

CSR AND SPORTS IN INDIA - THE FIRST DECADE

June 2025



Acknowledgements



This report was prepared by a team from **Pacta**, a full-service boutique law firm focusing exclusively on the legal needs of the social sector, and **Sports and Society Accelerator (SSA)**, an independent, not-for-profit National Sports Promotion Organisation focused on enabling the sports and physical activity (SAPA) ecosystem in India.

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While research on the topic of sports-based corporate social responsibility (CSR) in India is nascent, we wish to acknowledge and thank other researchers, experts, and journalists who have come before us and whose work we have leveraged and built upon.

We would also like to thank the CSR representatives, philanthropic initiatives, non-government organizations and other stakeholders who were involved in the research and consultation process that supported the publication of this report.

Foreword



India is entering the second decade of its legislatively mandated CSR framework - a landmark initiative introduced in 2014. Over this time, CSR has enabled impactful investments in sectors like education, healthcare, and skilling. Yet, one domain with immense promise and multi-sectoral impact remains in the shadows: sport.

This report presents a data-rich, practitioner-informed account of how CSR has engaged with Indian sport so far, and where it can go. It highlights the gaps, showcases emerging models, and lays out practical recommendations to realize sport's full potential as a tool for social change.

Sport is more than just medals. It fosters inclusion, health, resilience, and community. When aligned with India's development priorities, CSR in sport can catalyze long-term impact, especially at the grassroots.

This is not just a stock-taking. It is a forward-looking call to action: urging policymakers, funders and practitioners to shift from one-off initiatives to long-term, ecosystem-aligned commitments. The foundation is in place. The opportunity is real. The time to play is now.

Table of Contents



- Snapshot of the First CSR Report (2023)
- Objectives of this Report
- A Timeline of Sports CSR Policy in India
- Key Insights and Findings
- Methodology
- Notable Trends
- Funder Ecosystem
- Geographic Trends
- Growth Opportunities; Winds of Change
- Enabling Collective Action
- Recommended Reforms
- Closing Notes

Snapshot of the First CSR Report (2023)



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2023 report

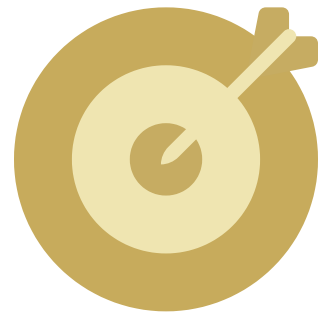
Our CSR and Sports in India (2023) report was the first comprehensive analysis of sports CSR spending in India, covering the 2014 – 2021 period.

Key findings from the report include:

- **Relative underfunding:** Sports CSR consistently received less than 1% of total CSR allocations.
- **Limited strategic focus:** Most initiatives were short-term, event-based, or focused on elite performance, with minimal engagement in grassroots sports, social impact and inclusivity.
- **Geographic concentration:** Funding was disproportionately allocated to a few states like Maharashtra, Karnataka, and Delhi.
- **Low private sector participation:** While public sector funding played a major role, private corporate involvement remained fragmented and inconsistent.
- **Emerging models:** Different models were being used to deploy CSR into the sports ecosystem and were providing flexible options.

[Back to Table of Contents](#)

Objectives of this Report



Building on the insights from our 2023 edition, this 2025 report aims to:

- Analyze CSR spending data from 2021-23, assessing pandemic-related investment shifts.
 - Identify decade-long trends from 2014-2023.
 - Evaluate corporate sentiment, with qualitative insights from funders and implementing organizations engaging with SAPA.
- Bridge ecosystem gaps by addressing some key questions, including:
 - Why do some companies invest in sports CSR while others do not?
 - What policy interventions could enhance corporate engagement?
 - How can sports CSR align more effectively with broader social development strategies?

[Back to Table of Contents](#)

A Timeline of Sports CSR Policy in India



2013 - 2014 : Legal foundation

- The Companies Act, 2013 (“Act”) formally introduced the CSR framework in India.
- Section 135 of the Act, enforced from April 2014, mandated CSR for companies meeting any of the following thresholds:
 - Net worth \geq ₹500 crore
 - Turnover \geq ₹1,000 crore
 - Net profit \geq ₹5 crore
- Schedule VII of the Act recognized ‘sports’ as a CSR-eligible activity, specifically: *Training to promote rural, nationally recognized, Olympic, and Paralympic sports.*
- Early corporate engagement largely focused on elite athlete training, reflecting a ‘high-performance’ approach.

A Timeline of Sports CSR Policy in India



2016: Expanded scope

- Revised guidelines broadened permissible activities to include:
 - Creation and maintenance of sports infrastructure
 - Upgradation of existing facilities
 - Sports science support, including gymnasiums and rehabilitation centers
- Marked a potential transition towards deeper and more holistic developmental efforts in the sports sector.



Strategic emphasis

- Encouraged Public-Private Partnerships (PPPs) to expand local-level infrastructure, particularly in underserved areas.
- Excluded one-off sponsorships (e.g., marathons, awards, TV ads) and business promotion activities. However, as per the CSR FAQs, brand visibility is acceptable as a collateral benefit, so long as the activity is executed in a project or program mode and not undertaken purely for marketing or brand promotion.

[Back to Table of Contents](#)

Key Insights and Findings



Sports CSR grew promisingly between 2021/22 and 2022/23

The spending on the 'training to promote sport' segment jumped to INR 526 crore in 2022-23, up 80% from a year before.

A year-on-year increase of 80% (from 2021-22) indicates renewed corporate interest and expanded investment areas.



Sports continues to attract less than 2% of total CSR allocations

Sports CSR peaked in 2022-23, recording a high of 1.75% of total CSR spend.

However, over the decade, it averaged just 1.4%, highlighting the need for deeper, more strategic engagement compared to dominant sectors like education and health.

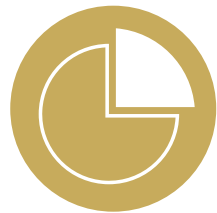


There are emerging themes

More CSR is being directed towards gender equity, disability sport, and youth-focused initiatives.

However, elite and near-elite sports form a majority of the investment, with grassroots and sports-for-development (S4D) programs receiving a small portion of total sports-related CSR.

Key Insights and Findings



Funding sources remain concentrated

A small group of companies still drive the majority of sports CSR.

While unlisted companies contribute a higher percentage of their CSR budgets to sport, listed companies contribute larger absolute volumes.



Geographic balance of funds deployment is improving

Maharashtra, Karnataka, Odisha, Tamil Nadu and Delhi continue to account for the majority of sports CSR spending, linked to corporate HQs and strong NGO presence.

Encouraging signs of geographic diffusion are visible, with notable increases in states like Odisha and Chhattisgarh, driven by PPP-led infrastructure and talent initiatives.



Structural frictions and limitations remain

Short funding cycles, rigid grant norms and lack of shared frameworks limit innovation and long-term planning.

The sector still lacks standardized metrics for tracking outcomes beyond elite achievement.

[Back to Table of Contents](#)

Methodology



- We drew data for all companies reporting CSR spending through the Ministry of Corporate Affairs' (MCA) CSR portal. Then, we dug deeper into the subset of companies that reported spending on sports from 2015 - 2023 and identified key overall trends. We selected **“Encouraging Sports”** from **“CSR Spent: Development Sector-wise.”**
- We extracted data on CSR amount spent across Health, Education and Sports, and other sectors. Within CSR spent on sports, information on state and district of projects were also collected.
- The data compilation and descriptive analysis was performed using Python and Microsoft Excel.
- In addition, we followed “Stratified Random Sampling” to create a sample that is representative (proportional) of the listed and unlisted companies in the population for 2019-2023.
- The table on the next page shows the number of listed and unlisted companies in our sample in each of the four years.

Methodology



| | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|----------|---------|---------|---------|---------|
| Listed | 129 | 131 | 148 | 140 |
| Unlisted | 94 | 111 | 142 | 110 |

In addition to the quantitative analysis, we conducted **data walks*** and **semi-structured interviews** with key stakeholders across select states.

Limitations: Our findings and insights are based on a rapid, preliminary scan of quantitative data available on the India CSR portal and represent high-level trends. They are by no means exhaustive, but we believe that they represent trends and directions that are relevant for this discussion and for comparison with our previous analysis in 2023.

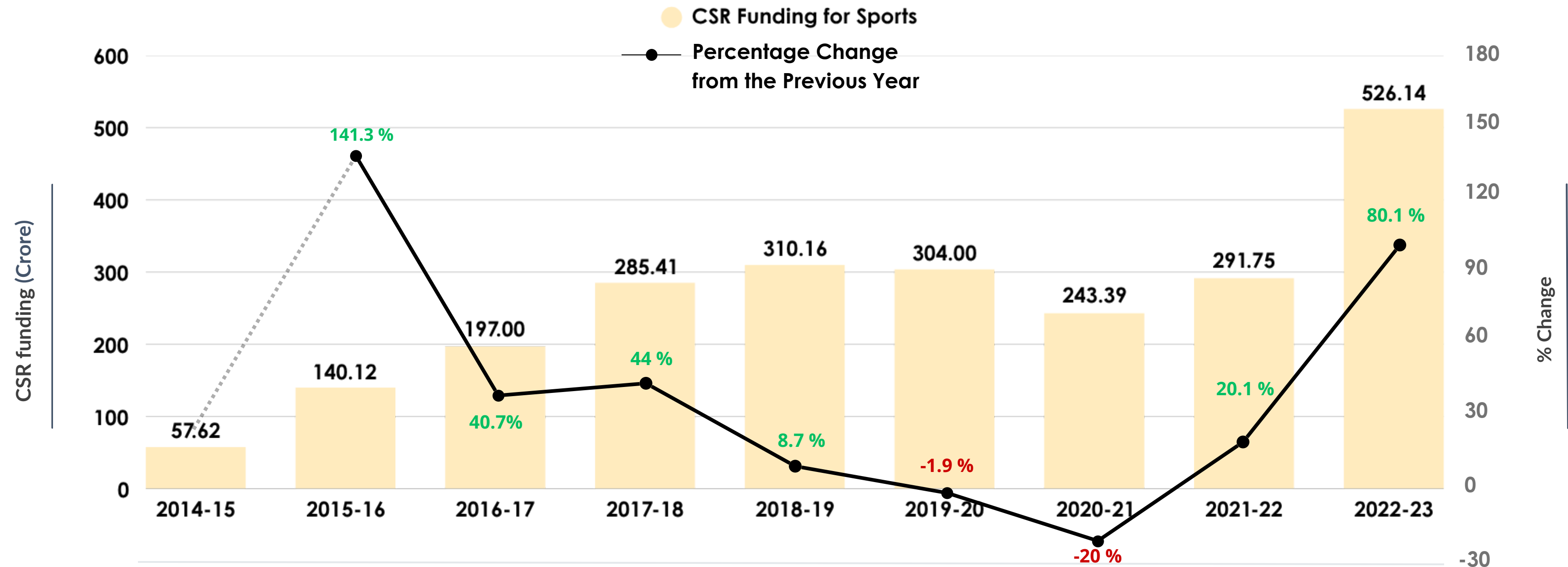
*A data walk is a method of engaging stakeholders in reviewing and analyzing data about their group in a participatory manner.

