
Factors Influencing International Sporting Success- An Analysis of Indian Sports System

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Abstract

The success of a nation in sports depends increasingly on a number of closely interrelated factors. Previous research provides an overview of important determinants that can lead to international sporting success. Subsequently, many studies have used these determinants as a framework, to compare the elite sports policies of various countries to determine the homogeneity and differences. This study has analysed the elite sports system in India based on the determinants already identified by previous research. The study has used various public documents such as parliamentary standing committee reports, annual reports of Ministry of sports and other policy documents as the sources of data generation. This research exposes the current standing of the sports system in India and the necessary steps that need to be taken to take the Indian sports to new heights.

Keywords: sporting success, sports policy, India

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Introduction

Achieving excellence and winning medals in olympics and other international sport events has been the matter of pride for all nations of the world. The growing role of sports in the society, media attention, national honour and international prestige, have made participation and winning of medals in competitive sports, a matter of great significance. The intense competition among various countries to win various championships and coveted medals in tournaments has compelled their governments to adopt a more strategic elite sports policy. With increased political interest and investment in international sport, standards have risen. Countries have been spending sizeable resources and providing best of facilities to the top sports persons for coaching, training etc. on a long term basis for enabling them to perform their best in various international sports events and bringing laurels to the country. DeBoscher et al (2009)

The success of an athlete or team depends increasingly on the performance capacity of the national system and its effectiveness in using all relevant resources for the benefit of elite sport. However, it is not known precisely how sports policies can influence improved sporting performance. There is a range of factors that lead to international sporting success. DeBoscher et al (2006) classified the factors determining top-level success in sports into three levels: 1) MACRO-level: the social and cultural context in which people live: economic welfare, population, geographic and climatic variation, degree of urbanisation, political system, and cultural system. 2) MESO-level: sports policies and politics. This is the level where well-considered sports policies may influence long-term performance. 3) MICRO-level: the individual athletes (genetic qualities) and their close environment (e.g. parents, friends, coaches). At the micro-level some factors can be controlled (such as training techniques or tactics) and others cannot be controlled (such as genetics). According to Stamm and Lamprecht (2001) the importance of factors at the macro-level has decreased during the last two decades. But in the later study, the authors found that the impact of these macro-level factors on elite sporting success remains high. None of these macro-level variables can be influenced

by sports policies in the short term; nonetheless they should be taken into account when international comparisons are made.

Factors at the meso-level are fully or partially determined by sports policies and politics. All things being equal, the chance of success of elite athletes are subject to the effectiveness of policy and investment decisions made in elite sport. Taking into account all the various factors that determine elite sports success, meso-level factors are the only ones that can be influenced and changed (De Boscher et al 2009). Every nation puts increased efforts in the quest for superior sport performance, but little is known about the reasons why some nations excel in specific sporting events. There are many studies that compared nations on meso level factors. The first type of study is those focusing on a description or comparison of the organisational context of nations. A key characteristic of these studies is their search for similarities and differences among nations' elite sport systems. In this regard considerable research has been conducted on various aspects of practice in the former communist states (Broom, 1986 & 1991; Douyin, 1988; Riordan, 1989; Semotiuk, 1990). Common characteristics of these elite sport systems were found by these authors to be: 1. recognition of physical education and sport within constitutional law 2. early talent spotting through schools 3. high training frequency imbedded in the school system 4. training and qualification systems of professional coaches 5. financial support programs 6. high priority of applied scientific research 7. a network of sports medicine. Oakley and Green (2001) identified ten items that could be regarded as uniform in the nations mentioned above, namely: 1. a clear understanding about the role of the different agencies involved and an effective communication network which maintains the system; 2. simplicity of administration through common sporting and political boundaries; 3. an effective system for the statistical identification and monitoring of the progress of talented and elite athletes; 4. provision of sports services to create an excellence culture in which all members of the team (athletes, coaches, managers, scientists) can interact with one another in a formal and informal way; 5. well structured competitive programs with ongoing international exposure; 6. well developed and specific facilities with priority access for elite athletes; 7. the targeting of resources on a relatively small number of sports through identifying those that have a real chance of success at world level; 8. Comprehensive planning for each sports needs; 9. A recognition that developing excellence has costs, with appropriate funding for infrastructure and people; and 10. Lifestyle support and preparation for life after sport. De Bosscher et al., (2009) examined the homogeneity and heterogeneity of elite sports

