



International Paralympic Committee

ANNUAL REPORT 2008



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FROM THE PRESIDENT



“Together we have made Paralympic Sport the steadily growing phenomenon that it is today”

It gives me great pleasure as President of the International Paralympic Committee (IPC) to publish the Annual Report for the calendar year 2008. On behalf of the IPC, I can say with confidence that 2008 was a year filled with not only a multitude of unprecedented accomplishments, but new standards in the Paralympic Movement.

The highlight of the year was the magnificent Beijing 2008 Paralympic Games. Our expectations were surpassed, and we all witnessed the best Games ever carried out. This was said at the Closing Ceremony, and this continues to be of public sentiment.

The Paralympic Movement took on a whole new role in China, with an attendance of 3.4 million spectators who had before not known about Paralympic Sport. More than

3.8 billion people around the world watched athletes compete, totalling a remarkable 1,800 hours broadcasted.

Athletes from all around the world came to China and gave performances that are to be forever remembered. In fact, a total of 279 new World records were set at the Games, with a total of 339 Paralympic records broken.

Audiences were inspired and excited by what they saw from the athletes, just as we have always been. China created so many lasting impressions for people around the globe to remember, including the reality of “One World”, “One Dream”, and “One People”. For the English word “One”, the word “tongyi” in Chinese is used, which means “the same”. It highlights the theme of “the

FROM THE PRESIDENT

whole Mankind lives in the same world and seeks for the same dream and ideal”.

These facts are relevant, as they have directly influenced the work and results of the year 2008. The biggest event of the Paralympic Movement essentially was centred upon by the IPC, and its success is a testament of the IPC's Vision and Mission.

In 2008 we saw the successful continuing implementation of our Strategic Plan, allowing outstanding results from our work and performance. I can say that it has been an honour to lead IPC's membership body through the last 12 months, and I welcome the new challenges to come.

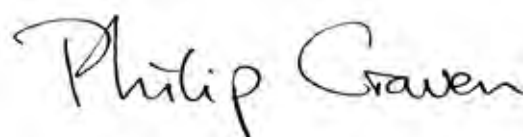
As our Headquarters in Bonn was ardently busy in accomplishing tasks and duties, strong dedication and spirit was constantly shown from our staff and volunteers around the world. My sincere thanks therefore go to the Management Team of the IPC and the volunteers, as well as our Governing Board. Together we have made Paralympic Sport the steadily growing phenomenon that it is today. I would also like to thank all of the IPC's member organiza-

tions in playing such a vital role within the Paralympic Movement.

I am pleased to report that the year 2008 was also successful in terms of securing the IPC's financial status. What was accomplished in 2008 could not have been possible without the funding generated through successful marketing of the Paralympic Brand and through corporate partnerships. The IPC recognizes and thanks its Worldwide Partners Atos Origin, Otto Bock, Samsung and Visa, as well as its Gold Patrons Allianz SE and Deutsche Telekom AG.

As the IPC overcame the various challenges presented in 2008, it will no doubt prove to be vital in preparation for the ongoing challenges of the upcoming year.

In seeing the year 2008 summarized, we remember that the exuding Paralympic spirit from our athletes also infiltrates our own network of talent at the IPC. With this in mind, I believe we can take on the obstacles that might come our way in the future and subsequently continue in fulfilling our Vision and Mission.



Sir Philip Craven, MBE
President
International Paralympic Committee

IPC GOVERNING BOARD AND HONORARY BOARD

IPC Governing Board 2005-2009

President

Sir Philip Craven, MBE

Vice President

Miguel Sagarra

Members at Large:

Mr. Zainal Abu Zarin

Mr. Masoud Ashrafi

Mr. Jose Luis Campo

Ms. Ann Cody

Mr. Alan Dickson

Mr. Greg Hartung

Mr. Patrick Jarvis

Mr. Karl Vilhelm Nielsen

Dr. M. Nabil A. Salem

Mr. Zhifei Shen

Athletes' Representative

Ms. Ljiljana Ljubisic

IPC Chief Executive Officer

Mr. Xavier Gonzalez

Co-opted Member

Mr. Fred Jansen



IPC Honorary Board (in order of acceptance)

HRH Princess Margriet of the Netherlands

HRH Grand Duchess Maria Teresa of Luxembourg

HRH Crown Princess Victoria of Sweden

HSH Prince Albert of Monaco

Maria Guleghina, International Opera Singer

James Wolfensohn, former President of the World Bank

HRH Princess Haya Bint Al Hussein of Jordan

Thérèse Rein, the wife of Australia's Prime Minister Kevin Rudd

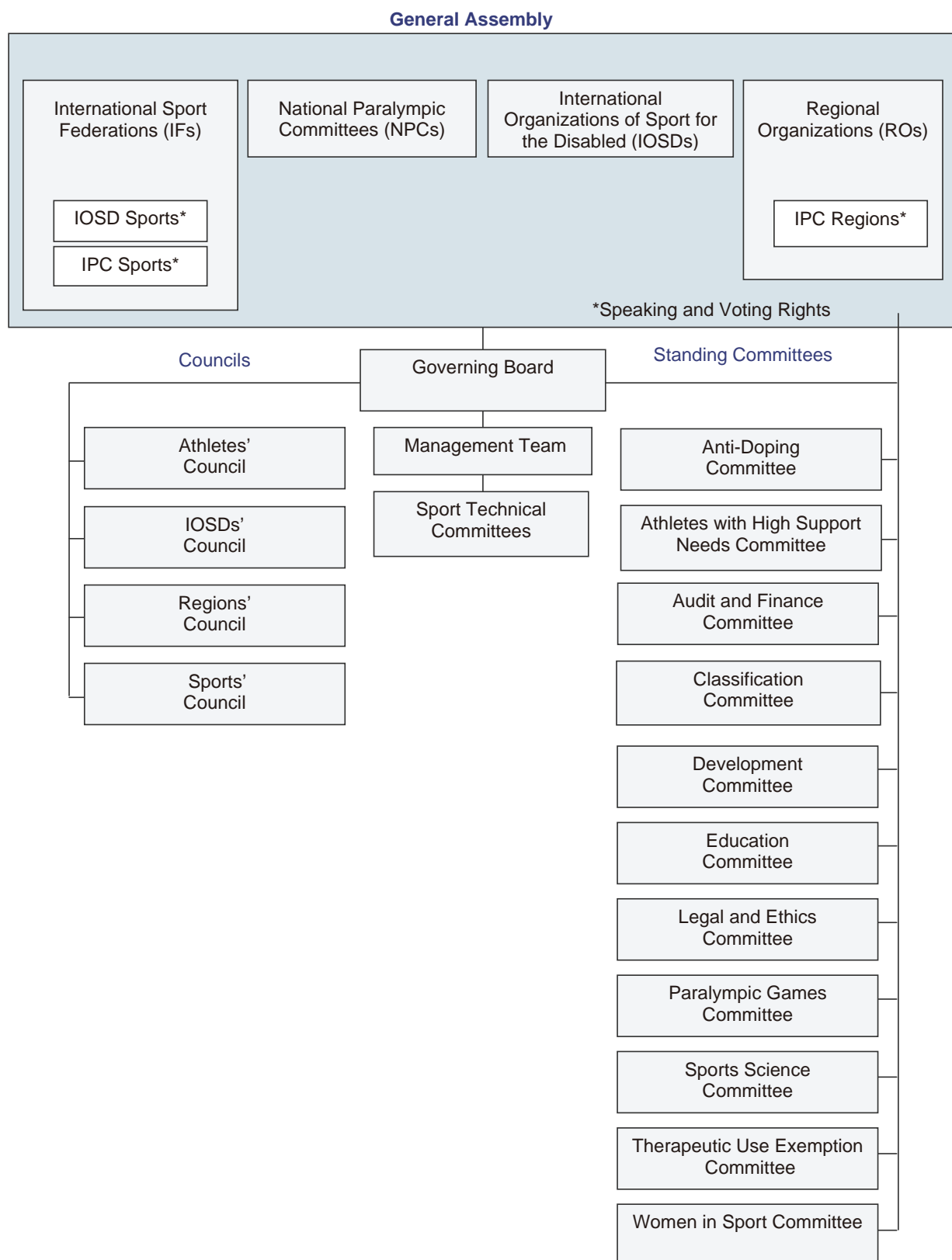
Hassan Ali Bin Ali, Chairperson of the Shafallah Centre for Children with Special Needs

VISION AND MISSION

- To guarantee and supervise the organization 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 organizations.
- 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 disability 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 organization, 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, disability, gender, sexual orientation or race reasons.
- To ensure the means necessary to support future growth of the Paralympic Movement.

“To Enable Paralympic Athletes to Achieve Sporting Excellence and Inspire and Excite the World”

ORGANIZATIONAL STRUCTURE



ABOUT THE IPC

During World War II traditional methods of rehabilitation were recognized as inadequate to meet the medical and psychological needs of large numbers of soldiers and civilians with a disability. At the request of the British government, Dr. Ludwig Guttmann, a German neurologist and neurosurgeon who had fled the Nazi regime to Great Britain, set up a Spinal Cord Injuries Centre at Stoke Mandeville Hospital in 1944. At Stoke Mandeville, Guttmann introduced sporting participation as a form of therapy and as an aid for remedial treatment and rehabilitation. His work resulted in the increased prominence of sporting events for individuals with spinal cord-related injuries and the first Stoke Mandeville Games in 1948. This led to the International Stoke Mandeville Games that took place in 1952.

In time, multi-disability competitions developed to become the Paralympic Games - the first being held in 1960 in Rome and the first Paralympic Winter Games in 1976. In 1982, the International Co-ordinating Committee of World Sports Organizations for the Disabled (ICC) was established to govern the Paralympic Games, and represent the participating organizations in dialogues with the International Olympic Committee (IOC) and other global organizations.

The International Paralympic Committee (IPC) is now the global governing body of the Paralympic Movement and is responsible for co-ordinating the organization of the Paralympic Games, while acting as the International Federation for ten IPC

Sports. Founded in 1989, the IPC is an international non-profit organization with an extensive membership base, composed of National Paralympic Committees (NPCs), International Organizations of Sport for the Disabled (IOSDs), International Federations (IFs), and Regional Organizations (ROs). Since 1999 the Management Team has been located at IPC's HQ in Bonn, Germany.