- These included CSR heads, implementing partners, and representatives from grassroots sports organizations.
- The aim was to complement the data with qualitative insights on how CSR in sports is operationalized on the ground, what challenges are encountered, and what innovations are emerging.
- These interactions helped contextualize the numbers and surface narratives that are not often captured in official reporting.



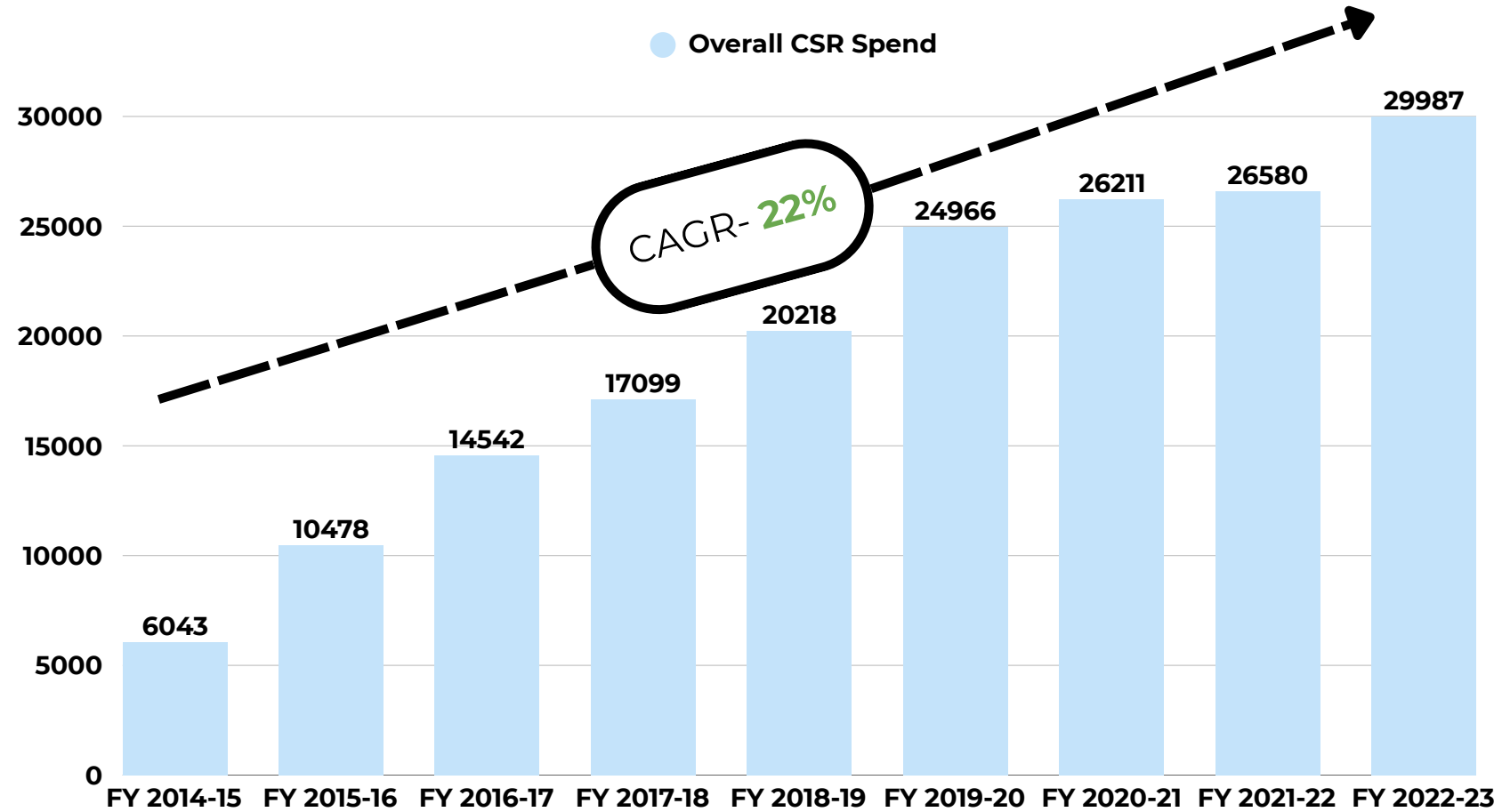
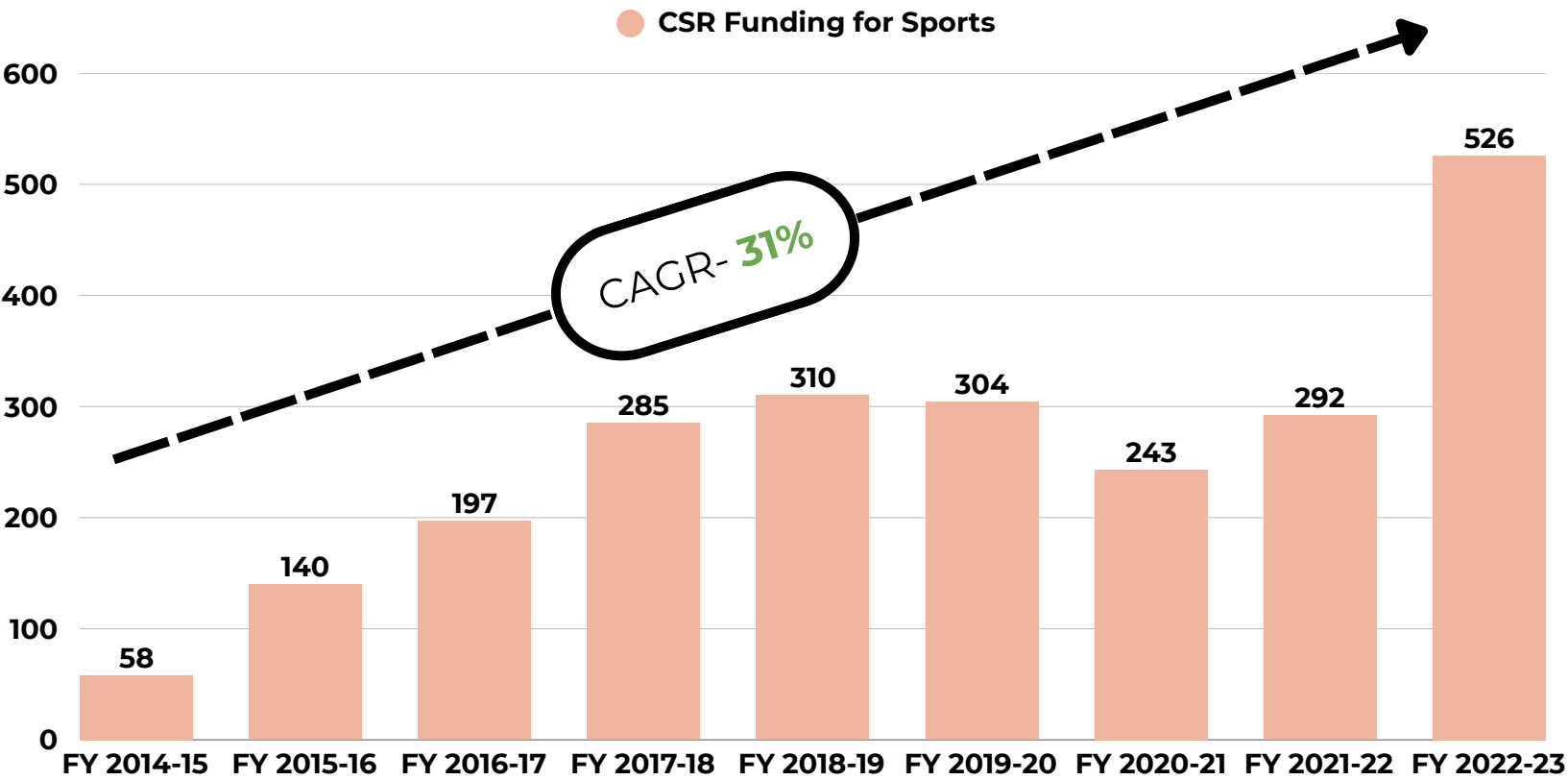
Notable Trends

CSR spending on 'training to promote sports'



CSR spending on 'training to promote sports' has grown steadily, receiving its **highest aggregate** of 526 crore in funding in 2022-23, **an 80.1% increase over the previous year and 9x of the 2014-15 total.**

CSR Funding for Sports vs Overall CSR Spend



2022-23 marked the biggest year for sports CSR over the first decade of CSR, resulting in a CAGR that beat overall CSR growth.

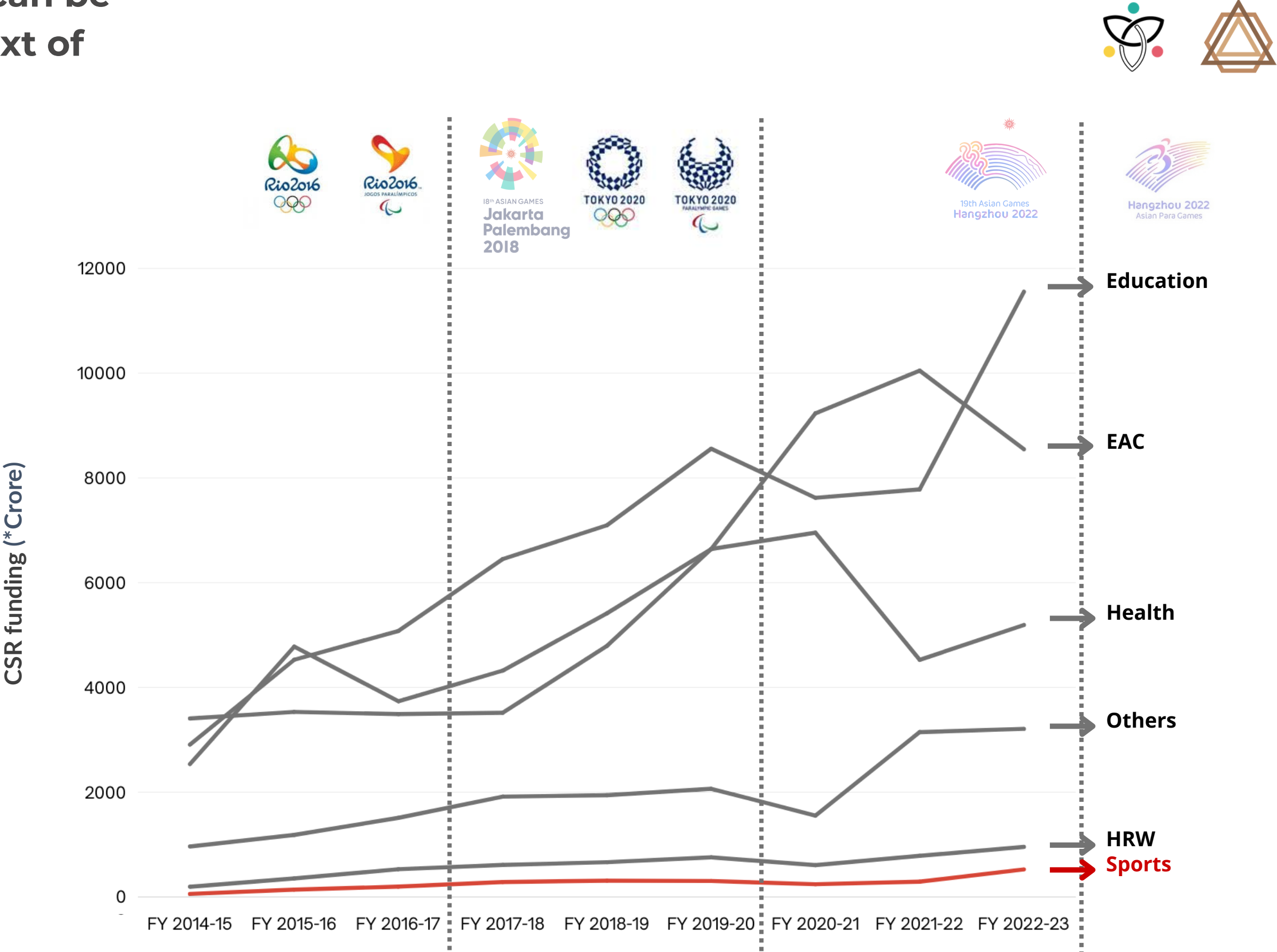
- It is likely that the decline in sports CSR funding during 2020, 2021 and 2022 can largely be attributed to the COVID-19 pandemic, as companies redirected significant funds toward pandemic relief. This was further impacted by the economic challenges businesses faced during that period.

