



International
Paralympic Committee

Sports Strategic Plan 2013-2016

Strategic outlook for Paralympic sports managed by the IPC

October 2013



Preface

In its early days one of the mandates of the International Paralympic Committee (IPC) was to harmonise the management of Paralympic sports, which meant bringing many of the sports under its umbrella. Back at that time the IPC was in charge of a multitude of Paralympic sports. However, the longer term perspective and desired trend was clearly for the sports to develop their own autonomy.

This trend received support at the IPC General Assembly in Torino in 2003, which carried a motion with the aim of supporting IPC sports towards more self-sustainability and eventual independence from the IPC. Through its Sport Governance and Management Initiative launched in 2006, the IPC further strengthened the management approach for IPC sports. The purpose of this initiative was to enhance the operational efficiency, resource capacity and technical competency of IPC sports as foundations for the sports' self-sustainability.

This approach has been bearing fruit with several sports which have reached a level of professionalism and co-operation with their Olympic counterparts, which allowed them to spin off from the IPC.

In 2013, there are nine Paralympic sports which remain under the umbrella and direct management of the IPC and which have been covered in this Strategic Plan. All IPC sports have seen substantial growth in athlete participation and visibility in its major competitions. It is now necessary to sustain that growth while strengthening the underlying structures, systems and resources which will allow the sports to become their own viable entity.

The strategies to achieve this have been formulated and described throughout this Strategic Plan of the IPC Sports for the period 2013 to 2016. They evolve around the following pillars:

- Multi-year competition plans defining dates, locations and qualification pathways well in advance.
- A media and communications strategy that can capitalise on all levels of IPC sports competitions and increases visibility.
- Additional IPC general funding as investment in IPC sports.
- A marketing and broadcast plan capitalising on the brand of IPC sports collectively.
- Increased IPC services to all levels of IPC sports competitions to ensure event excellence and to build regional capacity and best practices.
- A feedback process which ensure that the athletes' voice is heard.
- Partnerships with key National Paralympic Committees and respective National Federations, Local Organisers and host cities to advance IPC sports.
- Promotion of the bid process for key competitions and benefits with streamlined hosting agreements.
- Respect of fair play and ethics through compliance with the Anti-Doping and Classification Code.
- Strong relationships with relevant International Federations (IFs) of the Olympic sports.



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Please find the individual strategic plans for the IPC sports in the pocket at the back of this document.



About this document

The aim of this document is to outline the strategic direction for the nine IPC sports for which the IPC acts as the IF. In the first section, this document presents the general strategic framework and principles applicable to all IPC sports while the second part details individual goals and objectives for each sport. Those individual sport chapters are inserted at the end of this document with one detachable leaflet per sport, so that they can also be used separately.

This document has been developed based on the overall IPC Strategic Plan 2011-2014 which contains several references to Paralympic sports as well as a chapter dedicated to the IPC's role as an IF. As an all-encompassing strategic document on the IPC sports, this IPC Sports Strategic Plan 2013-2016 replaces the mentioned IF chapter in the IPC Strategic Plan.

The IPC Sports Strategic Plan 2013-2016 has been written and applies for the sports managed by the IPC. At the same time it provides guidance and inspiration for all other Paralympic sports and encourages them to identify common priorities and goals to enhance Paralympic

sporting opportunities as a whole. Other Paralympic sports should develop their own strategic plans in line with the general framework and principles in this present plan while also outlining their own sport specific strengths and priorities.

Given the important role of the Paralympic Games editions as cornerstones in the development of the sports, the sport-specific strategic plans inserted in the second part of this document use the period 2013-2016 as reference for the summer sports and the period 2013-2018 for the winter sports. Even though this reference period mainly covers the next four to five years the IPC sports have also outlined general ambitions which may go beyond this period and can only be reached at a later stage.

While this strategic plan needs to be led by the IPC sports and the IPC management, it has to be recognised that it also requires a major effort by the entire Paralympic Movement which will need to engage and contribute to the plan. Hence this plan also represents a communication tool to create a common vision and clear objectives on the horizon to work towards for all stakeholders and partners.



Introduction

General context

The IPC serves as the IF for nine sports on the Paralympic programme. These sports are collectively referenced to as “IPC sports”. The success of the IPC sports is tightly intertwined with the success of the Paralympic Games, the Paralympic Movement and the IPC:

- In the Paralympic Games the IPC sports comprise two-thirds of all medals events in summer whereas in winter four out of five sports are IPC sports. As a matter of fact the majority of athletes at the Games compete in IPC sports.
- Thanks to their Games showcase and wide practice IPC sports also act as a catalyst for creating athlete opportunities at the grassroots level and for building pathways which allow athletes to pursue their sporting ambitions and dreams.
- Through the wide spread in the athletes' nationality, gender and impairment the IPC sports represent a key factor for universality and examples of inclusiveness.



