

International
Paralympic Committee

Annual Report 2012



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In my opinion, 2012 was the greatest year yet for the Paralympic Movement with London 2012 propelling Paralympic sport into the mainstream and new audiences engaging in a new generation of household-name athletes.

It was a year like no other, and, after taking so many steps forward, the key now is not to take a step back in 2013.

On 9 September when the London 2012 Paralympic Games came to a close, I described them as “the best Games ever.”

Feedback from all stakeholders was extremely positive and not a day goes by without someone wanting to talk to me about the success of London 2012.

I'd personally like to thank Seb Coe and his LOCOG team for the superb job they did and also give huge credit to the many others who made London such a tremendous success. This includes GamesMakers, National Paralympic Committees, International Federations, differing levels of government, broadcasters, media, spectators, and most importantly, the athletes.

“It was a year like no other, and, after taking so many steps forward, the key now is not to take a step back in 2013.”

Without the athletes, the Games and the Movement are nothing. In London, the athletes put on the greatest show on earth, breaking multiple world records and helping create seismic shifts in attitudes and perceptions of people with an impairment.

The Games were record-breaking in more ways than one. A record 4,237 athletes from 164 countries took part, 2.78 million spectators packed the venues and a cumulative audience of 3.8 billion watched on TV in over 115 countries.

Another major success was that for the first time at a summer Games, all sponsors activated their Paralympic rights. The IPC's

partners – Atos, Ottobock, Samsung and Visa – all played a significant role in supporting and helping to raise the profile of the Paralympic Movement.

Although London was a huge success, the importance of athlete development was again underlined by the fact that just 10 countries supplied 45 per cent of all athletes. In contrast, 46 countries sent just one athlete. The Agitos Foundation aims to change this in future years by supporting and, if necessary, taking the lead in global athlete development.

During London 2012, the IPC launched the Agitos Foundation which aims to be the leading global organisation developing sports activities for people with an impairment as a tool for changing lives and contributing to an inclusive society.

Of course, 2012 was not just about the Paralympic Games. A number of other significant developments took place.

The IPC's Worldwide IT partner Atos designed and built the new IPC website, which by the end of 2012 had attracted over 3.45 million visits, six times as many as in 2011. This, combined with significant growth in social media numbers further highlighted the growing interest in the Movement.

At June's IPC Athletics European Championships in Stadskanaal, the Netherlands, Russia topped the medals table whilst the Sochi 2014 hosts won the IPC Ice Sledge Hockey World Championships B-Pool in Novi Sad, Serbia and claimed top spot at the IPC Nordic Skiing World Cup.

USA, meanwhile, retained their IPC Ice Sledge Hockey A-Pool world title in Hamar, Norway, and the country's alpine skiers also topped the World Cup rankings.

The next Winter Games are fast approaching and in Sochi there will be a new sport taking place after para-snowboard was included in the alpine skiing programme for the Games.

Rio 2016, meanwhile, now knows exactly what it needs to do to build on the success of London 2012 after an extremely well attended Games Debrief in November.

Rio will hold South America's first-ever Paralympic Games, and we have an opportunity to bring the IPC vision “to inspire and excite the world” to life fully in 2016 through wider global broadcast coverage and in promoting many new athletes in all our member nations.

Our aim quite simply is to bring the world to Rio in 2016.

One of the year's biggest milestones was the signing of the new IPC/IOC Co-operation Agreement, which means that the 2018 and 2020 Paralympic Games will be held in the same city as the Olympic Games.

The agreement is excellent news for the Paralympic Movement as we, and our members, can continue our growth secure in the knowledge that our Games will benefit from using the same venues, infrastructure and levels of detailed planning as the Olympic Games.

We are most grateful to the IOC for their continued and growing support. Without them the Paralympic Games would not have grown to the superb sporting spectacle it is today. By working together over the coming years we can continue to deliver a 60-day global celebration of sport.

Not only are we now reaping the benefits of fully integrated Organising Committees, but also all candidate cities are fully integrating the Paralympics into their bids which is hugely beneficial to the Paralympic Movement.

This was certainly evident in 2012, when the three 2020 bid cities of Istanbul, Madrid and Tokyo each visited the IPC's headquarters to discuss their bids and listen to our feedback.

I wish each city the very best of luck ahead of the election in Buenos Aires, Argentina on 7 September.

The election of the 2020 host city is just one of many significant events that will make 2013 one of the busiest ever. We have elections of our own in November at the IPC General Assembly in Athens, Greece, but before that there will be many World Championships, multiple regional events as well as Test Events for the Sochi 2014 Paralympic Winter Games.

It is important that all these events help us build on the Paralympic Movement's most successful ever year. We must all continue to enjoy working together to progress and develop our Movement for the benefit of all.

From my experiences in life, it takes at least 10 years of diligent work to achieve major objectives. Last year delivered an amazing rendition of the IPC vision “To enable Paralympic athletes to achieve sporting excellence and inspire and excite the world.”

I hope together we can help bring it to life further in 2013 and beyond.

Thank you for your continued efforts and I look forward to seeing you during 2013.



Philip Craven

Sir Philip Craven, MBE
President
International Paralympic Committee

About the IPC

Founded in 1989, the International Paralympic Committee (IPC) is the global governing body of the Paralympic Movement and is responsible for co-ordinating the organisation of the summer and winter Paralympic Games. It also acts as the International Federation for nine IPC sports. The IPC's vision is to enable Paralympic athletes to achieve sporting excellence and inspire and excite the world. The organisation works to ensure the growth and development of the Paralympic Movement, expand sport opportunities for all people with an impairment – from novice to elite competitors – and champion the Paralympic values of courage, determination, inspiration and equality.

Whereas other international sports organisations for athletes with an impairment act on behalf of either one impairment group or one specific sport, the IPC is an umbrella organisation that represents multiple sports and impairments. Currently, Paralympic athletes from 10 impairment groups compete in a total of 28 sports in the Paralympic programme.

The IPC is an international non-profit organisation with an extensive membership base, which at the end of 2012 was made up of:

- 174 National Paralympic Committees (NPCs)
- 4 International Organisations of Sport for the Disabled (IOSDs)
- 14 International Federations (IFs)
- 5 Regional Organisations

Since 1999, the IPC's headquarters and management team have been located in Bonn, Germany. The organisation has a democratic structure made up of a General Assembly (the highest decision-making body), a Governing Board, and several councils and committees. The current Governing Board was elected in November 2009, at which time IPC President Sir Philip Craven was re-elected for another four-year term of office.



From a Movement to the IPC

Sport for people with an impairment has existed in some shape or form for more than 100 years. The first indications that sport was used to help re-educate and rehabilitate people with an impairment are found as early as the late 18th century. However, the approach did not begin to take root until shortly after World War II, when it became clear that traditional methods of rehabilitation were inadequate to meet the medical and psychological needs of the large numbers of soldiers and civilians who were left with an impairment. At the request of the British government, Dr. Ludwig Guttmann, a German neurologist and neurosurgeon who had fled the Nazi regime to England, set up a Spinal Cord Injuries Centre in 1944 at Stoke Mandeville Hospital in Aylesbury. There Guttmann introduced sport as a form of therapy and rehabilitation. He then took his methodology a step further, setting up a competition among patients to coincide with the 1948 Olympic Games in London – the first Stoke Mandeville Games. His work increased the appreciation of sport for individuals with spinal-cord injuries and by 1952

the Stoke Mandeville Games played host to international competitors.

The first Paralympic Games – originally called the 9th Annual International Stoke Mandeville Games – were held in 1960 in Rome, Italy, and the first Paralympic Winter Games in 1976 were hosted by Örnsköldsvik, Sweden. The Paralympic Movement quickly gathered momentum and the Paralympic Games became a major event on the international sports calendar.

It was soon clear that the Games needed a central organisation to give its growing membership one strong voice. In 1982, the International Co-ordinating Committee of World Sports Organisations for the Disabled (ICC) was established to govern the Paralympic Games and represent the participating organisations on the world stage. On 22 September 1989, the ICC was replaced by the IPC, which brought with it a democratic constitution and elected representatives – a strong wish of the member nations.

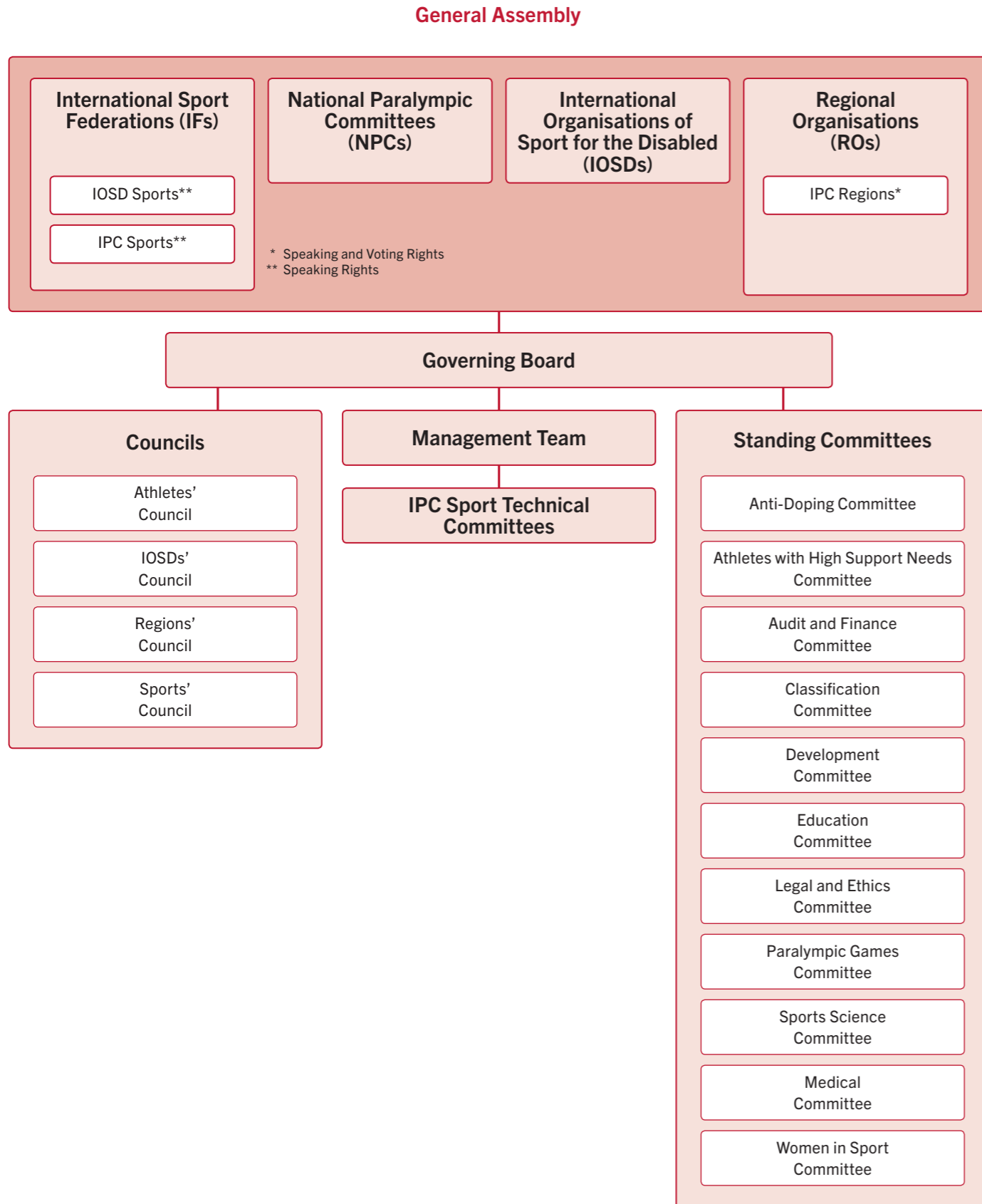
Vision and Mission



“To enable Paralympic athletes to achieve sporting excellence and inspire and excite the world.”