- Otherwise, **sports CSR grew steadily from 2014-15 to 2022-23**, recording a **CAGR of 31%** in spending on the 'training to promote sport' segment. This sustained growth reflects rising corporate interest and long-term potential for sport as a credible CSR domain.

This increase in investment can be understood within the context of recent sporting successes.

The Indian contingent won over 100 medals at the Asian Games 2022 and the Asian Para Games 2022, and also had record years at the Tokyo Olympics and Paralympics - **representing then the country's best performance at all these events.**

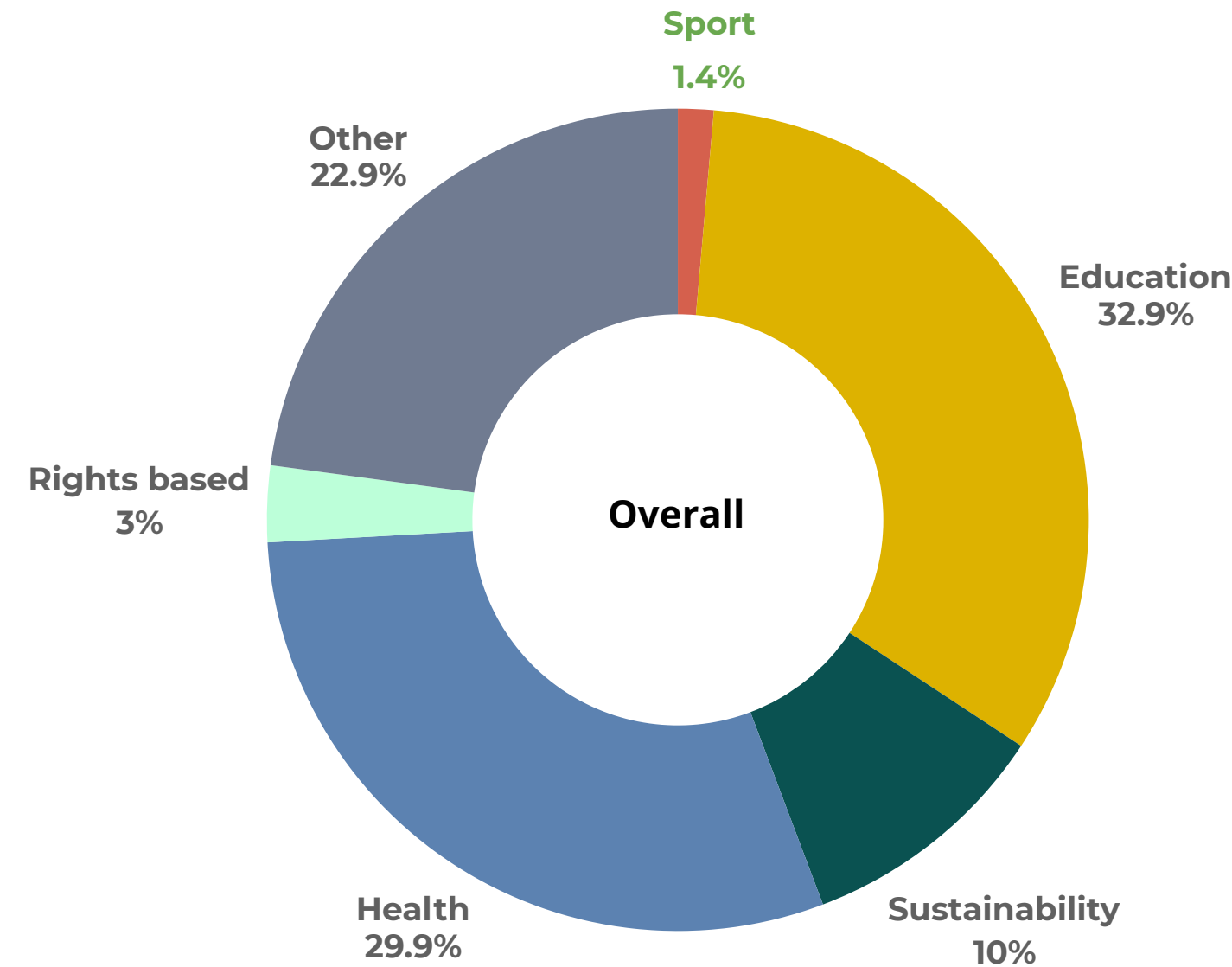
Others include - Select Govt Programs, Rural and Slum Area Development, Art & Culture, Technology Incubators and Livelihood Enhancement Projects etc.; EAC: Education, Arts and Culture; HRW: Human rights and Welfare



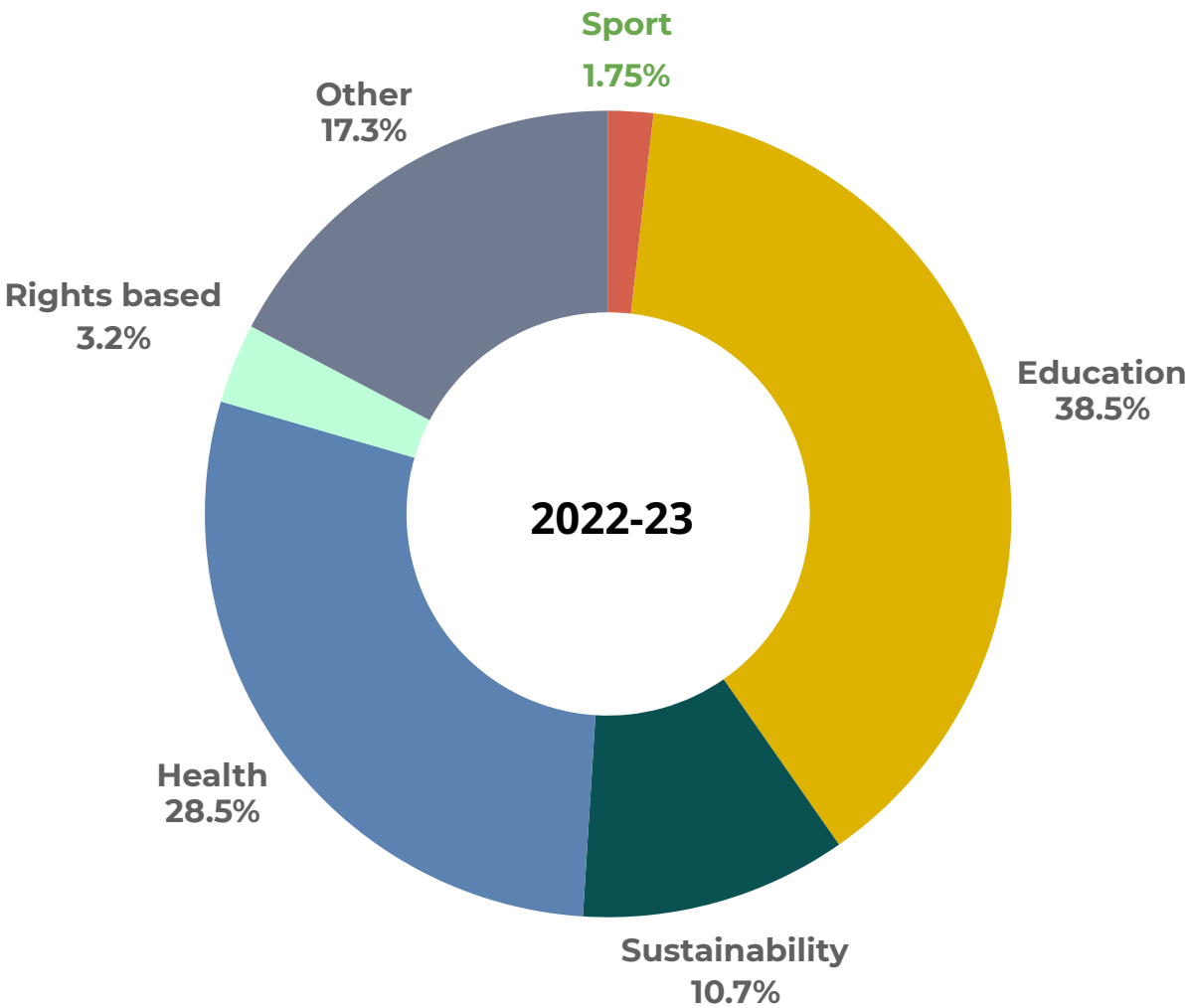
Sports' CSR share of Overall CSR Funding



Sports CSR accounted for 1.4% of total CSR funding between 2014 and 2023.



Notably, within 2022-23, sports reached a record share of 1.75%, the highest to date.



However, sport still receives a smaller share of CSR funding than sectors like education and health — but its recent growth has outpaced overall CSR, signaling rising momentum.