- The IPC sports play a crucial role in the IPC's strategy to promote and maintain the visibility of Paralympic sports in between Paralympic Games. Key competitions such as World Championships help to build athlete profiles and ensure regular media coverage.

This strategic importance of the IPC sports is also reflected in the overall IPC Strategic Plan 2011-2014 which has served as a key reference in developing the IPC Sports Strategic Plans. Furthermore, the IPC General Assembly has mandated to further strengthen the development of the IPC sports with the aim of making them self-sustainable.

Process and consultation

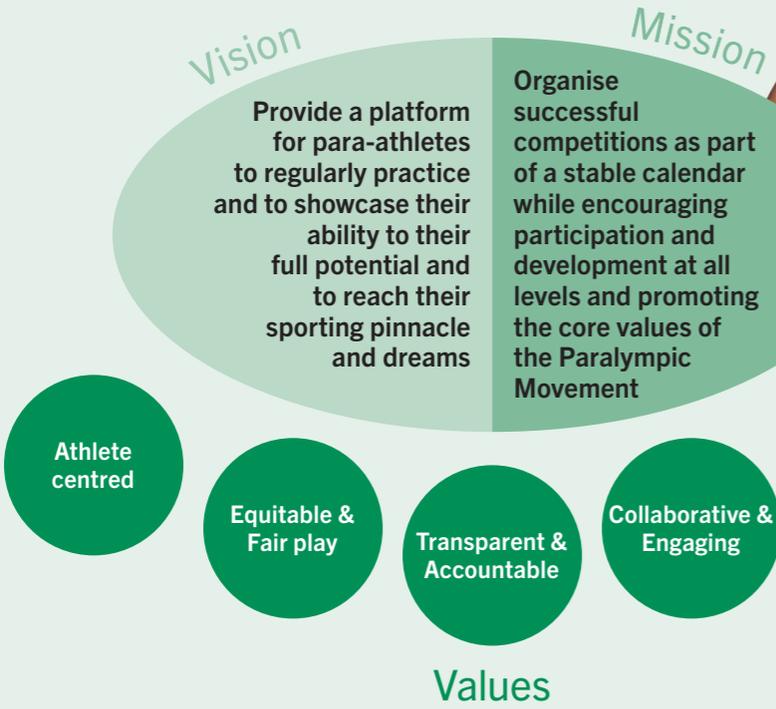
In order to support this ambition, in 2012 the IPC launched discussions and the planning process for the development of a Strategic Plan for all IPC sports. The objective was to set a clear roadmap and a common understanding about the vision and the priorities to be tackled. The process was driven by the IPC Executive Office in order to ensure a coherent approach and structure for all IPC Sports Strategic Plans. It involved in-depth consultation with the sporting communities, IPC departments and experts. More specifically the consultative process included the following components:

- IPC sports managers and IPC department heads have been engaged in several meetings in order to develop a consistent approach and common structure for a multi-year strategic plan for IPC sports as well as to identify key themes and challenges.
- Each IPC sport used individual ways or channels to conduct consultation within its own community. As part of this process the sports managers, the Sport Technical Committees (STCs) and their chairpersons collected, discussed and reviewed the keys topics and priorities to be included by sport. They also endorsed the final versions before they were passed on for IPC Governing Board approval.

- The London Games were used to gather further input and views from Paralympic Movement stakeholders: 37 constituents from 15 different countries were interviewed including sports representatives, IPC Governing Board Members, National Paralympic Committee (NPC) representatives and athletes. In general the interviews conducted lasted approximately one hour and were one-on-one conversations while also some small group interviews (two to five participants) were conducted.
- Information on the on-going project was shared at various IPC Committees and Council Meetings and other relevant IPC forums.
- Experts from the sporting as well as from the corporate world have provided input and advice on the process as well as on content matters and helped to cast a critical external eye on the plans.
- The IPC Governing Board was regularly kept informed in its meetings of the planning progress and was invited to provide feedback on concepts and draft documents. The Board approved the final draft of the IPC Sports Strategic Plans in June 2013.

