HIGH COMMISSION OF INDIA, CANBERRA

सत्यमेव जयते

STRATEGY FOR SPORTS COLLABORATION BETWEEN INDIA AND AUSTRALIA

A comprehensive partnership from grassroots to podium



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STRATEGY FOR SPORTS COLLABORATION BETWEEN INDIA AND AUSTRALIA:

A comprehensive partnership from grassroots to podium



This Strategy Report has been commissioned by the High Commission of India in Canberra, Australia and has been authored by Molina Asthana. Molina is an Australia-based lawyer and an expert in the sports industry. She serves on, and chairs, a number of sports boards in Australia and is an ambassador for multiple sports in Australia. She is the founder of Multicultural Women in Sport, serves on the Playwell Leadership Group of the Australian Sports Commission (ASC) and is currently the National Chair for Sport, Art and Culture of the Australia India Business Council.

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Minister's Message

डॉ. मनसुख मांडविया
DR. MANSUKH MANDAVIYA



मंत्री
श्रम एवं रोज़गार
व युवा कार्यक्रम एवं खेल
भारत सरकार
Minister
Labour & Employment
and Youth Affairs & Sports
Government of India

MESSAGE

14 OCT 2025

I am delighted to note that the High Commission of India in Canberra, Australia is bringing out the report 'Strategy for Sports Collaboration between India and Australia: A Comprehensive Partnership Grassroots to Podium'.

Aimed at considerably widening the discourse for sports collaboration between the two countries, the Strategy is well-timed with path-breaking efforts in India geared to make the country a sports superpower. Guided by the vision of Prime Minister Shri Narendra Modi for sports not only to create champions but also promote peace, progress and wellness, the key initiatives include the National Sports Policy 2025 and the National Sports Governance Act of 2025. India's upcoming new sports edifice rests on the key pillars of pursuance of excellence on global stage, making sports a People's Movement, promoting sports for economic and social development, integrating sports with education and providing a strategic framework for governance and monitoring, private sector participation, technology & innovation and a whole-of-Government approach.

Australia is a close friend and partner of India. A mutually beneficial sports partnership between India and Australia will draw from Australia's rich sporting prowess in performance, sports technology, governance & administration and infrastructure. It will also build upon the excellent people-to-people ties that characterise the cordial bilateral relations.

I hope that the report brought out by the High Commission will contribute to evolving a bilateral roadmap for long-term sport collaboration between India and Australia, building on each other's strengths and capabilities. I wish all the best in this regard to the High Commission of India in Canberra and to all other stakeholders in the growing India-Australia sports partnership.

I also look forward to contributing to closer and stronger cooperation between India and Australia for excellence in sports.

(Mansukh Mandaviya)

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Foreword



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सत्यमेव जयते

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FOREWORD

The cordial relationship between India and Australia and their peoples has been traditionally characterised by three Cs – *Cricket, Curry* and *Commonwealth*. In the 21st Century, a few more Cs have propped it across the spectrum of bilateral ties. They include India-Australia Comprehensive Strategic Partnership, which celebrates five years in 2025, closer cooperation in economy, and competitiveness as well as growing collaboration in sports.

The transformational changes in India over the past decade or so have put the country of over 1.4 billion people on the road to being a developed nation – *Viksit Bharat* – by 2047. Sports represent a key section of this transforming landscape.

As in other areas of international relations, partnerships and synergies are key to pursuing all round excellence in sports. The recent initiatives in India through the National Sports Policy and National Sports Governance Act provide the right opportunity for enhanced cooperation between India and Australia in all sport-related fields.

I would like to thank Ms Molina Asthana, a sports-industry expert, for preparing the timely Strategy Report for Sports Collaboration between India and Australia. I cannot wait to see the Report providing further substantive basis for more dialogue, discussions and decisions to forge a Comprehensive Sport Partnership between India and Australia.

(Gopal Baglay)
24 October 2025

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Photo Credit: Desi Australia



International Day of Yoga Celebrations in Sydney, Australia

Executive Summary

The collaboration between Australia and India in the sporting domain represents a strategic opportunity to deepen bilateral ties, enhance mutual prosperity, and foster professional and cultural exchange.

Australia has long been a global leader in sports, excelling in elite competitions and fostering grassroots engagement through advanced systems of sports governance, science, technology, and infrastructure development. India, with its burgeoning aspirations to host global events like the 2036 Olympics and the 2030 Commonwealth Games, as well as its growing sports ecosystem beyond cricket, views Australia as a natural ally in these endeavours.

This Strategy Report highlights key areas where collaboration can yield significant benefits, including capacity building in both high-performance and community sports development, world-class sports education, management and governance, robust infrastructure planning, and the utilisation of cutting-edge sports technology. It emphasises the potential for knowledge sharing, particularly drawing from Australia's extensive experience in hosting Major Sporting Events (MSEs) such as the Olympics and Commonwealth Games, which have created enduring legacies of excellence.

Both nations share a history of strong relations, characterised by political, economic, and cultural partnerships. Cricket has served as an emblematic bridge between the countries, but there is immense potential to expand this collaboration into other sports and sports-related areas. These emerging avenues offer opportunities for economic outcomes, enhanced people-to-people links, and soft diplomacy.

This Strategy Report sets the foundation for strategic, practical partnerships that can be forged to support India's ambitions, while leveraging Australia's role in advancing global sports competency. It also provides a number of recommendations to synergise the strengths of both nations for sporting collaborations.

Action Plan

1. Capacity Building Initiatives

1.1 High-Performance

- Facilitate athlete visits from India to the Australian Institute of Sport (AIS) and state institutes for training and learning at world-class facilities.
- Partner with Australia to establish High-Performance Sports Centres in India in collaboration with Indian states or private organisations.
- Adopt holistic approaches to High-Performance by leveraging learnings from Australia's Win Well Strategy to strengthen India's Olympic bid.
- Implement athlete support programmes modelled after Australian initiatives and collaborate with Australian universities/Technical and Further Education (TAFE) providers for athlete upskilling and leadership development.

1.2 Coaching, Officiating, and Talent Identification

- Bring Australian coaching expertise to India, using a Train the Trainer model and by utilising the experience of former Australian athletes.
- Establish formal pathways for Australian coaches, trainers, and talent scouts to work in India, while creating opportunities for Indian coaches and administrators to train in Australia.
- Organise regular, structured competitions in India for talent identification and invite Australian experts to facilitate coaching, judging, and talent scouting.
- Utilise Australian coaching intellectual property (IP) and host conferences and upskilling programmes for Indian coaches and specialists, including training in soft skills such as sports nutrition and psychology.

1.3 Para Sports

- Promote Para sports participation in India by collaborating with Australian organisations like Paralympics Australia and Disability Sport Australia for inclusive strategies and innovative solutions.

1.4 Participation

- Draw on Australia's Play Well Strategy to build a cohesive sports participation ecosystem in India, focusing on school, club, amateur, and grassroots sporting programmes.
- Adopt and adapt grassroots programmes from Australian Sporting Federations, such as Hot Shots (Tennis) and Little Athletics (Athletics), to boost community-level sports participation in India.

1.5 Other Capacity Building Initiatives

- Establish advisory bodies with domestic and international experts and those with lived experience, modelled after Australia's Play Well and Win Well Strategies, to guide and oversee sports development in India. Australian experts could also act as mentors for Indian athletes and sports administrators.
- Leverage Australian expertise and investment to set up or scale up professional sports leagues in India for underdeveloped sports such as basketball, handball, and baseball.
- Develop strategies to address the mental and physical wellbeing of young athletes in India, focusing on preventing burnout and promoting leadership, teamwork, and resilience through sports.
- Utilise Australian expertise to train Indian coaches to deliver sporting programmes that are engaging and enjoyable for children.
- Promote sports tours in Australia for Indian school students to expose them to the sporting culture in Australia.

2. Sports Governance, Administration, and Management

- Engage with the Australian Sports Commission (ASC) to develop governance frameworks for Indian sports, adapting Australian best practices to the Indian context to help accelerate the impact of the Sports Governance Act and supplement its provisions through practical guidance.
- Collaborate with the ASC, Australian Sporting Federations, and consultants to improve board governance and establish effective structures, practices, and policies for Indian Sporting Federations.
- Foster partnerships between Indian and Australian universities to upskill Indian sports professionals and train Indian professionals from other industries for careers in sports.
- Leverage the expertise of Indian graduates from Australian institutions to strengthen the Indian sports ecosystem.

3. Safety, Ethics, and Professionalism

- Collaborate with Sport Integrity Australia (SIA) to develop and implement comprehensive integrity policies and frameworks for Indian sports.
- Adopt Australian models such as the National Integrity Framework, federation-based policies, and multi-level tribunals — including a national sports tribunal — to streamline and standardise integrity processes.
- Draw on Australian best practice once the National Olympic Committee (NOC) Ethics Commission, the Sports Appellate Tribunal, and the Sports Regulatory Board of India are established under the Sports Governance Act, to cover core integrity areas, prescribe safe sports policies, and internal grievance redressal mechanisms for recognised sporting bodies.
- Leverage the expertise of Australian universities, the ASC and Australian professionals in the development and implementation of these frameworks and policies.

4. Sports Education, Including Physical Literacy, Sports Medicine, and Sports Science

- Establish an advisory group on physical literacy in India, modelled on the one established under Australia's Play Well Strategy, with contextual adaptations.
- Facilitate partnerships between Sports Authority of India (SAI), Indian universities, AIS, and Australian universities to co-develop sports curriculum and set up centres of excellence in India.
- Leverage Australian university expertise to strengthen India's capacity as it prepares for Commonwealth and Olympic bids.
- Promote targeted innovation initiatives and jointly develop sports incubators in partnership with Australian universities.
- Expand collaboration in sports science and medicine, including quantum computing, psychometric testing, bio-mechanics, injury prevention, nutrition, analytics, and mental conditioning.
- Utilise Australian strength and conditioning expertise to train Indian physios and address skill gaps through Australian-trained professionals.
- Encourage student and faculty exchanges specifically focused on sports studies and research.
- Foster collaborative research partnerships and commercial Research and Development (R&D) in sports science, health, and wellbeing between Indian and Australian institutions.
- Create a joint case study and data bank for sports science and medicine to facilitate knowledge sharing.
- Introduce joint university degrees, new courses, and micro-credentialing programmes in sports-related fields through collaborations with Australian universities.
- Offer internships, short courses, executive training, and leadership programmes for Indian sports professionals in Australia to build capacity at all levels.
- Leverage the Sports Science Centre in Bhubaneshwar for bilateral training and research opportunities.
- Increase scholarships for Indian students to pursue sports-related studies in Australian universities.
- Adopt Australia's coordinated and systematic approach to sports education as a model for India's development.

5. Major Sporting Events (MSEs)

- Utilise Australian expertise in organising MSEs, focusing on governance, infrastructure, technology for fan engagement, event management, legacy, and volunteer coordination.
- Collaborate with Australian states (Victoria, New South Wales (NSW), Queensland) and major sporting associations (e.g., Cricket Australia, Commonwealth Games Australia, Basketball Australia, Football Australia) to learn best practices for hosting large events.
- Study and adopt approaches to building long-term legacy from MSEs, such as those from the Olympics in Australia, including venue legacy planning.
- Explore opportunities to host exhibition matches in both countries to promote sports of mutual interest (e.g., kabaddi and kho kho in Australia; Australian Football League (AFL), basketball in India), supporting player exchanges, tourism, and stronger people-to-people connections.

6. Sports Tech and Innovation

6.1 Sports Tech

- Leverage existing partnerships where Australian organisations have supported Indian sports tech startups to facilitate scaling up and for mutual benefit.
- Facilitate the inflow of capital and technology from Australian tech and investment companies to support Indian sports startups.
- Prioritise collaborations in the sports tech sector, integrating India's startup ecosystem with Australia's focus on sports technology, especially in Victoria and Queensland.
- Utilise Australian expertise in developing sports tech in areas of diversity, equity, inclusion, Corporate Social Responsibility (CSR), and enhanced fan engagement.
- Explore additional opportunities for the adoption of cost-efficient Indian tech solutions in the Australian sports sector.
- Establish a joint incubator for sports startups between Australian and Indian universities, with funding from universities, governments, and the private sector.
- Leverage Australian expertise in data analytics to utilise Indian data in areas of performance testing, talent identification, and High-Performance support, for the benefit of both countries.
- Facilitate partnerships between Indian sporting bodies and Australian universities and/or sports tech companies to deploy Artificial Intelligence (AI)-powered technologies in India.
- Increase the involvement of Indian tech giants based in Australia in Australian sports to create mutually beneficial opportunities.

6.2 Esports

- Establish an annual joint Esports (electronic sports) competition between Australia and India, leveraging Queensland University of Technology's (QUT) expertise to foster sector growth and collaboration.

6.3 Sports goods

- Encourage Australian investors and funds to use Indian government incentives to establish sports equipment manufacturing facilities in India.
- Expand Australia's imports of high-quality, competitively priced sports goods from India, benefiting especially Small and Medium Enterprises (SMEs) in both countries.
- Collaborate on the innovation and development of sports goods such as wearables, safety gear, and helmets.

7. Sports Volunteering

- Adapt Australia's sports volunteering strategies and research to the Indian context to boost the sports volunteer workforce and increase overall participation in India.

8. Traditional and Indigenous Sports

- Organise regular Pro Kabaddi League competitions in Australia.
- Promote traditional Indian sports such as kabaddi and kho kho in Australia through tournaments, personnel training, and targeted investment.
- Facilitate exhibition events for traditional/indigenous sports during breaks or alongside mainstream sports like cricket.
- Encourage joint initiatives featuring Indian tribal and Australian indigenous athletes to promote inclusivity and athletic excellence.
- Establish Yoga Federations in both countries, with the International Federation based in India, to standardise Yoga practice and foster collaboration.

