



भारतीय खेल प्राधिकरण

## *SPORTS AUTHORITY OF INDIA*

### 66<sup>th</sup> MEETING OF THE FINANCE COMMITTEE

### *SUPPLEMENTARY AGENDA*

**Date:** February 26, 2014 (Wednesday)

**Time:** 3.00 p.m.

**Venue:** Conference Room, 1<sup>st</sup> Floor, NDTL Building  
Adjacent SAI Head Office, Lodi Road,  
New Delhi- 110 003

Supply Memorandum

**66<sup>th</sup> Meeting of Finance Committee of SAI**

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## SUPPLEMENTARY ITEM NO. 1

### SETTING UP OF SAI NATIONAL CYCLING ACADEMY (SAI NCA) AT IG STADIUM, NEW DELHI

In the 42<sup>nd</sup> meeting of the Governing Body of Sports Authority of India (SAI) held on 17.12.2013, it was decided to set up a Cycling Academy at I.G. Stadium, New Delhi. During the discussion, Shri Viren Rasquinha stated that while starting such Academies, the project report should clearly lay out the goal for setting up such Academies.

2. Accordingly, a comprehensive project report for the SAI NCA was prepared and placed before the Executive Committee of SAI in its first meeting held on 17.02.2014. During the meeting, it was decided that for financial independence, SAINCA may be considered for being set up as a separate sub-society under SAI. Furthermore, suggestions were also made with regard to inclusion of recruitment of staff, trainees education, the financial implications in the short-term and the long-term, etc. In the report. The changes/additions suggested have since been incorporated in the report and a revised report containing the following details is placed as **Annexure-I:**

- I. Vision
- II. Mission
- III. Objectives
- IV. Strategy
- V. Legal structure
- VI. Administrative structure
- VII. Facilities at the Academy
- VIII. Identification of talent and selection
- IX. Admission enrollment process
- X. Responsibilities of SAI NCA
- XI. Cooperation/ support with the I.G. Stadium
- XII. Performance analysis of trainees
- XIII. Future prospects
- XIV. Facilities/equipment details
- XV. Financial implications
- XVI. Sources of income for the Academy
- XVII. Obligations of the trainee
- XVIII. Application form, agreement
- XIX. Anti doping policy & code of conduct
- XX. Proposed MOU with Cycling Federation of India

3. Approval of the Finance Committee is sought to the contents of the report, particularly with regard to the financial implications, which are briefly as under:

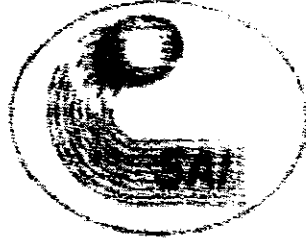
- a) On Equipments : Rs. 1,75,30,000/-
- b) Staff : Rs. 46,70,000/-

*(Refer Page 23-24 of the report)*

4. Approval of the financial committee is sought to the above financial implications. It may be mentioned that while proposal for seeking additional staff shall be put up to MYAS, the issue of setting up a separate hostel will be done after considering the feasibility of using the available infrastructure at Velodrome as a hostel too. The money required to be spent immediately for workshop, additional cycles and sports sciences in 2013-14 shall be done from the allocated budget. The staff available with SAI shall be deployed to the extent possible and some shall be taken on contract.



**SPORTS AUTHORITY OF INDIA  
NATIONAL CYCLING ACADEMY  
(SAINCA)**



**भारतीय खेल प्राधिकरण**  
**SPORTS AUTHORITY OF INDIA**

**Indoor Cycling Velodrome**  
**I.G. Sports Complex, New Delhi**

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- XXI. SOURCES OF INCOME FOR THE ACADEMY
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- XXIV. ANTI DOPING POLICY & CODE OF CONDUCT
- XXV. PROPOSED MOU WITH C.F.I.

## **I. BACKGROUND**

Cycling is one of the world's great activities, whether it is transportation, recreation or competitive sport, as Bicycle Motorcross (BMX), Road, Mountain Bike or Track, for able-bodied or para-cycling athletes. India recently had success in Asian Track Cycling Championship held at Bangkok (Thailand) in 2013, getting first-ever Gold medal in the history of Cycling. It is now the responsibility of Sports Authority of India (SAI) to keep the sport strong and to help new generations of Indians to achieve their dreams of reaching the podiums in the Cycling circuit.

