Foreword

The XIX Commonwealth Games 2010 Delhi concluded on 14 October 2010, after 12 days of intense sport competitions. The Games saw the participation of 71 Commonwealth Games Associations representing one-third of the world’s population. About 6,572 athletes and team officials competed in 17 sports and four para sports in 290 sessions. In the end, two new world records (powerlifting and athletics) and 108 new Commonwealth records were created.

This report provides a summary of the planning and execution endeavours that went into holding the largest multi-sport event that India has ever hosted.

Part 1 of the report provides the story of 12 days of glorious of sports in photographs, and captures the human spirit that drove the delivery of the Games and participation in the competitions.

Part 2 features information on the institutional and organisational set up used to execute the Games as well as details on key stakeholders and their roles, finance and funding, and Functional Area operations including key lessons and recommendations.

Part 3 comprises budgets and details of the sport infrastructure created for Delhi 2010, including competition and training venues as well as non-competition venues by the Ministry of Youth Affairs and Sports, Ministry of Urban Development and Government of Delhi.

Part 4 features details of the legacy left behind for future generations by the Games, consisting of urban regeneration, upgradation of civic amenities, creation of sport infrastructure, formation of a cadre of sport managers, and the upsurge of the spirit of sport within the Indian youth.

I hope that this document will provide useful information on the XIX Commonwealth Games 2010 Delhi.
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<th>Full Form</th>
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<tr>
<td>AA</td>
<td>Administrative Assistant</td>
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<tr>
<td>ADG</td>
<td>Additional Director General</td>
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<tr>
<td>APO</td>
<td>Assistant Project Officer</td>
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<td>CBEC</td>
<td>Central Board of Excise and Customs</td>
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<td>CCTV</td>
<td>Closed Circuit Television</td>
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<tr>
<td>CFL</td>
<td>Compact Fluorescent Lights</td>
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<td>CGA</td>
<td>Commonwealth Games Association</td>
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<td>CGF</td>
<td>Commonwealth Games Federation</td>
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<td>CGO</td>
<td>Central Government Offices</td>
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<td>CGR</td>
<td>Coordination and Government Relations</td>
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<td>CNG</td>
<td>Compressed Natural Gas</td>
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<td>CPWD</td>
<td>Central Public Works Department</td>
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<td>CRPF</td>
<td>Central Reserve Police Force</td>
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<td>DDA</td>
<td>Delhi Development Authority</td>
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<td>DDG</td>
<td>Deputy Director General</td>
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<td>Delhi 2010</td>
<td>XIX Commonwealth Games 2010 Delhi</td>
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<td>DIAL</td>
<td>Delhi International Airport Ltd.</td>
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<td>DJB</td>
<td>Delhi Jal Board</td>
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<td>DRM</td>
<td>Delegation Registration Meeting</td>
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<td>DTC</td>
<td>Delhi Transport Corporation</td>
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<td>DU</td>
<td>Delhi University</td>
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<td>EB</td>
<td>Executive Board</td>
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<td>ECIL</td>
<td>Electronic Corporation of India</td>
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<td>EoI</td>
<td>Expression of Interest</td>
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<td>FA</td>
<td>Functional Area</td>
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<tr>
<td>FF&amp;E</td>
<td>Furniture, Fittings and Equipment</td>
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<td>FoP</td>
<td>Field of Play</td>
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<td>GNCTD</td>
<td>Government of the National Capital Territory of Delhi</td>
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<td>GNS</td>
<td>Games News Service</td>
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<td>GoI</td>
<td>Government of India</td>
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<td>GoM</td>
<td>Group of Ministers</td>
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<td>GOP</td>
<td>General Organisation Plan</td>
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<td>HDTV</td>
<td>High Definition Television</td>
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<tr>
<td>HVAC</td>
<td>Heating, Ventilation, and Air Conditioning</td>
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<td>IBC</td>
<td>International Broadcast Centre</td>
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<tr>
<td>IBMS</td>
<td>Intelligent Building Management System</td>
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<tr>
<td>IF</td>
<td>International Federation</td>
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<tr>
<td>IGIA</td>
<td>Indira Gandhi International Airport</td>
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<td>IOA</td>
<td>Indian Olympic Association</td>
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<td>IPR</td>
<td>Intellectual Property Right</td>
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<tr>
<td>ISLG</td>
<td>International Security Liaison Group</td>
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<td>ITDC</td>
<td>India Tourism Development Corporation</td>
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<tr>
<td>ITO</td>
<td>International Technical Official</td>
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<td>JDI</td>
<td>Joint Director General</td>
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<tr>
<td>Acronym</td>
<td>Full Form</td>
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<tr>
<td>IAAF</td>
<td>International Association of Athletics Federations</td>
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<td>LED</td>
<td>Light Emitting Diode</td>
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<td>m</td>
<td>metre</td>
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<tr>
<td>MCD</td>
<td>Municipal Corporation of Delhi</td>
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<td>MHA</td>
<td>Ministry of Home Affairs</td>
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<td>MoUD</td>
<td>Ministry of Urban Development</td>
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<td>MoYAS</td>
<td>Ministry of Youth Affairs and Sports</td>
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<td>MPC</td>
<td>Main Press Centre</td>
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<td>MT</td>
<td>Million Tonne</td>
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<td>MTNL</td>
<td>Mahanagar Telephone Nigam Limited</td>
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<td>MW</td>
<td>Mega Watt</td>
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<td>NCR</td>
<td>National Capital Region</td>
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<td>NDMC</td>
<td>New Delhi Municipal Corporation</td>
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<td>NF</td>
<td>National Federation</td>
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<td>NTO</td>
<td>National Technical Official</td>
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<td>NTPC</td>
<td>National Thermal Power Corporation</td>
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<td>NVP</td>
<td>Non Validated Pass</td>
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<td>OC CWG</td>
<td>Organising Committee Commonwealth Games 2010 Delhi</td>
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<td>PEL</td>
<td>Prime Event Limitation</td>
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<td>PIB</td>
<td>Press Information Bureau</td>
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<td>PO</td>
<td>Project Officer</td>
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<td>RFP</td>
<td>Request for Proposal</td>
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<td>SAD</td>
<td>Supplementary Access Device</td>
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<td>SAI</td>
<td>Sports Authority of India</td>
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<tr>
<td>SDG</td>
<td>Special Director General</td>
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<tr>
<td>SIC</td>
<td>Sport Information Centre</td>
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<tr>
<td>sq m</td>
<td>square metre</td>
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<td>SSV</td>
<td>Sport-specific Volunteer</td>
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<td>T3</td>
<td>Terminal 3</td>
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<tr>
<td>TLF</td>
<td>Temporary Landing Facility</td>
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<td>TSR</td>
<td>Timing, Scoring and Results</td>
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<tr>
<td>UCI</td>
<td>International Cycling Union</td>
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<tr>
<td>VAPP</td>
<td>Vehicle Access and Parking Permit</td>
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<tr>
<td>VIK</td>
<td>Value In Kind</td>
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<tr>
<td>VMC</td>
<td>Venue Media Centre</td>
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<td>WIPO</td>
<td>World Intellectual Property Organisation</td>
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12 Glorious Days
3 to 14 October 2010

“Delhi – you have delivered truly exceptional Games and, above all, a wonderful experience. Thank you, Delhi.”

- Mr. Mike Fennel,
  President of the Commonwealth Games Federation
OPENING CEREMONY

A Dazzling Display

India’s ability to host large multi-sport events was showcased to the world when the XIX Commonwealth Games 2010 Delhi kicked-off with an Opening Ceremony that dazzled with its majestic and splendid depiction of India’s rich culture and heritage. Whether it was folk dances, the ancient practice of yoga, or the sheer energy seen in daily life, the colours and charisma of India were on display for the world to appreciate. Suddenly, the nay-sayer, especially the international and national media, changed their tune overnight, and the Opening Ceremony was declared to be one of the best ever seen in a sporting event.
FAST FACTS

- Total number of cast and group leaders – 6,556
- The aerostat, the biggest Helium balloon in the world, was the star attraction. With a size of 40 m x 80 m x 12 m, and a 360 degree projection surface, the aerostat was suspended 25 metres above the ground.
FAST FACTS

- One of the largest stages ever to be built – 120 ft x 100 ft x 8 ft in size, weighing 500 tonnes, capable of holding 500 people under it
- 1,200 moving lights, 120 space cannons and 16 follow spots weighing approximately 75 tonnes
- 25 stacks of sound speakers, over 500,000 watts of sound
- Communication system included 450 Walkies and 200 Tetras
Voices

Commonwealth Games kicks off in style with a stunning opening ceremony... But the real test lies ahead.

The XIX Commonwealth Games crawled up off the canvas last night with a display of pageantry and technical wizardry that, finally, projected the image India craved for to two billion television sets around the world.

- The Daily Mail
QUEEN’S BATON RELAY 2010 DELHI

A Unifying Force

One of the longest relays in Commonwealth history commenced when the Queen’s Baton 2010 Delhi left Buckingham Palace, London, on 29 October 2009. The baton traversed the length and breadth of the Commonwealth for 240 days, visiting all Commonwealth Nations and Territories. At the end of its epic international and national journey, the baton had travelled for 340 days and covered in excess of 190,000 kilometres. The international sector of the Queen’s Baton Relay 2010 Delhi was definitely a huge success despite the many planning and logistics hurdles that had to be overcome. The national sector of the Queen’s Baton Relay 2010 Delhi was also a marketing success. It met the aims it set out to achieve. The relay touched the lives of millions of people and increased awareness about the Commonwealth and the Games. The large number of people lining the route every day for miles was a testament to the support the relay received on its journey throughout India. The baton’s 100 day journey throughout India was twice as long as the national sectors for the Manchester 2002 and Melbourne 2006 Queen’s Baton Relays.
FAST FACTS

- One of the longest and most inclusive ever in Commonwealth Games history
- Covering 190,000 kilometres across all continents, lasting over 340 days
FAST FACTS

- National sector twice as long as the national sectors for the Manchester 2002 and Melbourne 2006 Queen’s Baton Relays.
Voices

The greatest legacy of the Games is not the medal total, but the potential launching of a sports culture in India.

- The Toronto Star
Voices

Here’s something you probably haven’t read this past fortnight: the people of Delhi have done a terrific job, and are entitled to be proud. Faced with greater hurdles than Sally Pearson will ever clear, they’ve pulled it off admirably, and deserve better than the carping, nit-picking and borderline racism that has informed coverage of the event.

- The Age, Australia
Voices

Delhi’s Commonwealth showing a winner, after all.

- Vancouver Sun
Voices

CWG 2010: India has every right to be proud after torrid build-up.
- Daily Telegraph
COMPETITION VENUES

Outstanding Facilities

Delhi 2010’s sporting venues are now accepted as being amongst the best-ever seen at any sporting event, with athletes across the world expressing their delight at being provided with such facilities. These venues, laid out around the city, will soon be seen producing India’s new sporting superstars. In fact, the focus on giving sportspersons access to such top-notch facilities has already paid a dividend as the 2010 Asian Games saw India record its best-ever performance at the continental level. Such assets would be extremely useful for holding major sporting events in the future.

Voices

I felt proud to be a part of this mega event conducted by India for the first time. I am confident that we will cherish the memories of these Games for a long time. I am very happy with the infrastructure provided for conducting the Weightlifting event at the Jawaharlal Nehru Weightlifting Indoor Complex. This was truly a magnificent stadium with ultra-modern facilities.

- Dr. Tamas Ajan, Member, IOC, President International Weightlifting Federation
Voices

The K.D. Jadhav Wrestling Stadium, built by the Ministry of Youth Affairs and Sports, Government of India, is an amazing facility. It has a wrestling hall that can hold four mats, a spacious warm-up area and all facilities required by athletes and technical officials. The stadium would rank as one of the best in the world and we hope that many international competitions will be held here in the years to come.

- Dr. Chang Kew Kim and Dr. Csaba Hegedus (FILA) – International Wrestling Federation
**FAST FACTS**

- 20 competition venues
- 40 training venues
- Built to meet the latest international standards
- Environmentally-friendly features incorporated
Voices

They are of extraordinarily high quality. There’s hardly a competition venue that I have been to that would not be capable of staging a world championship. That’s a good sign. I had seen the track and field stadium (Nehru stadium) a few years ago when I was here for a world half-marathon event. So, I have seen the extraordinary development of this stadium. The aquatics centre is also quite world class. The other venues that I went to are working really well.

- Lord Sebastian Coe, Chairman, London 2012 Olympics Winner, Gold in 1,500 m – 1980, 1984 Olympics
Voices

“Great venue. One of the best facilities in the world I have shot in.”

- Abhinav Bindra, Olympic Gold medallist
SPORT COMPETITIONS

Immaculate Execution

The sport competitions were immaculately managed, starting and finishing on time, without a single untoward incident or disruption, as is evident from this comment from an athlete: “Our buses were always on time, the competitions always started on time. On the track, that’s actually unheard of, to be as on time as we were!” by Canadian flag-bearer Tara Whitten, winner of one Gold and three Bronze in Cycling.

The triumph of human spirit has never been so beautifully represented as in top-level sport and we were privileged to witness records being broken, see new stars emerge, and watch the Friendly Games bring athletes, officials, and spectators from 71 nations and territories together in a celebration that transcended all man-made boundaries. The competitions were also made memorable by the host nation’s excellent showing on the field. Indian athletes, backed by unprecedented levels of governmental support and funding, found top form on the way to a well-deserved second-place finish – the hosts’ best showing at any Commonwealth Games so far. It wasn’t just the established stars who did well, as the success of several young sportsmen and women showed that India was ready to take on the world in a variety of disciplines!
Voices

“These Games have proved that India has achieved the management skills needed to organise and host any mega events and I congratulate India for that.”

- Nissar Akbar Khan, Ex. Member, National Assembly of Pakistan
FAST FACTS

- 71 CGAs, representing over one-third of the world’s population
- 6,572 athletes and team officials
- 17 sports: Archery, Aquatics, Athletics, Badminton, Boxing, Cycling, Gymnastics, Hockey, Lawn Bowls, Netball, Rugby Sevens, Shooting, Squash, Table Tennis, Tennis, Weightlifting and Wrestling
FAST FACTS

▶ 4 Para-sports: Athletics, Swimming, Powerlifting and Table Tennis
▶ 290 sessions across 17 sports and four Para-sports
▶ 108 new Commonwealth records created
▶ 2 new world records created in Powerlifting and Athletics
▶ Trecia-Kaye Smith, triple jump athlete from Jamaica, received the David Dixon award for best athlete
▶ Total number of medals won: 272 Gold, 274 Silver, 282 Bronze and all told 828
Voices

One grand party; India came up with its best ever haul; shooters sensational; wrestling won India 10 gold; boxers packed the punch; Saina's gold was the best moment of the Games; Delhi Games will never be forgotten; aerostat – the showstopper again.

- Rediff
Voices

"Excellent facilities. Equal to any range I have ever seen!"

- Tom Rodhead, National Small-bore Rifle Association (NSRA), Bisley, England
Despite the initial delays and the continuous rains as a result of an unusually long monsoon, leading to extremely critical reports in the national and international media, the Village was in reasonable shape before the official opening. All the initial challenges were overcome and Village operations were taking place smoothly at a normal pace, as planned.

All participating teams were happy with the accommodation and residential services provided, which can be seen from the various positive comments left by the athletes and team officials at all the Resident Centres, especially appreciating the friendly and well-informed staff and their efforts. All teams left with a positive impression of the Village by the end of the Games. The Main Dining was very popular, especially given the variety of food on offer. The International Zone was a tremendous success among the athletes and team officials, who termed it as one of the best-ever in the history of the Commonwealth Games. The Training Area was also well-appreciated, which was an immense achievement since it was the first time that a training area had been included in the Games Village in the Commonwealth Games.

Voices

“...We have gone around the Village and we have loved everything that we have seen. More than anything we feel safe here. Back home a lot of people said a lot of negative things but here things look perfectly in shape. I am in love with the international zone and I also like the merchandise centre.”

– Australian coach Michael Andrew Paez
FAST FACTS

- Successfully provided a memorable stay for over 6,600 residents
- Special features: each bedroom accommodated only two residents – a first for the Games; all apartments provided a television, refrigerator and washing machine
- World-class medical facilities available at the Polyclinic
- Nine Residential Centres
- Highlight: the Main Dining Area offered six different types of cuisines and served a total of 5,27,227 meals during Games Time
FAST FACTS

- Religious Services Centre
- Vibrant International Zone, with its varied stores and entertainment services, offered visitors a chance to experience the cultural heritage of India
- The Training Area – located for the first time within the confines of the Village – provided top-class facilities to train for Athletics, Aquatics, Weightlifting/Para-sport, Powerlifting and Wrestling.
- The entire Village was universally accessible for Para-athletes
The Village atmosphere is wonderful. It's so lively. I love the food. There are so many varieties of it available here. I have tasted many dishes and it's so delicious.

– Northern Ireland’s Bethany Carson
SECURITY

Comprehensive and Integrated Cover

Security was seen as a major concern for Delhi 2010, especially in the context of threat from terrorism. However, during the Games, the Delhi Police’s stellar role in providing a comprehensive and integrated security cover has been much appreciated. From airborne security to deployment of commandos, National Security Guards and assault and quick response teams, advanced security checks, sanitisation of venues and lock-downs, escort services, 24x7 CCTV surveillance to additional manpower to patrol the city – every aspect of security contributed substantially to ensure that Delhi 2010 was a success.

Another innovative measure that helped determine the success of Games security was the formation of the International Security Liaison Group (ISLG), instituted by the Ministry of Home Affairs, to interact with foreign missions and security officials of the Commonwealth Games Associations (CGAs), to facilitate information sharing. The Group was headed by a Special Director of the Intelligence Bureau and comprised officials from the Delhi Police, Ministry of External Affairs and Ministry of Home Affairs. Apart from holding two conferences prior to the Games, ISLG held daily briefings from 16 September 2010 onwards to ensure that information on security related issues was made available.
**FAST FACTS**

- Airborne security
- Deployment of commandos, National Security Guards and assault and quick response teams
- Advanced security checks
- Sanitisation of venues and lock-downs
- Escort services
- 24x7 CCTV surveillance
- Additional manpower to patrol the city
- Formation of the International Security Liaison
- Deployment of 13,960 Police Personnel and other Security Agencies
ARRIVALS AND DEPARTURES
Streamlined Systems

To streamline the ingress and egress of Delhi 2010 athletes, officials and delegates, a dedicated area was set aside at the Indira Gandhi International Airports, new terminal T3. Also smoothening out the process were the special permissions that were granted by the Government of India, and support from the Delhi International Airport Ltd. (DIAL):

- Non Validated Passes (NVPs) were accepted as multiple entry visas for India, when accompanied by valid passport, between 3 September and 13 November 2010.

- A special arrangement was made for those who did not possess an NVP/valid visa for India. They were given Temporary Landing Facility (TLF), subject to providing advance information 72 hours before arrival to the Organising Committee Commonwealth Games 2010 Delhi.

- Single custom notification was issued by the Central Board of Excise and Customs (CBEC) of the Ministry of Finance to provide priority custom clearances to Commonwealth Games Family members for Games related equipment, accessories, medical supplies, broadcasting equipment and other team related imports including arms and ammunition for sporting disciplines.

FAST FACTS

- 4,352 Athletes and 2220 Team Officials
- 756 CGAs, guests of CGAs and other officials
- 241 CGF members
- 391 Future Organising Committee members and Observers from other Bid Cities
- 4,448 OC CWG Delhi 2010 (including Board Members, Stakeholders, Government Officials, Delhi 2010 Senior Executives and Honoured Guests)
- 111 Sponsors
- 1,380 Media and 3,868 Broadcasters
- 708 International Federation and 1,082 National Federation representatives
- 2,066 Paid Staff; 3,219 Casual Staff; 14,808 Volunteers; 36,647 Contractors; 11,703 Venue Stakeholders
MAIN PRESS CENTRE

Reaching Out to the World

With support from the Press Information Bureau (PIB), the Organising Committee Commonwealth Games 2010 created a press centre which was found not only at par with any such facility created the world over for such multi-discipline mega events but even surpassed them in creating a Main Press Centre (MPC) which has been rated as the best in the history of the Commonwealth Games. Located at Pragati Maidan, the MPC provided a central workplace for accredited print and photo journalists and non-rights holding broadcasters. Spread over 6,700 square metre of area, it was one of the largest media centres set up in the history of the Commonwealth Games. As a result, news of the success of the Games reached out to a television audience of over 2 billion across the world as well as countless readers of the print media.

Voices

These were the best Commonwealth Games ever.

- The Independent, UK
FAST FACTS

- The Games were telecast in High Definition (HD) format for the first time
- Main Press Centre spread over an area of 6,700 sq m
- 600 work stations for media
- 100 desktop computers for photo press
- 300 desktop computers for print media
- 100 work spaces for designated wi-fi area
- Conference hall of 300 seating capacity with camera stands
- Briefing area of 100 seating capacity with camera stands
- TV studio with 3 camera set up
Voices

Commonwealth Games: India’s pride.

– BBC
CLOSING CEREMONY

A Fitting Farewell

As the Games drew to a close, it was time to salute the triumph of human spirit that was on display at Delhi 2010. And what better way to do that than by showcasing host nation India’s unique blend of modernity and tradition? The 60,000-strong audience was treated to an experience of a lifetime. Laser shows, cultural performances, military bands and traditional martial arts combined to create a show that was guaranteed to thrill. Over 2,000 children stole the hearts of spectators at the Jawaharlal Nehru Stadium as they performed to the tunes of ‘Vande Matram’ and created a rangoli pattern on the field. Glasgow, the hosts of the 2014 Games, presented a special segment to give the world a glimpse of what to expect.

Voices

The kick-off to Delhi 2010 was an historic event that well and truly answered the question on everyone’s lips over the past two months: “Can they get it finished on time?” Delhi’s extravaganza more than favourably compared with the great opening ceremonies of recent times.

