

Expression of Interest (EOI)

For

Accreditation of Academies

Khelo India

**Ministry of Sports and Youth Affairs
Jawaharlal Nehru Stadium Complex
(East Gate)
Lodhi Road, New Delhi - 110003**

19th May, 2018

I N D E X

S.No.	Contents	Page No.
1	Text of Advertisement Invitation For Expression of Interest	3 & 4
2	Background	5
3	Aims & Objectives	6
4	Rules and Regulations	6 to 8
5	Accreditation Point System	9
6	Role & Responsibility of Khelo India	10
7	Role & Responsibility of Academy	10
8	Venue & Deadline for Submission of Proposal	11
9	Validity of Offer	11
10	Instructions to Applicants	11
11	Qualification Criteria	12
12	Evaluation Criteria & Method of Evaluation	13
13	Response	13
14	Conflict of Interest	13
15	Condition under which EOI is issued	13
16	Last Date of submission of EOI	13
17	FORMATS	
18	Format – 1 Khelo India sports Accreditation form	14
19	Format – 2 About the Academy	15
20	Format – 3 Facilities available in the Academy	17
i)	Format – 4 Sports science support	19
ii)	Format – 5 Residential facilities	20
iii)	Format – 6 Educational facilities	21
iv)	Format – 7 Coaching and Staff	22
v)	Format – 8 Performance and Results of Academy	23
vi)	Format – 9 Other Information	24
vii)	Format – 10 Declaration form	25
viii)	Evaluation Matrix	26 & 27
ix)	Terms of Reference	28 -40

a) TEXT OF ADVERTISEMENT / EXPRESSION OF INTEREST

**APPLICATION/EXPRESSION OF INTEREST FOR ACCREDITATION OF
ACADEMIES UNDER KHELO INDIA SCHEME FOR ACHIEVING
EXCELLENCE IN INTERNATIONAL SPORT ARENA.**

Khelo India a Scheme of Ministry of Youth Affairs & Sports (Department of Sports), Government of India invites expression of interest/applications from academies from all over India for accreditation in 12 Sports disciplines viz. Archery, Athletics, Badminton., Boxing, Hockey, Shooting, Swimming, Weightlifting, rowing, fencing, Wrestling and Table Tennis.

The EOI document containing the details/ terms and conditions are available on the website i.e. www.kheloindia.gov.in and www.sportsauthorityofindia.nic.in/

Last date for submission of EOI is 11th. June, 2018 upto 1400 hrs. Non-refundable fees of Rs 10,000.00 is also to be deposited by way of RTGS/NEFT transfer to the following bank

Name of Account : “Khelo India”
Bank Name : Andhra Bank
Bank Address : J.L.N. Stadium Complex, Lodi Road, New Delhi-110003
Account No. : 108510100037232
IFSC Code : ANDB0001085

Sealed envelope marked to the captioned address, containing EOI and proof of deposit of Non-refundable fees of Rs. 10,000/-, clearly mentioning EOI for “Accreditation of Academies” on the top cover is to be submitted/sent before the due date to:-

Khelo India
Room No. 202, 2nd. Floor,
Sports Authority of India,
Jawaharlal Nehru Stadium Complex,
New Delhi 110003.

Applicants meeting the qualification criteria may be invited for presentation / proposal before the selection committee.

Sandip Pradhan
CEO Khelo India

Note: Khelo India or any of its designates reserves the right to cancel this request for EOI and/or invite afresh with or without amendments, without liability or any obligation for such request for EOI and without assigning any reason. Information provided at this stage is indicative and Khelo India reserves the right to amend/add further details in the EOI.

Queries if any may be referred in writing to Head, Khelo India, at the above mentioned address or Telephone No. **01124362756** or at E-mail: kheloindia.queries@gmail.com

S. No.	Critical Dates	Date	Time
1.	Publishing Date	19.05.2018	
2.	Document Download Start Date	20.05.2018	09.00 hrs
3.	Last date of submission of documents	11.06.2018	17:00 Hrs

b) Background

The Khelo India Scheme aims to encourage sports all over the country. It aims at strengthening the sports ecosystem in India by promoting mass participation and excellence in sports. Further, the major aim of the Program is to help Indian sportspersons to reach the pinnacle of world sports focusing initially at a podium finish at the 2024, 2028 Olympics & beyond.

The scheme has 12 verticals including annual competition under which first Khelo India School Games (for sportspersons under 17 years) was conceptualized and organized to act as an avenue for identification of budding sports talent for 16 Olympic disciplines. These Games were organized in Delhi during the period 31.01.2018 to 08.02.2018.

Another vertical namely, Khelo India Talent Search & Development (**KITD**) envisages identification of 1,000 athletes every year through measures such as the holding of Khelo India competitions, NSF/SGFI competitions, etc. and by other methodologies for identification of talent. The Government has already formed committees such as Talent Identification Development Committee (**TIDC**) and Talent Screening Committee (**TSC**) consisting of eminent sportspersons who are recipient of honors such as Padma Shri Awardees, Arjuna Awardees, Dronacharya Awardees, senior coaches and representatives of National Sports Federations.

Once Khelo India Talent (**KIT**) is selected under the scheme; the grant for training, equipment, sports science support will continue till such time the athlete manifests progress and potential up-to maximum of eight years.

The identified sports talent will be given the option to join SAI Sports Academies, State Sports Academies or Sports academies established by private sector (including those eminent sports persons). Grants-in-aid can be provided for establishment, operation and maintenance of sports academies in respect of identified disciplines to these academies. University Centre for excellence can also be identified and supported under the same operational guidelines.

The operational guideline to govern above components of Khelo India is contained in MYAS operational guidelines F.No.54-I/MYAS/MDSD/2017 dated 26th December, 2017 is placed as enclosure which shall form a part and parcel of this EOI.

This document lays down the guidelines for selection, accreditation norms for the academies mentioned above. Once the academies for each of the sports are empanelled, the detailed guideline for funding, monitoring, admission process for a round the year training/camps/assessment will be evolved in consultation with such academies by KITD and High Powered Committee (HPC).

c) **Aims & Objectives:**

As mentioned above, the objective of the whole exercise is to create pathway for Indian sportspersons to achieve international success mainly in Olympics by adopting a system driven; coach lead approach. There is an urgent need to nurture the critical mass at the development level in the best of environment leading to success at elite level. It is important to mention that the talent under the age group of “train to win” stage of Long Term Athlete Development plan is sought to be identified. The pathway for excellence in senior level is sought to be created under this scheme. Khelo India Talent Development will have at least 50% women beneficiaries. Hence, there may be separate accreditation for Women & Men.