The IPC has a democratic governance structure, made up of a General Assembly (the highest decision making body that meets biennially), a Governing Board, and several Councils and Committees. In November 2005, the present Governing Board was elected and Sir Philip Craven was re-elected for another term of office (2005-2009).

The last year has been important for the IPC because it continued to see the benefits of an extensive restructuring process, which began with the Strategic Review in 2002. This led to a new constitution and governance structure, which was adopted by the Extraordinary General Assembly of 2004 and fully implemented in 2006. As a result of this restructuring process, the Governing Board replaced the Executive Committee and bylaws for IPC Councils and Standing Committees were developed. These key structural changes, led by concise strategic direction through the adoption of the Strategic Plan (2006-2009), have significantly increased the stature of the IPC.

THE YEAR IN SPORT

PARALYMPIC GAMES

Beijing 2008 Paralympic Games

The Closing Ceremony of the Beijing 2008 Paralympic Games on 17 September 2008 officially ended a period of record-breaking competition and events.

The Opening Ceremony of the Beijing 2008 Paralympic Games was the beginning of an event that raised the standard of Paralympic Sport to an unprecedented level. Chinese Paralympic gold medallist and Paralympian Ambassador Hou Bin used his own strength to lift himself up in his wheelchair about 100 metres, with a rope that led him to light the flame at the roof of the Bird's Nest.

The ceremony itself was a poetic expression by the Chinese of “Transcendence, Equality and Integration”, the Paralympic theme. And at the same time, the Beijing 2008 Organizing Committee made their “Games of Equal Splendour” pledge a priority throughout the 12 days of the Games from the Opening until the end of the Closing Ceremony.

During the ten days of the Paralympic Torch Relay, a total of 850 torchbearers took part in the two-route run. The “Ancient China” route covered the historic cities of Xi’an, Hohhot, Changsha, Nanjing and Luoyang. The “Modern China” route covered Shenzhen, Wuhan, Shanghai, Qingdao and Dalian. The Paralympic Torch Lighting took place at the Temple of Heaven.

A total of 3,951 athletes from a total of 146 different countries/territories around the world came to Beijing to compete in their respective sport. Of those countries, five competed in the Paralympic Games for the first time, including Burundi, Gabon, Georgia, Haiti and Montenegro.

The 20 sports included Archery, Athletics, Boccia, Cycling, Equestrian, Football 5-a-Side, Football 7-a-Side, Goalball, Judo, Powerlifting, Rowing, Sailing, Shooting, Swimming, Table Tennis, Volleyball (Sitting), Wheelchair Basket-



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ball, Wheelchair Fencing, Wheelchair Rugby and Wheelchair Tennis. Rowing saw its inauguration into the Paralympic Sports Programme during Beijing 2008. All sports were held at the venues in the Chinese capital of Beijing, with the exception of Sailing and Equestrian, held in the cities of Qingdao and Hong Kong, respectively.

The Beijing 2008 Paralympic Games had a total of 472 medal events, with 262 for men (of which 59 include opportunities for persons with high support needs), 176 for women (of which 34 include opportunities for persons with high support needs), and 34 mixed events with requisite male and female athletes (of which 22 include opportunities for persons with high support needs).

The medal tally was topped by the host country, China, winning 89 gold medals. Following the Chinese Paralympic Team in the gold medal count were Great Britain with 42, the United States with 36, the Ukraine with 24, and Australia with 23. China and Great Britain also held the top two positions after the ATHENS 2004 Paralympic Games.

The Games saw a total of 279 new World records set, and a total of 339 Paralympic records broken.

The emblem for the Beijing Paralympic Games was dubbed “Sky, Earth and Human Beings”, which is a stylized figure of an athlete in motion, implying the tremendous efforts a person with a disability has to make in sports as well as in real life. It also embodies the Paralympic Motto “Spirit in Motion”, and it reflects the integration of heart, body and spirit in human beings. This is the core of the philosophy of the Chinese culture.



The mascot for the Paralympic Games in Beijing was Fu Niu Lele. Shortened to Lele, the cow design for the mascot derives its inspiration from the farming cultivation culture of ancient Chinese civilization. The cow, symbolic of a down-to-earth, diligent, enduring spirit, was adopted to show the undying spirit of the athletes with a disability. It also follows the concept of “Transcendence, Equality and Integration.”

The International Paralympic Committee, together with the National Paralympic Committees and the International Federations had a total of 2,500 officials and representatives. A total of 5,611 media



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representatives covered the Beijing 2008 Paralympic Games from 6-17 September.

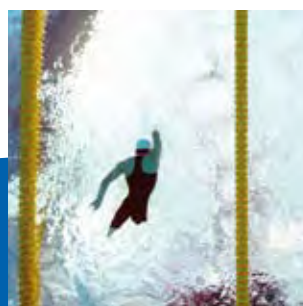
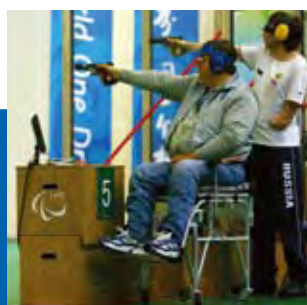
Some of the dignitaries attending the Games included Dr. Horst Köhler (President of Germany), Mahamoud Ahmadinejad (President of Iran), HRH Princess Margriet (IPC Honorary Board Member, The Netherlands), HRH Princess Victoria (IPC Honorary Board Member, Sweden), Hassan Ali bin Ali (IPC Honorary Board Member, Qatar) and Soprano Maria Guleghina (IPC Honorary Board Member, Belarus), HRH Prince Felix (Luxembourg), HRH Prince Edward (Great Britain), HRH Princess Astrid and HRH Prince Lorenz (Belgium), Jadranka Kosor (Vice Prime Minister, Croatia), Abdul-Rahman Hassan Bimba (Minister of Sports, Nigeria), Djamel Ouldabbes (Minister of Solidarity, Algeria), Johanna Sigurdardottir (Minister of Social Affairs and Social Security, Iceland), Orlando de Jesus Silva (Sport Minister, Brazil), Ismail Sabri Yaakob (Minister of Youth and Sports, Malaysia), Dr. Batsereedene Byambaa (Minister of Health, Mongolia), Vivian Balakrishnan (Minister of Community Development, Youth and Sports, Singapore), Kate Ellis (Minister of Sport, Australia), and Tessa Jowell (Olympic and Paralympic Minister, Great Britain).

The broadcasters with the most number of hours of the Paralympic Games were

China's CCTV and BTV, with more than 22 hours daily on different channels. This included live programming, as well as news.

In addition to wide coverage, a memorial wall dedicated to the UN Convention on the Rights of Persons with Disabilities was unveiled at the Paralympic Village. The Convention, which recognizes that persons with a disability have the right to participate in sporting activities with a choice between mainstream and disability-specific programmes, was introduced unanimously in 2006 by the delegates of the 192 UN Member Nations. As such, major sites like the Forbidden City and the Great Wall were made accessible in time for the Paralympic Games. Athletes and visitors with a disability from all around the world were therefore able to enjoy the attractions because of the accessibility for the first time.

The Games have changed China forever, as well as the perceptions of people around the world. The resulting growth in the Paralympic Movement is without a doubt because of the many years of preparation that has been carried out in the country. Because of the Beijing Games, it will continue to have a positive effect on Paralympic Sport.



OTHER COMPETITIONS

IPC Ice Sledge Hockey World Championships - Marlborough

From 27 March to 5 April, the IPC Ice Sledge Hockey World Championships took place at the New England Sports Centre in Marlborough, USA.

Organized by Massachusetts Hockey in co-operation with US Paralympics, around 200 athletes from ten countries participated in the World Championships A and B Tournaments.

The A Tournament was comprised of Canada, Germany, Italy, Japan, Norway and the United States - all teams that competed at the Torino 2006 Paralympic Winter Games and are currently ranked as the worlds best.

The B Tournament was comprised of Czech Republic, Estonia, Korea and Poland - the second tier elite teams were all vying for a position in the 2009 IPC Ice Sledge Hockey World Championships A Tournament.

Playing in the A Tournament, Canada took the gold medal, Norway took the silver medal, and the bronze went to USA. Korea won the B Tournament, and the Czech Republic took second place, while Estonia took the bronze medal.

2008 IPC Alpine Skiing World Cup

After four exciting competitions, the 2008 IPC Alpine Skiing World Cup season ended with the finals in Hakuba, Japan, from 21-26 February. Athletes from 18 different countries competed in the World Cups, which for the first time featured a new dis-

cipline - Super Combined, an event combining both speed and technique.

The Austrian team dominated the first competition of the season, which took place in Abtenau, Austria. Canada followed in second place, with Germany in third. These positions of the countries remained after competitions in Queyras, France, and Jeong Seon, Korea.

The most successful athletes of the season include Sabine Gasteiger from Austria (Visually Impaired category) and Lauren Woolstencroft from Canada (Standing category), winning the World Cup in the Slalom, the Giant Slalom, the Su-

per-G and Super Combined. Swiss Thomas Pfyl (Standing category) won the overall World Cup with many fast runs especially in the Slalom and Giant Slalom events. Laureus Award Winner 2006 Martin Braxenthaler from Germany finished first in the overall Slalom and Super Combined World Cup (Sitting category), while Visually Impaired skier Christopher Williamson (Canada) won the overall Slalom, Super-G and Super Combined World Cup.

2008 IPC Biathlon and Cross-Country Skiing World Cup

After a World Cup in Isny (Germany) and Vuokatti (Finland), athletes from 18 National Paralympic Committees participated in Nes, Norway, fighting for World Cup points and the overall World Cup trophy at the 2008 IPC Biathlon and Cross-Country Skiing World Cup Finals.

In Biathlon, Oleksandra Kononova (Ukraine) and Nils Erik Ulset (Norway) won the Over-

Athletes from 18 different countries competed in the World Cups, which for the first time featured a new discipline - Super Combined, an event combining both speed and technique.

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all World Cup in the Standing category. Russia dominated the World Cup point list for Cross-Country Skiing, with Tatiana Ilyuchenko (Visual Impaired category), Kirill Mikhaylov (Standing category) and Irek Zaripov (Sitting category) taking home the overall World Cup for their country.

The IPC Biathlon and Cross-Country Skiing World Cups in Isny, Germany, and Vuokatti, Finland, saw strong performances and top positions dominated by athletes from Russia, Ukraine and Belarus.