development as a consequence of the internationalisation process in six nations (i.e., Belgium, Canada, Italy, the Netherlands, Norway and the UK). Nine policy areas or 'pillars' that were identified as important sports policy factors leading to international sporting success are compared among the nations. These pillars are grouped under three dimensions. First, the input represents the financial and human resources necessary for elite development. Second, the throughput is the strategies/policies that facilitate elite development and includes training facilities, coaching provision, competition, and scientific research. Third, output is the outcome of elite development measured in medals won during the Olympic Games or other events, the top six or eight places achieved, and/or the number of athletes qualified to take part in an event. The comparison among the nations on these success factors help to identify the drawbacks of their sports system and incorporate key changes to increase its effectiveness.

Till now, numerous research have been done to examine the elite sports development on the developed nations, no prominent study has been done on the situation in the developing countries like India. India, the second populous country in the world, next to China, has 35 percent of the total population between the age group 15-34 years (world development report 2011). In spite of having the highest proportion of young population, the performance of the country in international sports, barring cricket, has all along been very dismal. Having won the recently concluded ICC world cup championship, India established its supremacy in cricket. But the country's performance in other sports is disappointing. Even though India has started winning medals/tournaments in new category of sports such as tennis, badminton, shooting, boxing, wrestling, and other few sports, the number of medals won, compared to the size of population and the proportion of young population in the country, is not encouraging. Also, its performance in some sports has declined considerably. The performance of India in Hockey, its national game, has remained lackluster. The failure of Indian hockey team to get a berth in Beijing Olympics 2008 has disappointed the sports lovers in the country. In spite of the favorable young population, the dismal performance of India in elite sports requires a detailed analysis. Hence this study aims to analyse the Indian sport system, in terms of the nine pillars model mentioned by De Boscher et al (2006). This article may be a first major step in the development process of a contribution to research on sports policy development in developing country like India.

Methodology

This paper sought to evaluate the Indian sports system in terms of the nine 'pillars', determining international sports success, given by De Boscher et al(2009). This study was limited to the overall national sports level. Mixed research methods were found to be best suited to the collection of a comprehensive amount of data on the nine pillars (Creswell & Clark, 2007). Hence, the data on these factors were concurrently collected through quantitative and qualitative data collection methods. Data on each pillar were collected through analysis of policy documents and by undertaking interviews with athletes, coaches and office bearers of national sports federations. It utilized the annual reports of the ministry of sports(2007- 2012); standing committee reports on sports of the parliament, recently released National Sports Development Code of India (NSCI), 2011 and other policy documents. The data was collected from athletes and coaches through a questionnaire by interview method and data from federations was collected through the provisions of 'Right to Information Act-2005'.

Analysis of Indian sports system

1. Financial Support

Financial support refers to public expenditure on sport at national level – that is, expenditure derived from central government and other nongovernmental sources. Shaw and Pooley (1976) discovered that economic factors are more important determinants of sporting success in developing nations than in western nations and socialist nations. The expenditure on sports in India is meagre in comparison to the proportion of the young population. There was an increase in the budget allocation for sports during the years from 2005 -10, due to the commonwealth games, for the construction of required infrastructure and organising the games. After the completion of the games, the budget allocation to sports for the year 2011-12 was reduced massively by almost one-third. In addition to governmental sources of funds, efforts are taken to mobilize the resources from nongovernmental sources. National Sports Development Fund (NSDF) was instituted by the Central Government in 1998 with a view to mobilizing resources from nongovernmental sources, including the private/corporate sector and non-resident Indians, with government providing matching grant, for the promotion of sports and games in the country. In order to make contributions to the fund attractive, 100% exemption from income tax is available on all contributions.