9. Leveraging the Indian Diaspora

- Engage more actively with the Indian diaspora to promote sports, foster sporting ties, enhance sports diplomacy and encourage tourism and investment in sports in both countries.
- Establish stronger connections with, and showcase, Indian diaspora members involved in sports in Australia, both on and off the field, including appointing them as ambassadors.
- Find suitable talent from India to play in sporting leagues in Australia, including the AFL, National Rugby League (NRL), and National Basketball League (NBL).
- Recognise the contributions and achievements of diaspora in sports at forums in India, similar to practices in Australia.
- Leverage diaspora involvement for the promotion of sports/sports tournaments beyond cricket, including major events such as the Australian Grand Prix, Australian Open, and Melbourne Cup in Australia, as well as kabaddi, football, and hockey tournaments in India.

10. Diversity and Inclusion

- Adopt elements from Australia's Play Well Strategy to develop an inclusive sports environment at all levels in India.
- Learn from Australian initiatives promoting diversity and inclusion, with a focus on women, people with disabilities, Lesbian, Gay, Bisexual, Transgender, Intersex, and Queer (LGBTIQ+) communities, and indigenous populations.
- Engage with Australian not-for-profits (NFPs) and informal groups working with culturally diverse communities to exchange best practices.
- Establish and support informal sporting groups in India, drawing inspiration from successful Australian models.
- Implement quotas for women's representation on sports boards and leadership positions in India, complemented by scholarships, sponsorships, and increased visibility, similar to Australian initiatives.
- Develop strategies for legacy creation and social impact around the Olympics, drawing on Australian experience but considering India's local challenges, with a focus on the empowerment of indigenous (tribal) communities.

11. Infrastructure and Facilities

- Partner with Australian architectural and infrastructure firms to develop modern stadiums and community sports facilities in India.
- Leverage Australian expertise in stadium management and infrastructure management for efficient operations.
- Adopt sustainable practices in sports infrastructure, drawing on Australia's experience in climate-resilient facility design.
- Establish a network akin to the National Sports Infrastructure Network set up in Australia to coordinate and standardise sports infrastructure development.
- Learn from the Australian experience to incorporate inclusive planning in sports and urban infrastructure, ensuring facilities are accessible to all genders, abilities, and language groups, and providing improved transport options.

12. Additional Recommendations Across All Areas

- Adopt a state-based and sport-specific approach by collaborating with Indian states, focused on particular Olympic events or key sports.
- Prioritise foundational sports such as swimming, athletics, and gymnastics to build a broad base of athletes.
- Organise targeted meetings and roundtables to foster partnerships between relevant Sporting Federations and/or corporate stakeholders from both countries.
- Facilitate business outcomes by streamlining processes, providing clear guides, dedicated teams, and regulatory support for sports sector collaborations in India.
- Encourage partnerships involving multiple stakeholders, including Indian corporates/foundations, Australian private sporting organisations, and national and state sporting organisations.
- Promote regular participation in global sports conferences, such as SportsNXT, and consider hosting Australia at similar summits in India to build capacity and enable business collaborations.
- Continue organising bilateral summits, like the Australia-India Sports Innovation Summit and the Australia Indian Sports Excellence Forum, with both governments taking an active role.

- Launch a joint publication between Australian and Indian media houses to share news, opportunities, and editorials on bilateral sports cooperation.
- Utilise sports diplomacy, such as cricket diplomacy, as a tool for fostering collaboration and soft power exchanges.
- Pursue legislative reforms at both the Union and State levels in India to support and enable meaningful international sports partnerships, including those with Australia.

Mechanisms Required to Implement the Action Plan

Mechanism	Description	Lead Stakeholders
Revision and Activation of the 2023 Memorandum of Understanding (MoU)	Activate/revise the 2023 MoU to advance cooperation in all areas as delineated in the MoU. This will enable the setting up of the Ministerial Commission and Joint Task Force.	Relevant ministries of both countries
Joint Ministerial Commission	For guidance, monitoring, and review of bilateral sports relationships, to oversee the implementation of the strategy, ensuring objectives are met and progress is monitored.	Ministry of Youth Affairs and Sports (MYAS), Office of Sport, Department of Health, Disability and Ageing, Ministry of External Affairs (MEA), and Department of Foreign Affairs and Trade (DFAT)
Joint Sports Task Force	Establish a joint task force comprising representatives from both countries to identify priority areas and possible avenues for cooperation and provide recommendations to the Joint Ministerial Commission.	Relevant ministries and government agencies {Federal (Aus) and Central (India)}, state sporting authorities, and private stakeholders identified by them
Monitoring and Evaluation	Create an annual action plan for approval by the Joint Ministerial Commission. Hold scheduled meetings to discuss ongoing initiatives under the action plan, evaluate progress, and identify new opportunities. Implement a robust framework for tracking progress, assessing effectiveness, and making strategic adjustments as needed.	Joint Task Force, independent evaluators (for evaluations only)
Exploring Additional MoUs	Develop new MoUs between specific bodies (e.g., ASC and SAI) focusing on technical exchanges, upskilling, and sharing of best practices.	As identified by the Joint Ministerial Commission and Joint Task Force
High-Level Delegation Visits	Organise official visits both ways to assess the way forward and foster further cooperation.	Relevant government departments, both Central/Federal and State, chambers of commerce
Exchange Programmes	Facilitate athlete, coach, and professional exchanges to promote knowledge sharing and exposure to diverse training methods.	SAI, ASC, AIS, State Institutes of Sport, Federations, educational institutions, private sporting organisations, State Governments
Funding and Resources	Allocate financial support and resources from both governments to underpin initiatives and provide necessary infrastructure.	DFAT, MEA, MYAS, Office of Sport, Department of Health, Disability and Ageing, any agencies authorised by relevant government departments, private entities, State Governments

Introduction and Background



On the occasion of the Pro Kabaddi Exhibition Match in Melbourne with Asst. Minister for Foreign Affairs, Hon. Tim Watts, HE Mr Gopal Baglay High Commissioner of India to Australia and other guests

Introduction

The collaboration between Australia and India in the sporting sector presents an unparalleled opportunity to foster bilateral relations and build capacity in India, for commercial outcomes, enhanced people-to-people links, soft diplomacy, and cultural exchange.

Both Australia's India Economic Strategy to 2035 (the Australia Strategy)[1], the update to the Australia Strategy[2] and India's Australia Economic Strategy identify sports as one of the key sectors for bilateral collaboration. Australia and India have enjoyed a robust relationship historically, characterised by strong political, economic, and cultural ties. Sports has always been a significant part of this relationship. The passion for cricket in both countries has not only entertained millions but also served as a cultural bridge — fostering camaraderie and mutual respect. However, there is immense potential to expand this collaboration beyond cricket to include a variety of sports and activities.

Cricket dominated India's sporting scene for years, with hockey, archery, wrestling, weightlifting, and shooting occasionally winning international medals. This has changed significantly in the last 10 years, with India establishing elite leagues in other sports, including hockey, kabaddi, football, rugby, and pickleball. The update to the Australia Strategy 2024 also identifies football, swimming, hockey, and other Olympic sports as common passions.

India has aspirations to host the 2036 Olympics and has formally submitted a bid. It has also recently submitted a bid for the 2030 Commonwealth Games. To be successful in its bids, and also otherwise, India needs to strengthen its sports ecosystem. Australia has hosted 2 Olympic Games, 5 Commonwealth Games, many World Championships, and MSEs — consistently producing champions and creating a legacy[3] for future excellence. Australia is again hosting the 2032 Olympics, and India can benefit from the Australian experience, which can provide a blueprint and a legacy piece for India's endeavours in hosting the Commonwealth Games and Olympics.

Australia boasts of a highly advanced sports industry, encompassing sports science, cutting-edge sporting equipment and technology, and IP. The Australian approach highlights the importance of grassroots engagement paired with robust support systems, including workforce development, education, volunteering, and governance, to achieve success. India views Australia as a natural ally in these endeavours, recognising vast opportunities for collaboration in areas such as capacity building, infrastructure development, sports technology, management, and partnerships for MSEs.

In addition, there have been other recent developments that will be relevant for any sporting initiatives or collaborations between the two countries:

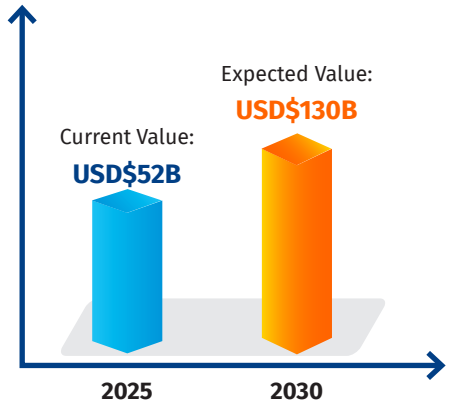
- India has a majority youth population, and sports is increasingly an area of interest. The latest Google Deloitte report, 'Think Sport: Unlocking India's $130B

[1] https://www.dfat.gov.au/publications/trade-and-investment/india-economic-strategy/ies/index.html

[2] https://www.dfat.gov.au/IESUpdate

[3] Legacy in this Strategy Report, and usually, refers to long-term impact of particular initiatives or events.

Sports Potential'[4] notes India's 655M sports fans are a diverse group, representing every demographic[5]. The report predicts an exponential growth in India's sports market by 2030.



India's Sports Market

- The rise of private sports academies and training centres, increasing media coverage of sports, and the growing popularity of social media have all contributed to the growth of the sporting culture in India.
- Improving sporting outcomes is also a strategic priority for the Indian Government. Their increasing investment in sports infrastructure and development programmes, rising sports budgets, dedicated policy and governance initiatives, and marquee development programmes, like Khelo India, Target Olympic Podium Scheme (TOPS), and Fit India, the establishment of the National Sports University, and National Centre for Sports Sciences and Research (NCSSR) have helped advance sports in India.
- The vision of the recently released National Sports Policy 2025 (NSP) is "Sports for Nation Building – Harness the Power of Sports for Nation's Holistic Development". This policy aims to strengthen the sporting culture and ecosystem from the grassroots to the national level, ultimately achieving excellence in sports on the global stage, leveraging sports for economic development, utilising sports as a tool for social development, and making sports a people's movement for health and wellbeing.
- There is a requirement for capacity building in grassroots and elite sports development, requirements for coaches, administrators, trainers, talent scouts, improving governance within Sporting Federations, and policy development — all areas in which Australia can contribute.
- Demand for sports training, sporting goods (including apparel, equipment, and footwear), and sponsorship money is also growing thanks to India's burgeoning consumer class.
- Sports tech firms in both countries are expanding and seeking cross-market collaboration.
- Growth of private sporting organisations, academies, and foundations run by large business houses, some of which utilise their CSR initiatives to fund sporting initiatives. These organisations support and train many Olympic and Para athletes. This is complemented by their significant investment in sporting teams across various leagues, such as cricket, football, and others, leading to the creation of parallel structures that facilitate the growth of sports in India.
- Growth in inbound and outbound sports tourism on the back of MSEs. Campaigns like the Australian Summer of Cricket, launched to attract the Indian tourists and diaspora, are a good example. Similar opportunities exist with other MSEs, like the Australian Open, the Australian Grand Prix, the Indian Premier League (IPL), Pro Kabaddi, and the Ultimate Kho Kho, India's first-ever professional Kho Kho League.
- The growing Indian diaspora in Australia (both in number and economic strength) and the opportunity it presents for increased engagement in sports.
- There is also a need for Australian sports to reflect the community, which means that there needs to be a greater representation of the Indian diaspora in sports, both on and off the field.
- The recently revised MOU between Australia and India for cooperation in sports, dated 7 March 2023 (2023 MOU), which seeks to strengthen, promote and develop cooperation in the field of sports based on reciprocity and mutual benefit and notes the following areas for collaboration: Sports science, technology, infrastructure; athlete and coach training and development; sports governance and integrity; grassroots participation in sports; hosting world class sports events and diversity and inclusion in sports.

The above factors present massive opportunities for collaboration, including commercial, for the Indian and Australian sporting sectors.


Summer of Cricket 2024 launch in Melbourne

[4] chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.deloitte.com/content/dam/assets-zone1/in/en/docs/industries/technology-media-telecommunications/2024/in-tmt-think-sports-final-noexp.pdf

[5] Gen Z comprises a significant 43% (282M) of this fanbase, while women account for a sizeable 36% (236M), and those living in rural areas, now represent 59% (388M).



Sports roundtable hosted by Consulate General of India, Melbourne

Events, Circumstances, and Structures That Have Informed This Strategy Report

Australia's Sports Diplomacy 2032+ Strategy (Australia's Sports Diplomacy Policy) focuses on identifying opportunities to build international relationships through sports and maximise the trade, tourism, and investment opportunities in sports.[6] India is recognised as a country with potential for engagement. The Policy further recognises that the sporting landscapes of Southeast Asia and South Asia offer new pathways for the promotion of Australia's world-leading skills in areas including high-performance, sports administration, sports integrity, sports business, sports technology, and events management.

Australian Government also recognised the importance of India in both of their earlier Sports Diplomacy strategies since 2015, leading to the signing of MOUs and also the inclusion of India in the Australian Sports Partnerships Program (ASPP) - which is designed to use multi-sectoral partnerships between sporting, development and government organisations to deliver safer, more inclusive sports programmes that support gender equality, disability inclusion and create leadership pathways for participants. Further, efforts have been made in the past to collaborate at an inter-governmental level, including with the ASC, but it has not happened due to several internal reasons.

The first MOU between the Commonwealth of Australia and the Indian Government on Sports Cooperation was executed in 2014; however, it was subsequently renewed in 2017 between the ASC and the SAI. The 2017 MOU was for 3 years[7], and appeared to lapse, until it was renewed in 2023 between the Australian and Indian Governments in the form of the 2023 MOU (not between ASC and SAI).