2008 Paralympic World Cup

The 2008 Paralympic World Cup took place in Manchester, Great Britain, with over 400 competitors from 45 different countries competing in four sports. The Regional Arena saw an exciting four-day run of Wheelchair Basketball teams, with the US men's team and Dutch women's team winning gold medals.

In the Women's Track Cycling event, China, Germany and Great Britain brought home the gold. The Men's Track Cycling also saw the gold medal twice won by Great Britain's

Anthony Kappes



in Tandem Sprint and Tandem Kilo. The Swimming competition at the Aquatics Centre was a two day event, with Natalie Du Toit's win highlighting the competition. Athletics provided the audience with high-level performances on the final day.

2008 IPC Wheelchair Dance Sport World Championships - Minsk

A total of 137 athletes from 17 different countries competed from 25-26 October at the 2008 IPC Wheelchair Dance Sport World Championships in Minsk, Belarus. Eight events that took place included the Duo Standard (class 1 and 2), Duo Latin (class 1 and 2), Combi Standard (class 1 and 2) and Combi Latin (class 1 and 2).

Russian dancers Aleksey Fotin and Ruzanna Kazaryan won the gold medal in the Duo Standard (class 1) event. In class 2 of the Duo Standard event, European Champions Konstantin Sosunov and Elena Shilyaeva from Russia took home the gold medal. Ihar Kishaliou and Hanna Charchakova managed to win the only gold medal for the host country, in the Combi Standard (class 2) event.

STRATEGIC PLAN (2006-2009)

2008 was a significant year for the IPC because it continued with the inceptive implementation of its Strategic Plan. By working towards a series of specific objectives, the IPC can better approach and carry out its vision of enabling Paralympians to achieve sporting excellence and inspire and excite the world.

The five objectives are as follows:

High Performing Organization

Membership Development

Resource Creation

Games Success

Global Recognition



They have been developed in accordance with the ongoing work of the IPC Management Team, Governing Board, and IPC Committees and Councils. The IPC Sport Technical Committees have already taken important steps to adopt a number of strategies outlined within each of these objectives, as this report illustrates. The strategies will be reviewed on an annual basis to ensure that the IPC is adapting to the rapidly changing sports environment, while continuing as an innovative and proactive organization.

High Performance Organization

The IPC is a high performing democratic sporting organization that abides by its values and is dedicated to excellence.



HIGH PERFORMANCE ORGANIZATION

Governance

The performance of the IPC in 2008 as a universal democratic sporting organization was enriched by diversity and greatly enhanced by strategic direction. The achievements made during the year show progress and success of the Strategic Plan. A clear governance structure, complimented by the diverse and international membership of the Governing Board, allowed the IPC to tackle the challenges of 2008, while responding to the demands of its environment.

To contribute to the creation of a drug-free sport environment for all Paralympic athletes, the IPC Governing Board (GB) approved the new IPC Anti-Doping Code, and focused on several issues in 2008, including new members of the IPC Anti-Doping, Therapeutic Use Exemptions (TUE) and Classification Committee. To ensure future

severe disability occurred through the GB, as they focussed on the upcoming Beijing 2008 Paralympic Games. Furthermore, the plans for the Beijing 2008 Paralympic Torch Relay were discussed in detail, as well as progress of the preparations for the Paralympic Games in Vancouver, London and Sochi.

Several reports were presented to the GB, including a final report by the Rio 2007 Pan and Parapan American Games Organizing Committee, Beijing 2008 Paralympic Games coverage by ParalympicSport.TV and other television networks around the world, the IPC Business Plan implementation update, as well as the audit for the Financial Year 2007.

The chosen location for the next IPC General Assembly 2009 was Kuala Lumpur, Malaysia.



growth of the Paralympic Movement, the programme for the London 2012 Paralympic Games, with the Chairman of the London 2012 Organizing Committee for the Olympic and Paralympic Games (LOCOG), Lord Sebastian Coe also contributing by discussing the preparations and sponsorship opportunities.

Continued development of opportunities for female athletes and athletes with a

Sport Management

As part of the IPC's role in governing and managing the IPC Sports, the organization continued to take a team approach between the IPC Governing Board, IPC Sport Technical Committees and the Management Team to co-ordinating the affairs of IPC Athletics, IPC Alpine Skiing, IPC Biathlon and Cross-Country Skiing, IPC Ice Sledge Hockey, IPC Powerlifting, IPC Shooting, IPC Swimming, and IPC Wheelchair Dance Sport during 2008.

IPC Athletics focused on sport business planning and continued to prepare an IPC Athletics Business Plan Framework in line with the IPC's Governance and Management Initiative. The group's aim was to connect all parts of the sport and set priorities, objectives and activities to ultimately create a self-sustainable IPC Sport. The Business Planning session was the first of its kind for the IPC. Other sports will follow after IPC Athletics with a similar process.

HIGH PERFORMANCE ORGANIZATION

Other Committees focused on event management, development of the sport in the upcoming year, and a new event application process, which was developed and launched.

In 2008, the IPC signed a co-operative agreement with the International Dance Sport Federation (IDSF) benefiting IPC Wheelchair Dance Sport. The agreement will help to foster greater collaboration to further develop Wheelchair Dance Sport globally. In particular, the IDSF and the IPC will work to further the realization of a single international governing body for Dance Sport, which encompasses Wheelchair Dance Sport.

Besides the successful co-ordination of an extensive competition calendar including the Beijing 2008 Paralympic Games, IPC Swimming developed and launched a new Competition Approval Process for 2009. The preparatory work for the 2009 IPC Swimming European Championships and the 2009 IPC Swimming World Championships (25m) was also initiated.

The IPC Management Team also launched the IPC Sport Athletes Licensing Programme for all IPC Sports at the end of 2008 and completed the development of the first version of the IPC Sport Data Management System (SDMS), which is a tool that aims to support the effective management of athlete data in Paralympic sports. The SDMS is planned to launch in early 2009 for the sports of Athletics and Swimming.

Anti-Doping

In conjunction with the World Anti-Doping Agency (WADA), the IPC contributed to the continuing creation of a drug-free environment

by revising the IPC Anti-Doping Code occurred in 2008, in order to comply with the revised World Anti-Doping Code (WADC). The revision was approved by the IPC GB in September, with subsequent extensive communication to the membership with regards to the upcoming changes.

At the Beijing 2008 Paralympic Games, a total of 1,155 doping control tests were conducted (838 In-Competition Tests; 217 Out-of-Competition Tests). Outside of the Beijing Games, 262 doping control tests were also conducted in 2008 (143 In-Competition Tests; 24 Out-of-Competition Tests). Additionally, WADA conducted 95 Out-of-Competition Tests on behalf of the IPC. These testing numbers have to be complemented with the testing done on Paralympic athletes in different national anti-doping programmes.

Compliant to the WADC and the IPC Anti-Doping Code, the IPC had to announce four cases of anti-doping rule violations in 2008 (one in Athletics; three in Powerlifting). In total, the IPC assessed 291 TUE in 2008.

As the spirit of fair-play remains a cornerstone in the Paralympic Movement, the IPC signed an agreement with the Association of National Anti-Doping Organizations (ANADO) for Out-of-Competition Testing, in connection to the tests that WADA conducts on IPC athletes.

In terms of future Games, the IPC aimed to support and encourage educational, cultural, research and scientific activities by training the Vancouver 2010 Paralympic Winter Games Doping Control Officers under the theme, "Modification of Test Procedures to Paralympic Athletes".



HIGH PERFORMANCE ORGANIZATION

Classification

In order to ensure that sport is practiced within the Paralympic Movement in the spirit of fair-play, the IPC Classification Code details policies and procedures that should be common to all sports and sets principles to be applied by all sports.

The IPC continued to promote Paralympic sports without discrimination for disability reasons together with the International Sports Federation for Persons with an Intellectual Disability (INAS-FID) by issuing a joint statement in 2008, relating to their efforts to re-include athletes with an intellectual disability in future Paralympic Games and other IPC-sanctioned competitions.

FID Executive Committee together see the re-inclusion of athletes with an intellectual disability in London 2012 and beyond as a viable and reasonable objective.

In continuing the assurance of fair-play during the Beijing 2008 Paralympic Games, two Board of Appeal Classification (BAC) cases were handled and dismissed. One classification case was moved to the Court of Arbitration in Sport (CAS) and dismissed.

In order to develop reliable and valid measurement instruments in support of the renewed classification system, an expert group led by Dr. Sean Tweedy, reviewed the IPC Athletics Classification Manual.



“To appraise the present position, consider the options and make recommendations that, taken together, may ensure the re-inclusion of athletes with an intellectual disability in the London 2012 Paralympic Games and beyond. An effective sport input needs to be ensured throughout the process.”

Future growth of the Paralympic Movement is inevitable, and thus of Paralympic Sport, as the IPC Governing Board and the INAS-

Sport Science

Education, cultural, research and scientific activities which contribute to the development and promotion of the Paralympic Movement were prevalent in Sport Science in 2008, with the International Convention on Science, Education and Medicine in Sport (ICSEMIS). For the first time ever, four major international sports organizations, the IOC, the International Council for Sport Science and Physical Education

HIGH PERFORMANCE ORGANIZATION

(ICSSPE), the International Federation of Sports Medicine (FIMS), and the IPC joined forces in Guangzhou, China to discuss the advancement of science and practice of human movement. More than 1,500 attendees, representing 40 different countries, enjoyed 350 oral presentations, 1,000 poster presentations and a series of workshops in the wide area of sports science, sports education and sports medicine.

The vision of inspiration and excitement through Paralympic Sport was made evident in the awarding of “Young Scientist” to Emma Beckman, PhD student to Dr. Sean Tweedy, who is a member of the IPC Classification Committee. Ms. Beckman presented preliminary findings on the IPC Athletics Classification Research project.

Research activities continued, with a total of nine research projects approved by the IPC Sport Science Committee for the Beijing Games. The areas covered included kinematic analysis of throwing and jumping in IPC Athletics, mobility as a function of daily living, psychological skills of elite Paralympic athletes, boosting, and the characteristics and attitudes of spectators. The call for research applications for the Vancouver 2010 Paralympic Winter Games was launched in November.