- **To guarantee** and supervise the organisation of successful Paralympic Games.
- **To ensure** the growth and strength of the Paralympic Movement through the development of National Paralympic committees (NPCs) in all countries and support to the activities of all IPC member organisations.
- **To promote and contribute** to the development of sport opportunities and competitions, from initiation to elite level, for Paralympic athletes as the foundation of elite Paralympic sport.
- **To develop** opportunities for female athletes and athletes with a severe impairment in sport at all levels and in all structures.
- **To support and encourage** educational, cultural, research and scientific activities contributing to the development and promotion of the Paralympic Movement.
- **To seek** the continuous global promotion and media coverage of the Paralympic Movement, its vision of inspiration and excitement through sport, its ideals and activities.
- **To promote** the self-governance of each Paralympic sport either as an integral part of the international sport movement for able-bodied athletes, or as an independent sport organisation, whilst at all times safeguarding and preserving its own identity.
- **To ensure** that in sport practiced within the Paralympic Movement the spirit of fair play prevails, violence is banned, the health risk of the athletes is managed and fundamental ethical principles are upheld.
- **To contribute** to the creation of a drug-free sport environment for all Paralympic athletes in conjunction with the World Anti-Doping agency (WADA).
- **To promote** Paralympic sports without discrimination for political, religious, economic, impairment, gender, sexual orientation or race reasons.
- **To ensure** the means necessary to support future growth of the Paralympic Movement.

IPC Structure



Strategic Plan



IPC Strategic Plan 2011-2014

The IPC launched its new Strategic Plan at the beginning of 2011 to ensure the organisation's direction is clearly articulated, understood and can serve as a reference and source of inspiration for the long-term planning of its members.

The 2011-2014 Strategic Plan breaks the IPC's goals into six definitive objectives:

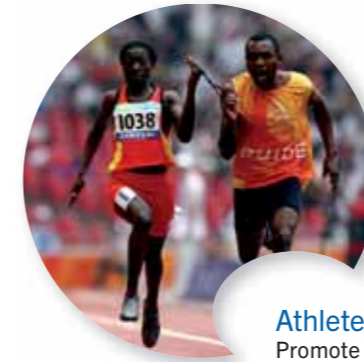
The IPC's 2011-2014 Strategic Plan received recognition in 2012 as part of the 18th Annual Communicator Awards. The publication won the Award of Excellence in the print category.



Paralympic Games
Ensure successful Paralympic Games for all participants



Funding
Ensure appropriate funding and identify revenue opportunities



Athlete Development
Promote opportunities to engage in and grow Paralympic sports



Organisational Capability
Enhance efficient structures to ensure the ability to deliver



Paralympic Brand
Build greater understanding and use of the Paralympic brand



Strategic Partnerships
Leverage partnerships to use synergies and broaden the reach

Paralympic Games

The Paralympic Games are the pinnacle of an athlete's career and represent the most visible elements of the Paralympic Movement and its values. In 2012, London hosted the most successful Games ever in terms of spectators, media coverage and athlete performances.



London 2012



In 2012, the Paralympic Movement returned to its country of birth, as London staged a record-breaking Games that showcased the abilities of Paralympians and generated seismic shifts in attitudes and perceptions of people with an impairment.

The Games involved a record number of athletes and countries, were attended by a record number of spectators, drew record TV viewing figures, attracted more media coverage than ever before and transformed some athletes into household names.

Test Events

LOCOG, the London 2012 Organising Committee, held six Paralympic Test Events as part of the London Prepares programme.

Following the success of December 2011's goalball event, four of the world's top-six ranked international wheelchair rugby teams – Australia, Canada, Great Britain and Sweden – tested the Basketball Arena in April.

The final three Test Events took place from 2-8 May, involving athletics, boccia, and wheelchair tennis, and the Olympic Park was tested for the first time.

All were a valuable exercise for LOCOG, giving them the opportunity to test operations, field of play, transition, timing and scoring. Volunteer GamesMakers and LOCOG's workforce also got a sample of what they could expect in August at the Games.



Paralympic Games



Torch Relay and Opening Ceremony

In the week leading up to the Opening Ceremony, the seeds of the Paralympic Torch Relay were sown with the lighting of four flames, one each on the highest peaks of the four home nations: Scafell Pike (England), Snowdon/Yr Wyddfa (Wales), Ben Nevis (Scotland) and Slieve Donard (Northern Ireland).

These four individual national flames were then transferred to the nation's capital cities – London, Cardiff, Edinburgh and Belfast – for celebrations involving thousands of people.

On the eve of the Opening Ceremony the four national flames were united to create the London 2012 Paralympic Flame at a special event at Stoke Mandeville, the birthplace of the Paralympic Movement.

IPC President Sir Philip Craven paid tribute to Sir Ludwig Guttmann, the founder of the Paralympic Movement, whilst Guttmann's daughter Eva Loeffler, who was also Mayor of the Paralympic Village, hailed the decision to create the Flame at the site where the forerunner to the first Paralympic Games were staged.

From Stoke Mandeville, Aylesbury, the Paralympic Flame embarked on a 24-hour, 92 mile-long relay to the Olympic Stadium, which was covered by 580 hand-picked inspirational torchbearers, operating in teams of five. Among the torchbearers were 15 Paralympians, one from each of the summer Paralympic Games from 1960-2012, and close to 250,000 people lined the streets for the Flame events.

The Games were opened by Queen Elizabeth II on 29 August in a spectacular and memorable ceremony that featured leading scientist Stephen Hawking and actor Sir Ian McKellen.

Hawking told the capacity crowd that the Games would “change our perception of the world,” a statement post-Games research would fully endorse.

Echoing Hawking's comments, the IPC President told athletes their performances would “challenge the way people think about themselves and how they think about others.”

LOCOG Chairman Seb Coe told the millions watching around the world that “Sport is about what you can do, what you can achieve, the limits you can reach, the barriers you can break.”

Following its journey from Stoke Mandeville, the Paralympic Flame was brought into the stadium in spectacular fashion by Royal Marine Joe Townsend. He handed it onto British football 5-a-side player David Clarke, who then carried it a short distance before the country's first-ever Paralympic champion, Margaret Maughan, lit the Paralympic cauldron.

Proud Paralympians

A total of 4,237 athletes representing 164 countries took part in the London 2012 Games, an increase of 286 participants and 18 nations from Beijing four years prior.

There were 118 more women competing in 2012 than in 2008, a 0.4 per cent increase to 35.5 per cent of overall participants, and 15 National Paralympic Committees took part in their first Games.

However, just 10 countries provided 45 per cent of all athletes. In contrast, 46 countries sent just one athlete, who in most cases were recipients of a universal wildcard that enabled athletes who had not made the minimum qualification standard to take part in the Games. Sixty-seven of these wildcards were granted to 46 NPCs, and 211 bipartite invitations were issued to athletes considered good enough to compete, but who were unable to qualify due to exceptional circumstances.

During the Games, athletes were encouraged to show their support for the UN Convention of the Rights of Persons with Disabilities by signing the Paralympic Wall and tweeting using the hashtag #ProudParalympian.



Nearly 100 athletes spanning every edition of the Games from 1960 showed they are still Proud Paralympians to this day by attending the IPC's first Paralympian Reunion event at London's Guild Hall.

“I am so grateful for what all those Paralympians did. When I used to push my son Ivan around in his wheelchair, I always thought people saw the wheelchair, not the boy. Today, more people would see the boy and not the wheelchair – and that's because of what happened here this summer.”

British Prime Minister David Cameron



Competition

During 11 days of intense and elite competition, athletes and teams took part in 503 medal events across 20 sports and 16 competition venues. For the first time since Sydney 2000, athletes with an intellectual impairment took part in the Games, competing in athletics, swimming and table tennis.

Overseeing all the competition were 1,223 Games officials, made up of 21 technical delegates, 434 international technical officials, 691 national technical officials and 77 classifiers. Tens of thousands of GamesMakers also made the event an enjoyable experience for all attendees.

For the third consecutive summer Games, China topped the standings with 231 medals, including 95 golds, 71 silvers and 65 bronze.

Russia were second with 36 gold medals – an improvement on their eighth-place finish in Beijing. Host nation Great Britain who, with 294 athletes and guides, had the largest delegation in London, finished third with 34 golds.

Brazil, who finished 24th in 2000 and have risen up the rankings ever since, showed they will be a force to be reckoned with on home soil at Rio 2016 by finishing seventh overall thanks to strong showings in athletics and swimming.

Overall, 75 of the 164 participating nations won at least one medal, while Namibia and Fiji, thanks to track and field athletes Johanna Benson and Iliesa Delana, respectively, won their first-ever Olympic or Paralympic golds.

In terms of individual medallists, swimmers led the way with Australia's Jacqueline Freney winning gold in all eight of her events.

Her teammate Matthew Cowdrey also won eight medals, including five gold, as did the USA's Jessica Long.

Other notable performers at the Games included the British duo of David Weir and Sarah Storey, who excelled in athletics and cycling, respectively. Both won four gold medals each and left London undefeated.

Underlining the continued improvement and ability of Paralympians, 251 world and 314 Paralympic records were broken.

Prior to and during the Games, 1,259 anti-doping samples – a combination of urine and blood – were collected from athletes. Four athletes, all powerlifters, were found to have committed anti-doping rule violations and suspended as a result.