[Back to Table of Contents](#)






Funder Ecosystem




Ecosystem Trends



2018-19

-  606 companies
-  310.16 Crore
-  29 States and UTs




2020-21

-  591 companies
-  243.39 Crore
-  32 States and UTs




2022-23

-  **1200 companies**
-  **526.14 Crore**
-  **36 States and UTs**

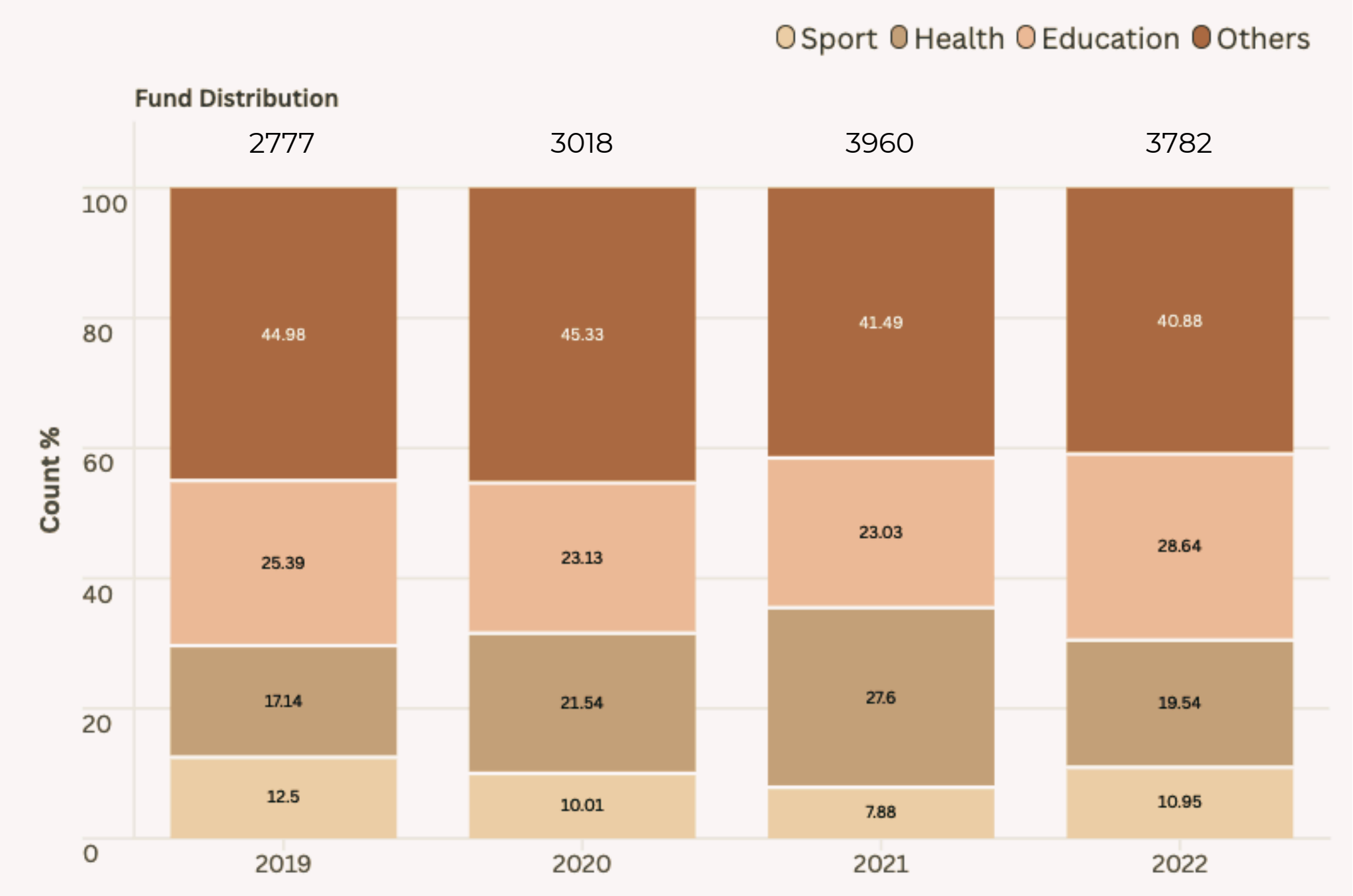
2019-20

-  768 companies
-  340 Crore
-  33 States and UTs

2021-22

-  736 companies
-  291.75 Crore
-  33 States and UTs

Average Share of CSR Projects Related to Sports in Spender Portfolios



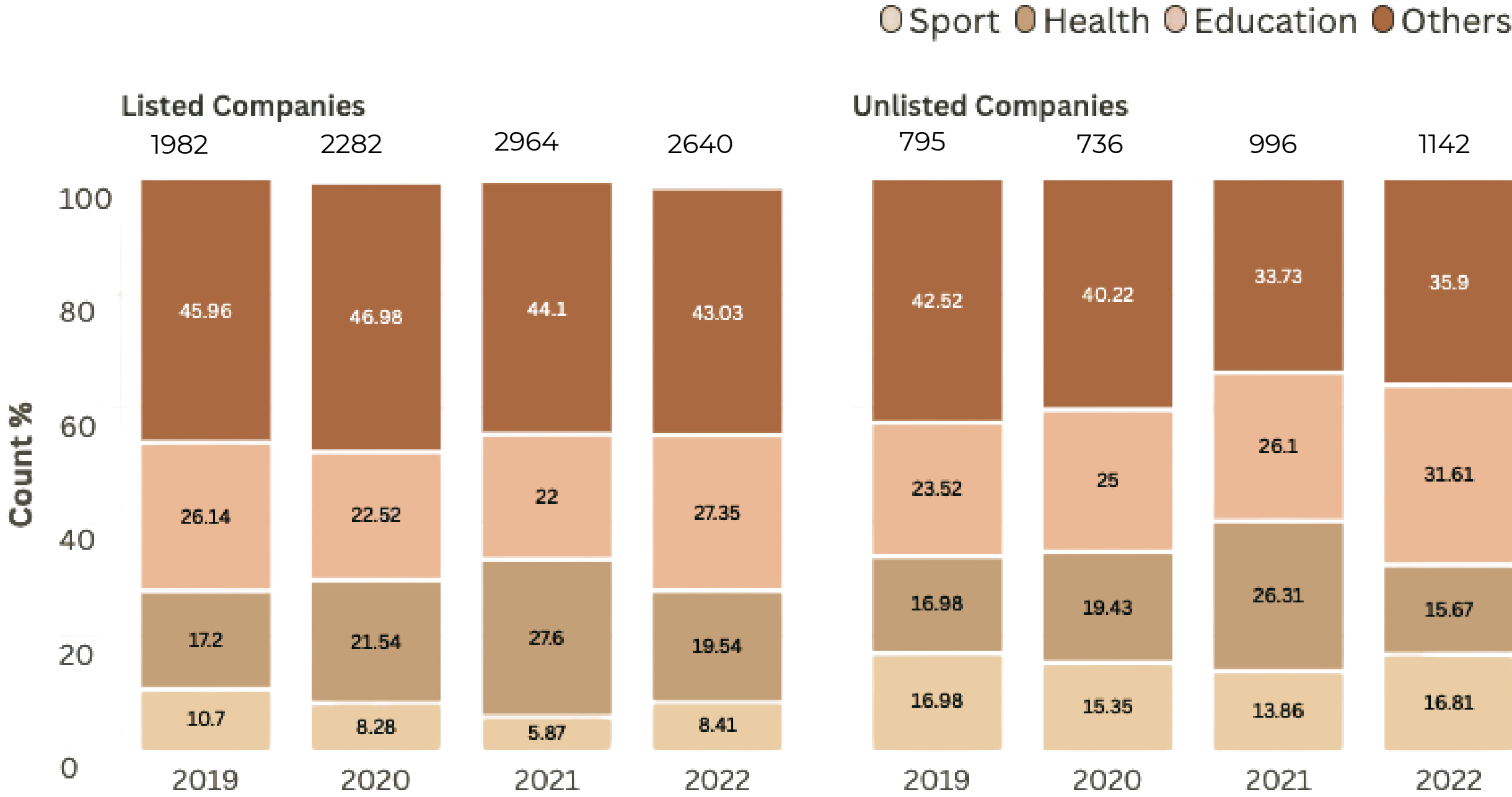
Among a sample* of companies that spend on sports CSR, the average share of projects related to sports in total CSR was around 10% across the last 4 years.

An increasing number of companies have been consistently supporting sports CSR across multiple years.

*The sampling process is highlighted in the methodology

*N= Number of CSR projects from the sample

Average CSR Contribution to Sports - Listed vs Unlisted Companies



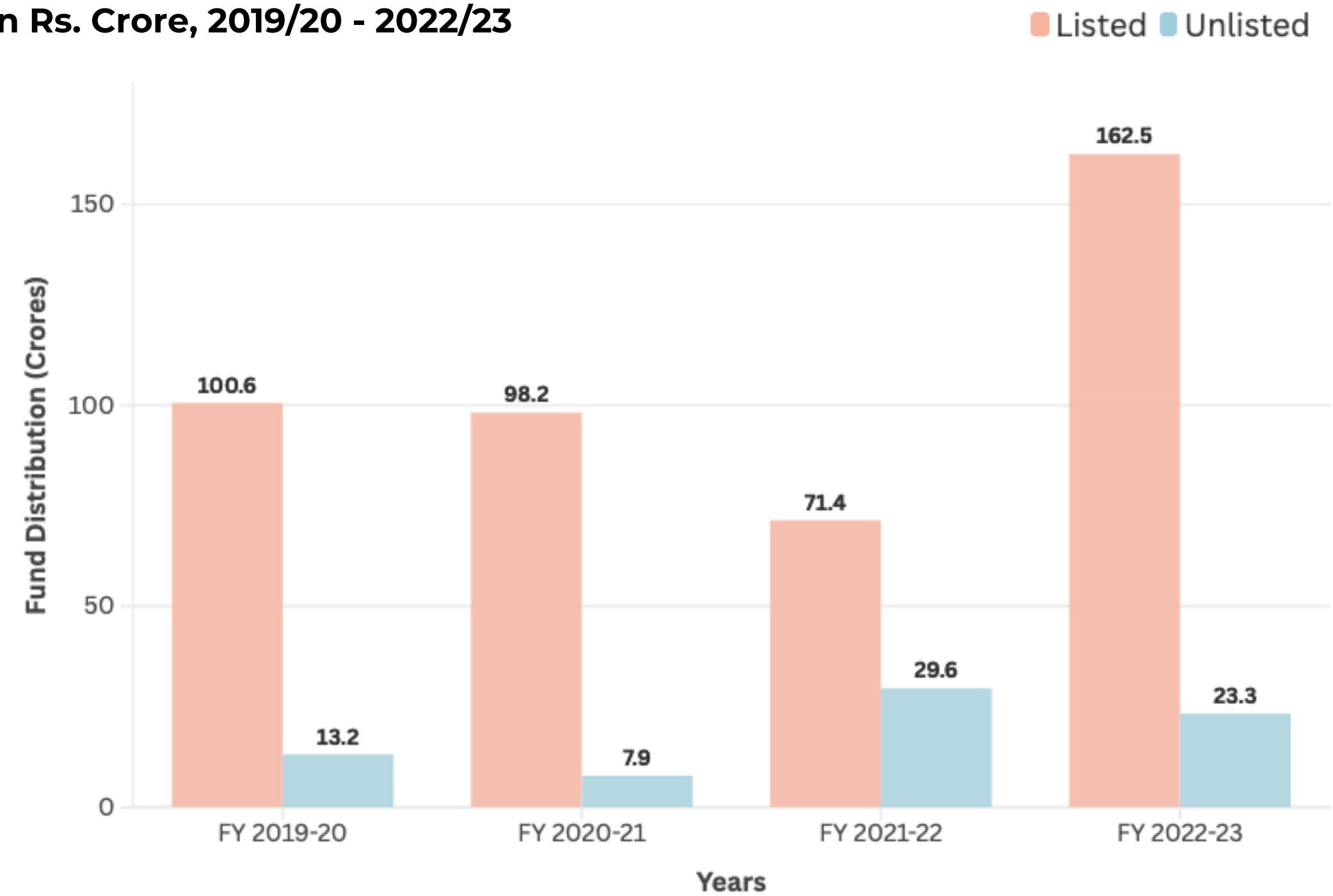
Unlisted companies contributed around 16% of their CSR funds to sports activities, representing a higher share compared to listed companies.

