

# International Paralympic Committee Strategic Plan 2011-2014



# Introduction

Since its first Strategic Plan in early 2003 the International Paralympic Committee (IPC) has come a long way together within the Paralympic Movement:

- A sound financial base has been created
- There's been a rapid development in the quality of the Paralympic Games
- The IPC has become a value for money organization, particularly for its members
- The IPC has transformed from a disability sports organization into a sports organization

Furthermore the IPC has been party to a revolution in the way nations of the world perceive

the potential for societal change through staging major Paralympic competitions and make the organization an agent for a more equitable society through the example of Paralympic sports. This was at its most apparent in Beijing and China in 2008.

The Paralympic Movement is at a point where it needs a renewed impetus and energy so that it can maintain the standards achieved and provide the platform for a new and far wider and deeper pool of Para athletes from grassroots to elite all over the world. This Strategic Plan will position the IPC to make this next step and ensure a sustainable development for the Movement.

# About the IPC



The International Paralympic Committee is the global governing body of the Paralympic Movement and also acts as the International Federation for nine sports.

Founded in 1989 it executes and leads the direction of the Paralympic Movement. Responsibilities include supervising the organization of the Summer and Winter



Paralympic Games, developing athlete opportunities and several Paralympic sports.

Its management team is based in Bonn, Germany however the organization is run by more than 160 National Paralympic Committees organized within five Regional organizations, the International Federations (IFs) and four disability specific International Federations (IOSDs).



# Strategic Plan

The Strategic Plan 2011-2014 outlines the focus and priorities of the IPC as the Movement's governing body for the next four years. This synopsis of the Strategic Plan is complemented by a more detailed and complete version on the IPC website [www.paralympic.org](http://www.paralympic.org).

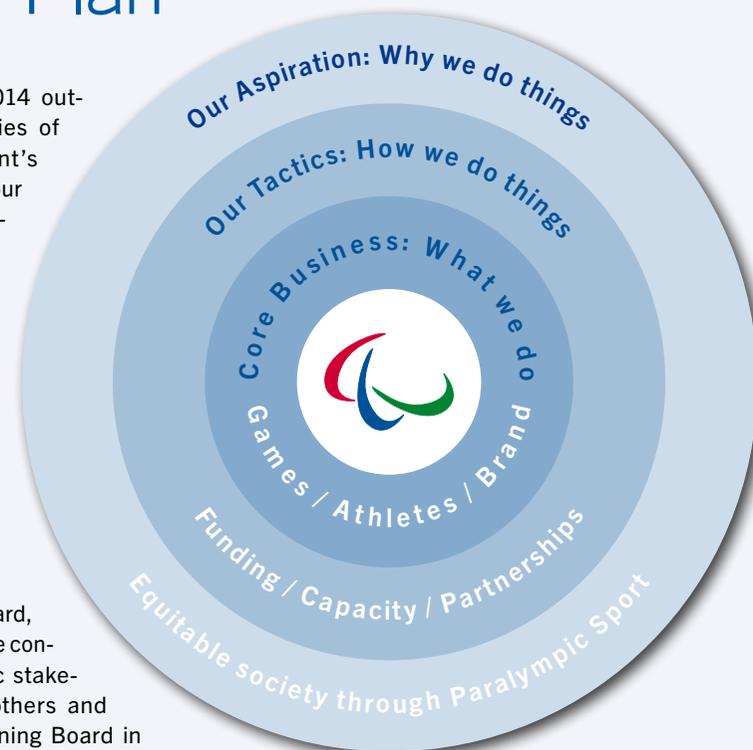
The plan follows the overall philosophy and vision of the Movement and is based on the IPC Handbook and deliberations of the General Assembly.

Led by the IPC Governing Board, it was developed following wide consultation with all Paralympic stakeholders, senior staff and others and was approved by the Governing Board in December 2010.

It primarily targets the membership of the Paralympic Movement to ensure that the IPC's direction is clearly articulated, understood and can serve as reference and source of inspiration for the long-term planning of its members.