- The Daily Telegraph, Australia
FAST FACTS

- Total number of people involved – 6,888
- The aerostat, the biggest Helium balloon in the world, was the star attraction. With a size of 40 m x 80 m x 12 m, and a 360 degree projection surface, the aerostat was suspended 25 metres above the ground
- 1,200 moving lights, 120 space cannons and 16 follow spots weighing approximately 75 tonnes
- 25 stacks of sound speakers, over 500,000 watts of sound
- 2,700 shots of fireworks spread over 88 locations on the roof of the stadium
Voices

“India put on its best face on the Sunday night and pulled off a brilliant opening ceremony that was extraordinary in its ambition and execution. It was everything the organisers had promised and more—an energetic celebration of all India has been and all it intends to be.

The kick-off to Delhi 2010 was an historic event that well and truly answered the question on everyone’s lips over the past two month: “Can they get it finished on time?” Delhi’s extravaganza more than favourably compared with the great opening ceremonies of recent times.”

- The Daily Telegraph, Australia
Delivery of the Games
Overview

Introduction

The Commonwealth Games is a unique, world class, multi-sport event held once every four years. The first such event, then known as the British Empire Games, was held in 1930. The Commonwealth Games are also known as the Friendly Games as they are held between a family of nations that share a common history. Her Majesty Queen Elizabeth II is the Head of the Commonwealth and Patron of the Commonwealth Games Federation (CGF). Prince Edward, HRH the Earl of Wessex KCVO, is the Vice Patron.

The XIX Commonwealth Games 2010 Delhi presented the nation’s citizens with an opportunity to showcase the India that is not just an ancient cultural treasure trove, but also the global power with a dazzling growth story that is the talk of the world. India’s status as the largest Commonwealth state also gave it eminent standing to host what is one of the biggest multi-national, multi-sport events in the world.

One of the tangible rewards any successful Games bid would bring was the potential of leapfrogging into the future. What also comes with sporting success is a sense of fraternity and confidence that cannot be produced through other means.

India is also home to nearly 16 percent of the world’s population and is one of the ‘youngest’ nations in the world. With over half of all Indians under the age of 35, sport assumes a greater significance in our society. Not just a competitive pursuit, sport is now a part of life due to its role in a healthy and active lifestyle that maximises human potential. Sporting participation also provides the youth with a sense of belonging and discipline, both essential for a healthy society. This also dovetailed with India’s National Sports Policy, which regards sport as an essential part of nation building thanks to its ability to promote sound health and a sense of camaraderie.

Ace shooter, Abhinav Bindra, leads the Indian contingent at the Opening Ceremony of Delhi 2010

Ace shooter, Abhinav Bindra, leads the Indian contingent at the Opening Ceremony of Delhi 2010
India’s Bid

India’s bid document was presented to the Commonwealth Games Federation (CGF) on 30 May 2003 by the Indian Olympic Association (IOA), the Commonwealth Games Association (CGA) of India. On 13 November 2003, the CGF General Assembly met at Montego Bay, Jamaica, where it was announced that Delhi had won and would be hosting the next edition of the ‘Friendly Games’.

Delhi’s victory came in the face of stiff competition from the Canadian city of Hamilton and can be attributed to its bid that not just met all of the CGF’s requirements, but also exceeded some of them! A comprehensive project was mooted to ensure Delhi 2010’s success. This project overview, contained in a printed bid document, laid out India’s vision for hosting the Games.

A total of 15 sporting disciplines were planned in the bid document, with special arrangements proposed to ensure security and transport requirements for officials and athletes. The IOA also spelt out its vision for structuring the organising committee and the volunteer programme – both critical components of the Games. The charms and delights of Delhi, a historical power centre that is now the capital of the largest Commonwealth state, were also examined to show what visitors would experience. The IOA also revealed its plans to ensure the availability of world-class sporting and non-sporting facilities to the nations and territories of the Commonwealth. A new Games Village, designed and planned for providing maximum convenience to the visiting athletes, was envisaged with an ongoing infrastructural overhaul of Delhi being linked to the Games.

Delhi and rival Hamilton’s bids were appraised by the CGF Evaluation Commission, which concluded that Delhi was indeed capable of hosting the Commonwealth Games. CGAs then voted 46-22 to hand the responsibility of hosting the XIX Commonwealth Games to Delhi.

The Host City Contract was signed on 13 November 2003 between the Government of India (GoI), the Government of the National Capital Territory of Delhi (GNCTD), IOA and the CGF.
Under Protocol 2 of the Host City Contract, in accordance with Article 27 C of the CGF Constitution and the approval of the CGF, the IOA was delegated the responsibility for fulfilling the Contract. In accordance with the four-phase plan as set out in the IOA’s Delhi 2010 bid, the Organising Committee Commonwealth Games Delhi 2010 (OC CWG Delhi 2010) was formed and registered as a non-government, not-for-profit Society under the Societies Registration Act 1860, on 10 February 2005.

In early 2006, the CGF General Assembly, held at Melbourne, empowered the CGF Executive Board to approve the Delhi 2010 Sports programme presented by the OC CWG Delhi 2010. The CGF Executive Board, in a meeting held in Kuala Lumpur in November 2006, approved two additional Sport with the number going up to include 17 sports: Archery, Aquatics, Athletics, Badminton, Boxing, Cycling, Gymnastics, Hockey, Lawn Bowls, Netball, Rugby Sevens, Shooting, Squash, Table Tennis, Tennis, Weightlifting and Wrestling. Based on this approval, a detailed plan of the stadia, training venues and other infrastructure required to hold these sports competitions was drawn up by the OC CWG Delhi 2010 and approved by the Group of Ministers (GoM), set up by GoI to oversee the Games arrangements.

### Institutional Set Up

An endeavour of the size of CWG Delhi 2010 required tremendous coordination from the delivery partners. The Host City Contract identified the five key stakeholders who were ultimately responsible for the delivery of Delhi 2010: the GoI, CGF, IOA, OC CWG Delhi 2010, and GNCTD. The ministries, departments and agencies under these key stakeholders played leadership, coordination, supervisory and executive roles to deliver Delhi 2010.

The institutional arrangements outlined by GoI for the delivery of Delhi 2010 were:

1. **The Group of Ministers**, under the chairmanship of first the Minister for Human Resource Development, and then the Minister for Urban Development, to review projects and take decisions to facilitate smooth implementation of all activities related to Delhi 2010
2. **Committee of Secretaries**, chaired by the Cabinet Secretary to review and coordinate all activities related to the organisation of Delhi 2010
3. **Empowered Security Committee**, chaired by the Home Secretary to oversee and approve the security arrangements for Delhi 2010
4. **Venue Monitoring Committee**, chaired by Secretary, (Sports), to review all aspects related to Delhi 2010, and to coordinate the activities of the different stakeholders
5. **Infrastructure Review Committee**, chaired by Secretary, (Urban Development), to review the progress of city infrastructure development
The IOA, in its Annual General Meeting held on 1 November 2004, elected President, IOA, as the Chairman of the OC CWG Delhi 2010, and authorised him to finalise the OC CWG Delhi 2010 and its Executive Board. This was ratified by the Government.

**Key Stakeholders**

**GoI:** The Government of India, the sovereign government of the host country, supported the Games since the initial bid stage. It committed to ensure adequate funds for the conduct of the Games to the OC CWG Delhi 2010 as well as for the development of the required infrastructure to various agencies. MoYAS was responsible, along with the Sports Authority of India (SAI) and the National Sports Federations, for the preparation of the Indian contingent for Delhi 2010.

**CGF:** The CGF, as the supreme authority in regards to the conduct of the Commonwealth Games, helped facilitate the preparation and conduct of Delhi 2010, and also aided cooperation and collaboration with international sports federations and CGAs. The CGF also delegated overall responsibility for the Games and the delivery of India’s obligations under the Host City Contract to the IOA, which empowered the OC CWG Delhi 2010 to do so. The CGF was involved in every stage of Delhi 2010 to ensure cooperation from participating CGAs.

**IOA:** The IOA, as the nodal body in charge of Olympic sport preparation and participation in India, was a leading stakeholder. It was responsible for spearheading Delhi’s bid and facilitated cooperation from various national sport federations.
OC CWG Delhi 2010: Under Protocol 2 of the Host City Contract, the OC CWG Delhi 2010 was handed responsibility for planning, managing and delivering the XIX Commonwealth Games 2010 Delhi. The mandate of this non-government, non-profit autonomous body was to work in collaboration with its partners to build a committed team and adopt best practices for the successful delivery of the Games.

GNCTD: The GNCTD represented the host city. It was committed to ensure the delivery of the required sports and civic infrastructure, amenities and services including the beautification of the city to provide an enjoyable experience for visitors during the Games. It was committed to comply with all provisions of the Host City Contract.
Execution by Stakeholders

OC CWG Delhi 2010

The OC CWG Delhi 2010 was tasked with the following objectives:

- Deliver a successful and memorable Games
- Create a suitable environment and opportunities for the involvement of the citizens in the Games
- Showcase the culture and heritage of India
- Leave behind a lasting legacy

Its specific delivery objectives included:

- The conduct of Queen’s Baton Relay
- Ticketing and travel arrangements for sports delegations and technical officials of the participating countries
- Protocol, boarding and lodging and intra-city movement logistics of participants
- Management and operation of the Games Village
- Planning and execution of the Opening and Closing Ceremonies
- Installation of overlays at the venues
- Management of venues
- Catering at the Games Village and venues
- Accreditation of participants, support personnel, security personnel and VIPs
- Technical conduct of the Games
- Volunteer programme
- Sponsorship and revenue generation
- Sale of tickets
- Provision of technical specifications for the design and construction of the competition and training venues
- Publicity and media campaigns

For operational efficiency and a clear demarcation of roles, a General Operational Plan (GOP) was created in August 2007. The GOP laid out the structural framework for the conduct of Delhi 2010 and also carried out a thorough analysis of the challenges that were likely to be encountered.

The management and organisation structure of the OC CWG Delhi 2010 included:

**OC CWG Delhi 2010 General Body:** The General Body, comprised 434 members from all walks of life. These members, all eminent personalities from their fields of expertise, assembled once a year to oversee the preparations for Delhi 2010.

**Executive Board:** The 15-member Executive Board (EB) and four special invitees was the highest-decision making body for the conduct of Delhi 2010 and comprised the OC CWG
Executive Management: The Executive Management was a four-member committee that functioned as the main executive arm of the EB. The Executive Management was in charge of finalising all Functional Area (FA) planning and budgets and interfaced between the EB and various Sub-committees. Staffed by the Chairman, Vice Chairman, Secretary General and Treasurer, the Executive Management was responsible for all high-level day-to-day decisions.

Sub-committees: The 23 sub-committees in the OC CWG Delhi 2010 advised the Executive Management on the functioning and planning of every FA and coordinated with the delivery partners.

OC CWG Delhi 2010 Secretariat: The Secretariat was the body in charge of executing the plans laid down for Delhi 2010. It comprised the CEO, Director General, Special Director General, Joint Director Generals and all Functional Area (FA) Heads and the paid staff of the OC CWG Delhi 2010, initially. When reports of delays made headlines in September-October 2009, GoI inducted five senior civil servants into the OC CWG Delhi 2010’s management in November 2009, including a Chief Executive Officer (CEO). Additional support for coordination between different
Agencies was also provided in the form of 12 senior civil officials who were deployed to resolve last minute venue issues one month before and during the Games.

The 34 FAs set up to oversee critical functions of the OC CWG Delhi 2010 included:

1. Accommodation
2. Accreditation
3. Broadcasting
4. Catering
5. Ceremonies
6. CGA Relations
7. Cleaning & Waste Management
8. Communications
9. Coordination & Government Relation
10. Finance & Accounts
11. Games Village Development & Operations
12. Image & Look
13. Legacy
14. Legal
15. Logistics
16. Medical & Doping Control
17. Merchandising & Licensing
18. Office Administration
19. Press Operations
20. Procurement
21. Protocol
22. Queen Baton Relay
23. Risk Management
24. Security
25. Spectator Services
26. Sponsorship
27. Sports
28. Sustainability & Environment
29. Technology
30. Ticketing
31. Transport
32. TV Rights
33. Venue Development, Overlays & Operations
34. Workforce
The organisation of the OC CWG Delhi 2010 Secretariat was based on the following structure: Special Director Generals (SDGs, generally civil services officers) supervised groups of FAs. Each FA was headed by a Joint Director General (JDG) or Additional Director General (ADG) to whom the FA staff, including Deputy Director Generals (DDGs), Directors, Project Officers (POs), Assistant Project Officers (APOs) and Administrative Assistants (AAs), reported.

The workforce at Delhi 2010 was a mix of government, private and public sector personnel, personnel retired from Armed Forces to fresh graduates from some of India’s top colleges, who brought a wide range of abilities and expertise to the OC CWG Delhi 2010. For those with several years of experience, the Games provided an opportunity to utilise their talents not just towards heading departments and managing projects, but also towards guiding and training the younger generation in a high-pressure and fast-moving work environment. For those who started off their careers at the OC CWG Delhi 2010, this stint will be cherished forever due to the invaluable experience and exposure to a professional and demanding environment it provided. At Games Time, in all, the OC CWG Delhi 2010 saw 2,066 workforce members, 3,219 Games Time short-term hires, 76 foreign hires (29 consultants and 47 employees) and 32 advisors and consultants who came together with a common objective.

At Delhi 2010, Delhi United, the volunteer programme, brought citizens together for a common objective – ensuring the success of the Games. Right from its launch in September 2009, Delhi United proved to be a great unifier. A total of 14,808 volunteers were chosen based on their commitment and availability and handed roles relevant to their skills. Delhi United volunteers were given training across a wide range of subjects, including first-aid and emergency response. Following General Training, Delhi United personnel were grouped according to various criteria and sent for Venue-Specific and Role-Specific Training. This ensured that all volunteers were well acquainted with the venue they would be deployed at, and also with the intricacies of their roles. By the end, volunteers had not only gained exposure and experience that would normally have taken years, but also forged life-long friendships.

**Competition Venue Construction**

MoYAS, the Ministry of Urban Development (MoUD) and GNCTD were responsible for the construction of the competition venues for Delhi 2010 (for more detail see Part 3 of this report).

**Government of India**

While several GoI ministries and departments were involved in the Games, some agencies were specifically committed to Delhi 2010:
Ministry of Youth Affairs and Sports (MoYAS)

Responsible for:

- Preparation of venues: MoYAS was in charge of construction of 13 main stadia through the Sports Authority of India (SAI), including the flagship Jawaharlal Nehru Stadium, the venue of the Opening and Closing ceremonies. The executing agency for these projects was the Central Public Works Department (CPWD) under MoUD.

In addition, MoYAS provided grants to develop stadia infrastructure at the following competition and training venues:

- R.K. Khanna Tennis Complex
- University of Delhi
- Central Reserved Police Force (CRPF) Academy at Kaderpur
- Jamia Milia Ismalia
- Delhi Public School

The construction status of all these venues was regularly monitored through a web-based monitoring system developed by MoYAS, and they were handed over to the OC CWG Delhi 2010 by 4 August 2010.

Funding: Apart from funding various sports infrastructure projects, MoYAS provided a loan to the OC CWG Delhi 2010 for the Conduct of the Games and for Overlays at the competition venues. Funds were also provided to the OC CWG Delhi 2010 through SAI for the Timing, Scoring and Results (TSR) system and Games Time sports equipment and to the Mahanagar Telephone Nikam Limited (MTNL) for the host city telecom infrastructure, and the Electronic Corporation of India Ltd. (ECIL) for installing the security equipment at all venues.

Ministry of Urban Development (MoUD)

Responsible for:

- Supervision and monitoring of nine SAI stadia and the Kaderpur Shooting Range constructed by CPWD.
- Construction of several competition and training stadia, including the competition venues for Badminton, Squash, Table Tennis and Archery at Siri Fort Sports Complex.
Complex and Yamuna Sports Complex, through the Delhi Development Authority (DDA).

* Development of the Games Village through DDA: The Residential Zone was developed by DDA in a public private partnership agreement mode. The 34 towers and 1,168 flats of the Residential Zone which housed the athletes during Games Time were furnished by India Tourism Development Corporation (ITDC). Facilities such as the Training Area, International Zone, Transport Mall, etc., were developed by DDA itself. The delays in the completion and handing over of the Games Village by DDA led to the deployment of a taskforce to make the Village fit for occupation.

* Construction of some flyovers in key locations through DDA.

* Construction of flats in Vasant Kunj and Jasola through DDA: These flats were to be used to accommodate tourists and Technical Officials during Games Time; approximately 770 were delivered for the Games.

• **Ministry of Tourism**

  Responsible for:

  * Making available 30,000 additional hotel rooms in Delhi to accommodate the 1,00,000 visitors expected during the Games.

  * Augmentation of room availability through DDA flats in Vasant Kunj, furnished and fitted by ITDC, where 671 Games officials were accommodated.

• **Ministry of Home Affairs (MHA)**

  Responsible for:

  * Security and law and order associated with Delhi 2010: MHA was the nodal ministry for Delhi 2010 security, and law and order. It drew up a Comprehensive and Integrated Security Plan, which was approved and supervised by the Empowered Security Committee headed by the Home Secretary. MHA also installed a comprehensive closed circuit television (CCTV) and electronic surveillance system at all venues through ECIL.
Ministry of Information & Broadcasting (MoI&B)

Responsible for:
* MoI&B set up the centralised International Broadcast Centre (IBC) through Prasar Bharti, the Host Broadcaster of the Games, and set up and operated the Main Press Centre (MPC) through its agency, Press Information Bureau (PIB). For the first time in India, High Definition Television transmission was used to record sporting events.

Government of the National Capital Territory of Delhi

GNTCD was responsible for preparing Delhi’s civic infrastructure for the Games which was executed through government departments, the Municipal Corporation of Delhi (MCD) and the New Delhi Municipal Corporation (NDMC). Specifically it was responsible for:

1. City infrastructure:
   * New flyovers, bridges and underpasses
   * Road widening
   * Strengthening and resurfacing roads
   * Street lighting
   * Street-scaping
   * Major roads and under bridges
   * Upgradation of public toilets

   * Augmentation of mass transport systems
   * Provision of easy access from the Games Village to all venues; construction of the elevated corridor over Barapullah Nallah
   * Restoration of Connaught Place
   * Redevelopment of Gole Market
   * Augmentation of drinking water and electricity supply
   * Secure communication system for services such as policing, etc.

2. Construction of venues: GNTCD was responsible for the construction of one competition venue – the Thyagaraj Stadium for Netball – and two training venues. NDMC was responsible for constructing one competition venue (Talkatora Boxing Stadium).

3. Medical and health arrangements for Delhi 2010 in the form of a fully equipped polyclinic at the Games Village and basic medical attention centres at the venues. Three hospitals, that is, Govind Ballabh Pant Hospital, Dr. Ram Manohar Lohia Hospital, and All India Institute of Medical Sciences (Jai Prakash Narayan Apex Trauma Centre) had been designated as definitive care hospitals for the XIX Commonwealth Games 2010 Delhi where special arrangements were made. In addition, services of the Sports Injury Centre at the Safdarjung Hospital were appropriately utilised.
Finance and Funding

The total expenditure, approved by GoI for the Games, was Rs. 11,687.75 crore. Of this Rs. 1,814 crore was loaned to the OC CWG Delhi 2010 for the Conduct of the Games and Rs. 687 crore for Overlays. The OC CWG Delhi 2010 was under obligation to repay the loan amount sanctioned to it by GoI, in the form of loans from time to time, out of the revenues generated by it from sponsorships, TV Rights, merchandising, as Value in Kind (VIK), etc. However, GoI had also committed to underwrite any shortfall in expenditure against the revenue generated by the OC CWG Delhi 2010. The OC CWG Delhi 2010 has received approximately Rs. 485.99 crore as revenues from TV rights, ticketing and sponsorship, etc., For details of total revenue earned and received, and of expenditure (budget vs. actual) see Tables 1 and 2, respectively.

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<th>Total Revenue Received</th>
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Competition Management

The OC CWG Delhi 2010’s Sport FA, the heart of the Games, was responsible for planning and conducting the Games as per the guidelines of CGF and the norms of the respective International Federations (IFs), ensuring that athletes and the sports competitions remained the focus of Delhi 2010. The aim was to provide centralised planning for all sports competition elements in the areas of detailed Field of Play (FoP) and venue requirements, sport entries, the development of the competition schedule and sport results.

Immaculate planning went into each of the following aspects of Delhi 2010 competitions:

- Preparation of the Competition Schedule and its approval from the CGF and IFs
- Conduct of workshops and seminars for Technical Officials
- Appointment of International Technical Officials (ITOs) and National Technical Officials (NTOs)
- Procurement of sport equipment approved by the IFs
- Planning and organisation of Test Events in all 17 sports of the Games
- Conduct of sports presentations and medal ceremonies
- Publications of Manuals for 17 sports including Para-sport events
- Process of Sport Entries received
- Coordinate the visits of the Technical Delegates appointed by concerned IFs
- Preparation of FoP for 17 sports
- Appointment of Sport-specific Volunteers (SSVs) and organising their Venue and Sport Specific Training
• Providing training venues of international standards
• Allocation of training schedules for CGA teams

The competition for each of the 17 sports and four Para-sports was handled by the following:

• Technical Delegate
• Competition Manager
• Deputy Competition Manager
• Manager (Sport Operations)

The smooth conduct of each competition was considerably enhanced by contributions from: 25 Technical Delegates appointed by the respective IFs; ITOs nominated by the IFs for the respective sport in consultation with the Technical Delegates; NTOs nominated by the National Federations (NFs) for the respective sports in consultation with the Technical Delegates; and over 3,500 SSVs who played an important role for the successful conduct of the various 17 sporting events for the XIX Commonwealth Games Delhi 2010. In addition, the Sport Information Centre (SIC) was operational from 7:00 am to 10:00 pm at the Games Village and Sport Information Desks functioned at each competition venue.
Games Time Monitoring

Games Time Monitoring was also a contributing factor in the streamlined conduct of the competitions. This centralised reporting and review body aimed at improving Games Time communication, coordination, and decision making, and to analyse Games Time trends.