Therefore, only sports institutes striving to achieve excellence in international sports arena in senior age group need to apply.

4. Rules & Regulations:

i. The Sports to be covered:

The Academy Accreditation process would entail inviting expressions of interest from all academies across India for disciplines viz. Athletics Archery, Badminton, Boxing, Hockey, Shooting, weightlifting, Wrestling, Fencing, Rowing, Cycling and Table Tennis academies in first phase (to be called Phase I sports).

It is also proposed to accreditate other disciplines in phase II. (to be called Phase II sports)

ii. Who can Apply:

An academy (not for profit or profit venture, State/Central, PSU or SAI, running programs for sports excellence) striving to achieve excellence in global sports arena and intending to nurture Khelo India talent by obtaining funding under Khelo India scheme may apply.

iii. How to apply:

The completed EOI needs to be downloaded and filled up. Last date for submission of EOI is 11th. June, 2018 upto 1700 hrs. Non-refundable fees of Rs 10,000.00 is also to be deposited by way of RTGS/NEFT transfer to the following bank

Name of Account : “Khelo India”
Bank Name : Andhra Bank
Bank Address : J.L.N. Stadium Complex, Lodi Road, New Delhi-110003
Account No. : 108510100037232
IFSC Code : ANDB0001085

Sealed envelope marked to the captioned address, containing EOI and proof of deposit of Non-refundable fees of Rs. 10,000/-, clearly mentioning EOI for “Accreditation of Academies” on the top cover is to be submitted/sent before the due date to:-

**Khelo India
Room No. 202, 2nd. Floor,
Sports Authority of India,
Jawaharlal Nehru Stadium Complex,
New Delhi 110003.**

Applications received without or with inadequate EOI processing fees shall be liable to get rejected.

iv. Exception:

- a) Profiling of the talented athletes selected under the scheme would be done to gather information about existing training centers. If there are sufficient numbers of talented athletes from a particular training center, Khelo India may accreditate such training center notwithstanding whether such center made an application or not in all category of sports.
- b) SAI academies would also have to apply for accreditation. However, SAI also plans to establish new academies under the scheme in the existing centers for which they may be exempt from making application for a stipulated period. However, once accredited on provisional basis, all the norms will have to be followed for getting funds under Khelo India.
- c) In case, there are insufficient applications for accreditation from academies for specific sports, Khelo India may invite an eminent sportsperson, state, PSU, Central/State Government Organization to start sports academy on their own or by involving other eminent sportspersons or corporate entity. The combination of infrastructure belonging to States/SAI while academy being run by eminent sports persons & financial support given by CSR, will be encouraged.
- d) If the academies/training centers accredited to impart training of sports mentioned in Phase I are offering excellence training in other sports covered in Phase II, such academies will also be evaluated & accredited (if found suitable) for other sports during Phase I itself subject to application and other due formalities.

v. Other Conditions:

- a) Khelo India is seeking to admit players to the sports academies for next academic session, i.e. 2018-19. Hence, it is desirable that there should be accessibility of colleges/schools. However it is preferable that such sports academies have tie up with schools & colleges so that there is perfect integration of sports with education. It is

clarified that Khelo India envisages excellence in sports alongside formal education as a matter of policy.

b) The separate accreditation for residential & non-residential academy would be done. The Khelo India Talent will be given option of being day boarder even if he/she gets admission to residential academy. The suitability of location of academy in terms of accommodation & school/college location is also important factor for accreditation of the residential academy.

c) Provisional affiliation will be granted to the academies securing minimum benchmark for which detailed guidelines will be issued. In case the academy securing the minimum benchmark and having outstanding infrastructure is found to be suitable with regards to quality of coaching or sports science staff; HPC may grant accreditation, if deemed appropriate, provided the academy undertakes to take services of coaches/sports science staff approved/deployed by Khelo India.

Initially, the agreement will be for a period of one year during which the Academy will be assessed and its performance would be reviewed on regular basis. The Academy will be assisted and advised regarding improvements and betterment of the Academy to achieve the objects as stipulated by Khelo India. The performance of the Accredited academics would be reviewed and based on their performance they would be considered for affiliation for further nine years (up to 2028), which shall be subjected to terms and conditions as may be contained in fresh agreement. However, performance will be evaluated quarterly and finally on yearly basis. Academies would have to adhere to the suggestions and directions of Khelo India.. Khelo India reserves right to cancel accreditation at any time, without any liabilities, if the performance is below expectations/below the bench mark as provided by Khelo India. In such an event the Academy will be liable to return any unsettled amount and all tangible assets that have been provided to them viz. equipments, apparatus, furniture, etc. on an “as is where is” basis to Khelo India. Khelo India shall be free to add new academies as per its discretion.

The terms and conditions of the Agreement shall be shared with the selected Academies.

d) The core objective being “excellence in sports” can be achieved with a perfect blend of scientific sports coaching, support of sports science, proper nutrition, strength and conditioning etc. Hence, the capabilities in all these front needs to be taken to the level where excellence in sports at international level (in senior category) can be achieved. Hence, there may be variation in the funding within accredited academies based on quality of the services to an athlete. The Institute/Academies will be required to keep themselves abreast with such needs and adopt best practices which are followed worldwide.

e) Each academy will have to take minimum intake (to be decided in mutual consultation) under Khelo India every year from across the country to receive accreditation.

- f) As part of the process, Khelo India will form panel of experts to assess various facilities, system & processes of each applying academy. They will oversee the pre-accreditation selection of the academies. However, for multi sports discipline academies, HPC may form combined panel for assessment of common amenities.
- g) The Academy shall be solely responsible for the safety and security of players at all times and shall keep Khelo India indemnified in this regard.
- h) The Academy shall not be allowed to assign and/or outsource its responsibilities in any circumstances whatsoever.

