2021 IPC GOVERNING BOARD ELECTIONS
CANDIDATES BOOKLET
PUBLISHED 5 NOVEMBER 2021
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1 INTRODUCTION

At the 20th IPC General Assembly, which will be held online for the first time, elections will be held on Sunday 12 December 2021 for the IPC Governing Board.

The elected IPC Governing Board will consist of one President, one Vice President and 10 Members at Large. (The Chairperson of the IPC Athletes’ Council is an ex-officio member). All will be elected by the IPC membership which consists of National Paralympic Committees, International Federations, International Organisations of Sport for the Disabled (IOSDs) and Regional Organisations.

A total of 26 nominees have been approved by the IPC to stand for election – one for President, one for Vice President and 25 for Members at Large positions.

Ahead of the election, each candidate will have the opportunity to make an online presentation on their candidature to the IPC membership. In addition, the content of this booklet aims to provide IPC members with greater information about each candidate. All information included in this booklet has been provided by the candidates themselves with the IPC not responsible for fact-checking or correcting any spelling or grammar.

All nominee applications have been reviewed by the IPC Credentials Commission, which has declared that the nominations meet the formal administrative requirements for consideration for election to the IPC Governing Board as outlined in the respective Bylaws. The IPC Credentials Commission is composed of:

- Mark Copeland, Chairperson (New Zealand)
- Linda Mastandrea, member (USA)
- Louis Muncey, member (Great Britain)

As part of its ongoing remit, the IPC Credentials Commission will be working with an external certifying agency to finalise the vetting of candidate backgrounds during the next several weeks.

During the campaigning period, the IPC Electoral Commission will act to ensure that all candidates adhere to the IPC Code of Ethics Appendix B: Governing Board Elections & Campaign Rules. The IPC Electoral Commission is composed of:

- Mark Copeland, Chairperson (New Zealand)
- Annamarie Phelps, member (Great Britain)
- Fed Jansen, member (Netherlands)
2 CANDIDATES FOR PRESIDENT

One candidate to be elected requiring 50% of the votes cast plus one vote.

- Andrew Parsons (Brazil)
## 2.1 Andrew Parsons

**Nationality:** Brazil  

**Nominating bodies:** NPC Brazil, FEI, ITTF, IWAS, World Archery  

**Current role:** IPC President

### Who am I?

I am first and foremost a server for the IPC Membership and Para Athletes around the World. To be part of the Paralympic Movement for the last 24 years has been a privilege. In 1997, after only few weeks working for NPC Brazil, I knew I have found what I wanted to do for the rest of my life. Having started in communications & marketing, then moving to the more administrative and strategic area at national, regional and international levels gave me a good wealth of experience to understand the IPC Membership, their challenges and their needs. By working alongside Para Athletes at different levels, sharing countless hours with them, I also learned a lot on how to best serve them.

### Why should I be elected?

I should be elected as IPC president to move forward the changes we started to implement together with the Governing Board and Management Team over the last four years.

Firstly, we have changed the culture within IPC. The IPC exists to serve its membership and their athletes. Another initiative was to start a Governance Review to make sure our governance structure is fit for purpose, fulfilling the needs of the Membership, and in line with the highest existing standards. It was also important to guarantee financial stability and the maintaining of the “one city, two Games” model, by negotiating and signing an agreement with the IOC from 2018 to 2032.

It was also important to redefine the purpose of the organisation, by adding the “Third Pillar”, our initiatives in the human rights area, positioning the Paralympic Movement as a force for change and the Paralympic Games as a global platform for inclusion through sport.

My vision for 2021-2025 is to build on these foundations to move the IPC and our movement forward, as outlined in my Manifesto, as I have the vision, the experience, the drive and the passion to do it.
Manifesto

An organisation for all

I’ll continue shortening the distances between IPC and its Members via formal and informal ways, creating mechanisms by which members can more systematically communicate with IPC Leadership on an individual basis.

Supporting members to reach their next level

I’ll prioritize bringing the different areas that directly supports Membership under the same leadership within the IPC Team. Working in an integrated way, we’re more efficient in enabling members to evolve to their next level and provide better structure and pathways to their athletes.

Implementation of Governance Review

I’m absolutely committed to implement the changes to its full extent as quickly as possible, but I understand the impact it’ll have on the Membership. Independence of the World Para Sports, for example, will require a close dialogue with the NPCs and IFs so that we do not create additional challenges.

Diversity & Inclusion

I’ll lead the IPC to be the most diverse organisation possible at all levels. As we advocate for inclusion, IPC must lead by example, creating a leadership program targeting expertise within underrepresented groups within the organisation.