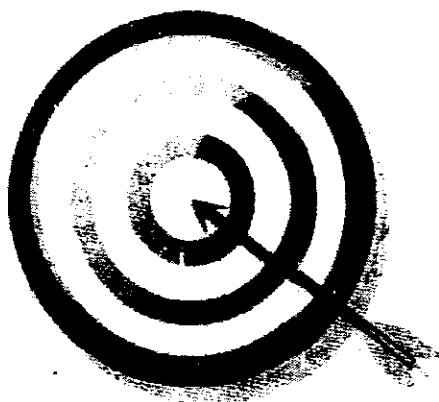
In a bid to take it forward and in view of the fact that SAI already has an Indoor Cycling Velodrome with air-conditioning facilities and ample space for setting up the workshops, masseur rooms, gymnasium, etc., in existence at I.G. Stadium, New Delhi, it was decided in the 42<sup>nd</sup> meeting of the Governing Body of SAI to set up a SAI National Cycling Academy (SAINCA) at New Delhi with complete back-up facilities.

## **II. VISION**

To promote Cycling in the country in general and to nurture and prepare cyclists so as to improve long-term elite cycling performances in the national and international competitions and convert India into a Cycling hub of Asia.

## **III. MISSION**

To develop an international level Cycling Academy/High Level Performance Centre so as to take cycling discipline in India to the next level.





#### IV. OBJECTIVES

- i. To provide young athletes with an avenue to learn cycling;
- ii. To provide necessary infrastructure with latest technical amenities and sports sciences as well as sports medicine and rehabilitation back-up to budding cyclists;
- iii. To set up an efficient coaching team;
- iv. To provide a conducive environment for development of the sport;
- v. To impart necessary skill set to the players, including mental training so that they can aspire to be the best in the world;
- vi. To develop the general standard of competitive track cycling in India;
- vii. To promote track cycling in the Country to win medals in Asian Games & ensure qualifications of Indian Cyclists for Olympic Games; and
- viii. To get international recognition from World Cycling Centre of UCI as its Regional UCI Satellite Centre.
- ix. To provide education to the trainees alongside their sport learning journey

#### V. STRATEGY

Identification of cyclists at a young age and thereby developing them from a raw stage into a World Champion. Since this requires a continuous and corresponding investment into the training and development of such an athlete and such training is expected to be carried out in a well structured environment that is regulated and created for the set objective, make alliances with all the possible stakeholders, particularly Cycling Federation of India (CFI) and the World Cycling Centre.

Since, a successful Academy needs to be athlete-centered, coach-driven and administration supported, identification, availability and training of best coaches as well as sports administrators.

To promote India as a Cycling nation, special concentration shall be on the areas like infrastructure and training programmes so as to give the best opportunities to all cyclists whatever their goals or stage of development. An eye shall be kept on getting the coaches available to train themselves with the highest level of qualifications in cycling and attain the top level Grade.

#### VI. THE ACADEMY

The SAI National Cycling Academy (SAI NCA) will be financed by the Govt. of India, Ministry of Youth Affairs & Sports through Sports Authority of India with a long-term perspective of making it a top notch Academy which is financially independent and a self-sustaining venture.

The Academy shall cater to:

- a) the identification and nurturing of young talent at both sub-junior and junior levels; and
- b) the training of elite athletes on a run up to their preparations for international/national competitions.

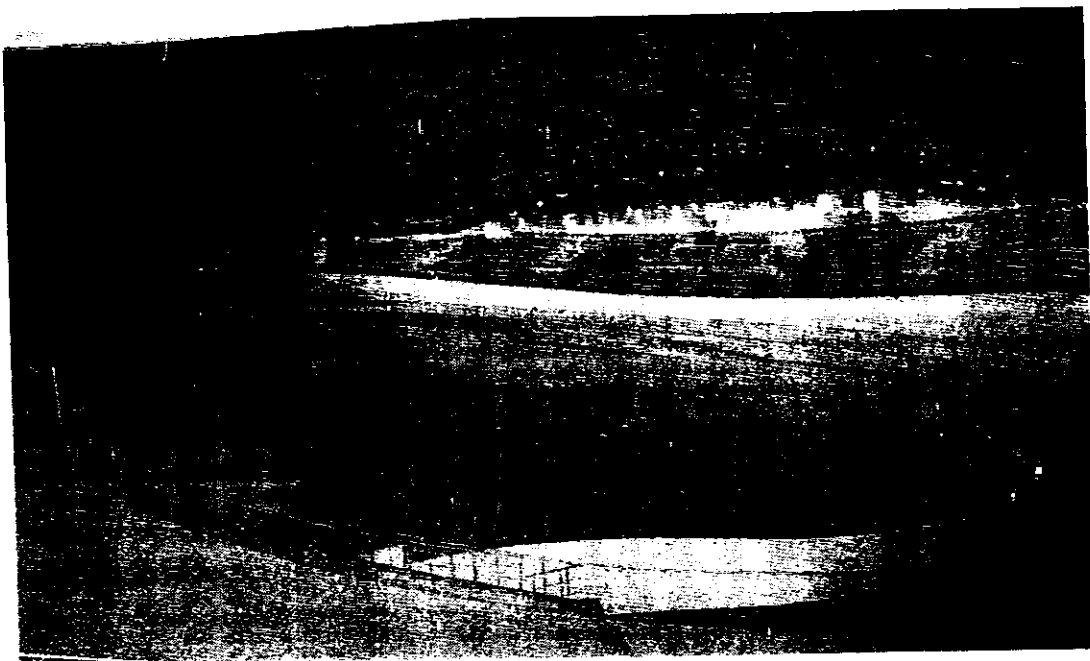
The Academy which is being housed in world-class infrastructure shall be supported by a proper gymnasium, and the latest technical support like a fully-equipped workshop for cycles. Needless to say, the coaches shall be recruited from both India and abroad for the said Academy.

