

Impact Assessment of Sports Projects supported by Kotak Mahindra Bank Limited



Inspire Institute of Sports (Project ID -KMBL202223062)

April 2025



Introduction

The introduction includes an executive summary, providing a concise overview of the report's objectives and scope.



Methodology

The methodology outlines the approach taken, incorporating sampling methods for stakeholder interaction.



Findings

The findings present a detailed analysis of the data collected, highlighting key trends and insights from the study.



Recommendations

The conclusion chapter highlights recommendations and way-forward basis key findings of the study.

Ethical Consideration

Informed consent: The interviews were done after the respondents gave their consent. Even after the interviews were completed, their permission was sought to proceed with their responses.

Confidentiality: The information provided by participants has been kept private. At no point were their data or identities disclosed. The research findings have been quoted in a way that does not expose the respondents' identities.

Comfort: The interviews were performed following the respondents' preferences. In addition, the interview time was chosen in consultation with them. At each level, respondents' convenience and comfort were considered.

Right to reject or withdraw: Respondents were guaranteed safety and allowed to refuse to answer questions or withdraw during the study.



Abbreviations



Abbreviations	Full Form
CSR	Corporate Social Responsibility
FGD	Focused group discussion
IIS	Inspire Institute of Sports
KMBL	Kotak Mahindra Bank Limited
MCA	Ministry of Corporate Affairs
M&E	Monitoring and Evaluation
OECD-DAC	Organisation for Economic Co-operation and Development - Development Assistance Committee
UNSDG	United Nations Sustainable Development Goals



Project Details



Program ID	KMBL202223062
Year of Implementation	FY 2022-23
Program Duration	FY 2022-23
Partner Organization	Inspire Institute of Sports
Location	Karnataka

Sports play a vital role in fostering national pride, promoting physical well-being, and driving social and economic development. Kotak Mahindra Bank Limited (KMBL) committed significant funding to promote sports in India through its CSR program.

Kotak Mahindra Bank Limited (KMBL) committed its support to train boxers and wrestlers, providing infrastructure and resources at IIS. To understand the impact of this intervention, KMBL conducted a third-party impact assessment study of the IIS project, covering activities undertaken for FY 2022-23. The assessment utilized both primary and secondary research methods and involved consultations with stakeholders, including athletes, coaches, trainers, and implementing partners.

Key findings from the study are as follows:

- 41% of athletes indicated that their primary motivation to join the program was to enhance their chances of competing at national and international levels while 28% cited that improving their athletic skills and performance was a key reason for enrollment.
- 79% of athletes reported that their experience with scouting program very efficient and swift, and 92% of athletes felt that the scouting program was perfectly aligned with their personal sports development goals.
- 96% of athletes reported that the boxing ring was always functional, with all of them stating that it was always accessible.
- 53% of athletes indicated the mat area was always functional while 47% reported it as mostly functional. Additionally, 67% of athletes found the wrestling mat was always accessible, while 33% noted it was mostly accessible.
- 100% of the athletes were satisfied with the relevance of the sports training, timing of the classes, response from coaches to resolve queries, training facilities and trainer quality.
- 97% of athletes were satisfied with the way their performance was being tracked; while 90% of them were satisfied with the academic support, 92% were satisfied with the quality of nutritional support, 97% were satisfied with the guidance on injury prevention and quality of physiotherapist.
- 28% of athletes expressed a need for better coaching and training, while 26% of them highlighted the need for more exposure to international events.



- 8% of athletes mentioned the necessity for infrastructure upgrades, suggesting that while facilities are generally adequate, enhancements could further benefit their training.
- 79% athletes reported having participated in international events, showing a high level of engagement with global competitions.
- 96% of beneficiaries reported a noticeable improvement in their athletic performance as a direct result of their participation in the program.
- 97% of athletes reported getting benefited from enhanced opportunities for competition and exposure to national and international levels of competition.
- 79% of athletes reported that the program has significantly contributed to their career progression and enhanced opportunities in their lives.

The sports program has demonstrated considerable benefits for athletes across various dimensions, including athletic performance, academic achievement, and essential skill development tailored for the competitive market landscape. By providing opportunities for participation in international events, the program has evolved athletes—not just as competitors, but as well-rounded individuals prepared to face the dynamics of professional sports and life. This comprehensive support framework has been instrumental in inspiring athletes from diverse backgrounds, allowing them to emerge as role models and contribute to national pride through their accomplishments, including securing multiple medals at international competitions.

However, there remains scope for enhancement- the integration of advanced technologies, such as radar cameras and motion sensors, could profoundly improve the tracking of athlete performance and movement, providing insights to refine training regimens and game strategies. Additionally, establishing international internship programs would expose athletes to global best practices, enriching their experience and understanding of the sport on an international scale. Moreover, implementing an AI-based monitoring framework or IoT devices for a robust M&E system could further optimize the program's impact. These innovations would enable real-time performance analysis and facilitate personalized coaching strategies, ultimately ensuring that athletes not only reach their peak potential but also sustain it over time.

Executive Summary



While the program has already made significant strides in supporting athletes and creating national heroes, embracing technology and enhancing educational opportunities will amplify its effectiveness. By addressing these areas for improvement, the program can further cement its legacy as a transformative force in Indian sports, maximizing its impact on athletes from all walks of life and paving the way for future triumphs on the world stage.



01

Introduction



1.1 Background

This report aims to assess the impact of Kotak Mahindra Bank Limited's Corporate Social Responsibility (CSR) funding for promoting boxing and wrestling through its support to Inspire Institute of Sports (IIS) in Karnataka, India. First chapter provides an overview of Kotak Mahindra Bank Limited, IIS, the global and local context of sports, the need for sports programs in India.

