
Impact Assessment of Project LEAP

Impact Assessment Report



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Disclaimer: This document presents findings of the “Impact Assessment of Project LEAP” supported by HDFC Bank CSR. The contents reflect the views of target group members and stakeholders and do not reflect the opinions of HDFC Bank CSR or IMPACT PSD.

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Abbreviations

AMS	Athlete Monitoring System
GfG	Gun for Glory
GNSPF	Gagan Narang Sports Promotion Foundation
GoI	Government of India
IDI	In-Depth Interview
ISSF	International Shooting Sport Federation
KII	Key Informant Interview
NRAI	National Rifle Association of India
OGQ	Olympics Gold Quest
SAI	Sports Authority of India
SNC	Strength and Conditioning
SP	Sports Psychology
TOPS	Target Olympics Podium Scheme
WR	World Record

Introduction

1.1 Background

HDFC Bank helps in transforming the lives of millions of Indians through various social initiatives. HDFC Bank has a comprehensive program named 'Parivartan' aiming to contribute towards economic and social development by sustainably empowering its communities. The Parivartan program has been a catalyst in making a difference in the lives of people through its interventions in the areas of rural development, education, skill development and livelihood enhancement, healthcare & hygiene, and financial literacy.

Under Parivartan, the bank has a flagship ***“Holistic Rural Development Program (HRDP)”*** focused on Rural Development and caters to the needs of the rural communities in multiple focus areas. Another support program is the ***“Focused Development Program (FDP)”*** through which the Bank identifies an implementing partner with expertise in one of the focus areas and implements the intervention to improve the lives of the target groups with respect to the focus area. The progress of all the projects under these HRDP and FDPs are assessed through systematic routine monitoring and independent evaluations to assess the effectiveness of projects.

1.2 About Olympic Gold Quest (OGQ)

The Foundation for Promotion of Sports and Games is a Not-for-Profit (Section 8) Company founded by sporting legends Mr. Geet Sethi and Mr. Prakash Padukone. As the parent organization of **Olympic Gold Quest¹** (OGQ), its mission is to support Indian athletes in winning Olympic Gold medals. OGQ, under the umbrella of the foundation, provides comprehensive support to athletes across six disciplines: athletics, badminton, boxing, shooting, wrestling, and archery. The basic model of functioning involves the support and development of athletes in various sports disciplines. The organization, OGQ, assists athletes through different means such as providing funds and managing other resources including foreign coaching, physiotherapy, strength and conditioning training, sports psychology, sports nutrition, travel arrangements, and provision of equipment. OGQ aims to enhance the performance and achievements of these athletes through comprehensive support and resources.

1.3 About the Project LEAP

During the financial year 2022-23, HDFC Bank CSR supported Project Leap to facilitate improved performance of Indian shooters at the National and International Levels. Project Leap is a joint initiative by the Gagan Narang Sports Promotion Foundation (GNSPF) and the Foundation for Promotion of Sports and Games (OGQ) in Shooting. **High-performance Indian and foreign coaches impart individualised training to help each young shooter reach his/her true potential.** The project supports the selected shooters to improve on various parameters of the sport, i.e., Technical, Physical & Mental aspects.

¹ <https://www.olympicgoldquest.in/>

The approach included the following aspects:

- 100% Training Scholarship Programme.
- Focused Development in Technical, Physical & Mental Aspects.
- Training imparted by High Performance International Coaches.
- Selection involves assessing Neurocognitive & Meta Cognitive Abilities.
- Controlled matches in the presence of Leap coaches & Home Coaches.
- Regular assessment & monitoring.
- Regular sessions and quarterly assessments with a Sports Psychologist. Individual and Group Coaching Sessions.
- Performance Analysis (SCATT) Equipment support / Barrel testing / Equipment maintenance.
- Focus group for 2024 Olympics with integrated Sports Science Programme

A total of 15 rifle shooters and 15 pistol shooters were supported under Project LEAP Batch VI from 2022 to 2023.

HDFC Bank CSR entrusted IMPACT PSD Private Limited to conduct an impact assessment study of Project LEAP using robust research methods and provide the study report.

1.4 Objective of the Impact Assessment Study

The impact assessment was designed and conducted to accomplish the following objectives:

- To document the process adopted for the identification and selection of shooters.
- To assess the progression of selected shooters from their selection in the program to their achievement.
- To assess the impact of the support in overcoming the barriers faced by shooters during their journey to participation in championships and winning medals.

The ensuing chapters of the report present the details of the study methodology, salient findings and assessment results.

The Project LEAP

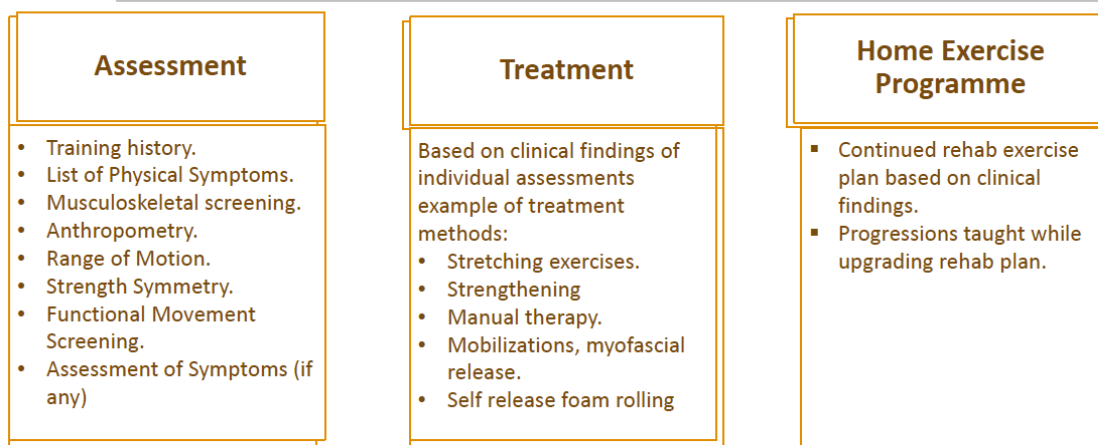
The project LEAP is a multi-phased sponsored project designed for selected shooting athletes to help them take a leap in various parameters of performance in shooting i.e. Technical, Physical & Mental aspects of the sport and improve their performance at the National and International levels. The following discussion provides a glimpse of various aspects of the project LEAP.

VISION	To achieve maximum Podium finishes in 2024. Holistic development of shooters in technical, Physical, Mental and social aspects of the sport.
OBJECTIVES	The core objective of the program is to improve the performance of selected athletes. The program will specifically deal into the details of the various performance attributes.
PROCESS	Identification of sportspersons who have special abilities and can excel in their chosen field of Sport and put them through intensive and scientific long-term athlete development programs and exposure to increasingly competitive sporting environments in order to ensure that they fulfil their potential.
APPROACH	<ul style="list-style-type: none"> ○ 100% Training Scholarship Programme. ○ Focused Development in Technical, Physical & Mental Aspects. ○ Training imparted by High Performance International Coaches. ○ Selection involves assessing Neurocognitive & Meta Cognitive Abilities. ○ Controlled matches in the presence of Leap coaches & Home Coaches. ○ Regular assessment & monitoring. Regular sessions and quarterly assessments with a Sports Psychologist. Individual and Group Coaching Sessions. ○ Performance Analysis (SCATT) Equipment support / Barrel testing /Equipment maintenance. ○ Focus group for 2024 Olympics with integrated Sports Science Programme.
PROJECT DELIVERABLES	<ul style="list-style-type: none"> ○ Technical training with foreign coach support and GFG Expert coaches. ○ Psychological and Physiological aspects of the Training. ○ Health Checkups & Nutrition. ○ Athlete Monitoring System - Monitoring and Controlling Load. ○ Personalized Training Program - Control Matches & Scatt Training. ○ Ammunition, Pellets, Consumables, Weapon Maintenance. ○ Barrel Testing, Personalized Grip Making & Gunsmith Support.