Since Cycling Federation of India, an affiliate of the International Cycling Federation, is a major stakeholder in the Cycling discipline, necessary arrangements by way of Memorandum of Understanding (MoU) seeking their support and giving them conducive environment shall be entered into.

In the second phase, after the initial setting up and stabilizing of the Academy is achieved, SAI shall also approach the World Cycling Centre of UCI at Aigle (Switzerland) to make their coaches available from time to time to guide in the training techniques and finally convert the SAI NCA into a satellite centre of the UCI World Cycling Centre.

It is a proposed goal that once the Academy is fully functional, the stream of revenue generation to make the Academy self-reliant shall be opened by way of offering the facilities in the Academy to the athletes in the different countries for training as well as for practice sessions. It is expected that most of the Asian Countries, who do not have indoor track facilities will opt to train at this venue on payment basis and this will generate enough funds to make the Academy self-sustainable in the long run.

It is also proposed that the Academy shall also be a venue for recreation under the SAI's "Community Connect" theme wherein people should be able to come to the Academy, hire the bicycle on a rental and drive the same in the Velodrome for a fee on weekends. This shall also be a revenue generating arm to make the Academy self-sustainable in the long run.



## VII. LEGAL STRUCTURE

The proposed SAI National Cycling Academy shall be a sub-society under the Sports Authority of India. A proposal for making SAI NCA a sub-society shall be taken up before the Governing Body of SAI in due course. However, till the time the legal structure of SAINCA in the form of a society is approved and the same is got registered, it is proposed that SAINCA shall work as an attached office/subsidiary of Sports Authority of India. SAINCA shall be headed by an officer of the level of Dy. Director/Asstt. Director of Sports Authority of India, who shall be working under the direct control of Secretary, SAI and thereon to DG, SAI/ Chairman, SAI and the Governing Body of SAI.

The Head of the Academy shall be called "**Head, SAINCA**".

The SAI National Cycling Academy shall have an **Executive Committee** who shall aid and advise the Academy in all administrative and financial matters. The Executive Committee shall have the following members :-

1. Director General, SAI (Chairman)
2. President, Cycling Federation of India or his nominee (Member)
3. Secretary, SAI (Member)
4. Administrator, I.G. Stadium (Member)
5. Head, SAI NCA (Ex-officio Member & Convener)
6. Chief Coach of SAI NCA (Invitee, as and when required)

The Executive Committee shall have all administrative and financial powers with regard to the day to day functioning of the Academy as well as for future

expansions. The Committee by way of a decision taken in any of its meetings, can delegate any of its powers to the Head, SAI NCA, as deemed fit.

Functions of the Executive Committee:

1. To draw the annual budget for SAINCA and put up to SAI for approval and disbursement.
2. To appoint the Chief Coach and other Coaches/Support Staff including their remuneration.
3. Seek periodical progress reports from the Chief Coach and take appropriate decisions thereof.
4. To decide the number of cyclists to be admitted in the Academy well in time.
5. To ensure proper education to the trainees through Open School or any other suitable media and facilitate their education upto 10+2 level.
6. To formulate appropriate plans and fee structure/work out commercial aspects like advertising, etc., for the Academy.
7. To meet atleast once every month and take stock of the progress of performance of trainees and other administrative and financial matters.
8. To delegate the powers to any individual or to make sub-committees for specific tasks, as deemed fit.

SAI NCA shall be an independent financial unit so that the Head, SAI NCA shall have powers to address the day to day requirements of the trainees as well as the elite athletes. He shall be financially separate from the Administrator, IG Stadium, New Delhi. In the beginning, all the fees taken from the students/athletes/public shall be deposited in the SAI account and parallel the budget for the Academy shall be provided by Sports Authority of India HQs, New Delhi, for which the Head of the Academy shall send their proposal to SAI at the beginning of the year after taking due approval of the Executive Committee of SAI NCA. It is perceived that once the Academy starts generating enough revenue, with the approval of the Executive Committee of SAINCA and the Governing Body of SAI, it can be made totally financially independent.