Accessibility

Following the mission to promote and contribute to the development of sport opportunities and competitions for



As publications regarding Paralympic Sport and the Paralympic Movement increase, thus furthering global promotion, Gudrun Doll-Tepper, the President of ICSSPE, presented IPC President Sir Philip Craven with a copy of “Athlete First: A History of the Paralympic Movement”. This book examines the history of sport for persons with a disability in the context of the Paralympic Movement.

Paralympic athletes, the Beijing 2008 Paralympic Games brought accessibility and awareness to a whole new level. This was clearly indicated after the Games finished, with a silver award in Event Services for accessibility achievement to Morris Goding Accessibility Consulting.

Nick Morris, one of two Directors at Morris Goding Accessibility Consulting, was instrumental in the company’s work during the Beijing Games. In working as a

HIGH PERFORMANCE ORGANIZATION



consultant for the IPC with regards to accessibility, he provided his expertise throughout the course of the Beijing Games, and as a result had tremendous success in managing to ensure the accessibility of facilities for all athletes during the Paralympics. Mr. Morris is widely recognized as a professional in the provision of workable solutions to disability issues of major events, infrastructure and building.

As the IPC has developed the Technical Manual on Accessibility, improvement like what occurred in Beijing for Paralympic athletes will continue with future Games.



Cost Efficiency Measures, Financial and Records Management

The IPC utilized a number of financial procedures to ensure its resources were managed in a cost efficient and economical way. The IPC's financial management benefited from tighter internal controls and the continued use of hedging systems to reduce exchange losses. Processes used for payments, transfers and budgets became more efficient and all systems were in full compliance with German Code, tax laws and Human Relations legislation.



Several sections of the electronic filing structure of the IPC were revised and improved. The e-filing and compliance with file naming conventions are constantly being monitored.

Furthermore, important steps were taken towards the replacement of the old contact database, to a new, more sophisticated customer-relationship management solution.

Providing The First Hospitality Centre

Growth of the Paralympic Movement was evident in 2008 as the Paralympic Hospitality Centre in Beijing was the largest setup to date for any Paralympic Games. Located on the first floor inside the Intercontinental Hotel, next to the National Convention Centre Fencing Hall on the Olympic Green, it was an ideal, upscale environment for meeting and socializing.

The Paralympic Hospitality Centre came from a concept of wanting to bring different groups together at one meeting place, in the most organized fashion. For example, the Hospitality Centre not only provided for NPCs, but also their guests, corporate business partners, sponsors and other organizations. This followed the original concept of the setup, which planned for interaction that might not otherwise be possible during their busy schedule at the Games.

New Addition to IPC Handbook

The approval and addition of the Position Statement on Sexual Harassment and Abuse in Sport into the IPC Handbook occurred in 2008. The Position Statement encourages and supports any possible positive action that aims at raising awareness of the negative impact, and at reducing and eliminating sexual harassment and abuse in sport.

Membership Development

To ensure that all IPC member organizations are active, self-sustainable and deliver quality services within their respective role in the Paralympic Movement.



MEMBERSHIP DEVELOPMENT

Our Membership Body

The IPC continues to guarantee and supervise the organization of successful Paralympic Games with its 178 members, 161 National Paralympic Committees (NPCs), two of which are suspended (Cameroon and Guinea-Bissau), four IOSDs, nine International Federations (IFs) and four Regional Organizations (ROs).

Supporting the Movement

The IPC's membership organizations give people all over the world the chance to be empowered and inspired through participation in Paralympic Sport. Membership organizations must be active and self-sustainable to play a vital role within the Paralympic Movement. This was achieved through a number of development projects which took place throughout the year.

shop, which support and encourage educational and cultural activities, and contribute to the development and promotion of the Paralympic Movement.

The instrument that is ODI continues to develop, with the ultimate goal of countries working together to find solutions to respective problems. The main purpose of the ODI is to do an assessment of the strengths and abilities of each country in question, and help them to create a local network.

During 2008, the focus and changes through the ODI were divided into three areas: office, marketing and fundraising, and governance/key board members. Regarding the office area, Tanzania and Namibia planned and opened new offices, and Azerbaijan trained their staff and coaches on computers. In the marketing and fundraising area, ODI funds were used



Organizational Development Initiative (ODI)

The Organizational Development Initiative (ODI) is the strategic investment programme of the IPC to help promising NPCs reach their full potential. NPCs participating in the ODI go through one on-site work-

for Tanzania in building a new website (www.npctanzania.com), Burundi in making a marketing pamphlet and a DVD, and Rwanda in buying a data projector to generate income through public showings of sporting events.

MEMBERSHIP DEVELOPMENT

Many of the ODI NPCs, like many volunteer organizations, are led by one driving entrepreneurial individual who carries the organization. This does not have to be a problem however it can be an organizational weakness and risk for the stability and democratic development of the Paralympic Movement.

The declared ODI principle is “Capable NPCs create the conditions for strong athlete performances”. It was determined that in order for this desired outcome to occur, the split between the focus on organizational and sport development will need to be bridged.

The current recommendation is for the IPC to foresee and plan for how member organizations should be regularly communicated with and encouraged to remain in contact.

It is no doubt that the workshops conducted were a helpful instrument for a basic assessment of the respective NPC. For 2009, several workshops will take place again, focussing more on clustering border countries together and creating a network. The goal is to obtain data for a correct and accurate assessment.

IPC Development Grants for 2008

The IPC Development Grants were intended to provide the financial and instrumental advancement of the global Movement in the form of regional concentration. The funding from the IPC totalled over EUR 33,000 in 2008. Listed below with the associated IPC member organizations are the projects which received the grants.

Cerebral Palsy International Sports & Recreation Association (CPISRA)

Wheelchair Athletics Festival

International Tennis Federation (ITF)

Wheelchair Tennis Coaches Workshop

International Wheelchair and Amputee Sports Federation (IWBF)

Rules Exam DVD

International Wheelchair Rugby Federation (IWRF)

Wheelchair Rugby Resource Package

NPC Armenia

Paralympic Sport Festival

NPC Belgium

Development of Goalball in Kosovo

NPC Croatia

Youth Outreach Programme

NPC Ireland

ParaLions Outreach Programme

NPC Lebanon

Goalball Training Course

NPC Philippines

National Women in Sport Workshop

NPC Slovenia

International Youth Camp for Blind & Visual Impaired

World Organization Volleyball for the Disabled (WOVD)

Volleyball Development Camp in Sub-Saharan Africa

MEMBERSHIP DEVELOPMENT

Projects were selected from 20 submissions, which were carefully reviewed. Successful projects were selected for their overall contribution to the development of the Paralympic Movement.

Paralympian Ambassador Programme

The IPC proudly announced the launch of its Paralympian Ambassador Programme in 2008, which aims to have top past and present Paralympic athletes to act as ambassadors of the Paralympic Movement.

As Paralympian Ambassadors, these top athletes will be asked to represent the Paralympic Movement in various activities including motivational speeches at various events, participation in awareness campaigns, visit to IPC development or education programmes, presence at IPC events, as well as media appearances.

The Paralympic athletes chosen include:

Verena Bentele (GER, Biathlon and Cross-Country Skiing)

Hou Bin (CHN, Athletics)

Cheri Blauwet (USA, Athletics)

Kirsten Bruhn (GER, Swimming)

Muffy Davis (USA, Alpine Skiing)

Michael Teuber (GER, Cycling)

Tanni Grey-Thompson (GBR, Athletics)

Ernst Van Dyk (RSA, Athletics)

Esther Vergeer (NED, Wheelchair Tennis)

Chris Waddell (USA, Alpine Skiing)

Henry Wanyoike (KEN, Athletics)



MEMBERSHIP DEVELOPMENT

Athlete Representation

The IPC has continued to develop its Athletes' Council (AC), the collective voice of Paralympic athletes within the IPC and the greater Paralympic Movement. As the liaison between the IPC decision-makers and Paralympic athletes, the Council works to provide effective input into decision-making at all levels of the organization. To this end, the Council works to ensure effective athlete representation on all IPC Committees and Commissions as well as to create other opportunities for athlete representation both within and outside the IPC.

The IPC Athletes' Council for example, enjoys cross representation with the IOC Athletes' Commission. The Council is composed of nine Paralympic athlete representatives, elected on four-year terms, and one IOC AC Representative. Six athletes are elected during the Paralympic Summer Games and the remaining three during the Paralympic Winter Games.

All accredited athletes participating in the Beijing 2008 Paralympic Games had the chance to take part in the IPC Athletes' Council Election during Games time.

A record number of 3,539 athletes (88.72% participation) in all three Paralympic Villages (Beijing, Hong Kong, Qingdao) voted for six of the 14 candidates running for the IPC Athletes' Council.

Athletes elected to the IPC Athletes' Council included:



Teresa Perales (ESP, Swimming)

Marketa Sidkova (CZE, Archery)

Yu Chui Yee (HKG, Wheelchair Fencing)

Heinz Frei (SUI, Athletics)

Robert Balk (USA, Athletics)

David Smetanine (FRA, Swimming)

MEMBERSHIP DEVELOPMENT

Women in Paralympic Sport Leadership

Opportunities were continually developed in 2008 for female athletes in sport at all levels and in all structures. The Asian Paralympic Committee (APC) for example, organized a regional summit in early May that was designed to bridge gaps in opportunities for girls and women. Officially titled "Asian Women in Paralympic Sport Leadership Summit", the event took place in Kuala Lumpur, Malaysia.

The IPC hopes to implement the Women in Paralympic Sport Leadership Summits in each of the five regions by the end of 2009. This two-day event in Kuala Lumpur provided a forum for dialogue, policy and leadership. Those NPC members participating had the opportunity to contribute to a regional action plan that will increase gender equity for girls and women in Paralympic sports in Asia.

The Summit was an opportunity to bring together over 100 female leaders within the Paralympic Movement, including athlete representatives, coaches, technical officials, classifiers, and administrators to share their invaluable

experiences and build a common framework to work together for the common goal. The success of the Summit was based on the implementation of the common framework build from individual plans.



NPCs who attended the two-day summit included: Bangladesh, Brunei, China, Chinese Taipei, India, Indonesia, Iran, Japan, Korea, Laos, Malaysia, Mongolia, Myanmar, Pakistan, Philippines, Qatar, Singapore, Thailand and Timor Leste.