This included two Russian athletes suspended for two years for anti-doping rule violations involving Human Growth Hormone (HGH) after each returned adverse analytical findings in blood samples taken from out of competition tests.

It was the first time Paralympic athletes had tested positive for HGH at a global event and both were caught by a new testing method introduced prior to London.

Spectators, viewers and media coverage

When one million tickets were sold during a three-week period in September 2011, it was clear London 2012 was going to be popular with spectators.

However, few would have predicted the unprecedented demand experienced in the final months leading up to the Games which left LOCOG working behind the scenes trying to create additional capacity in all the venues.

A total of 2.78 million full-priced tickets were sold for the Games, nearly a million more than in Beijing. This equated to 95 per cent of overall capacity and in terms of total tickets sold the Paralympics are now the world's third-biggest sporting event behind the Olympic Games and the FIFA World Cup, respectively.

Athletics in the Olympic Stadium attracted 1.19 million spectators, and swimming was the second most popular selling sport with over 256,000 tickets sold. Both the Opening and Closing Ceremony were sold out.

The London 2012 Paralympic Games were also a TV ratings winner with the Games being shown in more than 115 countries and territories and attracting their biggest international audience ever.

According to figures produced by Repucom for the IPC, London 2012 not only scored record audiences for Channel 4 in the UK, but excluding the host market, the Games were watched by a cumulative international audience of 3.4 billion.

This represented a cumulative growth of almost one billion (37 per cent growth) from the Beijing 2008 Games, which were watched by a cumulative international audience of 2.48 billion outside of China.

Overall, including host countries, the Games were watched globally by a cumulative audience of 3.8 billion, the same figure as in 2008.

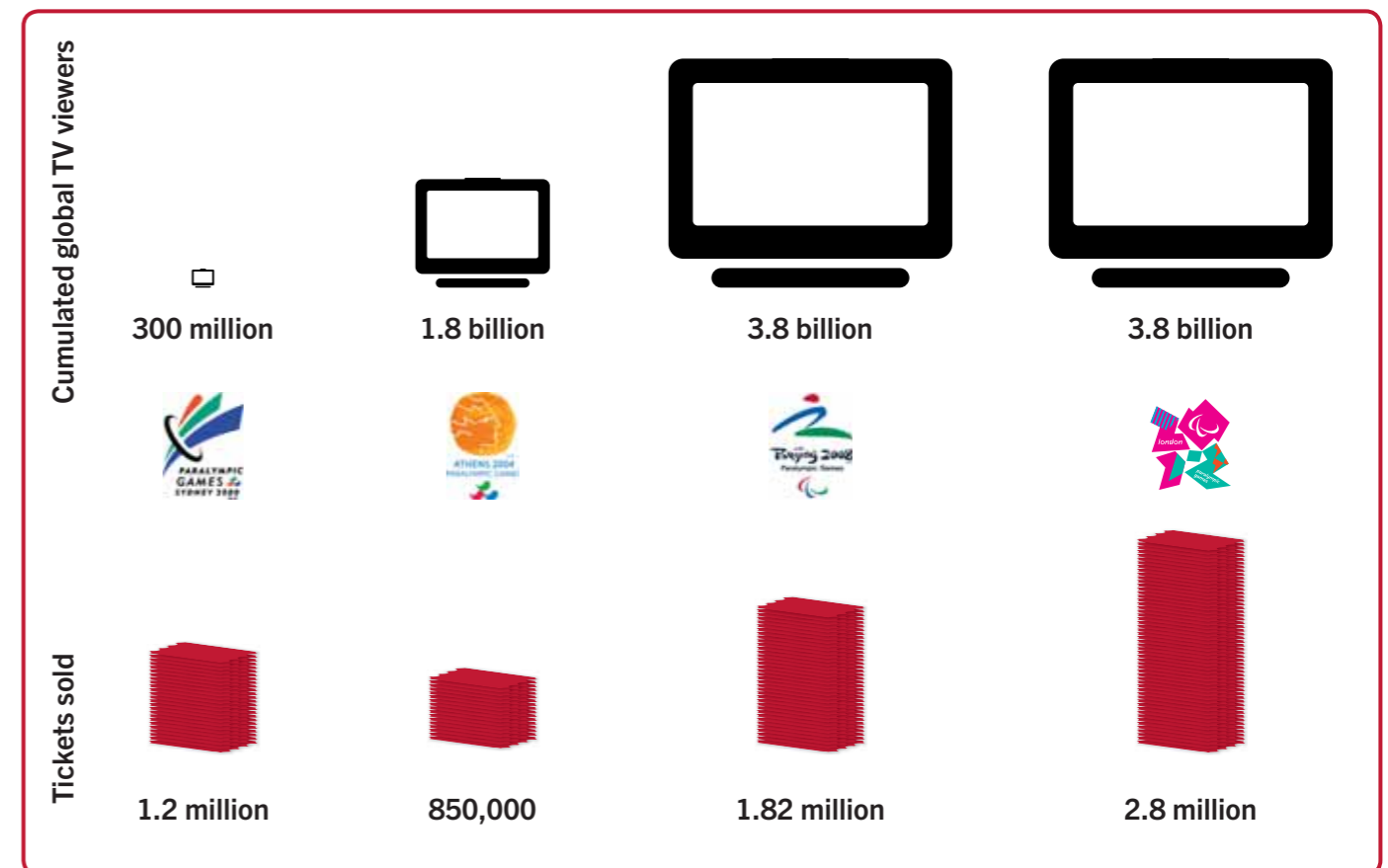
As a result of more countries showing the Games, the number of hours broadcast outside the host market grew by 82 per cent from 2008, and 9.9 million video views were recorded on the IPC's YouTube channel.

Nearly two million people visited www.paralympic.org during the event, and on the first day of competition more people visited the site than they did during the whole of the Beijing Games – a trend that continued throughout London 2012.

In terms of social media, there were 82.1 million views of the IPC's Facebook pages, whilst Twitter said the Paralympic Games were the biggest trending sporting event of 2012, surpassing the Olympics.

A total of 1,950 written press, photographers and non-rights holders attended the Games from 818 different media organisations. Although this was a drop of 150 media on the number that attended Beijing in 2008, there was a broader range of international media in London. At the 2008 Paralympics, just 48 per cent of media were from outside of China, compared to 77 per cent in London.

In Great Britain, London 2012 was front and back pages news, as well as many pages in-between. A number of world renowned publications covered the Games for the first time, and the wider breadth and depth of coverage meant many medal winning athletes enjoyed an increased public profile post-Games.



Paralympic Games



Sochi 2014



Sochi 2014 marked 500 days to go by launching their accessibility map and holding a celebration event in the Equal Opportunities Park.

During the year, the IPC published the sport qualification guide for the Games and attended a Project Review, receiving updates on preparations for Test Events, as well as on sports, broadcasting, venues and villages, transport, ticketing, Paralympic Torch Relay and accommodation.

500 Days to go

To mark 500 days to go until Russia's first Paralympic Winter Games on 23 October, the Sochi 2014 Organising Committee launched an accessibility map. The unique interactive website project (www.kartadostupnosti.ru) showcases a complete list of barrier-free venues and infrastructures to make it easier for people with an impairment to find places to play sport near to their home, sometimes for the very first time.

Sochi 2014 volunteers have already located and placed 500 accessible venues from dozens of Russian cities on the map, which was officially launched in Sochi via a large screen.

After the Paralympic Games, the project will be further developed, with the internet allowing the programme to reach thousands of online users.

Sochi's opening of its Equal Opportunities Park was the heart of the 500 days to go celebrations. All park visitors could speak with prominent Paralympic sportsmen and were able to try their hand at several Paralympic sports including ice sledge hockey, wheelchair curling, biathlon and basketball and had the chance to attempt to cross an obstacle course blindfolded.

The guests of the park also got into the spirit of the Winter Games by ice skating, playing table hockey and taking photographs with the Paralympic champions and mascots of the Paralympic Games, the Ray of Light and Snowflake.

To further celebrate 500 days to go, Paralympic lessons took place across the entire country, with the support of the Ministry of Education and Science of the Russian Federation, and it marked the launch of the Sochi 2014 Paralympic Education School Programme.

IPC Observers Programme

A Sochi 2014 team of 100 people, composed of organising committee employees, volunteers and representatives of organisations involved in the Sochi 2014 preparations, travelled to the London Games to gain experience of how to stage a Paralympics.

Recruiting volunteers

In 2012, the Sochi 2014 Organising Committee, along with 26 volunteer centres, officially started recruiting candidates to become volunteers at the next Paralympic Winter Games.

Candidates were tested on their efficiency, their ability to cope under pressure and their commitment to the Games, and they have also been asked to demonstrate their language skills.

Those selected during the interview stage will begin training, and eventually become volunteers for the Sochi Games. In total, 25,000 volunteers will be needed.

Twenty-four volunteers already selected for Sochi 2014 travelled to the London Paralympics to gain invaluable experience they could pass on to the rest of the volunteers for the next Winter Games.

The participants took part in the IPC Observers Programme, visiting all the key venues and taking part in seminars on areas such as: Games management, organisation of client services at the Games, brand management and protection, venue operation, Paralympic villages, ceremonies, communications and press operations and legacy and sustainability.

World Press Briefing

The Sochi 2014 organising committee held a World Press Briefing to familiarise journalists with the range of services available to the press at the next Olympic and Paralympic Winter Games.

More than 300 media representatives from 30 countries around the world took part, including journalists from the leading Russian and international agencies' print publications and non-rights holding television channels.

Major organisations in Sochi included: CNN, FOX, AP, Bloomberg, Reuters, Xinhua, AFP, RIA Novosti, ITAR-TASS, Sovetsky Sport, Sport-ekspress, Kommersant, USA Today, Sports Illustrated and The New York Times.

Closing Ceremony

"A Festival of Flame" was the theme of the Closing Ceremony on 9 September which, under the watchful eye of the Earl of Wessex, started with the flag of each competing nation being brought into the stadium.

Following a stunning fire display, Ireland's Michael McKillop and Kenya's Mary Nakhumicha Zakayo were awarded the Whang Youn Dai award for exemplifying the spirit of the Games.

Multi-Grammy Award winners and platinum-selling band Coldplay then wowed the crowd with a superb set for which they were joined on stage by global superstars Rihanna and Jay-Z.

Mayor of London Boris Johnson passed the Paralympic Flag to Mayor of Rio de Janeiro Eduardo Paes, and in his closing speech, IPC President Sir Philip Craven described London as "the greatest Paralympic Games ever."

By the time British gold medallists Ellie Simmonds and Jonnie Peacock extinguished the Paralympic Flame there were even fewer dry eyes among the sell-out 80,000 crowd.

A spectacular firework display over the city provided a fitting finale to an entirely unforgettable London 2012.