*N= Number of CSR projects from the sample

Sports Fund Distribution - Top 5



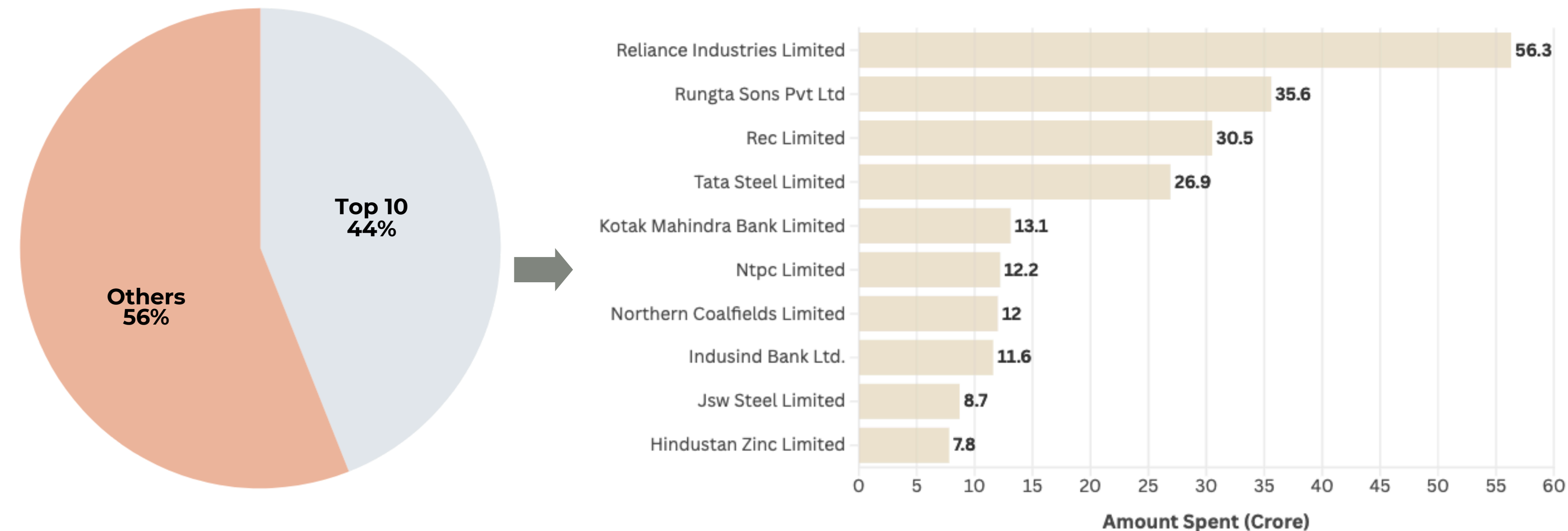
In Rs. Crore, 2019/20 - 2022/23



Listed companies showed a significantly higher percentage of sports CSR contributions and average ticket size.

Between FY19 and FY22, listed companies altogether spent an average of INR 433 crore annually.

Average Share of the Top 10 Funders to Sports CSR in 2022/23



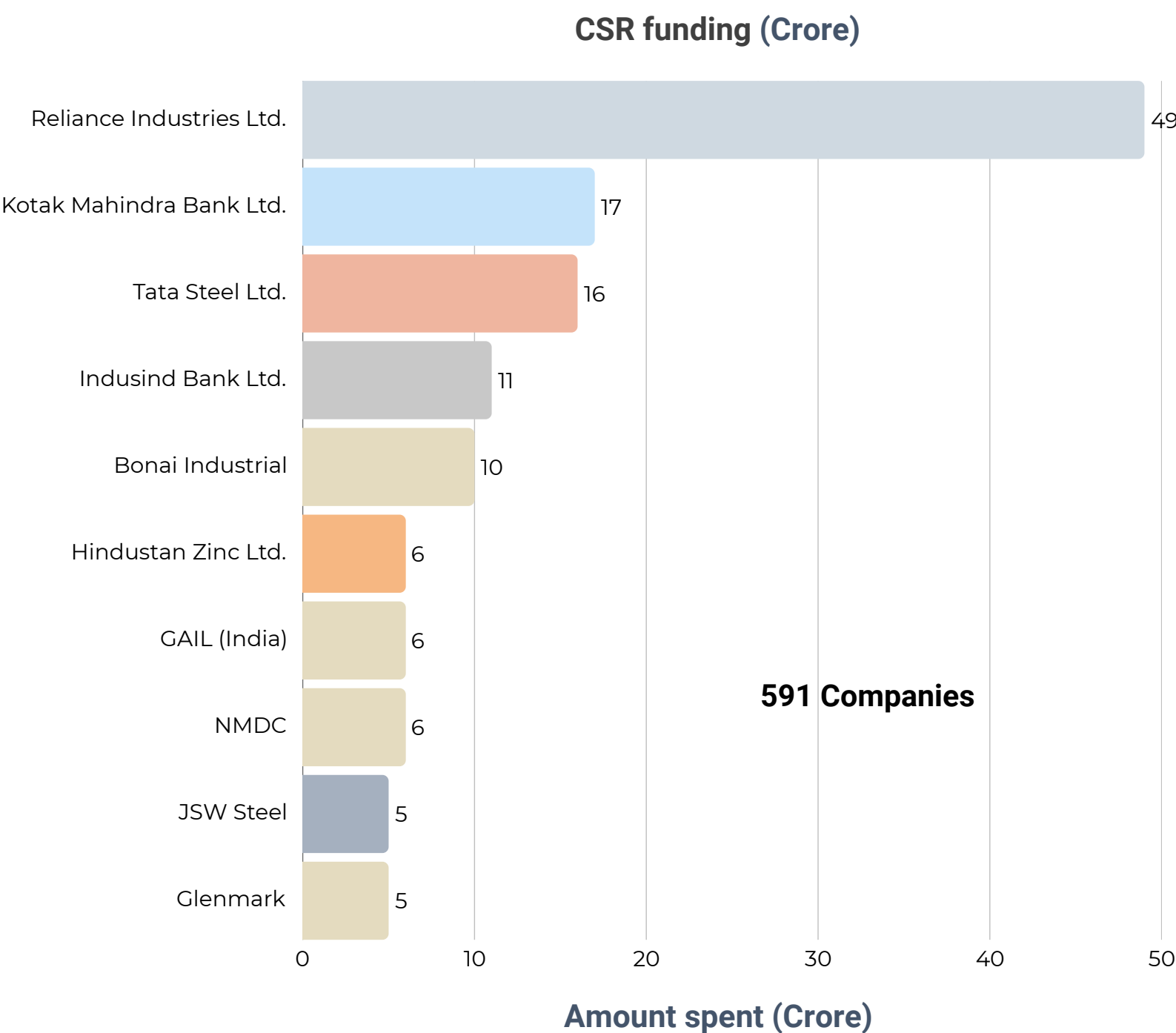
The Top 10 funders accounted for ~44% of total sports CSR in 2022/23.

While funding sources remained concentrated, the share contributed by the top 10 funders declined compared to our previous report. This is largely thanks to an increase in the overall number of funders.

A majority of the top funders remained the same, while many new companies came to the fore.



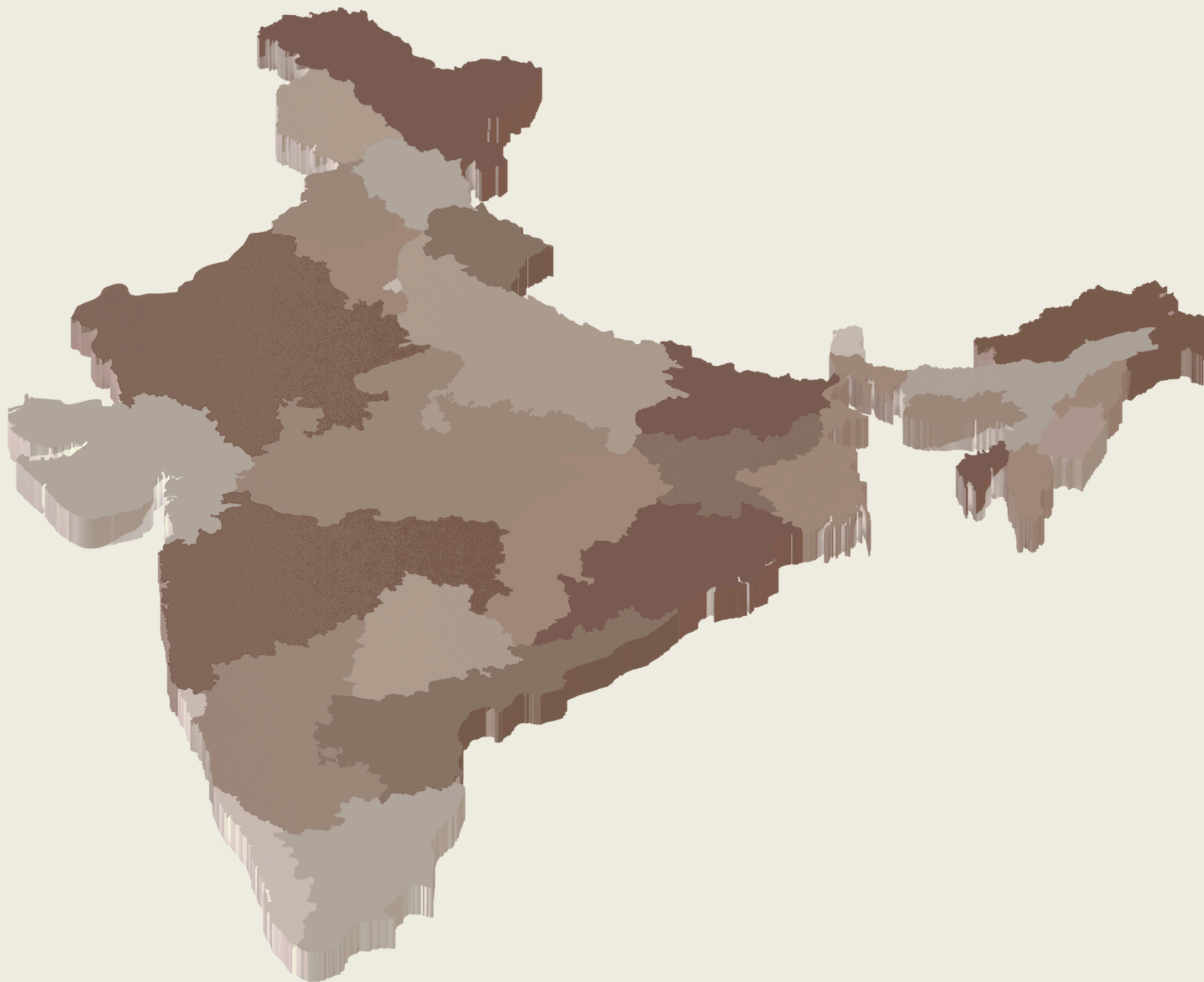
Top 10 Sports CSR funders, **2020-2021**