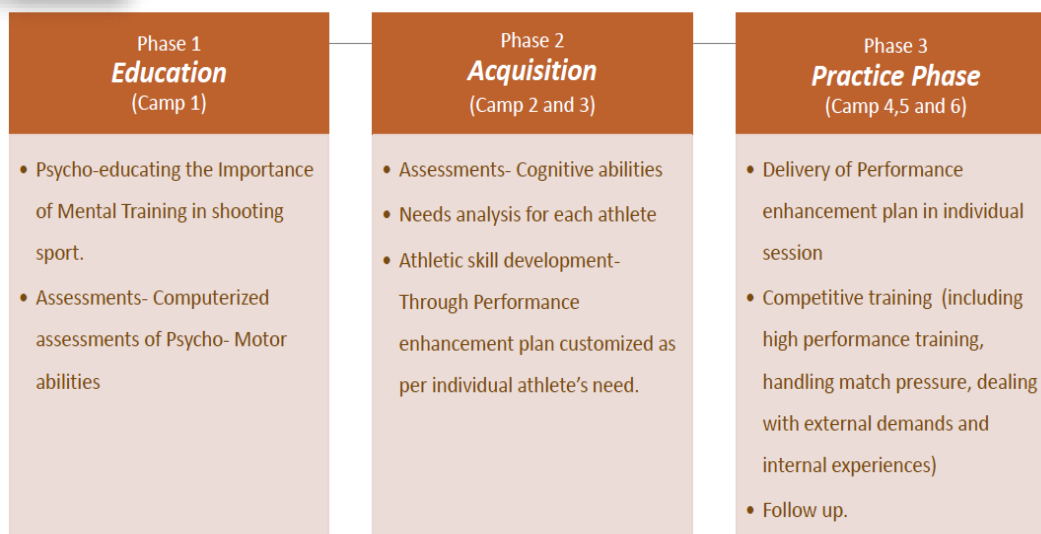
The two main key features of the project LEAP were (a) Physiotherapy and (b) Mind training. The type of aspects covered under these features have been shown in the following illustrations to give the



PHYSIOTHERAPY IN PROJECT LEAP



MIND TRAINING PROCESS



Project LEAP supported the shooters through a camp approach across the year. Thus, the shooters who were included in the project were practising at their base locations in the shooting range either operated by GNSPF (Gun for Glory Academy) or run by a government or private agency.

During the first camp, a thorough screening was undertaken with all the shooters comprising of physical strength, mental well-being and psychology, shooting scores, health checkups, etc. Further, the implementation team jointly prepared the plan of action for each shooter and handed over the plan to follow till the next camp was organized. Project LEAP has a total of 6 camps of 12 days duration where shooters were provided with training, coaching, monitoring and assessment, and sessions with nutritionists and psychologists. A standardized pattern was available for the project LEAP, but specific

components were focused on the needs of the shooters identified by the project implementation team. Thus, all the shooters had different progress-tracking mechanisms and diet plans.

During the project phase, shooters with competence and skills and who held rankings were specifically paid attention to during the camps as well as coached at the home-based academy where shooters were practising regularly. The implementation team remained in touch with all the shooters across the year and established individual relationships to assist at any given point of time when shooters needed specific support.

A standardized process for monitoring or tracking the progress of shooters (as per their status) was adopted by the stakeholders who maintained multiple options for recording and tracking the progress and feedback mechanisms.

Study Methodology

Under this chapter, the research methodology, sampling, study implementation strategy, and data management are all covered in detail in this chapter. The following sections are explained in a way that breaks down the information into multiple components.

2.1 Study Indicators

The following indicators were aimed at assessing the impact of the program:

- Number of shooters supported with type of support (training, equipment, medical, psycho-social or injury-related)
- Number of shooters covered by different categories
- The proportion of shooters who dropped out
- Shooters' participation in types of tournaments or championships
- Perception of shooters about types of support received

2.2 Study Phases

Step 1	Step 2	Step 3	Step 4
Design and Development	Study Implementation	Data and Content Analysis	Documentation and Reporting
<ul style="list-style-type: none"> ○ Sampling ○ Tools development ○ Shooters' data procurement 	<ul style="list-style-type: none"> ○ Planning for implementation ○ Appointments ○ Interviews ○ Follow-ups 	<ul style="list-style-type: none"> ○ Analysis framework ○ Analysis of shooters' data ○ Content analysis 	<ul style="list-style-type: none"> ○ Documenting results ○ Report writing ○ Presentation

2.3 Research Methods

A mixed methods approach was followed wherein both quantitative and qualitative data was gathered through individual In-depth interviews with selected athletes and the program implementation team members. The data related to athletes was shared by OGQ which was analysed to oversee the demographic profile of athletes and their achievements.

2.4 Target Groups

The following target groups were included in the study:

- Shooters
- Stakeholders (Coach(s), Athlete Manager, Psychologist and Nutritionist)
- OGQ representative

Project LEAP Batch VI (2022-23) covered 29 shooters (rifle/pistol). Among these, one shooter was included in rifle and pistol both categories.

2.5 Sample Selection

The list of 30 shooters who participated or were included in project LEAP (2022-23) batch VI. Since the number of shooters was less, it was decided to undertake the census of all the shooters under the assessment.

2.6 Sample Coverage

The sample coverage has been shown in the following table:

Total	Male	Female
24	11	13

OGQ team informed that **5 out of 29 shooters** who were part of Batch VI of project LEAP in 2022-23 have not pursued shooter careers. Hence, those 5 shooters were not contacted and included in the study. One shooter was included in both the shooting categories (rifle and pistol) under project LEAP and counted as two participants, making the total count of 30 shooters under project LEAP.

2.7 Development of Tools

Considering the needs of the impact assessment, a common semi-structured quantitative tool was developed for the data collection which included profiling information related to education, age, current profession, and types of support received under project LEAP or received from other channels, etc. Additionally, questions were designed on their inclusion in the HDFC Bank-funded project LEAP and their experiences, how the support helped them and progress throughout their journey. The facilitating factors, challenges they faced and measures they adopted to overcome those challenges were specifically documented. A comprehensive semi-structured tool including a qualitative discussion guide was developed to capture information from the project implementation team that highlighted the project components, the type of support provided to the shooters, the monitoring and tracking mechanism adopted, challenges and constraints faced, and methods adopted to overcome these challenges.

2.8 Team Deployment

All the interviews with the shooters and implementation team were conducted by two senior-level researchers from IMPACT. Both members are senior-level researchers having more than 30 years of research experience and have undertaken qualitative research studies in multiple thematic areas. Both the team members remained in touch with the OGQ team throughout the study phase to seek support in reaching out to shooters covered under the study.

2.9 Implementation Process

The following process was adopted for conducting the impact assessment:

- A list of selected 30 shooters was available with OGQ team who were arranging an online call for conducting the in-depth discussion.
- OGQ based on the availability of selected shooters, facilitated the online calls and study team accommodated the timing as per the utmost convenience of the shooters.

- IMPACT PSD team provided the Google Meet link for the online meetings daily as per the scheduled timings
- In each online call, the OGQ implementation team member and concerned athlete manager initially introduced the context of interaction to shooters and provided the background of shooters to the research team.
- Post introduction, OGQ team members dropped off and the stage was set for the research team to continue independent discussion with shooters.
- For the convenience of shooters, all the discussion was conducted in English and Hindi languages, which facilitated them in sharing the desired information in their preferred language.
- Before the interaction, informed consent was obtained inclusive of voluntary participation, confidentiality and privacy of the data and how the gathered information will be used without indicating their names.
- All the interactions were conducted for 20 to 30 minutes considering the value for shooters' time.