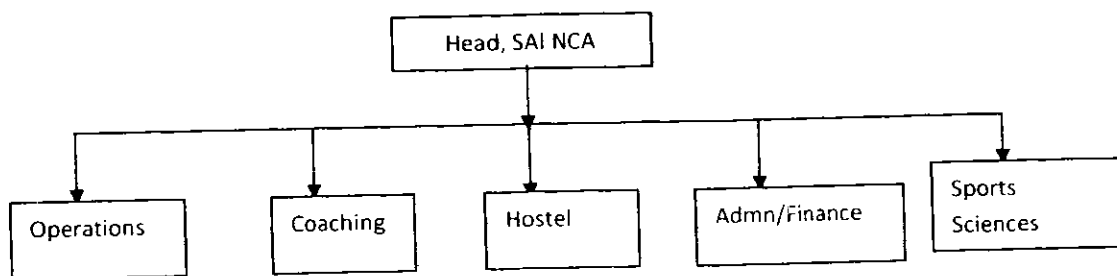
The Head, SAI NCA shall be fully responsible for the day to day operations of the Academy as also all the administrative and financial matters, so delegated and shall oversee and control the SAI NCA. He shall be appointed by DG, SAI who shall select the Head, keeping in view the individual's knowledge about sports in general and cycling in particular.

Once the SAINCA is registered as a sub-society, it shall have separate financial accounts.

## VIII. ADMINISTRATIVE STRUCTURE

The Academy shall have five different Wings, namely:

- i. Operations Wing
- ii. Coaching Wing
- iii. Boarding & Lodging/Hostel Wing
- iv. Administrative/Finance Wing
- v. Sports Sciences/Sports Medicine Wing



(i) **Operations Wing:**

Operations Wing shall be headed by Manager (Operations) and will look after the main Velodrome area, the inventory, the workshop, etc. This shall be responsible for proper upkeep of the tracks, the bicycles and maintaining spare parts inventory and would be assisted by one properly trained mechanic who shall maintain the workshop. The Manager (Operations) shall be answerable to Head, SAI NCA. He will make sure that all the necessary equipments and facilities are made available to the Chief Coach for efficient and effective training at the Academy.

(ii) **Coaching Wing:**

It shall be headed by a Chief Coach and shall be duly assisted by atleast one foreign coach and two Assistant Coaches. The Chief Coach will be appointed by the Executive Committee and will be responsible for all planning, development and training at the Academy. He shall conduct daily routines and shall be reporting to the Head, SAI NCA regarding the training and development programmes as well as other administrative matters. He will be assisted by other support staff as need, may be depending on the strength of the cyclists enrolled in the Academy. It shall also be responsible for providing assistance to public cyclists who come under the "Community Connect" programme.

(iii) **Boarding & Lodging/Hostel Wing:**

It shall be headed by a Warden and will have a 40-room facility with a proper mess. The Warden shall also be responsible for the education of the trainees and for which it shall ensure that all the trainees are enrolled either at a regular school or the National Institute of Open Schooling or any other education medium. It shall also hire/engage atleast 1-2 teachers, retired or serving, who shall teach these trainees so that they can catch up with their educational deficit.

(iv) **Administrative/Finance Wing:**

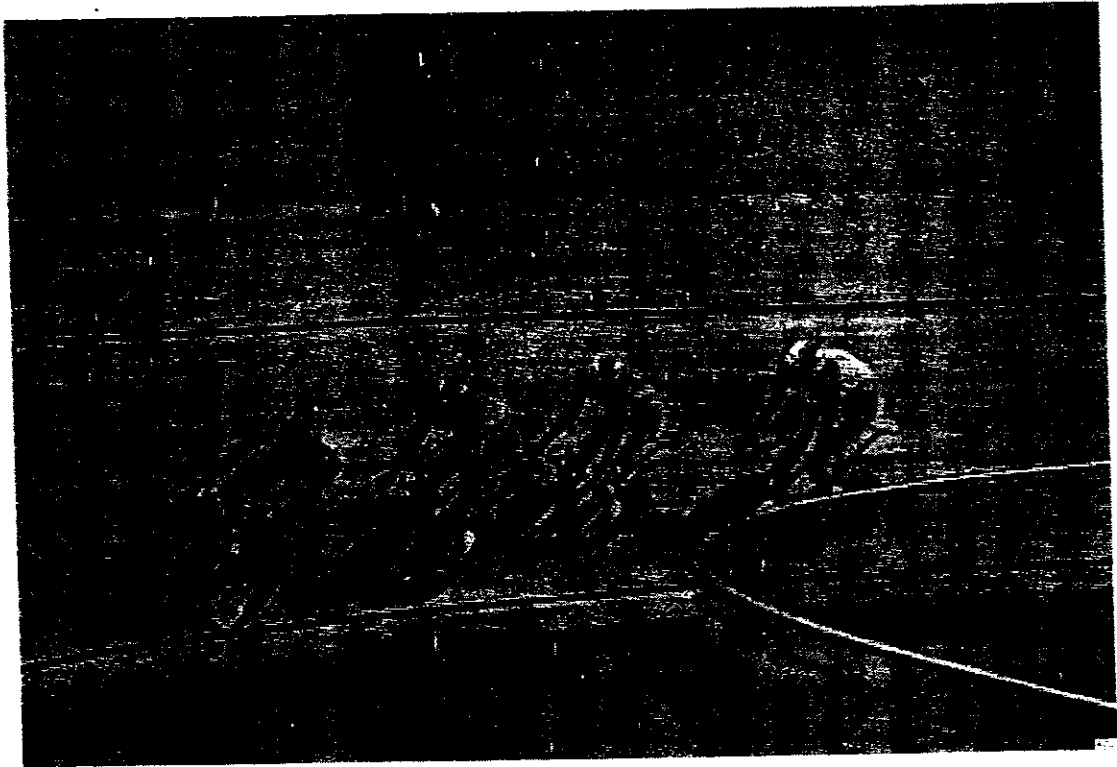
It shall be responsible for the day to day administration of the SAINCA, assessment of the players as well as the coaches and shall also be responsible for maintenance of the gymnasium. It shall maintain proper liaison with the Administrator, IG Stadium, New Delhi as also shall ensure convening and holding of the meetings of the Executive Committee of SAINCA. This wing shall be working under direct control of Head, SAINCA and shall have one UDC, one LDC and two Groundsmen.