Then-ASC Chief Executive Officer (CEO) Kate Palmer attended the signing in 2017. The MOU was seen as positive by Australia's DFAT officers in India. After the MOU was signed, the AIS was involved in two visits to India to discuss issues including sports governance, developing sports universities, and commercialising IP. ASC also hosted a trade delegation from Gujarat at the AIS campus in Bruce in 2018. None of these discussions led to ongoing projects due to concerns that the return on investment on such projects was not attractive, and the ASC narrowing its strategic focus at the time primarily to domestic sports.

When approached by the Australian Government, Office for Sport, about renewing the MOU in 2020, the ASC/AIS at the time expressed limited interest in the MOU, and it was then delayed due to Coronavirus Disease of 2019 (COVID-19).

Similarly, anecdotally, Australian companies have found it difficult to successfully convert opportunities, citing cultural difficulty, delays, and lack of follow-up as reasons.

More recently, however, there have been positive developments. Kieren Perkins, CEO of the ASC, attended the Australia Indian Sports Excellence Forum in Gift City, Gujarat, as well as the roundtable in sports hosted by the Victorian Government as part of the SportsNxt Conference in Melbourne.

Also, the 2023 MOU has supported sports management programmes for coaches and trainers, funded free football coaching clinics for girls in vulnerable communities, and

[6] https://www.dfat.gov.au/publications/people-to-people/sports-diplomacy/australias-sports-diplomacy-strategy-2032

[7] Memorandum of Understanding on Sports Co-Operation Between the Sports Authority of India and the Australian Sports Commission, 10 April 2017 [initial term of 3 years, expired 2020].

enabled the co-hosting of a first-of-its-kind Women in Sport International Conference focused on women's participation, retention, and performance in sports.[8]

The Indian High Commission in Australia has held and is planning to hold several roundtables in various parts of Australia with stakeholders from both Australia and India to gauge the appetite and the requirements for collaboration. The author of this Strategy Report has also curated and attended a few of these roundtables, including those organised by the Victorian Government and Deakin, the Queensland-India Sports Roundtable in Brisbane as well as many conferences to gauge the interest for collaboration. Where relevant, the findings from these roundtables and conferences have been included in this Strategy Report.

It may be recalled that building cooperation in sports was discussed during the meeting of Prime Minister (PM) Modi with Australian PM Anthony Albanese on the sidelines of the 6th Quad Leaders' Summit in Wilmington, United States of America (USA), on 21 September 2024. The opportunities offered by sports to build bilateral ties were also mentioned in the Joint Statement of the 2nd India-Australia Annual Summit held during the meeting of PM Modi with Australian PM Anthony Albanese, on the sidelines of the G20 Leaders' Summit in Rio de Janeiro on 19 November 2024.[9]

In setting this strategy and making recommendations, it is to be noted, in line with the NSP, that in sports policy implementation, the Union Government in India (Central Government) is responsible for creating national policies, providing financial and operational support, establishing regulatory standards, and offering advisory guidance. It also facilitates major events and develops frameworks that set the direction for sports development across the country. State Governments focus on implementing these national policies at the regional level, managing local sports infrastructure, and organising grassroots programmes. They provide additional financial support, monitor local implementation, and intervene to address specific regional needs.

It is also to be noted that all areas outlined in the 2023 MOU have been covered in this Strategy Report, and some additional areas for collaboration have been recommended.

The above developments and background inform this Strategy Report.

[8] https://www.dfat.gov.au/publications/people-to-people/sports-diplomacy/australias-sports-diplomacy-strategy-2032,

[9] https://www.mea.gov.in/bilateral-documents.htm?dtl/38547/Joint+Statement+2nd+IndiaAustralia+Annual+Summit

Focus Areas for Collaboration

Photo Credit: Avijit Das



Preethi Pal of India at World Para Athletics Championships 2025, New Delhi

1. Capacity Building

1.1 High-Performance

Indian Requirements/Landscape

The NSP emphasises that India's success as a sporting nation depends on a significant change in sporting culture at all levels, especially to maintain consistent high-performance across various sports. It requires a quantum shift at the local, regional, State, and Central levels to ensure that talent is not only identified and nurtured, but the support structure needed to sustain and improve is accessible and optimised at all levels.

The NSP contemplates an Athlete-Centric Sports Development, which includes comprehensive coaching, scientific support, and streamlined mechanisms to address athlete's issues. The policy also proposes a simplified funding framework to support potential and elite athletes, along with mechanisms to aid athletes at different stages of their careers, including post-retirement support.

Many athletes in India leave the sports sector due to unclear career paths and job insecurity. Once they secure government jobs through their sporting achievements, they often exit the sports ecosystem. India needs to retain its athletes in the sporting system for longer and involve them in non-playing/competing activities like coaching, governance, administration, media, and others. India lacks initiatives and programmes beyond scarce government jobs to support retiring athletes or retain them in the sports ecosystem.

Opportunities to Collaborate Based on Australian Expertise/Mutual Interest

Australia's historic credentials and record in the identification of talent and developing this talent at an elite level across a multitude of sports are arguably amongst the best in the world. With established institutions and proven pathway programmes, Australia is the perfect partner for India's aspirations in developing elite athletes across nearly all sports and athlete abilities.

Further, despite being a country with a population of only 27 million, Australia has three sporting leagues, the AFL, NRL, and the Big Bash League, ranked in the top 50 in the world (usually dominated by soccer or the US). Notwithstanding these leagues draining so much elite talent away from Olympic sports, Australia is still ranked the number one country for medals per head of population in the Olympics[10].

[10] https://en.wikipedia.org/wiki/List_of_professional_sports_leagues_by_revenue\

At the centre of Australia's elite sporting programmes is the AIS. There are similar centres of excellence at the State level. The AIS leads and enables a united and collaborative high-performance sports system that supports Australian athletes to achieve international podium success.

Australia's High-Performance 2032+ (HP2032+) Sport Strategy Win Well[11] focuses on the build-up to the Brisbane 2032 Olympic and Paralympic Games and on optimising outcomes and sustainable success for Summer and the Winter Olympic and Paralympic and Commonwealth Games. The goal is for the HP2032+ Sport Strategy to become the roadmap, helping to enhance the individual strategies of the diverse organisations within Australia's High-Performance Sport System.

Australia also has a number of programmes for Athletes post their athletic life, including AIS programmes like the Athlete Accelerate Program, the Retired Athletes Peer Support Network, and the Career Practitioner Referral Network.[12]

Recommendations

Athlete Visits to Australia and Setting Up of High-Performance Centres: In line with the 2023 MOU, the Indian government and private sporting organisations can facilitate athlete visits to AIS or state-based Institutes like the Victorian Institute of Sport (VIS) to learn and train at world-class facilities. These Institutes can also partner with Indian states and/or private sporting organisations to set up High-Performance Centres for various sports in India.

Holistic Approach to High-Performance: Learnings from the Win Well Strategy could provide India with valuable insights into streamlining its High-Performance initiatives to strengthen its 2036 Olympic bid. India's focus on bringing stakeholders together could also gain from Australia's Win Well Strategy.

Athlete Support Programmes: India could learn from Australian initiatives like the Athlete Accelerate Program, the Retired Athletes Peer Support Network and the Career Practitioner Referral Network. Indian sporting organisations and sporting federations could also work with Australian universities/TAFE providers to skill/upskill their athletes or provide them with leadership training to retain them in the sports ecosystem longer, whether as athletes or in their post athlete careers.

1.2 Coaching, Officiating, and Talent Identification

Indian Requirements/Landscape

The NSP focuses on continuous skill upgradation of coaches through certification and recertification, through accredited national and international training programmes, workshops, and online modules.

The NSP aims to expand sports talent search and development activities involving important stakeholders like the National Sports Federations (NSFs), states, educational institutes, and private organisations.

Photo Credit: Merri-Bek City Council



Multicultural Sports Day

[11] chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.winwell2032.au/__data/assets/pdf_file/0007/1083742/Australias-2032-High-Performance-Sport-Strategy.pdf

[12] https://www.ausport.gov.au/ais/career-and-education

Opportunities to Collaborate Based on Australian Expertise/Mutual Interest

There is a strong focus on coaching in the Win Well Strategy, as it plays a critical role in its success. The National High-Performance Coach Development Strategy, launched in late 2021, informs the HP2032+ Sport Strategy. Also, many Australian Sporting Federations,[13] as well as the ASC, run sport-specific coaching workshops, seminars, and conferences to upskill their coaches. Proper accreditation and upskilling are considered important for coach development.

Australia also has a strong structure for competitions with clear pathways and progression, starting from club level to participation in international competitions, year-round. State and National Championships run by Sporting Federations provide both training and pathways to athletes, and opportunities to participate in international tournaments. These are well coordinated and timed to provide maximum opportunities to athletes, with some funding also provided by AIS or State Institutes of Sport.

Recommendations

Coach Training: India has a strong requirement for coaching, officiating, talent identification, and utilising Australia's coaching expertise, both for participation and high-performance, would meet India's high-performance objectives. There is already an informal movement of coaches and other experts from Australia to India in cricket, hockey, and gymnastics, but a more formal and targeted approach would streamline the process. Also, with many former athletes in Australia looking for alternative professional engagements, India could benefit from their experience as coaches, trainers, and talent scouts for capacity building in the sporting sector. Indian coaches and administrators would also benefit from the opportunity to visit Australia and train at AIS, state-based Centres of Excellence, as well as Sporting Federations.

Competition Structure: Though India has some competitions at various levels, it would benefit from a coordinated structure of competitions regularly, including for Para Sports, to identify and promote talent. These competitions also create pathways for progression in High-Performance. Coaches, judges, and talent scouts from Australia could be invited to facilitate this. Indian coaches, judges, and talent scouts could also get trained/upskilled in Australia/by Australians for these competitions.

Coach Conferences: IP in Australian coaching courses and modules could be utilised by India to run coach training and upskilling courses and conferences. Also, Australian Sporting Federations and organisations could run these conferences for India in partnership with SAI or an Indian Sporting Federation. In addition to the development of technical skills, Australia could also provide training and upskilling of specialists with soft skills like nutritionists, psychologists, and others who are important for any sporting organisation.

Case Study: Australian Expertise at Leap Gymnastics

From its inception, Leap Gymnastics, a JSW initiative, has actively drawn on the expertise of Australian coaches and trainers to shape a world-class gymnastics programme in India. Their curriculum and training methodologies were initially developed in close consultation with experienced Australian professionals, many of whom brought decades of technical knowledge in both Women's and Men's Artistic Gymnastics. Their guidance has been instrumental in creating structured, progressive athlete pathways and comprehensive coach education modules that reflect global best practices, while being thoughtfully adapted to India's sporting environment.

The collaboration remains ongoing, with Australian experts engaging with Leap's teams through regular in-person visits, immersive floorwork sessions with the gymnasts, virtual mentoring, and technical workshops. These exchanges have significantly enhanced the skill level of Leap's coaching staff, introduced advanced training techniques, and helped raise the overall standard of gymnastics in our centres. The relationship is a clear example of how Australia's high-performance sporting expertise can be successfully localised, fostering grassroots growth and building a strong foundation for competitive success in India. It also highlights the potential for structured, long-term partnerships between Australian sporting professionals and Indian programmes to elevate sporting standards across multiple disciplines.



Leap Gymnastics, India

[13] The reference to Federations in Australia is to be read as references to the National Sporting Organisations (NSOs) and the State Sporting Organisations/Associations which is the terminology used in Australia.

1.3 Para Sports

Indian Requirements/Landscape

For India to be successful in its Olympic bid, it needs to demonstrate its capability in Paralympic sports. The NSP also has a focus on excellence in Para sports through athlete pathways and programmes. The major focus domain will include physical literacy for the differently abled, grassroots sports development in Para sports, elite Para sports development, and Para sports-compliant sports infrastructure, amongst other areas.

India has done relatively well in the last Paralympics with a record-breaking 29 medals. In India, the Paralympic Committee of India (PCI) is the apex governing body dedicated to promoting and developing Para sports. PCI is affiliated with the International Paralympic Committee (IPC) and recognised by the MYAS, Government of India, as a National Sports Federation. Their mission is to identify, train, and support athletes across the country, nurturing a dynamic Paralympic movement and ensuring strong representation in both national and international sports events.

Several Paralympic athletes are also supported by sporting organisations and foundations in India that provide them with financial support, training, competing opportunities, and other support. However, many Para athletes are self-funded, which limits their ability to train and compete.

Opportunities to Collaborate Based on Australian Expertise/Mutual Interest

The Australian sporting sector has a strong Paralympic focus. The Win Well Strategy includes engaging with relevant authorities and, through research, understanding barriers to entry and progression through high-performance pathways for Para athletes, creating a system-wide action plan, and increasing representation across the breadth of Paralympic events/classes at Benchmark and Pinnacle Events.

Paralympics Australia, the peak body for Paralympians in Australia, helps Australians with disabilities participate in sports and compete at the Paralympic Games through partnerships with governments, business, sporting bodies, and the community. Paralympics Australia works with its National Sporting Federation partners to help identify potential Paralympians and assist athletes to prepare for competition by providing funding for coaching, equipment, and travel in the lead up to the Summer and Winter Paralympic Games.

Australia also has a peak body, Disability Sport Australia, with several member associations dedicated to empowering people with disability. Through the transformative power of sports, it seeks to break down barriers, ensuring that all Australians with disabilities can enjoy meaningful participation in sports, tailored to their own abilities and interests. It also does advocacy for inclusive sports.

Photo Credit: Avijit Das



Sarah Walsh of Australia at World Para Athletics Championships 2025, New Delhi

Together, these organisations not only provide pathways for Para athletes but also support their wellbeing, create inclusive environments that nurture people with disability, remove barriers to participation, and support them in their journey from participation to elite performance.