Top 10 Sports CSR funders, **2022-2023**



[Back to Table of Contents](#)



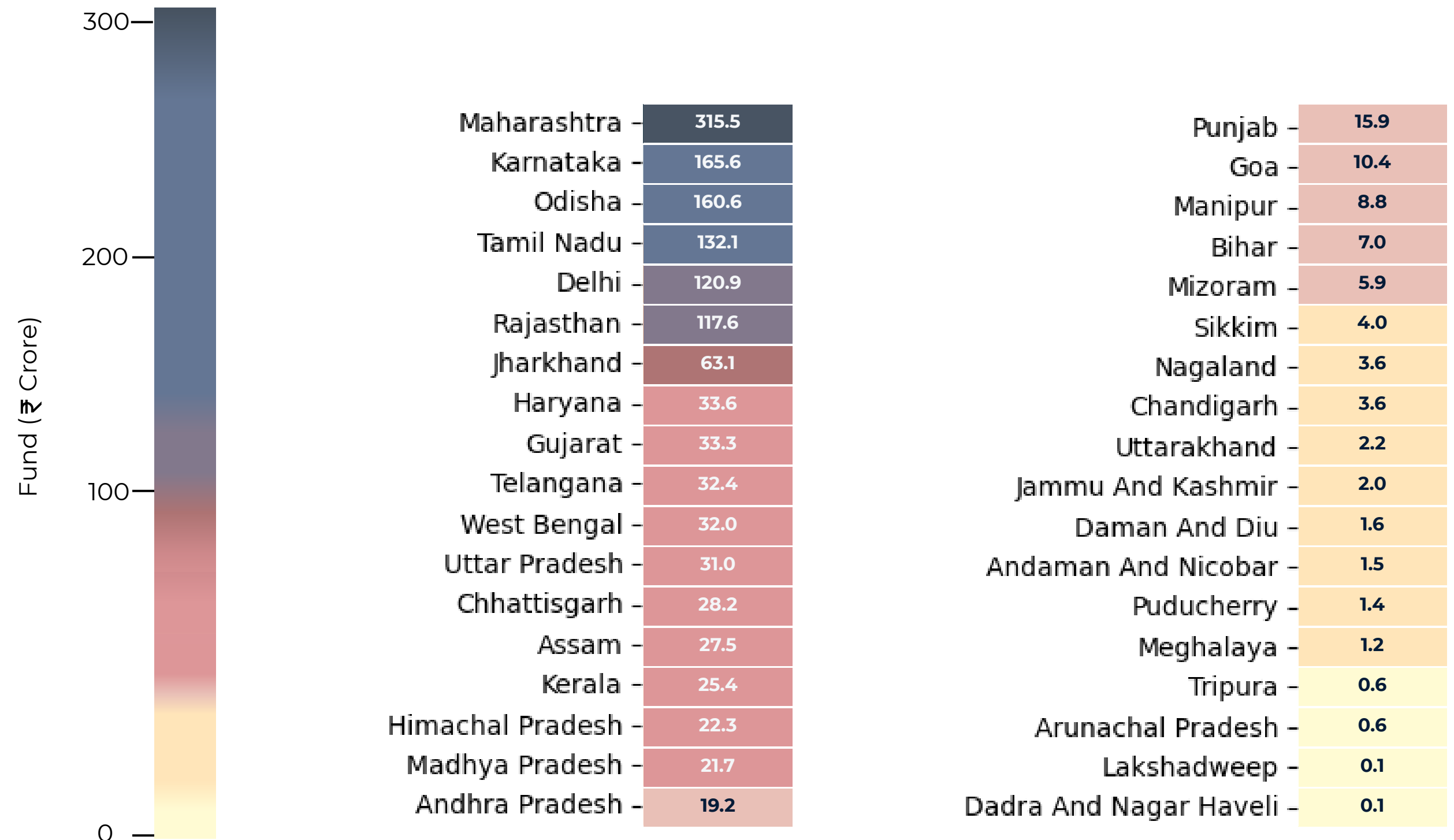
Geographic Trends



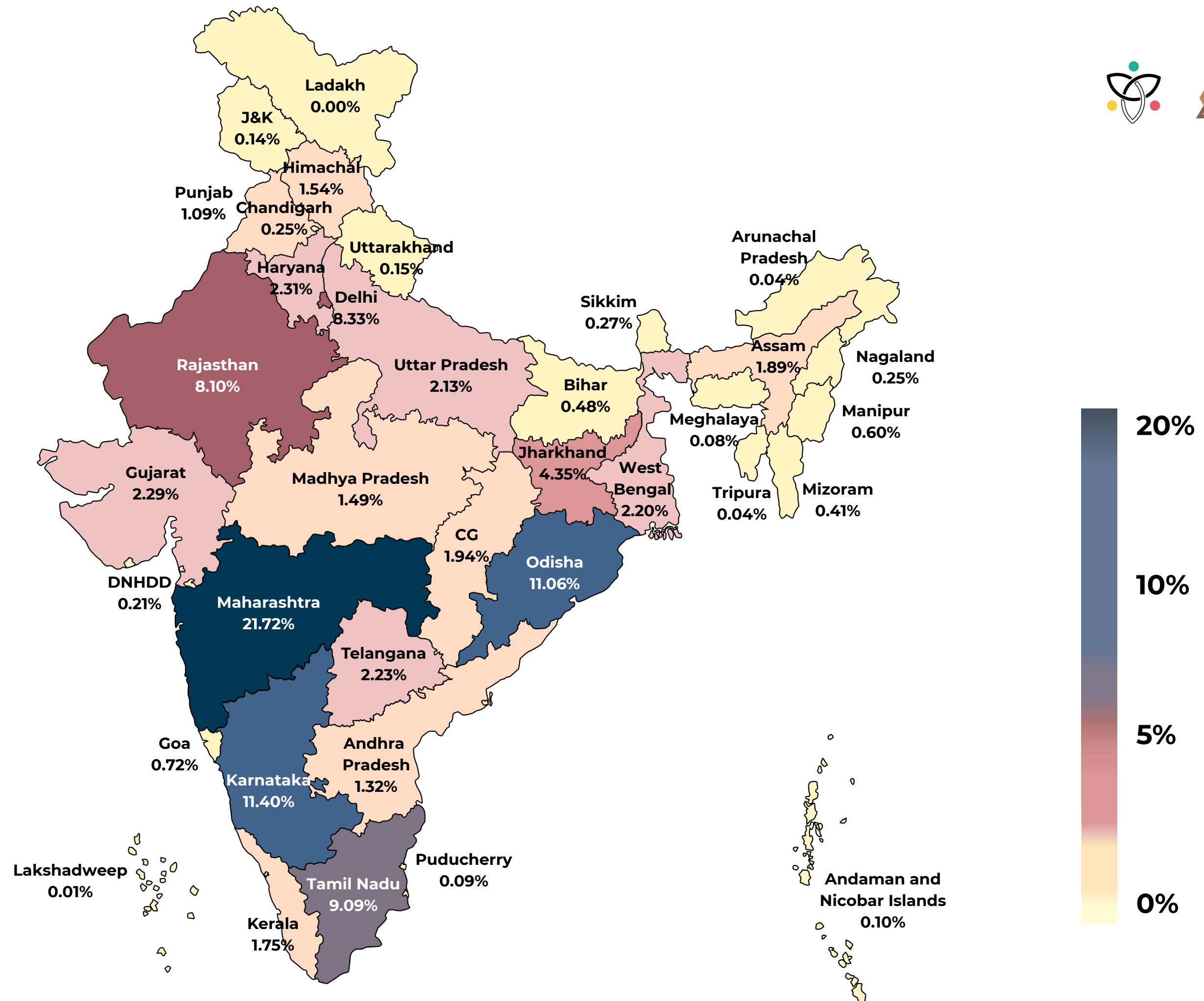
Mapping CSR sports funding in India by State/Union Territory (2014-2023)



Overall -
1458.74 Cr
 Contribution to Sport



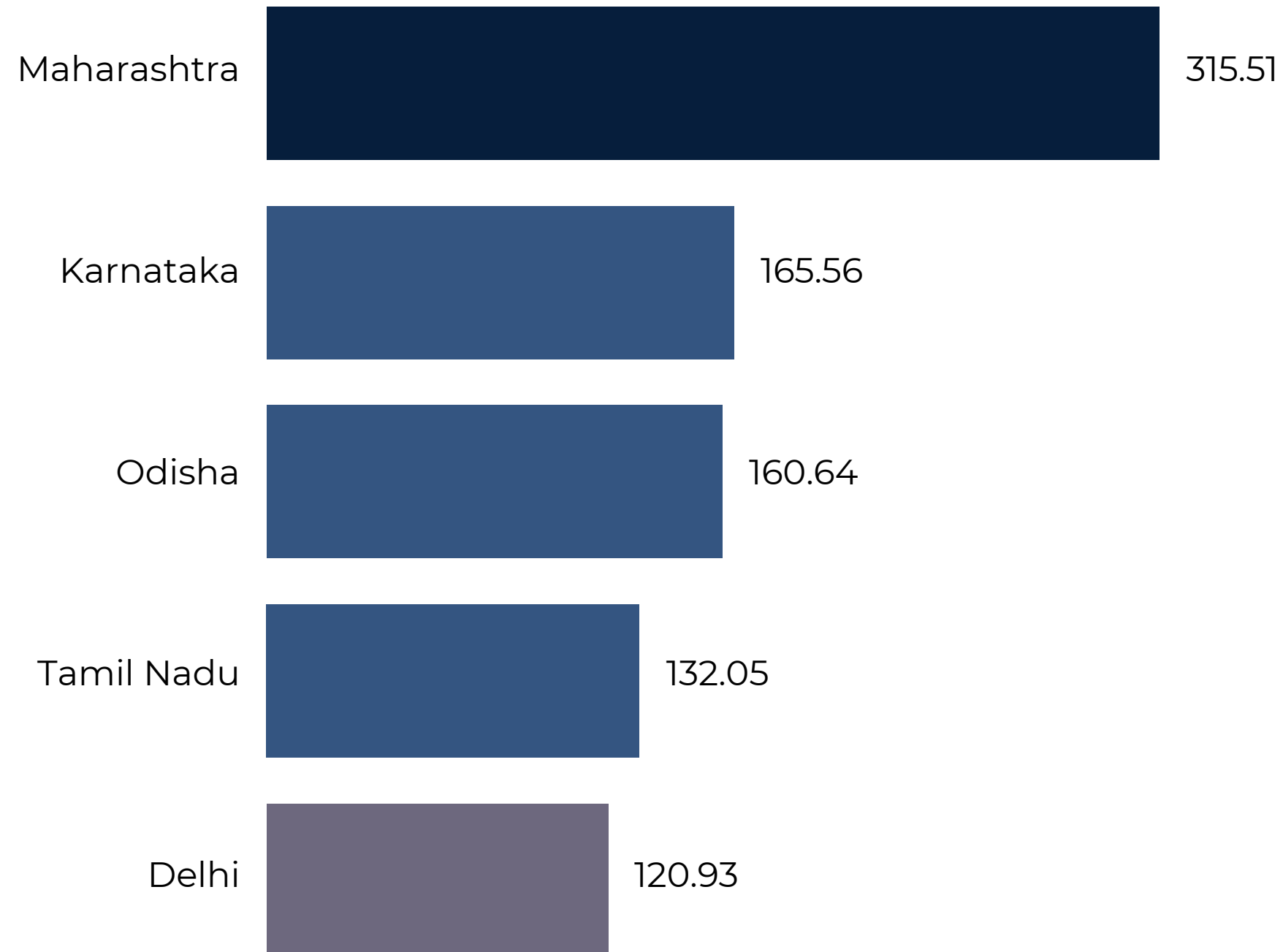
Percentage of State-Wise CSR Contribution on Sport