5. Accreditation Point System:

- a. Academies claiming to fulfill the set criteria are required to email necessary proof in form of official documents on the given e mail id by a given deadline. The documents shall be scrutinized. This process will be followed by physical inspection of respective sites to verify the authenticity of the documents in respect of academies found eligible after initial scrutiny based on document. There are two sections for evaluation matrix. Section I deals with technical part and points will be done out of 100. The academy securing minimum of 50 points will only be considered for accreditation.
- b. For residential academy accreditation process Section II will have 50 points. The academies securing minimum of 25 points will only be considered for accreditation. The total points allotted will determine the Academy's rating. Gradation of all the academies will be done under Khelo India.
- c. In case, sufficient eligible applications are not received, the proposal to start new academy can be considered & provisional accreditation may be granted which will be subject to final accreditation. However, quality of coaches & sports science set up will be of paramount importance while providing Conditional accreditation.
- d. Based on the demand of each sport, base facilities & scores, the required number of academies will be accredited and will become available for admission of talented athletes and for holding of camps at regular interval.

6. Role & Responsibility of Khelo India:

- a) Identification of talented athletes to be admitted under Khelo India Talent Development vertical (Khelo India Talent-KIT)
- b) Accreditation of the academies
- c) Overseeing admission process of such athletes to the accredited academies.
- d) Funding to the academy based on number of admission of Khelo India talent e.g. expenses for lodging, boarding, training, equipment, tournament exposure, apparel, travelling (if required foreign exposure), medical, education. It is clarified that based on facilities/services available, separate matrix for funding will be worked out for each sports by HPC. The quantum and the manner of funding shall be the sole discretion of Khelo India and will depend on the evaluation of each academy as per the criteria set by Khelo India.
- e) Funding to the accredited academies may also in form of providing services of High performance Director/manager, coach, expert coach, Asst. coach, sports science support staff, consumables, monitoring & performance measurement systems, equipment for FOP, maintenance.
- f) The non-recurring expenditure will be incurred to fund critical infrastructure gaps. HPC may take different policy decision for non-recurring funding for Govt/PSU and private academies. Separate treatment for academies being run by eminent sports person can also be given.

As mentioned earlier, detailed guideline will be issued post discussion with prospective academies on various components of expenditures to be reimbursed, facilities to be developed or services to be hired. The Gap analysis would be done to ensure that once academy is accredited, quality coaching & sports science support is made available to the players.

7. Role & Responsibility of the academy:

- a) Development of an athlete as per Long Term Athlete Development Plan
 - b) Overall management of an athlete including training. Education, lodging, boarding, logistic
 - c) Maintaining overall standard of the academy as per specifications from time to time
 - d) Submitting report on performance evaluation, fitness & skill test of an Khelo India Talent (KIT) from time to time
 - e) Due branding of Khelo India & due prominence in publicity about funding to the academy & KIT
 - f) Utilization certificates & following financial norms of Govt. of India from time to time in respect of grant received
 - g) Maintaining proper accounts and books of utilization of funding which shall be open to scrutiny and inspection at all times.
8. Disclaimer: It is clarified that the accreditation is not a matter of right & can be summarily be rejected without assigning reasons. Owing to any specific reason (coaching, infrastructure facilities, diet, accommodation), the HPC reaches to the conclusion that the overall ecosystem is not conducive to produce world class result, application can be rejected. The decision of the HPC will remain final.

8. Venue & Deadline for submission of proposal

Proposal, in its complete form in all respects as specified in the EOI, must be submitted to Khelo India at the address specified herein earlier. In exceptional circumstances and at its discretion, Khelo India may extend the deadline for submission of proposals by issuing an amendment to be made available on the Khelo India website, in which case all rights and obligations of Khelo India and the applicants previously subject to the original deadline will thereafter be subject to the deadline as extended.

9. Validity of Offer:

The offer for EOI as per this document shall be valid for a period of six (6) months initially which may be extended further if required by Khelo India.

10. INSTRUCTIONS TO APPLICANTS

The Expression of Interest is to be submitted in the manner prescribed below:-
All information as detailed below is to be submitted in hard copy in separately sealed envelopes and one soft copy in CD/pen drive/hard drive:-

- i. Applicant's Expression of Interest as per Format-1.
- ii. Academy's Contact Details as per Format-2.
- iii. Facilities/ Equipment/ Technology available at the Academy as per Format-3.
- iv. Sport Science support on payroll as per Format-4
- v. Residential Facilities available at the Academy as per Format-5
- vi. Education Facilities available at the Academy as per Format-6
- vii. Coaching/ Staff Ratio at the academy as per Format-7
- viii. Performance/ Results at the Academy as per Format-8
- ix. Additional information as per Format-9.
- x. Declaration as per Format-10.
- xi. Power of Attorney in favour of Authorized Signatory with long and short signatures of Authorized person.

The applicants are expected to examine all instructions, forms, terms and other details in the EOI document carefully. Failure to furnish complete information as mentioned in the EOI document or submission of a proposal not substantially responsive to the EOI documents in every respect will be at the Applicant's risk and may result in rejection of the proposal.

11. Qualification Criteria:

Following will be the minimum pre-qualification criteria. Each eligible applicant should possess all the following pre-qualification criteria. Responses not meeting the minimum pre-qualification criteria will be rejected and will not be evaluated.

S. No.	Pre-qualification Criteria	Supporting Compliance document
1.	The Academy should be a legal entity.	Specifications and pictures to be attached
2.	The Academy/play field/ field of play should match the standard training norms.	Proof of year of establishment and starting of sports academy.
3.	The academy should not be blacklisted by any Central Govt. / State Govt. / PSU/ Govt. Bodies	Certificate for the same to be provided by the head of the academy.
4.	The Academy should have all necessary sports specific equipments required for training.	Affidavit to this respect from the head of the academy should be submitted.
5.	PAN No. /GST Tax Registration Certificate	Copy of Certificate to be enclosed.

Applicant are required to submit all documentary proofs to fulfill pre qualification criteria.

A

12. Evaluation Criteria and Method of Evaluation:

- i. Availability of Infrastructure
- ii. Availability of Coaching Staff
- iii. Availability of support staff - qualification, experience & ratio - on site availability will be key factor of assessment
- iv. Results of the Academy in terms of International and National sportspersons produced in the last 3 years i.e. since 1.4.2015

13. Response:

1. Applicants must ensure that their application is submitted as per the formats attached with this document.
2. Application in sealed cover superscribed as “EOI for Accreditation of Academies”

14. Conflict of Interest:

- a) Where there is any indication that a conflict of interest exists or may arise, it shall be the responsibility of the Applicant to inform Khelo India, detailing the conflict in writing as an attachment to this application.
- b) Khelo India will be the final arbiter in cases of potential conflicts of interest. Failure to notify Khelo India of any potential conflict of interest will invalidate any verbal or written agreement.
- c) A Conflict of Interest is where a person, who is involved in the accreditation, has or may be perceived to have a personal interest in ensuring that a particular applicant is successful. Actual and potential conflicts of interest must be declared by a person involved in the process.