Table 1. Budget allocation, Revised allocation and actual expenditure 2005-06 to 2009-10 (in millions USD)

	Budget Allocation	Revised allocation	Expenditure
2005-06	34.66	34.66	35.98
2006-07	37.6	34.71	31.02
2007-08	41.52	40.20	39.47
2008-09	37.43	38.67	39.27
2009-10	39.02	48.37	45.48

(Information accessed through Right to Information Act-2005)

2. Integrated approach to policy development

Development of sports and promotion of excellence, including performance at the international level, is a highly complex and multi-dimensional subject. There are many stakeholders and components, needing to be woven into an integrated system of clearly identified activities, roles and responsibilities of the key players, on the one hand, and systematically putting in place the requisite facilities and support systems and processes, on the other. It is more important to have a effective communication system and clear task descriptions. According to Oakley and Green (2001a) and Clumpner (1994), it is especially important to delineate clearly the responsibilities of different agencies; to ensure there is effective communication between them; and to simplify administration.

In India, the Department of Sports under the Ministry of Youth Affairs and Sports is entrusted with the development of sports and physical education at the national level. The Ministry is headed by a Minister of state (Independent charge). While as state subject, sports development comes within the purview of the states up to the state level; at the national and international level, (including meeting international treaty obligations), it falls within the realm and remit of the Union Government under its residuary powers. With reference to competitive sports and promotion of excellence at the national, international levels, the responsibility for development of different disciplines rests primarily with the National Sports Federations (NSFs) of each sport. These sports federations are registered autonomous organizations and are affiliated to Indian Olympic

Association (IOA). The National Sports Federations (NSFs) are fully responsible and accountable for the management, direction, control, regulation, promotion and development of the sports discipline. The NSFs prepares Long Term development Plan and submits to the Government. The funds are sanctioned to the NSFs based on their LTDPs. Sports Authority of India (SAI), which is the apex body of sports administration, provides the necessary support to NSFs for the identification, training and coaching of sportspersons, including provision of infrastructure, equipment and such other assistance as may be agreed to under the LTDPs. Further, SAI will also be responsible to release funds to NSFs against proposals approved by the Government. For NSFs to be eligible for financial assistance and sponsorship, organizations must maintain their recognized status with the sports department and should obtain the annual recognition on year-to-year basis. The government notifies guidelines from time to time to NSFs which are legally binding on them for their recognition and for availing various concessions or benefits from the Government. The union government, directly and through the SAI, is providing financial assistance and variety of facilities, for competition exposure, training/ coaching etc., to NSFs with reference to the preparation of teams for international events. Indian Olympic Association (IOA), the apex sports organization of olympic Sport in the country, is responsible for the Indian contingent's participation in the Olympic Games, Commonwealth Games, Asian Games and South Asian Games. The selection of the national teams is done by the respective national federations and then recommend to IOA for official sponsorship for participation in the international tournaments. After initial selection, the competitors are required to attend training camps. The national federations are assisted by the Netaji Subhash National Institute of Sports (NIS), Patiala, which provides intensive training for athletes. A special feature of the IOA is that, in addition to the national federation for each sport, there are State Olympic Associations in various States in the country. The state bodies controlling the different sports are affiliated to the national federations and to the State Olympic Associations. The aim of the State Olympic Associations is to ensure the promotion of sports in their respective States, in conjunction with the state bodies for the different games and sports (Sahoo 2002).

As mentioned above, there are multiple agencies involved for promotion of sports in the country. These agencies include the union government, the state governments, the Sports Authority of India, sports promotion boards of different ministries, public sector units, military & para-military forces, Indian Olympic Association, different sports

federations and associations. There is an apparent lack of effective coordination amongst these bodies/agencies. In the absence of such a mechanism, efforts and resources do not have a focused impact. This also leads to wastage of time and resources with no optimum results. Besides, it becomes difficult to ensure and fix responsibility for the country's performance in the international arena.

3. Participation in sport

Although the relationship between sport for all and elite sport is often difficult to explain, most top athletes originate from grass roots participation. Even though a broad base of sport participation is not always a condition for success, but it may influence success to a large extent because it provides a supply of young talent and the opportunity for training and competing at various levels of ability. One of the important factors leading to the continuous decline in India's performance in international sports arena is the total lack of sports consciousness and culture in the country at every level. Sports have come to be regarded as a burden at the grass root level and the common perception is that sports are at the cost of academics. The national and state policies do not envisage sports as an integral part of human resource development. Sports are also not regarded as a crucial input of the educational process. The result is that teachers, as well as parents, try to discourage sports. The traditional belief is 'Games and plays ruin your career whereas education makes you a great man'. This, in fact, summarises the Indian attitude towards sports. The Parliament Standing Committee on Human Resource Development in (2006) studied a wide range of issues concerning Sports and identified that the lack of sports culture in the country and the non integration of sports with the formal education system as some of the major factors responsible for the dismal scenario in sports. It emphasized the need for bringing about reforms in sports management and governance in order to make it more dynamic, responsive, responsible and result-oriented.