Additionally it explains the future path and vision for other external stakeholders, such as Games Organizing Committees, sponsors or other partners to foster their engagement.

Ultimately the plan serves as a communication tool to any fan, follower or interested party about the Paralympic Movement.



The plan focuses on six specific strategic goals and priorities for the period between 2011 and 2014. Hence, it does not aim to include all roles and duties of the IPC which are captured in the IPC's mission and constitution.

The first three goals reflect the 'core business' (Games / Athletes / Brand) of the IPC, whilst goals four to six are 'tactical goals' (Funding / Capacity / Partnerships) which support the core business. To function properly these two dimensions of 'core business' and 'tactical goals' must be integrated.

The six strategic goals contribute to the overall aspiration of creating a more equitable society through the example of Paralympic sports and its athlete ambassadors.

Strategic Goal 1:

# Paralympic Games

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## Ensure Successful Paralympic Games for all Participants

The Paralympic Games are the pinnacle of the career of Paralympic athletes and a motivation for many to participate or engage in Paralympic sports. They represent the most visible element of the Paralympic Movement and its values and are a showcase to a worldwide audience acting as a

vehicle to change perceptions and leave tangible legacies. The Paralympic Games also guarantee the majority of the IPC's funding. The goal is to safeguard the high standard of the Paralympic Games and continue to develop their appeal to all participants.

### STRATEGIC PRIORITIES

**Extend** the contractual relationship with the International Olympic Committee maximizing the potential of the close liaison and addressing related challenges.

**Maximize** the media coverage of the Games. Develop strategic messages on Paralympic values and on Paralympic athletes as role models.

**Ensure** a professional co-ordination and management process from bidding, planning and delivery to legacy contributing to the IPC profile towards OCOGs.

**Ensure** successful Paralympic Games within the next quadrennium in London and Sochi contributing to the development of the Movement.

**Strengthen** the provision of expertise to OCOGs with a special emphasis on guidelines and knowledge sharing based on a fair model to fund the support.

**Define** benchmarks of Games legacy and work with OCOGs, host cities and local authorities to identify appropriate legacy goals and desired impacts.

**Ensure** an attractive sports programme with elite competition based on solid qualification and classification systems and with fair athlete representation.





## Promote Opportunities to Engage in and Grow Paralympic Sport

Athletes are the essence of the Paralympic Movement. The goal is to empower athletes to enjoy the opportunity to practise sports and to facilitate the development of competition pathways from grass roots through to the Paralympic Games. This requires the development of a well function-

ing system of organizational structures, skilled personnel and access to the necessary resources. The work and initiatives of International Federations, NPCs and Regions need to be synchronised to complement each other and to form a coherent plan.

### STRATEGIC PRIORITIES

**Maintain** a mechanism to better assess the needs of NPCs, IFs, IOSDs and regional organizations. Develop strategies to ensure sports activities for athletes from grassroots to elite.

**Develop** and organize learning and training opportunities for NPC/IF staff and volunteers. Use the IPC Academy and the expertise from education leaders.

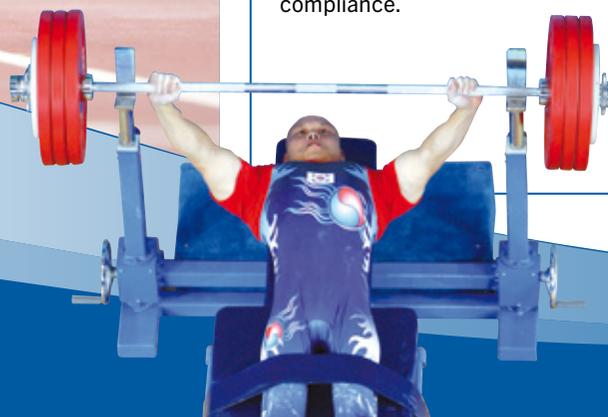
**Reinforce** minimum eligibility, organizational standards and services to be provided through IPC members. Work with the members to reach compliance.

**Develop** athlete pathway programmes and information starting from grassroots to elite boosting athlete participation and career development.