Sports CSR Spend in the top 5 States



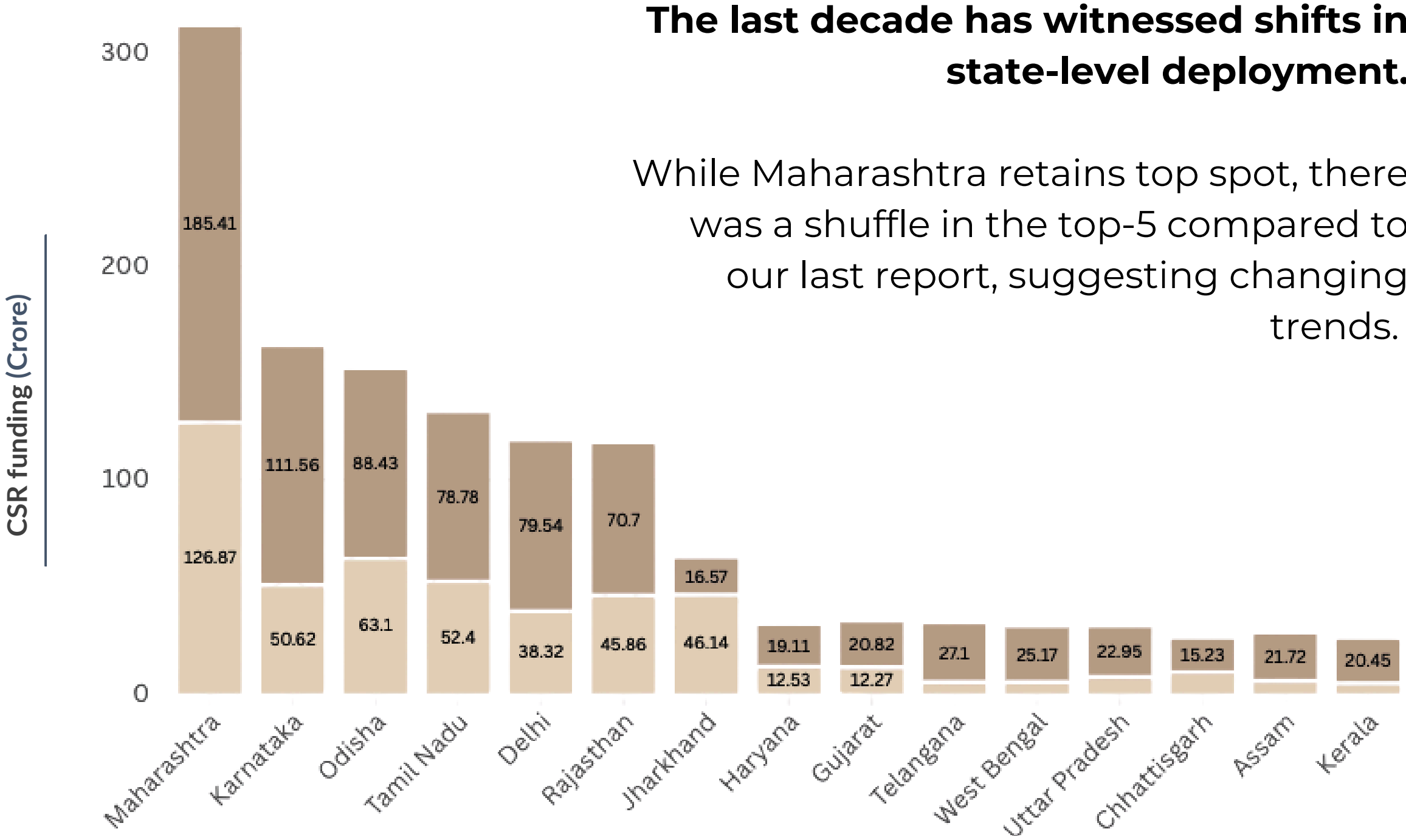
Rs. Crore, 2014/15-2022-23 cumulative



The top-5 states together received ~61%.

These states also received higher overall CSR, had a higher concentration of companies' headquarters, and had a higher concentration of in-state NGOs.

State-Level Developments



| State | Ranking 2015-2019 | Ranking 2019-2023 | Shift in Ranking Position |
|--------------|-------------------|-------------------|---------------------------|
| Maharashtra | 1 | 1 | |
| Odisha | 2 | 3 | |
| Tamil Nadu | 3 | 5 | |
| Karnataka | 4 | 2 | |
| Jharkhand | 5 | 14 | |
| Rajasthan | 6 | 6 | |
| Delhi | 7 | 4 | |
| Haryana | 8 | 13 | |
| Gujarat | 9 | 11 | |
| Chhattisgarh | 10 | 15 | |

[Back to Table of Contents](#)



Growth Opportunities and Winds of Change

Growth Opportunities



To complement the numbers with grounded realities, we undertook field-based data walks and interviews with key stakeholders involved in CSR and sports initiatives. These interactions provided deeper insight into the ‘how’ and ‘why’ behind the trends, giving light to the voices, experiences, and challenges not visible in the portal data – helping identify the way forward.



Shift toward long-term approaches:

CSR frameworks should evolve to support multi-year, outcome-driven programming, especially in grassroots sport, where impact takes time to materialize. This would reduce pressure for unrealistic short-term results and allow for more thoughtful program design and measurement.



Enable flexible and contextual

funding: Companies’ CSR policies should allow for pilot innovations, infrastructure support, and context-specific approaches, enabling more comprehensive and locally relevant interventions that go beyond one-size-fits-all models.



Deepthi Bopaiah
Chief Executive Officer,
GoSports Foundation

A more unified and integrated approach would be possible if we had a framework similar to the SDGs but tailored to the national context. This could incorporate sport across three pillars: development, excellence, and physical well-being.



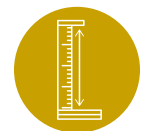
Neel Shah
Chief Executive Officer,
Dream Sports Foundation

As companies grow and mature, their CSR strategies become more nuanced. Interest in sport often follows strategic alignment with national narratives, performance visibility, or personal conviction within leadership.

Growth Opportunities



Make CSR reporting sport-sensitive and proportionate: Develop sector-specific reporting frameworks that recognize the unique impact of sport, particularly in inclusion, participation, and life skills. Simplify compliance for smaller organizations and ensure monitoring and evaluation and overheads are adequately funded.



Broaden impact metrics beyond performance: Adopt inclusive measurement frameworks that capture outcomes in physical literacy, psychosocial development, and community engagement, especially for S4D programs to enable more accurate attribution and long-term impact visibility.



Varsha Yeshwant Kumar
Co-Founder, One All Trust

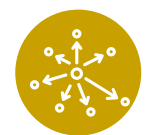
The impact we can show in grassroots sports work is very different from what funders expect. Everyone wants to see year-on-year growth, but when you're not developing elite athletes, it takes a long time to show outcomes.



Suheil Tandon
Director-Founder, Pro Sport Development

One of the biggest challenges is reporting. The formats are compliance-heavy and not designed for sport-based programs. We often struggle to convey the real impact—especially around life skills or social inclusion.

Growth Opportunities



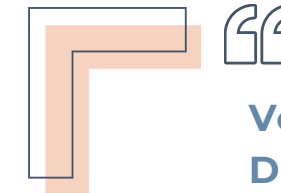
Foster collaboration and shared frameworks:

Encourage sector-wide coordination through common impact frameworks, pooled funding models, and platforms for collaborative learning. This will reduce duplication, enhance efficiency, and build systemic strength across the sports CSR ecosystem.



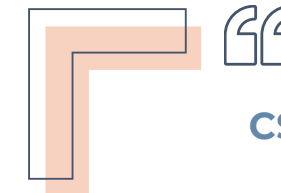
Position sport as a strategic CSR priority:

Actively engage CSR committees and boards with evidence of sport's developmental value, aligning it with national goals in health, education, and inclusion. Promote multi-year investments that treat sport not as a supplement, but as a strategic pillar in social development.



Ved Kumar
Director, Padukone-Dravid Centre for Sports Excellence

One of the key barriers to greater CSR investment in sport is perception and awareness. Many still see sport as separate from mainstream development sectors like health and education, when, in fact, it's a powerful teacher and a contributor to better health.



CSR representatives

The challenge for most CSR teams is presenting sport as a viable and impactful area of investment, especially when traditional development sectors like health and education are already prioritized by CSR committees and boards.

At present, many CSR entities operate in isolation, which limits the continuity and impact of their support. A more unified approach, grounded in shared objectives, could enhance the effectiveness of such investments.

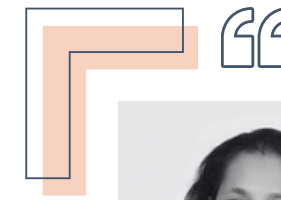
Winds of Change



Shift toward ecosystem-building by mature actors: A growing number of funders are moving beyond events and sponsorships to invest in infrastructure, capacity, and long-term development. These include multi-year projects and cross-sectoral collaborations.

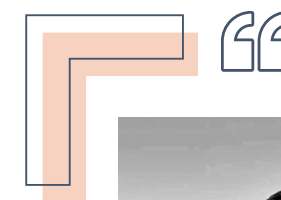


Sport increasingly seen as developmental infrastructure: Stakeholders recognize sport's role in improving education, health, inclusion, and community cohesion. This reframing is influencing project design, though overall CSR allocations still lag behind its potential.



Dhanashri Brahme
Chief of Programmes, Magic Bus

Similar to National Education Policy...the Sports policy would provide the much-needed impetus to sports and development. Undoubtedly, it is important to work on sports excellence and nurturing talent. However, when working in rural or remote geographies—it has to start with access and development to level the playing field.



Viraj Joshi
Associate Vice President, Zerodha & Rainmatter

This is a 10 to 20-year journey for us. Even if the gains are incremental, we're committed to staying the course—because meaningful change takes time.