The chain of command during Games Time was a function of three monitoring bodies, which worked together to monitor important developments during Games and to escalate and resolve key issues. The three main bodies included:

a. Venue Operation Centre
b. Games Operation Centre
c. Games Time Monitoring Group

The Games Time Monitoring Group was introduced for the first time in the XIX Commonwealth Games 2010 Delhi to include key stakeholders and delivery partners in the decision-making processes.

After 12 days of hectic sporting activity during which each athlete battled for honour and glory for his/her nation, the final medals tally nation-wise stood at:
## Delhi 2010 Medals Tally

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<th>Country</th>
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<th>Women</th>
<th>Mixed</th>
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<td>AUS - Australia</td>
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<td>IND - India</td>
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Delhi 2010 changed the record books forever. Here is a look at the statistics of the XIX Commonwealth Games 2010 Delhi:

- 2 new world records created in powerlifting and athletics
- Trecia-Kaye Smith, triple jump athlete from Jamaica received the David Dixon award for best athlete
- 108 new Commonwealth records created
- With five Gold medals in Swimming, Alicia Coutts (AUS) was the most successful athlete at the Games
- Gagan Narang (IND) was the most successful male athlete. He won four Gold medals in Shooting
- Leisel Marie Jones (AUS) became the third person to win 10 Gold medals in Commonwealth Games history, tying the all-time record of Susie O’Neill (AUS) and Ian Thorpe (AUS)
- Emily Jane Seebohm (AUS) equalled the record of winning eight medals in total in one Games. Swimmers Ralph Hutton (AUS) in 1966 and Susie O’Neill (AUS) in 1998 were the only other athletes to achieve this feat
- Australia was the most successful CGA at Delhi 2010. It won 74 Gold, 55 Silver and 48 Bronze medals. It was the 12th time they led the medal table
• Australia has been the most successful CGA in every Games since 1990
• England was the third-best CGA at this Games, behind India. Only once before, at the Victoria 1994 Games, have two CGAs performed better than England
• India won more Gold medals than it had won before in one Games. It took 38 Gold medals, its previous record was 30 in 2002
• With its 101 medals in total, India finished runner-up in the medal tally and became the fourth CGA to reach the century mark in one Games
• Every host nation of the Commonwealth Games has beaten its previous record number of medals, and India has joined that list in 2010
• Natasha Mayers (SVG) clinched the first Gold for St. Vincent and the Grenadines, in the Women’s 100 m in Athletics, on 7 October
• Amantle Montsho (BOT) won Botswana’s first Gold in the Women’s 400 m in Athletics on 8 October
• Faavae Faauliuli (SAM) collected Samoa’s first Gold medal in Commonwealth Games history, in the Men’s 94 kg Weightlifting on 9 October. One day later, two other Samoans won Gold in this sport
• On 11 October, Cydonie Camile Mothersill (CAY) won the first Gold medal for Cayman Islands, when she ran to victory in the Women’s 200 m event in Athletics
• On 8 October, Kasey Brown (AUS) clinched Australia’s 2000th medal in all Commonwealth Games. She took the Bronze medal for Australia in the Women’s Singles in Squash
• The Women’s Hockey team won Australia’s 800th Gold medal in Commonwealth Games history on 13 October
• Croak won a Gold medal in Diving in Delhi 2010, and had previously won Gold in Artistic Gymnastics in Manchester 2002
• Alexandra Croak (AUS) became the first athlete to win Gold in two different sports at the Games, considering Cycling Road and Cycling Track as the same sport
• In six Athletics events, one CGA swept the podium, more medal sweeps than ever at the Commonwealth Games in this sport
• Kenya clinched the Gold, Silver and Bronze medals in four events: the Women’s and Men’s 3000 m Steeplechase, the Men’s 800 m and the Women’s 5000 m
• England swept the podium in the Men’s 110 m Hurdles and India won all medals in the Women’s Discus Throw
• New Zealand won the Rugby Sevens Gold in Delhi, as it had also done in the three previous Rugby Sevens tournaments at the Commonwealth Games. New Zealand has never lost a match in Rugby Sevens in Games history
• Australia won the title in Men’s Hockey, having won Gold in the event at all three previous Games in which it was held
• Canada kept its 100 percent record in Synchronised Swimming alive. It has won all 14 events since the sport was included in the Games in 1986
Functional Area Operations

This section deals with the scope of work of the 34 FAs at the OC CWG Delhi 2010, and achievements and lessons & recommendation related to each FA. Generic recommendations are provided at the end of FA recommendations.

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| LGY | Legacy |
| LGL | Legal |
| LOG | Logistics |
| MED | Medical & Doping Control |
| M&L | Merchandising & Licensing |
| ADM | Office Administration |
| PRS | Press Operations |
| PRC | Procurement |
| PRT | Protocol |
| QBR | Queen’s Baton Relay |
| SEC | Security |
| SPS | Spectator Services |
| SPN | Sponsorship |
| SPT | Sports |
| SEL | Sustainability & Environment |
| TEC | Technology |
| TKT | Ticketing |
| TPT | Transport |
| TVR | TV Rights |
| VDAO | Venue Development, Venue Operations & Overlays |
| WKF | Workforce |
ACCOMMODATION

The primary responsibility of the Accommodation FA was to provide access to accommodation and associated meals and other services for the designated Commonwealth Games constituent groups during the Games.

The key objectives were to:

• Identify, select and appoint a Flagship Hotel for the Games Family and other accommodation partners

• Secure and manage room inventory in and around the Host City

• Facilitate packaging of accommodation with other facilities (within the hotel and tourism-related facilities) to maximise benefits

• Work with the hotels and ensure that they knew the Games Time requirements of the guests

While the mammoth task of housing the athletes and team officials was handled by the Games Village, the Accommodation FA organised the selection of key hotels to house the international accredited media, television crews, and delegates of the International and National Sports Federations. This operation was executed very successfully combining the skills of the FA staff and the Games Travel Office. Each and every official hotel exceeded the terms of their contract and provided the guests that unique Indian touch of hospitality.

In addition, the FA also provided accommodation to some key international technical personnel from as early as March 2010 in some of the best residential localities in the capital city. This required exceptional negotiation skill as all these houses were taken on short-term leases.

The Accommodation FA was also tasked with the
responsibilities of organising the air travel of all athletes, officials and other invitees liaising with Air India (sponsor/partner) and the designated travel agency. Every trip went off like clockwork with no missed flights, misplaced baggage or any other mishap usually associated with an operation of this magnitude.

**Recommendations**
- All accommodation should be audited on time by a special monitoring team
- The method for sale of rooms adopted by the OC CWG Delhi 2010 differed from the other games wherein the role of the Games Travel Office was that of assisting the Accommodation FA in room sales, and this got good results for the OC CWG Delhi 2010

**ACCREDITATION**

The purpose of Accreditation is to ensure that only people who need to be in an area are there. The Accreditation FA issued to each person a card indicating identity (who they are) and access entitlements (where they can go). Without this card, a person was not allowed to enter any of the accredited Games venues (including competition and training venues, Games Village, MPC, IBC, and Games Hotel) or a particular zone within that venue. The Non Valid Pass (NVP, which after electronic validation in the Accreditation System was referred to as Accreditation Card) also served as a Visa, which when presented together with the valid passport of the NVP holder, allowed entry into India.

The Games Online Accreditation Link which was to be used by all 71 CGAs for sending their data, went online as planned, i.e., on 1 April 2010. This helped in gathering CGA information well in advance and hence the cards were dispatched to them on/before the scheduled time.

The Accreditation FA printed a total of 1,01,960 Accreditation Cards under various categories such as Athletes, Team Officials, CGAs, CGF Members, Future Organising Committees, Sponsors, Media, Broadcasters, National & International Federations, Paid & Casual Staff, Volunteers,
Contractors, Venue Stakeholders, Police & other Security Agencies, etc. Along with these accreditations, there were a number of Day Pass requests and two-part passes (mostly issued to contractors and venue stakeholders).

**Key Lessons and Recommendations**

- The timely delivery of the online Accreditation System is important so that the different modules can be thoroughly tested before the Games.
- Early availability of accreditation related data is very crucial for smooth operations. This requires the timely procurement and signing of all contracts such as for catering, cleaning and waste management, etc. The contractors group is the biggest in terms of the number of accreditation cards and thus also needs to be very carefully monitored with reference to time frames.
- Make full use of Supplementary Access Devices (SADs, such as ceremonies stickers, equipment stickers, bibs, wristbands) to ensure that integrity is being maintained. Accreditation Cards have their own limitations and acceptance of these additional SADs is a solution where accreditation cards cannot be issued.
- Job title description should be finalised and submitted to Workforce Planning Programme Area before the commencement of the accreditation process.
- Defining policies in terms of the access privileges and finalising contractors’ numbers should be done in time.
- Data of different groups/categories should be frozen by a date which should not be extended. There should be a cut-off date for receiving accreditation forms across all categories and these stipulated timelines should be followed.

- Provide all members of the OC CWG Delhi 2010 and other concerned responsible organisations with sufficient training and information regarding the Accreditation System well in advance. This is very crucial since timely gathering of the correct information in the right format is critical for running the Accreditation process smoothly and efficiently.

**BROADCASTING**

The Broadcasting FA ensured that, during the Games period, all standards of the Games were maintained by the Host Broadcaster as per the Host City Contract and Basic Feed was delivered to the Right Holding Broadcasters at IBC. The Broadcasting FA ensured that the Highlights Programme was uplinked by satellite encoded format so that it could have been accessed by terrestrial stations in Asia, Africa, The Caribbean, South East Asia and the Indian subcontinent excluding the Territory of India as per the Host City Contract.

The Games were broadcast for the first time in Commonwealth Games history in high definition format.
**Key Lessons and Recommendations**

- A constant dialogue with the Host Broadcaster is most important in order to minimise loose ends.
- All the required facilities must be scoped in close interaction with the Host Broadcaster and Venue Owners.
- Infrastructure facilities should be made ready well in advance such that last minute constrains/hiccups can be avoided for smooth and seamless conduct of the Games.

**CATERING**

The Catering FA had the following objectives, keeping in mind the CGF guidelines and past games experiences: provide catering services to all customer groups at Games venues; manage food safety to eliminate health risks; deliver catering services within budget; maximise revenue opportunities from catering sales; maximise VIK opportunities and provide effective communication to all internal and external stakeholders.

**Games Village Catering:** M/s Delaware North Companies Australia Pty. Ltd. was selected to provide catering services in the Games Village. Kitchen equipment for the Games Village was purchased from M/s PKL London. Also, M/s Constellation Projects was engaged to supply some local equipments and installation of kitchen equipments at Games Village.

The Village kitchen was test-started on 13 September 2010, three days before the date fixed for the soft opening (16 September 2010). Even though as per the original plan, the Games Village was scoped to provide 4,80,435 meals, the caterer provided 5,27,227 meals during the Games period and served cuisines from all six regions of the Commonwealth. The resilience shown by all the agencies – DNC, M/s. Constellation and the entire Catering FA – came in for fullsome praise on the soft opening on 16 September 2010.

**Venue Catering:** The venues were divided into 11 clusters keeping in mind the size of the venues, location and type of sport. In spite of time constraints, quality catering services were provided at all lounges at various venues which were widely appreciated.
Key Lessons and Recommendations

• Recognising catering as one of the most important aspects of the Games is imperative
• It is important to take an early decision on whether catering should be a completely outsourced service or whether the organising committee should do the complete planning and only outsource food and beverages
• A cut-off date for sponsorships, at least six months to one year before the Games, is essential. In the case of Delhi 2010, the only sponsor was Coca-Cola Pvt. Ltd. for all beverages, their logistics and refrigeration. However, the delay in hiring vendors and getting sponsors led to escalated costs for the OC CWG Delhi 2010
• Developing or agreeing on service levels keeping in mind the city’s legacy in terms of logistics and accessibility to products is imperative especially while finalising the menus. This could lead to an unforeseen cost increase if not attended to on time
• Compliance with international standards of food safety is key to the success of a problem-free event
• Delhi 2010 received zero complaints of food poisoning from customers groups inside the Games Villages and venues in spite of issues with workforce meals. One of the biggest attributes for displeasure was the type of food that was served to the workforce. Lack of variety was the cause of contention among the workforce

CEREMONIES

The Ceremonies FA undertook to produce a full range of Commonwealth Games Ceremonies and events that highlighted Indian culture and reflected the important relationship between sports and culture. The mission of the Ceremonies FA was to conduct successful Opening and Closing Ceremonies that were unparalleled and unmatched by previous Commonwealth Games.

The Opening and Closing Ceremonies of the Delhi 2010 Games conveyed one clear and strong message to the world – India has arrived! The Opening Ceremony gave the world a window into the 5,000 year old history of India, with
impeccable technology, performances, scenic elements and costumes enthralled a global audience of almost two billion people. The Closing Ceremony was a spectacular culmination of all the hard work and dedication of the athletes, organisers, volunteers, participants and each and every person involved in making the Games a success. The Ceremonies received brilliant reviews from the national as well as international media with the Opening Ceremony silencing all critics and reinforcing the ability of India to host such large scale sporting events. The Ceremonies of the Delhi 2010 Games will be looked upon as a new benchmark for such future events. The Ceremonies succeeded in instilling a sense of pride, achievement and belonging in the heart of every Indian.

The Opening Ceremony featured the Tree of Knowledge, and the brilliantly-lit and colourful display was choreographed by some of India's most famous exponents of dance.Tabla, Sitar and Mridangam players joined Bharatnatyam, Odissi, Kathak, Manipuri, Mohiniyattam and Kuchipudi dancers in paying homage to India's famed Guru-Shishya tradition. In the next segment, performers displayed some very complicated asanas to depict the famous Yogic way of life Buddhist chants, hymns, azaan and Gurbani sounded to remind the audience of India's famous diversity. The Great Indian Journey depicted the Indian Railways, and the colours of India, the hustle-and-bustle of its markets, the variety of its folk culture. A homage to the Father of the Indian Nation, Mahatma Gandhi was paid in the segment Mahatma and Ahimsa. The audience was then treated to Celebrating India - a graceful exposition of dance from across the nation before Oscar-winning composer and musician Mr. A.R. Rahman took his place on stage for the Grand Finale!

The first segment of the Closing Ceremony was Agni, a tribute to India's sporting spirit. A total of 650 musicians from the Indian Army, Air Force and Navy performed Military Martial Music. Then 2010 children dressed in white came onto the field in a Tribute to Our Motherland. This was followed by the Athletes Parade. Flanked by Delhi United volunteers, the athletes from across the 71 nations of the Commonwealth came together in a Wheel of Life formation that signified the
bonds created during Delhi 2010. A special presentation by the next host city was a highlight and the event concluded with brilliant fireworks lighting up the Delhi skies.

**Key Lessons**
- Share detailed plans of all aspects related to Ceremonies with the police and security agencies for smooth operations on show days
- Plan for storage space in advance for post-Games storage of props and purchased items
- It is crucial to collate all information at the earliest to ensure timely accreditation of cast and contractors before lockdown
- If catering and transport services are required for a large number of people by the Ceremonies FA, it might be better to divide the workload between multiple suppliers

**CGA RELATIONS**

The main objective of the CGA Relations FA was to ensure that all the CGAs participating in the Games receive prompt service by way of consistent communication thereby allowing them to plan and prepare for the Games.

During Games Time, the FA successfully delivered the daily Chefs de Mission meetings between the CGAs and the OC CWG Delhi 2010, where all important issues from all across the Games operations (Sports, Games Village, Venues, Transport, Accreditation, etc.) were raised and answered adequately. It operated the CGA Services Centre to provide CGA Chefs de Mission and/or designated personnel with a “one-stop-shop” facility where he/she could conduct business related to the CGA; resolved issues that the CGAs
might have through the CGA Assistants Team which managed and supervised the CGA Assistants (240 volunteers); and conducted the Delegation Registration Meetings (DRMs) at the Athletes Accreditation Centre in which information about all the registered participants of a CGA, their status and access entitlements were finalised.

**Key Lesson**

- The early appointment of an ADG-level official to coordinate activities related to the Games Family would have been highly beneficial

**CLEANING AND WASTE MANAGEMENT**

The Cleaning and Waste Management FA’s task was to deliver cleaning and waste management services that were consistent with customer and stakeholder expectations whilst working within approved budgetary parameters. It was responsible for the planning and operational delivery of cleaning and waste management solutions at all Delhi 2010 venues, Games Village and the Media Centre.

The Cleaning and Waste Management FA deployed all its Venue Managers to the venues by middle of July to enable them to efficiently discharge their duties after start of operation by service providers from 1 August 2010.

The work of cleaning in the stadia was started about two months before the Games which helped to bring the stadia to a level of cleanliness within August 2010, in spite of ongoing project work being done by the Venue Owners.

MCD teachers were pressed into service to assist Venue Managers, thus leaving behind the legacy of trained workforce with games time experience permanently with the local body.

Secondary Waste Management, i.e., lifting of waste from the stadia by MCD/NDMC/CRPF was efficiently managed as a result of a number of meetings and site visits organised in advance by forming a Project Working Group consisting of representatives of the local bodies and their service providers and Cleaning and Waste Management Managers.
Key Learning and Recommendations

- The cleaning services contract for larger venues such as the Games Village, Jawaharlal Nehru Complex and Indira Gandhi Sports Complex should have been restricted to not more than one service provider.
- Drinking water dispensers should have been used in the stadia rather than bottles to reduce generation of bottle waste.
- A waste disposal policy must be formulated well in time to bring clarity to disposal management of all categories of waste and assignment of roles to different agencies for this.

COORDINATION AND GOVERNMENT RELATIONS

The Coordination and Government Relations (CGR) FA liaised with various departments/agencies of the GoI, GNCTD, CGF and IOA for FA requirements of the OC CWG Delhi 2010. All requirements from these FAs were communicated to the CGR FA, which, in turn, coordinated/communicated with the concerned agencies to meet the requirements. The CGR FA coordinated with various government departments/agencies such as MoYAS, MHA, Ministry of External Affairs, Ministry of Finance, Ministry of Civil Aviation, Ministry of Defence, Ministry of Tourism and MoUD, etc., to obtain exemptions or issuance of notifications such as: exemption of entertainment tax for the sale of tickets, exemption of import duty through a single window clearance of all goods pertaining to the Games, exemption of luxury tax for hotel bookings and issuance of NVP notifications where the Accreditation Card was considered as the visa for entry to India during a stipulated time.

Apart from above, the CGR FA also coordinated with CGF, for the compilation of the Host City Contract obligations and the Coordination Commission meetings held every six months (a total of seven meetings were held), CGF Executive Board meetings and General Assembly meetings.
The FA also coordinated the Games Operation Centre, Games Time Monitoring and Airport Operations as well as the trip to the Taj Mahal, which was a great success amongst the athletes and officials.

The Terminal 3 of the Indira Gandhi International Airport (IGIA) at New Delhi was the face of the nation as the point of first contact by all CGAs, international media, and guests, etc. The FA had set up a 24X7 control room on 1 September 2010, as planned, which resulted in excellent coordination amongst various departments leading to smooth and hassle free operations at the IGIA. The FA successfully managed approximately 3,072 guests in various categories and provided a memorable experience during their trip to the Taj Mahal at Agra.

The CGR FA achieved yet another success while coordinating with MoHA and got the NVP notification issued three months before the planned date. This helped the Accreditation FA in issuance of NVPs to most of the CGAs well in time.

Key Lessons and Recommendations

• It is recommended that “a government nodal agency” should be formed which can coordinate amongst all the central and state government ministries/departments/agencies to provide a single window for resolving and executing all kind of issues pertaining to the Games

• The nodal officers in various government agencies deputed/assigned for the Games should continue to serve in their positions till the end of the Games

COMMUNICATIONS

The Communications FA had to work across all FAs to deliver marketing solutions for requirements including milestone events, brand visibility, internal communications, public information, and constitutional commitments.

The Communications FA achieved the following successfully:

Media Relations: Positive media coverage for the following events: Queen’s Baton 2010 Delhi at Wagah Border on 25 June 2010 and across India; Commonwealth Test
Events, Commonwealth Games Express which started from Delhi and travelled across India as well as promotional events aimed at the success of the Games. Strategies were devised and implemented on issues related to the Games through news conferences and by issuing informative press releases.

**Advertising:** Production of television commercials, an international advertising film and worldwide broadcast by BBC, one 60 second and 30 second television commercial on Delhi 2010, one 30 second television commercial on the spirit of the Games and a television commercial on the success of the opening ceremony. Print campaigns aimed at creating brand awareness to familiarise the public with the logo, mascot, etc., covering milestone events, for other FAs such as for Ticketing to promote ticket sales, QBR, Green Games, Volunteer Programme, and for sponsors and key stakeholders. During Games Time, advertisements focussed on information and schedules to promote road events like cycling and marathon and participation of the people, Opening and Closing Ceremonies and the success of the Games, and routes and parking during the Games. Two video albums of Anand Raj Anand titled invitation and welcome song on Delhi 2010 and 30 second, 20 second and 1 minute cuts of the Shera Song composed by Vikram Sawhney were also produced.

**Publications:** Produced and delivered more than 200 publications on schedule, handled content management of the Games website and managed the social media campaign and
achieved more than 3,00,000 fans of Delhi 2010 on Facebook. Delhi 2010 was shown live on web on www.indiatimes.com free of cost and on mobile phone on Smile for India.

**Promotions:** Organised visits of the brand mascot, Shera, a hugely popular figure, to the Hon'ble President of India’s house, various news agencies and television channel studios, schools, colleges and universities, malls / shopping arcades/ Residents’ Welfare Associations and at milestone events

**Public Relations:** Projected media on the role of all FAs and Shera as the face of the Games, leveraged all below the line activities around the Games such as the Go for Gold campaigns and arranged for media interactions of senior OC CWG Delhi 2010 management

Post Games, the Communications FA produced two legacy films and the Post Games Report in accordance with the requirements of the Host City Contract.