15. Condition under which EOI is issued:

The EOI is not an offer and is issued with no commitment. Khelo India reserves the right to withdraw EOI and or vary any part thereof at any stage. Khelo India further reserves the right to disqualify any applicant, should it be so necessary at any stage.

16. Last date of submission of EOI:

The last date of submission of EOI is 11.06.2018 (1700 hrs.).
The Opening Date & Time is 12.06.2018 (1100 hrs.)

17. FORMATS FOR SUBMISSION:

FORMAT – 1

**Khelo India
Sports Academy Accreditation Form**

Sports discipline applying for :

(Please mention all the sports if applying for multi-sports accreditation)

Category: Residential/Non residential

Academies applying are requested to please note and keep in mind that supporting documents for each of the criterion must be submitted/emailed for verification. Failure to provide supporting documents for each criterion will result in cancellation of the application/failure in the said criteria and in turn failure to secure Accreditation.”

FORMAT – 2

About the Academy

Name of the Academy			
Legal Entity (Please submit registration certificate, copy of licenses as applicable)			
Start and Year(s) of existence			
Location of the Academy			
State/NSF Affiliation			
Contact details	Landline No.		
	Mobile No.		
	Email id		
Administrative Staff	Male		
	Female		
No. of Coaching staff	Male		
	Female		
Trainees at the Academy Game/sports wise	Male	14 – 17	
		18 +	
		Total	
	Female	14-17	
		18 +	
		Total	

No. of Trainees trained by the Academy in last 3 years.

Achievement of Trainees in the last three years (supported by the documents)

Checklist for documents to be attached: 1.

1. Prescribed proforma duly filled in, signed along with requisite fee.
2. Attested legible copies of Registration Certificate, Aims & Objects, Overview and achievements of Academy, Copy of licenses and Memorandum of Association (Wherever applicable).
3. Audited copies of Balance Sheets for the last 03 years. (Wherever applicable)
4. Details of Achievements of trainees of the Academy in the last 3 years.
5. Self attested Copies/Certificates of document regarding the technical qualification possessed by the individual/Trainer/Coach in the particular game.
6. Self attested copies of the documents regarding participation of the individual at international / national/state level in the particular game of choice.

FORMAT – 3

A. Facilities available at the Academy

AREA	PLEASE TICK (wherever applicable)		REMARKS
	YES	NO	
1. FOP / Stadium			
i) Indoor (if yes size approx)			
a) Wooden/ Synthetic			
b) Roof Clearance			
c) Lights (Lux level)			
d) Seating arrangement			
ii) Outdoor (if yes size)			
a) Artificial/ Synthetic grass			
b) Lights (lux level)			
c) Field maintenance equipment's (eg: roller, grass cutting machine)			
iii) Track (if yes size)			
a) Surface -Synthetic / Soil			
b) Lights (lux level)			
2. Gymnasium (if yes size)			
i) Type and number of Equipment (Breakup can be given as annexure)			
3. Recovery facilities			
4. Swimming pool (if yes size)			
i) Temperature controller (if required)			
ii) Change rooms			

5. Other facilities			
i. Rooms for office work			
ii. Other facilities / services (Please specify)			
iii. Ownership property (In case of lease, rental indicate years of lease/rental agreement (Property document will be verified during inspection))			

A.i. Existing Fees structure of the academy for lodging, Boarding, training etc

A.ii. Existing expenditure norms for each player (applicable especially to Govt academies)

A.iii. Please enclose diet chart etc.

Equipment / Technology / Curriculum available for training in the Academy

EQUIPMENTS REMARKS	PEASE TICK		
	YES	NO	
Sports Science Equipment's			
Audio/video and digital analysis			
Sport specific Technology/equipment			
Structured training methods			
Performance evaluation mechanism			

*Please add rows if more equipment is available

(For personnel pl write all the names & indicate full time, part time etc)

FORMAT – 4

Sport Sciences Support

AVAILABILITY OF	PLEASE TICK		REMARKS
	YES	NO	
Physiologist (enclose profile)			
Masseur (enclose profile)			
Dietician and nutrition experts (enclose profile)			
Doctor/ sports injury management team (enclose profile)			
First aid room			
Physiotherapist(enclose profile(s))			
Yoga instructor (enclose profile)			
Strength and conditioning trainer (enclose profile)			
Tie up with any hospital			

FORMAT – 5

Residential facilities (Please indicate separate bifurcation for both the Gender)

RESIDENTIAL FACILITIES	REMARKS
Total number of athletes who can be provided residential facilities. (Please indicate Boys & Girls Accommodation separately in Year I) Distance between FOP & residential facilities	
Occupancy (Double, triple)	
AC/Non AC rooms (Mention for Boys and Girls separately)	
Bathrooms and toilets ratio	
Laundry	
Dining room	
Kitchen	
Leisure/recreation room	

FORMAT – 6

Educational facilities

	PLEASE TICK		Remark (especially Result of last three Years in Class XII & final Year for college)
	YES	NO	
School/College availability within 2kms			
Vernacular School			
CBSE School			
College-multi stream			

* **Education tie up** (The Key factor would be quality of institute (result of the school in 12th std for last three years and whether there is a special tie up for admission of talented players to education institute, fees waiver and also special attention towards athletes eg. weekend training, travelling education faculty, etc)

FORMAT – 7

Coaching and Staff

MANAGEMENT & TECHNOLOGY	PEASE TICK		REMARKS
	YES	NO	
<p>Head Coach, Technical Director, High Performance Director</p> <p>(Profiles & their period of contract, full time/part time etc may be enclosed)</p>			
<p>Assistant coaches & ratio w.r.t number of players.</p> <p>Please indicate number of women/men coaches separately. (Profiles may be enclosed)</p>			

FORMAT – 8

Performance and Results of Academy

PERFORMANCE (1.4.2015 onwards as senior)	REMARKS
No. of international sportsperson nurtured and produced	Please indicate name of athletes & Competitions along with their ranking, where ever applicable
No. of national sportsperson nurtured and produced	-do-
No. of university games sportsperson nurtured and produced	-do-

Name of Athletes		
A. Achievement at Junior Level		
Name of Competition	Recognition by International / National Federations (Yes/ No)	Achievement/ Ranking
B. Achievement at Senior Level		
Name of Competition	Recognition by International / National Federations (Yes/ No)	Achievement/ Ranking

FORMAT – 9

OTHER INFORMATION

	Please Tick		Remarks
	Yes	No	
Administration Set Up (Mention Posts and numbers)			
Availability of Insurance for sportspersons			
Is any CSR funding being availed			
One time & recurring Govt/PSUs funding details			
Talent Identification staff availability			

FORMAT 10 **Declaration form**

Acknowledgement no. from bank

Bank Name **Andhra Bank**
Account Name **Khelo India**
Address **J.L.N. Stadium Complex,
Lodi Road, New Delhi 110003**
A/c No. **108510100037232**
IFSC code **ANDB0001085**

Declaration: I hereby declare that I am competent to make an application & hereby submit the same for accreditation of the academy under Khelo India.