2.10 Data Management and Report Writing

All the collected data was processed at the IMPACT PSD office. The data received from the OGQ team was duly analyzed on MS Excel and quantitative data was content analyzed for the interpretations. Post-analysis, the information was synthesized, and possible interpretations were made in the report.

Data and content analysis as well as report writing was exclusively undertaken by senior researchers.

2.11 Challenges Faced

- Seeking appointments with the shooters was a challenging task as every shooter has a day plan for their practice, sessions with physio for strength and conditioning exercises as well as participation in the trials or games. All possible efforts were undertaken to accommodate the dates and timing as per the utmost convenience of shooters.
- Few shooters were travelling to other locations for their competitions or trials, but OGQ managed to convince them to spare their time for the interviews.
- A few athletes were busy with National trials in Delhi due to which some delays were faced.
- Lack of documentation with the OGQ team that can demonstrate the mechanism of monitoring and tracking the progress of athletes over time.
- Project LEAP team had a standardized package of services through a camp's approach. Shooters were not able to specify all that was received.

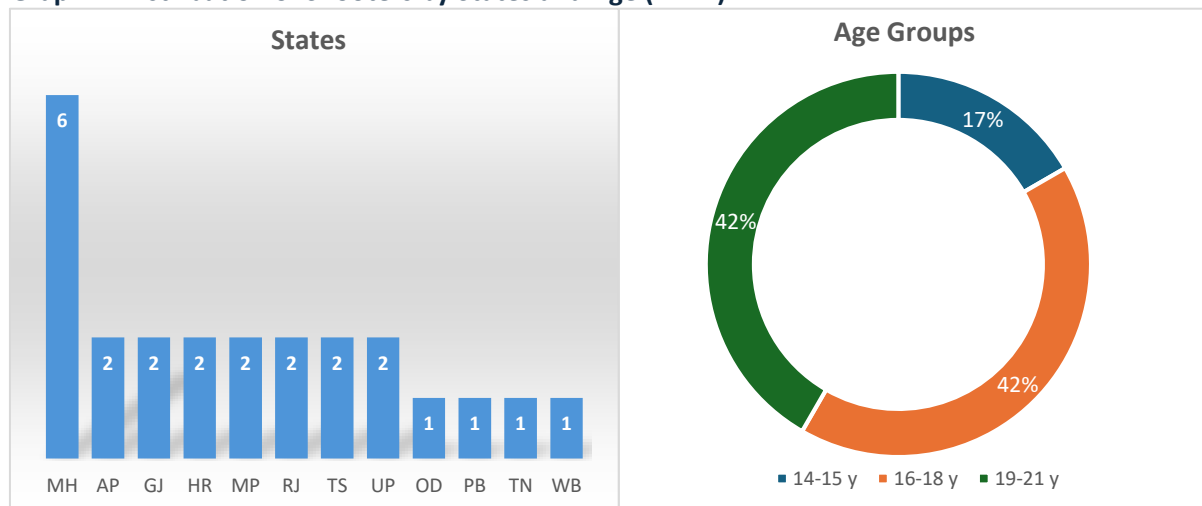
Study Findings

The current chapter provides the findings synthesized from the data obtained from the respondents by components.

3.1 Profile

In all, 24 out of a total of 29 participants of project LEAP were covered under the study. Of these, 11 (46%) were men and the remaining were women (54%). The majority of shooters (a total of 6) were from Maharashtra state. The distribution of shooters by their native states and age has been shown in the following graph.

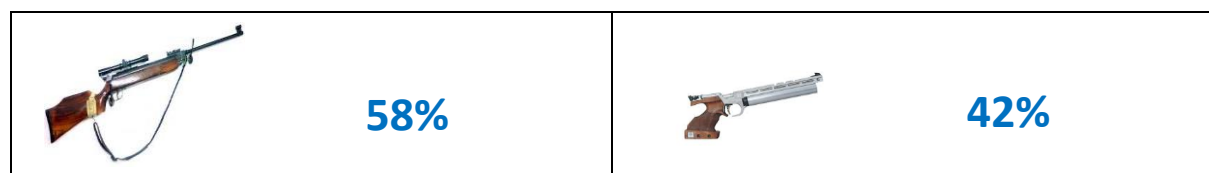
Graph 1: Distribution of Shooters by States and Age (N=24)



Two shooters each were from 7 states namely, Andhra Pradesh, Gujarat, Haryana, Madhya Pradesh, Rajasthan, Telangana and Uttar Pradesh. Maharashtra was the only state having a larger participation (25%).

The project LEAP included shooters who were below 22 years. An equal proportion of shooters were in the age group of 14-15 years and 16-18 years.

3.1.1 Distribution by Type of Shooters



More rifle shooters were covered in the study than those who were pistol shooters. Only one had expertise in both rifles as well as pistols. Rifle has two categories of events—(a) 10 m rifle and (b) 50 m 3 positions rifle whereas pistol too has two categories—(a) 10 m pistol and (b) 25 m pistol.

3.1.2 Education

Of all 24, 22 (92%) were studying and only 2 were in the occupation (UP Police and Indian Navy). Of these, the majority (41%, n=9) of shooters were pursuing Graduation followed by 3 were doing Post Graduation and 3 were in BTech (14% each). One shooter from Odisha was pursuing CA (Final). This reflects that the shooters along with their game are serious about educational attainment. The two shooters who were currently in employment got selected under the sports quota.

3.1.3 Socio-economic Status

To ascertain the socio-economic status of the shooters who participated in Project LEAP, information was collected on the primary earners in their families and monthly household income. Four out of five shooters (88%) had fathers as the primary earners in the family and only one out of three (33%) also had their mothers who were contributing to their households' income.

For the type of occupation, 36% of fathers were in private jobs followed by 23% in business and 14% were government servants. On the other hand, 14% of mothers were working in the private sector and 9% each were in business, government jobs and self-employment (advocate).

On asking about average monthly household income, 14% mentioned between INR 30,000-50,000 followed by 14% claimed for INR 50,000 to 100,000. One out of five (23%) mentioned between INR 100,000 to 150,000 monthly, and about one out of three (32%) did not have any idea.

3.2 Association with OGQ/Project LEAP

More than half the shooters (54%; N=13) reported that they were aware of OGQ or heard about OGQ for the last two years which means that they were informed about OGQ and GNSPF at the time of their induction into Project LEAP. About 10 shooters were part of earlier batches of Project LEAP and knew about OGQ for more than 3 years (2015-2021).

Three-fourths of shooters (75%) reported that they were informed about Project LEAP at their sports training centres at their home location such as Gun for Glory Academy run by GNSPF and shooting ranges established by Sports Authority of India or private agencies. Largely, coaches informed them about the project and the type of facilities or support offered within the project. However, a few shooters also got to know about the project from their peers and relatives. Only 2 shooters were approached by the Project LEAP officials considering their rankings and performances in the sports events.



None of the shooters were aware that Project LEAP was financially supported by HDFC Bank Parivartan.

Probably, OGQ or Project LEAP officials do not inform them about HDFC Bank support to the participants.

3.3 Selection Criteria

All shooters claimed that they underwent a selection process apart from the application submitted for admission. When asked about the process of selection, all shooters agreed that their previous records in the competitions, NRAIF rankings and medals/awards secured were considered primarily for the selection. In addition, 11 shooters (46%) mentioned they were subjected to physical tests and 8 (33%) underwent psychological testing (mind exercises).