Winds of Change



New interest from diverse sectors: Emerging funders from finance, technology, and healthcare are entering the space, often guided by CSR leaders with a personal conviction or institutional interest in sport as a lever for change.

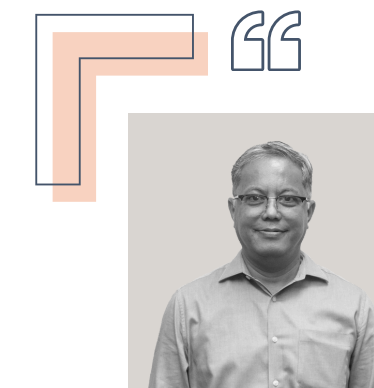


Public-private partnership momentum: PPP-led initiatives, especially in less-industrialized states are demonstrating how structured collaboration between government and CSR can enable high-quality infrastructure and regional sport development.



Divyanshu Singh
Chief Operating Officer, JSW Sports

India's regulatory framework has been game-changing, but there is a case for expanding its purview. One of the areas where CSR investment in Indian sport can make a positive impact is by providing funding support to tournaments focused on youth development and grassroots which will go a long way in providing consistent and competitive level tournaments to Indian athletes from an early age.



Commander Rajesh Rajagopalan
Chief Executive Officer,
Dani Sports Foundation

If I could change one thing, I'd mandate that 75% of sports CSR goes to grassroots, and 30% of that to building organizational capacity. Without strong institutions, programs collapse the moment funding ends.

Winds of Change



Government convening to align CSR with national sports goals:

In 2025, the Ministry of Youth Affairs and Sports (MYAS) held its first series of CSR roundtables, bringing together multiple leading corporates to promote long-term investment in sport. Chaired by the Hon'ble Sports Minister, the meetings emphasized public-private collaboration, sport adoption by corporates, and alignment with goals for the 2036 Olympics and rural sports development.

Dr. Mansukh Mandaviya chairs first-ever CSR round table for sports development

Sports Minister meets corporate bigwigs, urges them to contribute towards taking India to top 10 in 2036 Olympics

Posted On: 16 JAN 2025 8:44PM by PIB Delhi

With the objective of strengthening the Indian sports ecosystem in order to host the 2036 Olympic Games, Honourable Union Minister of Youth Affairs & Sports Dr. Mansukh Mandaviya urged corporates to adopt one sport during the first-ever corporate round-table conference in the National Capital on Thursday.

Dr. Mandaviya emphasized a vision to position India among the top five global sports performers by 2047, as the nation marks 100 years of independence. Aiming to bridge the gap between aspirations and execution, he stressed the critical role of Public-Private Partnerships (PPP) in building sustainable sports infrastructure and talent development programs. He also proposed that PSUs from the Centre support state-level requirements to achieve sporting excellence.



[Back to Table of Contents](#)



Enabling Collective Action



Towards a National Platform for Coordinated Action



The landscape is growing and evolving

Over the past decade, CSR investments in sport have grown in both volume and visibility. Yet, critical developmental areas like physical literacy, access and inclusion for marginal participants, grassroots talent and institutional capacity continue to be either underfunded or inconsistently supported.

Systemic change needs shared infrastructure

Progress at ecosystem building in sports programs cannot rely solely on isolated interventions. Short funding cycles, compliance burdens, and a scarcity of ecosystem enablers such as shared monitoring tools, research, inclusive curricula, trained personnel, and regional delivery hubs, investments in these mechanisms can enable sustained, coordinated efforts across sectors.

Coordinated action can convert intent into impact

There is growing interest in SAPA as a lever for education, health, and inclusion. With a platform to align priorities, pool investments, and track progress, impact can lead action. A national coordination mechanism matching national needs to available funds can convert intent into long-term, ecosystem-wide outcomes.



Recommended Reforms

Recommendations for Government and Policymakers



Amend Schedule VII with inclusive language

The MCA, in consultation with MYAS, may consider expanding the sports-related entry in Schedule VII of the Companies Act to include “promotion of sports development.” This can help bring funding to multiple key foundational sports development projects and programs.

Alongside this change, clarifications can maintain the integrity and sanctity of CSR to prevent its use to promote primarily marketing and branding activities.

Establish the National Sports Development Fund (NSDF) as a Sports CSR Hub

The NSDF, set up in 1998 and housed under MYAS, enables public and private contributions to support Indian sport. It already supports projects related to athlete development, infrastructure, and sports federations. A dedicated team could be deployed as a Sports CSR Hub for sharing information and awareness, training and capacity building, matching needs and resources, and profiling successful projects, programs and models.

Recommendations for Government and Policymakers



Develop a national CSR-in-sport framework and open-data platform

The NSDF, with support from MCA, Ministry of Education (MoE), Ministry of Skill Development and Entrepreneurship (MSDE), and Ministry of Statistics and Program Implementation (MoSPI) can lead the creation of a national framework to align CSR with sport's developmental roles in education, health, gender equity, and disability inclusion and an open-data platform to track CSR investments in sport - disaggregated by geography, program type, and outcomes (linked to the MCA CSR portal) to enable evidence-based decisions.

What this would enable:

- Convening key stakeholders across ministries, funders and civil society;
- Channeling investments into shared national priority areas, such as capacity-building, inclusive access, and institutional development;
- Supporting research, training, joint programming and measurement through common tools and data; and
- Sustaining long-term impact through pooled and flexible funding aligned with national goals.

Recommendations for Funders



Support the full athlete development lifecycle

CSR boards and foundations must look to move beyond an exclusive focus on sporting excellence to also invest in pathway development including local competition opportunities, athlete education, mental health, and career transition support in their impact objectives. This can be achieved by working with organizations that offer both sporting and non-sporting support, such as mentoring, academic guidance, and post-career planning, as part of their athlete development programs.

Invest in open knowledge and innovation

CSR strategy teams must consider allocating funds toward shared infrastructure, including open data systems, evaluations, and sector learning platforms. Ecosystem enablers and public goods can have positive cascading effects and positive externalities, enabling improvements across multiple beneficiaries.

Prioritize underserved geographies and communities

CSR leads and program heads must consider adopting locally developed, participatory, place-based models to direct resources towards historically underfunded regions and marginalized communities. This approach enhances equity, strengthens local relevance, and builds community trust through more inclusive and responsive sport programming.

Recommendations for Funders



Capture broader impact indicators

CSR funders and NGO partners must systematically track diverse outcomes beyond elite performance such as life skills, social inclusion, physical literacy, and well-being. Expanding the metrics of success will help articulate the social return on investment and reinforce sport's alignment with broader CSR and development objectives.

Adopt blended and alternative funding models

Corporate CSR and finance teams should explore blended financing approaches that combine CSR funds with public schemes like *Khelo India*, philanthropic contributions, and local government resources. These models can enhance financial sustainability and scalability, particularly for long-term or infrastructure-intensive projects.

Align with the 'One Corporate, One Sport' vision

Corporate CSR boards may consider actively participating in the government's One Corporate, One Sport vision. By focusing long-term investment on a single sport or development-based theme, companies can provide consistent support, deepen sector expertise, and strengthen outcomes over time.

Recommendations for Sports-focused Organizations



Engage CSR committees more strategically

Sports-focused organizations can look to engage CSR committees with well-aligned language, evidence-based proposals, and clearly defined outcomes. Such approaches can improve approval rates and help re-position sport as a credible and relevant area for CSR funding.

Build or join collaboratives and coalitions

Ecosystem actors and thematic intermediaries should form or join coalitions to coordinate efforts, create unified frameworks, and reduce duplication and silos. Collaboration will strengthen sector influence, improve resource efficiency, and address the fragmentation that currently limits systemic impact.

Share insights and data transparently

Implementing organizations, M&E partners, and conveners must openly share program data, including impact metrics, challenges, and case studies. Transparent knowledge-sharing builds trust and credibility while enabling sector-wide learning and refinement.

Co-develop sport-specific M&E frameworks

Think tanks, research institutions, and NGOs can collaborate to create and share robust monitoring and evaluation frameworks tailored to sport. These can capture participation, inclusion, and well-being outcomes, helping establish a common measurement language across the sector.

[Back to Table of Contents](#)



Closing Notes



Message from the Secretary (Sports), Ministry of Youth Affairs and Sports



Hari Ranjan Rao
Secretary (Sports)

The Ministry of Youth Affairs and Sports, Government of India welcomes the active corporate and private participation in our Indian sports movement. We are encouraged to see this report showing the upward trend in corporate support to sports under the CSR mandate, the steady increase in the number of CSR funders over the years, and the improved geographic spread of funds deployment.

The government's schemes rest on the belief that sport plays an

important role in nation building. In recent years, this has evidently catalysed the unprecedented growth of a participatory ecosystem. Through the 'One Corporate One Sport' initiative the Hon'ble Sports Minister has also encouraged corporate entities to adopt a sport as part of their CSR and invest deeply in its development.

Lots more can be done when we work together, and each of us can contribute towards building a *Viksit Bharat* using the power of sport.

Closing Note



Over the past decade, we have seen encouraging growth in CSR engagement with sport, not just in terms of spend, but in the diversity of actors and the depth of themes being supported. We have moved from one-off sponsorships to more structured, purpose-driven programs that engage with social outcomes.

This momentum must now evolve into a more deliberate, coordinated mission.

If we are serious about using SAPA to drive long-term development: in education, inclusion, health, and community resilience, then we must begin building the systems that allow us to collaborate more effectively, measure what matters, and scale what works.

We believe this is the moment to lay the foundation for that shift - from individual efforts to collective impact, from projects to platforms, and from activity to architecture.

This is not about starting from scratch. We are building on what already exists: growing corporate interest, enabling policy, and on-ground capacity over the first decade of CSR—to create something unified and sustainable in the second decade.

As we look to the future—and toward a 2047 where every Indian is active—we see this as a necessary step. A step toward ensuring that SAPA is not peripheral, but central, to India's development journey.

[Back to Table of Contents](#)



About Pacta

Pacta is a Bengaluru-based law firm and think tank dedicated to reducing inequities by bridging the gaps between intent and implementation of laws and policies.



Our Services

Legal services for philanthropies, family foundations, NGOs, CSR entities, public trusts, social incubators/accelerators, schools, and universities, aligned with ethics of public service

Research to reduce and close gaps in translation from intent to implementation of laws and policies, and supporting government departments, multilaterals, and social impact initiatives

Capacity Building to enhance the skills and capabilities of organizations through targeted training and knowledge-sharing initiatives on laws and policies

About SSA

The Sports and Society Accelerator (SSA) is an independent, not-for-profit National Sports Promotion Organisation dedicated to reimagining and rebuilding India's SAPA ecosystem as a lever for national development.



Our Mission

To achieve universal participation in SAPA across India by 2047 - which we call Mission 100 - with every child playing, every Indian active.

Our Approach

Open and collaborative: Engagement with governments, civil society, and enterprises to co-create solutions.

Policy to action: Integration of research, systemic reform, and on-ground implementation.

Ecosystem-building: Emphasis on access, inclusion, physical literacy, and measurable outcomes across education, health, livelihoods, and social development.