Recommendation

Para Sports Development - India, particularly in relation to its Olympic bid, would benefit from Australia's learning in Para sports through an approach that promotes participation, removes barriers, and supports Para athletes in their journey from start to beyond finishing. PCI and private organisations in India that are supporting Para athletes could collaborate with Paralympics Australia or Australian organisations like Disability Sport Australia or Paralympics Australia for learning and innovative solutions to participation and training.

1.4 Participation

Indian Requirements/Landscape

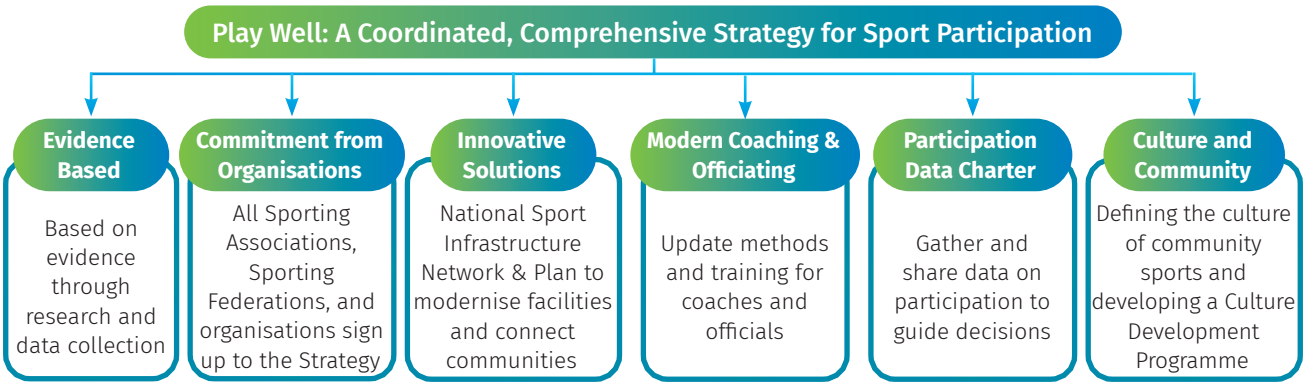
One of the main objectives of the NSP is to encourage mass participation in sports and fitness activities for a healthier nation. The comprehensive approach aims to integrate sports deeply into the fabric of Indian society, ensuring access and opportunities for all, starting from the grassroots levels to high-performance. Community engagement is considered vital to fostering a sporting culture. It further emphasises the establishment of programmes to promote mass participation, targeting schools, local clubs, and community centres. It aims to reduce barriers to participation and fully utilise public facilities to further enhance accessibility.

The NSP also recommends the establishment of a sports business advisory group comprising representatives from relevant ministries, the private sector, and other stakeholders for fostering the growth of the sports industry in India.

Opportunities to Collaborate Based on Australian Expertise/Mutual Interest

Australia also has a strong focus on participation from grassroots to the elite levels. Play Well, Australia's Sport Participation Strategy, imparts a vision that everyone has a place in sports, has been co-designed with the sector, and is welcoming of individuals of all ages, backgrounds, genders, and abilities to access the benefits of sports. The Strategy aims to create safe, welcoming, inclusive, and enjoyable sporting environments.

It has a strong alignment with the Win Well Strategy to ensure grassroots to podium success and ensure that participation does not drop, post the Olympics.



Many Sporting Federations in Australia have adopted the Play Well Charter and have aligned their strategy to the Play Well Strategy.

Even otherwise, Sporting Federations in Australia, both National and State, have a strong focus on participation, with participation often included as a pillar of their strategy. Many of them have grassroots programmes like Hotshots for Tennis, Little Athletics for Athletics, Auskick for Australian Rules Football, that are supported by the Sporting Federations and are run consistently across the country. These programmes are aimed at attracting children at a very young age or those interested in social sports. For those looking to continue participation, they are directed to pathways programmes or club sports.

Recommendations

Comprehensive Approach to Participation: Australia's Play Well Strategy can guide India in strengthening its sports ecosystem. It is also important for India to draw on the people and have an organisational focus for capability building for the entire sector, as demonstrated by the Australian model. A fragmented system is unlikely to achieve podium success and may lead to duplication of resources and effort. In line with the NSP, focus should be on the development of school sports, club sports, amateur sports, recreational sports, and sports for development programmes to instil a life-long interest in sports as exemplified by Australia's robust and inclusive grassroots sports framework.

Grassroots Programmes: Grassroots programmes similar to those run by Australian Sporting Federations, like Hot Shots for Tennis and Little Athletics for Athletics, could be adopted in India to increase exposure and participation at the community level.

1.5 Other Capacity Building Initiatives

An important feature of both the strategies Play Well and Win Well is that they have established advisories that consist of experts across various areas of sports that combine their expertise to ensure the delivery of outcomes and consider the intersectionality of the various strategies that look at these sports as one large ecosystem.

Recommendation

Setting up Advisories and Mentoring: Establish advisories similar to those that have been set up under the Play Well and Win Well strategies in Australia, with experts from across various areas of sports and those with lived experience, to ensure the delivery of outcomes for the entire sports ecosystem. A Sports Business Advisory is already contemplated in the NSP. India could also include international experts in those advisories. Australian experts could also act as mentors for Indian athletes and sports administrators.

India has a number of sports leagues being set up or looking to scale up, which may require external expertise and investment. The IPL is one of the most successful leagues in the world, but is unique in that cricket has a cult status in India, with other sports requiring much more effort and investment to grow.

Recommendation

League Setup/Up-scaling: Australian expertise and investment could be utilised in setting up/up-scaling leagues in India for a number of sports which do not have functional, sustainable, or scalable leagues yet, for e.g., basketball, netball, handball, and baseball.

There is a growing awareness in Australia now for ensuring that an individual's wellbeing is a primary consideration in High-Performance sports and that children are not pushed too early or overtrained, which may have an impact on their mental and physical wellbeing and also lead them to leave the sport. In developing its high-performance strategy, India needs to consider the impact on young people, particularly burnout.

Indian school students would also benefit from sporting tours to Australia. There is already some demand for this and can be explored further.

Recommendations

Value of Sports for Kids: Make use of Australian strategies that teach kids the value of sports in other areas, such as leadership, team building, developing confidence and resilience (to lose well), to retain them longer in sports. Additionally, coaches in India could be trained by Australian experts to make the sport fun and engaging for children.

Sports Tours for Indian School Students: Promote sports tours in Australia for Indian school students to expose them to the sporting culture in Australia including in High-Performance and to learn from best practices in Australia. This could be in partnership with Australian schools, sporting organisations, universities and local clubs.

Photo Credit: Indian Australian Multicultural Sports Association



Indian School sports visit to Canberra. In attendance were the High Commissioner of India to Australia His Excellency Mr Gopal Baglay and Chief Minister of the Australian Capital Territory, Hon Andrew Barr.

Case Study: GMR Rugby Premier League's Australia Connections

The inaugural Indian GMR Rugby Premier League (RPL), a franchise-based league, was launched in June 2025, bringing the fast-paced excitement of the Rugby Sevens' format to India. In the first-ever tournament of its kind in the country, GMR RPL featured some of the world's finest rugby players from every major Sevens playing nation, alongside India's finest talent. With 6 inaugural teams, 30 marquee international players, support from major corporates and top broadcasters from India, it aims to create a movement to build rugby's presence in India and inspire the next generation of Indian rugby talent.

RPL has a number of Australian connections with the Australian Women's Sevens Head Coach, Tim Walsh, as the advisor and also the coach of one of the teams, Dream11 Mumbai Dreamers. The competition had three Australian players who played in the inaugural season, and an Indian Australian company, AvidSys Group, has invested in one of the teams, Chennai Bulls.

In addition, AvidSys Group has also partnered with the University of Western Australia to revolutionise sports science and strengthen India-Australia ties.

These developments demonstrate the collaborations that are possible between Australia and India and the role Australia can have in capacity building for India.

Photo Credit: GMR



Rugby Premier League match in Mumbai

2. Sports Governance, Administration and Management

Indian Requirements/Landscape

According to the NSP, developing strategies for both High-Performance and grassroots sports is dependent on improving governance and institutional frameworks within the sports sector. Under the NSP, partnerships with global sports institutions and Sporting Federations will be encouraged to facilitate knowledge exchanges and exposures to best practices.

Core management strategies envisaged in the NSP include:

- Sports promotion institutes, including NSFs, will be strengthened by focusing on operational efficiency, professional management, transparency, and financial stability.
- A sports personnel ecosystem strengthened through effective development programmes and encouraging the establishment of institutions for training and development.

The Indian sports sector has been plagued by governance issues, with many Sporting Federations in litigation and also suspended from world bodies for these issues.

To address this, the MYAS released a draft National Sports Governance Bill, 2024 to overhaul sports governance In India. This was recently passed in the Parliament and has become the National Sports Governance Act 2025 (Sports Governance Act). Measures include tenure restrictions, board composition, establishing a governance body and independent athlete commissions, and a sports election panel to oversee free and fair elections to organisations to enhance governance and ethical standards of sports.[14]

Photo Credit: IISM



International Institute of Sports & Management (IISM) Graduation Ceremony

[14] https://yas.gov.in/national-sports-governance-act-2025

Opportunities to Collaborate Based on Australian Expertise/Mutual Interest

Australia has an advanced sports governance system, and Australian sporting codes have adopted modern governance principles. Australia is also evolving its governance structures in the federated model, and several new models, including the one sport model, have been trialled successfully. This addresses the limited resources and capacity of Sporting Federations and brings about efficiency in operations. Sporting Federations in Australia have also streamlined their governance to have skills-based boards, maximum prescribed board tenures, quotas for women, and formal governance qualifications.

The ASC is focused on improving the governance capability of sporting organisations to create an effective and sustainable national sports sector and has several resources that provide support to the sporting sector in Australia, which India can refer to for developing its own policies.

The Sports Governance Principles, co-designed by the ASC in conjunction with the sporting sector, guide the sports sector, from small local clubs to large national organisations.

The Sport Governance and Organisational Enhancement team provides advisory support to the boards of the National Sporting Federations and National Sporting Organisations for People with Disability (NSODs), supporting them to develop contemporary governance practices and processes in line with the sports governance principles and standards and business models to improve the efficiency and effectiveness of their organisations.

The team also leads the development of guidelines, tools, and resources to improve organisational capability, as well as providing advice and assistance to the National Sporting Federations and NSODs to assist in developing organisational capability.

The ASC offers free online governance courses to assist board and committee members in understanding their duties and responsibilities to develop a strong, positive culture in their sporting organisation. The ASC has also issued Sport Governance Standards (SGS), which are the measures by which sporting organisations at both the National and State levels can evaluate the effectiveness and efficiency of their governance systems and processes.

Board directors of sporting organisations are also required to adhere to a code of conduct. ASC has prescribed a code of conduct that could be adopted, but sporting organisations can have their own code of conduct.

Australian universities also have world-leading courses in sports management, sports administration, and governance. A large number of Indian students are enrolled in these courses (particularly at Deakin University) and are either absorbed in the Australian sporting system or return to India to work in the sporting sector. For example, Victoria University is a 'knowledge partner' to the Government of Punjab on a commercial basis, and the University of Queensland has a partnership with Jindal University to deliver courses on sports law and governance.

Recommendations

Governance Frameworks: India could draw inspiration from the best practices in governance from Australia. ASC resources can provide guidance. The SAI, or private institutions that are contracted by the government, can engage with ASC to develop a range of governance frameworks for the Indian sports sector and learn generally from best practices in Australia, though contextualised for India. This can help accelerate the impact of the Sports Governance Act and supplement the provisions through practical guidance. Indian Sporting Federations could collaborate with ASC/Australian Sporting Federations/consultants in Australia to enhance their board of governance and identify suitable governance structures, practices, and policies.

University Collaborations and Skills Utilisation: Increased collaboration between Indian entities, including universities, government, Sporting Federations or private sporting organisations, and Australian universities, would strengthen the skills of Indian sports professionals and sports board members. Upskilling of sports professionals as well as skilling professionals from other industries to work in sports would create a new generation of experts. Also, utilising the skills of Indian students who have studied in Australia would bring Australian expertise to the Indian sports ecosystem.

3. Safety, Ethics, and Professionalism

Photo Credit: Ministry of Youth Affairs and Sports



Former Sports Minister Anurag Thakur at an anti-doping conference

Indian Requirements/Landscape

Another key tenet of the NSP is the development of a world-class policy and regulatory framework to ensure effective governance around sports and athlete development.

Strengthening institutions focused on sports safety, ethics, grievance redressal, and professionalism will be prioritised under the NSP. This will include developing programmes for anti-doping, officiating, and para-classification, as well as encouraging research in these areas. National agencies will be formed to ensure a safe and ethical sports environment.

The NSP also contemplates the establishment of national-level regulatory bodies and/or processes to ensure ethical practices, fair play, and healthy competition in the sports sector. There is also a plan to create national agencies and interministerial committees to facilitate swift action and effective issue resolution, promoting transparency and seamless operation across the sports ecosystem.

Note also that the Sports Governance Act establishes an NOC Ethics Commission to address issues concerning corruption and conflict of interest and other ethical issues as may be prescribed by the Central Government in a Code of Ethics notified pursuant to this Act. It also sets up the Sports Appellate Tribunal. It is not clear whether the Commission and the Tribunal will only address issues arising from the functioning of the bodies set up in the Sports Governance Act or sports generally.

The Sports Governance Act also provides for the Sports Regulatory Board of India, constituted under the Sports Governance Act to prescribe a safe sports policy, including protection and safety of minor athletes, and the application of the provisions of the Protection of Women from Sexual Harassment Act, 2013 in all activities, events, operations and proceedings undertaken by Sporting Federations. The Board will prescribe an internal grievance redressal mechanism for each recognised body to address the grievances of the athletes, coaches, and others associated with the functioning of the sporting bodies.