(v) **Sports Sciences/Sports Medicine Wing:**

The same shall be headed by the Chief Coach and will be duly assisted by atleast one Nutritionist, one Physiotherapist, two Masseurs (1 Male & 1 Female), duly assisted by a Psychologist as also by other doctors on demand. The SAI Medical Centre at J.N. Stadium shall provide requisite support as and when required.

**IX. FACILITIES AT THE ACADEMY**

- (i) Indoor Cycling Velodrome
- (ii) Hostel facilities, including recreational indoor games like chess, carom, table tennis, etc
- (iii) Gymnasium
- (iv) Workshop
- (v) Class-room duly equipped with audio-visual facilities
- (vi) Medicine Centre
- (vii) Library equipped with computers and internet facilities
- (viii) A Conference Room



#### X. IDENTIFICATION OF TALENT AND SELECTION:

For nurturing of talent in a sport like Cycling, the basic philosophy shall be to 'catch them young', as the research has concluded that it takes a minimum of 10 years and 10,000 hours of training in a structured and deliberate manner for

a talented athlete to reach elite levels and there are no short-cuts. It is also a proven fact that understanding of the athletes' background and economic and psycho-social status is critical to his long-term development and for achieving excellence in any sport. To achieve optimal results, a holistic approach to athlete development that considers physical, cognitive, mental and emotional development factors is required. Any programme for athlete development shall necessarily include development of character, ethics and values.

The trainees shall be selected through a selection policy by way of extensive trials and based on their past performances and endurance. The Selection Committee shall consist of :

- Head, SAI NCA,
- the Chief Coach,
- a representative of the Cycling Federation of India and
- an expert to be nominated by DG, SAI.

The list of selected trainees shall be approved by the Executive Committee of SAI NCA. Since, besides giving training to elite athletes, the mandate of the Academy is to groom juniors and sub-juniors, the initiation of athletes shall be at an age between 12-16 years (as on the 1st of January of the year of selection), for both boys & girls. The Selection Committee shall pick up the trainees from various national championships or other accredited Centres of SAI/State Sports Departments Centres or any other such Centre across the country. The selections shall be made every year, at the beginning of the year and shall be done in a manner that the final selections are approved by the Executive Committee atleast one month prior to the start of calendar year, so that the selected trainees are in place, after completion of all formalities on 1st of April of that year.

The trainees so selected by the Selection Committee shall have to undergo a thorough medical check-up at an accredited Sports Science Medical Centre or any other Centre as desired by the selection Committee. The final selection shall be made after the medical report is received.

#### **XI. ADMINISTRATION ENROLLMENT PROCESS:**

A fool-proof admission process has to be followed keeping in mind that selected candidates have to be part of the Academy for a long period keeping in mind their performance and credibility during the training. A detailed profoma attached herewith shall be filled by the trainee whereby they are indemnified and ensured that they stay at the Academy as per the prescribed rules and the regulations. Parents are required to sign the admission



form on behalf of the minor students and will indemnify for all risks and accidents during the training.

The trainees so selected shall enter into a Bond with SAI binding them for staying with the SAI NCA for atleast 3 years and acceptance of other terms & conditions finalized by Executive Committee of SAI NCA from time to time.

However, SAINCA reserves the right to dis-engage/ weed-out any of the trainees, at any time after due approval of DG, SAI.