Vision, mission and values

During the strategic plan development process a common understanding emerged about the vision, mission and values of the nine IPC sports. Furthermore it was deemed important to use one vision as common reference to guide and strengthen the sports collectively. Hence the central vision, mission and values for the nine IPC sports have been formulated as follows:



In their specific plans each IPC sport has applied these elements in their own context and has adapted the wording in order to express their sport specific emphasis as appropriate.

Strategic framework and goals for all IPC sports

The thorough development and consultation process for this plan confirmed that there are several themes and strategies which are common to all IPC sports and should be consolidated. As a result a strategic framework emerged for all IPC sports which helped to group the sports strategic goals in six areas in accordance with the overall IPC Strategic Plan 2011-2014.



1

Paralympic Games and World Championships

Elite competition

Ensure that the Paralympic Games and World Championships showcase the best of Paralympic competition, represent the global reach of the Movement, and are relevant to athletes, NPCs, ticket holders and television viewers.

Competition programme

Develop multi-year strategies and plans to confirm the viability of the competition programmes. Define competition dates, locations and qualification pathways well in advance.

Competition Management

Ensure that competition management, presentation, services and officiating at the Paralympic Games and World Championships are of technical excellence in every manner.



2

Athlete Development

Regular elite events

Ensure an annual integrated elite competition structure. Create a competition calendar that takes into account regional Games and other major competitions as regular competition opportunities for the best athletes in each sport.

Competition support

Ensure the highest quality management through IPC support for such competitions. Provide appropriate education and classification opportunities in each region.

National events

Establish standards, instructional guidelines and IPC service levels for local and national competitions – including competitions specifically for youth – that can be hosted and managed by sub-Regions, NPCs, and other national-level organisations.

Career pathways

Enable athletes of all regions to follow their own career and qualification path in order to reach elite competitions or the Paralympic Games through their own achievements reducing wildcard needs.

Classification

Systematically review the classification systems to ensure compliance with the IPC Classification Code moving towards sport-specific evidence based classification systems supported by sport and scientific evidence (physical/visual/intellectual impairment) under the leadership of the medical and scientific department in close co-operation with each IPC sport.

Diversity

Ensure diversity and fair representation among athletes, but also other staff from the sporting community promoting balance regarding gender, impairment etc.



3

Paralympic Brand

Brand strategy

Develop a multi-year media and communications strategy: a) that can capitalise on all levels of IPC sports competitions; b) that increases visibility and awareness of IPC sports in key markets and c) that logically flows toward and out from the Paralympic Games to maximise the visibility of Paralympic sports in between the Games.

Broadcasting

Establish and invest in a multi-year IPC sports broadcast strategy that cultivates partnerships to raise the visibility and awareness of IPC sports in markets targeted as favourable for each sport.

Leverage partnerships

Secure and engage sponsors and other partners that are committed to promotion and brand advancement.

Event appeal/bidding

Better explain the benefits and brand assets for cities which consider engaging in Paralympic competitions. Design an appealing “bid package” and contractual framework showing the opportunities and positive impacts for host cities related to the event.



4

Funding

IPC funding

Commit additional IPC general funding over the quadrennium to invest in the IPC sports based on their individual priorities to ensure quality management of programmes until new commercial revenue is achieved.

Marketing and sponsorship plan

Develop a multi-year marketing and sponsorship sales plan based on the full collection of premier competitions, host locations and highest affinity markets. Use the brand of IPC sports collectively while adapting the plans to the specific situations of each sport

Leverage partnerships

Secure and engage sponsors and other partners that are committed to provide additional financial support.

Partner engagement

Engage NPCs, Local Organisers and other partners in mutually beneficial marketing initiatives. Secure new cash, in-kind, partnership and/or service commitments from the key NPCs and IFs/NFs.



5

Organisational Capacity

Capacity building

Increase IPC services to all levels of IPC sports competitions. Enhance regional capacity, understanding of best practice, and the preparation of future Local Organisers through annual training of classifiers, technical officials, coaches, and competition managers. Build capacity across sports and for each sport in each applicable region.

Classifier resources

Identify the right level of classifiers for each sport to provide classification at IPC's discretion, prioritising annual classification for each sport in each applicable region.

Medical/anti-doping

Develop plans and scenarios for management of anti-doping, medical and research related issues beyond 2016 including compliance with WADA's World Anti-Doping Code and responsibility for effective testing programmes

Sport equipment

Set up a sport-specific equipment expert group to implement and endorse the IPC Equipment Policy.

Communications

Improve communications with stakeholders through longer-range planning, real-time web information, regular presence of IPC sports leadership at major competitions, and annual gatherings of each sport community.

Athletes' involvement

Establish a communication and feedback process which ensures that the athletes' voice is heard.