Athletes in Decision Making Processes

I’m committed to have more athlete participation in the decision-making processes of the IPC. I’ll empower IPC Athletes’ Council to have a bigger role in achieving the strategic objectives of the organisation and make our Global Network of Athlete Representatives more engaged.

Classification

I will launch a Classification Strategic Review in parallel to the IPC Athlete Classification Code Review to focus on where the Paralympic Movement wants to see Classification in the future and a plan for how to get there.

Paralympic Games

We just positioned the Games as a high-performance sport platform that generates change and inclusion. The future of sport is in the intersection between purpose and entertainment. To be well positioned on that front, we must work on the Games delivery, by supporting the nations to develop the best possible athletes; working with the IFs on sport presentation, scheduling and broadcasting; and expanding the reach of the Games, by working with Broadcasters around the world.
Partnership with the IOC & Olympic Movement
We currently enjoy the best relationship ever between both organisations. Now it's time to cascade down and pursue partnerships with the Olympic Movement at regional and national levels as well.

Human Rights
I want to lead the Paralympic Movement to be the most transformative sport movement on the Planet. By positioning our Movement as a sport movement that generates change, we also open the door to many opportunities to our Member Organisations. It's exactly by being the best high-performance sport organisation we can and adding a strategy in the human rights area that the IPC can be more effective in developing the Membership.

Leadership
My leadership style will remain the same: passionate, open and democratic. As IPC president, I am the first server to Athletes and Members. The most important decisions in our Movement must have the participation of Membership and Athletes.
3 CANDIDATES FOR VICE PRESIDENT

One candidate to be elected requiring 50% of the votes cast plus one vote.

- Duane Kale (New Zealand - NPC)
### 3.1 DUANE KALE

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<th>Nationality:</th>
<th>New Zealand</th>
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<tr>
<td>Nominating body:</td>
<td>NPC New Zealand</td>
</tr>
<tr>
<td>Current role:</td>
<td>IPC Vice President</td>
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</tbody>
</table>

**Who am I?**

I am a proud multi medal winning Paralympian, two-time Chef de Mission and passionate board member of the IPC, having served two terms.

In addition to my role as Vice President of the IPC, I chaired the Audit & Finance Committee and I chaired and lead the governance review process. As a member of the IOC Paris 2024 coordination commission, I remain focused on these Games.

My unique experience covers extensive international business roles in addition to global sports achievement, and sports governance and administration.

My profession is in banking. I have recently concluded a 35-year career where I held senior regional and divisional roles managing teams of 500+ people.

I am now developing a governance career as an independent director and have been appointed to the Government crown entity board of Sport New Zealand, along with another Foundation that supports children with disabilities to be active in sport.

**Why should I be elected?**

Like any athlete, when you know there is more to offer you are drawn back to the competition arena. For me, there is unfinished business that I want to see through.

The IPC Governance Review has been an extensive piece of work which has been developed to ensure we have ‘fit for purpose’ governance practices. It allowed us to demonstrate to members the culture of the IPC, a culture that is open, transparent and consultative.

I’m confident we have the right combination for the transformative leap the IPC will make in the next decade. Not only do I personally and professionally want to be part of this exciting transformation, I would like to assist with the implementation of the governance changes proposed and to help guide further
important governance practices that improve gender diversity and athlete well-being.

I offer continuity to the IPC President, Board and Management and wish to support the establishment of the next generation of board members who will lead the Movement into its exciting and bright future, as an organisation that truly demonstrates that athletes are the core of decision making and one that provides growth and development opportunities for all members.

Individually stronger, collectively unstoppable.

**Manifesto**

The board and management have established a very full agenda of strategic and operational priorities, including the governance review, classification review, a human rights agenda, increased diversity and athletes at the forefront in decision making. At the same time, we want to continue to develop the benefits to members, strengthen our IOC partnership and continue to lift the Paralympic Games experience and profile.

Many of these things are not mutually exclusive and are actually inter-dependent. With such a clear platform of priorities established, that have taken the IPC in the direction required, now is not the time for a significant renewal. Now is the time for relentless focus and alignment on the delivery of these large programs of work.

What I offer members is solid governance of the Movement in 3 key areas:

- An effective governance culture; with the board adding value as a team with a high-performance culture based on open debate, thoughtful challenge and constructive dissent. To lead with high standards of ethical behaviour, commitment and integrity
- Holding to account; by firstly guiding the risk appetite and then overseeing and monitoring of the risk management indicators, while ensuring that effective and independent oversight is provided on performance and conformance matters
- Effective compliance; ensuring financial stability and with high standards of compliance. I will comply with the duties and responsibilities of the IPC and ensure that our stakeholders have confidence in the governance and decision making.