## **XII. RESPONSIBILITIES OF SAI NCA:**

SAINCA shall be responsible for providing holistic training to the trainees for their overall personality development, with specific concentration on preparing them for a podium finish. For such training, SAINCA shall keep in mind, the **five basic S's of training and development** of athletes, namely:

- Stamina (Endurance)
- Strength
- Speed
- Skill
- Suppleness (Flexibility)

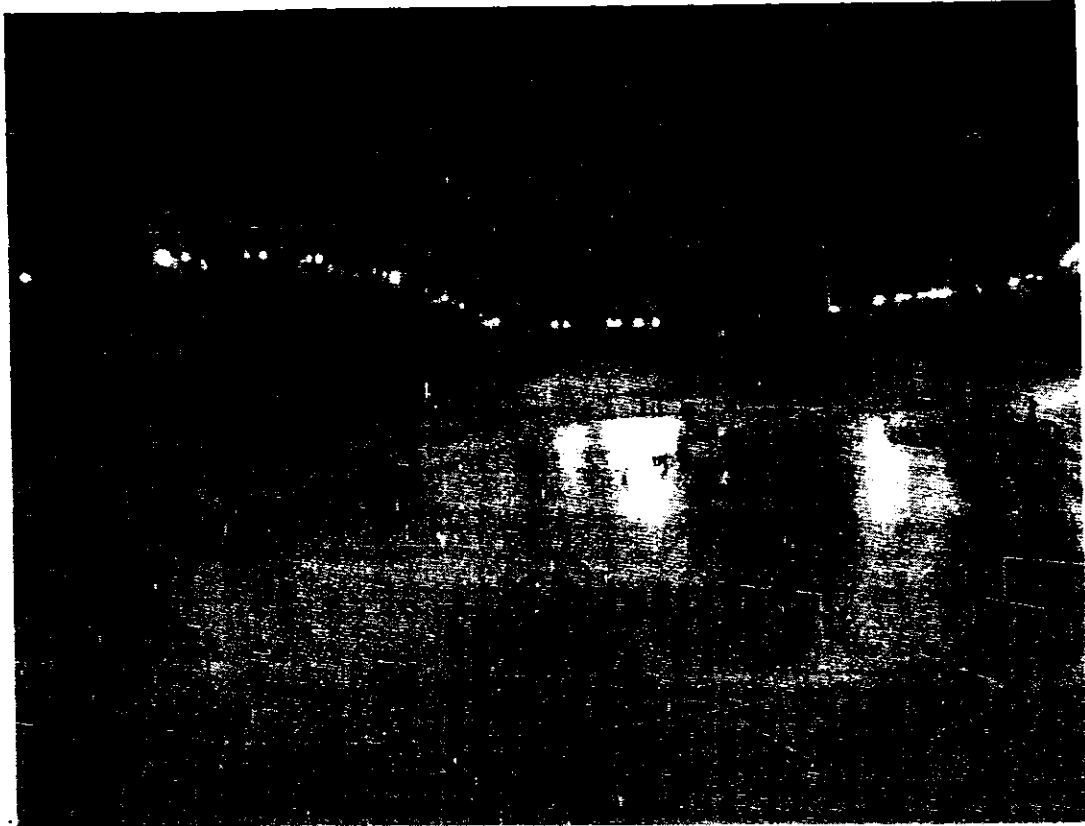
and shall within its means, ensure that these are imparted to the trainees.

While building all these five aspects of physical development, an **additional 5 S's** which help complete a holistic training shall also never be lost sight of. These include:

- Structure/stature of the trainee – Constant measuring and monitoring of the athletes' height during their participation
- (P)sychology – To maintain high levels of concentration while remaining relaxed with the confidence to succeed - Mental toughness with regard to concentration, confidence, motivation and handling pressure.
- Sustenance – Replenishing the body with regard to nutrition, hydration, rest, sleep and regeneration by handling fatigue through proper sports sciences support.
- Schooling - integrating school academic duties by ensuring that the trainees get basic minimum education
- Socio-cultural perspective - Awareness of societal values, national diversity as well as morals and ethics.

SAINCA shall provide the following to the trainees :-

- A monthly stipend of Rs. 2,500/-.
- 2 Sports Kits every year.
- Competition Exposure, as desirable.
- All educational books, school uniform (if applicable).
- Medical/ Accident insurance.
- Boarding & Lodging