**Support** and ensure that all IFs have solid structures and technical know-how to ensure the credibility and consistent quality standards for their sports.

**Ensure** that sports are practised in a manner that protects athlete health and that respects fair play and ethics complying with relevant IPC Codes.

**Promote** the organization of sporting competitions working with the IFs, NPCs, IOSDs and regional organizations allowing sufficient classification opportunities.





## Build Greater Understanding and Use of the Paralympic Brand

The Paralympic brand teaches the values of acceptance and appreciation for people with a perceived disability through the lessons and examples of Para athletes and the Paralympic Games. The athletes demonstrate courage and determination and they inspire all mankind to believe that anything is possible. The Paralympic brand is a

bridge which links sport with social awareness to challenge stereotypes and ultimately leads to equality. The goal is to further promote this message in the communications using the network of the IPC membership in ensuring that the positive association with the brand can result in further benefits for our Movement.

### STRATEGIC PRIORITIES

**Develop** strategies to help generate a greater awareness of the Paralympic brand and its values. Target opportunities to capitalize on the brand value.

**Develop** clear strategies, policies and best practice models for the application of the Paralympic brand in all instances and at all relevant sporting events.

**Create** greater awareness of athlete profiles and promote their roles as ambassadors in order to promote the brand values.

**Support** the IPC members to ensure the Paralympic brand is a characteristic of their activities and behaviour to become true brand ambassadors.

**Elaborate** commonalities and distinctiveness from the Olympic brand. Articulate additional, distinctive brand values related to social impacts and awareness.

**Plan** and execute appropriate and professional brand protection measures for the benefit of the Paralympic Movement.





## Ensure Appropriate Funding and Identify Revenue Opportunities

Having sufficient funding to carry out the core activities will allow the IPC to focus its creative energies on its core strategic objectives. Continued funding growth is essential if the IPC is to meet the rapidly increasing demands and opportunities of running major international events and supporting the development of its members.

The IPC's responsibility is to identify and develop diversified funding streams leveraging its brand and capabilities based on the framework set down in the IPC Handbook. Another focus should be to enable IPC members to increase their capabilities to generate funding as a benefit to the Movement as a whole.

### STRATEGIC PRIORITIES

**Reduce** the constraints on IPC's ability to grow revenues for the Paralympic Games. Address relevant aspects contained within the IOC-IPC Agreement.

**Ensure** the market value of the Paralympic brand is fully understood and related revenue opportunities are maximized.

**Develop** additional marketable properties building on existing events/projects and also on new ideas e.g., in social and legacy fields such as accessibility.

**Significantly increase** the funding received through the International Paralympic Foundation (IPF) and develop a master plan to achieve this objective.

**Develop** business plans with clear revenue streams for a wider range of existing products and services such as Paralympic hospitality and observer programmes.

**Work** with the NPCs on a co-ordinated international marketing plan creating additional opportunities for current and potential new sponsors or donors.

**Support** IPC members with information, knowledge, best practice and tool kits on administration, sports and marketing to ensure public and private funding.

# Organizational Capability



## Enhance Efficient Structures to Increase the Ability to Deliver

Organizational capability refers to the ability to undertake IPC's core roles effectively, to respond to new opportunities and to ultimately achieve the strategic goals. Much is expected of the IPC by its membership, by its sponsors and by Paralympic

athletes and, while the capability has developed, it needs to grow even further. The IPC's responsibility is to ensure it has a stable, appropriately staffed, skilled and focussed workforce with processes and systems that are relevant and effective.

### STRATEGIC PRIORITIES

**Maintain** the organizational, legal and financial frameworks and procedures of the IPC as an organization in compliance with German and international law.

**Further develop** management systems, tools and contents to improve capacity and to mitigate risks. Transfer well functioning solutions to other members.

**Define** and maintain the appropriate levels of volunteers and IPC staff covering the required skills to deliver the strategic and corporate plans.

**Establish** a central source of reference for best practice ideas from across the community involving tools for capture and conservation of Paralympic history.

**Ensure** promotion of IPC volunteers and staff and their capacities through training, recognition and incentives. Extend the training to other members.