Established in 1985, Kotak Mahindra Group is one of India's leading financial services conglomerates. It aspires to be a trusted partner and contributes towards the economic, environmental, and social growth of the nation and is also committed to contribute towards United Nation's (UN) Sustainable Development Goals (SDGs). The bank has a strong focus on CSR initiatives and believes in giving back to society. This sets out its vision, mission, governance, and CSR focus areas to fulfill its inclusive growth agenda in India. Under its CSR program, Kotak Mahindra Bank has committed significant funding for promoting sports in India, recognizing its importance for the social and economic development of the country.

As part of its sports promotion initiative, Kotak Mahindra Bank has partnered with IIS to support the training and development of boxers and wrestlers in India. The bank's CSR support provides infrastructure, equipment, and other resources to IIS to help them train athletes better.

IIS is a premier sports institute located in Vijayanagar, Karnataka, India. It was established in 2018 by the JSW Group with the aim of providing exceptional training and facilities to Indian athletes. The institute is equipped with modern facilities such as an Olympic-sized swimming pool, athletics track, gym, physiotherapy, and rehabilitation center, among others. IIS focuses on developing athletes across various sports disciplines such as boxing, wrestling, fencing, swimming, athletics, and judo, amongst others, ensuring that they have access to world-class facilities and training programs. The institute's overall objective is to develop a world-class sports ecosystem and help Indian athletes achieve their true potential on the global stage.

1.2 Global and local context

Sports play a crucial role in fostering national pride, promoting physical well-being, and driving social and economic development. The 2024 Summer Olympics in Paris underscored the global significance of sports, with over 10,500 athletes from 206 countries competing across 32 sports in 329 medal events.



Notably, host nation France recorded its highest-ever medal count (64 medals), benefiting from sustained investment in sports infrastructure and athlete development. The Olympics also highlighted the role of elite training facilities, scientific coaching, and grassroots engagement in achieving sporting excellence. These trends underscore the importance of structured sports programs and high-performance training environments in enabling athletes to compete at the highest level.

India's sports landscape is characterized by a rich history, notable achievements, and ongoing challenges. Traditionally, India has excelled in sports such as field hockey, badminton, wrestling, and shooting. Sports are increasingly recognized as a catalyst for national development. In recent years, India has made significant strides in various international competitions. The country's performance in recent events, such as the 2024 Summer Olympics in Paris, underscores both the progress made and the challenges that remain. The Indian contingent, comprising 117 athletes across 16 disciplines, secured a total of six medals—one silver and five bronze—marking the nation's third-best Olympic performance.

Despite these successes, India faces challenges in achieving consistent excellence across a broader range of sports. Factors such as limited access to quality training facilities, insufficient grassroots development programs, and societal emphasis on academics over athletics contribute to this issue. However, there is a growing recognition of sports as a vital component of national development. Initiatives from both governmental and private sectors aim to invest in sports infrastructure, talent identification, and athlete support systems. Report “The Business Research Company. (2023). Sports Global Market Report 2023: Market Size, Trends, and Forecast” suggest that with strategic investments and policy interventions, India's sports industry has the potential to reach a valuation of \$130 billion by 2025.

1.3 Need for sports program in India

India has a vast talent pool of athletes and youths, but they often lack the necessary resources and support to make it to the top. The absence of infrastructure, equipment, and funding restricts aspiring athletes from pursuing their dreams. Moreover, despite the potential in various sports, Indian athletes lack adequate coaching for enhancing their skills. Promoting sports programs in India is crucial for enhancing the country's representation and competitiveness at the global level. As India continues to emerge as a powerhouse in various sports disciplines, especially in boxing and wrestling, fostering a robust framework for professional training and development is essential. A lack of equipment, facilities, and funding restricts aspiring athletes from pursuing their dreams. By investing in sporting facilities and equipment, India can nurture young talent into becoming champions and provide athletes with better support.



By investing in sports programs, the nation can nurture talent from grassroots to elite levels, ensuring that athletes receive world-class training, facilities, and support. Additionally, robust sports programs foster an environment where aspiring athletes can compete internationally, leading to improved performances in prestigious events such as the Olympics and World Championships. This not only amplifies national pride but also encourages a sports culture that can inspire future generations to pursue excellence in athletics, thereby placing India on the global sports map and potentially yielding economic benefits from sponsorships, endorsements, and increased viewership. Ultimately, ensuring strategic support for sports programs is vital for transforming India into a leading nation in professional sports on the international stage. The Kotak-IIS partnership is one such example of India's initiative to create specialized training and mentorship programs for promising athletes.

1.4 Why impact assessment?

To ensure transparency and accountability, Rule 8(3) of the CSR Rules mandates impact assessments for companies with a CSR obligation exceeding ₹10 crore in the three preceding financial years and for individual CSR projects with an outlay of ₹1 crore or more. The assessment must be conducted by an independent agency, ensuring an unbiased evaluation of the project's effectiveness.

Furthermore, companies are required to disclose impact assessment findings in their annual CSR report as part of the Board's Report, demonstrating the measurable social impact of their initiatives. Compliance with these regulations ensures that CSR initiatives contribute meaningfully to societal well-being while preventing tokenism or ineffective allocation of funds.

Ultimately, conducting impact assessments is not just a compliance requirement but a strategic tool for improving the efficiency, effectiveness, and accountability of CSR initiatives. It helps companies demonstrate the tangible impact of their social investments, strengthens stakeholder trust, and contributes to long-term sustainable development.

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Methodology

2.1 Approach

The approach for this study involved a mixed-methods approach, which incorporated both quantitative and qualitative data collection and analysis methods. The study was conducted through a combination of literature review, surveys, focused group discussion, and interviews with key stakeholders.








The research began with a review of existing literature on the topic, to gain a thorough understanding of the current state of knowledge and identify any gaps or areas for further investigation. This was followed by the development of a survey instrument to gather quantitative data from a sample population. The survey was conducted using an offline instrument and was designed to elicit information on the participants' experiences, attitudes, and behaviors related to the thematic area.

Lastly, a series of interviews were conducted with key stakeholders in the field, including athletes, coaches and implementing partner. These interviews were semi-structured, and allowed for in-depth exploration of the assessment topic, as well as the opportunity to gain insights into emerging trends and best practice.