Opportunities to Collaborate Based on Australian Expertise/Mutual Interest

Australia is often regarded as having one of the most comprehensive and robust frameworks for safety, ethics, and professional standards globally. Sports Integrity Australia was established via legislation through the Sports Integrity Australia Act 2020. The scope of Sports Integrity Australia is to be a single national body for sports governing bodies, sporting clubs and organisations, and individuals to provide advice and assistance to counter the:

- Use of prohibited substances and methods in sports.
- Abuse of children and other persons in a sporting environment.
- Manipulation of sporting competitions.

- Failure to protect members of sporting organisations and other persons in a sporting environment from bullying, intimidation, discrimination, or harassment.[15]

The National Integrity Framework policy templates have been developed by SIA in consultation with sports sector partners as a best practice and consistent approach to protecting sports against integrity threats. ASC recognised Sporting Federations and other approved organisations can adopt the framework in its entirety and access SIA's independent complaint handling service for matters relating to Safeguarding Children/Young People and discrimination based on a protected characteristic.[16]

SIA also offers its contribution to the international sports ecosystem through its representation and engagement across numerous international committees and working groups. It engages internationally by partnering with key organisations to build global capacity to address sports integrity threats and satisfy international legal obligations and responsibilities.

Australia's Sports Diplomacy Strategy also identifies the need for efforts to build global capability to address sports integrity threats.

Furthermore, most State and National Sporting Federations in Australia have integrity, child safeguarding, and disciplinary polices, but they are required to integrate the National Integrity Framework when dealing with issues covered under the Framework. Many State Sporting Federations are outsourcing their integrity function to their National Sporting Federation to ensure consistency and for economic efficiency.

Many Australian State and National Sporting Federations also have independent tribunals to manage integrity issues and complaints. There is also the option to refer matters to the National Sports Tribunal, which provides independent, effective and efficient dispute resolution services to sporting bodies, athletes and support personnel.

Most recently, Australian Sporting Federations are required to sign up to the National Redressal Scheme optionally or compulsorily, depending on circumstances. This is a scheme for people who have experienced institutional child sexual abuse, including at sports clubs, and requires institutions that have signed up to provide redress.

Recommendations

Engage with SIA for Integrity Framework: India can engage with SIA and utilise SIA's expertise in integrity issues to develop its own policies and systems and a comprehensive Integrity Framework. Many of the programmes established by SIA represent a potential template for a sustainable model for the continued development and accessibility of sports in India, in particular, growing access and accountability for the continued growth and participation of under-represented communities, women, and disabled athletes.

Integrity Polices, Tribunals and Other Initiatives: Australian initiatives like the National Integrity framework, federation-based policies and practices, tribunals at every level of sports, including a National Sports Tribunal, can be good templates for India to adopt, particularly in terms of structure, to streamline and standardise its integrity processes.

The Sports Governance Act establishes an NOC Ethics Commission as well as a Sports Appellate Tribunal. Once these are established, some areas of integrity will most likely be covered, but it will be useful nonetheless to look at the work done in Australia to inform the wider integrity piece.

The Sports Regulatory Board of India, to be set up under the Sports Governance Act, can draw on the Australian experience and resources to prescribe on areas under its jurisdiction, including prescribing a safe sports policy, an internal grievance redressal mechanism for each recognised body to address the grievances of the athletes, coaches, and others associated with the functioning of the sporting bodies.

Australian Universities, the ASC, and Australian professionals can be useful resources.

[15] https://www.sportintegrity.gov.au/about-us/who-we-are

[16] https://www.sportintegrity.gov.au/what-we-do/national-integrity-framework

4. Sports Education, Including Physical Literacy, Sports Medicine and Sports Science

Indian Requirements/Landscape

The NSP places significant emphasis on promoting physical literacy. Under the National Education Policy 2020 (NEP), sports and physical literacy are to be developed as major subjects in educational institutions, ensuring students develop a lifelong appreciation for physical activity and wellbeing.

The NSP emphasises interdisciplinary research and innovation in sports science, sports psychology, sports medicine, and technology, encouraging institutions to engage in initiatives like hackathons and grants.

NSP also recognises that to enhance the recognition and attractiveness of sports as a career option and to create pathways in sports, it is important to promote professional sports education through structured frameworks and regulations, establishment of educational sports institutions by states and other stakeholders, creating resources to raise awareness about sports careers among youth, along with a national platform for sports certifications, degrees, courses, and job vacancies. Dual-career programmes will be promoted that balance academics and sports, which will also support students in pursuing their athletic and educational goals simultaneously.

The NSP aims to align with the NEP. It seeks to provide educators with specialised training and resources so that they are well-equipped to teach and inspire students, thereby improving the quality of sports programmes across schools.

The NSP strategy recognises the role of educational institutes to act as feeder institutes for sports development with frameworks to foster a sporting culture and identify talent early.

Opportunities to Collaborate Based on Australian Expertise/Mutual Interest

Physical Literacy is also an important area for Australia. The ASC Play Well Strategy implementation has led to the setting up of a Physical Literacy Advisory Group that is developing a Physical Literacy Action Plan.

In Australia, at the highest level, sports education for high-performance is coordinated by the AIS. The AIS coordinates high-performance sports education through innovative systems and support, prioritising holistic services for athletes, coaches, and staff to achieve sustained success. AIS runs the Elite Sport Education Network (ESEN), including universities and TAFE providers that offer specialised support for athletes. The Elite Athlete University Network and Elite Athlete TAFE Network provide qualifications and skills to athletes for future careers beyond sports.[17]

Photo Credit: QUT



Queensland University of Technology, Australia

Whilst the AIS plays a pivotal role in the coordination and management of education for elite athletes, Australian universities deliver key programmes in sports management, governance, sports science, and medicine.

Universities like Deakin University, University of Melbourne, Monash University, LaTrobe University, QUT, Griffith University, University of Technology Sydney (UTS)[18] and University of Queensland all offer world-class degrees and courses, including in sports, that are attractive to Indian students already. Deakin University and the University of Wollongong have opened up campuses in India, and their expertise could be utilised to offer courses or dual recognised degrees in India.

The University of Melbourne has opened up its Global Centre in Delhi and is also looking to offer some courses in sports management and sports law through the Centre.

[17] https://www.ais.gov.au/career-and-education/esen

[18] https://www.uts.edu.au/for-students/health/sport-and-exercise

Deakin Sports Science is the number one-ranked sports science programme globally[19] and offers several sports courses.[20]

Latrobe University offers a variety of sports management degrees and courses, including a Bachelor's degree, a diploma, and a Master's degree.[21]

QUT also has extensive expertise in the sports science area and plays a crucial role in developing the "Right People, Right Skills, Right Time" needed for the Active Industry, particularly in preparation for the Brisbane 2032 Olympic and Paralympic Games.[22] QUT has existing collaborations with institutions in India, including the Dravid Centre for Sports Excellence in Bengaluru and OP Jindal University.

Griffith University offers degree programmes[23] in a number of sports and related disciplines, and can provide tailored short courses and micro-credentials. Griffith was the University Partner for the 2018 GC Commonwealth Games[24] and is also engaged with Brisbane 2032.

Case Study: Deakin University and Rajasthan Royals Partnership

In a strategic partnership with IPL Team Rajasthan Royals, Deakin University successfully offered four specialised industry-aligned sports courses through the Royal School of Business on the FutureLearn platform:

- Fundamentals of Sports Marketing (Foundation Level)
- Advanced Sports Marketing (Advanced Level)
- Sports Media & Broadcasting
- Sports Facilities Management

This collaboration was a significant milestone for both organisations. The partnership brought together two globally respected entities with shared values around innovation, excellence, and impact in sports. The courses were designed to address the growing demand for skilled professionals in the sports industry and incorporated practical insights, including case studies and expert commentary from Rajasthan Royals leadership.

This collaboration also combined the Royals' expertise and passion for high-performance sports with Deakin's commitment to global learning, enabling students to gain real-world skills in a flexible, digitally delivered format. It also set an example of how sports franchises and academic institutions can work together to develop industry-ready talent and deepen bilateral ties in education and sports.

Photo Credit: Deakin University



Deakin partnership with Rajasthan Royals

[19] (https://www.deakin.edu.au/international-students/choosing-your-degree/sport#:~:text=Stand%20out%20in%20the%20sport,world%20for%20sports%2Drelated%20subjects.)

[20] https://www.deakin.edu.au/study/find-a-course/sport

[21] https://www.latrobe.edu.au/courses/sport-management

[22] QUT does this by connecting the research and teaching capabilities of its Centre for Data Science, Exercise & Sport Nutrition Science School, Clinical Sciences School, Design School, and Business & Law faculty with external stakeholders.

[23] https://www.griffith.edu.au/study/degrees?studentType=international

[24] https://www.griffith.edu.au/sport/gold-coast-2018-commonwealth-games

Recommendations

Promotion of Physical Literacy: India can form an advisory group similar to Australia's ASC Physical Literacy Advisory Group, adapting its strategies, including the development of the Physical Literacy Action plan, to fit the Indian context.

Utilising Australian University Expertise: The expertise of Australian Universities could be utilised for developing India's sports capacity for its Commonwealth and Olympics bid.

Partnership to Develop Courses and Course Content/Curriculum: SAI, State Sports Authorities and Indian Universities could partner with AIS and Australian Universities to develop courses and course content/curriculum, and to establish Centres of Excellence in India on the lines of AIS. This could extend to online curriculum for massive open online courses or full credit/award courses, noting the changing regulations and the development of primary and secondary school sports and physical education curriculum.[25]

Collaborations with Universities for Innovation: As contemplated in the NSP, targeted innovation efforts in collaboration with Australian universities could be set up. Further incubators could be created in partnership.

Sports Science and Medicine Collaborations: Sports science and medicine are areas where India could benefit significantly from Australian expertise. An area for collaboration that has come up in a number of roundtables is quantum computing capabilities, which Australia has expertise in. Another area is psychometric testing for leaders in the sporting industries. In addition, bilateral co-operation in areas identified by the NSP, such as biomechanics, injury prevention and recovery, nutrition, performance analytics, sports psychology and mental conditioning to enhance athlete performance and wellbeing, would be beneficial.

Training for Physios: India has several physios, but anecdotally, many are not specifically trained for sports or have the relevant experience to work in sports. India could benefit from Australian strength and conditioning expertise to train its physios. Australian-trained physios can also fill the gap in India.

Student and Faculty Exchanges: India and Australia could benefit from targeted sport-specific student and faculty exchange programmes, rather than the current arrangements that are non-sport specific.

Research Collaborations: Australia is a world leader in research, and Australian universities' research on a number of important and innovative subjects in sport, sports science, volunteering, economic impact of sports, health, and wellbeing could benefit the Indian ecosystem. There should be further collaborations in research between universities. Australian universities, research centres, and sports science bodies could enter into commercial research and development partnerships with India.

Joint Study Bank: A requirement has also been expressed for case studies to be shared and data to be compiled in areas of sports science and medicine. A joint case study bank could be developed for easy reference.

New Course and Subject Offerings: Joint university degrees could be offered in sport-related fields, such as sports science, sports medicine, and sports management. Also, micro credentialing in sports and sports-related subjects could be provided by Australian Universities to those wanting to upskill in India.

Upskilling of Indian Sports Professionals: Internships, short courses, and training, including executive training and leadership development for Indian sports professionals offered in Australia, including at universities, institutes, and sporting organisations and Sporting Federations, could lead to capacity building at all levels (grassroots to high-performance). Additionally, the Sports Science Centre in Bhubaneshwar is a state-of-the-art sports facility designed to cater to athletes across various disciplines. Australia can look to leverage the facility.

Scholarships for Indian Students: Though there are several Indian students studying sports-related courses in Australian Universities, scholarships should be offered to Indian students to specifically pursue these courses in Australia.

Coordinated Approach to Sports Education: Australia's coordinated approach to sports education is a proven and highly successful model that India could use as a template for developing an all-encompassing and systematic approach to sports education.

[25] Australia's India Economic Strategy to 2035

5. Major Sporting Events (MSEs)

Indian Requirements/Landscape

The NSP states as one of its key objectives, the preparation of a roadmap for organising MSEs, involving various stakeholders such as the Indian Olympic Association (IOA), PCI, NSFs, state governments, other recognised organisations, and private organisations, including a sustainable framework to ensure that these events are executed effectively and generate tangible returns for betterment of society.

India has hosted numerous major international sporting events, including multiple Cricket World Cups (1987, 1996, 2011), the 2010 Commonwealth Games, and the Asian Games in 1951 and 1982. It has also hosted the 1952 World Table Tennis Championships, the 1987 FIH Hockey World Cup, and will host the 2025 International Cricket Council (ICC) Women's Cricket World Cup, the 2026 T20 Cricket World Cup, and the 2031 One Day International (ODI) Cricket World Cup. The IPL has also had a regular fixture since 2007. However, compared to the population, the major events have been significantly lower in number and India has not been able to capitalise on the opportunity to create a legacy.

Opportunities to Collaborate Based on Australian Expertise/Mutual Interest

As a sporting nation, Australia is a world leader in hosting some of the largest and most high-profile sporting events in the world. Australia has already successfully hosted two Olympic Games (Melbourne, 1956, and Sydney, 2000), 5 Commonwealth Games (1938, 1962, 1982, 2006, 2018), Cricket World Cups (Men's and Women's included 6 times), and the Fédération Internationale de Football Association (FIFA) Women's World Cup (2023), to name a few. Australia is also home to some of the most high-profile annual sporting events, including the Albert Park F1 Grand Prix and the Australian Open Tennis. In February 2025, the US National Football League (NFL) announced that the Melbourne Cricket Ground would host an NFL exhibition game in 2026 with a view to scheduling regular-season games in Melbourne thereafter.