Generation Inspired

The official slogan of London 2012 was "Inspire a Generation" and although a Games' legacy should be measured over a matter of years, no one can question London 2012's impressive short-term impact.

Post-Games research by LOCOG found those very interested in the Paralympic Games doubled to one in four people from one in eight.

More than two in three found them exciting, spanning gender, age and social class.

Spontaneous recognition of the Agitos, the Paralympic Movement's symbol, grew to 20 million after the Games, up from half a million.

Knowledge of Paralympic athletes and sports tripled, whilst the number of people interested in watching future para-sport events doubled. LOCOG also recorded a significant shift in attitudes and perceptions.

Two in three people think there will be a greater acceptance of people with an impairment due to the Games, whilst seven out of 10 people with an impairment felt London 2012 was inspirational for them.

The organising committee's findings were supported by Charity United Research who found 81 per cent of British adults changed their viewpoint of persons with an impairment.

"The Olympics were glorious, and the Paralympics even better."

Daily Mirror

Paralympic Games



Rio 2016



The Rio 2016 Organising Committee celebrated the Paralympic flag handover with an eight minute show at the London 2012 Closing Ceremony.

Mayor of Rio de Janeiro Eduardo Paes accepted the flag at the Olympic Stadium after Rio 2016's presentation was opened with a 44-second video clip featuring Brazilian Paralympic athletes.

Following the conclusion of the London 2012 Games debrief in November, the IPC staged a Project Review with the Rio 2016 Organising Committee, and the IPC challenged Rio 2016 to build on the summer's success in London.

The day-long Project Review covered many subjects and the IPC was updated on the progress of transport, venues, village, accommodation, broadcast integration, commercial, spectator experience and communications.

In March, the IPC Academy ran the first two workshops of its Rio 2016 Excellence Programme in Brazil.

The workshops covered the development of the Paralympic budget and accessibility issues, as a number of experts presented throughout the week to ensure how to deliver a successful Paralympic Games in Rio.

The first two workshops are part of a four-year programme of activities to transfer knowledge to Rio 2016 at the time when they can make the most use of it and in a format that conforms to best practices in management education.

PyeongChang 2018

In July, an IPC delegation travelled to PyeongChang to meet with members of the PyeongChang 2018 Olympic and Paralympic Winter Games Organizing Committee (POCOG), as well as Korean Paralympic Committee staff and local government officials.

The IPC delegates introduced the seminar attendees to the background of the Paralympic Movement and informed them about key timelines and how to plan for an inclusive Winter Games.

During the two-day seminar, key objectives for the 2018 event were identified, including accessibility, Games schedules and legacy opportunities.

The Korean Paralympic Committee was represented by Secretary General Jin Ho Son and a number of national federations and representatives from Gangwon province.

Athlete Development

The IPC aims to empower athletes at all levels to practice sports and develop competition pathways from grassroots to the elite level. During 2012, the IPC improved its medical and science approaches to para-sport and supported several projects to help grow para-sport and the organisations that surround it.



Athlete Development



Organisational development

For athletes to develop from the grassroots to the elite level, the IPC puts significant efforts in helping to establish well-functioning National Paralympic Committees.

In 2012, an African Development Conference was held in Luanda, Angola, and the first-ever Americas Paralympic Committee Summit was held in Bogota, Columbia to strengthen and harmonise para-sport knowledge, public policies, plans and programmes in the respective regions. The conference in Luanda focused on how

athletes can function as ambassadors for change in the region. The three-day Summit in Bogota drew participants from 41 countries, focusing on topics such as the UN Convention on Rights for People with Disabilities, Paralympic sport development, classification, strategic planning and athlete performance pathway.

Furthermore, 10 NPCs and an African organisation called Right to Dream met in Johannesburg, South Africa from 29 November - 1 December for the IPC's Maintain the Momentum workshop, which was financed by the Norway and South Africa's NPCs.

The three-day event aimed to ensure NPCs benefit from the impulse of the London 2012 Paralympic Games and to further develop the Paralympic Movement in their countries to ensure good representation at the Rio 2016 Games.

Rwanda, Ethiopia, Kenya, Zimbabwe and South Africa had the largest representation from their NPCs at the workshop, where NPCs actively participated and government representatives were in attendance to help sort out conflicts in those countries.

Following that, athletics technical courses were offered in Dakar, Senegal for officials and coaches of French-speaking African NPCs, as were administrative workshops that focused on strategic planning, athlete development and the building of partnerships. These courses were co-financed by the IPC Agitos Foundation, CONFEJES and NPC France.

NPC Senegal and NPC Gambia also both held strategic planning workshops to further their organisations, while the IPC also conducted a development evaluation in Burundi and Tanzania and provided financial support to NPC Uganda.



Sport development

To further develop para-sport around the world, the IPC partnered with Motivation, an international development charity supporting people with mobile impairments to design a high-quality low-cost racing wheelchair.

A prototype of the chair was trialled at the sixth International Athletics Meeting in Tunisia in March.

The IPC also finalised plans to launch the IPC European Para Snow Sport Youth Circuit in 2013, with funding help from the European Union.

The Circuit consists of five competition camps for youngsters with an impairment, which will include snow sport training sessions in alpine skiing, nordic skiing and snowboarding, in addition to educational workshops regarding para-sport and the Paralympic Movement. The IPC also provided direct support to Trinidad and Tobago for their Paralympic Potential Day through a UK sport grant.

Sport as a tool for development

Throughout the year, the IPC took part in and supported numerous projects that employed sport as a tool to develop people and the countries and societies they live in.

In February, a Youth Workshop in Rwanda drew NPCs from Burundi, Kenya, Democratic Republic of Congo, Rwanda and Uganda, all of which brought young athletes, coaches and youth co-ordinators to participate in athletics, goalball and sitting volleyball events.

With a kick-start of financial and equipment support Paralympic youth programmes were then implemented in each NPC following the workshop to draw more young people into para-sport.

The project was supported by the Youth programme of the European Union, Charity and Sport, PlayAble and Play and Train.

The first-ever Agitos Foundation Winter Youth Camp then took place in March in La Cerdanya, Spain, under the lead of Play and Train. Winter sport was used to teach youngsters leadership skills and the tools they could use to help improve para-sport and life for the disabled in their communities back home.

The UN Office on Sport for Development and Peace (UNOSDP) held three Youth Leadership Camps throughout the year for young



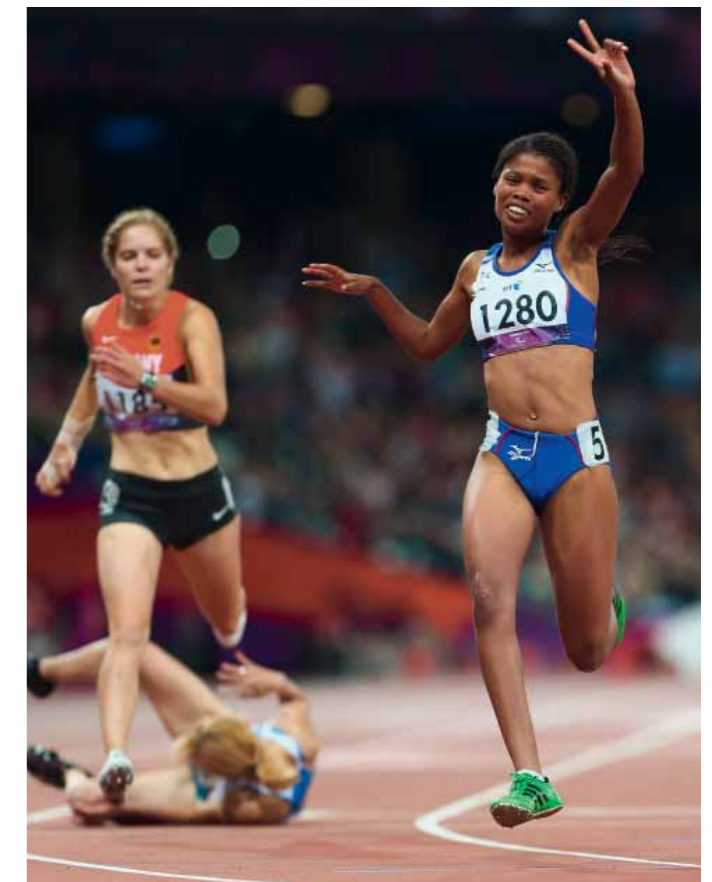
community workers of sport and sport for development organisations in Africa and the Middle East. At each camp, the Paralympic Movement was represented by at least two NPCs in the region.

The IPC also supported the third edition of the Friendship Games of the NGO Peace and Sport in Africa and provided support to NPC Haiti for their country's Paralympic Day.



Organisational Development Initiative (ODI)

The London 2012 Paralympic Games represented a platform to measure the impact of IPC development work done in the past years. The IPC Organisational Development Initiative (ODI) proved successful, as Namibia won their first-ever Olympic or Paralympic gold and Rwanda became the first African nation to qualify a sitting volleyball team for the Games after receiving further funds for sport performance.





Anti-doping

The IPC continued its anti-doping education initiatives throughout the year, hosting a booth and giving a presentation to teams at IPC Powerlifting championship events and at the WADA Anti-Doping annual symposium.

The IPC announced eight anti-doping rule violations in 2012 that resulted from its own testing programme. This consisted of 1,082 in and out-of-competition tests across the nine IPC sports and during IPC events, including the London 2012 Games.

WADA complemented the IPC's efforts with a successful outreach booth at the London 2012 Games.

On 8 September the IPC announced that two Russian athletes – Nikolay Marfin and Vadim Rakitin – had both been suspended for two years for anti-doping rule violations which found Human Growth Hormone (HGH) in their blood samples.

The IPC's announcement represented a major breakthrough in anti-doping as not only was this the first time Paralympic athletes had tested positive for HGH but it was also a new testing method that had caught both athletes.

Upon request from WADA, the IPC also provided support to its international federations to achieve compliance with the World Anti-Doping Code, resulting in all but one international federation in good standing with WADA.