3.4 Type of Support Received

Standardized support was offered to all participants under Project LEAP as shown below:

- 01 100% Training Scholarship Programme through Camps approach
- 02 Focused Development in Technical, Physical & Mental Aspects
- 03 Training imparted by High-Performance International Coaches
- 04 Selection involves assessing Neurocognitive & Meta Cognitive Abilities
- 05 Controlled matches in the presence of LEAP coaches & Home Coaches
- 06 Regular assessment & monitoring of performance during camps as well as sports training centres
- 07 Regular sessions and quarterly assessments with a Sports Psychologist - Individual & Group Coaching Sessions
- 08 Performance Analysis (SCATT) Equipment support / Barrel testing/ Equipment maintenance

The support was provided aiming to prepare the shooters for the Paris Olympics (2024) as well as the Los Angeles Olympics (2028).

All the shooters expressed that the support was appropriately designed to support shooters considering their needs after the assessments. Four out of five shooters (83%) were unaware of the importance of physical strength required for the game and how mental training helps in performance. Since the age group of shooters was 14 to 18 years, they were not provided with knowledge on the importance of different components to focus on rather their practicing was prioritized.

The shooters demonstrated their utmost pleasure in receiving support from the Project LEAP team at every level throughout the duration. All shooters appreciated the following components while discussing the support received under the project.

Type of Support	Findings
Physical Fitness	<p>All shooters were subjected to thorough physical tests to assess their strengths and then sports physio expert worked with every shooter as per their current level of fitness.</p> <p>Under this component, shooters were enquired about their training history and physical symptoms. Considering the previous experience, Musculo-skeletal screening was undertaken followed by anthropometry where weight, height, BMI, etc. were computed. Under the physical strength measurements, the range of motion and strength symmetry was assessed for all shooters. Additionally, shooters were checked for the functional movements. All this collectively provided the parameters on which the shooters need to work in maintaining their physical strength and understand the importance of physical strength and conditioning. The shooters who were in need of the Sports Science support were administered with treatment as per the clinical assessments.</p> <p>Post return to the home location, these shooters were provided with a home exercise program to continue.</p>
Mental training	<p>Almost all shooters did not have understanding on importance of mind training and how it helps in improving and achieving higher scores.</p> <p>Project LEAP offered variety of mind training exercises to the shooters where all were assessed on psycho-motor abilities and breathing patterns. The shooters were provided with the education sessions and then their cognitive abilities were assessment to plan the sessions as per the performance in the mind exercises for every shooter.</p> <p>Participants were exposed to the situations and encountered with the conditions that made them realized on why psychological sessions are important. These helped in handling match pressure, dealing with demands and experiences while playing, etc.</p> <p>Every shooter appreciated the mental training support provided under Project LEAP.</p>

Type of Support	Findings
SCATT Performance Analysis	Project LEAP Camps provided the opportunity to shooters to undergo practice sessions using SACTT, which demonstrated their performance and coaches analyzed their results to draw conclusion and design the strategies for the individual shooters. Every shooter had a different concern, pattern, situation, etc. while undergoing the SCATT exercise.
Nutritionist Sessions	<p>During the project phase, all shooters went through the health checkups and blood testing. Based on the results, every shooter was provided with an individual sessions with the nutritionist that guided them and developed a specific diet plan to maintain their health conditions. Shooters were also provided with Group Sessions to understand on what needs to be eaten before and after the match.</p> <p>Diet plan and type of prescribed supplementation were proposed that shooters followed through the project phase. Every shooter praised the support received from the nutritionist.</p>
Consistent Handholding and Monitoring	This component was the cross-cutting feature across the year under Project LEAP. Hence, the shooters were assessed during the camps and later all were provided with a plan to be followed at the base location. All shooters were provided with a consistent handholding support and continuous monitoring was undertaken.

3.5 Perception on Support Received

To ascertain the expectations of shooters from the project, they were asked to specify whether the support received by them was as per the expectations. Three out of five shooters (63%) had an opinion that the support received by them was beyond or better than anticipated. However, 8 shooters (33%) thought that the support was as per the needs of shooters and the assessment undertaken by the coaches and experts. This indicates that the team allocated for the participants were focusing on the requirements of every individual after the assessments as well as the support demanded by the shooters. The objective was to prepare them to learn and deal with their concerns to focus on games.

For their perception on the support received, 88% of shooters (N=21) shared that the key reason for saying 'better than expected' was that comprehensive support inclusive of foreign coaches, LEAP coaches, Athlete Manager, Experts in Nutrition, Sports Medicine and Strength & Conditioning, etc. were available at one place and that too for a complete duration of camps. These experts and coaches were also available between the camps also to track their progress as well as address their concerns timely.

3.6 Satisfaction with the type of support Received

Regarding satisfaction levels, 16 shooters (67%) expressed their higher satisfaction with the support followed by 8 (34%) who were either very satisfied or satisfied. The major reason for the great satisfaction was support availability across the year and even after the project. Another reason reported was that all types of support available during the camps that bind their association with the coaches, experts and athlete manager who beyond their capacities attempt to serve them.

3.7 Challenges faced by Shooters before Project LEAP

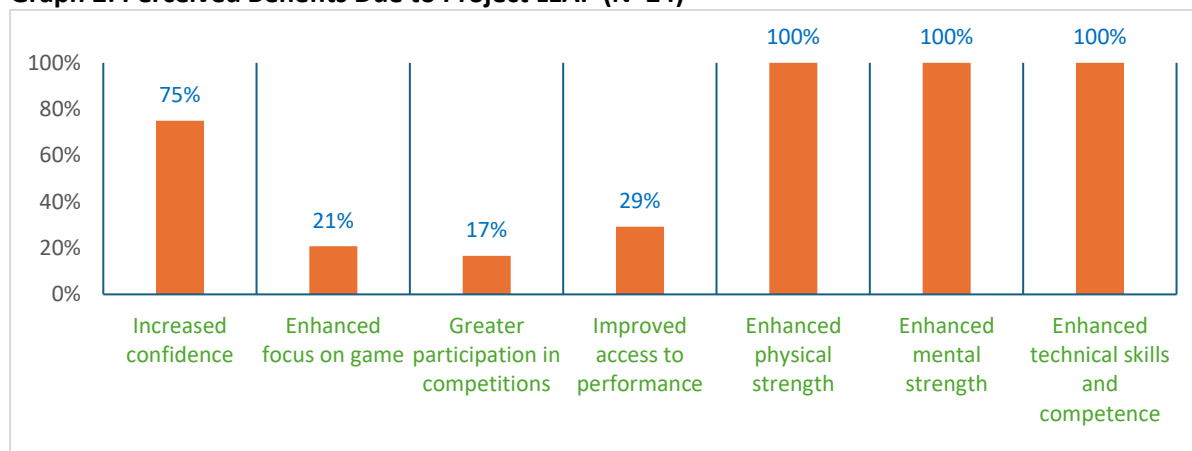
The study team intended to understand the type of challenges these shooters were facing before their induction in project LEAP. On posing this question, all the shooters instantly responded that there were many challenges faced by them. The key challenges were – a lack of access to physio and medical support (83%), inability to bear expenditures on ammunition (79%), a lack of technical coaching (63%) and full-time personalized coaching at camps (63%). Five shooters (21%) also mentioned a lack of mind training, breathing exercises, and nutritionist advice as other potential challenges.

It can be seen that one of the prime challenges was to meet the expenditures on ammunition which is required for the practice daily. On average, a shooter needs around 150-200 bullets, pellets, and ammunition. Project LEAP supported the shooters to practice and refine their skills and competence. Similar support is provided to the shooters receiving benefits under the 'Khelo India' category. Under the Khelo India program, shooters can do practice in SAI-supported or accredited shooting ranges.

