres for training and playing purposes, with a total of 9,432 registered athletes (5,704 boys and 3,728 girls). Out of these, the 24 National Centres of Excellence cover 23 focused/priority disciplines like archery, boxing, cycling, fencing, gymnastics, hockey, kho-kho, rowing, taekwondo, wushu, etc.

In terms of ownership, **62.5% of the total infrastructure registered under Khelo India is owned by state governments**, 16.4% is owned by private institutions and 6.8% is owned by the central government 6.6% by Colleges and Universities and around 3.8% by Urban and Rural local bodies. With respect to the different sports, football has the maximum number (337) of playfields, followed by badminton (326), volleyball (280), athletics (236) and basketball (199). Of these playfields, 66.3% are outdoors and the rest 33.7% are expanded indoors.

Coaching, **sports science and medicine have seen notable advancements**. Physiotherapists, psychologists, and nutritionists now form a regular part of athlete support teams, ensuring that players are physically and mentally prepared for the challenges of elite competition. With respect to the sports coaches, a total of 859 coaches have been appointed on regular, contractual and deputation basis in SAI facilities. Apart from above, NSFs have the freedom to hire both domestic and foreign expert coaches on their own within their respective Annual Calendar for Training and Competition. Training camps and sports science labs have also been established, offering athletes advanced equipment for injury rehabilitation and performance analysis.

Sports Financing and Budget

Funds are the most important factor for the success of a sporting organisation as they determine the quality of support facilities, healthcare, coaching and the level of competitions that athletes gain access to. There are two primary sources of funding in the sports ecosystem- private and public. **Private investment includes investments in private leagues, sponsorships, broadcasting rights and contributions under Corporate Social Responsibility (CSR)**, among other charitable contributions; private players are becoming influential in the sports ecosystem through investments in leagues like the

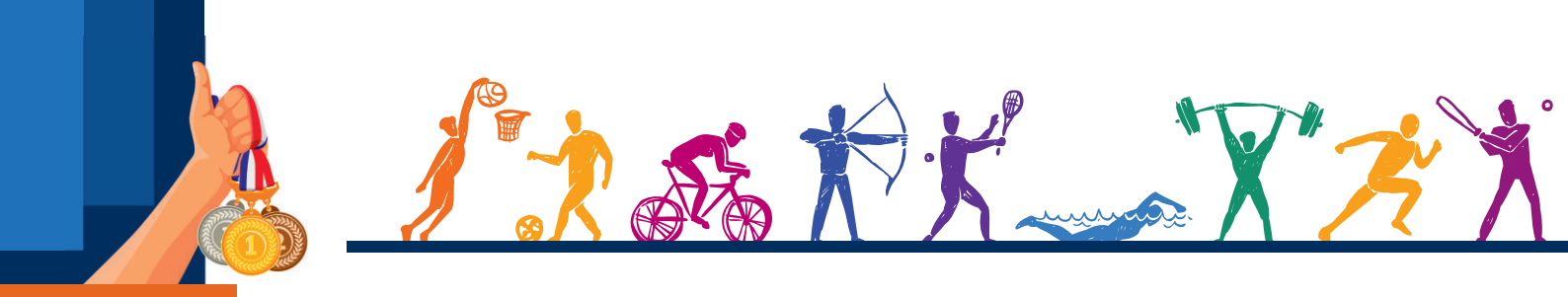


IPL and other franchise-based sports. The foundations of several companies, such as Reliance, Tata Steel, JSW, Hindustan Zinc and SKF India, have been supporting sports as part of their CSR commitments. Even Olympic Gold Quest, Go Sports and Abhinav Bindra Foundation have also played an anchoring role in providing funding, mentorship, application of sports science and access to world-class infrastructure and coaching. The influence of corporate India in sport has also led to massive investments and the rise of private institutes. These establishments are pioneering the high-performance movement in India, giving young and budding Indian athletes access to a structured pathway. Growth of the private funding has led to a diversification of funding sources, including sponsorships, tickets, merchandise and media rights, which have become crucial for many NSFs, especially for those which do not receive significant public grants.

Public investments in sports include contributions from the state and central government, with the former primarily focussed on human capital development, sports infrastructure, awarding prizes to athletes and fostering social comity and national pride. The central government provides monetary support to NSFs, IOA, SAI, along with rewarding the exceptional sportspersons. The purpose of utilisation of the funds and grants received is spread across these bodies:

- MYAS is primarily responsible for funding the management and development of sports infrastructure and formulating sports development programmes. It also provides funding and recognition status to NSFs that abide by its guidelines.
- SAI maintains government stadiums, releases funds sanctioned by MYAS to NSFs, manages sports academic institutions and training centres, and runs training and talent scouting schemes.
- IOA organises the national games and liaises with the government for financial assistance. They also take care of the Olympics and some other international events.
- NSFs promote their respective sports right from school levels upto the national level. They utilise the granted funds to organise tournaments, train athletes, provide requisite support for training, participation in international events, conduct of national and international championships in India, engagement of foreign coaches/support staff, scientific & medical support etc.; they are assisted by state and district sports associations.