At a macro level, Australia's major events strategy is driven by the National Sports Strategy[26] which falls under the Federal Department of Health and Aged Care. Sporting events also boost the economy. For example, it is estimated that the Brisbane 2032 Olympic and Paralympic Games will deliver A$17.6 billion in economic, social, and environmental benefits to Australia.[27]

Australia's expertise in attracting and executing MSEs also comes from the cohesion that has been created between the Federal and State ministries responsible for major events. States such as Victoria and NSW have dedicated legislation (both have Major Events Act 2009, respectively) allowing the relevant minister to declare an event as a major event - thereby earmarking it for funding, resource allocation,

Photo Credit: F1



Australian Grand Prix

[26] https://www.health.gov.au/topics/sport/national-sport-strategy

[27] https://www.health.gov.au/resources/publications/national-sport-strategy-2024-2034?language=en)

and Government support from the bidding and promotion through to execution. All of this is with the support and aid of the Federal Minister for Sports and relevant government and expert bodies such as the ASC.

Special-purpose local organising committees are also established to manage MSEs, with separate governance and funding.

An ancillary benefit of Australia's continued prioritisation of attracting MSEs is the development and promotion of domestic businesses, with expertise in key areas of major events, and supporting the export of their expertise. An excellent example of this is Brisbane firm Populous Designs, which not only designed and oversaw the construction of the Narendra Modi Stadium in Ahmedabad, but also Wimbledon's Centre Court, London's 2012 Olympic Stadium, and Prince Mohammed bin Salman Stadium. Populous has an office in India, has worked on a number of projects there, and would be a good resource for India.

As part of the Legacy for FIFA Women's World Cup in 2022, a Human Rights Impact Assessment was conducted by the Australian Human Rights Commission to address issues such as diversity and inclusion, child safety, displacement of people, child labour, ethical procurement, etc, and is a good example of a successful legacy built around an MSE.

Recommendations

Developing MSEs Expertise: India could utilise Australian expertise in organising MSEs, including governance structures, infrastructure requirements, sports technology for fan engagement and fan experience, event management, legacy, and volunteer management. Focus should be on collaborating and learning from states like Victoria, NSW, and Queensland, as well as some large sporting associations that have successfully run MSEs like Cricket Australia, Commonwealth Games Australia, Basketball Australia, Football Australia, and others. These learnings will be useful for India in its bid to host the Olympics.

Legacy Learnings: Indian could learn from the legacy built during MSEs and the upcoming Olympics in Australia, including venues legacy.

Exhibition Matches: Another area of collaboration between the two countries could be to host exhibition matches of sports that are of common interest to both countries, e.g., hockey, or promote new sports in the other, for example, kabaddi and kho kho in Australia and AFL, basketball, and others in India. It would be beneficial to run them as MSEs and would facilitate the exchange of players, tourism, and enhance people-to-people links.

6. Sports Tech and Innovation

Photo credit: VALD



Technology for Human Performance

6.1 Sports Tech

Indian Requirements/Landscape

The NSP pillar for Sports for Economic Development emphasises leveraging sports to boost industries such as manufacturing and sports technology. There is a focus on fostering a thriving environment for sports startups and entrepreneurs, as vital for innovation and growth. Necessary support for startups is to be provided through Government initiatives such as procurement programmes, innovation hackathons, and sports incubator programmes. The Sports Startup & Entrepreneurship Accelerator Program will be established to further promote ventures that contribute to sports development, providing them with mentorship, resources, and networking opportunities.

The startup culture in India is strong and growing, including sports startups. In the last 10 years, over 120,000 startups have been registered in India, making it the third-largest startup ecosystem in the world. Alongside this, the country is home to the third-highest number of startup unicorns (privately held ventures with greater than $1 billion in valuation), rising from just one unicorn in 2011.[28] Some of these startups have seen significant investment from large industrial houses, venture capital firms, cricketers, and Bollywood celebrities.

However, there appears to be a gap in data analysis in India, which has vast amounts of data that is collected by sports tech companies, but the analysis is not meaningfully utilised for better outcomes in sports.

Opportunities to Collaborate Based on Australian Expertise/Mutual Interest

Sports technology and innovation are common areas of interest for both Australia and India. Both have a strong technology and innovation culture. India has a large number of technology giants that operate in Australia and have connections with sports, including Infosys, which sponsors the Australian Open, HCL Tech, which sponsors Cricket Australia, and Mahindra Automotive Australia, which sponsors Australian Beach Volleyball Championships and the Australian Volleyball Super League and has Australian sporting icon Matthew Hayden as its ambassador.

Australian Sports Technology Network (ASTN) is a key organisation in the Sports Tech space in Australia. Established in 2012, ASTN is an industry-led Australian ecosystem of organisations with a vested interest in sports technology development. This includes leading sports technology businesses, National Sporting Federations, research institutions, sports distributors & retailers, government agencies, service providers, and investors.

ASTN programmes are geared to assist Australian sports technology companies to scale up and commercialise their technologies into international markets and assist universities and research institutions in commercialising projects.

Australia, through the ASTN, has a track record for providing support to Indian sports startups through mentoring, funding, networking, and other opportunities.

Further, the use of AI in sports technology will potentially revolutionise the way in which sports technology can be leveraged for maximised impact and use. Australian universities, sports tech companies, and sporting organisations/associations are already using AI, which India can utilise.

[28] https://www.weforum.org/stories/2024/12/india-startup-entrepreneur-trends/

Recommendations

Scaling Up Indian Sports Tech Companies: Opportunities where Australian organisations have supported Indian startups could be leveraged further for scaling up Indian sports tech companies for the benefit of both countries. Sports startups in India need capital and technological infusion, which can be enabled by Australian tech and investment companies.

Collaborations in the Sports Tech Sector: Greater opportunities to collaborate in the sports tech sector should be prioritised, given India's robust startup culture and Australia's increasing focus on sports technology, particularly in Victoria and Queensland. An interest has also been expressed to use Australian expertise to develop sports tech in India for diversity, equity, inclusion and CSR initiatives, fan engagement, and reaching out to larger audiences.

Utilising Indian Sports Tech Expertise: Australia could leverage the startup culture in India and utilise the technology that is being offered, some at substantially lower prices than in Australia.

Incubator for Sports Startups: An incubator for sports startups could be set up jointly between an Australian and an Indian university, with a focus on projects that benefit both countries. This may be supported by funding from the Universities, governments, and private funders.

Australian Expertise in Data Analytics: Australian expertise and experience in data analytics can be utilised to collate Indian data, both for Indian and Australian use, in areas such as performance testing, talent identification, and supporting high-performance.

AI-powered Technology for Sports: Indian sporting bodies and organisations can partner with Australian universities, sports tech companies, and sporting organisations/associations to utilise AI-powered technology in India. For example, generative AI capabilities can be embedded into a sports intelligence solution to enable clubs and federations to receive contextual insights derived from their own internal data, as has been done by Australian firm iReel in its partnership with United Kingdom (UK)-based Interpro, the leading sports intelligence solution. It could also be used for creating an AI tool that responds to discrimination and promotes inclusion using AI-powered insights, as is being piloted by Swinburne University of Technology.

Engagement with Indian Tech Giants: Increased engagement of Indian tech giants like Infosys, Tech Mahindra, HCL Tech, and others, in Australian sports should be promoted for mutually beneficial opportunities. An example is the Infosys Junior/Future Leaders Program, a partnership with Tennis Australia and Table Tennis Vitoria which aims to nurture young leaders through digital and community-focused initiatives.

Case Study: Table Tennis Australia Partnerships with Indian Sports Tech Companies and Other India-Australia Tie-ups in Sports Tech



Table Tennis, Australia

Table Tennis Australia (TTA) has recently entered into a partnership with the Indian Sports Tech company SportVot to provide Live Streaming services for all TTA events. The partnership is set up as a whole of sport benefit, enabling the preferred pricing to be extended to all State and Territory Member Associations.

TTA also ran a competition Request for Proposal (RFP) process, which resulted in the appointment of Stupa Sports to provide competition management software solutions for all TTA events.

A key point of differentiation for Indian sports tech companies as compared to local providers was competitive pricing and innovation, predominantly due to the ability to provide key services from India at a competitive rate compared to local Australian services and pricing.

These partnerships will lead to greater efficiency in operations, further reach, and innovative solutions. There was also the willingness to send key staff to Australia to better understand the Australian Table Tennis competition landscape, to ensure the service meets the needs of Table Tennis in Australia.

Also to be noted is that SportVot was part of a Startupbootcamp's sports tech accelerator in Melbourne. They indirectly have an investment from the Victorian Government and are working with a few sports organisations, other than TTA, in Australia.

There are some other examples of collaborations in the sports tech sector, including between Cricket Victoria and KheloMore, who have partnered to launch the Melbourne Cricket Academy (MCA) in India. This initiative aims to introduce structured cricket coaching programmes into the Indian school system, fostering stronger cricket ties between Victoria and India.

Additionally, Cricket Australia has partnered with str8bat, an Indian sports technology company, to introduce a new bat sensor that provides players and coaches with real-time, 360-degree insights into batting performance.

6.2 Esports

Landscape in Both Countries and Areas of Collaboration

Esports is another area for potential collaboration between the two countries. India has officially recognised Esports as a sport in India and there is the Esports Federation of India. There has been exponential growth in the field of Esports recently in India, and events like the Electronic Sports League (ESL) India Premiership, Indian Gaming League, and the PUBG Mobile India Series are now an annual carnival, attracting thousands of contestants and audiences from across the country.

Esports is popular in Australia, though several competitions have been cancelled recently, which indicates that the interest may be waning.

Recommendation

Esports Competition: A joint Esports competition between the two countries to be run annually can be a good collaboration. QUT has a course on Esports and a collaboration in the Esports sector between Australia and India, though QUT could see the reinvigoration of the sector in Australia.

6.3 Sports Goods

Landscape in Both Countries and Areas of Collaboration

India is one of the leading manufacturers of sporting goods. Over 60% of Indian sporting goods are exported worldwide.[29] It is the third-largest manufacturer of sporting goods in Asia, including athletic goods, and produces over 300 categories of goods and exports to more than 150 countries, including Australia.[30]

During 2023-24, India exported sporting goods worth US$523.24 million. As the sporting goods manufacturing sector in India is set to grow to US$6.6 billion by 2027,[31] there are immense opportunities for Australian businesses, particularly since the Australia-India Economic Cooperation & Trade Agreement (ECTA) provides duty-free access to Indian sporting goods in Australia.

The Government of India has allowed 100% Foreign Direct Investment (FDI) in the sports manufacturing and infrastructure sector, creating enormous sports infrastructure opportunities in India. Most recently, in a significant move, the sports goods manufacturing has been included in the MYAS giving it the same policy status as other National industries.

Photo Credit: Sports Goods Export Promotion Council of India



Signing of MOU between Australia India Business Council and Sports Goods Export Promotion Council of India

The NSP also focuses on the development of a robust sports equipment manufacturing sector for economic growth. It lays emphasis on integrating this sector with national schemes such as “Make in India” and “Atmanirbhar Bharat,” which can drive innovation and create significant job opportunities. Additionally, the NSP provides for the manufacturing and distribution of sports equipment to be regulated to ensure high standards, which will further enhance product quality and market competitiveness.

In a significant development, the Australia India Business Council signed an MOU with the Sports Goods Export Promotion Council of India in 2024 for greater access to Indian sports goods in Australia.

Recommendations

Investment in Sports Goods Manufacturing in India: Australian investors/ funds should leverage the incentives being provided by the Government of India to set up sports equipment manufacturing in India.

Sports Goods Imports from India: Australia should utilise India’s capability in the sports goods sector to import high-quality goods at comparative prices. There are already examples such as Sherrin footballs for AFL and cricket bat manufacturers in India; however, greater imports would benefit both countries, particularly the SMEs.

Collaboration for Innovation in Sports Goods: Australia and India can also collaborate for innovation in sports goods, for example, wearables, safety gear, helmets, and other products.

[29] https://www.ibef.org/exports/sports-industry-india

[30] https://www.india-briefing.com/news/indias-sports-goods-manufacturing-and-export-outlook-2025-36969.html/

[31] https://www.india-briefing.com/news/indias-sports-goods-manufacturing-and-export-outlook-2025-36969.html/

7. Sports Volunteering

Indian Requirements/Landscape

The NSP specifically identifies sports volunteering as a core area of focus in relation to social development. Engaging India's youth in sports volunteering can enhance community involvement and support various sporting schemes. Robust sports volunteering mechanisms, such as the Khelo India Sports Activator and FIT India Volunteer programmes, will be established under the NSP to encourage active participation. Recognising and rewarding volunteers will be promoted through incentives like course credits, event passes, and opportunities to meet champion athletes, which will further motivate young individuals to contribute to the sports sector and foster a culture of volunteerism.

Volunteering is also a platform to tackle the problem of underrepresentation in sports — another stated objective of the NSP. The aim is to involve tribal or remote communities not only in participating in sports itself, but also in the volunteering component of promoting and organising competitive sports and sporting events, diversifying how those from more excluded communities can become more involved.

Opportunities to Collaborate Based on Australian Expertise/Mutual Interest

Australia has a strong culture of sports volunteering and established frameworks and policies to support it. The ASC has developed a strategy for encouraging and harnessing volunteers across the entire spectrum of the Australian sporting landscape. The ASC's strategy focuses on the idea that sports volunteering is for everyone and is linked to a wide range of health, social, and community benefits. Sports provides opportunities to volunteer for something that suits a person's individual needs, interests, and availability across a breadth of roles and tasks.

With an estimated 2.9 million Australians volunteering in sports annually, volunteers are the heart of Australia's sports sector and are respected and recognised as having a critical role in the delivery of sports in Australia.

To transform the sports volunteer experience and promote the value of volunteering in sports, the ASC has set up the Sport Volunteer Coalition, which is made up of experts from the sports industry, government, and volunteering. The Coalition, through a Sport Volunteer Coalition Action Plan, will play a critical role in supporting the sector to develop strategies that help keep the clubs open and communities active.[32] The Plan also recognises that sports volunteering enables increased participation in sports.