3.8 Perceived Benefits under Project LEAP

Multiple benefits were shared by the shooters as a result of their participation in Project LEAP. The three key benefits included enhanced physical strength, mental strength and technical skills and competence. The perceived benefits are shown in the following graph.

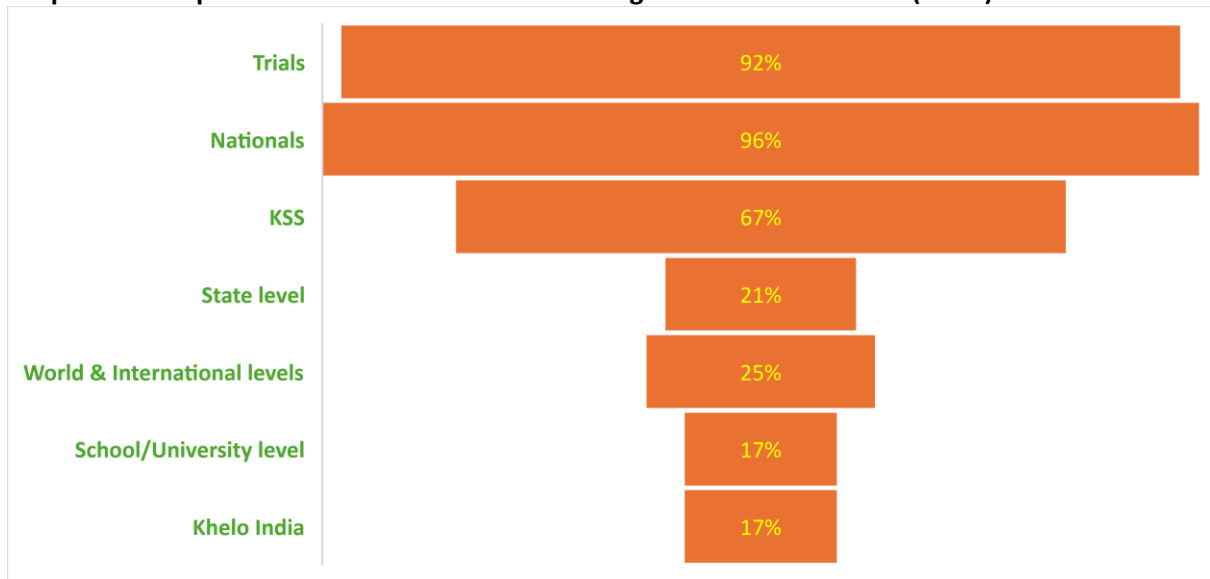
Graph 2: Perceived Benefits Due to Project LEAP (N=24)



Discussions with shooters revealed that sports physio, strength and conditioning expert's guidance made them understand the need for physical strength for the game. Similar views were shared by the sports psychologist who helped them in mind training to enhance their mental abilities as well as breathing exercises supported them in achieving higher scores. Another prime advantage was learning techniques and skills under the guidance of foreign coaches and LEAP coaches who themselves are medal winners in international and national sports events.

3.9 Achievements in Tournaments

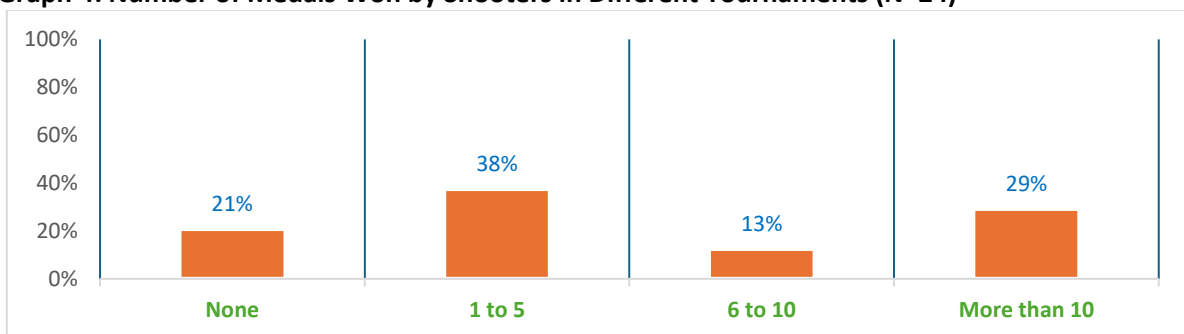
An effort was made to gather information from the shooters to assess their participation in the tournaments and sports events. The majority of shooters (92% to 96%) participated in the Trials and national-level tournaments during the project phase. The status of participation in the tournaments has been presented in the following graph.

Graph 3: Participation of Shooters in Different Categories of Tournaments (N=24)

Only 6 shooters (25%) reported participating in the world and international level tournaments followed by 5 (21%) who also took part in the state-level championships. However, only 4 shooters claimed participation in the Khelo India games organized by the Government of India. However, KSS was found to be a key event where a majority of shooters (67%; N=16) participated while in Project LEAP.

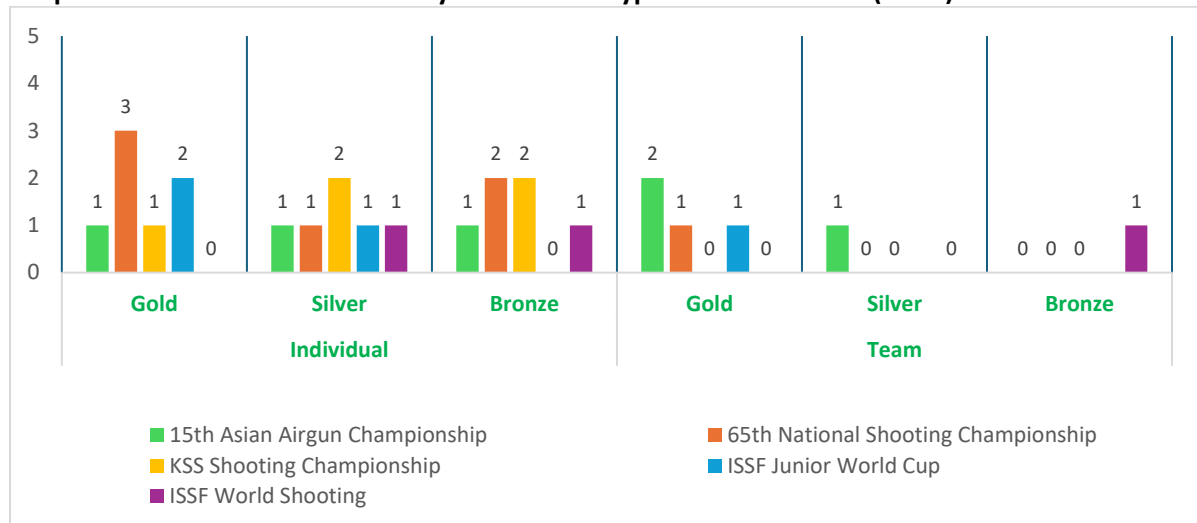
3.10 Achievements during the Project LEAP

Information on the achievements during the project phase was also gathered from the shooters. Encouragingly, 9 shooters (38%) secured medals in the range of 1-5 followed by 29% who secured 10-22 medals in multiple categories of tournaments ranging from state to national to international or world level. The following graph portrays the status of the achievements while shooters were in the project.

Graph 4: Number of Medals Won by Shooters in Different Tournaments (N=24)

However, 5 shooters did not win any medals due to various reasons such as they performed but secured runners-up position.

OGQ also shared the achievements of Project LEAP participants of Batch VI in multiple tournaments in the following illustration.