I hereby declare that the above information provided along with the submissions are true. In the event of any fudging, falsification or misrepresentation of the same, I claim sole responsibility. Khelo India management can thereby take any measure or action under its jurisdiction against the entity in such an event including rejection/cancellation at any point of time without any liability whatsoever. I also accept that the results of the Accreditation are final. Any clarification to be sought in regard to the accreditation rules and results are to be through Khelo India only.

Head of Administration: _____
Signature: _____
Date: _____

Seal/Stamp

Mandatory Conditions for the applicants

The applicants have to specify the Field of Play of their respective discipline and they have to be to the standard norms for training.

Applicants may please note

- Only the application form may be emailed at ddgsai2017@gmail.com & hard copy to be sent to the Khelo India office with all supporting documents , pictures & documentary proofs with a soft copy (cd/pen drive/hard drive etc.).
- Forms submitted after the last date i.e. 11th. June 2018 17:00 hrs will not be accepted.
- Applications without requisite fees would not be entertained.
- The decision of Khelo India would be final.
- The accreditation would be initially for a period of one year only and liable to be cancelled if the academy performs below standard or Khelo India is not satisfied for any reasons whatsoever.
- Formal agreement for empanelment will be executed post selection.
- Queries to be submitted to the email id kheloindia.queries@gmail.com on or before 8th. June 2018

**Section I : Mandatory for residential as well as non residential
EVALUATION MATRIX**

1.Availability of infrastructure (This will differ from sports to sports. Each Academy to specify sports infra & related equipment available along with quality, dimension, numbers etc)	Score	Comments
Size of FOP		
Construction quality/surface quality		
Maintenance quality		
Maintenance staff availability		
Toilets & General Hygiene		
Rooms for office work		
AC non AC FOP (in case of Indoor)		
Total out of Maximum of 30		
2.Availability of coaching staff (Please specify)		
Head Coach, Technical Director, High Performance Director & their qualification, their period of contract, full time/part time etc		
Assistant coaches & ratio w.r.t number of players		
Collaboration for technical know how		
Sports Science Support		
Total out of maximum of 25		
3.For each of support staff- qualification, experience & ratio, on sight availability will be key factor for assessment and facilities (25)		
Physiotherapist		
Physiologist		
Strength & conditioning trainer		
Dietician and nutrition experts		
Masseurs		
Doctor/sports injury management team		
Recovery expert		
Psychologist		
First aid room		
Yoga Instructor		
Gymnasium		
Total out of a maximum of 25		
3. Results of the Academy (20)		
No. of international sportspersons produced in the last three years		
No. of national senior sportspersons produced in the last three years		
Total (100)		

Section II : Evaluation Matrix for Residential Academy

1. Residential facilities		
No. available for new admission		
Distance between FOP & residential facilities		
Occupancy (Double, triple will be preferred)		
Bathrooms and toilets available		
Quality of rooms		
AC/Non AC rooms (Mention for boys and girls separately)		
Dining room		
Kitchen		
Leisure/recreation room		
Quality & number of persons managing facilities		
Total out of Maximum of 20		

2. Educational tie up		
The Key factor would be quality of institute and whether there is a special tie up for admission of talented players to education institute, fees waiver and also special attention towards athletes e.g. weekend training, travelling education faculty etc.		
Vernacular School		
CBSE School		
College-multi stream		
Total out of Maximum of 10		
3. Quality of food Out of 20		
Total (out of 50)		



Terms of Reference



युवा कार्यक्रम और खेल मंत्रालय
MINISTRY OF
YOUTH AFFAIRS AND SPORTS

Operation Guideline

BY SPEED POST/ BY HAND

**F. No. 54-1/MYAS/MDSO/2017
Government of India
Ministry of Youth Affairs & Sports
Department of Sports
Mission Directorate – Sports Development**

**Cafeteria Building,
Pragati Vihar Hostel,
CGO Complex, Lodhi Road,
New Delhi- 110003,
Dated: 26th December, 2017.**

To

**Principal Secretary/ Secretary in charge of sports of States/UTs
Secretary of Sports Authority /Sports Council of States/UTs**

Subject: Operational Guidelines on “Talent Search and Development” component of Khelo India – National Programme for Development of Sports Scheme.

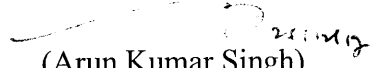
Sir/Madam,

The undersigned is directed to state that the Khelo India – National Programme for Development of Sports Scheme has been circulated to all stakeholders vide this Ministry’s letter No. 29-1/MYAS/MDSO/2017 dated 16th October, 2017.

2. One of the twelve components of the Khelo India scheme is “Talent Search and Development”. Operational Guidelines on “Talent Search and Development” are enclosed as Annexure for information and appropriate action.

Yours faithfully,


Encl: As stated.


(Arun Kumar Singh)

Under Secretary to the Govt. of India
Tele No. (011) 24361823

Copy to (with enclosure) :

1. PS to MoS (I/C), YAS
2. PS to Secretary (Sports).
3. PS to JS (Dev)
4. PS to DS (SG)
5. All Officers of Mission Directorate – Sports Development.


(Arun Kumar Singh)

Under Secretary to the Govt. of India

**GOVERNMENT OF INDIA
MINISTRY OF YOUTH AFFAIRS AND SPORTS
DEPARTMENT OF SPORTS**

OPERATIONAL GUIDELINES

KHELO INDIA – TALENT SEARCH AND DEVELOPMENT

1. Preface:

1.1 The Khelo India Scheme aims to encourage sports all over the country, thus allowing the population to harness the power of sports through its cross-cutting influence, namely, holistic development of children & youth, community development, social integration, gender equality, healthy lifestyle, national pride and economic opportunities related to sports development.