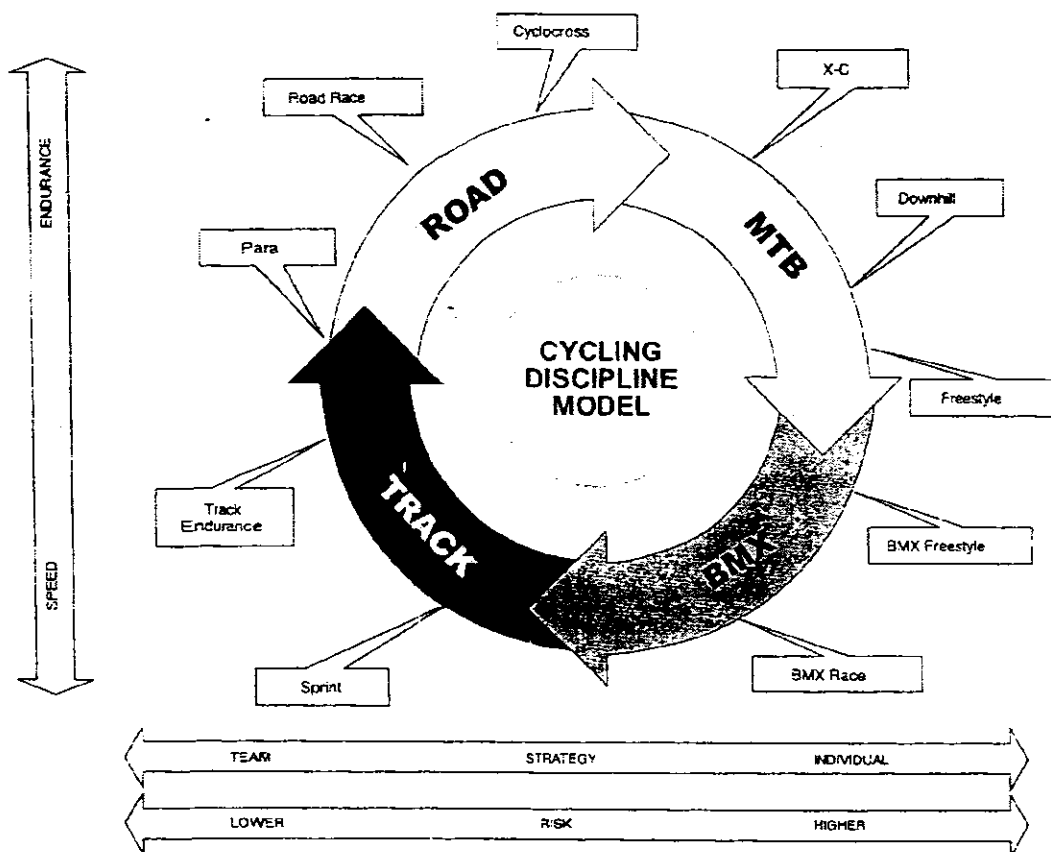


**Inter-relationship of Cycling disciplines:**

It is important that the trainees participate in a variety of Cycling disciplines for the reason, i.e., to facilitate development of a range of Cycling skills and to promote choice. Participation in different discipline events with similar profiles may help a cyclist to maximize his success, while participation in events with different profiles may allow to enhanced skills and capacity development.

The diagram below shows how disciplines complement each other. Disciplines and events on the right side are higher risk (higher requirement for technical motor skills, spatial judgement, etc.) and tend to be based on individual strategies and tactics. Meanwhile, disciplines on the left tend to require team or multi-rider strategies and tactics. Disciplines closer to the top are more

endurance-based (maximal aerobic power) while those at bottom are more speed-based (anaerobic power and capacity).



**Elite Athletes and Fresh Trainees:**

There shall be a two pronged strategy for training purposes.

Since, the year 2014, which is the year of inception of the Academy, will have a flurry of events like Asian Cycling Championship, Asian Games and Commonwealth Games, SAINCA shall concentrate more on these events for which the stress will be on elite group which is already been selected and is undergoing coaching camps for the last few months. The elite group will consist of medal winning prospects and other cyclists who have shown considerable progress during the past one year training. SAINCA will carry on with the elite group with their sustained coaching programme keeping an eye for the 2014 competitions with the ultimate goal of Olympic Games 2016. In the meantime, it shall start with the talent search programme for junior cyclists

under the age group of 12-16 years, who will be admitted to the Academy for the next financial year i.e. April 2014 coinciding with the educational year with the aim to prepare them on long term basis keeping in mind 2020 Olympics.

For promotion of young talent and their long-term grooming, the Academy shall take atleast 5 to 10 new trainees every year

**Regular Education:** In addition, the Academy shall be responsible for studies of these trainees to a minimum level equivalent to 10+2 educational qualifications, so that even if the trainees fail to reach the highest level in the field of Cycling, they can fend for themselves later in life. This is one of the most important aspects for the students residing at the Academy. The regular students of the Academy will be under the age group of 12-16 years and they shall be preferably enrolled with an open university like **National Institute of Open Schooling**/Indira Gandhi Open University for correspondence courses as per their requirement. To teach the students of the Academy after the training session, the Hostel Warden and the Chief Coach shall be their mentors and part time teachers may be hired, on need basis. SAI staff may also act as volunteers for the same.