Graph 5: Distribution of Shooters by Medals and Type of Tournaments (N=24)

3.11 Perception on their Performance

An attempt was made to capture the perception of the shooters on their achievements. About three out of five shooters (58%) felt that Project LEAP had a significant positive impact on their overall performance. Three shooters felt that overall performance had only marginally improved, whereas about six shooters (or 25%) felt that overall performance had improved as expected.

3.12 Attribution to Project LEAP

Out of all the participants, four shooters out of five (88%) directly credited Project LEAP for their improved performance overall. Only three shooters (12%) agreed that overall performance was improved to some extent.

3.13 Perception on Absence of Project LEAP Support

While discussing, all the shooters were asked to specify if the OGQ-Project LEAP support was not available, how it would have affected your performance. Almost all (92%) had the same thought that there would not be regular technical training which was offered under the project. Almost three-fifths (58%) mentioned about lack of financial support for buying ammunition for the practice. A little over ten shooters (42%) believed they would not have had the psychological help and mind training they needed to get over their anxiety and match pressure.

"Just because of the coaches and regular technical training, I could extend my game from 10 m to 25 m."

A male shooter

"I wouldn't be in the India Junior Shooting Squad, according to a shooter, if Project LEAP hadn't been there."

A female shooter

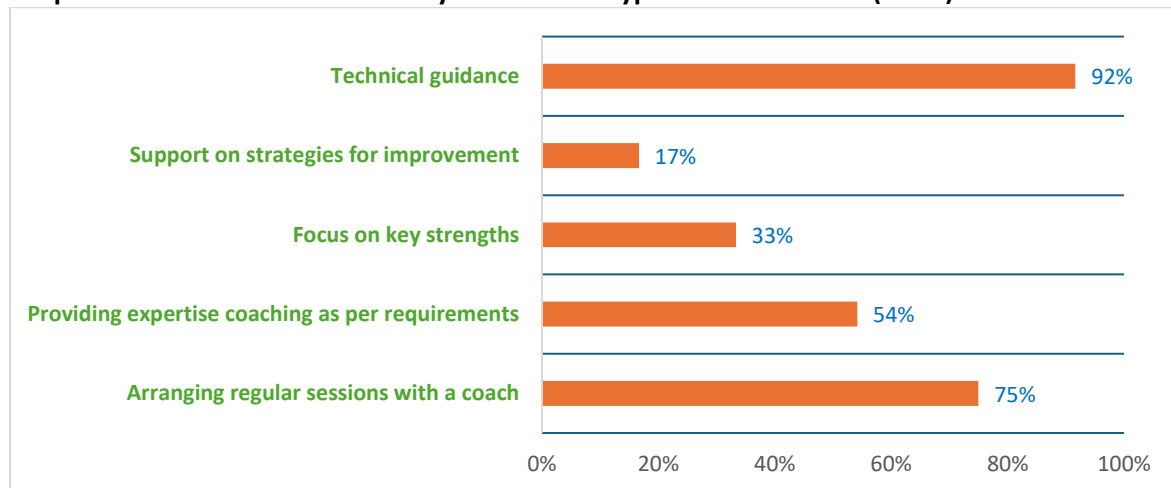
According to each shooter, Project LEAP provided them with significant individual benefits, including technical learning about what to do during a match and in-depth knowledge of the game's nuances. Conversely, all shooters benefited financially from the project support provided for the ammunition they use for practice—an expensive endeavour.

According to two shooters, Project LEAP boosted the shooting game and overall performance, leading to their induction into the Indian Navy and the Uttar Pradesh Police.

3.14 Support Mechanism Adopted by Project LEAP

Information on the support mechanism adopted by project LEAP to improve the performance of shooters as a consistent and continuous tracking of their game revealed that there were three major actions focused on by the project officials as illustrated below:

Graph 6: Distribution of Shooters by Medals and Type of Tournaments (N=24)



Higher priority was given to technical assistance, frequent meetings with coaches and specialists, and assessment-based instruction for shooters. It was revealed by the shooters that the project officials also placed a strong emphasis on developing each player's abilities or key strengths so they could excel in the game organically.

On average, shooters received 3 to 4 sessions across the project phase and largely, all shooters were asked to follow a customized diet plan finalized in discussion with them either individually or in group sessions. About 7 shooters were provided with nutritional support considering their physical training regimes.

Interestingly, Project LEAP focused more on mind training and breathing exercises to improve the performance of the shooters. Every respondent appreciated the fact that the psychologist had played a major role in overcoming the stress and anxiety as shooting is a mind game. Due to the psychologist's support, 9 out of 24 shooters (38%) gained self-confidence and observed changes in their game.

All the shooters were subjected to health check-ups and blood tests. This helped the shooters identify the need to receive medical supplementation to maintain their physical fitness for the games. About three out of five shooters (63%; N=15) were advised to take the Vitamin D3 and B12 supplementation.

3.15 Injury Incidences

Only three shooters admitted to facing the injury during the project duration which was mainly related to shoulder, arms and muscle stretching. Of these, one shooter each was recovered in one week, one month and 4 months. Two shooters did not have any impact on their game, but one shooter reported a decline in her shooting scores.

3.16 Sponsorship

A total of 17 out of 24 shooters (71%) reported receiving sponsorship other than Project LEAP. Of these, 10 shooters (59%) received after the project LEAP and 6 had been received before the project LEAP. Among 17 shooters, 11 received from the Government of India, 4 from OGQ and 2 from both. A total of 10 shooters informed that they are currently Khelo India beneficiaries.

3.17 Opinion on HDFC Bank/OGQ support

Among 17 shooters who received the sponsorship, 9 (53%) appreciated by saying that HDFC Bank-supported project LEAP was better than Khelo India support followed by the remaining 8 (47%) thought there is no difference between the HDFC Bank-Project LEAP and Khelo India.

Five shooters (29%) had an opinion that HDFC Bank's Project LEAP provides comprehensive support with all sorts of support. Four shooters (24%) stressed the fact that Project LEAP funded by HDFC Bank focuses on the quality of training and technical aspects such as nutritionist and psychologist support whereas Khelo India covers multiple aspects related to services or facilities provisioning.

Overall, all 24 participants of Project LEAP expressed that HDFC Bank's support was outstanding as it provides opportunities to learn, practice and perform.

They all demonstrated their gratitude towards the HDFC Bank's vision for supporting athletes in securing medals in international and world-level championships and tournaments.

3.18 Suggestions from Shooters

Based on the experience of Project LEAP, some of the respondents suggested for needful changes and provisioning as follows:

- After the completion of Project LEAP, all the participants should be transitioned to the next phase of Project LEAP. This would ensure their commitment towards the country for playing outstandingly and secure medals
- Increase the number of camps and the duration of camps can be reduced. This would provide more opportunities for interacting with Project coaches and it would be easier to track the progress of shooters by the coaches
- Increase the quantity of ammunition which is around 150 and should be increased to around 200
- Provide financial support and balance kits to the shooters who cannot afford and are financially unstable
- During the camps, focus on discipline, ethics, code of conduct, law enforcement, and compliance should be practised by all (participants and stakeholders)

3.19 Voices of Shooters - Quotes

"In absence of Project LEAP, we would not have access to technical coaching and interactions with foreign coaches who minutely observe shooters to strategize their game according to the skills"

"I was clueless about the importance of nutrition and diet plan prior to Project LEAP. Group sessions as well as individual one-to-one sessions were extremely helpful. Nutritionist guided us on what type of food to be consumed before the match and after the match."

"I was only practicing shooting at the training centre and achieved good scores. I was limited to this activity only. After joining Project LEAP, I gathered more information on mind training, importance of sports psychologist, sports physio and strength and conditioning expert and nutritionist."

"I didn't have my own equipment and Project LEAP offered the support so that I could continue my practice with the same equipment."