2.2 Methodology

The methodology for this assessment was structured around the following steps:



<p>Literature review</p> 	<p>A comprehensive review of existing literature was conducted, using both academic and industry sources. This involved a systematic search of relevant databases, publications, and other industry sources available in the public domain.</p>
<p>Survey design</p> 	<p>A survey instrument was developed based on the research questions and objectives. The survey was designed to elicit both quantitative and qualitative data and was pre-tested prior to distribution.</p>
<p>Survey distribution</p> 	<p>The survey was carried out by KPMG resource personnel who physically visited the sample population, using an offline tool as a means of data collection. Respondents were selected using a combination of random and purposive sampling methods to ensure a diverse and representative sample.</p>
<p>Interviews</p> 	<p>Structured, semi-structured interviews and focused-group discussions were conducted with key stakeholders in the field, to gain insights into emerging trends and best practices. The interviews were further analyzed using thematic analysis.</p>
<p>Data analysis</p> 	<p>Quantitative data collected through the survey were analyzed. Qualitative data collected through the survey and interviews were analyzed using thematic analysis to identify patterns and themes in the data.</p>
<p>Synthesis</p> 	<p>The data collected through the literature review, survey, and interviews were synthesized to develop a comprehensive understanding of the assessment topic. This involved identifying key themes and trends, as well as exploring any inconsistencies or gaps in the data.</p>
<p>Reporting</p> 	<p>The results of the research project are reported in this comprehensive final report, which includes a summary of the findings, as well as recommendations for future assessments and better practices.</p>

2.3 Data collection tools

Given below is the list of tools utilized for primary data collections and engaging with key stakeholders:

Identified stakeholders	Tools utilized
Athletes	<ul style="list-style-type: none"> • Structured questionnaire • Focused group discussions
Coaches	<ul style="list-style-type: none"> • Semi-structured questionnaire
Implementing partner	<ul style="list-style-type: none"> • Semi-structured questionnaire

Structured questionnaires were used to collect quantitative data, enabling to draw objective conclusions about the relationships between variables in this assessment. The key respondents of the interview were athletes, coaches and implementing partner; and the purpose of this interview was to assess and measure the overall impact, among other parameters.

Focused group discussions were carried out with athletes to obtain qualitative information and understand their viewpoints, attitudes and experiences concerning the project that was implemented. Focused group discussions (FGDs) were also useful in assessing the impact of interventions on sports, gauging the aspirations of the community.

2.4 Sampling

Based on the discussion with the KMBL team and with the objective of evaluating the project's total influence, it was decided to conduct interviews with athletes and coaches. To enhance the applicability of the findings, a stratified random sampling method was utilized to ensure that the sample selected for this assessment is representative of the studied population. Please refer to the table below for a comprehensive list of the sample size for both the quantitative and qualitative surveys –

Project Name	Location	Quantitative Sample	Qualitative Sample	Total
IIS	Vijayanagar	39	4	43
Total sample size				43

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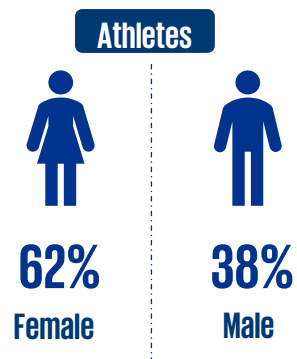
Findings

Inspire Institute of Sports (Project ID -KMBL202223062)

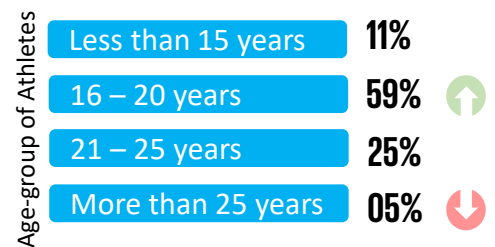
3.1 Inclusiveness

Gender and age distribution

The findings highlighted that the majority of the respondents, accounting for 62% of the total, were female, while 38% were male. A more nuanced analysis of the data further highlighted that within the female cohort, 41% were engaged in Boxing, and 21% were participating in Wrestling. Among the male respondents, 21% were involved in Boxing, and 18% were pursuing Wrestling.



The study highlighted a significant age distribution among the respondents, with the majority, representing 59%, falling within the 16 to 20 years age group. This was followed by 25% of respondents in the 21 to 25 years age range. Additionally, 11% of the participants were aged less than 15 years, while only 5% were above 25 years.



Educational attainment

The educational background of respondents indicated that 8% of them had completed secondary grade of education (9th – 10th), 21% were from higher secondary grade (11th – 12th), 64% held a graduation degree, and 8% had attained a postgraduate degree. When analyzed by gender, it was found that among the female athletes, a substantial 67% possessed an undergraduate degree. In comparison, 60% of male athletes also held a similar level of education.

Program visibility

A majority respondents, 62% of them reported that they first learned about the program through national or local sports clubs and organizations. In contrast, 8% indicated that family or friends were their initial sources of information about the program. Social media served as a discovery point for only 3% of respondents. Additionally, 28% cited various other sources, including scouting, local competitions, and trials, as their means of finding out about the program.