IPC ANTI-DOPING ANNUAL STATISTICS 2012

IPC SPORTS	WADA – IPC Out-Of-Competition Testing	URINE TESTING (OOC)	URINE TESTING (IC)	BLOOD TESTING (OOC)	BLOOD TESTING (IC)	TOTAL TESTS (urine)	TOTAL TESTS (blood)	TOTAL TESTS (urine + blood)	AAF	ATF	ADRV
Alpine Skiing	0	4	13	0	0	17	0	17	0	0	0
Athletics	3	104	243	49	11	350	58	408	2	0	2
Ice Sledge Hockey	0	0	28	0	0	28	0	28	0	0	0
Nordic Skiing	0	4	17	0	0	21	0	21	0	0	0
Powerlifting	9	254	120	116	9	383	106	489	6	0	6
Shooting	0	0	24	0	0	24	0	24	0	0	0
Swimming	3	11	76	0	5	90	5	95	0	0	0
Wheelchair Dance Sport	0	0	0	0	0	0	0	0	0	0	0
TOTAL	15	377	521	165	25	913	169	1082	8	0	8

NON-IPC SPORTS*	WADA – IPC Out-Of-Competition Testing	URINE TESTING (OOC)	URINE TESTING (IC)	BLOOD TESTING (OOC)	BLOOD TESTING (IC)	TOTAL TESTS (urine)	TOTAL TESTS (blood)	TOTAL TESTS (urine + blood)	AAF	ATF	ADRV
Archery	n/a	0	16	0	0	16	0	16	0	0	0
Boccia	n/a	0	4	0	0	4	0	4	0	0	0
Cycling	n/a	11	29	10	10	40	20	60	0	0	0
Equestrian	n/a	0	4	0	0	4	0	4	0	0	0
Football 5-a-side	n/a	0	14	0	0	14	0	14	0	0	0
Football 7-a-side	n/a	0	17	0	0	17	0	17	0	0	0
Goalball	n/a	0	16	0	0	16	0	16	0	0	0
Judo	n/a	10	40	5	0	50	5	55	0	0	0
Rowing	n/a	6	12	4	2	18	6	24	0	0	0
Sailing	n/a	0	5	0	0	5	0	5	0	0	0
Sitting Volleyball	n/a	0	20	0	0	20	0	20	0	0	0
Table Tennis	n/a	0	17	0	0	17	0	17	0	0	0
Wheelchair Basketball	n/a	10	69	0	0	79	0	79	0	0	0
Wheelchair Fencing	n/a	0	14	0	0	14	0	14	0	0	0
Wheelchair Rugby	n/a	8	14	0	0	22	0	22	0	0	0
Wheelchair Tennis	n/a	4	14	0	0	14	0	14	0	0	0
TOTAL	n/a	49	305	19	12	354	31	385	0	0	0

TOTAL (IPC + Non-IPC sports) Testing	15	395	826	163	37	1236	200	1436	8	0	8
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* Doping control testing during the BT Paralympic World Cup and the London 2012 Paralympic Games (multi-sport competitions conducted under IPC Governance).

AAF	ATF	ADRV
Adverse Analytical Finding	Atypical Finding	Anti-Doping Rule Violation
A report from a laboratory or other WADA approved testing entity that identifies in a specimen the presence of a prohibited substance or its metabolites or markers, or evidence of the use of a prohibited method.	A report from a laboratory or other WADA approved entity which requires further investigation as provided by the International Standard for Laboratories or related Technical Documents prior to the determination of an Adverse Analytical Finding.	An AAF or ATF, or any other investigation that is not supported by a TUE or where no apparent departure of the applicable International Standards is derived.

Athlete Development



Classification

To start off 2012, the IPC hosted an IF Head of Classification meeting, where the different sports shared models of best practice in classification and attempted to strengthen all sports' compliance with the IPC Classification Code in the Paralympic Games year.

Various classifier trainings were held throughout the year, resulting in the certification of 42 visually impaired classifiers, as well as the certification or re-certification of 23 IPC Athletics and nine IPC Swimming classifiers. In the other IPC sports, classifier training pathways were revisited to offer different training initiatives in 2013.

At London 2012, athletes with an intellectual impairment were successfully included in the Paralympic Games for the first time since 2000.

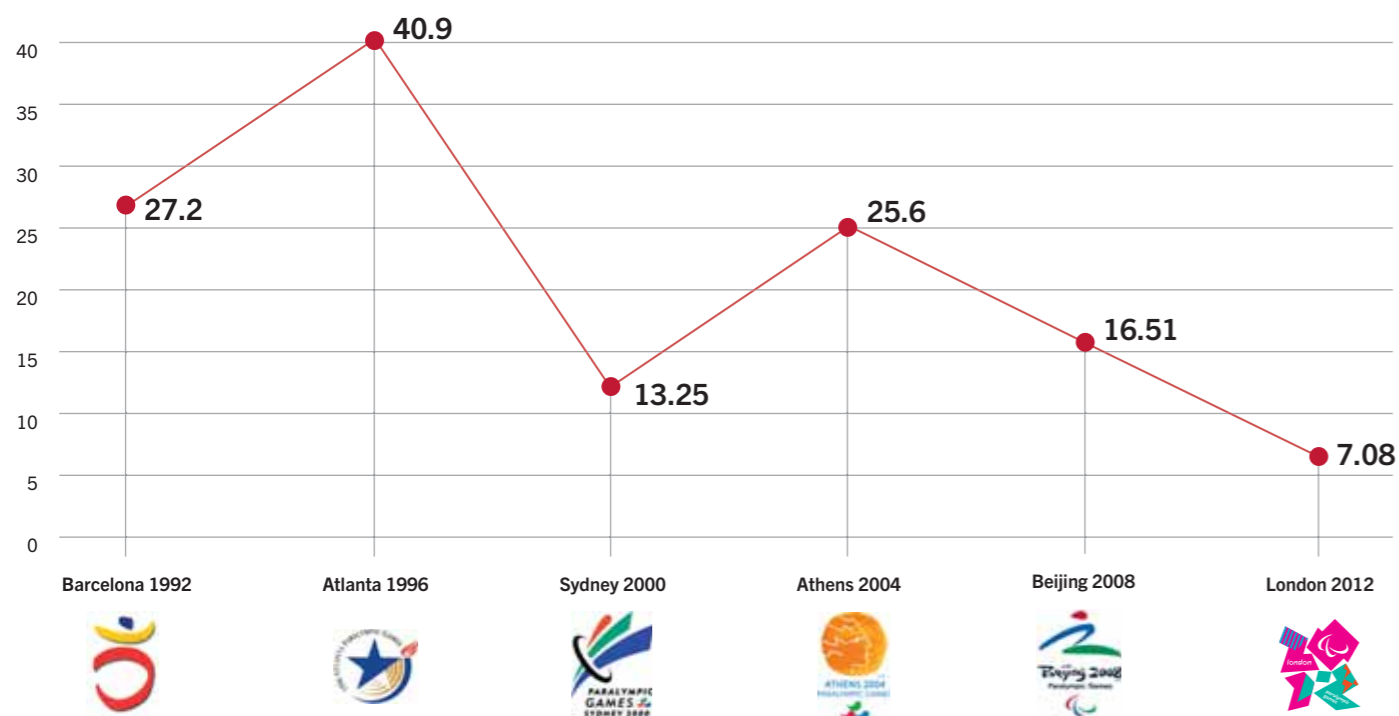
In addition, the number of athletes having to be classified during Paralympic Games evaluation period was greatly reduced, as just over seven per cent of the athletes had to be classified once they arrived in London. This is a



historical minimum compared to the more than 16 per cent at the Beijing 2008 Games and more than 25 per cent at the Athens 2004 Games.

Great Britain's Channel 4 developed LEXI, a graphics-based system that helped viewers understand Paralympic classification during the Games in the host country.

Athletes classified at the Games (%)



Sports science

During and after the London 2012 Games, the IPC Sports Science Committee undertook 25 research applications from scientific investigators. An additional five projects were conducted on site during the Games in London and another eight questionnaire projects were facilitated by the IPC, covering a range of topics from everything such as the kinematic analysis of Paralympic swimmers to the nutritional supplement habits and perceptions of elite Paralympic athletes.

In July, Paralympic themes were often discussed during the second edition of the International Convention of Science, Education and Medicine in Sport took place in Glasgow, Scotland, an event that resulted from the IPC's partnership with the IOC and sports science federations.

Also in 2012, the Clinical Journal of Sports Medicine reported on all IPC approved research projects from the Vancouver 2010 Paralympic Winter Games, as well as sport technology in the Paralympic Movement.

Medical

The IPC Medical Committee introduced a systematic inventory of athlete and injury illness data at the London 2012 Games to help improve each sport's medical care and services.

Once the findings are published, they will help the committee develop sport and impairment-specific medical service rules in Paralympic sport. It was the first time ever that such a large-scale data collection was made across Paralympic summer sports.

The IPC also signed a Memorandum of Understanding with the Clinical Sport and Exercise Medicine Research Group (CSEMRG) in South Africa to capture reliable information on athlete injury and illness at major events using the experience gained at London 2012.

The memorandum will last until the end of 2016 and will include data collected at the Sochi 2014 and Rio 2016 Games.



Paralympic Brand

The Paralympic brand links sport with social awareness to challenge stereotypes and ultimately lead to an equal society for all. In 2012, the IPC brand began to enter mainstream sport, thanks to a new website, sponsorship activation, Brand Book and the London 2012 Games.



Online

On 13 February, the IPC launched its new website. Designed and built by international IT services company and IPC Worldwide IT Partner Atos, Paralympic.org aims to be the world's leading source of information about the Paralympic Movement, athletes and sports.

The site integrates the latest news and features together with thousands of images of Paralympic athletes in action, hundreds of hours of video footage from previous Paralympic Games and social media.

In addition to Atos, Allianz also supported the new-look website. It committed to foster public awareness and generate greater public interest in Paralympic sport through its "Believe in Yourself" section, which features short videos, information graphics, athlete interviews and a "Fact of the Week."

The IPC's eight Paralympic sports also launched new sites and all benefitted from a similar look and feel. Although the sport sites maintained their existing domain names, the new sites were integrated within Paralympic.org. This was done to improve efficiency, maintenance and increase visitor numbers.

The IPC also brought all websites for IPC World and regional Championships in-house, taking the responsibility of building and maintaining an event website off local organising committees. The move has ensured a standard look and feel to all sites, increased visitor numbers and ensured that all microsites can benefit from the IPC's extensive archive of images, videos, biographies and historical results.

During 2012, Paralympic.org had a record 3.45 million visitors, an increase of 828 per cent from 2011. This was bolstered by 1.9 million people visiting the site during London 2012. Excluding this period however, visitor numbers were still up 167 per cent from the previous year.

For the final 50 days of the year, the IPC launched its "Top 50 Moments" campaign – an online countdown whereby a special moment of 2012 was revealed each day and featured articles, photos, video and social media.

On 31 December it was announced that Italian handcyclist Alex Zanardi, who won two golds and a silver at London 2012, had been chosen as the IPC's Top Moment of 2012.

In addition, as over half of National Paralympic Committees do not have a website, the IPC created websites free of charge for the NPCs of Cameroon, Panama and Zimbabwe. A website for the Oceania Paralympic Committee was also produced.