The Ministry of Human Resource Development has taken various initiatives to integrate physical education and sports with the school curriculum. The National Policy of Education (NPE) and the National Curriculum Framework already provide for this, which has been now furthered with the introduction of the Right to Education Act, (2009). The Act prescribes that every school should have access to a playground and engages a part-time physical education instructor. The twin planks of the National Sports Policy 2001 are "Broad-basing" of Sports and "Achieving Excellence in Sports" at the National

and International Levels. National Policy of education 1986 emphasizes the need to allocate sufficient time to sports and physical education as an integral of the learning process. The program of Action (POA) to implement the policy objectives of NPE -1986 includes introduction of physical education and yoga for at least 45 minutes per day, preferably just after morning prayers and including approved games in the school timetable for at least two periods in a week. In spite of these policy statements and the efforts made so far, India is still lagging far behind in emerging as a sporting nation. Sports in India is neither broad-based nor significant in terms of proven excellence. This is a matter of great concern, especially since India is a country of young people.

4. Talent identification and development system

The Standing Committee on Human Resource Development in its One hundred and Eighty Fifth Report (2006) on India's performance in international sports made wide-ranging observations and recommendations, including the need for scouting talent at an early age and select them on scientific basis. SAI is implementing various schemes for spotting and nurturing of sports talent and the promotion of sports in the country. The SAI scouts sports talent right from sub-junior levels viz. children at the tender age of 8 years onwards through its Schemes of National Sports Talents Contest (NSTC), Army Boys Sports Company (ABSC) and SAI Training Centres (STC) by conducting talent contests at district levels etc. and then nurtures them by providing them with all facilities including specialised coaching in the respective sports disciplines. In addition, sports talents in the tribal, coastal and rural areas are also tapped and groomed under the scheme of Special Area Games (SAG). Finally, the talent so groomed and sieved is fine-tuned through Centres of Excellence (COE) by providing specialized coaching in state of the art playfields of international standards thus increasing availability of international level players and widening the choice for selection of National teams. In addition, SAI, through its Training of Elite Athletes and Management Support (TEAMS) Division, provides support to NSFs by way of coordinating their Long Term Development Plans (LTDPs), and providing logistical and training support(Annual Report 2009-10). In this role, a number of activities are being carried-out by SAI out of funds provided to them by the ministry.

5. Athletic and post career support

The logical extension of the talent identification and development phase is the production of elite athletes capable of competing at the highest level. Many athletes who have the potential to reach the top do not reach it. In only a few sports can athletes make a living from their earnings and pay for all the costs they incur. Therefore some countries provide financial support for athletes to meet their living costs and support programs to give them access to the services needed to help them realise their potential. Finally, athletes also need to be prepared for life after sport whilst they are still engaged in their athletic career. Incentives and awards, financial and others, not only provide recognition and social security to sportspersons, but also motivate others to take up sports with interest and seriousness.

In India, there are incentives/rewards even for the talented and outstanding sportspersons including the former sportspersons. The union government, the state governments, public sector undertakings and corporates do offer job opportunities for the sportspersons but these are not attractive. The Sports Talent Search Scholarship Scheme was launched in 1970-71 with a view to assisting talented young boys and girls, for their outstanding performance in sports. This scheme aims at recognizing achievements of young sports persons showing outstanding performance at national and state levels. It aims at assisting the sports persons so that they can afford nutritious diet, sports equipment etc., and pursue sports as a career. In view of the prevailing social conditions restricting participation of women in sports, the scheme also extends special assistance to women for pursuing sports and physical education. There is a provision for giving cash awards to outstanding athletes after they win medals and bring laurels to the country. But these cash rewards are given to only those who win medals in international events such as Olympics, Asian Games and Commonwealth Games. It is not given to other outstanding sportspersons. Under this scheme, life-time monthly pension, from the age of 30 years, is given to those sportspersons who have won Gold, Silver or Bronze medals in Olympic Games, World Cup/World Championships (in Olympics/Asian Games disciplines) or gold medals in Asian Games, Commonwealth Games and Para – Olympic Games, provided that at the time of applying for pension, they have retired from an active sports career(Annual Report 2009-10) . Incentives and their support to our former sportspersons including pension is highly inadequate. Various Parliamentary standing Committee reports are of the opinion that former sportspersons particularly the aged ones need to be supported in a big way for which government must put a proper system in place at the earliest.