**Elaborate** IPC's organizational values and foster a staff and volunteer culture of involvement, exchange and recognition for a positive identification with IPC.

**Implement** an integrated planning process from strategic and corporate plans to performance and schedule reviews. Focus on strategic priorities.





## Leverage Partnerships to Use Synergies and Broaden the Reach

Partnerships refer to working relationships with organizations that have common interests and help the IPC achieve its strategic objectives. Partnerships enable the IPC and the Paralympic Movement to have an impact and influence beyond their immediate perimeter of operations.

Strategic partnerships have led to major change in attitude and legislation in several host countries before and after the Paralympic Games. The IPC's responsibility is to establish and develop a range of partnerships that can help achieve its strategic goals.

### STRATEGIC PRIORITIES

**Actively** seek to develop new partnerships that can grow and stabilize the IPC's funding and global visibility base.

**Identify** collaborative opportunities and synergies within the network of the Paralympic Movement for NPCs, IFs, Regions and IOSDs.

**Encourage** and assist the membership to actively develop and manage partnerships and funding at all levels of government and with businesses.

**Further develop** the IPC Honorary Board membership and enable its members to generate funding and enhance global visibility and recognition.

**Strengthen** the relationship and understanding with the IOC for a deeper sporting partnership stressing mutual benefits.

**Further develop** partnerships throughout a diverse mix of organizations including 'Disability' representative groups, governments and cultural organizations.

**Seek** partners who help accomplish the aspiration to create a more equitable society. Use networking opportunities e.g., the Paralympic Hospitality Centre.

**Link with** the United Nations at regional and national level to promote the implementation of the UN Convention on the Rights of Persons with a Disability.



# The IPC as an International Federation

There are 26 Paralympic sports and the IPC acts as International Federation for nine of them. This role includes the management of all technical aspects, supervision of World Championships and other competitions, financial management, administration and the promotion of each sport.

The IPC assumes responsibility to strengthen and harmonise the Paralympic sports while the longer-term objective of the IPC, relevant stakeholders and IPC Sports representatives is to transition all Paralympic sports to independence by 2016 as set by the IPC General Assembly.

## Link with Strategic Goals

Assuming its role as an IF, the IPC supports strategic goal 2 on Athlete Development and will work with and encourage all International Federations to develop their own plans in line with the strategic priorities for athlete development.

This Strategic Plan serves as a reference for IPC Sports and means they need to look after their relevant aspects of Paralympic Games involvement, athlete development, funding, capacity building and partnerships, such as seeking close contact and collaboration with other relevant sporting bodies and the IFs on the Olympic programme.

In order to achieve that and to work towards the long-term objective of reaching independence from the IPC the following strategies have been formulated:

Along with these strategies each IPC Sport will develop its individual plan taking into consideration the specific status and context. The relevant Sport Technical Committees and IPC Sports management team will play an important role in driving this process.

For more information about the International Paralympic Committee and IPC Sports, please visit

web  >> [www.paralympic.org](http://www.paralympic.org)



### Sport Independence

Establish a transition time-frame and plan for each sport based on their development and organizational readiness

Clearly lay out quality criteria and ensure that all business processes reach an appropriate level for sport independence.

### Competitions and Paralympic Games

Ensure IPC Sports' professional contribution to the Paralympic Games through appropriate qualification and classification.

Ensure an attractive sports programme for athletes and spectators.

### Athlete and Sport Development

Ensure each IPC Sport has the capability to regularly and consistently deliver high-quality competitions on the local, regional and international level.

### Funding

Increase the core and project specific revenue generated by each IPC Sport including the revenues from major events.

### Brand

Use existing IPC knowledge at IPC sporting competitions to increase public awareness and utilize major competitions as promotional vehicles

Further refine the positioning of IPC Sports and competitions in the competition calendar and foster communication to increase understanding.

### Partnerships

Strengthen the communication and partnerships with related sporting bodies especially with the corresponding IF on the Olympic programme.



## IMAGES

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Synopsis of the IPC Strategic Plan 2011-2014  
Version as of December 2010