Photo Credit: Merri-Bek City Council



Multicultural Sports Day

Recommendation

Learnings from Australia in Volunteering: India could learn from Australia's policies and structures to increase and streamline volunteering in sports in India. This would need to be contextualised for India; however, learnings from the research done in Australia on the motivations and makeup of volunteers (Australia being a multicultural nation) would benefit the Indian sports ecosystem and increase the much-needed workforce required in sports. It would also increase interest, involvement, and participation in sports generally.

[32] https://www.ausport.gov.au/volunteering/sport-volunteer-coalition-action-planemphasis

8. Traditional and Indigenous games

Landscape in Both Countries and Areas of Collaboration

The NSP seeks to expand the recognition and support for traditional and indigenous games from various states to enrich India's sports landscape and preserve its cultural heritage. It can also provide new avenues for talent discovery and community engagement.

The most popular Indian traditional/indigenous sports are kabaddi and kho kho. Pro Kabaddi is the second most-watched sports league in India. Outdoor Kabaddi is already popular with certain Indian communities in Australia, and several competitions have been held over the years. The Pro Kabaddi League also had an exhibition match in Melbourne during the Boxing Day Test in 2024, and it was very well received.

Australia has also sent a team in the past to participate in the International Kabaddi Tournament in India. Both the exhibition match in Australia and the International Kabaddi Tournament in India had teams comprising former AFL players.

Kho Kho is another traditional/indigenous sport played by both men and women. Recently, the Kho Kho World Cup was organised in India, and Australia participated by sending a team, which did reasonably well, considering it was their first time. Kho Kho Australia has been established to foster the growth and development of kho kho in Australia.

India has many other state-based traditional/indigenous sports that can be good exports to Australia, for e.g., arm wrestling (panja), malkhambh, kushti (Indian wrestling), and others.

With the large Indian diaspora now based in Australia, there is greater receptivity and audience for these traditional/indigenous Indian sports. This will drive further investment into these sports. It will also provide additional participation opportunities for Australian current and ex-athletes.

As outlined in the Australia Strategy, this could also be an opportunity to attract Indian sports media investment and promote Australian sporting companies. It will also help to enhance people-to-people links. Having Australian involvement in Indian indigenous sports will strengthen the infrastructure, develop personnel, and establish a robust competition framework for these games.

Photo Credit: Pro Kabaddi



Pro Kabaddi exhibition match in Melbourne

Additionally, India has a large number of athletes from a tribal background who have been performing well in both National and International tournaments. Australia also has several athletes of indigenous backgrounds who play AFL, NRL, participate in athletics, and other sports.

Yoga is one of India's largest exports and is arguably even more popular overseas than in India, with a large number of tourists travelling to India for Yoga retreats and to learn. The United Nations (UN)-recognised International Day of Yoga is celebrated worldwide, including in India. Though not in the traditional sports category, Yoga includes physical exercise, is linked to health and wellness, and therefore is an important area for collaboration in the context of sports and otherwise.

Recommendations

Holding Regular Pro Kabaddi Competitions in Australia: There is potential to hold regular competitions as part of the Pro Kabaddi League in Australia in the future.

Promoting Indian Indigenous/Traditional Sports in Australia: Further support should be given to promote sports like kabaddi and kho kho in Australia with a view to having regular tournaments, training of personnel, and further investment into these sports. Government support should also be provided for holding exhibition events for other traditional/ indigenous sports, including in breaks or pre and post-matches for mainstream sports like cricket in Australia.

Collaboration Between Indian Tribal and Australian Indigenous Athletes: There would be value in collaborating to bring Indian Tribal and Australian Indigenous athletes together to promote inclusivity and excellence.

Setting up Yoga Federations: Yoga Federations could be set up in both countries that could regulate the practice of Yoga with the International Federation based out of India to bring some uniformity and also lead to collaborations in that space, particularly in light of the UN International Day of Yoga.

9. Leveraging the Indian Diaspora

Photo Credit: Getty Images and Cricket Australia



Boxing Day Test at MCG 2024

Landscape in Both Countries and Areas of Collaboration

The close to 1 million-strong Indian diaspora can be a strong bridge between Australia and India in the sporting sector. They not only consume sports locally but will also be Ambassadors of Australian sports and sporting brands in India and vice versa.

With Indian run businesses growing and with greater disposable income, the Indian diaspora is eager to engage with sports, including as sponsors and investors, and to enjoy the high-end experience that many MSEs offer.

There is a spurt in local sports clubs founded by the Indian diaspora in Australia, a trend that will continue to grow, and will also promote the movement of players between the two countries.

The growing Indian diaspora is also a source of tourism in both countries. Many Indians visit their family and friends, and sports, particularly cricket, can be an added incentive. Also, many Indians and some Australians travel to India for the IPL.

Additionally, there is some indication that the Indian government might allow Overseas Citizen of India (OCI) cardholders to compete in sports in India, which will not only be a great opportunity for Indians living in Australia but also in shaping the sporting relationship between the two countries.

Recommendations

Diaspora Engagement: There should be greater engagement with the Indian diaspora for promoting sports, sporting ties, promoting sports diplomacy and tourism, and for greater investment in sports in both countries. Stronger connections should be established with the Indian diaspora involved in sports in Australia, both on and off the field, including appointing them as Ambassadors for various sports. This, along with finding suitable talent from India to play in sporting leagues in Australia, including AFL, NRL, and Basketball, would benefit Australian sports.

Diaspora Recognition: Diaspora involvement and achievement in sports should be recognised at a suitable forum in India, as is done in Australia.

Non-Cricket Related Engagement: Diaspora engagement can also be leveraged for sports and sporting events other than cricket, such as the Australian Grand Prix, Australian Open, Melbourne Cup, and other MSEs in Australia, and kabaddi, football, hockey, and other sports in India.

10. Diversity and Inclusion

Photo Credit: Deakin University



Deakin International Conference on Women in Sport in Mumbai in partnership with Australian Consulate-General Mumbai, India

Indian Requirements/Landscape

One of the objectives of the NSP is to promote social development and inclusion through sports. It advocates for the implementation of inclusive sports programmes across all participation groups, starting from the unit level and extending to educational institutions like schools, colleges, universities etc. This involves developing structured sports programmes that cater to different age groups and skill levels, ensuring that every individual has access to sporting opportunities. NSFs will be required to facilitate the creation of robust programme frameworks at various levels of the sports development pyramid, promoting a seamless progression from grassroots to elite levels.

The NSP also focuses on reducing barriers to participation of under-represented population groups. It seeks to foster inclusivity and increase participation in sports among under-represented groups such as women, the LGBTQ+ community, economically weaker sections, tribal communities, and those with physical or psychological challenges, including by creating dedicated sports facilities. It emphasises developing and enforcing guidelines to be undertaken to ensure a safe and inclusive sports environment, to safeguard against discrimination, and to create a welcoming atmosphere for all participants.

The Sports Governance Act also mandates quotas for women on boards constituted under that Act.

India also has the Achieving Sports Milestone by Inspiring Women (ASMITA) Programme, which is part of Khelo India's Mission[33] to promote gender-neutral sports culture. Launched in 2021, ASMITA aims to boost women's participation in sports and act as a nationwide talent identification platform.

[33] https://www.drishtiias.com/loksabha-rajyasabha-discussions/perspective-five-years-of-khelo-india

Opportunities to Collaborate Based on Australian Expertise/Mutual Interest

In Australia, the Play Well Strategy has been developed to create great sporting environments and experiences, where individuals of all ages, backgrounds, genders, and abilities can come together to access the benefits of sports.

With pillars for empowering people and organisations, driving lifelong involvement, activating places and spaces, building connections, equitable access, and transforming culture, Play Well brings a coordinated, comprehensive strategy for inclusive participation.

ASC resources, including governance resources, also focus on diversity and inclusion. The ASC has recently released a Roadmap: An All-inclusive Approach to Governance and Leadership in Australian Sport[34] and a new course on board diversity.[35]

To promote more inclusive sports practices in our community, the ASC has developed a Multicultural Engagement Playbook[36] and many other resources to increase participation of people from LGBTIQ+ communities, people with disability, women and girls, and First Nations people.

There are also scholarships for women, both at the Federal and State levels, for leadership and governance courses. The ASC has established the Women Leaders in Sport (WLIS) programme, which to date has supported more than 27,000 women and more than 800 sporting organisations with programmes and grants to support organisations, women in sports, and clubs. Similarly, the Victorian Government offers scholarships for professional development, leadership, and board governance.

There are also quotas for women on sports boards. The National Gender Equity in Sport Governance Policy has Gender Equity Targets that have been set for the governance of national and state level sports bodies which require that 50% of all board directors are women and/or gender diverse, that 50% of board chairs are women and/or gender diverse and that 50% of specified board sub-committee members are women and/or gender diverse.

The Victorian Government also has policies requiring a minimum of 40% women on sporting boards; non-compliance with these policies would prevent the sporting board from receiving government funding.

Australian Sporting Federations, both at State and National level, also have diversity and inclusion polices, programmes and initiatives, and many of them now include that as part of their core strategy. These diversity and inclusion initiatives create an equitable playing field for everyone in the sporting sector.

Many Australian NFPs and industry bodies have been advocating for diversity and inclusion in the Australian sporting sector, offering resources and practical solutions to support diversity, equity, and inclusion initiatives within sporting bodies.

There are also both formal and informal networks that exist in Australia for women in sports that support women in sports, create and identify opportunities, and generally provide a peer-to-peer network that is very important for under-represented groups.

The Olympic and Paralympic planning in Australia has a big legacy focus with the aim to bring about systematic change, creating an impact that can continue for years and lead to the long-term evolution of the sports system. This is reflected in the Play Well and Win Well strategies.

Recommendations

Learnings from Play Well Strategy: Learnings from the Play Well Strategy will be useful for India in creating a comprehensive strategy for an inclusive sporting environment at all levels.

Learning from Diversity and Inclusion Initiatives in Australia: Learn from Australian initiatives in diversity and inclusion, particularly the inclusion of women and girls, people with disability, people from LGBTIQ+ backgrounds, and people from indigenous backgrounds. This includes decision-making roles in sports. These will go a long way in making sports a welcoming space for everyone. The ASC, Australian Sports Fedrations, and NFPs can provide good resources.

Engaging with Australian NFPs and Learning from Informal Groups Engaged in Sports: It may be useful to engage with the Australian NFPs, particularly those that are working with culturally diverse populations, to learn from their experiences and work. It would also be useful to learn from the informal groups existing in the sporting sector in Australia and to encourage and support the formation of such groups in India.

Female Representation in Sports: Noting that the Sports Governance Act mandates quotas for women on boards constituted under the Sports Governance Act, supplementary initiatives could be adopted from Australia to ensure that there are more women in leadership positions, that they have visibility, and that they have adequate training and support to be able to attain and retain these positions.

Legacy Initiatives in Diversity and Inclusion: India should consider strategies similar to Australia for its own legacy creation for the Olympics and social impact, considering local challenges. It would be important to consider the indigenous (tribal) population of India and how sports and the Olympic opportunity can be leveraged to empower these communities.

[34] https://www.sportaus.gov.au/integrity_in_sport/inclusive-sport/understanding-our-diverse-audiences/lowses

[35] https://www.sportaus.gov.au/governance/education/education-for-directors/players

[36] extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.sportaus.gov.au/__data/assets/pdf_file/0004/1161859/ASC-Multicultural-Engagement-Playbook_Research-Findings.pdfGender

Case Study: ABC CAMPs Program in India

The Australian Broadcasting Corporation's International Development Unit (ABCID) has facilitated two highly successful Sports Media Commentary and Mobile Journalism Programs (CAMPs) in New Delhi and Bengaluru in 2024/25, and has been extensively lobbied by local stakeholders to expand the programme across India and South Asia (specifically Bangladesh, Nepal, Pakistan, and Sri Lanka).

ABCID first engaged sports media in India through the Women in News and Sport (WINS) programme in 2017 and has since maintained close ties with several alumni, especially leading female sports journalists Rica Roy and Manuja Veerappa. However, due to funding limitations but overwhelming demand, and in-country support, ABCID designed and delivered two programmes modelled on the successful FIFA World Cup CAMP in Australia in 2023.

The Delhi programme in September 2024 featured 17 participants from 8 locations participating in a one-of-a-kind sports commentary, mobile journalism, and professional development programme, which included access to international cricketers, online and in-person learning programmes, and the opportunity to travel to Australia to cover games live. A scaled-down version of the programme was delivered in Bengaluru in early 2025.

The funding for the programme came from DFAT. The first CAMP was funded by the Australian High Commission in Delhi, and the second CAMP was funded by the Consulate General in Bengaluru.

This programme is a good example of collaboration in the diversity and inclusion space, focused on capacity building of women in sports journalism in India, which is a predominantly male-dominated area.