"Project LEAP also provided me an opportunity to meet my expenditures on ammunition. My family was not in a position to continue and pursue my shooting career. Project provided me everything."

"My father supported me by providing me small-sized Shooting range at home. Project LEAP provided me the opportunity to expand my game to 25 m from 10 m, where technical coach and other experts helped me outstandingly."

3.20 Voices of Stakeholders

The discussions with stakeholders like technical coaches and experts provided insights into the support offered to the project participants. The following statements demonstrate their views and opinions:

Stakeholders	Voices	
CK Chaudhury (GfG Coach)	<p>The future of Shooting is very bright. It's the only game where India always wins a medal in every tournament. Moreover, expectations for medals in Shooting are very high and over the past few years, shooters have done very well. This year in Paris 2024 also, the very first medal was secured by a Shooter—Manu (Bronze medalist).</p> <p>We as technical coach provide all opportunities that are required for shooters. Now shooters have the responsibilities to avail and excel in the games and events.</p>	<p>Though it's an expensive game, organizations like HDFC Bank are very generous in supporting the shooters for all-around development so that medals are assured in almost every championship</p>
Nishant Nathwani (GfG Coach)	<p>Shooting has seen exponential growth, and the Government of India has also provided support for establishing more</p>	<p>Funding support is required for shooting because, during the early years, youths practice and</p>

Stakeholders	Voices	
	<p>shooting academies so that youths from smaller towns can also pursue sports careers in their districts.</p> <p>Shooting as a sports career has no age bar and can be practiced as a co-curricular activity by the youths apart from their studies.</p>	<p>perform at school or college levels. Later, they need all-around support to refine their game and practice shooting with ammunition in a world-class academy where technical training and foreign coaches are required. This is what Project LEAP is doing and providing all facilities and services at one point.</p>
Neha Chavan (GfG Coach)	<p>Shooting is a medal-winning game, and it was very expensive in past. Over the years, the Government of India has made provisions for the shooters in terms of initiating academies, shooting ranges in the SAI complexes, etc. The Government of India also started programs like TOPS and 'Khelo India' to support athletes including shooters.</p> <p>Moreover, various donors fund academies like GNSPF's Gun for Glory and initiatives like Project LEAP. For shooters, Project LEAP is an amazing experience that includes planned planning and targeted guidance based on their abilities, competencies, and talents. The major issues are maintaining performance, skills, and competency, where shooters require continuous instruction and contact.</p>	<p>OGQ also started the Excellence Program for Coaches in 2017-18 and the first batch has already graduated. This is a milestone where previous players who become coaches provide guidance to the athletes and share their experiences, success mantras and how to deal with failures.</p>
Bibaswan Ganguly (GfG Coach)	<p>OGQ has been successful in mobilizing corporate CSR divisions like HDFC Bank CSR and others which has supported many athletes continuously to perform and secure medals. Project LEAP is the best way to support shooters as it has a standardized plan and technical resources available for them. The facilities are world-class including SCATT training. Needless to mention the importance of physio and sports psychologists for the shooters – the shooters need to have good physical strength as well as sound mind to concentrate on the game.</p> <p>It is good to have young shooters so that they can be supported for future tournaments. Youths with zeal,</p>	<p>Shooting did not receive due importance in sports, and it can be seen that a very small number of spectators watch shooting games in the ranges during the competitions. Due to this fact, shooters or shooting competitions do not attract a large number of advertisers and advertisements, sponsors, etc.</p>

Stakeholders	Voices
	eagerness and attitude to become professional athletes are a must.
Radhika Deshmukh (Athlete Manager)	<p>Shooting is a growing game over the past few years. Largely, it's a mind game that requires focused training and guidance. Shooters can continue their academics and mind training provided under Project LEAP also helps in studies because they learn how to concentrate on the target.</p> <p>To become a shooter, one needs to have a character in his or her personality involving discipline, focus, and sensibility. Under Project LEAP, coaches help shooters develop similar skills that support their performance. Project LEAP has already initiated the preparations for the 2028 Olympics so that shooters give their best and secure Olympic medals in shooting.</p>

Findings on OECD Criteria

This chapter provides the impact assessment findings considering the OECD research framework to understand the overall impact of the HDFC Bank support to OGQ-Project LEAP. The following OECD parameters provide insights and assessment findings.

Assessment Findings

Relevance

(OGQ-Project LEAP support offered to Shooters is well designed to improve their performance and relevant to their needs)

The support/assistance offered by OGQ-Project LEAP to Shooters was very relevant and significant to their physical and psychological needs and ensured the availability of ammunition for practices during the camps as well as home training centres.

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Project LEAP had selection criteria as well as a specialised team of experts to finalize the candidates for the batch. Not only previous performance in competitions was considered but also focussed on candidates' strengths and psycho-cognitive activities. Project officials kept tabs on their consistency over time and their capacity to improve and maintain their abilities to represent in the Olympics and other international and national level shooting competitions. Shooters needed consistent support for their practice as well as technical coaching along with the availability of ammunition.

Depending on the Shooters' needs and status, all sorts of relevant support were offered under Project LEAP such as equipment and ammunition, health check-ups, medical care, nutritional supplements, mind training, breathing exercises, etc.

OGQ-Project LEAP provides all necessary support, including training facilities, equipment and related items, coaches and trainers, experts for nutritional needs and psychological support, and regular medical evaluations to gauge shooters' health and progress ahead of upcoming sporting events.

Under this component, OGQ-Project LEAP support has been found RELEVANT. This sets the context that HDFC Bank understood the needs of the sports athletes to offer their assistance through OGQ to GNSPF's Project LEAP.

Coherence

(OGQ-Project LEAP support offered to Shooters was timely and as per the standards set for the sports to improve their performance)

Discussion with Project LEAP officials (stakeholders) and shooters revealed that the support was strongly coherent in its execution throughout the phases. The HDFC Bank support to OGQ-Project LEAP was

5

well timely and intended to meet the individual needs of the shooters meeting the World class standards set under the project.

Project LEAP was majorly contributing to shooters' performance in sports through a wider range of support. Project LEAP has been designed in a way that every type of support suits the shooters and as per the standards set by the sports authorities at national and international levels. Shooters were exposed to the similar environment and facilities that they get in international and world-level sports competitions. Additionally, shooters were offered guidance from foreign coaches which is a value addition.

The coherence of the OGQ-Project LEAP support demonstrated effective collaboration between OGQ-GNSPF-supported academies and government establishments such as Sports Authority of India through the Centre of Excellence involved in the process.

Effectiveness

(OGQ-Project LEAP support has been executed to improve the all-round performance of Shooters and achieved the outcomes)

Findings have demonstrated that OGQ-Project support was effective that outshined the performance of shooters who overcame their weaknesses, practiced to enhance their standards and records, performed at the expected level and fought with their injuries, health issues and hurdles. OGQ-Project LEAP has been found to be effective pertaining to the needs as well as execution was bundled with follow-ups and monitoring mechanism and amendable as per the requirements.

4

Discussions with shooters clarified that they were chosen for project support based on their performances in sports competitions and won medals. These shooters were recognised by OGQ to offer support, and information about their present requirements, future goals, and other matters were obtained from them. Following this, each shooter's unique needs were identified so that the desired and all needful support could be provided. The project also had provisions for regular follow-ups through project officials (coaches, nutritionists, physiotherapy and sports science experts and sports psychologists). A dedicated athlete manager was also deputed to undertake individual concerns and address them timely.

Under OGQ-Project LEAP shooters were supported through camps' approach where they were provided with quality infrastructure and considering all their requirements such as stay, food and travel. The shooters expressed their satisfaction and mentioned that they received prompt assistance for everything, taking into account their needs and abilities. This indicates that project team officials were always mindful of the shooters' need for ongoing practice, physiotherapy, sports medicine, mind training, breathing exercises, emergency medical attention, support with nutrition, and administrative help for their participation in a variety of events, camps, and championships.