1.2 Vision:

To infuse sports culture and achieve sporting excellence in the country

1.3 Mission

To encourage sports all over the country thus allowing the population to harness the power of sports through its cross cutting influence, namely, holistic development of children & youth, community development, social integration, gender equality, healthy lifestyle, national pride and economic opportunities related to sports development.

1.4 Components of the Scheme;

The Khelo India Scheme would include the following components/objectives:-

- i. Play field development & Geo tagging of play field and sports infrastructure
- ii. Community coaching Development
- iii. State Level Khelo India centres
- iv. Annual Sports Competitions
- v. Talent Search and Development
- vi. Utilisation and creation/Up gradation of Sports Infrastructure
- vii. Support to National/Regional/State Sports Academies
- viii. Physical fitness of School going Children
- ix. Sports for women
- x. Promotion of Sports among persons with disabilities
- xi. Sports for peace and Development
- xii. Promotion of rural and indigenous/tribal games

1.5 Talent Identification & Development (TID) under the Scheme:

The country with vast diversity in terms of physical attributes offers immense opportunity to excel in the field of sports provided sporting talent is identified at right time and age appropriate nurturing is done by coaches with the help of sports science support to achieve the objective of winning 20 Medals in 2028 Olympics.

1.6 In year one, about 1,000 athletes will be supported annually under the scheme in priority sports disciplines to be identified by a High Power Committee for a period of about eight years.

Accordingly, every year 1000 athletes will be added to the bench strength of the selected sports disciplines, thereby ensuring second and third tier athletes for such disciplines.

2. AVENUES FOR IDENTIFYING TALENTS

2.1 The National competitions involving schools, colleges, Universities and NSFs under Khelo India Scheme may serve as avenues for talent identification.

2.2 The National championships and National Sports Talent Search Portal of SAI will provide a platform for identification of talent.

2.3 The Gujarat model of Mobile van will be adopted for better identification of talents.

2.4 The duly constituted High power Committee shall have the discretion to recognize further avenues that may be utilized for identifying talents.

3. SPORTS DISCIPLINES TO BE COVERED

3.1 The Duly Constituted High Power committee, based on recommendations from various stake holders, will decide sports to be supported under this scheme from time to time. The sports disciplines can change from time to time depending upon the potential/advantage they offer in terms of better performance in the international sports arena, especially in Olympics.

4. CRITERIA FOR SELECTING ATHLETES TO BE SUPPORTED UNDER THE SCHEME

4.1 Each Sports discipline will have specific parameters for selection depending on its nature and the individuals to be assessed. The parameters will be decided by the duly constituted High Power Committee in consultation with the eminent sportspersons of the respective sport disciplines for which athletes are to be identified.

5. Implementation of the TID through Long Term Athlete Development (LTAD) under the Scheme:

5.1 The scheme will be implemented through a three-tier structure, comprising the Talent Identification & Development Committee (TIDC) for each Sports discipline, the Talent Screening Committee (TSC), and the High Powered Committee (HPC) to be appointed by the Government as the apex body.

5.2 The Composition of the HPC would be as under

- | | | |
|--|---|---|
| 1) Secretary(Sports) | - | Chairman |
| 2) Deputy Director General, SAI | - | Chief Executive Officer &
Member Secretary |
| 3) Eminent Sportspersons (three)
(to be nominated by Chairperson depending on sports discipline considered) | - | Member |
| 4) Eminent Coaches (two)
(to be nominated by Chairperson) | - | Member |

- | | | |
|---------------------------|---|--------|
| 5) Representative of IOA | - | Member |
| 6) Representative of MYAS | - | Member |
| 7) Sports Science Expert | - | Member |

5.3 The Chairman may co-opt or invite any other experts as deemed fit for the meeting. The committee will meet once at least once in a quarter and grant all the approvals (financials & operational) as necessary. The committee may delegate the powers as deemed necessary.

5.4 More specifically, the powers and responsibilities of the HPC shall include, but not be limited to:

- 1) To manage, monitor and ensure effective and efficient implementation of the scheme
- 2) Decide on sports disciplines (and may be event wise) to be supported and number of athletes to be supported under each discipline (along with Boys/Girls ratio)
- 3) To issue guideline on target age for each of the sports discipline & events (Separately for Boys & Girls)
- 4) To decide on avenues to through which talents will be identified
- 5) To decide on criteria for selection of athletes
- 6) To decide on components for which financial support will be provided to selected talents and modes through which such support will be delivered to them.
- 7) To decide accreditation guidelines for academies, training institutes, sports science, injury management Institutes
- 8) Grant accreditations to these institutes/organisations ;
- 9) Put in place monitoring mechanism for these institutes/organisations to ensure players are getting adequate services
- 10) Issue various guidelines on funding for various component of support to the player (eg consumable, equipment, training, education, logistic, national/international tournament exposure, providing sports science support, Injury Management)
- 11) To approve list of players to be supported
- 12) To finalise and approve the budget for each year
- 13) To negotiate and finalise terms for multi sports discipline academies/Institutes
- 14) The HPC will be empowered to take up any other matter for consideration that it may deem necessary for effective and efficient implementation of the TID through LTAD.
- 15) May devise incentive norms for States, NSFs, SGFI, AIU and other organisations for encourage of talent identification.
- 16) To hire coaches, support staff, personnel & other experts required to run the program successfully.

6. Talent Identification Methodology:

6.1 Each Sports **discipline** will have different parameters and methodology for talent identification. However, it is clarified that in order to achieve objective, the appropriate young athletes (Development group- Train to win and may be train to compete) needs to be identified

and supported for fairly long period. Also, every year, the objective criteria may be made more stringent. Broadly, following guidelines will be used for talent identification:

- 1) Talented players will be identified from national competitions involving schools, colleges, Universities under Khelo India Scheme;
- 2) National championships and other competitions conducted by NSF's
- 3) From National Sports Talent Search Portal of SAI
- 4) Duly constituted **HPC** may also adopt globally accepted scientific methods to spot and identify talent
- 5) Identification of talent may involve conduct of pan-India trials by talent scout to be engaged for the purpose in association with States/UTs.
- 6) As far as possible, objective & quantifiable selection guidelines will be formed.
- 7) Quantifiable short term, medium term & long term target for each of the player will be set by the committee. The spend on each of the athlete will depend upon improvement in performance & achievement of the target. Baseline support to each of the athlete & academy/training centre supporting him would be decided. The incentive structure for more spend would be put in place which would encourage the athlete & coaching institute/training centre to strive for excellence. Gradation of an athlete may be done.
- 8) Owing to insufficient talent pool in any sports discipline (or may be specific events) which is targeted for achieving excellence in Olympics, TIDC may recommend selection of an early age potential athlete (capable of excelling in that particular event or sports discipline) purely on objective scientific criteria.