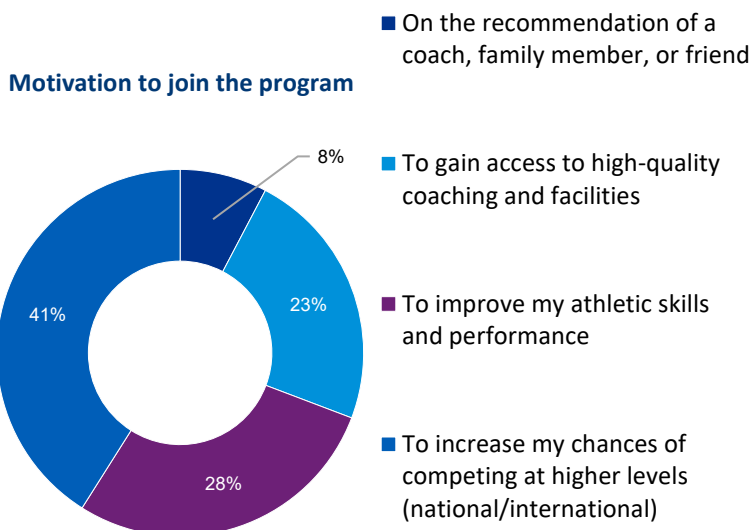
3.2 Relevance

The project exemplifies relevance through its alignment on multiple dimensions. IIS identifies and nurtures athletes with potential who often lack the resources or knowledge to pursue their sporting careers effectively. Many of these athletes come from socio-economically disadvantaged backgrounds, where not only do barriers like high training costs deter them, but even awareness of opportunities in sports is minimal. Through its comprehensive scouting program, IIS reaches the talented individuals and invites them to join the institute, offering them free training, academic support, coaching, nutrition, and other crucial resources. In doing so, IIS not only empowers these aspiring athletes to excel in their sport but also fosters their overall development, reinforcing the program's vital role in promoting social equity and creating pathways for success in the competitive world of sports.

Motivation to join the program

While assessing the motivations of participants for joining the program, a diverse range of factors emerged. Notably, 41% of respondents indicated that their primary motivation was to enhance their chances of competing at national and international levels. This highlights a strong ambition among athletes to elevate their competitive presence. Additionally, 28% cited that improving their athletic skills and performance was a key reason for enrollment. Access to high-quality coaching and facilities was a motivating factor for 23% of the respondents, reflecting the significance of support resources in their development. Interestingly, only 8% attributed their decision to the recommendation of coaches, family members, or friends, suggesting that personal ambition and self-motivation are predominant drivers for most athletes.

A closer analysis of the gender distribution within these motivations provides further insight. Among male athletes, an overwhelming 53% expressed that their primary goal was to increase their competitive opportunities at national and international levels, in contrast to 33% of female athletes who identified the same motivation. 38% of female participants cited the enhancement of their athletic skills and performance as their primary



reason for joining, indicating a potentially different focus or set of priorities between genders in athletic pursuits.

Scouting experience and alignment with athletic goals



While evaluating the scouting experience, a resounding majority of participants (79%) reported it to be very efficient and swift, indicating a highly effective process. However, 3% of the respondents also highlighted that the scouting process was somewhat slow and hence there is a scope for improvement. Furthermore, 92% of respondents felt that the scouting program was perfectly aligned with their personal sports development goals, underscoring the program's relevance and effectiveness in meeting individual needs. In the course of interactions with IIS, it was understood that several methods were used for scouting of the candidates, including partnering with national-level tournaments and talent scouting initiatives. These strategies were instrumental in identifying and recruiting the best athletes from these competitions. However, limited resources and availability of training centers in remote areas emerged as key challenges in scouting process.



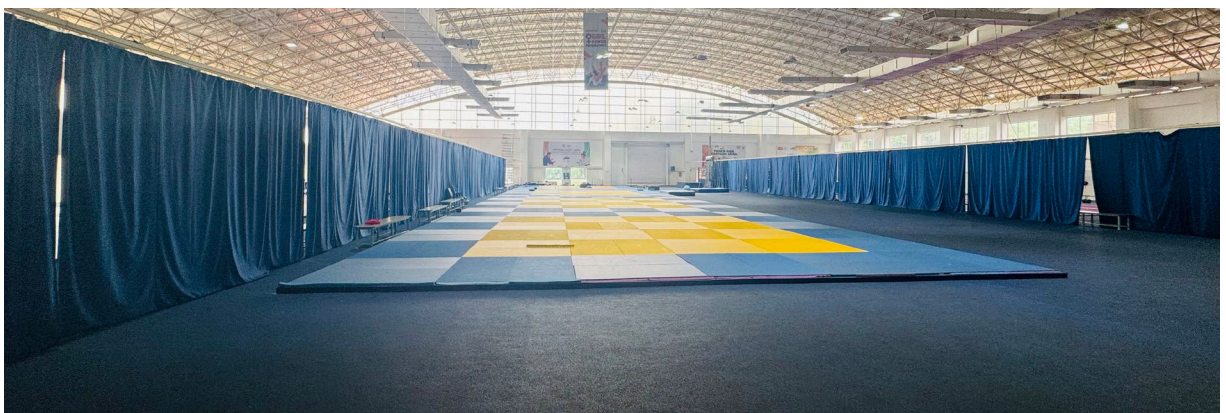
3.3 Effectiveness

Experience with Infrastructure and facilities

It was observed that the infrastructure at IIS is of a world-class standard, however regular maintenance is needed for seamless functioning. Both sports have dedicated training areas which are equipped with additional training equipment to enhance training sessions. However, the feedback from athletes regarding the infrastructure and facilities at the institute highlighted some strengths, particularly in the boxing program, while also revealing areas for improvement in wrestling.

	Functionality			Accessibility	
	Always	Mostly	Sometimes	Always	Mostly
 Boxing ring	96%	-	4%	100%	-
 Wrestling mat	53%	47%	-	67%	33%

Athletes who were in boxing, 96% of participants reported that the boxing ring was always functional, with 100% stating that it was always accessible. This indicates a well-maintained facility that supports consistent training and meets the athletes' needs effectively. The wrestling program highlighted a more mixed response; while 53% of wrestlers indicated the mat area was always functional, 47% reported it as mostly functional. Additionally, accessibility for the wrestling mat area indicated that 67% of athletes found it always accessible, while 33% noted it was mostly accessible. However, some athletes suggested that adding more mats and providing advanced equipment for wrestling could enhance the training experience.