A Regional Summit on Women Leadership in Paralympic Sport also took place in Caracas, Venezuela, with the participation of representatives from 15 countries from the Americas Region. The focus was on the Paralympic Movement and the inclusion of women in management positions.



The Summit focused on several topics including an introduction to the Paralympic Movement, Sports, Branding, Sponsoring, Marketing, Media and Communication, Anti-Doping, Classification, Paralympic Games and Strategic Planning. Additional focus was on leadership training in Communication, Networking and Influencing Change, with the goal of creating action plans for promoting women in leadership in the region.

Resource Creation



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

RESOURCE CREATION



The year 2008 proved to be critical for the continued growth in corporate support for the IPC. The remarkable achievements and advancements of the Paralympic Movement in 2008 would not have been possible without the core funding generated from the IPC's Worldwide Partners and Patrons.

At the beginning of the year, the IPC signed an agreement with Atos Origin to become its Worldwide IT Partner. Under the agreement, Atos Origin will contribute to the development of the Paralympic Movement through the creation of a system, which is designed to manage the athletes' data, including results, biographical and classification specific information. Following the previous agreement Atos Origin signed directly with the Beijing 2008 Organizing Committee for the Olympic and Paralympic Games (BOCOG), the agreement with the IPC enables Atos Origin to expand its Paralympic marketing rights worldwide.

Atos Origin has primary responsibility for Information Technology, relating to IT consulting, systems integration, operations management, information security and software applications development for the Olympic Games. The company has been the IT Partner for the 2002, 2004, 2006 and 2008 Paralympic Games. It has started preparations for the Vancouver 2010 Winter Games and the London 2012 Summer Games.

Worldwide Partners Otto Bock, VISA and Samsung were also all strongly present at the Beijing 2008 Paralympic Games.

Otto Bock was the official repair service provider at the Beijing Games for prosthetics and wheel-



chairs. The contract between Otto Bock and BOCOG safeguarded the near 4,000 athletes in September.

Built and ready before the Opening Ceremony, the service provided by Otto Bock was an advantage to the athletes from emerging nations, where the resources generally are limited. During the Games, Otto Bock also signed a contract regarding their co-operation agreement, which extends terms to cover the Games in Vancouver and London.

Visa was the presenting sponsor of the Paralympic Hall of Fame at the Games in Beijing. Visa's sponsorship of the Paralympic Hall of Fame was deemed to recognize and celebrate the Paralympic values of courage, determination, inspiration and equality embodied in the athletes and coaches.

Visa was also the exclusive payment card and official payment service for the Paralympic Games. This agreement to support the Paralympic Games continues through 2012.

Samsung's on-site Beijing 2008 Paralympic activities were centred in its OR@S Pavilion. The OR@S Pavilion of-

ferred a relaxing lounge area for athletes and their fans and family members. The

RESOURCE CREATION

Beijing Games were the first time that Samsung operated its OR@S during the Paralympics.

Allianz SE and Deutsche Telekom AG announced in December the extension of their involvement in the Paralympic Movement and its athletes. In 2006, the IPC, Allianz SE and Deutsche Telekom AG agreed to join forces to promote the growth and impact of the global Paralympic Movement, thus using the power of top-performance sports as a platform to promote the rights of persons with a

The agreement between Allianz, Deutsche Telekom and the IPC included sustainable support of the Paralympic Movement. In a separate agreement with NPC Germany, both companies also agreed on a financial contribution to athletes of the 'German Paralympics Top Team' in their preparation for the Vancouver 2010 Paralympic Winter Games.

Funding partner of the IPC, Charity & Sport, organized a gala in Rotterdam, the Netherlands, to support various development projects of the IPC all around the



disability to be full and active members of society. The companies will continue to be Gold Patrons of the IPC, providing crucial financial and promotional support that allow the IPC to fulfil its mission.

world. IPC President Sir Philip Craven was amongst the guests and received a significant financial contribution from Rob Visser, President of Charity & Sport. Charity & Sport has agreed to raise funds in the Netherlands for the IPC and the Global

IPC Worldwide Partners



IPC Gold Patrons



Paralympic Movement through various activities, including the creation of a special Advisory Board of high-profile business and community leaders.

Charity & Sport is a Dutch organization that aims to bring the worlds of sport and charity closer together. Their goal is to support the sporting world in showing more social responsibility and doing more for the community. They work with sporting organizations and events, and link them to philanthropic causes, guided by four key principles:

Helping Others - Involvement - Goodwill - Community Spirit.

Games Success



The Paralympic Games are a viable, sustainable and distinctive sporting experience that inspires and excites the world.

GAMES SUCCESS

Vancouver 2010

For the guarantee and supervision in organizing successful Paralympic Games, IPC representative Rita van Driel, together with the International Olympic Committee (IOC) Co-ordination Commission visited Vancouver to review several areas regarding the Vancouver 2010 Paralympic Winter Games, including sport, marketing and media services, and the overall progress made by the Vancouver 2010 Organizing Committee (VANOC).

The visits to Vancouver also included a working group focusing on Paralympic specific issues. VANOC provided updates on various topics, including ticketing, Closing Ceremony and victory ceremonies, venue accessibility issues, sporting event plans, education and media operations. Furthermore, the Commission received an update on the plans for the celebration sites during the Paralympic Games in Whistler and Vancouver as well as confirmation of increasing interest of broadcaster warranties to maintain broadcastings facilities in both cities.

To ensure organization, the third official Project Re-

view between the IPC and VANOC took place in Vancouver, with a nine-member delegation from the IPC. A review of the preparations for the Vancouver Games with several VANOC Departments occurred, with a focus on areas such as ceremonies, budget, media operations, broadcasting, transport, ticketing and venues.

The two year countdown was celebrated on 12 March, in Whistler, at the new Whistler Public Library. Additionally, the official Vancouver 2010 Paralympic Winter Games Competition Schedule and accompanying promotional video was released to the media and made available to the public on VANOC's website.

Throughout the year, further preparation for the Games was revealed to the world, including the motto of the Vancouver 2010 Paralympic Winter Games, "With Glowing Hearts". "Des plus brillants exploits" was also revealed as the French motto for the Games. While French and English are



GAMES SUCCESS

different, they are drawn from the same inspiration.

The first World Press Briefing organized by VANOC, took place in Vancouver at the end of November with around 250 media representatives (written press, photographers, news agencies) from all over the world, including from the IPC. Participants spent the week touring the city and mountain venues, as well as other Paralympic venues, including B.C. Place Stadium, GM Place, Pacific Coliseum, Cypress Mountain, Richmond Oval, Whistler and the Callaghan Valley. The World Press Briefing was an opportunity for the media to get an overview of VANOC's operational planning and ask questions.

London 2012

The development and planning for the successful London 2012 Paralympic Games continued throughout 2008. This was evident with the third Project Review between the IPC and LOCOG.

London 2012 Chairperson Lord Sebastian Coe and CEO Paul Deighton chaired a review of key functions and projects such as marketing, finance, culture, ceremonies and education. For that purpose, the respective London 2012 Directors presented plans for those key functions and responded to questions from the IPC.

The progress during the review showed a strong commitment to position the Paralympic Games in London as a distinctive and attractive event for the public, sponsors and media alike. The discussions helped to build a common understanding of the Paralympic project and clarify expectations, as well as note that LOCOG's top priority was to define its future management structure for the Paralympic Games in coping with the increasing workload.

Patrick Jarvis and other IPC representatives also attended the third IOC Co-ordination Commission, which included updates from the London 2012 Organizing Committee (LOCOG), the Olympic Delivery Authority (ODA) and the other organizations involved in preparing for the Games. Furthermore, the Commission had the opportunity to tour the site of the Olympic Green in the north east of London which will also host the majority of the Paralympic sports in 2012.

During the Paralympic working groups, LOCOG and the IPC discussed the general progress on the Paralympics over the preceding months, accessibility issues as well as the strategy and achievements on the Paralympic marketing programme.



Sochi 2014

The IPC and the Sochi 2014 Organizing Committee (Sochi 2014) worked toward organizing educational and cultural activities with a one-day Paralympic Orientation Workshop. Lead by representatives from the IPC, the workshop was preceded with an overview on accessibility and venue related topics. Other attendees included Sochi 2014 CEO Dmitry Chernyshenko, various members of the Supervisory Council and representatives of various partner organizations including State Corporation Olympstroy, the Russian Olympic Committee, the Russian Paralympic Committee and the Sochi Municipality.

GAMES SUCCESS

The workshop's objective was to lay solid foundations in the relations with Sochi and to define the Paralympic framework which is particularly important at this early stage. This provided an introduction to the Paralympic Movement, the Games and the Paralympic stakeholders. It also addressed the value of the Paralympic brand, legacy opportunities and aspects of Games Management.

IPC CEO Xavier Gonzalez and IPC Vice President Miguel Sagarra joined the IOC Co-ordination Commission for the first visit to the Russian host city, with extensive visits to the venue sites for the 2014 Winter Games, as well as updates from Sochi 2014 on a number of key areas of Games preparations, including the Organizing Committee's structure, transportation, marketing, environment and construction. All general presentations also included Paralympic Games topics.