In 2014-15, the SAI was allocated ₹405 crore and assistance to NSFs was ₹185 crore. In the 2024-25 union budget, SAI was allocated ₹822 crore and assistance to NSFs was ₹340 crore, recording an approx 103% and 84% increase in the last 10 years respectively. The Khelo India scheme, when launched in 2018, was allocated ₹500.09 crore but in 2024-25, has been allocated a budget of ₹900 crore. These **policies and budgetary allocations have transformed India's Olympic performance, contributing to medals in**



wrestling, hockey, weightlifting, shooting, boxing, badminton and athletics. They have created a pathway for athletes to achieve global excellence, aligning with India's long-term vision of becoming a sporting powerhouse. Building on this solid foundation, integrating grassroots initiatives like Khelo India with elite programs like TOPS can create a seamless athlete development pathway.

Initiatives Since 2014

Since 2014, India has witnessed a significant transformation in its approach to sports, paralleling the reforms seen in other sectors like education. Efforts to revise the national sports code with **the Draft National Code for Good Governance in Sports (2017) and the Draft National Sports Governance Bill (2024) and the national sports policy with the Draft National Sports Policy (2024)** recognise sports as a national priority and ensure its holistic development by emphasising on governance, accountability and transparency within sports federations and associations.

Target Olympic Podium Scheme (TOPS), introduced in 2014. TOPS focuses on athlete development by providing personalised support to India's elite athletes, ensuring they have access to the best coaches, dieticians and international exposure. It extends direct financial support and international exposure to elite athletes, reflecting the government's approach to sports excellence. Athletes like Neeraj Chopra, who won gold in the Tokyo 2020 Olympics in javelin throw, benefited significantly from the TOPS program through international training camps and expert coaching. Similarly, paraathlete Avani Lekhara, who clinched gold and bronze in the Tokyo 2020 Paralympics, received world-class facilities and focused guidance under the program. The **Mission Olympic Cell (MOC)**, started in 2014, works under TOPS to provide customised plans for athletes, monitoring their progress closely. The push for initiatives like Khelo India and TOPS has sought to increase India's medal tally and establish a sports-first culture

In 2018, the **Khelo India Scheme** was launched with the vision of developing a robust grassroots sports ecosystem. Under this program, thousands of young athletes have been scouted and supported with annual scholarships, access to top-notch facilities and mentorship. This initiative has directly contributed to identifying future medal prospects, with several Khelo India athletes already making their mark on international platforms. It has promoted sports by organising national competitions and establishing infrastructure.



The Khelo India Programme under SAI is divided into 12 verticals out of which 2 major verticals related to infrastructure development and the talent recognition are :

1 Khelo India State Level India Centres

Around 4000 athletes at 67 SAI training centres and a few additional facilities are being covered under this. Additionally, Khelo India State Centre of Excellence (KISCE) has been launched to upgrade one existing Centre in each State/UT to be upgraded for High Performance Training. At present 28 KISCE's in 27 States/UTs have been notified.

2 Annual Sports Competitions

National level sports competitions in the form of Khelo India School Games, Khelo India Youth Games and Khelo India University Games are being organized.

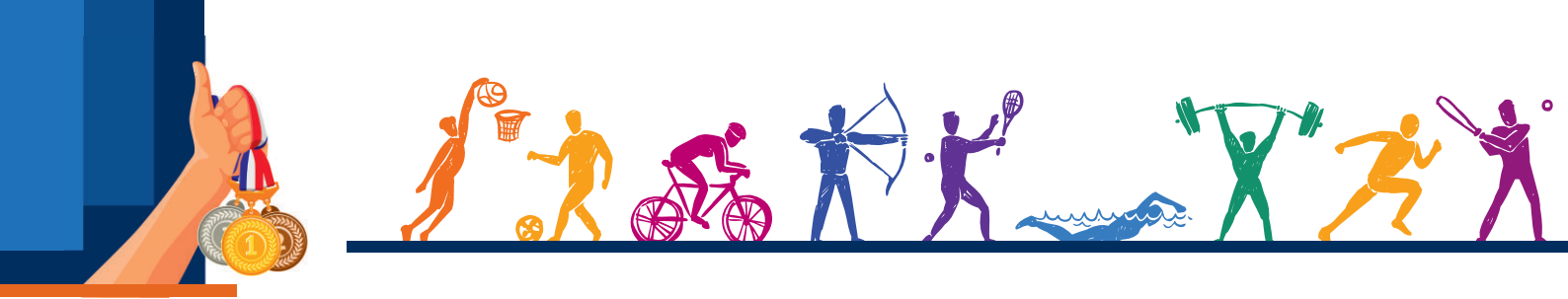
Other verticals under Khelo India deal with Talent Development, Upgradation and creation of sports facilities, Support to Sports Academies and other various aspects.

Khelo India Rising Talent Identification (KIRTI) programme, launched this year aimed at scouting talent among school-goers between ages 9 and 18 further seeks to strengthen the intake funnel for the sports in the country.