Ones to Watch

A new section included within Paralympic.org was entitled Ones to Watch, a series of pages designed to raise the profiles of leading medal contenders in Paralympic sports and act as an essential media resource.

Originally featuring 69 athletes from 20 Paralympic summer sports, Ones to Watch profiles athletes and acts as an information hub bringing together details of their achievements, biography, latest news, images, video footage and social media feeds into a single page.

In the lead-up to London 2012, regular interviews were conducted with Ones to Watch athletes. A number of other activities were also implemented including creating Facebook fan pages and having Twitter accounts verified in a concerted effort to boost athletes' profiles.





London 2012

In April, the IPC launched a 20-week online campaign whereby each of the London 2012 sports was profiled on Paralympic.org for a week at a time. The sport-specific weeks consisted of features on the history of the sport, the rules, classification and exclusive interviews with the Ones to Watch athletes.

During the Games, more than 780 hours of live sport were streamed via Paralympic.org across six different channels. Two channels had Spanish commentary, funded by the Americas Paralympic Committee, and the remaining four had English commentary. The channels covering swimming and wheelchair basketball featured an innovative new SMART player developed by Atos which enabled integrated live footage and results in a single unified and synchronised view.

Additionally, over 1,000 hours of sporting action were uploaded throughout the Games as video on demand and a daily news show was produced in English and Spanish.

A team of freelance writers wrote daily previews and reviews of all 20 Paralympic sports, and conducted interviews with Ones to Watch athletes to write feature articles. In total, over 800 written stories were produced during the Games.

Six IPC photographers also provided over 5,000 images. All the imagery and stories were uploaded each day to Paralympic.org,

IPC social media channels and Ones to Watch athlete Facebook and Twitter pages.

In the lead-up to and during the Games, the Agitos became a widely recognised symbol. An extremely large version of it was suspended from London's Tower Bridge during the Games for the entire city and television audiences around the world to see, in addition to other displays of the Paralympic mark throughout Great Britain, such as on the National Gallery and Houses of Parliament.

To mark 100 days to go until London 2012, the Paralympic symbol was projected onto the iconic White Cliffs of Dover, and to mark 50 days to go a large team of volunteers carved an enormous Paralympic symbol into the sand on Rhossili Bay in Wales.

With just under two weeks to go until the start of the Games, a giant set of Agitos were launched outside Cardiff City Hall, the first of five sets of giant Agitos that launched in the UK.

The IPC marketing department performed a thorough team uniform inspection prior to and during London 2012 to successfully protect the Paralympic brand and ensure the correct usage of trademarks. There were 1,925 files reviewed before the Games even began, which were uploaded by nearly 60 per cent of participating nations and represented more than 80 per cent of the athletes competing.

Social media

During 2012, the IPC made significant progress in the field of social media and aimed to make London 2012 the first digital Paralympics by encouraging athletes to embrace new media during the Games.

Facebook



In early 2012, the IPC's main Facebook page was rebranded from "ParalympicSportTV" to "Paralympic Games" to make it easier for people to locate.

During the year, the group was updated with latest IPC news, images, videos, press cuttings and polls. Similar activity was employed on the IPC Swimming page launched in 2010, the IPC Ice Sledge Hockey page launched in 2011, and a new IPC Athletics page was launched in 2012.

As part of the IPC's One to Watch campaign, Facebook fan pages were created for 44 athletes and were co-managed by the IPC and the athlete. By the end of 2012, athlete pages had a total of 297,000 likes and some athletes experienced significant growth in their fan numbers as a result of London 2012. Between 29 August and 9 September, the IPC's Facebook pages had over 82.1 million views from 24 million users with the top five countries being USA, Italy, France, Great Britain and Canada.

By 31 December 2012, www.facebook.com/ParalympicGames had 145,491 likes, an increase of 968 per cent from 2011. Across all Facebook pages, the IPC now had more than half a million fans.

"In December 2012, a global report by Twitter revealed #paralympics topped the table for the most trending UK sport event of 2012, beating off competition from #olympics and many leading UK football clubs."

Twitter



The IPC's @Paralympic Twitter account launched in January 2011 grew by 833 per cent during 2012 to finish the year with 38,244 followers. IPC Chief Executive Officer Xavier Gonzalez also launched his Twitter handle @IPC_CEO in June 2012.

In the lead-up to London 2012, the IPC worked with Twitter to have the accounts of all leading athletes verified and their followers increased significantly during the Paralympics. Jonnie Peacock's Twitter followers, for example, increase by 1,305 per cent, while a total of 1.5 million tweets featured the word "Paralympic" during the Games.

In December 2012, a global report by Twitter revealed #paralympics topped the table for the most trending UK sport event of 2012, beating off competition from #olympics and many leading UK football clubs. Finally, to finish the year, Twitter accounts for the Paralympic sports the IPC acts as International Federation for were launched.

New IPC sport Twitter handles

- @IPCAthletics
- @IPCAlpine
- @IPCswimming
- @IPCNordic
- @IPCShooting
- @IPCISH
- @IPCpowerlifting

YouTube



In 2012, the IPC grew its number of YouTube subscribers by 470 per cent. It recorded 8.8 million views on www.youtube.com/paralympicsporttv during the year, up 355 per cent from 2011.

To coincide with the UN International Day of Persons with Disabilities, on 3 December 2012, a "Best Games Ever" YouTube clip was launched by the IPC. It received over 75,000 views within days of its launch and was also included in the prestigious Google Zeitgeist 2012 video, which reviewed the year and was viewed by over 12 million people.



IPC look and feel

The IPC received a look update in 2012, as stationary, envelopes, business cards, publications and other materials all received a harmonised face-lift to reflect the new look of the organisation. Coinciding with the new Brand Book, the IPC has enhanced its own logo, giving the word "Paralympic" more prominence. Two versions were developed, one for institutional usage and one for promotional usage.



The identity of the nine IPC sports became further refined, as the first two IPC sport graphics were finalised for IPC Athletics and IPC Ice Sledge Hockey. The graphics combine the sport's logo with a pictogram within a pod design to provide the sport its own unique identity, which will help it build its own brand.

Look elements for IPC events such as the Paralympian Reunion and the new Agitos Foundation were also created.

NPC emblems

By the end of 2012, the IPC had approved 140 National Paralympic Committee emblems, approving 24 of them in the past year. Fifteen of these emblems were designed in-house by the IPC (see samples below). These emblems give NPCs a look and feel that the public can identify with and that they can use for promotional materials. The Paralympic symbol, the Agitos, is included in all of them.



The Paralympian

The IPC published three editions of its award-winning magazine in 2012 and grew the number of online readers by 550 per cent during the year. The three editions focused mainly on London 2012, with the first two concentrating on the final preparations for the event. All 20 summer Paralympic sports were featured in the magazine, complementing the online sport focus weeks. The final edition of the year was a review of the Games.

IPC Brand Book

During 2012, the new IPC Brand Book was finalised and released to the public on the IPC's website, with the aim of building greater awareness and understanding of the Paralympic brand and its values.

The Brand Book is intended to inspire everyone and uphold the integrity of the Paralympic symbol and the brand as a whole, as well as to guide people on how to apply and protect it.

The Brand Book includes when and how to use official Paralympic marks, colours, IPC sport pictograms, NPC and regional emblems, design elements and photos. It also discusses the proper tone of voice for the Paralympic Movement, which typography to use and the different forms of the Paralympic symbol for institutional and promotional usage.



Funding

The IPC has a solid and sustainable human and financial foundation that ensures its long-term viability.





Agitos Foundation



In 2012, the IPC officially launched its Agitos Foundation, which aims to be the leading global organisation developing sport activities for people with an impairment as a tool for changing lives and contributing to an inclusive society for all.

The IPC will achieve this goal by raising funds to increase awareness, form partnerships and secure the necessary resources to implement programmes covering four key areas: Sports development; awareness and education; advocacy and inclusion; and knowledge and research.

The Agitos Foundation will look for global and regional partnerships with common strategies, goals and complementary capacities, and since the launch of the Foundation.

Andre Cats, Chef de Mission of the Netherlands at the London Games, offered a symbolic check to IPC President Sir Philip Craven of EUR 20,000 for the Foundation on behalf of the Netherlands' national Olympic and Paralympic committees and the Netherlands Sports Confederation.

Paralympic Ball

The IPC, together with the British Paralympic Association, hosted the first Paralympic Ball during London 2012 at London's exclusive Grosvenor House Hotel to raise vital funds for the Agitos Foundation. In total, the event raised more than EUR 500,000 for the Foundation.

Proctor and Gamble UK was the official partner of the event, and Cadbury was also a supporter of the fundraising event, which drew 600 attendees and was hosted by Channel 4 TV presenter Jon Snow. Several Games partners also purchased tables and fundraising items.



Paralympic Games

Approximately 50 per cent of the IPC's funding came from Paralympic Games revenue, as the IPC grants all the related marketing rights to the local Games Organising Committees in exchange for a fixed rights fee.

In 2012, the IPC agreed to an increase in funding from the IOC when the two parties extended their contract through 2020.



Sponsorship

The IPC continued to receive funding through sponsorship deals with its Worldwide Paralympic Partners and International Partner.

Atos funded media, timing and scoring and website services throughout the year, while Ottobock backed technological initiatives and Visa sponsored the Paralympic Hall of Fame and individual athletes at London 2012.

Samsung sponsored its Paralympic Bloggers initiative during London 2012, while Allianz provided funding via insurance and media initiatives.

During the London 2012 Games, the IPC also enjoyed the support of a number of IOC and Olympic Games TOP partners, as well as other large global players in the corporate market.

The IPC also resigned and extended its agreements with Allianz and Ottobock for another four-year term with both, meaning it will continue to be supported and funded on the road to Sochi 2014 and Rio 2016, as well as between Paralympic Games.

Organisational Capability

The IPC expects a lot from its members, sponsors and athletes. The organisation has a responsibility to ensure it has a stable, appropriately staffed, skilled and focused workforce that operates within a relevant and effective manner to carry out the objectives of the Paralympic Movement.



Membership

During 2012, three new countries were invited to join the Paralympic family, as Antigua and Barbuda, the Democratic People's Republic of Korea and the US Virgin Islands all obtained membership to the Movement. The three new nations participated in the London 2012 Paralympic Games and their membership will officially be ratified at the 2013 IPC General Assembly.

In addition, suspension sentences of four countries – Congo, Guinea, Guinea-Bissau and Gabon – were lifted during the year.

IPC management team



The IPC management team grew extensively during 2012 as a result of the growing needs of the Paralympic Movement around the world. The management team added nine members to expand the staff to 61 people by the end of the year.

The IPC headquarters in Bonn, Germany also received a new-look foyer that includes a look back at past Paralympic Games on large displays that include text and video footage, as well as memorabilia from major events.