Satisfaction level with the different aspects of the project

S No.	Aspects of project	Score
1	Relevance of the training	95%
2	Timings of the classes	90%
3	Response from coaches/mentors in resolving queries	94%
4	Training facilities and equipment	97%
5	Competence and knowledge of trainers	94%
6	Attention given by trainers	93%
7	Regularly sharing of progress	91%
8	Receptiveness of feedback	91%
9	Sports science intervention in training regimen	91%
10	The way performance was tracked	90%
11	Relevance of academic support to educational goals	87%
12	Flexibility of academic support to accommodate training schedule	87%
13	Interpersonal and soft skills	92%
14	Nutritional guidance to enhance sports performance	93%
15	Quality of nutritional support to enhance overall health	91%
16	Personalized attention during injury	92%
17	Guidance on injury prevention	93%
18	Quality of physiotherapist	94%
19	Personalized attention during injury and rehabilitation	92%
20	Overall experience from the program	95%



Project aspects	Overall score
<p>Training quality and relevance</p> <p>✓ <i>(Ensuring the training program is aligned with the latest sports science and provides top-notch facilities and knowledgeable trainers.)</i></p>	94%
<p>Trainer and coach support</p> <p>✓ <i>(Providing responsive and attentive support from coaches and mentors to address queries and offer guidance.)</i></p>	94%
<p>Performance tracking and feedback</p> <p>✓ <i>(Implementing effective methods to track performance and provide constructive feedback for continuous improvement.)</i></p>	92%
<p>Nutrition and health support</p> <p>✓ <i>(Delivering comprehensive nutritional guidance and support to enhance sports performance and overall health.)</i></p>	92%
<p>Injury management and rehabilitation</p> <p>✓ <i>(Providing personalized attention and expert care for injury prevention, management, and rehabilitation.)</i></p>	93%

While assessing the satisfaction levels of athletes regarding various aspects of the project, a comprehensive evaluation was conducted, segmenting the feedback into six parameters: a) Training quality and relevance, b) Performance tracking and feedback, c) Trainer and coach support, d) Nutrition and health support, and e) Injury management and rehabilitation.

The findings highlight a positive sentiment among athletes, particularly in two key areas: Training quality and relevance; and Trainer and coach support, both of which received satisfaction scores of 94%. This suggests that the athletes feel that the training provided is both effective and aligned with their needs, and they benefit from the guidance and mentorship of their trainers and coaches.

Following closely, Injury management and rehabilitation was another strong suit of the project, with an average satisfaction score of 93%. This indicates that the athletes are confident in the support they receive for managing injuries, which is crucial for their overall performance and long-term athletic careers.

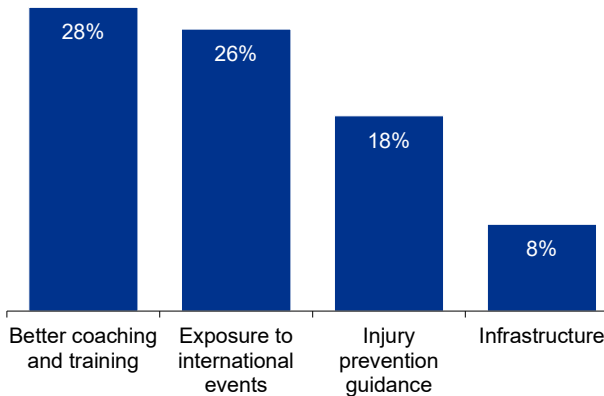
For Performance tracking and feedback; and Nutrition and health support, the satisfaction scores were 92% for both parameters. These results highlight that while athletes feel adequately supported in tracking their progress and maintaining their health, there may still be room for enhancement in these areas to ensure that athletes receive the support and resources they need to optimize their performance further.

Overall, the project appears to be meeting the needs of athletes effectively, particularly in training and support systems. However, focusing efforts on enhancing academic support and fine-tuning performance tracking and health related aspects could further elevate overall satisfaction and contribute to the holistic development of the athletes within the program.

Improvements in training program

When soliciting feedback on improvements needed in the training program, a distinct trend emerged from the athletes' responses. A significant 28% of the athletes expressed a need for better coaching and training.

Improvements in training program



“ Exposure to international events is crucial for our growth. Competing on a global stage and international internships would provide us with invaluable experience and help us understand different playing styles. ”

Following 26% highlighted the need for more exposure to international events, emphasizing the importance of competitive experience in elevating their performance. Additionally, 18% of respondents identified a need for guidance on injury prevention, reflecting awareness of the importance of health and safety in their training regimens.

However, it was observed during the study that athletes receive support for injury prevention strategies, recovery needs, and individualized testing through the aid of qualified sports physicians and coaches. The screening process helps determine specific individual support requirements. Athletes also expressed their dissatisfaction with the lack of variety offered by the cafeteria. As a result, the menu was updated to incorporate their suggestions. Only 8% of athletes mentioned the necessity for infrastructure upgrades, suggesting that while facilities are generally adequate, enhancements could further benefit their training. Remaining 5% of athletes could not elicit any improvement related suggestions.

“ At times balancing sports and academics becomes challenging. If we get better academic support, such as flexible schedules and tutoring, we can excel in both areas without compromising either. ”

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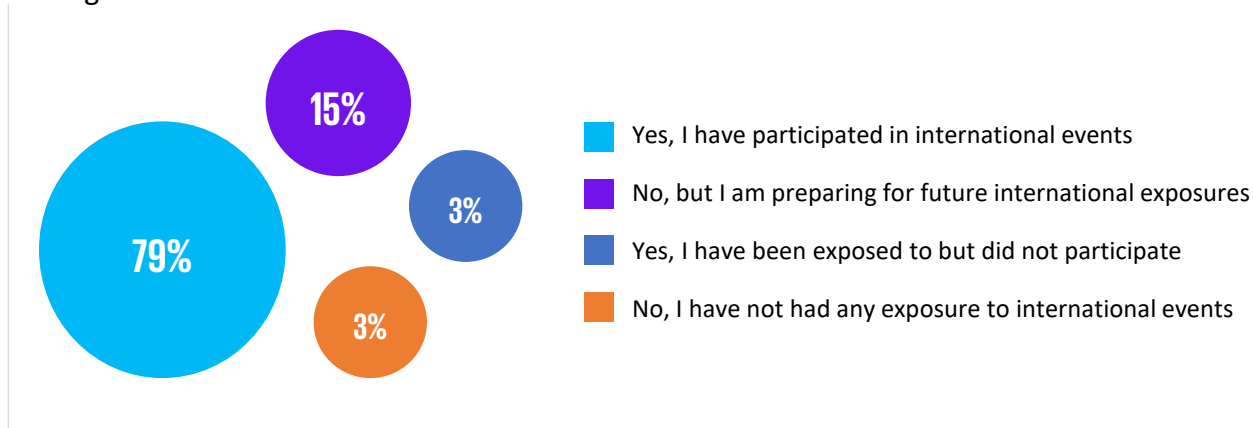
The current training methods are good, but I believe incorporating more advanced techniques would boost our performance.