**Introducing
the Problem
Statement**



Zonal Rounds

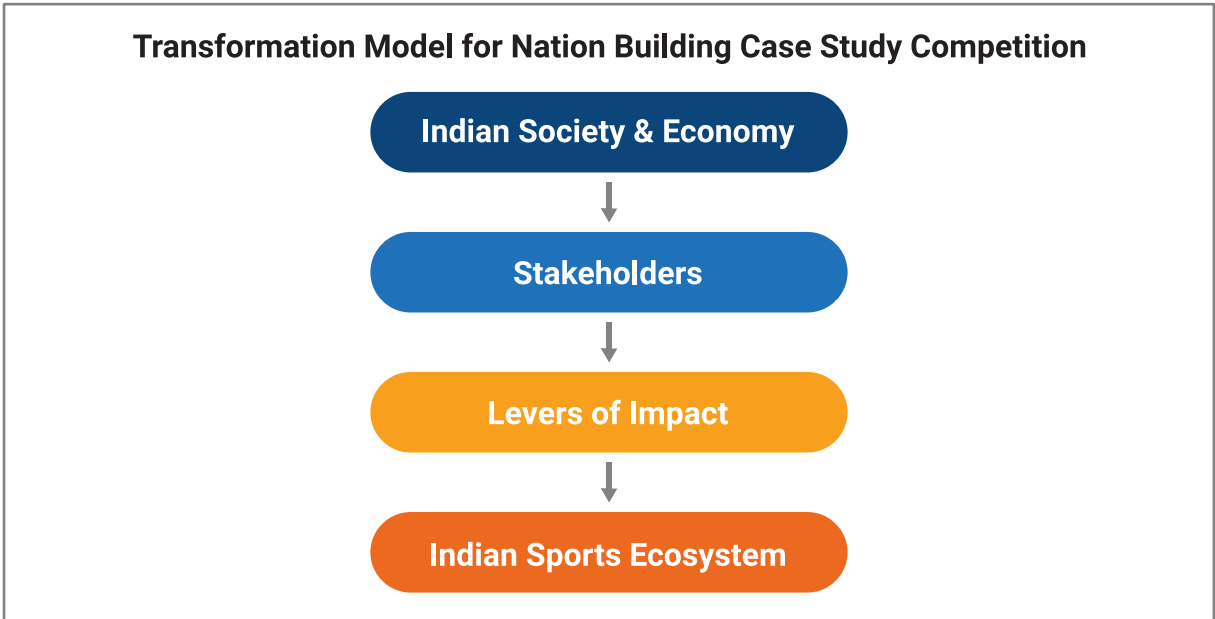
The submission will include greater details and modalities of the solutions proposed, roles of stakeholders, resourcing of the solution etc.

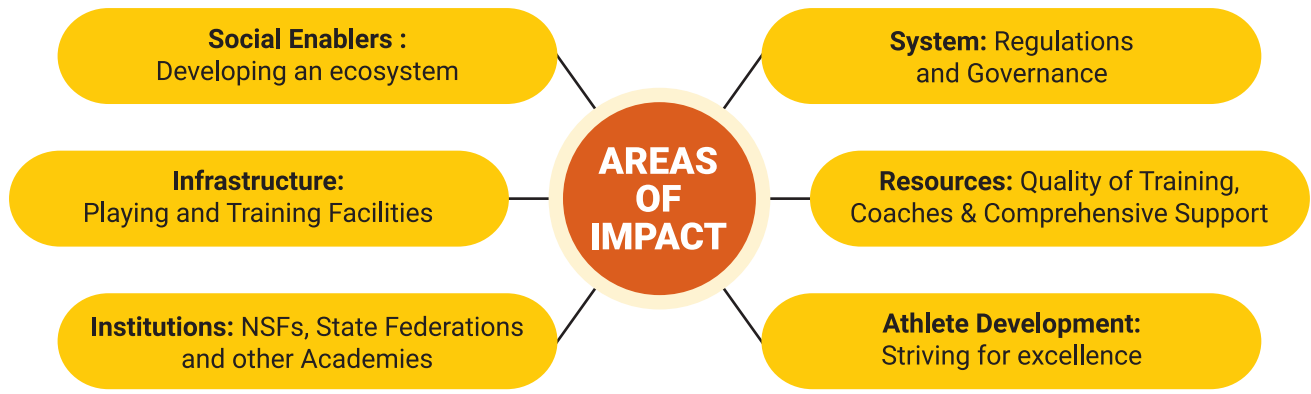
National Rounds

The submission should provide a comprehensive view of the solution including execution level detailing, supporting evidence, assessment against alternatives, and assessment against the levers of impact (detailed in the Transformation Model).