6. Training facilities

Training facilities are an important success factor enabling athletes to train in a high quality environment. Facility provision also provides a link between participation and excellence. SAI has six regional centres and five sub-centres for preparing Indian teams for Olympics and other international competitions (Annual Report 2009-10). Apart from this, states have their own sports infrastructures. There was a scheme for development of sports infrastructure in the states, in which the central government and the sponsoring agency in the state contributed funds in the ratio 75:25 (90:10 for the North Eastern states). This helped in raising quality sports infrastructure in many far-flung areas of the country. Sadly, this scheme was discontinued on 1st April, 2005. As a result, there were many partly completed sports infrastructure in the states, which deserved further funding for completion. The state sports ministers unanimously desired re-introduction of such a scheme and strongly endorsed the Ministry's efforts during their second annual conference in 2009. Ministry has taken further action to introduce a new centrally sponsored scheme for sports infrastructure in urban areas, and an amount of 23 million euros has been provided for it in the 2010-2011 budget. The objective of the new scheme is to create sports facilities in urban areas and installing of synthetic surfaces to familiarize the players with modern sports facilities right from the beginning of their sporting career so as to equip them with appropriate skills and training, necessary for participation in international competitions.

Availability of sports equipment is another important component of training. The Indian sportspersons have to suffer not only due to inadequate supply of equipments but also delay in their availability on account of various reasons. Certain equipments provided by SAI are required to be imported, which is a time consuming process. The customs duty on such imports is also quite high. The indigenous equipments are not always of required quality and not even used in national competitions. The ministry has been making efforts to provide the best equipments to athletes. Based on recommendations of the ministry, the finance ministry has extended customs duty exemption on import of sports goods and other requirements for training purposes such as synthetic playing surfaces, fitness equipment, sports medicine equipment, sports apparel and dope-testing equipment (Sahoo 2002). National Sports Federations have also now been allowed to import goods, on behalf of their affiliated state/district bodies, both for competition and training purposes. During its interaction with sportspersons, the

parliamentary standing committee found that one of the major reasons for India's poor performance in sports was the lack of modern and timely training to our sportspersons.

7. Coaching provisions and coach development

There are about 15,000 National Institute of Sports-trained coaches in the country. Out of them only 1800 have been employed by the SAI and nearly 3000 are working with States and other organizations such as Railways, Defence Services, para-military forces and in schools and colleges (Sahoo 2002) . The NIS conducts certificate courses and diploma courses in coaching at its academic wings of SAI. The need and demand for coaches have grown up sharply. However, no fresh recruitments for coaches have been made since then. As a result, there was acute shortage of coaches in the SAI. Efforts are being made to increase the number of coaches in SAI through immediate engagement of 100 coaches on contract basis, to mitigate the crippling shortage. Efforts are being made to add another 200 coaches expeditiously on contract basis, to strengthen SAI training programs. The National Coaching Scheme, run by SAI, is a major source for meeting the requirements of coaches in various parts of the country. Under the scheme SAI provides coaches to States/union Territories based on their requirements. Coaches are also made available to universities, various agencies like sports federations and associations, SAI regional centres, and in house training centres and to district coaching centres and state coaching centres. There is no system of accreditation and grading of coaches and physical educators appropriate for different levels such as basic, intermediate and advance and super level. The grading of coaches is done only by the employing agency on the number of years of experience. At present, the coach enters into service with a particular qualification and retires with the same. There was no policy with regard to training of the coaches and that only a handful of coaches were repeatedly being sent for foreign exposure. SAI is designing some short and long duration refresher courses for the in-service coaches. There was no policy with regard to training of the coaches and that only a handful of coaches were repeatedly being sent for foreign exposure.