”



Exposure to international events

While assessing the exposure to international events and their experiences, a diverse insight emerged as follows –



A significant 79% athletes reported having participated in international events, showing a high level of engagement with global competitions. This substantial majority indicates that many athletes have had the valuable experience of competing against international opponents, which can be crucial for their development and preparation for higher-level competitions.

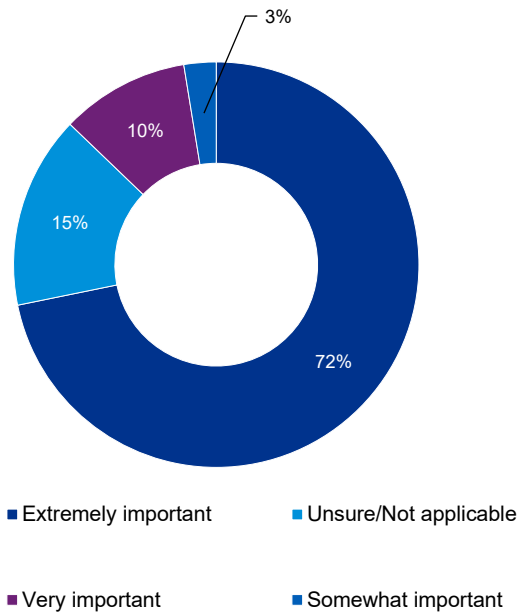
- ✓ 15% of the athletes, although having not yet participated in international events, are actively preparing for future international exposure. This shows a proactive approach to compete on the global stage, highlighting the importance of international competition in their career aspirations.
- ✓ A smaller 3% of the athletes indicated that they have been exposed to international events, meaning they have been part of teams or delegations that have competed internationally, but they personally have not participated in these events. This exposure, while not direct, can still provide valuable learning experiences and insights into what it takes to compete at an international level events.
- ✓ Remaining 3% stated that they have not had any exposure to international events, suggesting a gap in their experience that could potentially hinder their competitiveness on a global scale.

Those who participated in international events mentioned that competing with international-level athletes and Olympic medalists boosted their confidence and provided more experience. Some athletes represented the country in the Paris Olympics and won bronze medals at the World Championship Youth Boxing. Additionally, participation in global sports championships in the UK helped them gain confidence and learn from their international peers.



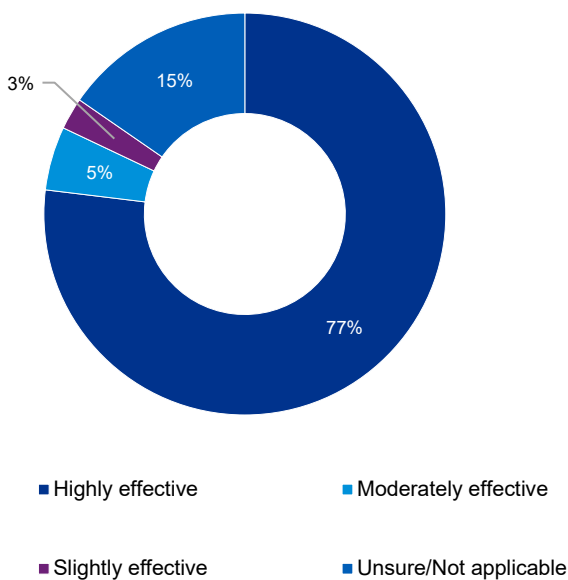
Importance of regular competitive exposure

A varied response was recorded while assessing the significance of regular competitive exposure for their growth as athletes:



72% deemed it extremely important, underscoring the critical role that consistent competition plays in their development. Meanwhile, 10% considered it very important, further emphasizing its significance. 15% were uncertain, indicating a lack of clarity or relevance for some individuals. Lastly, 3% categorized it as somewhat important. These findings illustrate a diverse perspective on the role of competitive exposure in athletic growth, highlighting a strong consensus among many athletes regarding its importance while acknowledging varying opinions among others.

Effectiveness of participation in national and international events



While evaluating the impact of their participation in national and international competitions on improving their competitive performance, a substantial majority of athletes (77%) reported that it had a highly positive effect. In contrast, 5% found it moderately effective, and a small number (only 3%) noted a slight enhancement. A significant percentage (15%) remained uncertain about its effectiveness, suggesting that while many athletes have benefited from competitive exposure, the extent of its impact can vary significantly among individuals.

3.4 Coherence

Alignment with UNSDGs

The project's focus on competitive exposure for athletes is coherent with several national and international priorities.



The project contributes to the achievement of **SDG 3: Good Health and Well-being** (Target 3.4: Reduce premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being) by promoting physical activity and sports participation, which is essential for maintaining a healthy lifestyle.



The project also contributes to **SDG 5: Gender Equality** (Target 5.1: End all forms of discrimination against all women and girls everywhere, Target 5.5: Ensure women's full and effective participation and equal opportunities for leadership) by promoting women's participation in sports, which is critical for achieving equality and empowerment in society.



The project also supports **SDG 10: Reduced Inequalities** (Target 10.2: Empower and promote the social, economic, and political inclusion of all) by providing opportunities for athletes from diverse backgrounds to compete at national and international levels, promoting social mobility, and fostering a sense of community.