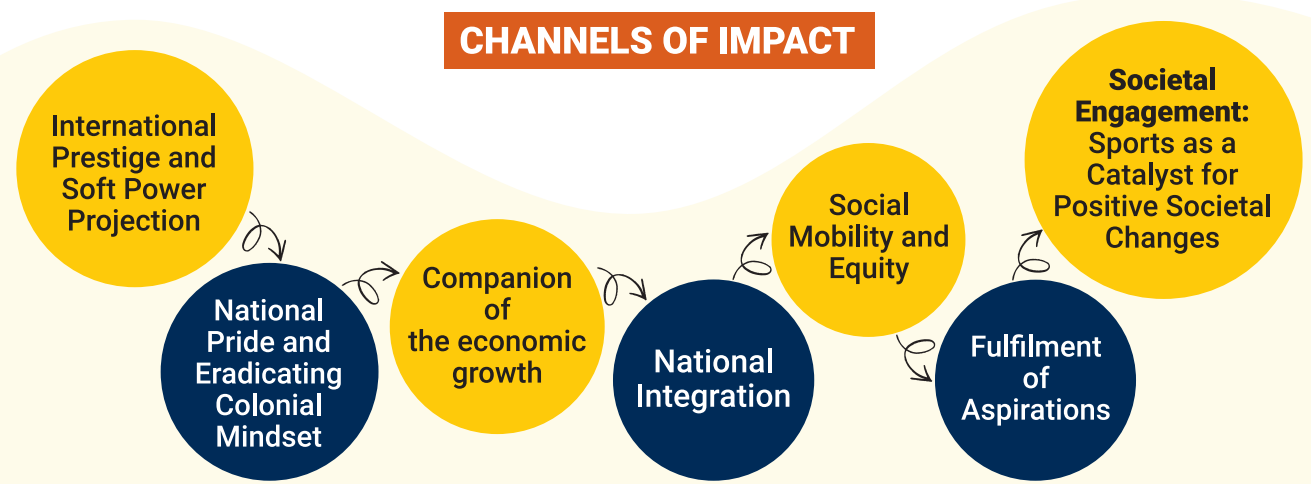
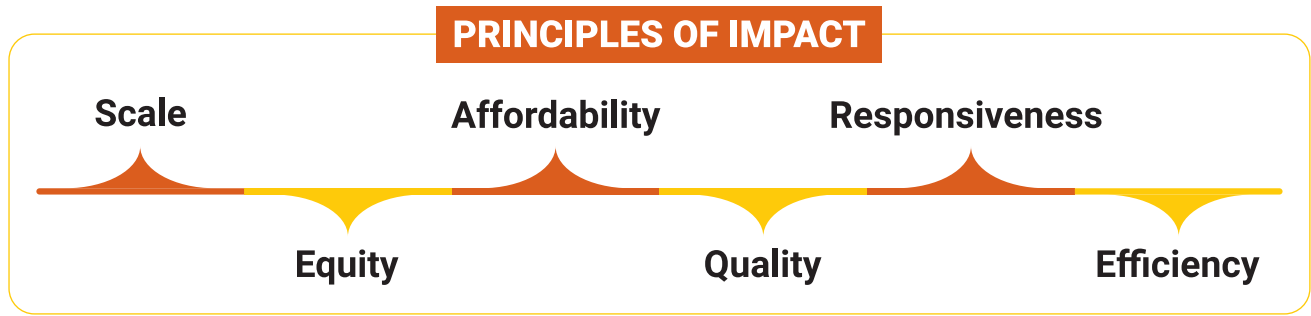
Assessment Criteria

The proposed solutions will be assessed based on creativity/originality, understanding of the sports landscape, critical application of mind, strength of impact, feasibility and workability. Submissions should also demonstrate strong content and presentation, among other factors. Each round will have a range of assessment parameters, including- understanding of the current landscape, problem structuring and prioritisation, stakeholder identification and evaluation, data synthesis, innovative recommendations, critical thinking, feasibility of solutions, adherence to the Transformational Model, presentation skills, citations, etc. The capstone assessment principle will be the potential for impact created by the solution.

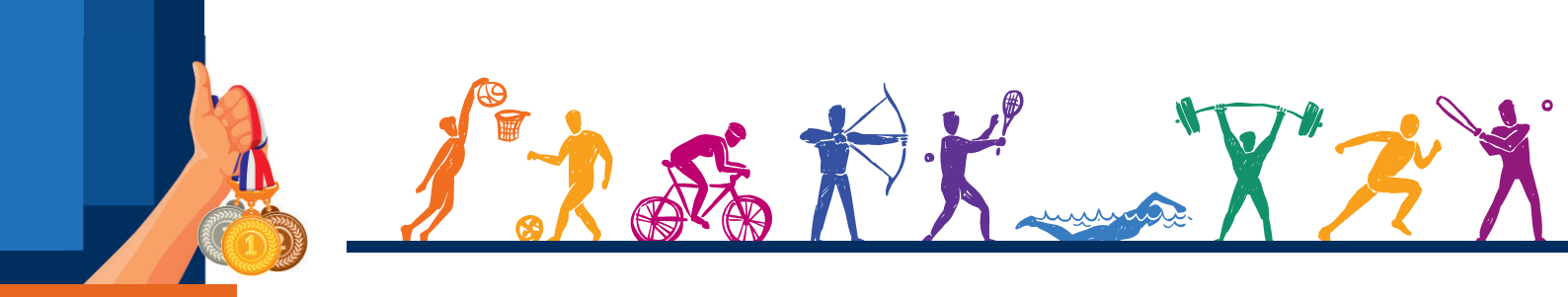




IMPACT GOALS: Roadmap for India to win 100 medals, including 35 gold medals, at the 2036 Olympics



Placed within the overall context of Indian society and economy, the Indian sports system is influenced by stakeholders and levers of impact across the enumerated areas of impact that encompass the critical aspects of sports excellence in India. By applying transformational solutions to these areas of impact, India can excel at the 2036 Olympics. The transformational solutions, if supportive of the principles of impact, will, through the various channels of impact, lead to the destination of Viksit Bharat.



For the benefit of the participants and to define the problem space for this case competition, we articulate a 'Transformation Model for Nation Building Case Study Competition' to provide an at-glance view of the setting and dynamics of the sports and Olympics system in India. This model will serve as an important direction to the participants while drafting their solution space. It includes levers and components they should refer to while learning and communicating about the problem statement.