**Key Lessons and Recommendations**
- All FAs need to be trained/made aware of requirements of the Publication division, so that they have a clear idea of the processes that publications follow and can support the process through timely provision of error-free content
- Publications staff and vendors, such as printers, need to be inducted into the system well on time so that they have a clear idea of the requirements of the Publications vertical. The staff needs to be trained for a minimum of three months on the unique requirements of Games publications while the printers need to understand the colour palette and print standards required.

**FINANCE AND ACCOUNTS**

The FA’s deliverables included:
- Financial management and to exercise due and effective budgetary control, maintain a high level of probity, transparency and accountability
- To develop, implement and manage a financial and managerial accounting system and generate alerts for the management; manage cash flows
- Plan, design and implement an efficient, prompt and transparent bill processing system, efficient tax planning, insurance planning for various events, preparation of closure report for the Games
- Finding effective solutions within the framework of laid down rules and procedures, contributing to strategies for the procurement and delivery of the services

**Recommendations**
- The Accounts and Finance FA, like any other FA, should be manned by professionally qualified people of high integrity.
- The delegation of financial powers should commensurate with the responsibility thrust on the different officials.
- The system of record keeping and internal check of bills
should be clearly documented and made known to all concerned

- Different rules and procedure should be well documented and made known to all concerned. A Training Manual may also be prepared with clear check lists.
- Sufficient imprest (cash advance) may be made available to the field units so that they can run smoothly
- As far as possible the paid vouchers may be digitised and kept in electronic depository for easy access and scrutiny
- This FA has a lot of work after the Games and therefore post-Games requirements should be planned in advance and provided.

GAMES VILLAGE DEVELOPMENT & OPERATIONS

The Commonwealth Games Village FA was responsible for the development and operations of the Games Village, situated near the Akshardham Temple. This was the venue for the stay of athletes and team officials during the XIX Commonwealth Games 2010 Delhi.

The Games Village is an indispensable part of the Commonwealth Games experience for visiting athletes and team officials, as the venue and focal point of their stay for the duration of the Games.

The Delhi 2010 Games Village comprised five separate areas – Residential Zone, International Zone, Training Area, Dining Area and Transport Mall. Other crucial aspects, such as security, technology and catering, were ensured in close coordination with the stakeholders.

The Village was to be completed by June 2010; however, DDA was unable to hand over till the first week of September. Even then, plenty of construction related work was still going on in the Village, hampering operations. As a result, though the Official Opening of the Village was on 23 September, the arrival of athletes and team officials was delayed. However, by 27 September, the Village was complete and fully operational.
The Delhi 2010 Games Village was one of the finest ever seen, successfully providing a memorable stay for over 6,600 residents. Among the special features was that each bedroom accommodated only two residents – a first for the Games – and all apartments provided a television, refrigerator and washing machine. Nine Residential Centres catered to the residents’ basic needs, while world-class medical facilities were available at the Polyclinic. The Main Dining Area, offering six different types of cuisines, was one of the highlights, as was the Religious Services Centre. The vibrant International Zone, with its varied stores and entertainment services, offered visitors a chance to experience the cultural heritage of India. The Training Area – located for the first time within the confines of the Village – was well-appreciated, providing top-class facilities to train for Athletics, Aquatics, Weightlifting/Para-sport Powerlifting and Wrestling. The entire Village was universally accessible for Para-athletes.

Key Lessons and Recommendations

• There should be a dedicated logistics team only for the Games Village. It had been planned that the dedicated labour staff of 10 men would be provided solely for the Village. However, this did not happen, hampering the operations of the entire team

• There should be a dedicated overlays team under the command of the Games Village, so that the overlay structures are set up on time and there is no discrepancy in the Furniture, Fittings and Equipment (FF&E) as scoped for by the Village team and as provided by the Overlays team

• The tools used to finalise the allotment proved to be the allotment team’s biggest asset during the Games. Since the entire process was carried out with the extensive aid of MS Excel, it made the process of making allotment changes very smooth. It is recommended that, in the future as well, a similar process be followed to allow for optimal usage of bed-spaces and fast, efficient and accurate dissemination of information to the various stakeholders.
IMAGE AND LOOK

The Image and Look programme was set up to create and disseminate the Delhi 2010 brand by developing unique visual identities and Kit of Parts for the city, competition and non-competition venues. The Games Look was the visual identity of the XIX Commonwealth Games 2010 Delhi. It defined how the Games would be represented globally and how the brand would manifest itself in the minds of the people. It was a unique combination of design elements and graphic layers to create a vibrant brand that generated excitement and anticipation for the Games, culminating in a dynamic and energetic visual representation. Its objective was to create brand awareness, recognition and recall value by capturing the youthful, vibrant and celebratory spirit of the Games.

The Image and Look FA was also responsible for developing an integrated application and management plan for the execution of the Look for Delhi 2010. The Image and Look programme had a significant impact on the overall perception of the Games through its focused targeting of athletes, the global television audience, spectators, sponsors, international visitors and the people of India.

The Image and Look programme was a resounding success. From the creation of the Games Logo, lettering style and the lovable mascot ‘Shera’ – symbolising India’s national animal, the tiger – to an array of designs and colour palettes. Leading up to the Games, the city of Delhi slowly but surely donned the colours of the Games. The bright hues contrasting with each other provided the vibrancy and excitement as the Games drew nearer. The venues had their own look and feel with the Games Village boasting the maximum amount of signage.

In the city bus shelters, metro stations, public transport and conveniences visually spoke the common language of the Games. The graphics were also extended to cover the old and new flyovers creating an all encompassing feel of the Games reaching out and touching every citizen of Delhi. Delhi 2010 is particularly proud of the fact that a whole new graphic design
element was introduced to depict the sports pictograms. This was based on the traditional ‘Sanchi’ folk art of India.

**Key Lessons and Recommendations**

- Planning and venue application brief should be given at least nine months in advance. This will provide a better understanding of all available media and consequently aid in more precise execution.
- All FAs should indicate their requirements from the Image and Look FA. Early receipt of FA requirements will result in early deliveries by Image and Look.
- City branding should begin at least six months prior to the Games because it creates the impression of Games feel and readiness. To accomplish this, separate tenders should be issued for City branding and venues.
- The material and print platform used in test events should be same as for the Games. This will ensure that any teething problems with regards to print output and material behaviour are ironed out.

**LEGAL**

The core function of Legal FA during the run-up to and during the Games was to provide quality legal advice in a timely manner to permit key milestones and deliverables for the Games to be met.

The focus of the Legal FA was on providing templates for contracts and documents to various FAs, their legal vetting, taking care of compliance issues, protecting the OC CWG Delhi 2010's Intellectual Property Rights (IPRs) through the expedited registration process of Trade Marks and Copyrights, as also through Legal proceedings to prevent the unauthorised use of IPRs, ambush marketing and counterfeit merchandising, etc. A total of 337 contracts were drafted/reviewed/legally vetted till the Games. In the period between June, 2009 and October 2010, the Legal FA issued 86 “Cease and Desist Notices”, obtained two Orders from the Hon’ble High Court of Delhi against a total of nine infringements of counterfeit merchandising, unauthorised use of IPRs, etc.

The Legal FA successfully brought proceedings with the World Intellectual Property Organisation (WIPO) in respect of domain name infringements. During the Games, the Legal
FA sent five “cease and desist”/take down” notices to new media rights infringers in respect of a total of eight such new media rights infringements occurring in India, Australia, USA, Jamaica, Trinidad and Barbados. In addition, the Legal FA was able to successfully engage with YouTube in removing 20 links displayed on YouTube infringing audio-visual Games footage. During September 2010 itself, the Legal FA sent a total of 40 pre-emptive notices to potential infringers of new media rights in Australia (internet service providers and social networking sites) and a total of 56 pre-emptive notices to potential infringers of new media rights in India.

Key Lessons and Recommendations
- The Legal FA was quite successful in stopping various new media rights infringements. Its ability to deal so effectively with these infringements was as a result of the pre-Games preparation of template documents (which enabled quick response times) and through the service of a number of pre-emptive notices to likely infringers in key jurisdictions, especially India and Australia.
- The Legal FA should be in place from the very beginning to ensure that all legal requirements with regard to the working of the organising committee and the drafting of various legal documents are taken care of.
- In order to successfully defend the organising committee’s IPRs, it is vital that a Special Event Legislation be put in place well in advance of the Games, particularly since the process of registration of IPRs under the Trade Mark Act in India is cumbersome and time consuming.
- The contracts/agreements entered into with the various service providers and foreign hires were too lengthy and cumbersome. The contract should be simple, short and crisp.
- To avoid inconsistencies in some of the contracts/agreements, it is imperative that a contract management policy and procedures be put in place at the initial stage to effectively manage risks.
- The Legal FA was required to monitor compliance of the contractual obligations of the OC CWG Delhi 2010. This was to ascertain whether any legal risk had been identified in respect of contractual arrangements. However, no specific risk issue was brought by any FA. Post Games, many issues are being reported having far-reaching legal and financial implications for the OC CWG Delhi 2010. It is therefore important that this exercise of monitoring compliance of contractual obligations is undertaken seriously and all FA Heads satisfy themselves with the performance of contractual obligations by third parties.

LEGACY

As part of the Host City Contractual Obligation the Legacy FA conducted the Games Observers Programme from 2 October 2010 till 15 October 2010.

The Programme was designed to impart knowledge to
the future organising committees, i.e., Glasgow (2014), Gold Coast, Australia (bid city for 2018) and Hambantota, Sri Lanka (bid city for 2018) on all aspects of bidding, planning, organising, staging and wrapping up of multi sport event. A total of 58 Observers representing their respective cities arrived in India to be a part of Delhi 2010.

Various venues visits, presentations and one to one meetings were arranged for the Observers who gained unmatched experience and wide knowledge in such a short time for the benefit of future Games. The programmes were mostly rated high or excellent by the attendees.

The Legacy FA coordinated with all FA in collecting the Transfer of Knowledge documents and dispatched them to the CGF, as per the Host City Contract.

The Legacy FA also coordinated with all FAs, external stakeholders and various government ministries in collecting various facts and information which were used for preparing the Post Games Report of Delhi 2010.

**Key Lessons and Recommendations**

- The Observer Programme should not be restricted to the future organising committees only. It should be open for all sports bodies (national/international) with a cap on the total number of participants.

**LOGISTICS**

The Logistics FA provided warehousing, distribution, rate card services, custom clearance, freight forwarding, packing and repacking services, and extra manpower (labour) services to ensure that all products used in Games venues were provided in a manner that facilitated their subsequent use.

The FA was able to finalise the tendering process for appointment of the service provider on sponsorship basis in January 2010, i.e., well in advance and the Letter of Intent was issued on 10 March 2010. Venue Managers and Assistant Venue Managers received valuable Games time experience as a legacy, and have been able to get opportunities in the logistics role in the Doha and Pan Arab Games scheduled for December 2011.

**Recommendations**

- The identification of the Main Logistics Warehouse with proper security should take place well on time and the same warehouse should also be used as the Reverse Logistics Centre
- There should be centralised handling of all stock
- The legacy/disposal policy on the organising committee’s assets should be finalised well in advance
MEDICAL AND DOPING CONTROL

The Medical Programme was responsible for planning and delivering a venue-based first-aid, emergency first response and transfer service to all persons within official Games venues. In addition a dedicated hospital network was established to provide more specialised care to accredited members of the Commonwealth Games Family.

The mission of the Doping Control FA was to implement an effective doping control programme at the Games. The OC CWG Delhi 2010, under the supervision of the CGF Medical Commission, conducted the doping control programme as per the tenets of the CGF Anti-Doping Standard which was approved by the World Anti-Doping Agency. The CGF Anti-Doping Standard applied to all athletes who participated in Delhi 2010, i.e., able-bodied athletes, para athletes as well as athletes’ support personnel.

The Medical Programme successfully delivered the following:

• Polyclinic with 10 observation beds at the Games Village
• Medical centres at stadia (both competition and training venues)
• Medical coverage (first aid posts and ambulance) for road races (Cycling, Marathon, and Walk)
• First aid posts for spectators at competition venues and at Pragati Maidan and Games officials, Games Family and accredited media personnel
• At Hotels Ashok, Samrat and Janpath, one doctor and one paramedic were present two hours in the morning and two hours in the evening. A listening post was also set up. Specialists were available 24 hours on call with a 24 hours ambulance back up.
• Designation of three hospitals (G.B. Pant, All India Institute of Medical Sciences and Ram Manohar Lohia) for definitive medical care of participants, Team Officials, Technical Delegates, members of the CGF and Games Family
• Health care transportation (ambulance) arrangements
  * For competition and non-competition venues
  * For road races
  * For spectators
  * For eventuality management

No legal challenge was lodged by any athlete or CGA during the Games. The Doping Control programme was conducted in accordance with International Standard for Testing and was monitored by a team of Independent Observers from the World Anti-Doping Agency and the CGF Medical Commission members. The testing of the sample was done at National Dope Testing Laboratory (NDTL), New Delhi.

According to the information obtained by the Doping Control management, the NDTL managed to carry-out their analytical reporting with no delay even when their daily maximum tests had been exceeded.
Recommendations

• The medical staff should be inducted into the system well on time
• Doping Control should be independent from the Medical FA. This is important when the international body, governing anti doping aspects of the Games, is autonomous. A separate doping control budget is the also a prerequisite of for an effective anti-doping programme in any of the major multi-sport event.
• Doping Control officials must be given ample opportunities to work for, or attend the international events ahead of the Games to enable them to be fully aware of the latest developments and procedures in anti doping around the world and gain practical exposure.
• The trained staff and personnel of the National Anti Doping Agency (NADA) should be fully associated with the Anti Doping Programme.

MERCHANDISING AND LICENSING

There are two main purposes for the Merchandise and Licensing Programme: to maximise revenue to support the funding of the Games; and marketing and promotion.

Despite several delays and the inexperience of the sole licensee for Merchandising and Licensing, the basic objectives of the FA were met to the satisfaction of the athletes, officials and the members of the CGA. The OC CWG Delhi 2010 was able to operate stores at its headquarters, the Games Village and the Games Family Hotel – The Ashoka.

The unique range of items on offer, beyond the usual T-shirts, caps and mugs were appreciated by all. Indian musical instruments and certain pottery with ethnic motifs flew off the shelves at all three outlets. On the few days that the OC CWG Delhi 2010 was able to operate outlets at the venues (which were subsequently closed due to security considerations), the general public purchased substantial quantities of T-shirts, caps and vuvuzelas (the unique plastic horn made popular at the Football World Cup in South Africa).

Key Lessons

• Separate the two activities of sponsorship marketing and licensee marketing. If external agencies are involved, engage two separate companies whose activities can be coordinated
by the organising committee’s revenue head. Clearly identify companies which are likely to come in as sponsors (large advertisers) and those companies who will only be able to afford a licensing option. Where there is a conflict of interest, i.e., the likely sponsor is in a similar line of business as the target licensee company, the sponsor company or companies should be approached quickly and a go/no-go from them will decide whether the likely licensee companies should be approached or not. This activity can be done in parallel – often the availability of a likely licensee will spur quicker decision making from a larger sponsor target.

• For a one-off event like Delhi 2010, as opposed to annual events like the immensely successful cricket IPL, it is better to engage an established multi product retail chain for both merchandise procurement and sales. They have established lines of product supply and can easily produce branded merchandise from their existing roster of vendors. Further, organised retail would have allowed the OC CWG Delhi 2010 to track sales through bar-coding and revenue streams can be derived from a percentage of turnover of the items sold.

OFFICE ADMINISTRATION

The Office Administration FA was responsible for developing and maintaining the office infrastructure to ensure all in-house operational requirements were available to support the needs of the OC CWG Delhi 2010, including providing administrative support services to the OC CWG Delhi 2010 for ensuring smooth functioning of the various functions throughout their operation.

The FA, in coordination with the Security FA, developed and implemented strategies for heightened access control of visitors and vehicles at the OC CWG Delhi 2010 headquarters; supported new joinees which included some very senior officials who were deputed by GoI and various state departments by providing workspaces and cabins to facilitate their smooth functioning; and arranged adequate travel modes and accommodation for a variety of stakeholders and consultants in addition to senior officers.

As the OC CWG Delhi 2010 grew in terms of manpower being deployed for various roles, the assets being purchased were administered and tracked by implementing an Asset Control Methodology and Database. One of the prime responsibilities of the FA was to support the decommissioning exercise which had to be carefully managed with the Exit management process of all OC CWG Delhi 2010 employees. The exercise included the surrender of the Games Headquarters back to the NDMC in a step by step process to allow all functionaries to work towards closure.

Recommendations

• Future predictions and forecasting is a key to the success of Administration FA
• The Administration FA may work closely with the recruitment team to know the number of workforce being recruited in the immediate future so that the seating arrangement may be planned accordingly.

PRESS OPERATIONS

The Press Operations FA was responsible for providing all the facilities and media services to accredited print journalists, photographers and non-right holders to ensure seamless functioning of the media operations during the Games.

The Press Operations FA along with continued support from Press Information Bureau (PIB) created the services which was found not only at par with any such facility created the world over for such multi-discipline mega events but even surpassed them in creating a Main Press Centre (MPC) which has been rated as the best in the history of the Commonwealth Games. The following services were provided by the FA:

• Main Press Centre: Located centrally at Pragati Maidan, the MPC provided a central workplace for accredited print and photo journalists and non-rights holding broadcasters. Spread over 6,700 sq m of area, it was one of the largest media centres set up in the history of the Commonwealth Games. The MPC became fully operational (24x7) from 1 October 2010 till 15 October 2010.

• Venue Media Centres (VMCs): The VMCs became fully operational from 30 September 2010 with the exception of the Athletics Stadium located in the Jawaharlal Nehru Stadium cluster which became operational from 4 October due to the Opening Ceremony. VMCs were equipped with provision of work areas at competition venues, clusters of venues and the Games Village for the members of the Press.

• Photo Services: Provision for accredited press photographers with work area “Photo positions” and telecommunication requirements.

• Media Services: Facilities for accreditation, accommodation, transport, catering and Media Rate Card orders.

• Games News Service: The OC CWG Delhi 2010, through the tender process, signed an agreement with a Games News Service (GNS) provider, namely M/s. Infostrada Sports which provided:
• Biographical data and portraits of athletes, coaches, officials, teams, CGAs
• Former and latest performance of participating athletes
• Media Kits: Media Kits and other items were distributed to all accredited media from the reception area on verification of accreditation.
• Camera Service: Located in the MPC, the Camera Service by Canon and Nikon offered cleaning, repairing and loan of professional cameras and accessories.
• Photography: Delhi 2010 had as many as 1,600 accredited print, photographic and non-rights holding broadcast journalists. As many as 360 of these were accredited photojournalists. The photo management team under the guidance of an international photo consultant appointed by PIB, identified about 1,500 photo positions across 22 Games venues, and ensured that these positions were photographer friendly. The photographers were facilitated through 124 work stations with all technological support in the MPC and about 500 work stations in different Games venues. They were also provided about 650 lockers in all the 24 venues for safe keeping of their equipment during the Games.

With the help of the PIB’s international media consultants, a 10-day venue specific training programme for the venue media management team was conducted where all aspects of Games coverage were thoroughly explained to all concerned staff so that they could function flawlessly during the Games and ensure smooth working by accredited media.

Even though the Press Operations FA underwent staff changes as late as 25 September 2010, the FA with a small number of staff members executed the deliverables and their efforts were appreciated not only by the CGF members but also by the domestic and international media.

Key Learnings and Recommendations
• The decision on outsourcing or not of the Games News Service should be taken well in time; in Delhi 2010, since it was outsourced after a considerable delay, it resulted in heavy expenditure
PROCUREMENT

The role of Procurement FA was to formulate a comprehensive plan and policy for procurement of goods and services in a planned manner for current and future requirements as per defined guidelines at required locations in a fair and transparent manner and to ensure procurement of goods and services of standard quality at reasonable price. However, the policy followed in the Procurement FA had been to procure some of the common user items only, whereas items meant for a particular FA were procured by the concerned FA itself, unless an item was specifically decided to be procured by the Procurement FA.

The focus of the Procurement FA was to make the procurement of goods of standard quality at reasonable price, delivery in a planned manner within the timeframe in a fair and transparent manner, safeguarding OC CWG Delhi 2010’s interest within the framework of the law of the land.

In a number of cases, the time for procurement was so short that it was not possible to follow normal prescribed codal formalities, such as for fitness equipment and uniforms for the Indian contingent. Since sufficient time was required to be given to prospective suppliers, a methodology of procurement was devised with the approval of the competent authority to ensure procurement in a fair and transparent manner.

The Procurement FA placed 120 Purchase Orders of various items of the value Rs. 19 crore approximately, concluded rate contracts for 29 different items of cartridges for printers on four different firms, vetted RFPs, EoIs, etc., received from other FAs and was represented as the member of the Evaluation Committee and tender opening teams in respect of the procurements processed by other FAs.

All efforts were made to make procurements in a fair and transparent manner so as to ensure that goods and services procured were of the desired quality, at a reasonable price within the required timeframe.

Key Lessons

- Sufficient time should be made available for procurement of stores and services in a planned manner following all codal formalities in a fair and transparent manner
- There should be professional procurement personnel who should vet all RFPs centrally. The policy should be clear as to the category of items to be procured through the centralised procurement system and those to be procured by the concerned FAs
PROTOCOL

The Protocol FA provided services to the members of the CGF, Presidents and Secretaries General of the CGAs and International Federations, dignitaries and other accredited VIPs, as well as delivered protocol-related services in general, both prior to and during the XIX Commonwealth Games 2010 Delhi.