Alignment with National priorities

The project's focus on competitive exposure for athletes is coherent with several national priorities in India. In line with the National Education Policy 2020 and the Khelo India program, the initiative supports the development of sports infrastructure and talent identification, aiming to create a robust sports ecosystem. The Khelo India program, launched in 2017, aims to promote sports development and excellence across India, with a focus on identifying and nurturing young talent. By providing athletes with regular competitive exposure, the program complements the Khelo India initiative, helping to build a pipeline of skilled and competitive athletes.

Furthermore, the project aligns with the National Policy on Physical Education and Sports 2011, which seeks to promote sports development and participation among Indians, with a focus on increasing the number of international medal winners. In terms of specific schemes and programs, the Rashtriya Khel Protsahan Puraskar (RKPP), launched in 2009, is an annual award that recognizes individuals and organizations that have made significant contributions to the development of sports in India. The project's commitment to promoting sports development and excellence aligns with the objectives of the RKPP, which aims to identify and support individuals and organizations that have made a positive impact on the country's sports ecosystem.



3.5 Sustainability

The project has been designed to address the critical needs of athletes, students, and communities, with a focus on long-term sustainability. The following key parameters demonstrates commitment to creating a resilient and impactful initiative:

Technical and tactical training: The project primarily aims to provide technical and tactical training to athletes, equipping them with the knowledge and skills necessary for excellence in their respective sports. This training enhances performance and fosters a culture of lifelong learning, allowing athletes to remain competitive and adapt to the evolving demands of their disciplines.

Creating role models and leaders: The project is focused on creating role models and leaders in sports with many athletes earning medals on the international stage, amplifying its impact within the community. By empowering athletes to become influential figures, the project inspires positive change and promotes values in aspiring youths and community.

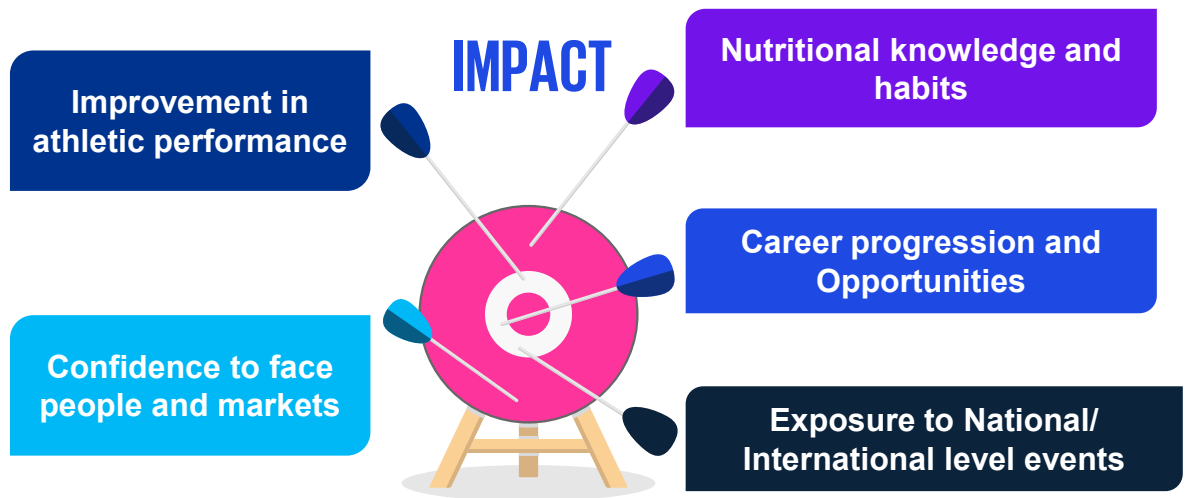
Education and skills training: Recognizing the importance of education and skills training, the project provides opportunities for underprivileged students, promoting economic development and social mobility. By offering access to quality education and training, the project equips students with the skills and knowledge needed to secure employment and positively impact their communities.

Aligning with national priorities: The project is effectively aligned with national and international agendas and priorities. By collaborating with government agencies, international organizations, and local stakeholders, it ensures that its initiatives complement and strengthen existing efforts, contributing to broader developmental goals.

Financial sustainability: Securing funding is crucial for the institute's operation. This involves creating partnerships with other institutes and selecting cost-effective locations for tournaments and the athletes' development. The financial sustainability of the project is assured through a diversified funding strategy, encompassing multiple sources of income and ongoing support from donors and funders. This approach secures the project's stability and adaptability, enabling it to deliver meaningful results in the long term.

3.6 Impact

The project has demonstrated a profound impact on athletes through integration of various activities in the sports training regimen.



Improvement in athletic performance: 96% of beneficiaries reported a noticeable improvement in their athletic performance as a direct result of their participation in the project. This enhancement can be attributed to the technical and tactical training provided, which equips athletes with necessary skills and knowledge tailored to their respective sports. The structured training regimen, mentorship, and access to resources have fostered a culture of excellence and continuous improvement among participants, enabling them to reach new performance milestones in competitions.

Improved self-confidence and communication: The profound impact of the project is evident as 97% of participants reported getting confidence now to face people during events, enabling them to seamlessly navigate media and public speaking situations with ease and poise. Having successfully overcome initial fears and hesitations, they can now proudly communicate their achievements to a wider audience, solidifying the project's lasting influence on their personal and professional growth.

Nutritional knowledge and habits: An additional area of impact is reflected in the increased nutritional knowledge and improved habits, with 98% of participants acknowledging progress in this regard. The project includes educational components focusing on healthy eating, hydration, and overall wellness, enabling athletes to understand the crucial relationship between nutrition and performance. It was also observed during study that all athletes receive personalized nutrition plan on need basis.

Career progression and opportunities: Furthermore, 79% of beneficiaries reported that the project has significantly contributed to their career progression and enhanced opportunities in their lives. This impact can be attributed to the diverse range of activities and training provided, which helped participants develop essential skills and insights. As a result, many beneficiaries have been able to leverage their newfound abilities throughout the project, leading to tangible improvements in their careers and overall life prospects.