The Sochi 2014 headquarters was also visited by the IPC Delegation for an update on the planning progress of the Paralympic Games. Topics addressed included the

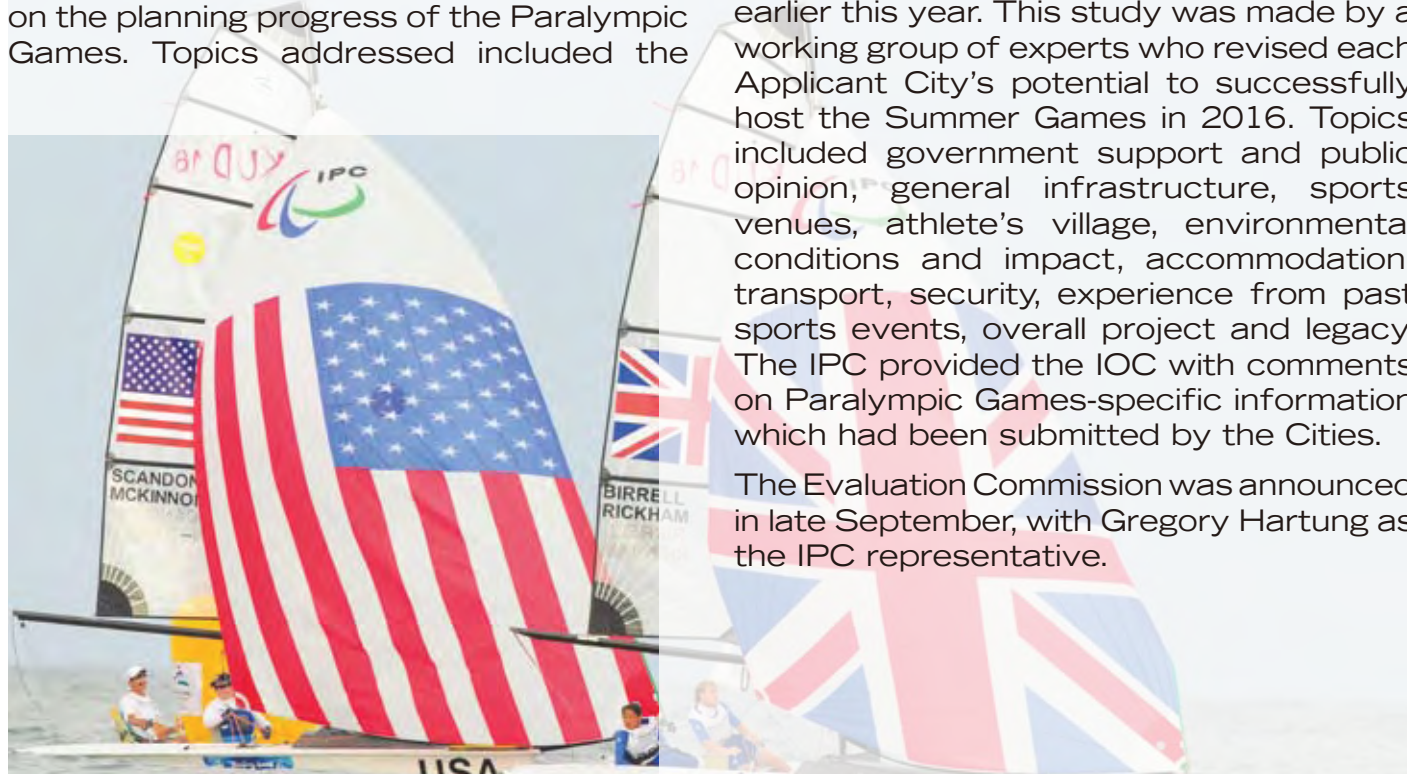
organizational structure with regards to the Paralympic Games, the best use of management tools such as the Master Schedule, and also the Paralympic Games content to be included on the Sochi 2014 Games Foundation Plan (GFP). The scheduling of visits and deliverables for 2009 between the IPC and Sochi 2014 were also agreed upon.

2016

The four Candidate Cities were selected in early June by the IOC Executive Board. The cities chosen as Candidate Cities to host the Olympic and Paralympic Games in 2016 were Chicago (USA), Madrid (Spain), Rio de Janeiro (Brazil) and Tokyo (Japan). The cities were accepted from a total of seven Applicant Cities, which also included Baku (Azerbaijan), Doha (Qatar) and Prague (Czech Republic).

The selection was based on a study of the Candidate Cities' applications submitted earlier this year. This study was made by a working group of experts who revised each Applicant City's potential to successfully host the Summer Games in 2016. Topics included government support and public opinion, general infrastructure, sports venues, athlete's village, environmental conditions and impact, accommodation, transport, security, experience from past sports events, overall project and legacy. The IPC provided the IOC with comments on Paralympic Games-specific information which had been submitted by the Cities.

The Evaluation Commission was announced in late September, with Gregory Hartung as the IPC representative.



Global Recognition



The Paralympic brand is defined and globally recognized, understood and valued.

GLOBAL RECOGNITION

Paralympic Values

Courage, determination, inspiration and equality are considered the Paralympic values. The Paralympic Movement lives by the courage, strength and determination of Paralympic athletes who consistently inspire and excite the world with their achievement. Throughout 2008, the IPC witnessed a continuation of this tradition and the accomplishments therein.

Athletes reached beyond the conventional demands of athleticism just to compete in 2008, let alone win. It is this display of extraordinary human spirit that makes the Paralympic Games one of the world's most unique and exciting sporting events. The Paralympic values are the driving force behind the Paralympic Movement and the IPC strives to ensure that they are globally recognized and easily understood.



The
Paralympic Values:

Courage
Determination
Inspiration
Equality

The Paralympic Brand – Look Transition at the Games

Along with Paralympic Values, the Paralympic Brand was further presented this year during various events.

The key messages, including brand management and development, brand building activities by Paralympic stakeholders, and

maximizing of the brand's recognition and communication continue to be a priority.

The IPC continued brand building in 2008 with its understanding of the importance and creation of such a relationship and association. A brand is a set of expectations and a connection evoked from experience with an organization. How people think and feel about the Paralympic Movement and what people believe it stands for will in effect be a result of the brand association.

The IPC General Assembly approved a motion on 18 November 2005 in Beijing to include the word "Paralympic" in the NPCs' Constitutional name and title which is also reflected in the emblem. The construction of a NPC's emblem includes the primary version of the Paralympic Symbol (the Three Agitos) without the acronym IPC, a design element which is specific to the country of the NPC, and the official name of the NPC in English.

During the Beijing 2008 Paralympic Games, the IPC Logo could be seen on TV in all sports, in a variety of ways, including on uniforms, signs, fields and other backdrops that were present on screen. The share of this on-screen visibility amounted to 59 percent of the total broadcasted footage. This equals over 1,067 hours and 116 sequences.

The inclusion of the Paralympic Symbol has several benefits. It not only strengthens the Paralympic Brand as the symbol becomes more widely used and recognized throughout the world, but it also ensures a consistent look and identity for IPC members. By the end of 2008, around 70 NPCs were listed as having finalized the IPC approval process successfully.

The Paralympic Symbol is a protected trademark. Therefore NPCs, as members of the Paralympic Movement, must adhere to certain marketing restrictions. Some

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important design factors were explained, including the emblem's size, colour, background and general formation. As stated in the IPC Handbook, the NPC must carry out registration of their NPC emblem within six months of IPC approval and provide the IPC with proof of registration.

The Massive Exposure From Beijing

The Beijing 2008 Paralympic Games saw the largest cumulated TV audience in the history of the Paralympic Games. Worldwide, more than 3.8 billion people in 38 monitored countries watched the best Paralympic athletes compete in Beijing during more than 1,800 hours broadcasted.

Several more broadcasting records were broken in Beijing, including more Rights Holding Broadcasters seen at the Paralympics than ever before, 64 in total. China as the host country attracted the largest cumulated audience with nearly 1.4 billion people, followed by Japan (670 million), Germany (439 million) and France (329 million).

The highest live audience was registered for the Closing Ceremony on 17 September at prime time on CCTV-1 with 51 million viewers.

An agreement was also concluded with a rightsholder in the USA. NBC Universal Sports covered the Paralympics on their internet platform UniversalSports.com during the Games and created a 90 minute documentary about the Paralympics which was aired on 9 November 2008 nationwide on NBC and re-aired on NBC on 6 December 2008. Additionally, Universal Sports Television Network broadcasted 80 hours in November and 28 hours from 24-31 December.

IPC's YouTube channel was also updated daily during Games time with 'SIXTY Seconds', the ParalympicSport.TV news

format. 'SIXTY Seconds' showed the best scenes of the day and was presented by IPC Paralympian Ambassador Chris Waddell. The YouTube video clips reached more than 1.2 million views during the Beijing Paralympics with the first edition of 'SIXTY Seconds' being the most viewed video



worldwide on YouTube on 10 September with more than 600.000 views in just 48 hours.

A total of 5,611 media representatives covered the Beijing 2008 Paralympic Games from 6-17 September.

The President of the IPC, Sir Philip Craven, had his own interpretation of the Games, with a President's Blog. It was the first for the Paralympic Games and provided an inside look into the president's experiences. The possibility to include comments below each entry allowed an open forum-like platform for the Paralympic community.

The IPC website also reached record numbers, in terms of visitors per day over the course of the Paralympic Games in Beijing.

ParalympicSport.TV Reaches New Heights

With the re-centre-launch of ParalympicSport.TV (PSTV), a new programme was

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introduced called “paraEmotion”. The monthly magazine programme paraEmotion unites stories about exciting Paralympic sports, inspiring Paralympic athletes, and thrilling Paralympic events.

Other events covered on ParalympicSport.TV in 2008 included the IPC Alpine Skiing World Cups, IPC Ice Sledge Hockey World Championships, Paralympic World Cup (Manchester), International German Swim-

paralympicsport.tv

ming Open Championships, Bernd Best Wheelchair Rugby Tournament, Roland Garros Wheelchair Tennis Tournament and the Wimbledon Wheelchair Tennis Tournament.

The year 2008 also had the embedded version of its web TV channel ParalympicSport.TV directly on the frontpage of the IPC website. This provided for a much wider viewing audience, with an immediate opportunity to watch Paralympic Sport. Websites which have taken the opportunity to embed ParalympicSport.TV include those from NPC Australia (www.paralympic.org.au), NPC Belgium (<http://www.supporterparalympics.be/index.asp?cat=ptv>), NPC Great Britain (www.paralympics.org.uk), NPC Hungary (www.hparalimpia.hu), NPC Ireland (www.pcireland.ie), the Paralympic World Cup (www.paralympicworldcup.uk) and the Beijing 2008 Paralympic Games Official Website (<http://en.paralympic.beijing2008.cn>).

The pinnacle of the year for ParalympicSport.TV was its streaming of a total of 240 hours during the Beijing Games, 148 of which were live including the Opening and Closing Ceremony, and twelve Paralympic sports. Professional English commentary was provided and more than 150 hours of content were uploaded as video on de-

mand. Four million video clips were played on demand during Games time. The live stream received more than 300,000 views with an average viewing time of approximately 30 minutes. People from 166 countries watched PSTV during Games time, the top five being USA, Canada, France, UK and Germany.

For the upcoming year, some of the events covered will include Alpine Skiing World Cup Races, the IPC Biathlon and Cross-Country Skiing World Championships in Vuokatti, Finland, the IPC Alpine Skiing World Championships at the High 1 Resort in Korea, the IPC Ice Sledge Hockey World Championships in Ostrava, Czech Republic, the International Paralympic Day in Berlin, and the IPC Swimming European Championships in Reykjavik, Iceland.