It was observed that there are no career or employment opportunities available through OGQ-Project LEAP support and assistance. The assessment team noticed during their interactions with shooters that only 2 out of 24 of them got selected in the Indian Navy and Uttar Pradesh Police, under the sports quota.

The effectiveness of the OGQ-Project LEAP support demonstrated effective execution including consistent follow-ups and monitoring mechanisms (standardized individually by shooters).

Impact

(OGQ-Project LEAP ensures the development of Shooters in all spheres by providing them with high-end and quality coaching, ammunition, equipment, medical, nutritionist and psychological support. Support assisted the shooters in the improvement in performance and maintaining the strength and conditioning as well as cognitive skills, etc.)

OGQ-Project LEAP has been the quality support to help shooters advance to higher levels by competing in national, international, and global sporting championships. Shooters' performance has been positively impacted by interventions from physiotherapists, strength and conditioning specialists, international coaches, trainers, and sports psychologists. These professionals have helped shooters heal from minor ailments and injuries and adopt new perspectives that will help them become stronger and more game-focused. Shooters have experienced multiple benefits from the funding support provided by HDFC Bank through project, though they were not aware of HDFC Bank as a sponsor.

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After extensive deliberation, it was concluded that shooters under Project LEAP had an advantage over those who are currently struggling in their careers and receive no support at all. Exclusive support was provided to shooters based on their specific needs, taking into account factors such as physical strength, psycho-cognitive skills, and other factors. The high-end shooting range with precise facilities allowed the shooters to practice regularly and secure medals. This shows that the shooters needed support for ammunition because it is expensive and presents a significant challenge for them to purchase and pursue their passion.

Many shooters from the smaller cities do not have the facilities of computerised or digitized shooting ranges. Such shooters when inducted into the project had this opportunity to practice in a world-class academy was an experience for them, that too under the experienced coaches and experts. Project LEAP solely focuses on the shooters at an early age so that they get ample time to refine themselves and get a chance to be in the Indian Shooting Squad (initially Junior and then senior). This seems to be the most appropriate way of providing support for the shooters' progression. Many shooters were earlier batches of Project LEAP and a few are currently undergoing Project LEAP also.

In conclusion, the shooters' community has been impacted by HDFC Bank's support through Project LEAP, leading to a greater appreciation of sports and efforts.

The OGQ-Project LEAP support has demonstrated moderate impact in terms of securing medals through interventions but lacks in providing thrust to their careers in future.

Sustainability

OGQ-Project LEAP exclusively works on funding to offer its support to shooters and sustainability will always remain an issue with it. Moreover, financial assistance is an integral part of their support at every level including the availability of trainers, and coaches, purchase and maintenance of equipment, administrative expenditures, etc. OGQ-Project LEAP support cannot ensure sustainability for the support, if funds are not available from the donors like HDFC Bank.

Moreover, shooting does not attract huge crowds in sports events and due to this fact, unable to bring bigger companies and industries to advertise their products or full sponsorship like Cricket.

An overall score of 4.5 has been obtained out of 5

Conclusion and Recommendation

This chapter presents the conclusion and recommendation drawn from the impact assessment study findings as follows:

Conclusion

- Project LEAP has been a milestone for the shooter, where budding shooters are offered full support at an early age with a mission to induct them into the India team.
- The conceptualization of Project LEAP has been outstanding in its present shape (Camp Approach). It indicates that Mr Gagan Narang, Olympic medallist, himself has put his soul into designing the activities and type of support, etc.
- The candidates were selected based on previous performances and NRAIF rankings along with a series of tests (physical strength, psycho-cognitive skills, etc.)
- Shooters were provided with technical training, and guidance from foreign coaches, Medical Assessment, Psychologists and Nutritionists support under the project.
- All shooters reported benefitted from the support in terms of regular technical training from LEAP coaches as well as physio and psychology experts.
- The shooters were supported in a way that they could participate in the district, state, national and international events during their journey in the project.
- The project offered a mechanism in which individual shooter was provided with customized support as per their tests, performances and needs. The experts and coaches strategized and finalized the best plan that was offered to each shooter considering their characteristics and preferences.
- Four out of five shooters (83%) were confident in saying that their overall performance has been improved.
- No concrete and standardized monitoring mechanism was found in place. However, all shooters confirmed that the athlete manager was the first point of contact who undertook the follow-ups and needs assessment, discussed injury management, and grievance redressals, facilitated the process and took action.
- All the stakeholders reported adopting a mechanism of maintaining the data for each shooter either in a diary or Google Sheet. Shooters were not aware of the mechanism used by the stakeholders. Frequency was not set and any time, any expert or shooters can call each other for their concerns.
- Data management related to shooters at OGQ-Project LEAP is largely managed by the coaches and athlete manager. Due to safety and privacy reasons, they cannot share the same.
- Athlete Management App was proposed to be used by shooters but that didn't work. Shooters were not comfortable using the App regularly. Rather WhatsApp group was preferred by them to discuss and submit any information.
- Under OGQ-Project support, there is no provision for supporting shooters in their future careers or assistance with employment opportunities.

Recommendations

- A suitable mechanism for the selection of shooters for the support should be devised, instead of only previous records and rankings in NRAIF.
- Shooters have demanded for increase in the number of camps and the duration be reduced substantially.
- HDFC Bank should demand individual data for their supported beneficiaries from the grantees during the grant phase. This would help in analysing the socio-economic status of beneficiaries and results can guide in taking the course corrections during the grant period.
- OGQ-Project LEAP needs to consider offering soft skills and technical skills for the jobs where the shooters could be inducted.

Annexure

S. No.	Name of Shooter	Shooter Type
1	Keval Prajapati	10 M Air Rifle
2	Sri Karthik Sabariraja	10 M Air Rifle
3	Uma Mahesh	10 M Air Rifle
4	Vedant Waghmare	50 M 3 P Rifle
5	Ajay Malik	10 M Air Rifle
6	Kashika Pradhan	10 M Air Rifle
7	Prachi Gaekwad	50 M 3 P Rifle
8	Gautami Bhanot	10 M Air Rifle
9	Aarya Shinde	10 M Air Rifle
10	Arnisha Chowdhury	10 M Air Rifle
11	Heena Gohel	50 M 3 P Rifle
12	Shikha Nanda	10 M Air Rifle
13	Surabhi Rapole	50 M 3 P Rifle
14	Yashika Shriramoj	10 M Air Rifle
15	Tejas Dhore	10 M Air Pistol
16	Mukesh Nellavalli	10 M Air Pistol
17	Amit Sharma	10 M Air Pistol
18	Abhinav Chaudhary	25 M Pistol
19	Ashish Dhanoya	10 M Air Pistol
20	Naved Chaudhary	10 M Air Pistol
21	Vibhuti Bhatia	25 M Pistol
22	Aarna Rajput	10 M Air Pistol
23	Harnavdeep Kaur	10 M Air Pistol
24	Ankita Salokhe	10 M Air Pistol

* 5 shooters were not covered as they are not pursuing shooting after Project LEAP and one shooter was counted in both Rifle and Pistol category. A total of 30 shooters were covered in Batch VI of Project LEAP.

S. No.	Name of Stakeholders	Designation
1	CK Chaudhury	Technical Coach
2	Nishant Nathwani	Technical Coach
3	Neha Chavan	Technical Coach
4	Radhika Deshmukh	Athlete Manager
5	B. Ganguly	Technical Coach
6	Dr. Nakul Nalwale	Physiotherapist and Sports Science Expert
7	Shreya Thakkar	Sports Psychologist



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