India's ambition to secure 100 Olympic medals, including 35 golds, by 2036 presents an unprecedented opportunity to elevate the nation's sports landscape and secure its place as a global sports powerhouse. This journey goes beyond mere medal counts, fostering a culture of excellence, inclusivity, and innovation that will shape India's future. The following sections expand on the Transformational Model and provide a roadmap for participants, covering **Areas of Impact**, **Principles of Impact** and **Channels of Impact** to guide you to provide relevant solutions for India toward achieving the ambitious goal at hand. Each component represents a strategic investment in the future of Indian sports, from grassroots participation in sports to elite performance. The focus is on leveraging existing strengths and addressing gaps to build an integrated and supportive framework for excellence.

Areas of Impact

For the purpose of delineating the Areas of Impact as articulated in the Transformation Model, the following coverage is defined. However, this is indicative only, as in view of the complexity of the system overlaps can be expected:

1 System: Regulations and Governance

This area of impact encompasses the governance, regulatory frameworks that shape the sports ecosystem. This area addresses how policies, structures and oversight bodies collectively contribute to building a pipeline of Olympic-level athletes. Effective systems must include well-coordinated talent scouting programs, clear governance structures and policies that align national, state and local efforts. This system acts as the backbone that supports and nurtures talent throughout their athletic journey. Countries like the United Kingdom have demonstrated the power of strong governance and regulatory systems in sports. Their adherence to the international federations, clearly defined levels of compliance and balance between governance and managerial functions ensure a space for athletes and NSFs to prosper. This underscores the importance of having a coordinated and transparent system that contributes to Olympic success.



While the MYAS, IOA and various NSFs play a significant role, challenges remain in inter-agency coordination, compliance and policy implementation. Solving for a unified strategy that streamlines talent identification and ensures collaboration between national and state bodies is crucial. **Regulatory frameworks** also deal with the approval processes, quality assurance and minimising attritions for potential athletes.

2 Institutions: NSFs, State Federations and other Academies

This area of impact refers to the formal and informal entities involved in nurturing and supporting athletes, which are critical to delivering the objectives of a robust sports ecosystem. These institutions encompass the MYAS, NSFs, state sports bodies, training academies, regional or local organisations and other entities that contribute to athlete development. The effectiveness of these institutions significantly impacts the quality, consistency and reach of athlete training and support systems, forming a core pillar of Olympic success. Countries that consistently excel in international competitions often have highly organized institutional structures.

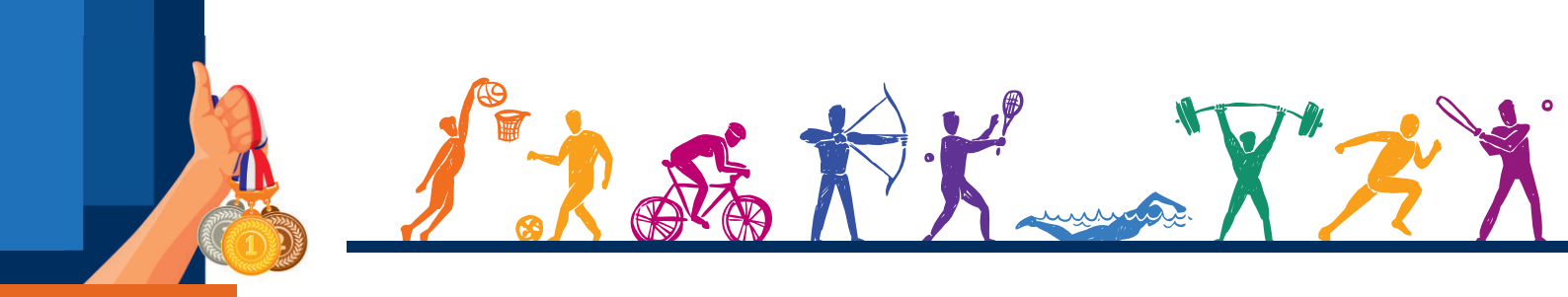
While institutions like SAI and various NSFs are pivotal in overseeing athlete training and facilitating their progression, a greater emphasis on regional sports academies that specialize in local strengths is essential.

3 Infrastructure: Playing and Training Facilities

This area of impact refers to the physical infrastructure that serves as the foundation of athletes' training and development, encompassing the physical facilities, technology and sports science resources required for high-level competition. This area of impact covers the construction, utilization and management of training centres, stadiums, sports complexes and specialized facilities tailored to different sports. Countries with consistent Olympic success invest heavily in state-of-the-art infrastructure. **Access to training infrastructure** should mean dedicated academies and coaching hubs in rural and semi-urban areas, ensuring that talent from all regions has equal opportunities to access world-class facilities.

4 Resources: Quality of Training, Coaches and Comprehensive Support

This area of impact spans a wide array of essential elements, including not only the financial resources but also the coaching expertise, supporting staff, high-quality equipment, educational resources and sports science support. Building a world-class



sports ecosystem requires a strategic approach to providing comprehensive resources that support every aspect of an athlete's preparation, from foundational training to peak performance. The **quality of coaching** plays a central role in shaping athletes for international competition. In this direction, participants should also cover **advanced training tools and resources for the recovery and rehabilitation of athletes**. Athlete education plays a pivotal role in developing a holistic understanding of **sports science, nutrition, mental conditioning, curricula, nutrition, anti-doping, sports ethics, career and life skills training**.