Technology and tools

Continue the development and application of technology solutions and other resources and management tools necessary to professionally manage the IPC sports. Extend the use of sports technical systems allowing the quantity, quality and consistency of information and data to grow, which can then be exploited for enhanced communication and media and web coverage of the sports.



6

Strategic Partnerships

Network with IPC members

Strengthen partnerships with key NPCs and their respective NFs where applicable, to stabilise and advance IPC sports collectively and individually. Make clear IPC's commitments to the IPC sports and secure new cash, in-kind, partnership and/or service commitments including from key partners.

Local organisers

Establish and steward partnerships with Local Organisers, host cities, host NPCs, sponsors and other parties that facilitate the highest quality competitions. Adapt bid documents and hosting agreements in order to reflect this spirit of collaboration.

International Federations

Cultivate relationships with relevant IFs for Olympic sports benefitting existing and future programmes of both, the IPC and the IFs. Align technical rules, administrative processes and other protocols, where reasonable.



Highlights of sport-specific priorities

Based on the strategic framework and common goals described in the previous section each IPC sport has developed its own sport specific strategic plan which can be found as insert in the second part of this document. In order to provide a general overview, the highlights of sport specific priorities have been summarised here below:

Summer sports



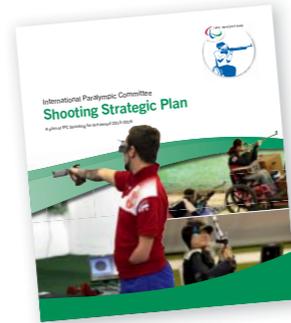
Athletics

- Ensure the attractiveness of the event programme for the 2016 Paralympic Games and 2015 World Championships.
- Design an integrated elite competition structure staged annually for the world's top athletes with well-balanced worldwide spread of host cities.
- Provide quality service and support to championships, Grand Prix competitions with enhanced focus on South America, Africa and Oceania.
- Carve out sponsorship packages building on the competition concept.
- Build on existing agreement with the Olympic Federation IAAF to leverage opportunities.



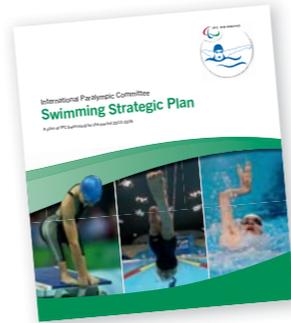
Powerlifting

- Promote a consistent qualification pathway for the 2016 Paralympic Games, ensuring a comprehensive four year competition cycle.
- Ensure the attractiveness of the event programmes for the 2016 Paralympic Games and 2014 IPC Powerlifting World Championships.
- Increase awareness of and support for anti-doping programmes and education.
- Focus on certified coaching programmes in South America, Africa and Asia/Oceania.



Shooting

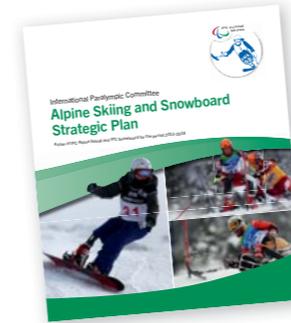
- Ensure an integrated elite competition structure is staged annually.
- Strengthen communication with up-to-date shooting news, information and education resources to NPC's, athletes, coaches, officials and spectators.
- Conduct classification and education in a minimum of three IPC Regions annually.
- Strengthen collaboration with the Olympic Federation ISSF building on the existing memorandum of understanding.



Swimming

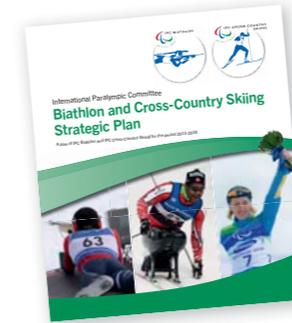
- Secure major championships and respective hosts up until 2020.
- Establish an elite competition structure to be staged annually starting in 2014 for the top swimming athletes.
- Revise the classification system in all three impairment groups to ensure they are research based and the rules are robust.
- Create opportunities to train classifiers all over the world.

Winter sports



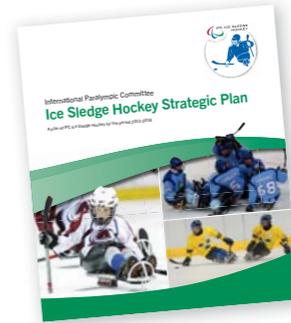
Alpine Skiing and Snowboard

- Ensure a stable competition calendar for a full four-year cycle.
- Foster education of Technical Delegates and International Technical Officials.
- Increase the number of nations practising alpine skiing and snowboard with a special focus on East Europe, Asia and South America.
- Increase visibility of alpine skiing and snowboard generate new sponsorship deals.
- Co-ordinate and follow up on development of snowboard.