Honorary Board

Thérèse Rein, the wife of Australia’s Prime Minister Kevin Rudd, and Hassan Ali Bin Ali, Chairperson of the Shafallah Centre for Children with Special Needs and a leading Qatari business figure, both joined the IPC Honorary Board in 2008.

They join (in order of acceptance) HRH Princess Margriet of the Netherlands, HRH Grand Duchess Maria Teresa of Luxembourg, HRH Crown Princess Victoria of Sweden, HSH Prince Albert of Monaco, Soprano Maria Guleghina, former World Bank President James Wolfensohn and HRH Princess Haya Bint Al Hussein of Jordan.

The IPC, as the global governing body of the Paralympic Movement, decided in 2003 to create an Honorary Board to allow leaders of society an opportunity to support the vision of the Paralympic Movement and to strive to maintain the issue of Paralympic Sport high on the agenda of the global community.

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The Sign of Achievement and Self-Actualization

The IPC inducted four accomplished Paralympians and one Paralympic coach into the Visa Paralympic Hall of Fame during the Games in 2008. Beijing was the first Paralympic Summer Games to induct athletes and coaches into the Paralympic Hall of Fame.

Honoured at the ceremony were athletes André Viger of Canada, Claudia Hengst of Germany, Connie Hansen of Denmark, Peter Homann of Australia and coach Kevin McIntosh of Australia. Viger passed away in 2006 and his sister, Manon Viger was present at the ceremony to accept the award on her brother's behalf.

The Hall of Fame induction in Beijing was officially the second, following the Torino 2006 Paralympic Winter Games, where the IPC inducted the first Paralympic Winter Games' athletes and coach. The inductees in 2006 were female athlete Annemie Schneider, male athlete Jouko Grip and coach Ulla Renvall.

To be eligible for the induction, candidates must have participated in at least two Paralympic Games and must have won a number of medals, either directly or, in the case of a coach, through the athlete or team they trained. An athlete or coach must also have ceased being an active participant in the Paralympic Games for at least four years, or one Paralympic cycle, prior to the year of election.

As the Games came to a close, the IPC took the opportunity to award the 2008 Paralympic Order to individuals who worked and committed themselves to the success of the Games.

The Paralympic Order is the highest honour given by the IPC and was ceremoniously presented in Beijing at an event attended by

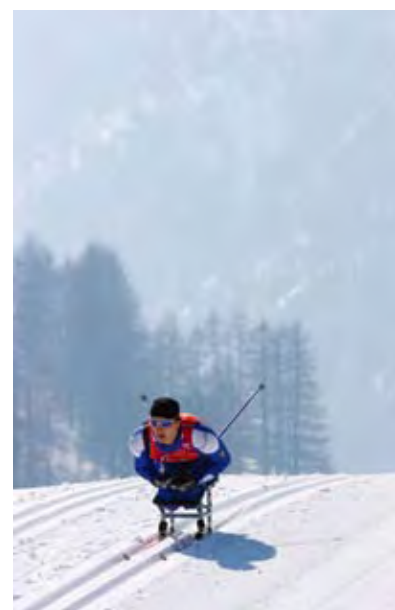
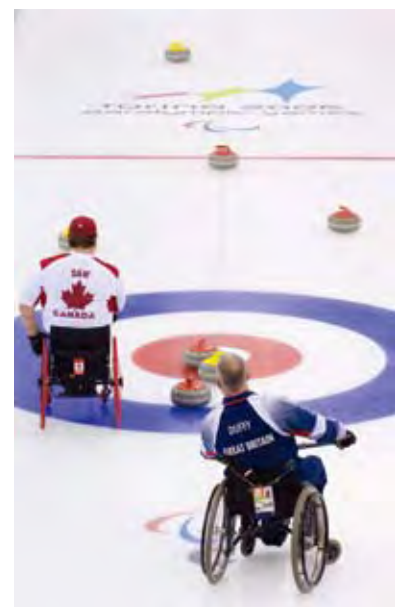
IPC President Sir Philip Craven, as well as several IPC Governing Board Members.

The dedication that the organizers took to successfully carry out the Games shows in the outstanding result, and ultimately will benefit the Paralympic cause. These individuals have illustrated the Paralympic ideal through their actions, and have achieved remarkable merit in Beijing.

Recipients of the 2008 Paralympic Order included Mr. Liu Qi, President of the Beijing 2008 Organizing Committee (BOCOG), Member of the Political Bureau of the CPC Central Committee, and Secretary of the CPC Beijing Committee, Mr. Deng Pufang, President of the China Disabled Persons' Federation (CDPF), Executive President of BOCOG, and Vice Chairperson of the National Committee of the Chinese People's Political Consultative Conference (CPPCC), and Mr. Manolo Romero, Managing Director of Olympic Broadcasting Services (OBS).

Other recipients included Mr. Hui Liangyu, Ms. Liu Yandong, Ms. Chen Zhili, Mr. Liu Peng, Mr. Guo Jinlong, Ms. Tang Xiaoquan, and Ms. Zhao Wenzhi.

Anne Ebbs was also awarded with the Paralympic Order



GLOBAL RECOGNITION

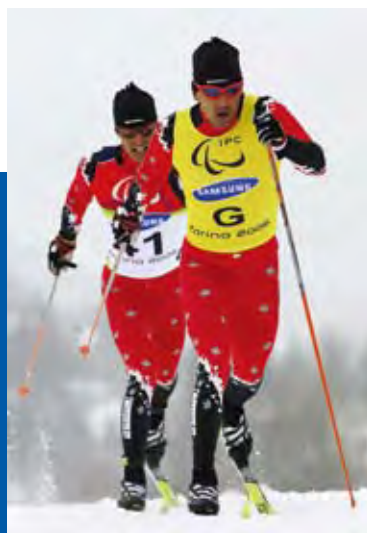
in October during a private ceremony in Dublin, Ireland. Ebbs was instrumental in the early days of the development of Paralympic Sport in Ireland, leading the Paralympic Council of Ireland from 1987-2008.

The winners of the Whang Youn Dai Achievement Award 2008, Said Gomez of Panama and Natalie Du Toit of South Africa were presented at the Closing Ceremony of the Beijing Games by Dr. Whang and IPC Vice President Miguel Sagarra. The Whang Youn Dai Achievement Award recognizes elite athletes who have exemplified an exceptional level of determination

of ParalympicSport.TV. The W³ recognizes creative excellence on the web, and the creative and marketing professionals behind award-winning sites, videos and marketing programmes.

Education of the Movement

The increased development of Paralympic Education during 2008 helped put into place a foundation with extensive long-term benefits. The Paralympic School Day (PSD), which took place across Europe this year, is a successful programme that has been aimed to create



in overcoming adversity through sports and the Paralympic Games. The two winners were chosen by an independent panel of judges comprising of IPC Governing Board members.

The IPC's Internet TV Channel ParalympicSport.TV was honoured in October, winning W³ Silver Awards. The Paralympic World Cup 2008 Trailer and the paraEmotion Special - Bernd Best 2008 Wheelchair Rugby Tournament, both broadcasted on PSTV, won in the "Events and Live Broadcasts" category. The website www.ParalympicSport.TV won a Silver Award in the "Website" category.

The Award honours the work of the IPC and brandstage.tv, IPC's co-founding partner

awareness and understanding in schools about persons with a disability, targeting an audience of young students between the ages of 6-15. Through the PSD with the idea and resource materials, the knowledge of the movement is ever expansive.

A total of four PSDs took place in Spain throughout the year, with two in La Molina. The city had its second PSD at the end of the year with 100 eager children participating in the educational programme. Children with and without a disability challenged their own abilities in various Paralympic sports, including Alpine Skiing, Wheelchair Curling, Ice Sledge Hockey, Goalball, Football 7-a-Side, Football 5-a-Side, Table Tennis, as well as an obstacle course.

GLOBAL RECOGNITION

The Vancouver 2010 Paralympic School Day was a new initiative in 2008 that followed the same idea as the PSD, essentially being a school visit programme. It comprises interactive presentations from VANOC and a guest Paralympic athlete as well as Paralympic Winter Sport demonstrations such as Ice Sledge Hockey, Cross-Country Skiing and Wheelchair Curling. The programme inspired the Paralympic School Week programme.

The first Pan-Canadian Paralympic School Week took place in November, with Vancouver 2010 Paralympic mascot Sumi, and students and staff of James McKinney Elementary School in Vancouver. The Para-

also a great success in 2008, with the official launch reception in May. The goal was to support the spirit of the Paralympic Movement and the Paralympic Games in Beijing by training 240 young people worldwide to advocate the potential of sport in benefiting a diverse range of people in the community and promote social inclusion around the world.

Various Paralympic School Days also took place throughout Europe in 2008, including in Finland, where around 2,000 people took part in the event.

Recognition with the United Nations

The unveiling of the UN Convention on Rights for Persons with Disabilities Wall in the Paralympic Village just prior to competitions at the Beijing Games assured continued growth and support of the Paralympic Movement. The Convention was introduced unanimously in 2006 by the delegates of the 192 UN Member Nations. It recognizes that persons with a disability have the right to participate in sporting activities with a choice between mainstream and disability-specific programmes.

The wall included a special area that was designated for athletes, coaches and team officials, which they took the opportunity to sign, showing their support of the Convention. The UN Secretary General, Ban Ki-Moon, wrote a special message, inspired by those associated with the Paralympic Movement.

His contribution read: "The United Nations Convention on the Rights of Persons with Disabilities aims to achieve human rights and development for all. The Paralympic Games are a powerful force for advancing this objective; they inspire not only athletes, but all of us, to recognize the unlimited potential of all persons."



lympic School Week was a new and innovative programme that brought the spirit and values of the Paralympic Movement to classrooms across Canada.

The Vancouver 2010 Education Programme has aimed to unite all 365 school districts across the country in this unique opportunity for students to learn about the Paralympic Movement and its values of courage, determination, inspiration and equality. The week also provided an opportunity to recognize and celebrate wide-ranging examples of the achievements and successes of people with a disability engaged in sport, culture or sustainability.