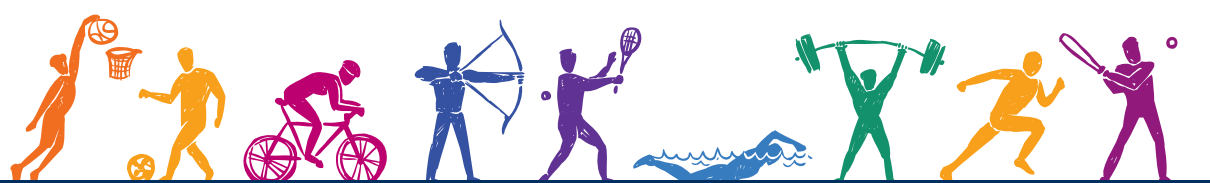
Investment in sports is also a critical component, encompassing both public funding and private sponsorship. This comprehensive approach to **resources** will provide participants with a foundation for assessing the essential components needed to elevate India's sports ecosystem to Olympic standards.

5 Athlete Development: Striving for Excellence

Athlete Development is central to ensuring that athletes are equipped with the **skills, training, and experiences necessary** to compete successfully at the highest levels. This component involves continuous refinement through comprehensive training programs, strategic competition exposure and access to specialized coaching throughout an athlete's career.

Understanding the components that make up effective athlete development— training methodologies, competition exposure, coaching quality and specialized academies—can provide participants with a foundation to assess current gaps and propose innovative pathways to strengthen India's athlete development pipeline. This comprehensive approach is vital for guiding participants towards contributing to India's ambitious goal of winning 100 Olympic medals, including 35 golds, by 2036.

Athlete development also involves tracking and measuring the various aspects of an athlete's journey, from training benchmarks to competitive performance. This area of impact spans the metrics that define an athlete's progress, qualification rates for international events, their accomplishments at national and international levels, podium finishes, improvements in performance metrics and how these achievements contribute to India's goal of Olympic excellence. Understanding success metrics provides valuable insights into both individual and programmatic strengths, as well as areas that require support or improvement.



6 Social Enablers: Developing an Ecosystem

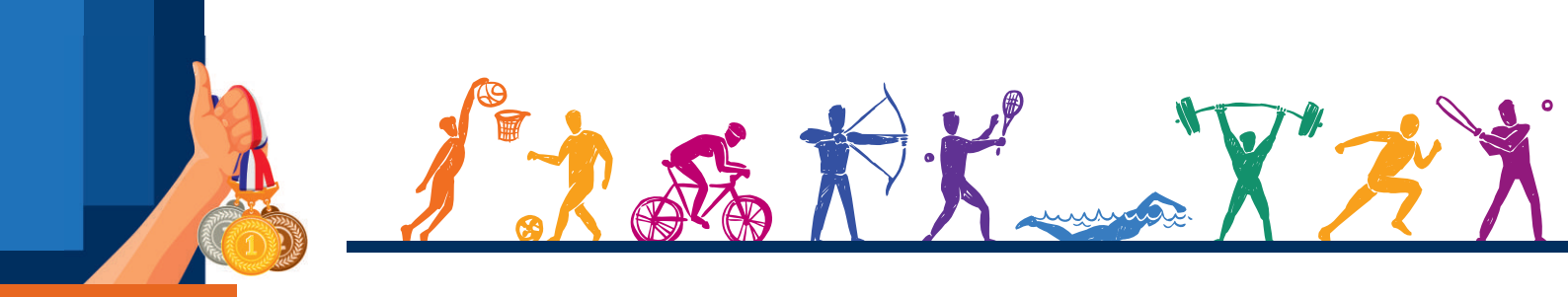
This final area of impact encompasses all the social enablers that go into developing the athletes and incentivise or disincentivise them to take up sports. This includes a multitude of factors including but not limited to childhood nutrition, societal attitudes towards sports, academic incentives, availability of opportunities to exit or re-enter sports at various levels, post retirement security etc. Understanding what changes are needed in the social enablers for athletes to achieve excellence will be crucial to achieving the goal of 100 medals at the olympic.

Principles of Impact

The impact goals within the Transformational Model for achieving India's Olympic ambitions can only generate the desired effect if they adhere to core **Principles of Impact**. These principles establish the values and priorities that frame India's pursuit of 100 Olympic medals, including 35 golds, by 2036. For India to realize this ambitious goal, solutions must integrate these principles, ensuring that the approach taken is holistic, inclusive and sustainable. The **Principles of Impact** provide a foundation for understanding what is required for the country to evolve into a global sports powerhouse. From expanding access to athletic opportunities across the nation to building a **high-quality** sports ecosystem that is both **scalable and efficient**, these principles offer a framework that guides solutions toward long-term success. They also underscore the importance of **equity, affordability, and responsiveness**, ensuring that every effort in India's Olympic journey is impactful and strategically aligned with the vision of Viksit Bharat by 2047. Each principle below offers a dimension of improvement necessary for achieving sustained excellence. Integrating these values into the proposed solutions will be crucial in creating a robust, world-class sports ecosystem capable of elevating Indian athletes to the pinnacle of international competition.