The Protocol FA worked in close coordination with other FAs on which it was dependent to successfully deliver the Games, namely Coordination and Government Relations FA, CGA Relations FA, Security FA, Transport FA, Accreditation FA, Accommodation FA, Venue Operations FA. Further, it coordinated with other FAs for support services such as procurement of flags of nations, printing of brochures/manuals and supply and storage of flags, etc. In the last month before the Games, it closely coordinated with GoI agencies such as Ministry of External Affairs and MoYAS to successfully deliver the role and expectations of the Protocol FA.

Recommendations
• Recruit employees as per the plan to ensure that key members are on board when the detailed planning phases commence, and there are sufficient Protocol team members in place at the time of the venue planning process so members of the Protocol FA can be allocated to each venue.

QUEEN’S BATON RELAY 2010 DELHI

The Queen’s Baton Relay 2010 Delhi FA’s mission was to deliver a road event that showcased the rich diversity of the Commonwealth and India to the rest of the world and that garnered media and community support for the Commonwealth Games.

The relay was a pre Games publicity device, aimed at showcasing the Commonwealth Games, building awareness and generating community enthusiasm. It was also a marketing and communications tool for generating positive media coverage and support for the Games.
The schedule of planning had a somewhat delayed start, with the FA coming into operation only in April 2009. This delay resulted in slight slippage in the Manual-stipulated timelines. However, with extra effort and unparalleled zeal, the team not only made up the lost time but produced the best relay ever conducted for the Commonwealth Games.

Lasting 340 days and covering 1,90,000 km across the globe, this was one of the longest relays. Starting with its launch by Her Majesty the Queen on 29 October 2009 at Buckingham Palace, in the august presence of the President of India, the relay travelled to all the 71 Commonwealth nations and territories. It was received with great enthusiasm throughout.

The baton was a vital aspect of the QBR and its concept of design was based on depicting India’s rich diversity through the display of varying soil colours from different parts of the country. The baton, designed and created by an Indian company was packed with high-end technology.

The national sector of the relay commenced on 25 June 2010. Over the next 100 days, a core team of 90 in an assorted convoy of 27 vehicles moved through all the 28 states and seven union territories of India creating great waves of excitement. In remote areas, where road movement was not possible or practicable, the baton was moved by air by a smaller team of nine. As the relay progressed through the diverse fabric of India, the baton in addition to being a symbol of sports, also became a symbol of national unity, an integrator in its true sense.

The long relay required months of hard work and meticulous planning. It goes to the credit of the OC CWG Delhi 2010 that the event was conducted flawlessly.

Recommendations
- Try to ensure that a minimum of two full days is spent in each country; that CGAs should always include at least two photo opportunities in their programme; that CGAs adhere to requested rest days which have been agreed on; and that they prepare realistic schedules and that the programme be adhered to
• Ensure the travel agent provides assistance and advice for best travel connections and options for each sector, is available 24 hours especially for communication purposes, and also provides assistance and coordinates the visa process and correct luggage allowance information
• Considering the stringent weight restrictions on airlines, it would be necessary to reduce the number of standees, if any, and other equipment
• Ensure prominent branding on all luggage items for proper identification
• Ensure that an asset protection person is part of the team to keep watch on the baton and accessories
• Ensure that a Rest Overnight office is set up at every overnight location which acts as a central meeting point where all relevant information, such as departure time, next location, is shared with crew members

SECURITY

Safety for the Commonwealth Games was of prime importance to the OC CWG Delhi 2010 and all its stakeholders. Delhi Police was responsible for this and provided fool-proof security during the Games. MHA, GoI, provided national level coordination for all security related issues. The Security FA coordinated with stakeholders, that is, MHA, Delhi Police and GNCTD, was responsible for the coordination of safety of the Games, including accreditation, access control, disaster control, threat management and security of all venues and the Games Village. The FA also managed the support areas used by security staff, such as command centre, access control and holding/interview room to provide safe environment for athletes, officials, VIPs, media, OC CWG Delhi 2010 staff/volunteers, marketing partners and spectators.

During Games Time, the FA executed the following:
• Performed security lock in for all venues and Games Village and activated all security arrangements
• Arranged event-wise security cover for transit of athletes and team officials at all times
• Integrated all OC CWG Delhi 2010 Security and Venue Operations plan with Delhi Police
• Integrated the Venue Administrators with Venue Commanders and with venue teams during the move-in process.
It is of great credit to the Security FA and the Delhi Police as well as other security agencies that the Games were incident free and the security arrangements were appreciated by all international and national participants and stakeholders. The Security FA was also responsible for post Games security till venues were handed back to the owners.

**Key Lessons**

- The list of prohibited items should be realistic, factoring in requirements of athletes, media and spectators
- A procedural mechanism to deal with crimes committed during Games Time should be set up so that the situation can be handled with the desired level of sensitivity
- Fifty percent of concerns are usually related to hard security and 50 percent to perception. Perception management should be handled at the appropriate level
- The Sports Protocol Policy was formulated just before the Games including alighting points of the important functionaries of the sports fraternity according to the protocol of the CGF or other International/National Federations. Confusion could have been avoided by taking the decision on these issues earlier

**SPECTATOR SERVICES**

The Spectator Services FA’s primary function was to ensure safe and efficient movement of spectators in, out and around competition venues as also through the Precinct (Spectator Plaza). Spectator Services FA played a key role in ensuring that all persons in Front of House areas had a feel-good factor and carried home a memorable Games experience.

The FA successfully integrated with other FAs to ensure the best possible experience for all spectators at venues; evolved efficient and effective operational plans for crowd management and pedestrian flow at all venues; developed a well-trained and motivated team that served as the front line of contact between spectators and the organisers; and built an environment that supports security and accreditation policies while not detracting from ensuring a memorable experience for spectators.
During Games Time, the FA successfully handled the following:

- Gate management including pedestrian flow from shuttle drop-offs, queuing, ticket check, turnstile operation and ticket rip.
- Exercised control over Common Domain, i.e., the Spectator Plaza including information booths, announcements, marshalling, lost and found and response teams.
- Managed Seating Bowls taking care of ushering, guiding, seating management and response team in case of exigencies.

**Key Lessons**

- Spectator Services was a new concept and it took deliberation and time to crystallize the scope and role of the FA. This impacted the process of operational and manpower planning.
- Spectator Services was a manpower intensive FA. It was required to deliver services at 18 competition venues simultaneously. This required astute planning and flawless execution.
- Spectator Services FA being Human Resource specific, required a humane touch in all aspects of its deliverance. Hence, the main focus was team building. Delayed recruitment did impinge on the process.
- The volunteer culture is still to be imbied in India. There is a need to raise ‘city volunteer corps’ which can play a major role in any kind of situation. Notwithstanding this, due to painstaking efforts, volunteers were well integrated into the venue teams, though at the last moment, and achieved the desired results.

**SPONSORSHIP**

The Sponsorship FA’s aim was to raise revenue through sponsorship and facilitate delivery of the promised marketing rights and benefits to the sponsors.

Despite having fallen short of the target, the sponsorship funds are a record for any Commonwealth Games to date with some of the best blue-chip companies on board.

Indian Railways’ sponsorship Rs. 100 crore made them the Lead Partner of the Games. Indian Railways went all
out to exploit this partnership producing and releasing TV commercials to support the Games which were aired both nationally and internationally. They created a special luxury train to take athletes and officials each day on a day-trip to Agra the home to the Taj Mahal one of the Seven Wonders of the World. The OC CWG Delhi 2010 offered this experience at no charge to the guests. Indian Railways which is the eighth largest employer in the world with over 1.4 million employees used this opportunity as a morale building exercise among its employees. It was particularly heartening to see Indian Railways’ integration into the Opening Ceremony by showcasing a ‘Journey of India’ – something which only the Railways can lay claim to.

The other major sponsors of Delhi 2010 included: the Central Bank of India, Air India, Reebok, Hero Honda, Amity University, NTPC, Tissot, Tata Motors and Agility Logistics.

Key Lessons

• As against a target of Rs. 960 crore, the contracted sponsorship revenue could barely touch Rs. 375 crore. This shortfall was perhaps a consequence of the fact that the international consultant did not have experience and expertise of the local conditions. Thus, there was negligible response from private companies to sponsorship sales efforts. In the process, the OC CWG Delhi 2010 lost out on both foreign and domestic corporate sponsors. Thus the Sponsorship consultant should have knowledge of the local market as the Commonwealth Games are a ‘local’ property which do not interest foreign sponsors.

SPORT

The Sport FA, the heart of the Games, was responsible for planning and conducting the Games as per the guidelines of CGF and the norms of the respective International Federations (IFs) ensuring that athletes and sports competitions remained the focus of the OC CWG Delhi 2010. The objective of the FA was to provide centralised planning for all sports competition elements in the areas of detailed FoP, venue requirements, sport entries, the development of the competition schedule,
Technical handbooks, Sport operational plans and sport results. The primary challenge of conducting the Games was to plan all activities and coordinate various activities in such a manner that everything happened on time. A number of workshops were conducted in all 17 sports for updating the officials’ knowledge which helped to increase the number of qualified technical official. Selection and training of Sport Specific Volunteers, coming from various parts of the country, was a major task, especially for new sports such as Netball, Lawn Bowls and Rugby Sevens. The technical Conduct of all the 17 Sports was outstanding.

Key Lessons

- Streamlined integration between the international federations, national federations and sports competition is essential for good results
- Test events in 17 Sports provided an opportunity to various FAs to assess their level of preparedness and overcome shortcomings

SUSTAINABILITY AND ENVIRONMENT

The Sustainability and Environment FA worked toward developing strategic initiatives to reduce and offset the key environmental footprints of the event. This has been done with the overall objective of striving to achieve a Consumption-Carbon Neutral status for the Games. Further, the FA also developed programmes and initiatives for eco awareness through Green Sensitisation programmes. The FA has also worked toward developing media strategy for appropriately publicising the OC CWG Delhi 2010’s Eco-Conscious Will.

Recommendations

- It is imperative that all stakeholders (municipal agencies, local government, etc.) be assembled on a common platform to address sustainability issues pertaining to the Games. Roles and responsibilities of each stakeholder need to be defined along with interdependencies. An effective project management and compliance system was put
into effect to ensure timely execution of all sustainability related deliverables.

- The key standard of making any sporting event environment friendly is to ensure that it is carbon neutral. In order to strategise a way of ensuring the Games are carbon neutral, it is imperative that analysis be carried out well in advance to assume the tentative footprint of the Games. As scenarios change (e.g., number of athletes expected, expected power consumption at stadia, etc.), the carbon footprint baseline must also be revised periodically. This will provide an insight into the amount of carbon that needs to be offset and accordingly strategies will be developed to offset it (afforestation projects, carbon credit purchase, etc.). It will also help the organisers realise the current status of their offset strategy when they map it to the expected footprint and therefore, make changes to it accordingly.

TECHNOLOGY

The Technology FA was responsible for the delivery of quality, reliable and cost effective technology, information and communications systems and services for facilitating and conducting the Games. The FA was working not only as a service provider to all other programme areas of the OC CWG Delhi 2010 but also as an enabler for successfully delivering the Games. The FA undertook planning, procurement, development, implementation, testing and operation of all technology systems and services which were identified as necessary and appropriate to support the OC CWG Delhi 2010 and to conduct the Games. It included setting up large complex networks, that is, Games Data Network, Security Data Network for the CCTVs for Security, Network for Venue Press Centers etc; Special Games Cable TV; rolling out Games Management System, a specialised ERP like software for facilitating planning and conduct of the Games; setting up TSR system for conducting the Games; Secure Wireless Communication; Satellite Farm; a Web-portal for dissemination of Games Information; Data Center with DR & BCP and Network Monitoring and Cyber Security.
The complexity and enormity of the work may be assessed from the table showing just the networks that were set up.

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Network</th>
<th>Details of the Networks, Systems and Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>GDN</td>
<td>Games Data Network – 3,000 desktops, 400 printers, 100 high speed photocopiers and 800 other photocopiers, connected to the Primary and Secondary Data Centres running the Games Management System, its applications and supporting TSR on a separate VLAN</td>
</tr>
<tr>
<td>2.</td>
<td>SDN</td>
<td>Security Data Network – 3,000 CCTV cameras, Barcode readers at the venues, 350 flap barriers, over 75 vehicle scanners.</td>
</tr>
<tr>
<td>3.</td>
<td>GVN</td>
<td>Games Voice Network – over 3,000 Voice Over Internet Protocol phones and over 100 fax machines across different venues.</td>
</tr>
<tr>
<td>4.</td>
<td>BVN</td>
<td>Broadcast Video Network carrying the High Definition contribution video feeds from the venues to the IBC at Pragati Maidan.</td>
</tr>
<tr>
<td>5.</td>
<td>CATV</td>
<td>Distribution of Games Private High Definition Cable TV both multi-feed and local feed – 1,500 TV sets at different venues and 1,500 at the Games Village</td>
</tr>
<tr>
<td>6.</td>
<td>VPC</td>
<td>Unfiltered Internet on the OC CWG Delhi 2010 owned dedicated computers for the Press at the Venue Press Centres</td>
</tr>
<tr>
<td>7.</td>
<td>Media Tribunes</td>
<td>Unfiltered Internet for the International and national press at media tribunes and commentary locations allowing high speed internet connectivity and facility for press to connect their own laptops and devices</td>
</tr>
</tbody>
</table>
Key Lessons and Recommendations

- As far as possible multiple agencies working at a venue may be avoided.
- The responsibility of getting the venues ready in all respects such as cabling for network and Cable TV, setting up the different networks at venues; computer hardware, etc., should be the venue owners’ only. The Tech FA should take care of standardisation, setting up network and equipment at the FoP and inter venue WAN and policy issues.
- Besides other systems, the DR, BCP and Network Monitoring, Network and Cyber Security should be planned and executed meticulously as was done during these Games so that the systems remain incident free.
- The Technology FA should deal mainly with overall design, supervision, monitoring and coordination work besides the integration testing, network security and systems (GMS and TSR, etc.) for the conduct of the Games.

TICKETING

The Ticketing FA aimed at achieving five interdependent objectives for the successful conduct of Delhi 2010:

- Maximise attendance at all sessions for all sports
- Make tickets affordable/accessible by having a range of ticket prices available for each session and variety of sales and distribution channels
- Ensure fair and equitable distribution of tickets
- Ensure that both the domestic and international markets are serviced and that respective Commonwealth nations have access to a wide range of tickets
- Last minute seat kills due by Broadcasting led to the potential loss of revenue. This included the identification and allocation of seats for broadcaster and media tribunes, camera positions, photographer positions and other seat kills. Hence it is recommended that seat kills may be defined well in advance and signed off with the Ticketing FA so that no reallocation of seats occurs at the last minute.
- There was a need to develop comprehensive complimentary or unsold ticket policies and procedures a few months prior to the Games for the smooth distribution of tickets to all OC CWG Delhi 2010 stakeholders and customer groups including VVIPs, sports federations, sporting bodies, sponsors, corporates, etc.
• Robust marketing and promotion plans should have been formulated to promote sales within Indian and international markets and generate interest in less popular sports. Promotion of ticket sales must be widely carried out in print and electronic media, and through road shows to boost the sale of tickets
• Establish procedures for proper seat allocation for VIPs/sponsors/CGAs media/broadcast/right holders for Prime Event Limitation (PEL) tickets distribution and determine the segregation between revenue and non-revenue tickets
• Tickets must be pre-printed as daily printing of raw stock of tickets led to the delay in distribution of tickets
• India is a late market for buying tickets and people tend to buy tickets one month or a few days before the Games. It may be noted that due to adverse publicity in the media, ticket sales and attendance were impacted

TRANSPORT

The objective of the OC CWG Delhi 2010 Transport FA was to deliver reliable transport services for all constituent groups in a timely and efficient manner for their travel between competition, non-competition and training venues according to the requirement laid down under the CGF constitution. The Transport FA was also responsible for managing the back of house parking area, load zones for all constituent groups, access and parking rights for all transport systems, support and control of vehicle entry (issuance of VAPP) into competition, non-competition and training venues.

The FA delivered the following services successfully during Games Time:
• Delivery of operational vehicles parking space at all competition, non competition and training venues
• Operation of fleet depot for cars and buses
• Delivering T1 and T2 vehicles fleet and drivers
• Distribution of vehicle permits for Transport, Service, Logistics, Catering or other vehicles
• Operation of venue load zones
• Operation of village transport mall
• Ensuring delivery of DTC bus services for athletes, team officials, ceremonies staff, media personnel, Games Family, spectators and workforce.
• Managing the Vehicle Permit Check location to restrict unauthorised or unaccredited vehicle access inside
• Representation of Transport FA workforce at the Vehicle Screening Areas to ensure timely clearance of vehicles proper security check according to the service levels
• Providing Transport Information Desks in the Games Family Lounge
• Operation of 24-hour call centre for Transport Helpdesk, T2 car booking, query, information and complaint resolution point of contact
• Contingency planning for breakdowns, accidents, etc.

Key Lessons
• Recruitment of staff for Transport duties should be completed at least six months before the start of Games so that transport readiness and integration is tested and fine tuned well within time
• Operations jobs in Transport FA are very stressful and hence the attrition rate is always high in the transport sector. An adequate cushion should be put in by provisioning for additional staff and adequate personnel with specific professional skills. All venue transport plans should be frozen and integrated with those of venue, security and technology operations plans, ideally at least six months before D-date
• Transport privileges of all guests should be finalised only after consultation with Transport FA to provide qualitative agreed level of services. Ideally, the entire process should be frozen at least two months before the Games

TV RIGHTS

TV Rights shouldered the responsibility of generating revenue from the sale of both domestic and international broadcasting rights.

Prasar Bharati was chosen to be the domestic partner so that the Games could be viewed even in the remotest areas of India, at no cost, and thereby increase awareness and interest in sports as a culture.

Key Lessons
• The TV Rights FA should be provided with all the data, deliverables and commitments made with various broadcasters during the previous Games; this would help the FA in taking optimal decisions and ascertaining the problems in advance, thereby making the operations easier
• The OC CWG Delhi 2010 agreed to engage Prasar Bharati, on the basis of the Commonwealth Games 2010 bid document, to raise revenue from sale of domestic broadcasting rights and also agreed to a revenue-sharing model with them. On the other hand, had OC CWG Delhi 2010 entered the open market and called for competitive bids from all domestic broadcasters including Prasar Bharati, the opportunity of raising much higher revenue could have been explored
• The VIK component offered by international broadcasters could have been negotiated towards increasing the cash component. Rate Cards could have been obtained from the broadcasters and in case the OC CWG Delhi 2010 required Free Commercial Time on their channels, it could have been purchased and paid for.

VENUE DEVELOPMENT, OVERLAYS AND OPERATIONS

Venue Development: Responsible for integration with external agencies/stakeholders like Venue Owners and other governmental departments and formulation of Venue Use Agreements.

Overlays: Responsible for the development of venues in accordance with venue briefs duly assisted by consultants, preparation of Bill of Quantity with respect to Games Time requirement of Overlays and their subsequent procurement and deployment at venues.

Venue Operations: The centre of gravity of the planning process at the OC CWG Delhi 2010, interface between FAs and the lead agency in the planning process.

The FA had to face many challenges in terms of limited resources of experienced manpower, late possession of venues, venues being incomplete (some of them till end September 2010), several agencies working simultaneously to get their jobs completed, coordination and accreditation issues, heavy rains in August/September 2010, changes proposed by the Security agencies and other FAs. It successfully acted as a key coordinator between the Venue Owners and different FAs, stakeholders, venue teams and was also able to cater to last minute requirements that came from different sources.

The venue teams were moved into the venues, venues readiness and operational planning finalised, ensuring smooth and problem free conduct of 12 days of sport extravaganza from 3 to 14 October 2010. The diesel generator sets used for the Opening and Closing Ceremonies and Broadcast compounds provided
uninterrupted power and there was not even a single second’s break in the broadcast and conduct of different events.

The work of Overlays of the kind, magnitude and complexities involving over 60 venues, over 5,000 spaces, 1,000 items, etc., was being done for the first time in the country and there was no past indigenous experience available to guide the process or to become a benchmark to evaluate the thinking process, either for scoping and design, procurement or actual operational issues of Games Overlays.

The Overlays department was set up in March 2009, i.e., much later than 3 October 2008, the date by which scoping of Overlays should have been completed. Through concerted efforts, the process of Overlays scoping and design; budget preparation; award of contracts; delivery and operationalisation was completed in a record time despite adverse ground conditions and unusually hostile weather. Overlays which were to the international standards and aesthetics were also appreciated by visiting foreign delegates/participants.

The award process, considering the magnitude and complexities, was completed in a record time of five months after going through the process, which may not have any parallel in any other government department/office. Further, not only were contingency and additional requirements which arose during operationalisation met within the allocated budget, presently only a payment of Rs. 253 crore out of total contract value of Rs. 623 crore has been made.

**Recommendations**
- Venues were taken over at short notice in a semi-developed/ready state and brought up to acceptable international standards in a short span of time. Delayed completion of infrastructure (venues) had a cascading effect on all venue-based planning and activities
- A proactive approach and structural monitoring of projected dates of completion of projects (especially construction of venues) based on venue briefs was lacking
• There was very late agreement on the matrix of handing/taking over of venues leading to inconsistency and at times disagreement. The complete matrix of handing/taking over of venues and responsibilities of different stakeholders should be finalised at least 18 months before the Games.

• Delegation of authority at the venue level to solve operational issues and ensure budgetary responsibilities for key operational gaps and contingencies should be in place when the venue teams are operational at the venues.

• The engagement of the Special Advisors over the last two months to solve major outstanding delivery problems with the venues was made far more effective by having the Venue Administrators and Venue Operations Teams in place at the venues. While conditions for the venue teams in July/August were far than ideal, venue teams were left with the task of getting the venues completed. As a result, they could not spend the required time on the operational planning for the Games Time as having them at the venue was crucial to expediting final delivery.

• The planning for bump out/logistics capture and wind-up of the venues was only planned at the very last moment. Early planning will ensure higher capture of valuable assets and a better plan of the retention/dismissal of staff across all FAs.