The Executive Committee may also consider giving vocational training to the trainees, which will help them in their professional career. While the trainees shall have a small functional library at SAINCA, they shall enrol themselves at the SAI Library functioning at Jawaharlal Nehru Stadium for better facilities, for which they shall be entitled.

**Parents:** It is of great importance that the parents be satisfied with the SAINNCA programme and to this effect, they will be given proper counseling so that they are aware of future of their wards.

Besides, Academy shall organise motivational lectures by the eminent sports persons/psychologists/ motivational speakers as a part of their curriculum.

The Academy shall assess the individual requirements through a scientific assessment of his needs, both physical and mental, and thereon provide the following to the enrolled trainees during their stay in and with the Academy :

- (i) Living expenses (accommodation, transport to training sessions, meals etc.)
- (ii) Coaching
- (iii) Medical assessments, screening and interventions
- (iv) Scientific support and interventions
- (v) Health/Accidental insurance
- (vi) Equipment Support
- (vii) Technological support and interventions

- (viii) Life skills and career counselling and guidance
- (ix) Information services - [Provide access to relevant information (Literature, videos and internet) on the latest trends in sports training, coaching, science, sport analysis programmes and other related topics;]
- (x) Provide education on anti-doping in conjunction with the NADA for Drug Free Sport;
- (xi) Create a structured performance pathway for talented athletes and coaches
- (xii) Education and Training
- (xiii) National and International exposure (training camps, competitions, exchange programmes) - The cyclists will be provided appropriate TA/DA for the same. Suitable norms can be fixed by the Executive Committee for this purpose.
- (xiv) Proper kit will be provided once a year to each and every member of the Academy including coaches and sports staff. Apart from the track suits, warm up shoes and kit bag; the trainees will be provided with cycling gear including helmets, cycling shoes, cycling suits as per the requirements.
- (xv) Hostel facilities (of the Academy or shared with I.G. Stadium)

#### **XIII. COOPERATION/ SUPPORT WITH THE I.G. STADIUM, NEW DELHI:**

The SAI NCA, because of its location within the I.G. Stadium, New Delhi shall be dependent on the I.G. Stadium for the housekeeping services, security of the Academy, maintenance of the area around the Academy including horticulture and beautification requirements. Any new constructions etc. for the SAINCA shall also be required to be routed through Administrator, JN Stadium who gets the same done through Govt./Public Sector Construction companies after due approvals from SAI.

Furthermore, till the independent facilities of a full-fledged gymnasium and an independent hostel are developed by and for the SAI NCA, the same shall be shared with the I.G. Stadium facilities, namely, Hostel and Gymnasium. Needless to say, the Mess and other facilities of I.G. Stadium shall also be available to the Cycling Academy trainees/campers.

#### **XIV. PERFORMANCE ANALYSIS OF TRAINEES:**

The performance of each and every cyclist will be regularly/periodically assessed on scientific basis by a committee headed by the Chief Coach and up-to-date dossier shall be maintained by the Chief Coach for every individual. Those individuals who are found lacking in their performance vis-à-vis a minimum benchmark or on disciplinary grounds, shall be referred to by the Chief

Coach to the Head, SAINCA for eventual approval of DG, SAI for their weeding out.

All the assessment reports shall be shared by the Chief Coach with the trainees as the prime purpose of the appraisals is to chalk out strategies to overcome the deficiencies.

**XV. FUTURE PROSPECTS:**



In view of the state-of-the-art facility available at I.G. Stadium in the form of a Cycling Velodrome, the issue regarding considering the coming up Academy as a satellite centre of Union Cycliste Internationale (UCI) was taken up through CFI with UCI. UCI in their response dated 14.02.2014 had shown a keen interest and stated that CFI can count on the cooperation of UCI. Once the World Cycling Centre of UCI at Aigle (Switzerland) adopts SAINCA as their Satellite Centre, we shall request them for :

- a) Availability of their coaches for the SAI NCA for guidance in the modern training techniques; and
- b) Affiliation of SAI NCA with the UCI World Cycling Centre for sending international trainees at SAI NCA.

It is foreseen that once the SAI NCA achieves the basic minimum standard, most of the Asian countries which do not have indoor cycling track facilities, will opt to train at this venue on payment basis and this shall generate enough funds to make the Academy self-sustainable.

The Executive Committee of SAI NCA shall develop a proper marketing strategy for the same at the appropriate time.

In future, the SAINCA shall also consider running Coach Education Programs for imparting higher level courses to the coaches as also to certify the coaches.

**XVI. FACILITIES / EQUIPMENT DETAILS:**

The Academy shall have the following facilities and equipments. While some of these are already available with SAI, few of them needs to be procured for the SAINCA. The Memorandum of Understanding (MoU) which is proposed to be