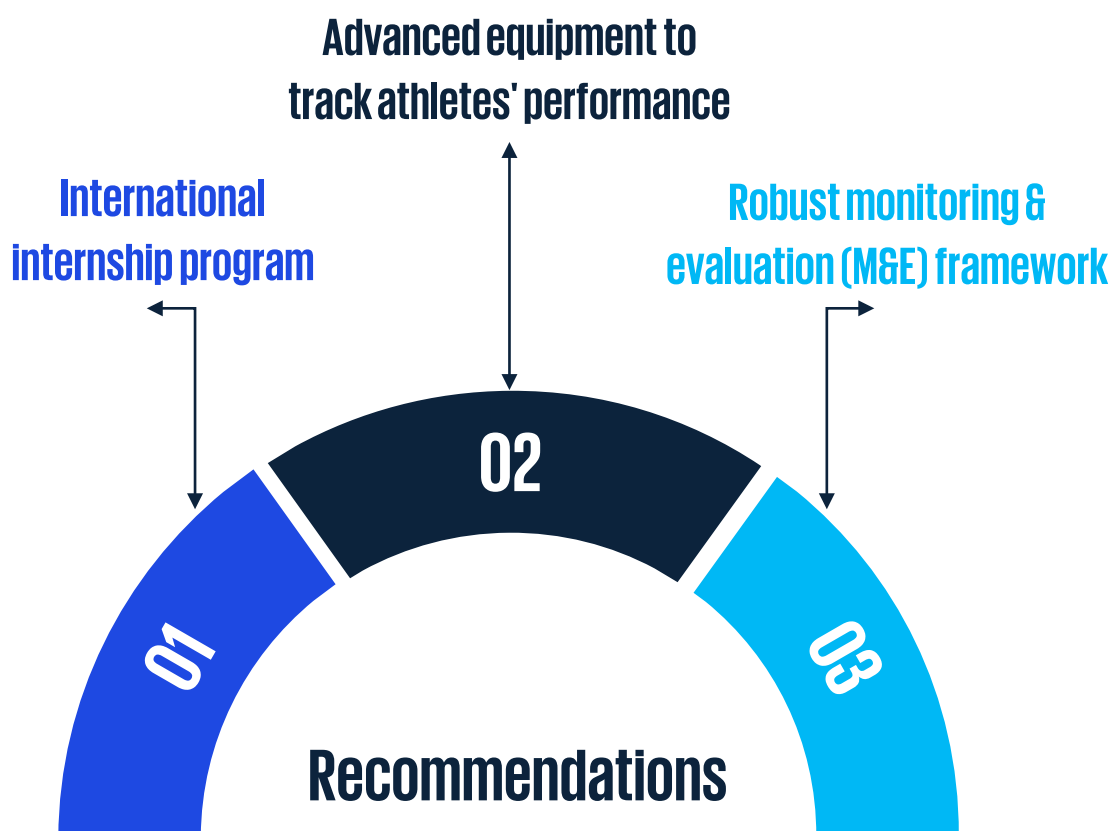
Exposure to National and International events: Participants have also benefited from enhanced opportunities for competition, with 97% reporting greater exposure to national and international levels of competition. This exposure has not only provided invaluable experience but has also raised the competitive bar, motivating athletes to elevate their performance and aspire to higher achievements.



04

Recommendations

The Inspire Institute of Sport (IIS), with support from Kotak Mahindra Bank Limited CSR, has been instrumental in nurturing elite athletes in boxing and wrestling, providing world-class infrastructure, coaching, and training. However, for the project to maximize its impact, certain challenges may be addressed. Many athletes, especially those from underprivileged backgrounds, struggle to cope with the rigorous training in the initial phase, leading to high dropout rates. Additionally, gender inclusivity, post-career opportunities, and mental conditioning remain crucial areas for improvement. To ensure sustained athlete development and long-term success, the following recommendations focus on enhancing talent identification, personalized coaching, holistic well-being, and career sustainability.



International internship program: Enabling participation in international sports internship programs can be beneficial for athletes seeking to boost their exposure to global peers and mentally prepare for competing at international levels. Providing funding support for such programs can ensure that athletes are able to access this experience and gain the necessary skills and exposure. For instance, during stakeholder interactions at IIS, coaches mentioned about a six-month long internship programs in Israel promoting Judo. They suggested to curate internship programs on similar lines for promoting boxing and wrestling. This would provide athletes with better exposure and the chance to gain firsthand competitive experience with their international peers. By promoting such international internship programs, athletes will be able to gain valuable experience, broaden their horizons, and improve their competitive readiness.

Advanced equipment to track athletes' performance: It was understood during the study that forward-thinking investments in advanced equipment could benefit the project. Therefore, it is recommended to explore the possibilities of procuring high-quality cameras and software that can track athlete performance, allowing for more accurate and detailed performance analysis. Implementing radar and motion tracking cameras can help improve game strategy and movement tracking during both training and competition sessions.

Build a robust monitoring & evaluation (M&E) framework: To assess the effectiveness of the project, it is critical to establish a comprehensive monitoring system. A data-driven monitoring system can be introduced to track athlete progress and project outcomes. Additionally, advanced technology, such as AI-based performance tracking and IOT-enabled wearables for relevant sports, can be leveraged to collect real-time data on training effectiveness, recovery rates, and injury prevention. A well-structured M&E framework will enable IIS to continuously refine and improve its training methodologies based on measurable impact.

Implementing these recommendations can significantly enhance the effectiveness and impact of the project in developing talent and promoting careers beyond competitive sports. Strengthening grassroots talent identification, personalized coaching, post-training career and livelihood support, and a robust monitoring and evaluation (M&E) framework are crucial for ensuring that talented athletes get the support they need to reach their full potential. By addressing these areas, IIS can create a more inclusive and sustainable platform that benefits not only its athletes but also the larger sports ecosystem.

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