1 Scale

Achieving a target as ambitious as 100 Olympic medals by 2036 requires solutions that operate at scale. This entails not only **increasing the number of athletes but also expanding reach across regions, communities and sports disciplines**. For India, scaling up involves working on all the areas of impact with a mindful strategy and implementation mechanism. In this context, participants can **consider the scale across all areas of the sports ecosystem**. The challenge lies in developing scalable, sustainable models that accommodate India's diverse population and varied regional strengths, allowing for large-scale impact while maintaining quality. Effective scaling strategies would also encompass geographic, gender and socio-economic inclusivity, ensuring the reach of sports programs extends to every aspiring athlete.



2 Equity

Equity in the context of Olympic success is essential for inclusive national representation, aligning with India's vision for Viksit Bharat. Ensuring that sports opportunities are available to all, regardless of socio-economic or geographic background, is crucial. It is evident that **adequate support yields high returns**. Expanding access for marginalized sections of the society through dedicated efforts will ensure a better and more diverse representation and provide a wider potential pool of athletes to pick from. Olympic aspirations should be accessible to all, regardless of gender, socio-economic background or geographic location. Historically, elite sports in many nations are concentrated in urban and economically advantaged regions, but for a medal tally goal as high as 100, India must tap into talent pools from all regions and communities of the country. Equity considerations invite participants to explore ways of making all components and resources in the sports ecosystem available to a wider population. Solutions should address disparities and deliver a holistic solution which is feasible and practical, ensuring that no athlete or sport is overlooked due to external barriers. This principle underscores the importance of equity in building a national sports culture that values and uplifts every talented individual.

3 Affordability

Affordability removes economic barriers that prevent potential athletes from accessing sports training and development opportunities. For India, creating an affordable pathway to Olympic success is essential to tap into the full breadth of talent, including athletes from economically disadvantaged backgrounds. Affordability spans direct costs (such as training fees and equipment) and indirect costs (such as transportation and lodging). Participants may consider the affordability and financial burden of any and every factor that affects India's performance at the Olympics. The solutions can be thought of while accounting for the financial burden borne by all stakeholders involved. A holistic approach to affordability would consider costs over the athlete's entire training journey, aiming to make access financially viable from the grassroots level to the international stage. This approach aligns with India's goal of making sports accessible to all, removing economic barriers to achieving Olympic aspirations.

4 Quality

Quality of sports education, training, infrastructure, coaching and equipment is crucial for achieving world-class Olympic success. Quality entails setting standards in every component of sports that will help India equip its athletes and sports to brag 100 medals



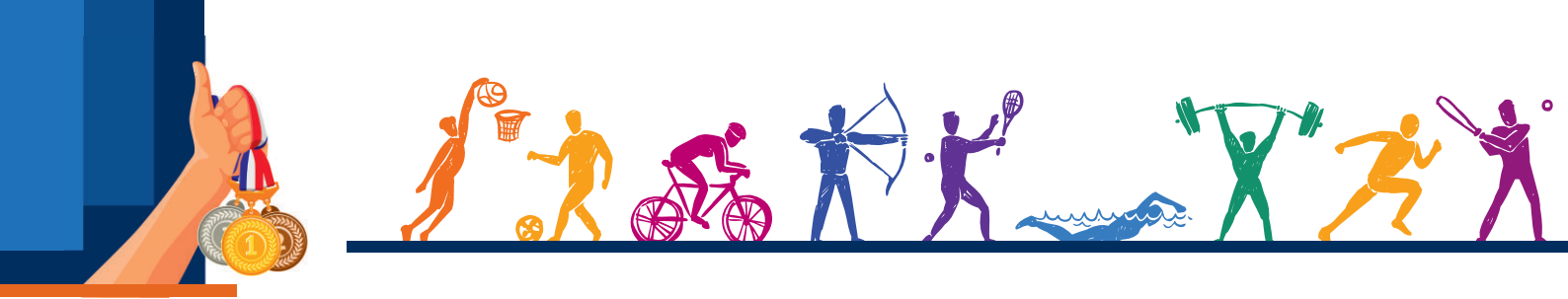
in 2036 and help the country become a Sporting Power. Ensuring quality in India's sports ecosystem will require consistent benchmarks across all levels of infrastructure, coaching, training, resources and development. In this context, participants should consider how to maintain quality across a diverse, large-scale system. Developing a culture of excellence in training, transparent evaluation processes, and continuous improvement models can become key elements to consider in proposals.

5 Responsiveness

The sports ecosystem must be agile and responsive to changing national priorities, advancements in sports science, emerging international standards and evolving rules and regulations governing sports and the Olympics. Responsiveness allows India's Olympic strategy to adapt to new challenges and leverage evolving techniques and technologies, while staying compliant with updated regulations. Adapting quickly to advancements in sports science, technology, welfare practices and regulatory frameworks will ensure Indian athletes are on par with international competitors but also well-prepared to navigate new standards, like adjustments in scoring systems, qualification criteria or anti-doping protocols. For India, responsiveness in the sports sector can address changing social expectations, workforce needs and advancements in sports, ensuring that India's Olympic ambitions remain aligned with broader social and economic goals and the sports sector continues to evolve alongside advancements in performance science and sports management.