8. International competition

Athletes need to measure their progress against rivals by regular exposure to the pressures of international competition. It has been seen that the organisation of international events in the home country has a positive effect on international success.

India has, of late, been positioning itself as an important host country/destination for organizing a variety of multi-discipline, mega, international sports events. After holding the Afro-Asian Games in 2003 at Hyderabad, the World Military Games are held at Hyderabad in 2007, the Commonwealth Youth Games held in Pune in 2008, followed by the main Commonwealth Games, 2010 in Delhi. On more than one occasion, the aspiration to host the Olympic Games in India has also been expressed at various levels. Hosting of such mega events has a great value in terms of projecting the status and position of the country in the comity of nations, and the legacy, in terms of development and up-gradation of sports and urban infrastructure, together with a variety of other socio-economic spin offs. Moreover a major legacy and aim behind the organization of such games has to relate to development of a sports culture and facilities all across the country, and a significant improvement in the levels of excellence, in terms of performance and medal winning abilities of our sportspersons at the national and international levels. Clearly the present levels of performance and attainment would indicate that much remains to be done in this area, and unless steps are taken in a focused manner, questions could well be raised about the efficacy and desirability of committing substantial resources for staging mega international events.

9. Scientific research

Scientific research concerns the systematic gathering and dissemination of scientific information in areas such as talent identification and development, medicine, nutrition, psychology, physiology and biomechanics. These factors were typical in the former communist nations and are key elements in the Australian Institute of Sport(AIS). Various Standing Committee Reports in India found that the scientific backup to the development of sports at most of the places was in a rudimentary stage and at others, it was virtually non-existent. The Committee noticed that the sports medicine was also not being given any priority in India. Moreover, there is no dedicated research centre for sports in India. A communication network to disseminate scientific information to coaches and NGBs and the integration of academic research with sports practice is lacking. The committee emphasizes that due attention and priority must be given to these disciplines by all concerned. It recommends that the services of good sports physiotherapists, psychologists and sports medicine experts be made available to our players all the times

at all the centres. In a major initiative to cater to the back-up mechanism of athletes' overall performance, the government recently announced the establishment of National Institute of Sports Science and Medicine(NISSM)at a cost of 31million euros. The NISSM will aim at fostering the much needed disciplines of Physiology, Psychology, Nutrition, Biochemistry, Anthropometry, Physiotherapy and Sports Medicine, with the purpose of providing cutting edge excellence to Indian Sports and athletes. The sports minister said the decision to establish the institute had reached the final shape after more than a year's contact with the Chinese counterparts. The NISSM will work in close partnership with national and international partners from UK, USA, China, Australia, Germany, Korea and South Africa.

Discussion and Conclusion

This paper has evaluated India's sport system, through the nine pillar model of De Boshcher. Evaluation of Indian sports on this model shows that Indian sports system partially conforms to that of the successful sporting nations. The Government of India has been taking various steps and initiatives to promote good governance practices in the management of sports at the national level in pursuance of successive National Sports Policies. But, the inaction on the part of the Government in implementing and enforcing its own guidelines contributes to the backwardness of the sports sector. The recent initiative is the release of National Sports Development Code of India (NSCI) 2011, which is the compilation of major initiatives taken in post 2001. The NSCI 2011, a comprehensive document, when implemented properly would take the Indian Sport System to a new level.

The basic cause to all the problems is the low expenditure on sports. The lacks of funds prevent the effective implementation of various policies. Moreover, most of the national sports federations are completely dependent on the government funds for their activity. With the funds allocation to these federations being meagre, they are unable to provide the facilities to produce quality sportspersons. On the contrary, the Board of control of cricket in India (BCCI) with enormous funds is able to provide all the required facilities and is able to produce many world class players. The popularity of cricket among Indians and the lucrative incentives have attracted many youngsters into it. Various committees have recommended for increase in the budget allocation to sports. In spite of these recommendations, the allocation to sports by the government is meagre, as it allocates most of its funds for the social sectors, which is more important

for a developing country like India. In the present scenario, it would be difficult for a country like India to massively increase its budgetary allocation to sports. However, financial supports could be obtained through sponsorships by popularizing the sports and increasing viewership in the country.