IPC Governing Board

The IPC Governing Board met twice during the year, once in April in Madrid, Spain and then again during the London 2012 Games.

The Board officially approved the qualification criteria for the Sochi 2014 Games and challenged the world's media to keep the Paralympics in the mainstream following London 2012. Members of the Board also discussed how to enhance the IPC-IOC agreement, as well as IPC Academy programmes, which are a joint venture between the IPC and the World Academy of Sport to improve the knowledge of those involved in the Paralympic Movement.

IPC Academy



To improve educational standards of sport throughout the Paralympic Movement in 2012, the IPC Academy held classification programmes in swimming and technical officials programmes in athletics, as well as an African development conference to support and advise National Paralympic Committees in the region.

The IPC Academy also ran a Rio 2016 Excellence Programme as an innovative and unique approach to further enhance the transfer of knowledge for Paralympic Games through Paralympic specific activities. A Games Experience Programme (GEP) was also held, which was new initiative for governments and those involved in the supply chain of the Paralympic Games to understand the complex delivery of such an event from a multi-stakeholder perspective.

Strategic Partnerships

The IPC strengthened its partnerships with organisations that support the Paralympic Movement, receiving unparalleled support compared to past Paralympic Games years, and extended its partnerships with some of its most important sponsors, as well as the IOC.



IPC Honorary Board

Members of the IPC Honorary Board, who are leaders in their respective nations, provided great assistance to the Paralympic Movement in 2012, most notably raising awareness in their communities for the London 2012 Games.

IPC Honorary Board members attended the London 2012 Games and assisted with fundraising activities for the Paralympic Ball and for future development of the Paralympic Movement in Latin America.

In addition, some members served as ambassadors for Sochi 2014 sponsor groups and promoted Paralympic news via their social media accounts.



IOC Relationship

At the 124th IOC session in London in July, IPC President Sir Philip Craven and his IOC counterpart, Jacques Rogge, signed an extension to the IOC-IPC Co-operation Agreement, meaning that Paralympic Games will be held in the same city as the Olympic Games through 2020.

The agreement, originally signed in June 2006, extends the practice of "one bid, one city" to the PyeongChang 2018 and 2020 Games, which will be held in either Istanbul, Madrid or Tokyo.

In addition, the IOC and IPC signed a new partnership whereby the IOC and IPC have identified new IOC programmes and activities which the IPC could participate in. The parties also agreed to discuss further areas and projects of mutual interest and collaboration. In particular this includes further co-operation in the commercial area and to explore the benefits of a closer co-operation on the Games planning and delivery functions.

The new agreement has also led to an increase in funding from the IOC to the IPC.



Worldwide Paralympic Partners

Ottobock

ottobock. During 2012, one of Ottobock's main contributions to the Paralympic Movement was its "Passion for Paralympics" travelling exhibition, which created excitement for the London 2012 Games and spread the Paralympic values of courage, determination, inspiration and equality.

The exhibition opened on 26 April and travelled to Glasgow, Manchester and Cardiff before opening at London's Westfield shopping centre on 27 July, prior to the Games. The exhibition included a history of the Games and displayed the technology that enables Paralympians to compete, such as handcycles, running blades and other prosthetics. Interactive exhibits enabled visitors to feel for themselves just how strong Paralympic athletes who use running blades have to be, as well as the chance to participate in a handcycling speed trial. The exhibition was stationed in the Olympic Park during the London 2012 Games.

Ottobock served as the official technical service provider for London 2012, having workshops across Paralympic Villages and at nine competition venues, where they offered repair and maintenance services for wheelchairs, prosthetics and orthotics.

Their workshops were staffed by an international team of 80 experts, including 12 welders for repairing damage to wheelchair frames, and they opened their workshops prior to competition so that Paralympians could ensure their equipment was ready for the Games.

On 31 August, the IPC and Ottobock announced the extension of their worldwide partnership through the Rio 2016 Games.

Visa

VISA Visa recognised some of the world's best Paralympians, inducting five individuals into the Visa Paralympic Hall of Fame during London 2012.

Athletes Chris Holmes, Trischa Zorn, Louise Sauvage and Roberto Marson – who have 100 Paralympic medals between them – were inducted on 30 August, along with Paralympian turned coach Frank Ponta.

Visa's sponsorship was prominently visible at the Games and they made the transition from the Olympics to Paralympics quickly, putting up Visa advertisements of Paralympians in prime locations around the Olympic Park.

In the lead-up to and during London 2012, the sponsor supported several Team Visa athletes, who were showcased around London via promotional materials such as billboards and mousepads. Athletes included Polish table tennis player Natalia Partyka, American wheelchair basketball player Alana Nichols and Brazilian sprinter Terezinha Guilhermina.

Samsung



Samsung worked with the IPC and LOCOG at London 2012 to launch an innovative project called Samsung Paralympic Bloggers, involving 47 Paralympians, who recorded video blogs from behind the scenes during the Games using Samsung Galaxy Note phones.

The blogs which included footage filmed from within the Athletes' Village, behind the scenes at venues, as well as a first-hand view of what it is like to take part in the athletes' parade at the Opening Ceremony in front of 80,000 people. Samsung provided the IPC with 12 additional phones to embed bloggers from NPCs within the athletes' parade to capture live interviews and reactions from the Games' biggest stars. The content was uploaded to www.YouTube.com/ParalympicSportTV and shared on IPC, London 2012 and Samsung online channels.

Six hundred Samsung Video Blogs were produced during the Games, and by the end of the Paralympics the blogs had received over 350,000 views.

Spain's Teresa Perales and USA's Alana Nichols and Jarryd Wallace, all IPC Ones to Watch athletes, received Samsung Paralympic Blogger awards for the video blogs they created. The awards went to the most viewed, most creative and most inspirational videos, respectively. Samsung also designed a pioneering initiative during the summer via a campaign entitled, "Sport Doesn't Care Who You Are – Everyone Can Take Part." They launched a breathtaking video for the campaign that received more than five million YouTube views and showcased the abilities of some of the world's top athletes, encouraging the public to rethink their attitudes toward Paralympic athletes and to get them to engage in London 2012.

Atos



In addition to designing and maintaining the new-look Paralympic.org, international IT services company and IPC Worldwide IT Partner Atos provided the IPC with its brand-new Sport Media Application in Real Time (SMART) Player for the London 2012 Games. This player, the first of its kind set to revolutionise online streaming, integrated live footage and results for the Paralympics into a single, unified and synchronised view.

It enabled those watching live swimming and wheelchair basketball events to view real-time results tickers, statistics, biographies, news and social media all in one integrated and synchronised window. It also simplified the user's interests and gave specific and relevant results per sport, similar to the ones available to commentators inside the venues.



International Partner

Allianz



While Allianz did not serve as a London 2012 Games partner, they supported the highest number of National Paralympic Committees of any IPC partner. Allianz provided support for 10 NPCs, including the Czech Republic and Hungary for the first time.

Allianz published a series of video features and webisodes to promote the stories of athletes who competed at London 2012, as well as information graphics for several sports that explained how to play the sport and the equipment behind it. Their advertising campaign extended to airports and train stations across Europe, where they prominently displayed enormous advertisements of Paralympians such as Switzerland's Marcel Hug, Ireland's Orla Barry and Germany's Katrin Green. In February, Allianz's "Believe in Yourself" web page launched in conjunction with the new-look Paralympic.org, showcasing videos, infographics and Paralympic facts.

Prior to the Games starting in London, Allianz held a media workshop in conjunction with the IPC to educate journalists on the details of the Paralympic classification system.

On 5 September, the IPC and Allianz announced the intention to continue the successful partnership between the two organisations.

Other partnerships

BP



Throughout 2012, BP, the official oil and gas partner for the London 2012 Games, provided support to seven National Paralympic Committees, including: Angola, Azerbaijan, Egypt, Georgia, Trinidad and Tobago, Turkey and UAE.

BP also fueled the Games' vehicles to transport athletes to their events and helped athletes reduce their carbon footprint.

IPC Sports

The IPC acts as the international federation for nine sports, and 2012 was a breakthrough year in terms of increased awareness of these sports.



IPC Athletics



	2012
Licensed athletes	3,584
NPCs	151

IPC Athletics had a breakthrough year in 2012 thanks to the Paralympic Games in London, where every single session was played out in front of a capacity crowd of 80,000 in the Olympic Stadium and made headlines and sports broadcasts each day around the world.

In London, 1,134 athletes took part in track and field events, setting 102 world and 139 Paralympic records. China was the dominant force, taking home 86 medals from the 170 different athletics medals events. Of the 141 countries that participated in athletics, 75 won at least one medal.

“Thrilling Thursday” went down as one of the most talked about nights in Paralympic history, as Great Britain’s David Weir won 800m gold and Hannah Cockroft was victorious in the 200m T34. That was followed by home favourite Jonnie Peacock’s 100m T44 victory, which elicited chants of “Pea-cock, Peac-cock, Pea-cock” from 80,000 fans.

The 2012 IPC Athletics European Championships, held in Stadskanaal, the Netherlands from 24-28 June, provided a nice build-up to the Games. There were 520 athletes from 38 different countries who competed in the Championships, several of them who were trying to gain qualification for London 2012. Russia, which had the largest delegation in Stadskanaal with 67 athletes and there were 14 world records broken at the Championships.

IPC Athletics also signed contracts to host the 2015 and 2017 World Championships in Doha and London, respectively, as well as to hold an annual Marathon World Cup in London.

The IPC Athletics Sports Forum was held in December to discuss future sport strategy and rules updates, as well as to reflect on London 2012. The sport’s classification and technical rules, as well as strategic plan, was updated during the year, and IPC Athletics presented the IPC Governing Board with the Rio 2016 Games event programme.

The groundwork was also laid for the 2013 IPC Athletics Grand Prix series of events around the world, Laura Danning was hired as the new IPC Athletics assistant in Bonn, Germany, and IPC Athletics continued its development with the able-bodied federation, the IAAF, to help further grow and promote the sport.

IPC Alpine Skiing



	2011-12
Licensed athletes	504
NPCs	33

During the 2011-12 season, IPC Alpine Skiing recognised 35 competitions that had more than 200 events, including four World Cup and seven Europa Cup competitions.

Despite not winning any individual titles, USA won the team title for the season’s World Cup, and was followed in the standings by France and Russia, respectively.

Russian visually impaired skier Valery Redkozubov and French standing skier Marie Bochet won the men’s and women’s overall season titles. In May 2012, it was decided that snowboarding would be added to the Paralympic Games programme for the first time at Sochi 2014 under the direction of IPC Alpine Skiing. By the end of 2012, the sport already had more than 50 active athletes. The first para-snowboard event took place in November in Landgraaf, the Netherlands. Thirty-two snowboarders from 12 countries participated, and the sport’s first official races were won by New Zealand’s Carl Murphy and the Netherlands’ Bibian Mentel.

