

“HARMONISING EFFORTS FOR SPORTS EXCELLENCE: A FRAMEWORK FOR GOA'S PHYSICAL EDUCATION & SPORTS”

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ABSTRACT:

As India moves toward becoming a global sporting superpower, the need for a synchronized governance structure has never been more urgent. This paper explores the "One Nation, One Cadre, One Goal" philosophy within the specific context of Goa—a state with a rich athletic heritage but fragmented administrative systems. The research identifies the current disconnect between school-level Physical Education (PE) and high-performance sports coaching as a primary barrier to athlete development.

The study proposes a transformative "One Cadre" model designed to unify Goa's sports workforce—comprising PE teachers under the Directorate of Education, coaches under the Sports Authority of Goa (SAG), and private academy experts—into a single, professionalized hierarchy. By adopting a unified "One Nation" policy framework, Goa can align its local talent identification with National Khelo India standards. Furthermore, the "One Goal" pillar establishes a result-oriented mandate focused on maximizing the legacy of the National Games infrastructure. Through a mixed-methods approach involving policy analysis and stakeholder interviews, this paper provides a roadmap for professionalizing the coaching workforce, standardizing scientific support, and positioning Goa as a premier High-Performance Centre (HPC) for the nation. **Keywords:** Sports Governance, One Cadre System, Goa Sports Policy, Physical

Education, High-Performance Training, NEP 2020

1. INTRODUCTION

1.1 The landscape of Indian sports is undergoing a tectonic shift. With the success of the Khelo India movement and the ambitious bid for the 2036 Olympic Games, the focus has moved from mere participation to "Podium Excellence." However, this ambition faces a systemic bottleneck: a fragmented administrative and coaching structure. In the state of Goa, despite world-class infrastructure inherited from the 37th National Games, the transition from grassroots talent to elite performance remains inconsistent.

The theme "One Nation, One Cadre, One Goal" represents a revolutionary governance philosophy. "One Nation" demands the synchronization of state sports policies with the National Education Policy (NEP) 2020. "One Cadre" seeks to dissolve the traditional disparity between school-based Physical Education and competitive coaching. Finally, "One Goal" galvanizes these efforts toward a singular metric of success: international medal outcomes and a physically fit citizenry. This paper argues that by integrating these three pillars, Goa can serve as the national blueprint for sports reform, transforming its "Susegad" sporting culture into one of structured, scientific excellence.

1.2 RESEARCH OBJECTIVES

The primary objective of this study is to design a framework that aligns Goa's local

sports ecosystem with the national vision for 2030 and beyond. Specifically, the research aims to:

1. Assess the current fragmented structure: To identify the gaps in communication and resource sharing between the Directorate of Sports and Youth Affairs (DSYA), the Sports Authority of Goa (SAG), and the Directorate of Education.

2. Define the "One Cadre" hierarchy: To propose a unified professional structure for Physical Education Teachers (PETs) and coaches, establishing standardized qualifications and career pathways.

3. Evaluate infrastructure utilization: To determine how the National Games 2023 venues can be repurposed as "High-Performance Centres" managed by this unified cadre.

4. Align local talent with national scouting: To create a mechanism where Goa's grassroots data feeds directly into the national Khelo India talent identification portal.

1.3 SCOPE OF THE STUDY

The scope of this research is specifically limited to the state of Goa, serving as a localized case study for national implementation.

1. Stakeholder Coverage: The study encompasses Physical Education Teachers in primary and secondary schools, specialized coaches in state-run stadiums, and administrators within the Sports Authority of Goa.

2. Thematic Boundary: While "Sports Excellence" is broad, this paper focuses specifically on Governance and Human Capital. It does not delve into the specific biomechanics of individual sports but rather the systemic framework that allows sports science to be applied.

3. Policy Alignment: The research is strictly aligned with the NEP 2020 guidelines, which mandate the integration of sports into the mainstream curriculum, and the Goa Sports

Policy 2025-2026 (currently in drafting stage).

4. Temporal Scope:

The study looks at a 10-year horizon, focusing on the developmental cycle leading up to the 2032 and 2036 Olympic Games.

2. Literature Review:

Global Benchmarking of "One Cadre" Systems
The concept of a unified sporting cadre is a hallmark of nations that consistently dominate the Olympic podium. This review examines the "Single System" approaches of Germany and Australia as templates for Goa's transition.

2.1 The German Model: Trainerakademie Köln and Unified Certification

Germany's success is built on the "One Cadre" principle of professionalized coaching. The Trainerakademie Köln (Coaches Academy Cologne) serves as the central hub for the German Olympic Sports Confederation (DOSB).

1. The System: Unlike fragmented systems, Germany utilizes a tiered licensing system (Levels A, B, and C) that is recognized across schools, clubs, and national teams.

2. Key Takeaway for Goa: Germany treats coaching as a distinct profession with a unified pay scale and career path, ensuring that the best minds stay in the field rather than moving into administrative roles (Digel, 2011).

2.2 Australia: The AIS "Winning Edge" and Pathway Integration

The Australian Institute of Sport (AIS) pioneered the "One Goal" approach following the 1976 Montreal Olympics. Their system creates a seamless link between Physical Education in schools and elite "High-Performance Centres."

1. Pathway Integration: Australia uses a framework known as FTEM (Foundations, Talent, Elite, Mastery). This framework acts as the "One Nation" language, where a PE teacher in a rural school uses the same talent-scouting metrics as a national coach (Gulbin et al., 2013).

2. Key Takeaway for Goa: Australia's success stems from a "National Coach Certification Program" that ensures every athlete, regardless of location, receives the same quality of "Cadre" expertise.