The lack of coordination between various agencies engaged in promotion of sports, no accountability and lack of clear demarcation of duties and responsibilities of each agency is a long standing problem that is widely recognized. Recently, the Government has taken various steps to further improve the management of NSFs and sports in the country such as introduction of annual recognition of NSFs to ensure transparency and accountability of NSFs; enforcement of age and tenure limit in respect of office bearers of NSFs, including the Indian Olympic Association; bringing NSFs under the purview of Right to Information Act; measures to ensure free, fair and transparent elections by the NSFs. In the recently released National Sports Development Code of India (NSCI) 2011, there were sufficient provisions for the following: (i) clear role delineation between NSFs, SAI and the Government was done. (ii) grouping of sport disciplines into —priority, —general and —other for the purpose of determining the entitlement for government assistance. (iii) detailed guidelines for preparation of LTDPs (4-year cycle). Provision made for annual sanction budgets of development plans. (iv) binding tripartite agreements between NSFs, the Department and the SAI to be drawn up. (v) emphasis on professionalizing and upgrading the administrative and financial management of federations. (vi) emphasis on systems to handle player's grievances. (vii) The appointment of registered chartered accountants to ensure maintenance of proper and transparent accounts. The objectives of these Guidelines are three fold: Firstly to define the areas of responsibility of the various agencies involved in the promotion and development of sports. Secondly, to identify NSFs eligible for coverage under these guidelines, set priorities, and to detail the procedures to be followed by the Federations, avail of Government sponsorship and assistance. Thirdly, to state the conditions required for eligibility to receive government recognition and grant (NSCI 2011).

Talent Identification and development is another crucial factor that has a significant impact on Indian sports. In spite of having numerous talent identification schemes as mentioned above, the lack of an extensive and organized playing base has been rightly identified as one of the main reasons for India's poor sporting standards. In India, players are not selected and assigned to specific sports scientifically, based on

their anthropometric parameters, but rather done on the preferences of the players and their parents. Even the system of training is not based and conducted on scientific lines. The training system in the country needs to be re-oriented in keeping with our growing demand and fast changing techniques with adequate scientific back-up. Therefore, sports training have to be properly planned and controlled on scientific lines for achieving the best results. As per the provisions of NSCI 2011, National Sports Federations, while preparing their LTDPs, will be expected to identify the specific measures they propose to initiate to broaden the playing base. This exercise is to be done with specific reference to the following:- (i) schools and colleges. (ii) network of clubs (iii) system of extensive local competitions. Although the requirements and plans for each Federation will differ substantially, specific and achievable targets are to be projected by each Federation. The scientific back up is another factor that needs to be revamped significantly in India. The scientific back up to the players such as Medicine, Physiotherapy, Psychology, Nutrition and other facilities are available to the players only at the time of national camps and at few centres. The players who do not have access to these centres, had to spend huge amount of money to avail these services at the private centers. In India, there are sufficient human resource specialized in various branches of sports science. But due importance is not given to it during the recruitment process in the top sports centres. Hence the players do not get the best services in these centers and most of them suffer from recurrent injuries and the dropout rates is high. Most of the elite players travelling to countries like Australia and UK for treating their injuries show the level of scientific back up in the country. The NSCI 2011 has recommended that the Long term development plan formulated by each NSF should include provisions for medical personnel and sports scientists to assist in the preparation of the teams on continuous and systematic basis.

The outcomes of implementing appropriate forms of governance practice potentially lead to increased coordination and more efficient provision of sporting opportunities to the community in question. Ultimately, this will also impact on the efficiencies of developing athletes capable of representing their country at the highest level and the resultant effect of encouraging participation in sport in the community. This is an important precursor to the economic contribution sport makes to an economy and ultimately to the development of our society. As exemplified by the spectacular failures in governance practice seen above, the way an organization is governed can have an important impact on organization performance.

Implications and Recommendations

The analysis of Indian sports system on the critical sporting factors shows that the country is an interesting case of underachievement, given its large proportion of young population. The present analysis clearly portrays the current standing of Indian sport system on these critical factors and the necessary steps that need to be taken. The Indian Government, in the post 2001 period, has taken various initiatives towards sports sectors. The results of such policies are visibly evident from the country's relative performance in the recently concluded Olympic Games, Commonwealth Games and Asian Games. Considering the huge population base, there is a need for intense efforts to take the Indian Sports to new higher levels.

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