• Waiting for approvals and decisions was the single largest contributor for the slow pace of work in a non-synergised environment leading to avoidable delays, and at times, duplication of effort.

• The Overlays scoping should have been completed by 3 October 2008 whereas it commenced in right earnest in March-April 2009. Further, Overlays contracts should have been placed by January 2009 whereas these were actually concluded on May-June 2010 with a delay of 16 months. These delays left no time to look for economical and operational alternatives. It is necessary that the time frame for scoping and contracting should be adhered to in these cases.

• It is necessary to have a separate Overlays FA with adequate staffing in phases, i.e., scoping, budgeting, tendering and contracting and implementation stages. Simultaneously, infrastructure support such as computers with software with CAD facility, A0, A3 and other printers, heavy duty copiers, and Project Management Primavera software are
in place right from the beginning. It is also necessary that construction and venue site CAD drawings are available for Overlays planning

• The absence of FA operational planning and Venue Operation planning led to ad-hocism in Overlays scoping. It is necessary that Venue Completion and FA Operation Plans and Venue Operation Plans are finalised before implementation of Overlays

• In view of the time constraints, a turnkey cluster approach had to be adopted in view of limited resources for contract management and to take care of a disconnect in supply. In case of timely tendering, a hybrid approach in which large/significant value items are procured individually from the manufacturers/vendors and small value items procured on turnkey basis would have been economical and need to be adopted

• Site management offices with adequate staff including architects should be planned and made operational in each venue six months before start of the Games

Key Lessons and Recommendations

• Early procurement and systematic build-up of the Games Master Schedule is essential for a smooth delivery during the Games

WORKFORCE

The Workforce FA was tasked with the planning, delivery, retention, outfitting and care of the paid staff, volunteers and contractors necessary to stage the Commonwealth Games. The FA arranged about 4,000 personnel including around 2,500 paid staff for different FAs. In addition, about 20,000 volunteers were also recruited, trained and their services provided to various FAs. Arrangement of uniforms to different categories of personnel in different colours was another achievement of Workforce FA. Another noteworthy achievement was recruitment and training of 600 gate managers, about 400 MCD school teachers and 24 venue administrators at short notice. After the Games were over, Workforce FA has done a major part of the task of exiting employees in a phased manner.
• Dependent processes and their timelines have to be fixed well in advance, any bottlenecks in achieving finer milestones should be identified early and proactive steps should be taken early to avoid last-minute fixes and contingency operations.
• Sign-offs from FA heads and senior management are recommended to ensure the change management processes are not flouted.
• Clear communication on business processes and dependencies should be driven through the organisation as early and as frequently as possible.
• An in-depth induction programme is essential for the workforce to become fully conversant with the organisation and with their roles and responsibilities.

Key Lessons and Recommendations

Delhi 2010 has been a learning experience for the institutions, organisations, agencies and personnel who worked on this seven-year project. Some key lesson and recommendations are detailed here.

General
• It is crucial for the operations of all FAs that the construction of venues adheres to the planned timeframes. Delays in venue construction and hand over to the Organising Committee contributed to delays of most FA plans.
• It is imperative to draw up comprehensive operations and budget plans well in time to avoid delays in delivery.
• Budget finalisation should be done well in advance. If budget allocation is clear, planning is more efficient, optimal and effective.
• Procurement of services and goods is critical to Games success, and delays must be avoided to control timelines and cost escalations.
• Comprehensive and well-thought-out policies and procedures for every FA must be put in place well in time.
• Procurement needs to be dovetailed with the Master Games Schedule with recruitment taking place in phases. Recruitment must focus on employing the right person for the right job.
• A comprehensive induction and training programme will go a long way in enhancing the performance of the workforce and controlling attrition.
• Attrition control and enthusiastic support can result from in-depth role-specific training of volunteers.
Strategic
• It is essential that a clear vision of the scope and scale of the event is created and shared with all stakeholders and partners who must buy into the clearly defined objectives of the Games.
• The personal involvement and support of the top government officials is critical to the credibility and importance of the event for government, the public and private sector interests.
• Strong support from the CGF is required to obtain information from CGAs and to raise the profile of the Games with governments of the Commonwealth and International Sports Federations.

Institutional
• Key stakeholders and delivery partners in Delhi 2010 included GoI and GNTCD, along with a multiplicity of departments and agencies working under them. This involved a multitude of organisations in the delivery of the Games, with no single body armed with the oversight authority and teeth to push through plan implementation according to timelines and penalise delays. It may have been prudent to have one empowered with financial powers to push through its decisions.
• As a result, coordination between the OC CWG Delhi 2010 and government agencies became a monumental task, often exacerbated by the transfer of key government officials with knowledge of the Games’ aims and objectives.

Financial
• It is essential to accurately plan the budget for the Games taking all contingencies and market trends into account so that there is no escalation of funds required as the Games approach.

Organisational
• A strong senior management team is critical to success, with strong leadership, financial, commercial and operational skills to build a team with a culture of achievement working to an agreed plan with clear performance standards.
• Devolved decision making and accountability is imperative for the success of the Games.
• Policies and procedures need to be evolved and finalised very early, especially for key functions, in order to avoid delays.
• It is essential to follow organisational procedures and functional methods that aid streamlined and fast decision making and implementation.
• At senior management level, it is beneficial to appoint a body without a specific portfolio to provide organisational cohesion and provide a flexible ‘trouble-shooting’ resource a year before the Games.
• From the outset the organising committee should have a strong Sport team that can develop relationships with international and national sport federations and associations, drawing in expertise and resources as well as driving sport within the organisation.
• A matrix structure, with strong venue teams, is desirable from an early stage to ensure that coordinated plans are developed for FAs and venues. This will help ensure consistency in scope and service level planning. The delays in infrastructure construction did not allow Delhi 2010’s venue teams to move into the venues and work according to plan.

• A strong commitment to volunteers through events, training and recognition creates a large and flexible workforce willing to work long hours.

**Operational**

• It is absolutely imperative that there are no delays in the construction of venues, and that all timelines in this regard are meticulously met.

• A strong centralised procurement department manned by personnel with extensive technical and procedural knowledge is key to avoiding procurement delays which lead to escalation of costs for the organising committee.

• The Games Master Schedule timelines must be followed strictly so that procurements and engagement of vendors, especially international vendors, are done in time. Any delay in this will lead to serious cost escalations and create a crisis management-like situation as happened in Delhi 2010.

• Contractual agreements with contractors/service providers must provide the correct scope and technical requirements of the projects being outsourced, and include appropriate penalties to ensure quality of work and adherence to timelines.

• Recruitment of the right team members (with expertise in relevant areas) at the right time is absolutely essential to execute plans.

• Frequent changes in personnel, especially FA heads, caused disruption of work at the OC CWG Delhi 2010. Some FAs suffered particularly on this count. Finding the right person for the job and retaining her/him is important.

• Enormous attention must be paid to planning and decision making for revenue generation programmes such as sponsorship, merchandising, licensing and ticketing. Unfortunately, these programmes suffered from faulty and delayed decision making, influenced by external factors, which eventually led to partial failure of these functions at Delhi 2010.

• Maintaining regular and clear communication with all other FAs and stakeholders during the strategic planning and then delivery phase helps streamline operations.

• Dependent processes and their timelines have to be fixed well in advance, any bottlenecks in achieving finer milestones should be identified early and proactive steps should be taken early to avoid last minute fixes and contingency operations.
Delhi 2010 Sport Infrastructure
## List of Competition Venues

<table>
<thead>
<tr>
<th>S. No.</th>
<th>DISCIPLINE</th>
<th>VENUE</th>
<th>STATUS</th>
<th>AGENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Aquatics</td>
<td>S.P. Mukherjee Swimming Pool</td>
<td>Complete Restructuring and Remodeling</td>
<td>SAI/CPWD</td>
</tr>
<tr>
<td>2.</td>
<td>Athletics</td>
<td>J.N. Sports Complex</td>
<td>Complete Restructuring and Remodeling</td>
<td>SAI/CPWD</td>
</tr>
<tr>
<td>3.</td>
<td>Cycling</td>
<td>Velodrome, I.G. Sports Complex</td>
<td>New Indoor Stadium</td>
<td>SAI/CPWD</td>
</tr>
<tr>
<td>4.</td>
<td>Gymnastics</td>
<td>I.G. Indoor Stadium</td>
<td>Complete Restructuring and Remodeling</td>
<td>SAI/CPWD</td>
</tr>
<tr>
<td>5.</td>
<td>Hockey</td>
<td>MDC National Stadium</td>
<td>Complete Restructuring and Remodeling</td>
<td>SAI/CPWD</td>
</tr>
<tr>
<td>7.</td>
<td>Shooting</td>
<td>Dr. Karni Singh Shooting Range</td>
<td>New Ranges</td>
<td>SAI/CPWD</td>
</tr>
<tr>
<td>8.</td>
<td>Weightlifting</td>
<td>J.N. Sports Complex</td>
<td>New Indoor Auditorium</td>
<td>SAI/CPWD</td>
</tr>
<tr>
<td>10.</td>
<td>Rugby</td>
<td>Delhi University</td>
<td>New Outdoor Stadium</td>
<td>DU</td>
</tr>
<tr>
<td>11.</td>
<td>Tennis</td>
<td>R.K. Khanna Tennis Complex</td>
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<td>AITA</td>
</tr>
<tr>
<td>12.</td>
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<td>CRPF Centre, Kaderpur - Big Bore Shooting</td>
<td>New Ranges</td>
<td>CPWD/CRPF</td>
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<tr>
<td>13.</td>
<td>Archery</td>
<td>Yamuna Sports Complex</td>
<td>New Outdoor Ranges</td>
<td>DDA</td>
</tr>
<tr>
<td>15.</td>
<td>Squash</td>
<td>Siri Fort Sports Complex</td>
<td>New Indoor Stadium</td>
<td>DDA</td>
</tr>
<tr>
<td>16.</td>
<td>Table Tennis</td>
<td>Yamuna Sports Complex</td>
<td>New Indoor Stadium</td>
<td>DDA</td>
</tr>
<tr>
<td>17.</td>
<td>Netball</td>
<td>Thyagaraj Sports Complex</td>
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<td>GNCTD</td>
</tr>
<tr>
<td>18.</td>
<td>Boxing</td>
<td>Talkatora Indoor Stadium</td>
<td>Complete Restructuring and Remodeling</td>
<td>NDMC</td>
</tr>
</tbody>
</table>

Funded by: Ministry of Youth Affairs and Sports (MoYAS)

Funded by: Ministry of Urban Development (MoUD), GoI

Funded by: Government of Delhi

SAI = Sports Authority of India
CPWD = Central Public Works Department
DU = Delhi University
AITA = All India Tennis Association
CRPF = Central Reserve Police Force
DDA = Delhi Development Authority
GNCTD = Government of National Capital Territory of Delhi
NDMC = New Delhi Municipal Council
DLTA = Delhi Lawn Tennis Association
JMI = Jamia Millia Islamia University
DPS = Delhi Public School
## List of Training/Practice Venues

<table>
<thead>
<tr>
<th>S. No.</th>
<th>DISCIPLINE</th>
<th>TRAINING VENUE</th>
<th>STATUS</th>
<th>AGENCY</th>
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<tr>
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<td>New Indoor Stadium</td>
<td>SAI/CPWD</td>
</tr>
<tr>
<td>2.</td>
<td>Gymnastics</td>
<td>I.G Indoor Stadium</td>
<td>Complete Restructuring and Remodeling</td>
<td>SAI/CPWD</td>
</tr>
<tr>
<td>3.</td>
<td>Hockey</td>
<td>MDC National Stadium Complex</td>
<td>Complete Restructuring and Remodeling</td>
<td>SAI/CPWD</td>
</tr>
<tr>
<td>4.</td>
<td>Shooting</td>
<td>Dr. Karni Singh Shooting Range</td>
<td>New Ranges</td>
<td>SAI/CPWD</td>
</tr>
<tr>
<td>5.</td>
<td>Athletics</td>
<td>DU - Polo Ground</td>
<td>New Track and Field</td>
<td>DU</td>
</tr>
<tr>
<td>6.</td>
<td>Boxing</td>
<td>Delhi University</td>
<td>New Indoor Stadium</td>
<td>DU</td>
</tr>
<tr>
<td>7.</td>
<td>Net Ball</td>
<td>Delhi University</td>
<td>New Indoor Stadium</td>
<td>DU</td>
</tr>
<tr>
<td>8.</td>
<td>Rugby 7s</td>
<td>St. Stephen's College</td>
<td>New Rugby Ground</td>
<td>DU</td>
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<tr>
<td>9.</td>
<td></td>
<td>Hindu College</td>
<td>New Rugby Ground</td>
<td>DU</td>
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<td>Khalsa College</td>
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<td>Ramjas College</td>
<td>New Rugby Ground</td>
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<tr>
<td>12.</td>
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<td>Kirorimal College</td>
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<tr>
<td>13.</td>
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<td>Sri Ram College</td>
<td>New Rugby Ground</td>
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<td>14.</td>
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<td>Daulatram College</td>
<td>New Rugby Ground</td>
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<td>15.</td>
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<tr>
<td>17.</td>
<td>Rugby 7s</td>
<td>JamiaMilliaislamia University</td>
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<td>18.</td>
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<td>19.</td>
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<td>Delhi Public School, R. K. Puram</td>
<td>New Outdoor Greens</td>
<td>DPS/CPWD</td>
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Funded by: Ministry of Youth Affairs and Sports (MoYAS)
<table>
<thead>
<tr>
<th>No.</th>
<th>Sport</th>
<th>Venue</th>
<th>Construction/Remodeling</th>
<th>Funding Agency</th>
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</thead>
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<tr>
<td>20</td>
<td>Aquatics</td>
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<td>22</td>
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<td>23</td>
<td>Athletics</td>
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<td>24</td>
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<td>27</td>
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<td>28</td>
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<td>29</td>
<td>Lawn Bowls</td>
<td>Yamuna Sports Complex</td>
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<td>30</td>
<td>Squash</td>
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<td>32</td>
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<td>33</td>
<td>Weight Lifting</td>
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**Funded by:** Government of Delhi

<table>
<thead>
<tr>
<th>No.</th>
<th>Sport</th>
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<th>Construction/Remodeling</th>
<th>Funding Agency</th>
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<tr>
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</tbody>
</table>

In addition to these sports disciplines, Para-sport competitions were also held in four disciplines: (i) Athletics, (ii) Powerlifting, (iii) Table Tennis and (iv) Swimming in the same venues designated for these sporting disciplines. The Powerlifting competition was held at the Weightlifting venue.
## Approved Venue Budget

<table>
<thead>
<tr>
<th>S.NO</th>
<th>NAME OF STADIUM</th>
<th>CONSTRUCTION AGENCY</th>
<th>COST (Rs. CRORES)</th>
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<td>1.</td>
<td>J.N. Stadium - Athletics</td>
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<td>2.</td>
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<td>5.</td>
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<td><strong>Sports infrastructure funded to DU, JMI, AITA, CRPF by MoYAS, GoI</strong></td>
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<td>10.</td>
<td>Rugby Main Ground and Other Training Venues</td>
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<td>11.</td>
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<td>Big Bore Shooting, CRPF Kaderpur</td>
<td>CPWD</td>
<td>28.50</td>
</tr>
<tr>
<td>14.</td>
<td>DPS Training Venue Lawn Bowls</td>
<td>CPWD</td>
<td>1.73</td>
</tr>
<tr>
<td></td>
<td><strong>Sub-Total (I)</strong></td>
<td></td>
<td><strong>2460</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Sports infrastructure funded to DDA by MoUD, GoI</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15.</td>
<td>Siri Fort Sports Complex</td>
<td>DDA</td>
<td>241.32</td>
</tr>
<tr>
<td>16.</td>
<td>Yamuna Sports Complex</td>
<td>DDA</td>
<td>210.86</td>
</tr>
<tr>
<td>17.</td>
<td>Games Village Training-Athletics</td>
<td>DDA</td>
<td>253.40</td>
</tr>
<tr>
<td>18.</td>
<td>Games Vill TRG-Swimming</td>
<td>DDA</td>
<td></td>
</tr>
<tr>
<td>19.</td>
<td>Games Village Training-Weight Wrest</td>
<td>DDA</td>
<td></td>
</tr>
<tr>
<td>20.</td>
<td>Games Village - Operational Zone</td>
<td>DDA</td>
<td></td>
</tr>
<tr>
<td>21.</td>
<td>Games Village-International Zone</td>
<td>DDA</td>
<td></td>
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<tr>
<td></td>
<td><strong>Total (I+II) by MoYAS</strong></td>
<td></td>
<td><strong>2904.86</strong></td>
</tr>
<tr>
<td></td>
<td>Description</td>
<td>Agency</td>
<td>Amount</td>
</tr>
<tr>
<td>---</td>
<td>---------------------------------------</td>
<td>--------------</td>
<td>---------</td>
</tr>
<tr>
<td>22.</td>
<td>Saket Training-Badminton</td>
<td>DDA</td>
<td>5.47</td>
</tr>
<tr>
<td>23.</td>
<td>SiriFort Training-Badminton</td>
<td>DDA</td>
<td>38.92</td>
</tr>
<tr>
<td>24.</td>
<td>SiriFort Training-Squash</td>
<td>DDA</td>
<td></td>
</tr>
<tr>
<td>25.</td>
<td>SiriFort Training-Swimming</td>
<td>DDA</td>
<td></td>
</tr>
<tr>
<td>26.</td>
<td>SiriFort Training-Tennis</td>
<td>DDA</td>
<td></td>
</tr>
<tr>
<td>27.</td>
<td>Yamuna Training-Gymnastics</td>
<td>DDA</td>
<td>36.70</td>
</tr>
<tr>
<td>28.</td>
<td>Yamuna Training-Hockey</td>
<td>DDA</td>
<td></td>
</tr>
<tr>
<td>29.</td>
<td>Yamuna Training-LawnBowls</td>
<td>DDA</td>
<td></td>
</tr>
<tr>
<td>30.</td>
<td>Yamuna Training-Swimming</td>
<td>DDA</td>
<td></td>
</tr>
<tr>
<td>31.</td>
<td>Yamuna Training-Archery</td>
<td>DDA</td>
<td></td>
</tr>
<tr>
<td>32.</td>
<td>Consultancy</td>
<td>DDA</td>
<td>41.18</td>
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</table>

**Total (III) by MoUD**: 827.86

**Sports infrastructure funded by Government of Delhi**

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>Agency</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>33.</td>
<td>Thyagaraj Sports Complex - Competition and Training Venues</td>
<td>GNCTD</td>
<td>297.45</td>
</tr>
<tr>
<td>34.</td>
<td>Ludlow Castle Hall TRG - Wrestling</td>
<td>GNCTD</td>
<td>20.33</td>
</tr>
<tr>
<td>35.</td>
<td>Chattrasal Stadium TRG - Athletics</td>
<td>GNCTD</td>
<td>98.98</td>
</tr>
</tbody>
</table>

**Total (IV) by GNCTD**: 416.76

**Sports infrastructure funded by New Delhi Municipal Council**

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>Agency</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>36.</td>
<td>Talkatora Indoor Stadium - Boxing</td>
<td>NDMC</td>
<td>150.00</td>
</tr>
<tr>
<td>37.</td>
<td>Shivaji Stadium TRG - Hockey</td>
<td>NDMC</td>
<td>160.00</td>
</tr>
</tbody>
</table>

**Total (V) by NDMC**: 310.00

**Grand Total (I+II+III+IV+V)**: 4459.48
The Jawaharlal Nehru Stadium Complex is located near the Central Government Offices Complex in the Lodhi Road area. Built by GoI in 1982, for the 9th Asian Games, the stadium has been serving as an all-purpose sports ground.

It was the competition venue for Athletics, Weightlifting and Lawn Bowls and the training venue for Athletics and Weightlifting. Apart from this, it also has hostels and an administrative block.

The Jawaharlal Nehru Stadium Complex was the flagship stadium for Delhi 2010 as the Opening and the Closing Ceremonies were conducted here. The unique membrane roof has the capacity to shelter 60,000 spectators. Its special features are the two outer basket-like supporting columned structures carrying not only the compression rings but also the complete ramp system for access and evacuation. The membrane of the roof was illuminated during night hours with state-of-the-art façade lighting.
Break-up of Sanctioned Amount

<table>
<thead>
<tr>
<th>Description</th>
<th>Rs. Crores</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Athletics (Main Stadium)</td>
<td></td>
</tr>
<tr>
<td>1.1. Remodelling, retrofitting, renovation including 15 lifts, 2 escalators</td>
<td>137</td>
</tr>
<tr>
<td>1.2. Roofing</td>
<td>354</td>
</tr>
<tr>
<td>1.3. Field of Play</td>
<td>28</td>
</tr>
<tr>
<td>1.4. Seating</td>
<td>30</td>
</tr>
<tr>
<td>2. New Weightlifting Auditorium</td>
<td>78</td>
</tr>
<tr>
<td>3. New Lawn Bowl Stadium</td>
<td>23</td>
</tr>
<tr>
<td>4. New hostel building</td>
<td>12</td>
</tr>
<tr>
<td>5. New building for National Dope Testing Laboratory and new building for Head Office of Sports Authority of India (SAI)</td>
<td>33</td>
</tr>
<tr>
<td>6. Jawaharlal Nehru Stadium Complex is spread over 102 acres; external development including bulk services (civil, electrical and horticulture)</td>
<td>185</td>
</tr>
<tr>
<td>7. Payment of local bodies</td>
<td>16</td>
</tr>
<tr>
<td>8. Quality control and contingencies @ 3%</td>
<td>27</td>
</tr>
<tr>
<td>9. Service tax @ 4.12%</td>
<td>38</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>961</strong></td>
</tr>
</tbody>
</table>

Jawaharlal Nehru Stadium: Athletics

Seating Capacity: 60,000

The Jawaharlal Nehru Stadium - Athletics is the original stadium which was built in 1982. To preserve its iconic character, an innovative design for the roof over the seating tiers has been provided. This is the largest membrane roof system in the world.