The Young Advocates Programme that was initiated by the British Council was

GLOBAL RECOGNITION

The IPC was also awarded a “Special Consultative Status” in 2008 with the Economic and Social Council by the United Nations. This special recognition inevitably brings the IPC onto a higher level of awareness in the global arena, and will further the development of the Paralympic Movement.

Protecting the Paralympic Legacy

The inspirational legacy of the Paralympic Movement will never fade from living memory due to efforts made to record the momentous occasions that have marked its history so far. The IPC has made improvements to its Documentation Centre to ensure that important events, relating to the Paralympic Movement, are catalogued, conserved and accessible.

Donations of historic memorabilia, including footage from the Tel Aviv 1968 Paralympic Games, Heidelberg 1972 Paralympic Games, Toronto 1976 Paralympic Games, Geilo 1980 Paralympic Winter Games and

results books have been digitized and were presented in the IPC Information Area during the Beijing 2008 Paralympic Games.

In preserving the Paralympic legacy, the IPC continues to manage and take care of its archives. There are approx. 1,700 archive boxes with archival materials, of which approximately 800 are related to the Paralympic Games, and approx. 1,200 books, of which 100 are journals and magazines. The Documentation Centre has continued to support researchers in gathering information on the history of the Paralympic Movement.

Further discussions about the construction plans of an International Paralympic Museum and Heritage Centre took place among the Working Group which includes representatives from the IPC, BPA, IWAS, WheelPower (British Wheelchair Sports Foundation) and London 2012. Additionally, the IPC contributed to the “Our Sporting Life” exhibition in London.



FINANCIAL INFORMATION

2008



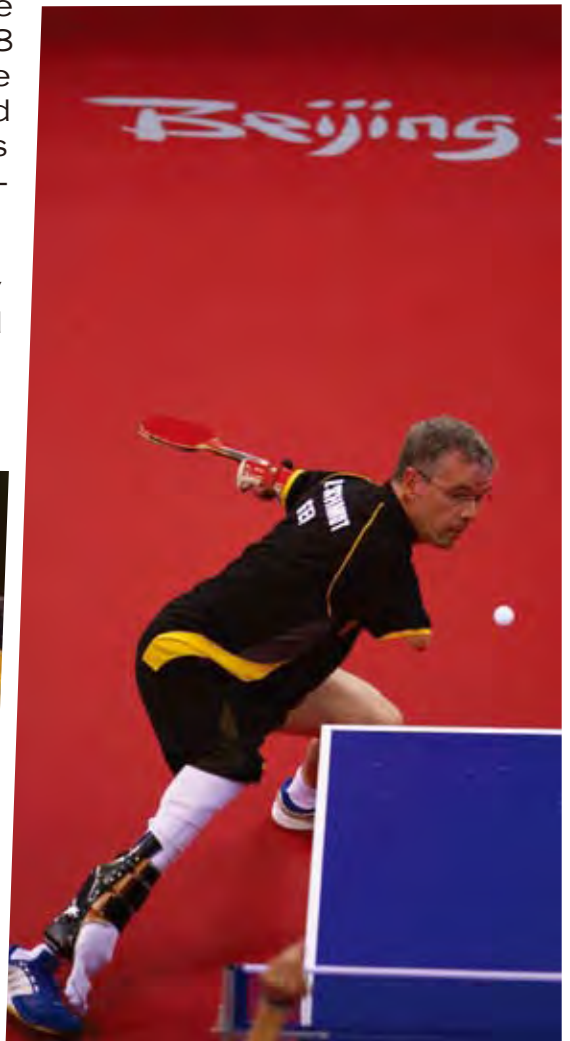
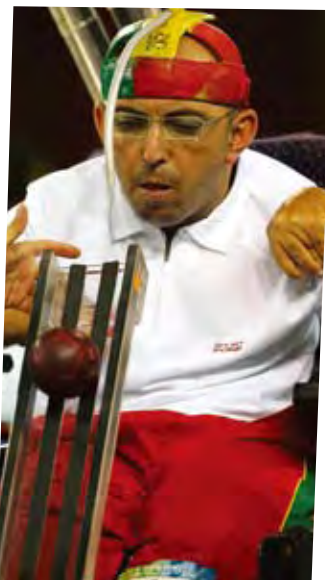
FINANCIAL INFORMATION

As in previous years, the IPC closed the financial year 2008 successfully, creating a surplus of EUR 12,731 with total revenue at EUR 6,373,112 and total expenditure at EUR 6,360,381.

The core funding was mainly generated through the Paralympic Games Marketing and Broadcasting rights sales (58%), and sponsoring and fundraising (23%). Income from fundraising activities increased from EUR 515,944 in 2007 to EUR 558,931 in 2008. Additional funds were raised through IOC grants and through revenue generated from the IPC sports (6% of total). The IPC Membership fees made up around 5% of the IPC's total income. A significant amount of Specific Project Funding was generated through activities related to the Beijing 2008 Paralympic Games (e.g., IPC Accommodation Services, IPC Hospitality Centre, IPC Observers' Programme and Services to Games Officials). The correlative expenditure is shown under Specific Project Expenditure.

The core expenditures were overall lower than projected. The largest amount spent, shown in the 'Administration' row of the chart was on personnel costs, around 45% of the total core expenditures. The costs for the 'Executive Office' summed up to around 7%, and one of the largest amounts were the costs of the Beijing 2008 Paralympic Games, which form around 12.5% of the total core expenditures. For the first time, the IPC had the possibility to use part of the operational surplus to allocate financial resources to an unrestricted capital reserve.

In early 2009, an external audit was conducted by Deloitte & Touche for the financial year 2008. It did not lead to any reservations. The following pages present the summarized financial statements for 2008 (financial positions and financial performance), with comparative figures for the previous year.



FINANCIAL INFORMATION

“We have audited the annual financial statements comprising the balance sheet and the income statement, together with the bookkeeping system, of the International Paralympic Committee (IPC) e.V., Bonn, for the business year from 1 January to 31 December 2008. The maintenance of the books and records and the preparation of the annual financial statements in accordance with §§ 238 to 263 of the German Commercial Code are the responsibility of the IPC’s legal representatives. Our responsibility is to express an opinion on these annual financial statements, together with the bookkeeping system, based on our audit.

We conducted our audit of the annual financial statements by appropriate application of § 317 HGB (“German Commercial Code”) and German generally accepted standards for the audit of financial statements promulgated by the *Institut der Wirtschaftsprüfer*. Those standards require that we plan and perform the audit such that misstatements materially affecting the presentation of the net assets, financial position and results of operations in the annual financial statements in accordance with German principles of proper accounting are detected with reasonable assurance. Knowledge of the business activities and the economic and legal environment of the IPC and expectations as to possible misstatements are taken into account in the determination of audit procedures. The effectiveness of the accounting-related internal control system and the evidence supporting the disclosures in the books and records and the annual financial statements are examined primarily on a test basis within the framework of the audit. The audit includes assessing the accounting principles used and significant estimates made by the legal representatives, as well as evaluating the overall presentation of the annual financial statements. We believe that our audit provides a reasonable basis for our opinion.

Our audit has not led to any reservations.

In our opinion, based on the findings of our audit, the financial statements of the International Paralympic Committee (IPC) e.V., Bonn, comply with the legal requirements.”

The above report on our audit of the annual financial statements for the business year 2008 of the International Paralympic Committee (IPC) e.V., Bonn, complies with the applicable legal regulations and the German generally accepted reporting standards applicable to the audit of financial statements (auditing standard of the *Institut der Wirtschaftsprüfer* – IDW PS 450).

For the unqualified auditors’ opinion given by us on 10 March 2009, we refer to Section 5 “Copy of Auditors’ Opinion”.

Düsseldorf, 10 March 2009

(Crampton)
Wirtschaftsprüfer
[German Public Auditor]

(Hölscher)
Wirtschaftsprüfer
[German Public Auditor]

FINANCIAL INFORMATION

Statement of Financial Position (at 31 December 2008)

ASSETS	2007 (€)	2008 (€)
Fixed Assets	198,867	184,592
Current Assets	185,578	105,320
Cash and Bank Balances	1,410,567	2,202,529
Prepaid Expenses	29,900	230,945
Total Assets	1,824,912	2,723,386

EQUITY AND LIABILITIES		
Equity	258,261	470,992
Provisions	430,094	704,294
Liabilities*	993,413	1,161,856
Deferred Income	143,144	386,244
Total Equity and Liabilities	1,824,912	2,723,386

* The liabilities include a loan of EUR 825,000 from International Olympic Committee (IOC)



FINANCIAL INFORMATION

Statement of Financial Position (at 31 December 2008)

REVENUE	2007 (€)	2008 (€)
Membership fees	211,838	218,240
Marketing/Sponsoring/Fundraising ¹	3,161,663	3,774,708
Grants ²	467,554	305,088
Other	220,175	269,006
Specific Project Funding ³	273,749	1,806,070
Total revenue	4,334,979	6,373,112
EXPENDITURE		
Executive Office	549,136	329,225
Paralympic Games ⁴	140,430	536,845
Administration ⁵	2,093,382	2,180,103
Sports Budget ⁶	512,603	619,766
Sport and IPSFs Relations	138,810	87,282
Medical and Scientific	78,301	78,004
Finance	97,788	115,021
Media and Communication	102,944	62,606
Marketing and Fundraising	138,767	106,600
Membership Services and Solidarity	34,390	22,638
Development	112,188	142,985
Specific Project Expenditure ³	273,749	1,879,307
Allocation to unrestricted capital reserve		200,000
Total Expenditure	4,272,488	6,360,381
Result	62,492	12,731

1) Marketing fees from Organizing Committees, Sponsoring and Fundraising Revenue.

2) IOC, Capitation Tax, other grants.

3) Project related resources:

in FY 2007: Development initiatives, IPC VISTA Conference, IPD (including grant from German Government) and ParalympicSport.TV.

in FY 2008: Hospitality, Guest and other services related to the 2008 Beijing Paralympic Games; Development initiatives and ParalympicSport.TV.

4) Resulting increase from additional cost, due to the IPC operations cost of the 2008 Beijing Paralympic Games.

5) Administration, Salaries for IPC Headquarters Staff, and Depreciation.

6) Grants to IF Sports, Management cost IPC Sports and provision for IPC Sports from IPC Sports revenue.



SPIRIT IN MOTION

International Paralympic Committee

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