Biathlon and Cross-Country Skiing

- Produce a long-term competition schedule four years in advance including World Cup and regional structures.
- Foster education of Technical Delegates and International Technical Officials.
- Increase number of nations practising the sports of biathlon and cross-country skiing while carving out biathlon-specific potentials and athlete opportunities.
- Ensure classification opportunities and proactively identify needs; ensure recruitment and training for classifiers.



Ice Sledge Hockey

- Increase the number of nations practising the sport of ice sledge hockey while maintaining a competitive balance.
- Increased generation of sport awareness and revenue from sponsorship support and broadcasting.
- Further strengthen the existing collaboration with the Olympic Federation IIHF on the concepts and joint project areas.

Next steps and implementation

Key considerations

The goals and objectives in this plan aim to be realistic and ambitious at the same time. While they count on the expertise, enthusiasm and solid basis created by each IPC sport, the success and achievable progress also depend largely on the level of engagement and support they will receive from the IPC's corporate functions and from stakeholders of the Paralympic Movement.



The implementation of the strategic plans requires a strong focus by the IPC as a whole and in particular by the relevant corporate functions servicing the IPC sports. Furthermore it requires an effort of the entire Paralympic Movement which will need to engage and contribute to the plan. Hence this plan also represents a communication tool to create a common vision and clear objectives to work towards.

Other key considerations for the implementation include

- A strong management oversight driving common elements of all sports while recognising their individual stages of development will be required, with adjustments in the organisational structures and processes, as appropriate.
- Additional IPC sports funding will need to be invested over the quadrennium in order to reach the quality levels and sustain the development pace outlined in this strategic plan.



- IPC sports should focus on their technical expertise, competitions and competition pathways from lower up to elite level, while development activities for sports initiations will be supported and delivered through the Agitos Foundation.
- The sport plans define some high-level outcomes and objectives with the more concrete targets and activities being detailed in the yearly corporate and activity plans of each sport.



Progress and monitoring

The planning approach and documentation with the IPC Sports Strategic Plans and the related Corporate Plans provide clear guidelines and an action plan for the sports to move forward. In order to track the achievements and assess progress and status of each IPC sport the IPC will put in place two closely related tools.

On the one hand long-term financial projections will be developed which will forecast the budgets for each IPC sport over the next four years. This will allow to calculate and to estimate the financial break-even point as a key criterion for the sports' self-sustainability.

On the other hand the overall progress of the IPC sports will be monitored based on a "scorecard system." This will consist of a variety of different criteria which will determine the readiness of each IPC sport on its pathway to reaching self-sustainability.

These include

- Overall governance and organisational structure.
- Status of overall event structure, membership and athlete numbers
- Level of compliance with key guidelines such as Anti-Doping or Classification Code.
- Operational readiness and capacity for service delivery
- Financial viability based on above-mentioned budgets and their regular updates.
- Level of relationship with the Olympic sport counterpart.
- Relevance in overall IPC strategy of athletes and sporting visibility.

It is important to note that the process described in this section represents a managerial approach following systematic steps and criteria. At the same time it needs to be recognised that there are other factors which can have a strong influence on the future of the IPC sports such as political considerations, the will of the IPC membership and the relationship with the corresponding Olympic IFs.



Timelines

On the basis of the mentioned criteria and factors, the future window in which IPC sports will reach self-sustainability is projected to fall between 2017 and 2024. The final year for a possible spin-off of the IPC sports from the IPC will depend on individual progress and the relationship with the Olympic IF counterpart where relevant. The scorecard system will serve as an objective tool to track the individual advancements and status.

The IPC sports will undergo a two-stage process:

1. Early readiness stage: This includes full compliance with the criteria of the 'scorecard system' as well as a solid relationship with the Olympic IF counterpart.
2. Readiness for separation: Having shown consistency in the budgets, competitions and overall management for at least two years, the sports may spin off from the IPC.

The objective is for the relevant IPC sports to first reach compliance and organisational readiness. Once this readiness stage has been reached the sport then needs to run through a major competition cycle



consisting of the Paralympic Games or/and World Championships in order to make sure that such major events and potential related challenges will not destabilise or throw the sport off course.



Please find enclosed the individual strategic plans for the IPC sports.



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