Photo Credit: ABC



ABC International Development (ABCID) and the Australian High Commission in Delhi hosting the Commentary and Mobile Journalism Program (CAMP)

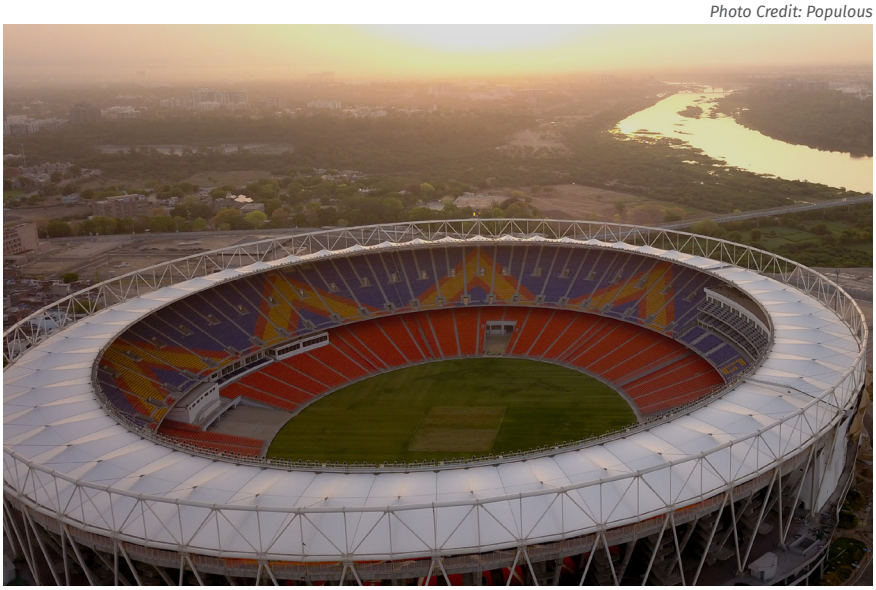
11. Infrastructure and Facilities

Indian Requirements/ Landscape

Developing sports Infrastructure is critical for India's growth of sports locally and for achieving the nation's excellence on the global stage and has been recognised as such in the NSP.

The NSP emphasises equitable access to sports facilities, with a focus on infrastructure development from block to state levels, irrespective of economic, social, and geographic disparities. It will adopt a targeted approach to address high-performance needs based on regional data like demographics, personnel, previous performance, etc.

Photo Credit: Populous



Narendra Modi Stadium

Opportunities to Collaborate Based on Australian Expertise/ Mutual Interest

Australia has expertise in infrastructure and facilities in the sporting sector. Australian company Populous designed the Narendra Modi Stadium in India, the world's largest cricket stadium, and Australian company Cox, as part of the BCC Consortia, is contributing to the development of the landmark precinct, the Sardar Vallabhbhai Patel (SVP) Sports Enclave in Ahmedabad. By drawing on this expertise and experience, India can strengthen the delivery of its sporting events, including the Olympics.

Sustainability in sports infrastructure and reducing the environmental impacts of sporting infrastructure are important areas for Australia, and it has made significant investments in sustainable sports infrastructure and facilities.

ASC's Play Well Strategy has created a National Sport Infrastructure Network with representatives from all states and territories, all levels of government, relevant industry experts, NFPs, and community groups. This group will guide an aligned and coordinated approach to sports infrastructure planning, design, investment, and management. A National Sport Infrastructure Action Plan is also being developed. It will cover the development of a strategic approach for the creation of versatile, accessible, and sustainable sports hubs, consistent facility standards and design principles across the sector that leverage universal design principles, innovative funding solutions, and levers of influence to support facility development, management, and sustainability, and collaborative management practices that promote cooperation between sports and facility users.

Recommendations

Utilising Australian Expertise for the Development of Infrastructure: In addition to already existing partnerships with Australian architectural and infrastructure companies to build stadiums and sports infrastructure in India, expertise from Australia could be used by India for the development of its community sports infrastructure. Infrastructure management, including stadium management, is also an area where Australia has expertise that India can utilise.

Sustainability in Sports Infrastructure: India can learn from Australia's expertise in the area of sustainability in sports infrastructure. Also, focusing on climate for the future will be a key area for collaboration.

Creating National Infrastructure Network and Plan: India could learn from Australian initiatives such as the establishment of the National Sport Infrastructure Network and the development of the National Sports Infrastructure Plan, and create similar networks in India to bring about a coordinated approach to sports infrastructure in India.

Other Initiatives in Sports and Urban Infrastructure Planning: Infrastructure development in India should prioritise improved transportation and facilities that accommodate both male and female athletes, sports administrators, officials, and fans. Additionally, these facilities should be fully accessible to individuals of all abilities and responsive to diverse language needs — areas in which Australia excels and which India should integrate into its sports and urban infrastructure planning.

12. Additional Recommendations Across All Areas

In addition to the areas already listed, some other general recommendations are being made for successful collaborative outcomes:

State-based and Sport-based Approach

Collaboration should target states looking to host Olympic events or those with strong sports strategies. Each state tends to specialise in certain sports, therefore efforts should align with the sport each state is hosting or prioritising. Without being an exhaustive list, it may be useful to engage with Delhi and the states of Gujarat, Bihar, Kerala, Telangana, Karnataka, Odisha, Punjab, Haryana, Uttar Pradesh, Andhra Pradesh and West Bengal.

Focus should also be on foundation sports, including swimming, athletics, and gymnastics, as they will help create a larger pool of athletes that may be absorbed by other sports.

Focused meetings for each sport should be organised to encourage collaboration among stakeholders from both countries, including the Indian and Australian Sporting Federations and relevant Indian businesses or foundations.

Facilitating Business Outcomes

Both governments, particularly the Indian government, should facilitate business outcomes by creating frameworks that make doing business in India simple, including assisting in finding the right partners and supporting overseas businesses and investors. This may require creating guides to do business in the sporting sector in India, a dedicated team to support those businesses looking to enter the sporting sector in India, and providing logistical and regulatory support.

Partnerships that are most likely to succeed are those that involve multiple stakeholders. In India, some of the corporates that also have Foundations work closely with Indian Sporting Federations. Partnerships between these Foundations and Australian private sporting organisations and/or National Sporting Federations will lead to sustainable partnerships.

Hosting Regular Conferences/Sports Summit

Victoria hosts the SportNXT conference every year, one of the world's pre-eminent sports conferences and the leading sports summit in the Asia-Pacific region. SportNXT brings together global thought leaders, both in-person and virtually, from across the sports industry to explore the trends, challenges, and opportunities of the future for the sports industry. A strong participation from India in the future is recommended. Further, India could consider hosting Australian delegates at a similar global summit of its own to build capacity and forge business collaborations for the development of sports.

Photo Credit: SportsNxt



SportsNxt Conference in Melbourne 2025

An Australia-India Sports Innovation Summit was hosted by DFAT before the Brisbane Test in 2024. Following that, the Gujarat Government, in partnership with DFAT, hosted the Australia Indian Sports Excellence Forum in Gift City, Gujarat. Follow-up summits should be organised by both governments. The focus of these summits should be on the latest developments and potential collaboration opportunities.

Publication

A publication that focuses on sports between the two nations could be started in partnership between media houses in Australia and India. These could include the latest developments, opportunities, as well as editorials, and could be published monthly online to foster greater collaboration.

Sports Diplomacy

Utilise sports diplomacy as a tool for collaboration. Cricket diplomacy has been utilised by both countries for many years. Political, intergovernmental, and business meetings are often held on the sidelines of cricket. Both countries can use the soft power of sports generally for outcomes in other areas, and this would be beneficial for collaborations in the sporting sector as well.

Legislative Reforms

A strong legislative foundation supported by legislative reform in India, as referenced in preceding pages, both at the Union and State levels, will enable more meaningful international collaboration, including with Australia.

APPENDIX 1

List of Stakeholders

Australia

Government Bodies

1. Department of Foreign Affairs and Trade
2. Australian High Commission in Delhi
3. Other Mission offices in India
4. Australian Government Department of Health and Aged Care
5. Australian Sports Commission/Australian Institute of Sport
6. Trade and Investment Queensland
7. Queensland Government
8. Brisbane 2032
9. Victorian Government
10. New South Wales Government
11. Centre for Australia India Relations
12. Sports Integrity Australia

Sporting Federations

1. Australian Olympic Committee
2. Australian Paralympic Committee
3. Paralympic Australia
4. Athletics Australia
5. Hockey Australia
6. Gymnastics Australia
7. Swimming Australia
8. Table Tennis Australia
9. Badminton Australia
10. Rugby Australia
11. Cricket Australia
12. Basketball Australia
13. Australian Football League (AFL)
14. Tennis Australia
15. Australian Grand Prix Corporation
16. Football Australia
17. Basketball Australia
18. Squash Australia
19. Pickleball Australia
20. Disability Sport Australia
21. Commonwealth Games Australia
22. Victoria Racing Club
23. State Cricketing Associations, particularly Cricket Victoria, Cricket NSW, Cricket ACT, and Cricket QLD

Universities

1. Deakin University
2. La Trobe University
3. Victoria University
4. Queensland University of Technology
5. University of Queensland
6. Griffith University
7. University of Melbourne
8. University of New South Wales
9. Swinburne University of Technology
10. Royal Melbourne Institute of Technology (RMIT)

Private Organisations

1. Australian Sports Technology Network
2. Belgravia Leisure
3. VALD
4. Catapult
5. SportsNxt
6. Infosys
7. HCL Tech
8. Mahindra Tech
9. Australia India Business Council
10. Populus
11. Cox Architecture
12. A League Clubs - Melbourne Victory and Melbourne City
13. Multicultural Women In Sport

List of Stakeholders

India

Government Bodies

1. Ministry of Youth Affairs and Sports
2. Ministry of External Affairs
3. Various State Government Departments dealing with Sport/Head of Sport for state, particularly, Delhi, states of Gujarat, Bihar, Kerala, Telangana, Karnataka, Odisha, Punjab, Haryana, Uttar Pradesh, and West Bengal
4. Sports Authority of India
5. Prasar Bharti

Sporting Federations

1. Board of Cricket Control of India
2. Delhi and District Cricket Association
3. Mumbai Cricket Association
4. Indian Cricket Association
5. Badminton Association of India
6. Hockey India
7. All India Football Federation
8. Table Tennis Federation of India
9. Squash Racket Federation of India
10. Rugby Federation of India
11. All India Tennis Association
12. Gymnastics Federation of India
13. Swimming Federation of India

Universities

1. International Institute of Sports Management
2. Global Institute of Sports Business
3. National Sports University
4. Swarnim Gujarat Sports University
5. Symbiosis School of Sports Sciences, Pune
6. Jio Institute
7. Kalinga Institute of Industrial Technology (KIIT)

Private Organisations

1. IPL Teams, in particular Rajasthan Royals, the Bangalore Royal Challengers, and the Delhi Capitals
2. JSW Sport
3. Reliance Foundation
4. JK Cement Sport
5. Infosys Head Office
6. HCL Tech Head Office
7. Mahindra Tech Head Office
8. Go Sport Foundation
9. Indian Premier Rugby League
10. Indian Pickleball League
11. Indian Super League and select Clubs, East Bengal FC, Punjab FC, and Mumbai City
12. Sports Vot
13. KheloMore
14. Pro Panja League
15. Pro Kabaddi League
16. Jio Star
17. Eurosport
18. Association for Sports Industry Professionals

List of Abbreviations

1	**ABCID**	Australian Broadcasting Corporation's International Development Unit
2	**AFL**	Australian Football League
3	**AI**	Artificial Intelligence
4	**AIS**	Australian Institute of Sport
5	**ASC**	Australian Sports Commission
6	**ASMITA**	Achieving Sports Milestone by Inspiring Women
7	**ASPP**	Australian Sports Partnerships Program
8	**ASTN**	Australian Sports Technology Network
9	**CAMP**	Commentary and Mobile Journalism Program
10	**CEO**	Chief Executive Officer
11	**COVID-19**	Coronavirus Disease of 2019
12	**CSR**	Corporate Social Responsibility
13	**DFAT**	Department of Foreign Affairs and Trade
14	**ECTA**	Economic Cooperation & Trade Agreement
15	**ESEN**	Elite Sport Education Network
16	**ESL**	Electronic Sports League
17	**FDI**	Foreign Direct Investment
18	**FIFA**	Fédération Internationale de Football Association
19	**HP2032+**	High Performance 2032+
20	**ICC**	International Cricket Council
21	**IOA**	Indian Olympic Association
22	**IP**	Intellectual Property
23	**IPC**	International Paralympic Committee
24	**IPL**	Indian Premier League
25	**KIIT**	Kalinga Institute of Industrial Technology
26	**LGBTIQ+**	Lesbian, Gay, Bisexual, Transgender, Intersex, and Queer
27	**MCA**	Melbourne Cricket Academy
28	**MEA**	Ministry of External Affairs
29	**MoU**	Memorandum of Understanding
30	**MSE**	Major Sporting Events
31	**MYAS**	Ministry of Youth Affairs and Sports
32	**NBL**	National Basketball League
33	**NCSSR**	National Centre for Sports Sciences and Research
34	**NEP**	National Education Policy
35	**NFL**	National Football League
36	**NFP**	Not-for-Profit
37	**NOC**	National Olympic Committee
38	**NRL**	National Rugby League
39	**NSF**	National Sports Federation
40	**NSO**	National Sporting Organisation
41	**NSOD**	National Sporting Organisations for People with Disability
42	**NSP**	National Sports Policy
43	**NSW**	New South Wales
44	**OCI**	Overseas Citizen of India
45	**ODI**	One Day International
46	**PCI**	Paralympic Committee of India
47	**PM**	Prime Minister
48	**QUT**	Queensland University of Technology
49	**R&D**	Research & Development
50	**RFP**	Request for Proposal
51	**RMIT**	Royal Melbourne Institute of Technology
52	**RPL**	Rugby Premier League
53	**SAI**	Sports Authority of India
54	**SGS**	Sport Governance Standards
55	**SIA**	Sport Integrity Australia
56	**SME**	Small and Medium Enterprise
57	**SVP**	Sardar Vallabhbhai Patel
58	**TAFE**	Technical and Further Education
59	**TOPS**	Target Olympic Podium Scheme
60	**TTA**	Table Tennis Australia
61	**UK**	United Kingdom
62	**UN**	United Nations
63	**USA or US**	United States of America
64	**UTS**	University of Technology Sydney
65	**VIS**	Victorian Institute of Sport
66	**WINS**	Women in News and Sport
67	**WLIS**	Women Leaders in Sport


HIGH COMMISSION OF INDIA, CANBERRA
सत्यमेव जयते