7. Talent Screening Committee (TSC):

7.1 For each Sports, Talent Screening Committee will be appointed consisting of eminent athletes, coaches **and other stakeholders, as may be deemed necessary**. The help of professional talent scouts can also be taken. The screening committee may observe players during various competitions/camps and make list of talented players. The list along with profile will be put up and presented before **TIDC** for each sports.

7.2 This committee will be provided support of data analysts, and any other **support** that is required to enable them to function effectively. Video analysis of the players during the competition/camps/trials will enable them to make proper analysis of sporting talent.

8. Talent Identification & Development Committee (TIDC) for each Sports:

8.1 The TIDC will be appointed by the Government for each sports and will consist of eminent athletes, National observer, eminent coaches, talent scouts, sports scientists, and representatives from NSF's and SAI DG/DDG. The role of the TIDC will be as under:

- 1) To recommend the final list of players for talent support

- 2) Removal (including temporary discontinuation) of the player from the scheme owing to the reasons such as improvement in performance, sincerity to achievement of goal, positive report in dope testing, any behavior of player that brings disrepute to the game or government etc. The reason for removal to be recorded in writing.
- 3) To decide talent identification methodology and parameters (eg target age groups) with in broad parameter defined by **HPC**. It is clarified that the purpose of the scheme is to achieve excellence in Olympics 2024 ,2028& beyond. Hence early age talent needs to be selected. (For support of athletes for 2020 Olympics, TOPs committee/FSC has already been constituted)
- 4) To recommend guideline for accreditation of academics/institutes/training centres where the talented players can be trained along with reasonability of expenses for each of the category.
- 5) To recommend accreditation of Academies/Institutes/Training centres in various categories & nature of support,**if required** to be provided to these entities for supporting talented athletes selected under the scheme (incentivized structure based on improvement of performance is suggested)
- 6) To recommend various components of support such as consumables, equipment, tournament exposure, sports science support, injury management, education, travel, lodging, Boarding.
- 7) To recommend on talent tracking software/ equipment/support/technical manpower or services of any other expert agencies required centrally or at various location
- 8) To recommend sports science, injury management institutes/organisations (Indian and Abroad) along with rate card where talented athletes will be trained/supported.
- 9) To carry out review the performance of the player in the frequency to be decided by them; for this purpose to decide on data management system & monitoring mechanism

The protocol for age verification would be followed.For the purpose of selection/weeding out, as much as possible, objective criteria may be laid down.

8.2 Under normal circumstances, the HPC will consider the recommendation of **TDIC** and take final decision. However, owing to shortage of time or any **other** compelling reason(s), for the benefit of the players, cross cutting influence on various sports or for any other reason, any matter can directly be decided in the **HPC**.

9. Talent Development- Support to National/Regional/State Sports Academies:

9.1 The identified sports talent will be given the option to join SAI Sports academies, sports schools, sports colleges, State Sports Academies or Sports academies established by private sector (including by sports persons). Grants-in-aid will be provided for establishment, operation and maintenance of sports academies in respect of identified disciplines to these academies. As

mentioned earlier, norms would be developed for rating & accreditation of the academies to facilitate selection of appropriate academies for support.

9.2 There will be a close coordination with the schools and universities including National Sports University so that the identified talented sports persons can be placed in appropriate institute for the purpose of academics, training and utilisation of sport infrastructure facilities.

9.3 Common norms will be evolved for the purpose of identification of sports talent, training methodology, monitoring and performance measurement systems, LTAD requirements of sporting facilities, sports science back up, sports medicine etc so that there is some uniformity of processes to be implemented by various institutes and academies.

9.4 Funding would be provided to these accredited academies for need based support for both critical infrastructure gap and technical assistance in terms of coaches, sports science support etc to sports academies on merit. The recurring expenditure will be for engagement of High Performance Director, Coaches, Support Staff, consumables, monitoring and performance measurement systems, competition exposure, education etc. The non-recurring expenditure will be incurred to fund critical infrastructure gaps including equipment in such academies. In the initial period, an amount of Rs 60 Crore will be earmarked for need based support which will have recurring component of Rs 40 Crore and non- recurring component of Rs 20 Crore.

9.5 Talent Development-University Centre of Excellence:

As mentioned earlier, the academies would include training centres imparting excellence sports training in the identified sports for excellence in Olympics (mainly). Universities imparting sports training need to be identified and supported separately since most of the talented athletes identified would require university education as well.

9.6 The infrastructure support to the universities has been dealt with the operational guideline for infrastructure. Recurring expenditure will be incurred for the items mentioned above.

9.7 Sports Schools:As a matter of policy, an attempt will be made to ensure that the education requirement of the talented players will be addressed through special arrangements. Some states may have their own sports schools (the schools qualifying under the norms for the academies will also be eligible to get benefit). Such schools will be empanelled for the purpose of admission of such talented sports persons.

9.8 In the initial period of implementation, the academies (including sports schools & Universities) would be funded for Archery, Boxing, Wrestling, Shooting, Hockey & Badminton where India has been traditionally strong and has more chances of winning medals. Once robust system of accreditation, monitoring & evaluation is established; number of sports would be increased to eventually align with the sports mentioned in Para 5. One academy of para olympic would be supported.

9.9 As mentioned earlier, the Talent Identification & Development Committee (TIDC) will recommend the norms for accreditation of the academies, University Centre of Excellence (UCOE), Sports School. Once the norms are approved by High Powered committee (HPC), the accreditation and rating of such centres (Academies, UCOEs, Sports Schools) would be done. It is clarified that the funding norms would be made for residential as well as non- residential, although residential arrangement would be preferred so that the players from across the country can avail the benefit.

9.10 For each sports, indicative number of academies to be supported initially could be 4-6. Similarly, the 2-4 Universities & Sports Schools can be covered initially for each of the sports. This number is indicative and HPC will have power to change depending upon the profile of the talented players.