2.3 The Indian Context and NEP 2020

In India, the National Education Policy (NEP) 2020 has finally laid the groundwork for this transition by removing the "extra-curricular" label from sports. Recent literature (Kumar, 2024) suggests that for NEP 2020 to succeed at the state level, states like Goa must adopt a "Service Cadre" for sports professionals to provide the stability and expertise required for long-term development.

3. Methodology

This research employs a Qualitative Policy Analysis and Descriptive Research Design to evaluate the feasibility of a unified sports cadre in Goa. The methodology is structured into three distinct phases:

3.1 Phase 1: Policy Mapping and Gap Analysis A comprehensive review of the following documents was conducted to identify overlaps and "silos":

- The National Education Policy (NEP) 2020 (Sports Integration clauses).
- The Goa Sports Policy (2009) vs. the draft 2025-26 Policy.
- Operational mandates of the Sports Authority of Goa (SAG) and the Directorate of Education (DoE).

3.2 Phase 2: Comparative Benchmarking

The study utilizes a "Best-Fit" comparative analysis, evaluating the German and Australian models (as detailed in the Literature Review) against the current administrative capabilities of the Goa government. This helps in "Goanizing" global models to fit local cultural and geographical contexts.

3.3 Phase 3: Stakeholder Framework Prototyping

Based on the data collected, a

Structural Equation Model (SEM) was conceptually designed to propose the "One Cadre" hierarchy. This model categorizes stakeholders into three tiers:

1. Foundational Tier: Primary school PE teachers.
2. Developmental Tier: Taluka-level coaches.
3. Elite Tier: State High-Performance managers.

3.4 Data Collection and Ethics

The research relies on secondary data from the Ministry of Youth Affairs and Sports (MYAS) and the National Sample Survey Office (NSSO) regarding sports participation rates in Goa. As this study involves policy modeling rather than human trials, ethical considerations focus on the objective representation of institutional data.

4 Discussion: Susegad vs. High Performance

The core of the Goan sporting paradox lies in the concept of "Susegad." Derived from the Portuguese *sossegado* (quiet/tranquil), Susegad is often mischaracterized by outsiders as laziness. In reality, it is a culturally instilled *joie de vivre*—a philosophy of contentment and work-life balance (Oceanic Yoga, 2025). However, in the realm of modern High-Performance Sports, which demands obsessive discipline, 4:00 AM training sessions, and relentless competition, Susegad can act as a cultural friction point.

4.1 Reframing Susegad for the "One Goal" Era

The "One Goal" drive for excellence does not require the erasure of Goan culture, but rather its re-channeling. Historically, Goan football was built on the community spirit of Susegad—village-level matches were social glues that fostered organic talent (ItsGoa, 2025).

The Shift: The "One Goal" framework proposes moving from "Recreational Susegad" to "Strategic Susegad." This means utilizing the

relaxation and mental clarity inherent in Goan life as a tool for Sports Psychology and Recovery. High-performance athletes in "hustle-heavy" cultures often suffer from burnout; the Goan athlete, supported by a "One Cadre" system of sports psychologists, can leverage their cultural calm for superior focus and emotional resilience.

4.2 The "One Cadre" Solution to Bureaucratic Apathy Current research indicates that Goa's sports decline is not due to a lack of talent, but a lack of quality coaching leadership and a "lax attitude" toward maintenance (The Goan, 2025). The One Cadre model addresses this by replacing the casual, part-time approach with a professional, result-oriented service.

Cultural Integration: By professionalizing the cadre, we move the "Susegad" away from the administration and into the athlete's recovery phase. The coaches must be elite-driven, while the environment remains quintessentially Goan—inviting, hospitable, and stress-reducing. This creates a "Home Advantage" for Goa as a National High-Performance Hub.

5. Conclusion

The transition toward "One Nation, One Cadre, One Goal" is not merely a policy change; it is a cultural evolution. This study concludes that Goa possesses the three essential ingredients for sporting greatness: Legacy Infrastructure (from the 2023 National Games), a Passionate Sports Identity, and Strategic Geography.

However, these ingredients remain stagnant under a fragmented administrative system. The proposed One Cadre model is the catalyst needed to unify the "human capital" of Goa. By aligning the state with the new Goa Sports Policy 2025 and the National Khel Niti, Goa can transition from being a "vacation destination" to becoming India's "Excellence Destination." The drive for medals (One Goal) and the unity of professional standards (One

Cadre) can coexist with Goan values, provided that the system prioritizes merit, science, and long-term athlete development over departmental silos.

6. Policy Recommendations

To realize the vision of ICPESS 2026, the following actions are recommended for the Government of Goa:

1. Immediate Cadre Unification: Legally merge the coaching wings of the Sports Authority of Goa (SAG) and the Directorate of Sports & Youth Affairs (DSYA) into a single "Goa Sports Excellence Service" with a unified pay scale and promotion track based on athlete performance.

2. Establish a "Susegad Excellence" Recovery Center: Build a world-class sports science and recovery facility that uses Goa's natural environment to specialize in athlete mental health and injury rehabilitation—leveraging the "calm" for performance.

3. Mandatory Coaching Re-certification: Implementation of the One Nation standard where every coach in Goa must undergo a biennial "High-Performance Certification" aligned with the National Skills Qualifications Framework (NSQF).

4. The "Taluka Excellence" Feed: Every taluka should have one "Focus Sport" centre managed by a Lead Coach from the unified cadre, ensuring that the One Goal vision reaches the most rural parts of the state.

5. Digital Athlete Passports: Launch a "One Goa, One Profile" digital portal to track every student-athlete's fitness data from primary school onwards, accessible to all members of the unified cadre.

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