6 Efficiency

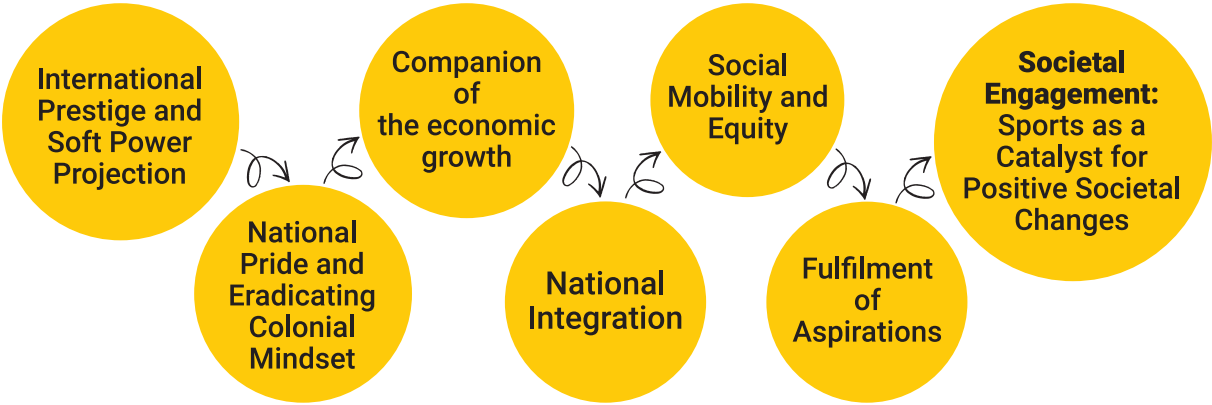
Efficiency involves maximizing resources to deliver high-impact results, ensuring that financial, human and material investments in the sports sector generate optimal outcomes. Prioritizing high-yield sports ensures that efforts and funding are directed toward disciplines with the greatest chance of delivering results, amplifying India's overall medal tally. Streamlining governance processes and improving resource utilization will eliminate bureaucratic delays, enhance targeted support for prioritized sports and ensure timely assistance to athletes competing in these key disciplines. In their proposals, participants can consider how efficient resource allocation and execution models can be applied to maximize the impact of India's sports investments on these factors. Efficiency may also extend to time management in training schedules, resource management in sports infrastructure and data-driven decision-making processes, etc. as discussed earlier.



These **Principles of Impact**—Scale, Equity, Affordability, Quality, Responsiveness, Efficiency and Impact beyond sports —provide a foundational framework for participants to approach the problem statement at hand. It encourages a holistic and strategic approach, enabling participants to design solutions that are scalable, inclusive and aligned with India’s vision for Olympic success in 2036 and global sports leadership.

Channels of Impact

Channels of impact refers to how the goal of winning 100 medals in Olympics is helping the country achieve the goals of Viksit Bharat and how it is impacting the broader society beyond the sports. It has usually been seen that as countries grow, sports related achievements serve a much wider purpose than just the number of medals. These aspects were discussed in the previous section “Why India should Focus on achieving 100 medals” . Participants should consider how their proposed roadmap fares across the following Channels of Impact.



These Channels of Impact—Fulfilment of Aspirations, Societal Engagement, National Integration, National Pride, Social Mobility and Equity, Companion for economic growth and International Prestige— provide participants with a foundational understanding of the broader significance of Olympic success for India. Each channel is aligned with India’s ambition of achieving 100 Olympic medals by 2036, offering insights into how this journey can shape the nation’s future, foster unity, and elevate India’s global standing.

This booklet equips you with a detailed plan and practical insights to elevate India’s sporting achievements on the world stage. Your commitment, innovation and action will determine the success of this mission. Together, we can transform India’s Olympic dream into reality, contributing not only to medal counts but to the pride and unity of our nation.

NationBuilding

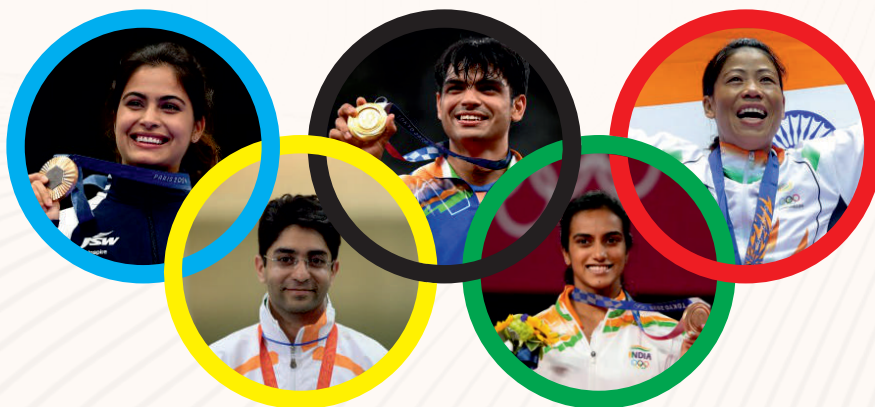
Case Study Competition 2025

Ordinary People, **Extraordinary Impact**

Roadmap for
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including **35 gold medals**,
at the

2036

Olympics



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