9.11 Again, the gender equality will be the key to the success of the scheme since there are equal number of medals. It will have to be ensured that the events in each sport that is being targeted for Olympics are covered properly for assistance.

9.12 In case, HPC is of the opinion that there aren't enough number of academies for a specific sports (or events) or the quality of the academies is not good enough that is worth investing, the fresh proposal for opening the new academies/establishing the sports schools or University of excellence Centre can be called for from SAI, States or private organisations.

9.13 It is clarified that under the funding for academies/UCOE, the funds would be provided for scaling up of the academy and would be separate component. Player based additional funding will be provided on admission of talented athlete.

11. Implementation of the Scheme:

11.1 Setting up of a Project Implementation Unit (PIU)

- 1) The Government will appoint Chief Executive Officer(**CEO**)(Not below the rank of Joint Secretary) to run the scheme in an efficient manner.
- 2) Since in year five, 5,000 athletes (budget of Rs 260 Crore) will be required to be supported, a professional structure will be required to ensure timely support to the player. **Therefore, a PIU will be set up for assisting the CEO in discharge of his roles and responsibilities.**
- 3) Creation and updation of online portal that carries all necessary information **will also be done. This portal will serve as an end-to-end solution for monitoring implementation of TID.** Development and maintenance of online portal will be done through professional agency.
- 4) The necessary expert manpower **will be engaged** either through **a transparent** tendering process or **by advertising position** on a project basis through total solution provider (TSP). Project Management Executives **will** also be appointed, **on need**

basis through a transparent engagement process, at various locations in the country

- 5) For each Sports, services of expert coaches **will be taken** to assist CEO, **as and when required**. The same may be hired **through a transparent process** or taken from SAI or other organizations on deputation basis. International experts shall also be engaged for project implementation.

11.2 Roles and responsibilities of the CEO

- 1) Once decision is taken by the High Powered Committee (HPC), the responsibility of implementation will be with CEO.
- 2) He will be responsible for disbursement of the funds sanctioned by HPC.
- 3) He will have power of expenditure up to Rs 1,00,00,000 on approved items of expenditure. Above Rs 5,00,000, he will seek approval of **duly constituted Finance Committee** consisting of the following:
 - a. Chief Executive Officer, Chairman
 - b. Director Finance, SAI, Member
 - c. Director/Deputy /Under Secretary, MYAS Member
 - d. Assistant/Deputy Director, Khelo India, Member Secretary
- 4) For **finalization of** technical specifications and **Technical** evaluation, a separate committee may be constituted from time to time by the CEO, if required.
- 5) **CEO may, with the approval of** Chairman, HPC, form procurement/purchase committees as **may be** required.
- 6) A **Joint** CEO may be appointed by the Government to whom the operational powers may be delegated by the CEO as deemed fit. Financial power upto Rs 10,00,000 on approved items of expenditure will be given to the Joint CEO **with the approval of Chairman, HPC**. The other manpower may be drawn from SAI if required.

11.3 Sponsorship & CSR funding: Efforts will be done to **supplement financial resources** by raising sponsorship **or through CSR initiatives**.

12. FINANCIAL ASSISTANCE AND SUPPORT

12.1 **Under the Scheme**, In the first year, Rs 50 Crore will be earmarked annually for 1,000 athletes for talent nurturing towards training/coaching, education, diet, consumables & equipment, sports nutrition support, sports science support, Lodging, Boarding, foreign exposure for competition/training. Every year, 1,000 athletes would be added. However, under the scheme, a system is proposed to be developed as against individual support envisaged in TOP scheme.

12.2 Every year, **Another** Rs 10 Crore will be earmarked for the management of the scheme such as online portal, player management, talent identification, scientific profiling, conduct PAN

India trials etc. The implementation will be done through SAI, State/UT Governments, reputed athletes and private bodies. International experts shall also be engaged for the project implementation to draw from the successful experience of such experts and ensure implementation of the TID through LTAD in lines with international best practices.

12.3 Out of the talented players identified in priority sports disciplines at various levels through different avenues, best talent in those sports discipline will be identified by the High Powered Committee and provide annual financial support upto Rs 5.00 lakh per annum for a period of 8 years under a Long term Athlete Development Program(LTAD).

12.4 Financial support to selected talents will be towards training/coaching, diet, consumables & equipment, sports nutrition support, sports science support, Lodging, Boarding, foreign exposure for competition/training, medical assistance, psychological assistance, insurance etc.

12.5 Continuation of support to an athlete will be subject to his/her progress/performance in the identified sports discipline concerned, ensuring the best performers, having potential to excel at the highest level, are given continuous support and non-performers/non achievers can be taken out of the system. This will ensure a sizable bench strength that the country is lacking at present. Additional funding requirement, if any, shall be met through mobilizing CSR support.

12.6 The High Power Committee will decide on any additional components to be supported through funding and the specific amount and norms for each components to be covered.

12.7 Funds will be released to the National/Regional/State Sports Academies supported under the Khelo India Scheme or to any other sports academy in which the athlete has got admission.

12.8 In the case of Academies other than those supported under the Khelo India scheme, the academy to be funded shall sign an agreement with SAI with respect to the components to be funded and facilities to be provided to each athletes in lieu of the financial assistance extended.

12.9 The funds released for supporting the athletes shall be utilized for providing facilities not covered by financial assistance under any other schemes.

12.10 Continuation of support to an athlete will be subject to his/her progress/performance in the identified sports discipline concerned, ensuring the best performers, having potential to excel at the highest level, are given continuous support and non-performers/non achievers can be weeded out. Additional funding requirement, if any, shall be met through mobilizing CSR support.

13. APPROVAL MECHANISM AND RELEASE OF FUNDS

13.1 A Targeted talent identification plan will be prepared by the CEO with quarterly target projections for identifications of athletes for support with detailed analysis. Based on the detailed plans, the funds shall be released to Khelo India Account to be maintained separately by SAI..

13.2 13.3 After the utilization of the funds the PIU TID shall submit utilization certificate. Online application forms would be devised from time to time by PIU in consultation with the committees.

14. Monitoring Mechanism:

14.1 Monitoring : Monitoring of Progress of implementation of the scheme will be done through normal channels like calling periodic progress reports supported by documentary evidences, random visit by the representatives of MYAS/SAI, furnishing of utilization certificates etc.