It is an earthquake resistant building, with an air-conditioned underground tunnel through the arena for Ceremonies and a surface tunnel for athletes from warm-up to the main stadium. There are 14 lifts, two escalators, five accessible ramps and the boundary wall has 16 gates. To meet the international standard evacuation time of six minutes, 14 new approach ramps have been constructed. The FoP can support high definition transmission with 2,200 lux illumination.
Jawaharlal Nehru Stadium: Weightlifting

Seating Capacity: 2,172

The weightlifting auditorium is a new edition to the Jawaharlal Nehru Stadium Complex. It is unique in its design, both architectural and structural. From the outside, it appears like an egg shell. This venue, in the legacy use, is the largest auditorium in Delhi with a dedicated double basement parking. It has 12 warm-up stations and a main podium.

Jawaharlal Nehru Stadium: Lawn Bowls

Seating Capacity: 2,500

A Lawn Bowls sports facility of international standards has been created in Jawaharlal Nehru Stadium Complex. There are four synthetic competition greens. Synthetic turf for Lawn Bowling was introduced for the first time in Delhi 2010.
**Indira Gandhi Sports Complex**

The Indira Gandhi Indoor Stadium is situated in the Indraprastha Estate in the eastern part of Delhi. Built in the year 1982 to host the indoor sports events of the Asian Games, it is spread over an area of 110 acres. For Delhi 2010, the stadium was equipped with intricate audio and lighting systems, making it appropriate for high definition television transmission.

It was the competition venue for Wrestling, Gymnastics, Cycling and the training venue for Gymnastics.

**Break-up of Sanctioned Amount**

<table>
<thead>
<tr>
<th>Description</th>
<th>Rs. Crores</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Upgradation, retrofitting, renovation including Gymnastics Stadium</td>
<td>187</td>
</tr>
<tr>
<td>2. New Cycling Velodrome</td>
<td>153</td>
</tr>
<tr>
<td>3. New Wrestling Stadium</td>
<td>100</td>
</tr>
<tr>
<td>4. New warm-up hall</td>
<td>20</td>
</tr>
<tr>
<td>5. New hostel building</td>
<td>18</td>
</tr>
<tr>
<td>6. Indira Gandhi Complex is spread over 101 acres;</td>
<td>143</td>
</tr>
<tr>
<td>external development including bulk services (civil, electrical and horticulture)</td>
<td></td>
</tr>
<tr>
<td>7. Payment to local bodies</td>
<td>3</td>
</tr>
<tr>
<td>8. Quality control and contingencies @ 3%</td>
<td>19</td>
</tr>
<tr>
<td>9. Service tax @ 4.12%</td>
<td>26</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>669</strong></td>
</tr>
</tbody>
</table>

**Indira Gandhi Sports Complex: Gymnastics**

**Seating Capacity: 15,000**

Large-scale upgradation and renovation of the existing stadium was carried out including raising the height of the roof from 41 to 49 m, 45,000 sq m of roofing and 30,000 sq m of flooring. It required stringent safety measures to ensure the stability of the roof structure during replacement and addition of members, without disturbing the old structure.
This stadium is the largest covered and air-conditioned stadium in India and features state-of-art facilities illuminated by 2,200 lux, three-level sports lighting system, an automatic fire sprinkler system/wet-raiser with an intelligent addressable fire detection and fire alarm system. The existing seating arena has been structurally modified to make it barrier free for physically challenged persons. Two new warm-up halls and five new ramps have been newly built around the stadium.

Indira Gandhi Sports Complex: Wrestling

Seating Capacity: 6,000

Built with 1,200 million tonne (MT) of high grade steel, this stadium is a ground plus two storey RCC frames structure designed according to Seismic Zone - IV requirements. The ground floor (Plaza Level) includes six warm-up mats, athletes lounge, change rooms, lockers, technical officers lounge, medical & physiotherapy, doping control, logistics, venue management, spectator seating, beverages, equipment storage, press conference, light and sound control, result processing and printing room, etc.

The first floor (Concourse Level) has offices, media and games family lounges, security area, medical first aid, spectator concourse and food and beverages stalls. The second floor level (upper level) has the spectator lounge, temporary seating, storage and AHUS. The large multipurpose hall (130 m x 40 m) can have multiple uses in legacy mode.
Indira Gandhi Sports Complex: Cycling

Seating Capacity: 3,500

With a plinth area of 22,000 sq m, this is the first velodrome in India which is fully covered and air-conditioned. It was completed in record time of 17 months for Delhi 2010. It has a timber cycling track 7 m wide, 250 m long with a 4 m safety zone made of Siberian pine wood. It has an Intelligent Building Management System (IBMS) installed in the Central Control Room to monitor the functioning of all vital electrical and mechanical services of all stadiums in the complex.

It has been acclaimed as one of the best cycling velodromes in the world. The unique 17,000 m² roofing covers the velodrome with Galvalume radically cut sheeting in two layers separated by Rockwool thermal insulation. It has been certified as a Category I Cycling Velodrome by the International Cycling Union (UCI).
MDC National Stadium

Approved Cost: Rs. 262 crore

Seating Capacity:
Spectator Seating - 14,000
VIP Seating (Grand Stand) - 6,000

The stadium, built on 37 acre of land, was originally constructed as an amphitheatre and renovated in 1951 for the first Asian Games and then again for the ninth Asian Games in 1982. For Delhi 2010, the heritage character of the National Stadium was retained while converting it into an international level stadium. The stadium was dedicated to the memory of Indian hockey legend Major Dhyan Chand in 2002.

The outdoor stadium has two competition pitches of international standards and one warm-up/training pitch, all provided with artificial turf. In preparation for Delhi 2010, the hockey pitches were equipped with floodlights and an electronic and video-matrix scoreboard.

For entry and exit, it has four ramps for the open gallery, two ramps for VIP gallery, staircases and lifts.
The space planning and design of stadium complex optimises available accommodation for support services and offices.

Mr. Negre, President, International Hockey Federation, has referred to it as the “best hockey stadium in the world”.

**Breakup of Sanctioned Amount**

<table>
<thead>
<tr>
<th>Description</th>
<th>Rs. Crore</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.</strong> MDC is spread over 32 acres Remodelling, retrofitting, upgradation and renovation including external development, bulk services (civil, electrical and horticulture), FoP, etc.</td>
<td>242</td>
</tr>
<tr>
<td><strong>2.</strong> Payment to local bodies</td>
<td>3</td>
</tr>
<tr>
<td><strong>3.</strong> Quality control and contingencies @ 3%</td>
<td>7</td>
</tr>
<tr>
<td><strong>4.</strong> Service tax @ 4.12%</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>262</td>
</tr>
</tbody>
</table>
S.P. Mukherjee Swimming Complex

Approved Cost: Rs. 377 crore
Seating Capacity: 5,000

Constructed for the 1982 Asian Games, spread across 12.3 acres, the S.P. Mukherjee Swimming Pool Complex was initially an open pool. It was renovated and upgraded for Delhi 2010, with the latest international facilities. It was the competition venue for Aquatics. It now has the largest cohesstrand supported, breathable, elliptical shaped aluminium roof with a span of 150 m x 130 m, making it the first of its kind stadium in the world.

The stadium is the largest covered aquatic stadium in the country having Olympic sized racing and diving pools with six lanes, and a 50 m warm-up pool. It has a full-fledged filtration system in a newly constructed basement with facilities of filtration, UV and ozone treatment of water to make it suitable for use in pools as per international standards.

The venue has incorporated the passive design principles such as natural ventilation, natural light and insulation wherever possible. To achieve a higher level of thermal and sound comfort. The glass facade is further protected from
radiation by providing horizontal louvers at upper level. The under deck has spray-on application for efficient thermal and sound insulation. The site is located on the Ridge and care has been taken to save a large number of trees to maintain ecological sustainability. Rain water harvesting in the stadium complex is used for the adjacent Talkatora gardens

**Break-up of Sanctioned Amount**

<table>
<thead>
<tr>
<th>Description</th>
<th>Rs. Crores</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. S.P. Mukherjee Swimming Pool Complex is spread over 12 acres; roofing, retrofitting, upgradation and renovation including external development, bulk services (civil, electrical and horticulture), FoP, etc.</td>
<td>341</td>
</tr>
<tr>
<td>2. Payment to local bodies</td>
<td>10</td>
</tr>
<tr>
<td>3. Quality control and contingencies @ 3%</td>
<td>11</td>
</tr>
<tr>
<td>4. Service tax @ 4.12%</td>
<td>15</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>377</strong></td>
</tr>
</tbody>
</table>
Dr. Karni Singh Shooting Range

Approved Cost: Rs.150 crore
Seating Capacity: 5,000

Built in honour of Maharaja Dr. Karni Singh of Bikaner, the first Arjuna Award recipient in shooting (1961), situated in the natural setting of Tuglakabad Reserved Forest against the backdrop of Adilabad Fort, the newly reconstructed Dr. Karni Singh Shooting Range was built for the ninth Asian Games. The range served as the competition and training venue for Shooting for 10 m, 25 m, 50 m and Finals, trap and skeet with finals in Delhi 2010. A high degree of precision in construction was required to obtain certification from the International Sport Shooting Federation. The existing range had to be demolished and rebuilt with increased capacity due to the limited area and environmental concerns to meet with the requirement of international standards. The venue now has a fully covered 10 m range with 80 firing points, 25 m range with 50 firing points, and 50 m range with 80 firing points. The Finals range has 10 firing points each for 10 m, 25 m and 50 m range. The 10 m range area is air-conditioned and can be enclosed with a foldable wall to separate it from the 25 m and 50 m range areas, six composite Trap & Skeet ranges and the New Armoury Building.

A Final Range was also constructed for the first time in the country to hold the finals of shooting events at one place based on the latest international requirements. All buildings have a north-south orientation. For energy efficiency, thermal insulation at ceiling and double insulated glazing is used.

Break-up of Sanctioned Amount

<table>
<thead>
<tr>
<th>Description</th>
<th>Rs. Crore</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Dr. Karni Singh Shooting Range is spread over 70 acres; roofing, retrofitting, upgradation and renovation including external development, bulk services (civil, electrical and horticulture), FoP, etc.</td>
<td>123</td>
</tr>
<tr>
<td>2. Payment to local bodies</td>
<td>16</td>
</tr>
<tr>
<td>3. Quality control and contingencies @ 3%</td>
<td>4</td>
</tr>
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<td>4. Service tax @ 4.12%</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>149</td>
</tr>
</tbody>
</table>
CRPF Campus, Kaderpur

Approved Cost: Rs. 28.50 crore
Seating Capacity: 324

The CRPF campus was constructed in 16 months as the competition venue for Big-Bore Shooting. It is the first full bore shooting range in India spanning 1,000 yards. Designed for shooting at 300 yards, 300 m, 500 yards, 600 yards, 900 yards and 1000 yards, 20 shooters can shoot here at a time. There is a 5 m metalled road on one side and a 2.5 m paved foot path on other and both sides are fenced with a 2 m high chain link fencing.

Some safety measures incorporated into the venue include:
• 13 m high end butt wall across full width with 25 m wing wall on both sides
• RCC safety baffles of varying heights and widths designed for deflection of 110 at each firing point
• 500 mm high RCC cross walls at 300 yards, 500 yards, 600 yards, 700 yards, 750 yards, 800 yards, 850 yards, 900 yards, 945 yards and 975 yards to check ricochet
R.K. Khanna Tennis Complex

Approved Cost: Rs. 65.65 crore
Seating Capacity: 5,975

The R.K. Khanna Tennis Stadium hosted the Tennis Events of Delhi 2010. It is situated in the lush environment of the Deer Park in the Safdarjung Enclave area. It was the competition and training venue for Tennis.

The ground floor has the athletes lounge, change rooms, lockers, technical officers lounge, medical & physiotherapy, doping control, logistics, cafeteria, venue management, store and spectator seating areas, etc. The first, second and third floors have spectator seating, lounge, spectator concourse, media centre, games family seating and VVIP seating, broadcast information office, etc.
## Delhi University

**Approved Cost:** Rs. 306.41 crore  
**Seating Capacity:** 5,975

The North Campus of the University of Delhi hosted the Rugby Sevens events. The main rugby ground has structural steel truss with a polycarbonate sheet on top of the seating arena. The ozone system is being used in the main venue and indoor hall. The Heating, Ventilation, and Air Conditioning (HVAC) system has a bacteria and microbes free environment while reducing the requirement of fresh air/the number of air changes, thus reducing the net tonnage of air conditioning required.

A multipurpose, air conditioned indoor hall constructed at Delhi University served as the training venue for Netball and Boxing. In legacy mode, it will be able to provide facilities for all indoor sports at Delhi University.

Training venues have been constructed in following Delhi University Colleges

### Daulat Ram College (Rugby Sevens)
- Hindu College (Rugby Sevens)
- Khalsa College (Rugby Sevens)
- Kirorimal College (Rugby Sevens)
- Ramjas College (Rugby Sevens)
- Sriram College of Commerce (Rugby Sevens, Wrestling)
- St. Stephens College (Rugby Sevens)

### Other Delhi University Training Venues
- Delhi University Polo Ground (Athletics)
Jamia Millia Islamia

Approved Cost: Rs. 42.57 crore
Seating Capacity: 1,115

The existing facilities were upgraded to meet the requirements of training venues for Table Tennis and Rugby Delhi University for Delhi 2010. A cricket ground used for national/state level matches was changed from matting wicket to turf wicket and upgraded as the training venue for Rugby Sevens.

Delhi Public School, R.K. Puram

Approved Cost: Rs. 1.73 crore

The training venue for Lawn Bowls was constructed at Delhi Public School using two synthetic surfaces of size 40 m x 40 m and 30 x 37 m surrounded by a 30 cm wide ditch all around with a permeable sub base made by laying wet mix macadam over a granular sub base over sub grade.
Siri Fort Sports Complex

The Siri Fort Sports Complex has 10 tennis courts, a swimming pool for adults and children, a golf course, gymnasium, aerobics centre, jogging tracks, badminton and basketball courts, and football and cricket fields.

The complex included the competition venues for Badminton and Squash and the training venues for Badminton, Squash, Swimming and Tennis. The parking includes basement parking for 804 vehicles in legacy mode, surface parking for 300 and temporary parking for 400.

Siri Fort Sports Complex: Badminton

Seating Capacity: 5,000

The FoP includes three practice courts and five match courts, wooden flooring in the practice and show courts, synthetic mats for FoP, and an aluminum acoustics ceiling, i.e., ripple foilsisalation in the FoP area.
Siri Fort Sports Complex: Squash

Seating Capacity: 4,200

The FoP includes 10 practice courts and one match court, wooden flooring in the practice and show courts as per the requirement of the international federation. All the courts have glass walls and aluminum acoustic ceilings, i.e., ripple foil sisalation in the FoP area.

The floor wise facilities are the same for Badminton and Squash and include:

**Basement:** Car parking for 804 vehicles, fire tanks, sewage treatment plant, air conditioning plant, diesel generator set room, kitchen (legacy mode) and plant room, etc.

**Ground Floor:** Squash and central arena, café area, kitchen café, doping control, medical reception, massage physio, racquet stringing room, sports information, athletes lounge, official lounge, plant room, competition management offices, venue technology operations, venue operation/management venue owner office, sponsor show casting and sports store, stroller store venue first aid facilities, fire control room, kiosk, store, dispensary, toilets, competition management and federation offices, Commonwealth Sports Federation office, result room, doping centre, medal ceremonies, podium store, medical room, look of games, athletes lounge, sports information, massage and physic, official lounge, competition management, kiosk, cleaner store, catering kitchen, and toilets.

**First Floor:** Sector I – cleaners store, workforce break out operation, games family lounge, catering, plant room, waiting area. central arena – press conference room, venue press centre, police security command centre; Sector II – media lounge, canteen office, protocol assistance, plant room, games family lounge, work forcebreakout, legacy room.

**Second Floor Level:** Plant room, central arena.

**Facilities in Adjacent Blocks:** Upgraded as a training venue for Badminton, Squash, Lawn Tennis and Aquatics.
Siri Fort Sports Complex: Training Venues

The existing facilities at the complex were refurbished to accommodate training venues for the following sports:

- Badminton (six courts)
- Aquatics
- Tennis (eight courts)
- Squash (four courts)

These also include the athletes’ lounge, meeting rooms, venue management and security office, medical room, amenities store, filtration and heating plant.
Yamuna Sports Complex

The competition venues in the Yamuna Sports Complex included those for Tennis and Archery and the training venues included those for Table Tennis, Archery, Swimming, Lawn Bowls, Gymnastics (Rhythmic).

Yamuna Sports Complex: Archery

Seating Capacity: 1,500

The FoP includes 40 lanes. The total area of the arena is 40,000 sq m, of which the built up area is 4,274 sq m.

The structural features include tensile fabric roofing, flooring work with granite, ceramic tiles and Kota stone, HVAC, fire detection and fire-fighting equipment. There is also an athletes lounge, change rooms, lockers, technical officers lounge, medical & physiotherapy facilities, doping control, logistics, cafeteria, venue management, store and spectator seating, merchandise and Games family lounges and media centre.

The floor wise facilities include:

Ground Floor: Athletes lounge, change rooms, lockers, technical officers lounge, medical & physiotherapy, doping control, logistics, cafeteria, venue management, store and spectator seating, etc.

First Floor (Concourse Level): Spectator seating, merchandise, lounge, spectator concourse and external concourse.

Second Floor Level (Upper Level): Media centre, Games Family lounge and seating and VIP seating.
Yamuna Sports Complex: Table Tennis

Seating Capacity: 1,500

The FoP includes two show court tables, eight match court tables and 10 warm-up practice court tables. The total built-up area is 26,000 sq m. The show court roof is made of trusses hung with pre-tension bars, which has been executed successfully for the first time in India. The venue has hydrostatic tiles, retractable seating, maple wood flooring for the show court and match courts, ample parking space, special features to facilitate accessibility for Para-sport athletes, interior and exterior finishes using and use of modern construction materials.

The floor wise facilities include:

**Basement:** Car parking for 504 vehicles, kitchen, diesel generator set rooms, plant rooms, retractable spectators seating.

**Ground Floor:** 10 practice courts, eight match courts, athletes lounge, change rooms, lockers, technical officers lounge, medical & physiotherapy, doping control, logistics, cafeteria, venue management, store and spectator seating.

**First Floor (Concourse Level):** Spectator seating, merchandise, lounge, spectator concourse and external concourse.

**Second Floor Level (Upper Level):** Media centre, Games family lounge, Games family seating and VIP seating.

Yamuna Sports Complex: Training Venues

The existing facilities at the complex have been refurbished to accommodate training venues for the following sports:

- Hockey
- Lawn bowls
- Aquatics
- Rhythmic Gymnastics
- Archery
The Thyagaraj Sports Complex was the competition and training venue for Netball. It is a centrally air-conditioned indoor stadium with two practice courts and one show court for Netball.

The practice and show courts have maple wood flooring and the 8 x 400 m synthetic track is International Association of Athletics Federations approved. It is India’s first green stadium with 2.5 MW gas turbine power generation, 1 MW solar power generation, the use of fully non-combustible composite aluminum panels and fly ash bricks, rainwater harvesting, waste water recycling and cavity walls for insulation and acoustics.

The floor wise facilities include:
- **Basement**: Car parking for 450 vehicles
- **Ground Floor (Plaza Level)**: One show court and two practice courts, athletes’ lounge, change rooms, lockers, technical officers lounge, medical & physiotherapy, doping control, logistics, cafeteria, venue management, stores and spectator seating, etc.
- **First Floor (Concourse Level)**: Spectator seating, merchandise, lounge, spectator concourse and external concourse.
- **Second Floor Level (Upper Level)**: Media centre, Games Family lounge, Games family seating and VIP seating.
Ludlow Castle Hall

Ludlow Castle Hall was the training venue for Wrestling and is a multi-purpose sport venue in the legacy mode. It is a centrally air-conditioned building with athletes’ lounge, change rooms, sport equipment room, medical & physiotherapy, fitness/gym, cafeteria, conference room, etc., on the ground floor, maple wood sports flooring to accommodate six wrestling mats (12 x 12 m each) on the first floor, a two storeyed service block with water tanks, pump room, AHUs, LT/HT panels, air-conditioning plant, etc., and an electricity sub-station.

Chhatrasal Stadium

Seating Capacity: 11,000

The Chhatrasal Stadium was the training venue for Athletics. It has an IAAF approved 400 x 8 m synthetic track, parking for 464 cars (basement – 212, surface – 252), new centrally air-conditioned athletic and administration block. The ground floor (Plaza Level) has an athletes’ team lounge, cafeteria, physiotherapy, medical room, security, event manager’s room, store, etc.

The first floor has the athletes’ lounge, VIP lounge, conference room, VIP atrium (300 seats), technical observer’s room, etc. The roof is colour coated double skin insulated roof of galvalume (zinc-aluminium alloy) stainless steel railing/chain link fencing and flood lighting of 500 lux.
Talkatora Indoor Stadium

Seating Capacity: 3,000

The Talkatora Indoor Stadium was the venue for Boxing. It has an acoustic ceiling, a conference room, score board, video screens, sports lighting, storing facilities for sports equipment and electronic equipment, warm-up cubicals, lobbies, and a fire fighting and fire alarm system. The stadium is connected to the facility block through a tunnel.

The stadium’s green building concepts include landscaping for energy conservation, energy efficient lights and HVAC system, rainwater harvesting, dual knob flushing cisterns, use of recyclable construction material, fly ash bricks and heat reflective glass in the facade, and rainwater harvesting.