Also that month, 13 representatives from seven NPCs in the Balkan region gathered in Novi Sad, Serbia to discuss the development of Paralympic winter sport in southeast Europe.

Led by IPC Governing Board member Rita van Driel, the meeting addressed how nations could institute skiing programmes at the grassroots and elite levels in their respective countries.

There were also two changes made on the IPC Alpine Skiing Sport Technical Committee, as Tommy Lee was appointed the new Head of Competition for Asia and the Southern Hemisphere, and Viktor Krstevski was appointed the new Head of Competition for Para-Snowboard.

IPC Ice Sledge Hockey



	2011-12
Licensed athletes	230
NPCs	14

The 2011-12 IPC Ice Sledge Hockey season included two World Championship events and two additional recognised competitions.

The 2012 IPC Ice Sledge Hockey A Pool World Championships were held from 24 March - 1 April in Hamar, Norway – a town that hosted some of the events during the Lillehammer 1994 Olympic Games.

Eight teams competed, making it the sport's largest event since the Vancouver 2010 Games. The USA defended their world title, beating a Korean team that medalled for the first time ever at an international ice sledge hockey event.

The year's World Championships B-Pool attracted six teams from 12-17 November in Novi Sad, Serbia, a place that was trying to start up the sport at the grassroots level. Russia claimed gold at the event, just two years after starting up their ice sledge hockey programme, while Sweden finished second and Germany took third. Austria made their World Championship debut at the tournament.

IPC Ice Sledge Hockey signed contracts to host the 2013 World Championships A and B-Pool in Goyang, Korea and Nagano, Japan, respectively, making it the first time the sport's World Championships take place in Asia.

The first major women's ice sledge hockey international jamboree took place in May in Philadelphia, USA, with three teams competing: Canada, Europe and USA. The teams participated in three days of practices, games and drills, and the event served as a breakthrough in the sport's development as the first of its kind.

IPC Ice Sledge Hockey also assisted Korea in their sport clinics to help further cultivate their programme for both the 2013 World Championships, and most importantly, as the host nation for the PyeongChang 2018 Games.

IPC Nordic Skiing



	2011-12
Licensed athletes	205
NPCs	19

The 2011-12 IPC Nordic Skiing season had eight recognised competitions with over 76 events, including four World Cup competitions.

Russia dominated the nordic skiing circuit throughout the season, finishing atop the World Cup rankings with 21,387 points and occupying 19 of the 36 podium spots available in the sport.

Russia collected both the men's and women's trophies in the biathlon visually impaired and sitting events, and replicated this in cross-country, aside from conceding the women's sitting trophy to Norway.

IPC Nordic Skiing tested two new race formats in biathlon and cross-country skiing as part of preparations for the 2013 World Championships.

IPC Nordic Skiing also partnered with logistics specialists DB Schenker to offer charter flights for athletes to Sochi 2014 Test Events.

IPC Powerlifting



	2012
Licensed athletes	567
NPCs	83

The year for IPC Powerlifting, which recognised 12 competitions, was highlighted by the Paralympic Games, where eight world records and five additional Paralympic records were broken and Nigeria topped the medals table.

At the Games, 200 athletes from 62 countries took part in 20 different medal events, drawing an average of 4,500 spectators each day to watch the events at the ExCeL.

Other major competitions included the UK Invitational Powerlifting Championships, the Malaysia Open Powerlifting Championships, the Russian Powerlifting Championships and the Greek Powerlifting Championships.

Following the Games, the IPC staged a national referees training course in Fortaleza, Brazil from 26-29 November, prior to the start of the Brazilian National Championships, in order to increase the number of qualified referees for the sport.

Later in the year, the IPC Powerlifting sport management team and Sport Technical Committee approved the 2013-2016 IPC Powerlifting Rules and Regulations, which came into effect upon the year's conclusion.

In addition, Dr. Bassam Qasrawi was appointed the sport's new Head of Classification, Jorge Moreno took over as the new IPC Powerlifting Sport Manager and Camila Rodrigues as the sport's new co-ordinator.

IPC Shooting



	2012
Licensed athletes	448
NPCs	56

A total of 140 shooting athletes competed across 12 medal events at the Royal Artillery Barracks at the London 2012 Games in front of a record number of spectators.

Forty-four countries participated at the Games in the eight rifle and four pistol events, as three world and seven Paralympic records were broken as China topped the medals table.

The first medal at the London 2012 Paralympics was awarded in shooting. Olivera Nakovska-Bikova made a historic achievement when she became Macedonia's first-ever Paralympic Games gold medallist, winning the women's 10m air pistol SH1, and Abdullah Alaryani became a national celebrity in UAE after winning the country's second-ever Paralympic gold medal in the mixed 50m rifle prone SH1.

Prior to the Games, IPC Shooting World Cup events were held in Szczecin, Poland in April and Antalya, Turkey in May.

IPC Shooting also extended its Memorandum of Understanding with the International Shooting Sport Federation (ISSF) on 16 January with an agreement regarding shotgun shooting.

The two organisations mutually agreed to recognise the Federazione Italiana Tiro al Volo (FITAV) as the organisation that will co-ordinate the global development of clay shotgun shooting as a discipline for athletes with an impairment.

Sarah Bond took over the position of IPC Shooting Sport Manager following London 2012, and the Sport Technical Committee Head of Classification resigned and will be replaced in early 2013.

Financial Information

IPC Swimming



	2012
Licensed athletes	1,964
NPCs	84

In total, 120 approved competitions took place in 2012, as the competition at the London Games drew sold-out crowds, as 148 world and 97 Paralympic records were broken at London's Aquatics Centre. There were 344 men and 260 women who competed across the 148 medal events in London.

Seventy-four countries competed, with 35 winning at least one medal, as athletes with an intellectual impairment were allowed to compete at the Games in the S14 class for the first time since 2000.

China won 24 gold, 13 silver and 21 bronze medals to finish atop the swimming standings, ahead of Australia and Ukraine.

On the individual side, two Australians dominated as Matt Cowdrey and Jacqueline Freney won 16 medals between them, and nobody will forget how British poster girl Ellie Simmonds electrified her home crowds, capturing two golds, a silver and a bronze, and also the hearts of a nation.

The average age of the top 10 swimming medallists at the Games was just over 20 years old.

Following the Games, IPC Swimming changed its competition cycle, scheduling a World Championships in 2013, regional events in 2014, and a World Championships again in 2015.

IPC Swimming agreed to host the 2013 World Championships in Montreal, Canada and the 2015 World Championships in Glasgow, Scotland.

In addition, in 2012 IPC Swimming had a presence at the FINA Convention in Moscow, Russia, established a Coaches Advisory Group and held certification courses for international technical officials and classifiers.

IPC Wheelchair Dance Sport



	2012
Licensed athletes	158
NPCs	22

IPC Wheelchair Dance Sport held three major competitions in 2012: the Holland Dansspetakel in Cuijk, the Netherlands from 7-8 April; the Wheelchair Dancing Ukraine Cup from 15-16 June in Rivne, Ukraine; and the Continents Cup in St. Petersburg, Russia from 8-9 September. IPC Wheelchair Dance Sport also began negotiations to host a World Championships in 2013, received an invitation to participate in the 2013 WDSF World Dance Sports Games and to be included at the 2014 Asian Para Games.

Camila Rodrigues took over the co-ordination tasks of the sport on the IPC management team.



Financial Information



During the 2012 financial year, the IPC generated a total revenue of EUR 10,294,026 and had a total expenditure of EUR 10,289,570. This resulted in a surplus of EUR 4,456.

The remainder of revenue came from membership fees, IPC sports, grants and other sources.

More than half of the core income was generated through marketing, sponsorship and fundraising efforts, with a large chunk also coming from special project funding.

The largest expenditures were devoted to administrative areas and special projects, in addition to IPC sports.

Statement of Financial Position (as of 31 December 2012)

Assets	2011	2012
Fixed Assets	1,327,069	1,536,619
Current Assets	178,014	465,137
Cash and Bank Balances	1,765,981	1,874,989
Prepaid Expenses	203,497	1,232,858
Total Assets	3,474,562	5,109,603

Equity and Liabilities

Equity	645,692	775,148
Provisions ¹	1,128,920	1,298,236
Liabilities ²	1,089,002	1,025,015
Deferred Income	610,949	2,011,204
Total Equity and Liabilities	3,474,562	5,109,603

1) Including provisions for IPC Sports

2) The liabilities include a loan of EUR 425,000 from International Olympic Committee (IOC)

Statement of Financial Position (as of 31 December 2012)

Revenue	2011	2012
Membership fees	220,189	220,046
IPC Sports Revenue ¹	2,473,642	961,241
Marketing/Sponsoring/Fundraising ²	4,038,085	5,308,170
Grants	50,000	50,000
Other	319,852	522,099
Specific Project Funding ³	503,284	3,232,470
Total revenue	7,605,052	10,294,026

Expenditure

Executive Office	499,562	359,798
Paralympic Games	144,064	551,600
Administration ⁴	2,988,984	3,768,497
Sports Budget ⁵	2,665,317	1,230,523
Sport and IPSFs Relations	26,155	53,494
Medical and Science	78,367	141,134
General Operation and Services ⁶	108,085	0
Media and Communication	164,288	190,582
Marketing and Commercial	62,515	152,792
Membership Services and NPC Development	161,353	280,810
Specific Project Expenditure	693,299	3,185,340
Allocation to reserve funds	0	250,000
Allocation to unrestricted capital reserve	0	125,000
Total Expenditure	7,591,992	10,289,570

Result	13,060	4,456
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1 Competition fees from IPC Sports competitions, Athletes' License fees, Competition Approval fees, other sport-related revenues and fees (related expenses s. 5)

2 Marketing fees from Organising Committees, Sponsoring and Fundraising Revenue

3 Project related resources incl. IPC Academy projects and 2012 London Paralympic Games activities.

Related expenses to be found under "Specific project expenditure"

4 Administration, general Operation and services, salaries for IPC Headquarters Staff and Depreciation of assets and software

5 Grants to IF Sports, Grants to Organisers of IPC Sports competitions, Management costs IPC Sports and provisions for IPC Sports from IPC Sports revenue

6 Between 2011 and 2012 IPC changed its budget and departmental structure. This budget line was shifted to "Administration"



Paralympic.org

International Paralympic Committee

Adenauerallee 212-214
53113 Bonn, Germany

Tel. +49 228 2097-200
Fax +49 228 2097-209

info@paralympic.org
www.paralympic.org