Ground Floor: Medical examination room, reception, athlete’s cubicles/lounge, warm-up area.
First Floor: Doping control, processing room, Federation offices, broadcast management, technical operation office, press operations
Second Floor: Press conference facilities, IT bulk storage, Games News Service information office, ticket desk/media help desk.
Third Floor: Catering and security break out area, official lounge
Fourth Floor: Meeting rooms, office/security rooms
Games Village

The Games Village is located on the banks of the river Yamuna. The Residential Zone was developed by the DDA in a Public Private Partnership mode. The flats have high end specifications and are equipped with all modern facilities such as Wi-Fi.

The Games Village is divided into three main zones:
- Residential zone
- International zone
- Operational zone

The Residential Zone primarily consisted of residential units for athletes, sports information centre, chef de mission auditorium, main dining hall, casual dining hall, polyclinic, recreational facilities, fitness centre and religious centre.

This was the largest zone and a secure area within the Village. The accommodation has high standards of ambience and construction. The dining hall was a unique facility, providing suitable hot and cold food of good nutritional quality and variety. The food selection took into account the cultural and ethnic groups participating in the Games (for example, Indian, Asian, European and Pacific Basin areas).

The International Zone comprised mainly the main entry area, village media centre, entertainment facilities and the welcome ceremony plaza. The International Zone was the ‘gathering’ place within the Commonwealth Games Village. It accommodated commercial and recreational services for visitors and residents of the Village. The commercial area was required for residents to purchase essential items without leaving the Village. Facilities for CGA welcome ceremonies and media interviews were provided in the International Zone.
The Operational Zone housed service areas such as the village operations centre, security command centre, logistics and technology centre, athlete transport mall and external parking, etc.

- The entire complex is designed to make it usable at the end of the Games for residential purposes.
- The sense of being part of a cohesive integrated community for the duration of the Games, the ease and efficiency of circulation, as well as the quality of accommodation, recreation, dining and support services to make the stay of visitors a cherished experience.

**Room Analysis:**

<table>
<thead>
<tr>
<th>UNIT</th>
<th>TYPE OF</th>
<th>NO. OF UNITS</th>
<th>NO. OF ROOMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Bedrooms</td>
<td>31</td>
<td>62</td>
</tr>
<tr>
<td>3</td>
<td>Bedrooms</td>
<td>765</td>
<td>2295</td>
</tr>
<tr>
<td>4</td>
<td>Bedrooms</td>
<td>209</td>
<td>836</td>
</tr>
<tr>
<td>5</td>
<td>Bedrooms</td>
<td>163</td>
<td>815</td>
</tr>
<tr>
<td></td>
<td>Unit Total</td>
<td>1168</td>
<td>4008</td>
</tr>
</tbody>
</table>

Area : 11.00 hectare
No. of Flats : 1,168
No. of Rooms : 4,008
No. of Towers : 34 towers varying from six to nine storeys

**Training Areas**

<table>
<thead>
<tr>
<th>Details</th>
<th>Salient Features</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entrance</td>
<td>Ramps with handrails provided at all entry exit points</td>
</tr>
<tr>
<td>Lifts</td>
<td>Two lifts with wheel chair access (13 passenger capacity) in the central block with access to the pavilion building</td>
</tr>
<tr>
<td>Ramps</td>
<td>Ramps with appropriate slope and grab bars provided wherever there is level difference</td>
</tr>
<tr>
<td>Guide Tiles</td>
<td>Texture difference on floor wherever there is a level difference</td>
</tr>
<tr>
<td>Toilets</td>
<td>Toilets for physically challenged along with all the change rooms</td>
</tr>
<tr>
<td>Emergency exits</td>
<td>All emergency exits with ramps and grab rails at the ground floor</td>
</tr>
</tbody>
</table>

- Athletics Stadium with flood lights (400 m eight lane synthetic track, covered pavilion and separate area for Throw events)
- Fitness centre and gymnastics and sauna facilities
- Indoor hall (Weightlifting and Wrestling)
- All season Aquatics facilities (50 x25 m, kids and leisure pool)

**Temporary Structures**

**Structures**

- Operation Zone 1
- Operational Zone 2
- Transport mall
• Religious centre
• Resident centre
• Polyclinic
• Dining hall
• Kitchen
• International zone

**Project mode**
Design, build, maintenance and rental basis using tensile fabric roof covering with white colour PVC polyester fabric

**Project size**
Approx. 35,000 sq m

**Other Works**
• Dedicated sewage and water treatment plants of 1 million gallon tonne capacity each
• Flyover, landscaping with nine fountains and one large water body
• Over 1 km of specially designed temporary boundary wall and arterial roads
• Temporary railway noise barrier
• Helipad
• Whole village secured with CCTV cameras
• Vehicle access system
Para-sports

Para athletes participated in the following sport disciplines at Delhi 2010:

1. Athletics: Jawaharlal Nehru Stadium
2. Powerlifting: Weightlifting Hall at Jawaharlal Nehru Sports Complex
3. Swimming: Dr. S.P. Mukherjee Aquatics Complex
4. Table Tennis: Yamuna Sports Complex

All facilities were provided according to international norms for both Para athletes as well as physically challenged spectators.

Facilities for Para Athletes

Athletics

Facilities such as accessible toilets, shower chairs, proper ramps for accessibility to the FoP and anchors in the FoP were provided.

Powerlifting

Facilities such as accessible toilets with accessories like grab bar, U-shape hinged (movable) grab bar, urinal-chest support grab bar, etc., and proper ramps for accessibility to the FoP were provided.
Swimming

Facilities such as accessible toilets with accessories like grab bar, U-shape hinged (movable) grab bar, urinal-chest support grab bar, etc., as well as proper ramps for accessibility to the FoP were provided.

Table Tennis

Facilities such as ramps, change rooms with chair and shower, toilets with side arms and seating arrangement, etc., were provided.

Facilities for Physically Challenged Spectators

Special care was taken for to make physically-challenged spectators comfortable at all the competition venues with facilities such as:

• Accessible ramps to reach spectator’s seating
• Stainless steel railing in front of wheel chair seats
• Seats for attendants and designated toilets with all accessories
The Legacy of Delhi 2010
Cementing Delhi 2010’s Legacy

The XIX Commonwealth Games 2010 Delhi may have taken place over a short, two-week period, but their impact will be felt for years. Just as in 1982, when the Asian Games changed not just the face of Delhi, but also impacted the entire nation, Delhi 2010 will be a major milestone in India’s history. When it was mooted that India bid for the Commonwealth Games, uppermost on planners and government officials’ minds was the ‘Asian Games effect’ and how Delhi 2010 could be best utilised for yet another infrastructural leap. This concern that Delhi 2010 be not just a sporting event, but also a catalyst for economic and infrastructural regeneration, was reflected in India’s bid to the CGF, which involved close
co-operation between the IOA, GoI and GNCTD. While sporting success was an important part Delhi 2010, it was not the only point of focus. Even as India notched up its best-ever Commonwealth-level show and Indians came out in droves to back athletes from across the Commonwealth family, what was apparent was that the host nation and its capital city were witnessing a generational change. A visitor to India, arriving here after a gap of more than a few years, would have been left speechless. Delhi, already a modern capital of one of the world’s fastest-growing economies, underwent a developmental boost that was possible because of Delhi 2010. Overall, Delhi 2010 is bound to be a very significant event for India and its society.

**The Games’ Effect on Delhi and the NCR**

In 1982, the Asian Games brought about a transformation of Delhi, leading to the development of new neighbourhoods, flyovers, sporting arenas, tourist facilities, phone connections, public transport, street-lighting, power distribution, water supply and other infrastructure, all of which are the bare
necessities for a large city. Similarly, Delhi 2010 may very well be the tipping point for an infrastructural boom in the Indian capital, which is finally getting its due with the development of infrastructure any world-class metropolis could be proud of.

Major undertakings include:
IGIA Terminal 3

Often a visitor’s first introduction to the nation, it is imperative that a city’s airport present a clean, efficient and safe experience. Delhi’s old airport had long been bursting at the seams and lacked capacity to cater to India’s air travel boom. The decision to refurbish IGIA’s existing facilities while developing a new terminal with enough capacity for the foreseeable future was taken with the Commonwealth Games in mind. Terminal 3 (T3), which was unveiled to the nation in July 2010, is now considered one the best airports in the world. T3’s addition has made IGIA perhaps the most modern and up-to-date air travel facility in the world. IGIA is now the world’s fifth-largest airport and will be able to meet Delhi’s needs for decades to come.

Salient features of T3:
• Spread over 5.4 million square feet
• Has 21,500 sq metres of retail space
• Can handle 34 million passengers annually
• 3 runways
• 168 check-in counters

• 97 automated walkways
• 72 immigration desks
• 78 aerobridges
• Eighth-largest terminal in the world
• Stretches 1.2 kilometre from end-to-end
• Connected by Airport Express Metro

Civic Infrastructure

Whether it was the capital’s public transport system, its water supply or its famed monuments, Delhi 2010 planners ensured that development was spread across Delhi and impacted all citizens and residents. Along with this, emphasis on the environment is bound to pay a rich dividend in a world
where green concerns abound. The major focus areas were:

**Improved Transportation System**

A city’s transportation is often a marker of world-class urban design and facilities. However, for several years, Delhi lagged behind even other Indian cities when it came to the quality and availability of public transport. Any effort to make Delhi a world-leading city had to focus on improving the National Capital Region’s (NCR’s) transportation system. Over the past few years, several complaints regarding Delhi’s public transport have been addressed and the Games presented an opportunity for a generational leap.

Some of the projects undertaken during the Games include:

**Metro Expansion**

Clean, safe, reliable, environment-friendly and modern, the Metro has changed the way Delhi’s residents live, work and shop. Delhi 2010 spurred Metro expansion due to the OC CWG Delhi 2010’s decision to hold sporting events at venues across the city. The Metro’s presence and excellent connectivity enabled spectators for the Opening and Closing Ceremonies, and other events, to have a smooth journey. This Metro network of over 186 km is now letting the NCR’s residents travel across the city in air-conditioned convenience. The Metro has also connected the city centre to the airport, allowing passengers an easy journey straight to the heart of Delhi.

**New Eco-friendly Bus Fleet**

Apart from the Metro, Delhi’s city buses received a revamp too. Almost 4,000 new buses, meeting international norms, have been introduced. These low-floor buses, several of which are air-conditioned, are on their way to eventually replacing DTC’s older fleet. Not only are they comfortable, safe and aesthetically pleasing, these Compressed Natural Gas (CNG)-fuelled buses are highly efficient and environmentally-friendly. New bus shelters, designed to protect waiting passengers...
from the elements were also erected.

Road Improvements

Delhi’s road network also received a major overhaul. Some of the projects undertaken include:

• Road construction
• Road widening
• Road strengthening and resurfacing
• New flyovers and elevated roads aimed at making major roads ‘signal-free’ and slashing commute times
• New road signage
• Construction of new road linkages that improve intra-city connectivity
• New cycle tracks were developed

Pedestrian Facilities

Pedestrians’ safety was also taken care of:

• Construction of road overbridges and pedestrian subways
• Sidewalk improvements
• Introduction of tactile tiles to aid the visually challenged

City Clean-up

Public hygiene and aesthetics are yet another important factor for any urban area. Thanks to Delhi 2010, the city was given a make-over that has changed its aura. Projects include:

• Immaculately maintained public toilets were erected across Delhi, with new trash receptacles too helping citizens keep their city clean
• ‘Streetscaping’ is now making Delhi not just clean, but also aesthetically pleasing.
• Existing parks were spruced up ahead of the Games, with new parks developed in several localities
• Restoration of Gole Market
• Restoration of Connaught Place
Tourism Infrastructure

Delhi is a treasure trove of history and during Delhi 2010, several projects helped make the city more attractive to visitors:

- Signage at monuments
- Improved illumination
- New laser and sound-and-light shows
- Easier licensing system for bars and restaurants
- Promotion of hotels and bed-and-breakfasts
- Introduction of ‘Hop-on, Hop-off’ buses

Environment

The quality of life enjoyed by the residents of any urban area depends a lot on the environment. Examining the list of most liveable cities across the world, what stands out is that the best ones are always the ones offering their citizens access to clean water and air. As part of the GoI and GNCTD’s commitment towards making Delhi a world-class city, the NCR’s environmental health was also put under the spotlight. Some focus areas include:
Air Quality

The introduction of CNG vehicles over the past years had contributed a lot towards improving Delhi’s air quality. The recent years have seen the introduction of progressively-tougher emission norms, the outlawing of old and polluting vehicles, and a conversion of public transport to clean fuels. This focus on the environment was re-emphasised during the Games-related development.

- Stringent air quality norms were introduced
- Battery-operated vehicles have been granted tax exempt status
- New, stricter fuel norms have been introduced in the NCR
- The thousands of new buses inducted by the DTC were also CNG-powered, making them clean, and making the DTC the world’s largest eco-friendly bus service
- Two coal-fired power stations are also being decommissioned and replaced with CNG-fired plants that are far less polluting
- Two waste-to-energy projects were also developed. These will provide energy to the burgeoning city, while tackling the issue of waste
- Over the past ten years, Delhi’s green cover has been raised from 10 to 300 square kilometre. Twenty percent of the city’s area is now under green cover. This will eventually touch 33 percent
- 500 Pollution Control Centres have been set up to improve monitoring and data collection

Power Supply

To complement the increase in clean energy generation, the GNCTD has also moved to reduce power consumption, a decision which is also reducing Delhi’s carbon footprint. Overall, annual energy savings to the tune of 100 MW are expected.

- Streetlights across Delhi are being replaced by energy-efficient, computer-controlled variants
The usage of Compact Fluorescent Lights (CFL) has been promoted in all large buildings.
Adoption of a Green Building Code

**Water Pollution**

- The Delhi Jal Board (DJB) has also set up a new Sewage Treatment Plant that will help tackle pollution in the Yamuna.

- Plastic bags have been banned in Delhi

**Venue Designs**

Delhi 2010 did not just preach the message of environmental protection, but also practised it. All Delhi 2010 venues were designed to ensure minimal impact on the environment:

- Thyagaraj Stadium, the venue for Netball, is India’s first ‘Green’ stadium,
- Waste from the OC CWG Delhi 2020 Headquarters was recycled
- Utilisation of novel techniques such as:
  * CFL and light emitting diaode (LED) lighting
  * Rainwater harvesting
  * Reverse Osmosis water purification to minimise bottled water consumption
  * Water-saving sprinkler systems
  * Heat recovery systems to reduce air conditioning load

**Change in Mindset**

The abovementioned measures, effective and groundbreaking as they are, will not be successful in isolation. Any major change, especially in a critical area such as our environment, required an alteration in the public’s mindset. Delhi 2010 has initiated this process thanks to the revolutionary Green Games programme. This saw the OC
CWG Delhi 2010, GNCTD, GoI and athletes join hands to raise awareness of environmental issues. Initiatives included:

- Green concerts in Kolkata, Mumbai and Hyderabad
- Public service messages linking sporting spirit and reducing carbon footprint were released
- Tree planting programmes were organised across the nation
- Grassroots organisations and residential associations were used to spread awareness on environmental issues.
- School-children and college students were also involved in programmes such as:
  * Painting and kite-flying competitions
  * Marathon
  * Green Filmmaking Workshop
  * Eco-trips
  * Slogan-writing competition
  * Green film screenings
  * Cleanliness drives
- Special programmes were organised to commemorate World Environment Day

All this has resulted in a major boost in India’s ‘Green quotient’ and is bound to pay-off with a shift in behaviour towards more environmentally-friendly patterns!
Long-term Impact of Delhi 2010

Sport is a great barometer for a society’s state of health. Sporting success requires mental, physical and emotional health and is closely interconnected with the state of development. The success of Delhi 2010 – the largest multi-sport, multi-nation event ever held in India – has several positive implications – tangible and intangible.

Sporting Success

The XIX Commonwealth Games 2010 Delhi saw India record its best-ever performance at the Friendly Games. The hosts’ medals tally at such multi-sport events has steadily been increasing over the years and the second-place finish at Delhi 2010 is testament to the fact that India is now on its way to becoming a sporting power. The massive funding and support given to athletes by MoYAS with an eye on Delhi 2010 paid off as sportspersons from across the nation won silverware in a range of disciplines – including those not regarded as India’s strengths. From a solitary Bronze in the 1934 Empire Games to 101 medals – including 38 Golds – at Delhi 2010, India has come a long way!

India’s medals tally over the past three Commonwealth Games:

<table>
<thead>
<tr>
<th>Year</th>
<th>Host</th>
<th>Rank</th>
<th>Gold</th>
<th>Silver</th>
<th>Bronze</th>
<th>TOT.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>Manchester</td>
<td>4</td>
<td>30</td>
<td>22</td>
<td>17</td>
<td>69</td>
</tr>
<tr>
<td>2006</td>
<td>Melbourne</td>
<td>4</td>
<td>22</td>
<td>17</td>
<td>10</td>
<td>49</td>
</tr>
<tr>
<td>2010</td>
<td>Delhi</td>
<td>2</td>
<td>38</td>
<td>27</td>
<td>36</td>
<td>101</td>
</tr>
</tbody>
</table>

The construction of new stadia and the refurbishment of existing ones to modern standards is proof of the seriousness with which the nation treats sports. India, till recently, had never been regarded as a sporting nation. Events would normally fail to draw crowds, and public support was
reserved solely for cricket. It is a sad fact that beyond cricket, which enjoys a fanatical following across the nation, other sports were limited to small pockets of support and never enjoyed the same spotlight. The XIX Commonwealth Games 2010 Delhi can be credited as having changed this. For the first time, Indians came out in droves to watch a sport other than cricket. One of the aims of Delhi 2010 was to inculcate enthusiasm for sports in Indian citizens and the success achieved by several young athletes who have now become household names has gone a long way towards ensuring this. Children are now taking to sports in a previously-unseen way and look up to the stars of Delhi 2010 as heroes worth emulating.

**Availability Of World-Class Venues**

In 1982, several venues were constructed to get Delhi ready for the Asian Games. In 2010, some of those venues underwent a thorough revamp to ensure they met the OC CWG Delhi 2010's stringent venue briefs. Several new venues were also prepared. Apart from these, several training venues – spread across the city – were also revamped or developed. These – at schools, colleges and public sports centres – are now giving Indian citizens and athletes easy access to world class sporting facilities. The SAI, which was in charge of developing several of the venues, has now thrown open Jawaharlal Nehru Sports Complex, Dr. Karni Singh Shooting Range, Dr. S.P. Mukherjee Aquatics Complex, Indira Gandhi Indoor Stadium, K.D. Jadhav Stadium, the Indira Gandhi Velodrome and Major Dhyan Chand National Stadium to the general public. All these stadia, built to meet the latest international standards, are now being seen producing India's next batch of medal-winners thanks to the SAI, which has also arranged for coaching facilities at each of these venues. At these seven centres, both sportspersons and the general public can hone their skills in 16 sporting disciplines. Several Indian national squads are also in line to use these stadia for Olympic Games preparation!
A Sports Management Bonanza

One of the most important consequences of Delhi 2010 is the preparation of a new cadre of sports management experts. An event of Delhi 2010's magnitude required contributions from several thousands of professionals across a range of fields. From experts at the pinnacle of their field to young professionals just starting their careers, Delhi 2010 involved the brightest India had to offer. These professionals will now form a base for future sporting projects and events. Staff involved in Delhi 2010 included: 2,329 workforce members; 2,225 Games Time hires; 32 external advisors; and 14,565 Delhi United volunteers.

Economic Benefits of Delhi 2010

Major sporting events such as the Commonwealth Games have always been considered kick-starters of economic growth and regeneration. Delhi 2010 is expected to reap a rich economic reward for the Indian economy in a variety of sectors. According to a thorough study conducted by PricewaterhouseCoopers, areas of the Indian economy that are expected to benefit include:

<table>
<thead>
<tr>
<th>Time Phase</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-Games</td>
<td>Tourism</td>
</tr>
<tr>
<td></td>
<td>Expenditure</td>
</tr>
<tr>
<td></td>
<td>Construction</td>
</tr>
<tr>
<td></td>
<td>Activity</td>
</tr>
<tr>
<td>Games Time</td>
<td>Tourism growth</td>
</tr>
<tr>
<td></td>
<td>Stadia and infrastructure</td>
</tr>
<tr>
<td></td>
<td>Volunteer jobs</td>
</tr>
<tr>
<td></td>
<td>D2010 revenues</td>
</tr>
<tr>
<td>Post-Games</td>
<td>Tourism</td>
</tr>
<tr>
<td></td>
<td>Stadia and infrastructure</td>
</tr>
<tr>
<td></td>
<td>Human capital</td>
</tr>
<tr>
<td></td>
<td>Urban regeneration</td>
</tr>
<tr>
<td></td>
<td>International reputation</td>
</tr>
</tbody>
</table>
A Rise In National Confidence and Integration

Massive sporting events such as the Commonwealth Games have to be looked at from beyond the obvious prism of sporting success. While India’s fantastic performance at Delhi 2010 stands as proof that the Commonwealth’s most populous member has finally arrived on the global sporting stage, what is also very noteworthy is the highly essential confidence India showed in successfully hosting such a massive multi-nation, multi-sport event.

A large nation that is also a sprawling geographical entity, India has always lived up to ‘Unity in Diversity’. At Delhi 2010, any observer would have seen employees from across the nation come together to work towards a common aim.

These benefits – which cannot be measured on a balance sheet – are more factors of positive change at play in our society.

Conclusion

After attaining independence in 1947, India has been on a path of development and regeneration. Over the years, the nation has successfully tackled various challenges and has confidently been striding towards progress. Singular events have, from time to time, spurred on major changes in Indian society. The Asian Games changed Delhi thanks to an infrastructure and development boom that catapulted the national capital into the modern era. Similarly, the XIX Commonwealth Games 2010 Delhi can be credited with having further accelerated Delhi’s development into a world-class city. New stadia, world class urban development, thousands of experienced and motivated youth, a growth in environmental awareness and sporting interest, the introduction of high definition television broadcasts, a glittering new airport, and overall, a vindication that the nation is truly on the road to development and prosperity!