There are board priorities whereby I will offer to take a leading role. Firstly, is the Governance Review. Gaining the approval of the membership for the new constitution, can be compared to being at the 200m mark of a 400m race.

I am proud of the process, engagement and consultation undertaken to get us to this stage, however the next 2-years will involve a significant amount of
implementation work and I am able to provide more time to achieve this. There are the elements of the governance review that members said were important, but due to recent world-wide disruptions, adjustments were required whilst ensuring that a large portion of the governance review could be implemented at the earliest opportunity.

It would be my privilege and honour to serve the IPC membership in a second term as Vice President and to support and assist a President who has a very clear roadmap for the next 4-years. The role of the President has grown considerably and my recent conclusion of my professional career allows for increased support, involvement and representation of the IPC and our President.
4 CANDIDATES FOR MEMBER AT LARGE

10 candidates to be elected

- Debra Alexander (South Africa – World Triathlon)
- Mohamed Alhameli (UAE – NPC)
- Jai-Jun Chung (Korea – NPC)
- Leonel da Rocha Pinto (Angola - NPC)
- Muffy Davis (USA – NPC)
- Chelsey Gotell (Canada – NPC)
- Khatab Hayat (Egypt – NPC)
- Sabrina Ibanez (Switzerland – FEI)
- Duane Kale (New Zealand – NPC)
- Tanja Kari (Finland – NPC)
- Miki Matheson (Japan – NPC)
- Ming-Chu Mu (Chinese Taipei – NPC)
- Luca Pancalli (Italy – NPC)
- John Petersson (Denmark – NPC)
- Juan Pablo Salazar (Colombia – NPC)
- Karl Quade (Germany – NPC)
- Majid Rashed (UAE – Asian Paralympic Committee)
- Ehud Rassabi (Israel – NPC)
- Tim Reddish (Great Britain – NPC)
- Imran Jamil Shami (Pakistan – NPC)
- Gursharan Singh (India – NPC)
- Robyn Smith (Australia – Virtus)
- László Szabó (Hungary – NPC)
- Esther Vergeer (Netherlands – NPC)
- Jianmin Zhou (China – NPC)
4.1 DEBRA ALEXANDER

**Nationality:** South Africa

**Nominating body:** World Triathlon and supported and endorsed by NPC South Africa

**Current role:** IPC Governing Board Member at Large, 1st Vice President World Triathlon, 1st Vice President Africa Triathlon, 2nd Vice President South Africa Olympic and Paralympic Committee and Sports Confederation (SASCOC)

**Social Media**
- Facebook
- Instagram
- LinkedIn
- Twitter
- Wikipedia

**Who am I?**

I am a Clinical Psychologist and educator, drawn into sport leadership through a fortuitous blend of an ability to connect with people, a purpose to serve and passion for equity, and making a difference.

As a nurse and later as a psychologist and academic working with persons with a disability in South Africa, I never envisaged combining health, education and sport. I never imagined spearheading the development of Para Triathletes and Para Triathlon from grassroots to the Paralympic Games; mentoring Paralympians; and serving on the IPC Governing Board as the first woman from Africa and the first IF representative. World Triathlon was the catalyst for an extraordinary humbling realisation of the value of my unique skills set, and belief in what I have to offer the Paralympic Movement.

I am a strong, courageous leader and committed team player. I lead by example, with vision, compassion, and integrity, navigating challenges wisely.

**Why should I be elected?**

With a 45-year career in health and social sciences, significant leadership positions, including 20+ years in sport, I bring maturity, wisdom and a unique combination of knowledge, skills and experience.
Experience from grass-roots to the boardrooms of IPC, NPC/NOC, IF and NF combined with learnings from mentoring Paralympians and working closely with a diverse Para sport community gives me a healthy respect and appreciation for the complex challenges faced by the IPC, members and athletes. It is through this experience and my unique skill set that I will continue to meaningfully contribute to corporate governance; compassionate, values-based leadership; relationship building and open communication on the IPC GB.

Two specific areas of contribution I am proud of are advancing the athlete first agenda and membership engagement. The latter refers to membership engagement in Africa through the Women in Leadership and Mentor and Mentee projects - initiatives I would like to see expanded globally. The athlete first agenda focuses on well-being, safety and equity through providing leadership in Anti-Doping and steering the Science and Research and Safeguarding Working Groups in amongst others, evidence-based practices in classification, health and performance and the prevention of non-accidental harm, harassment and abuse of athletes.

**Manifesto**

**I stand for athletes’ first.** For me it is about the creation of opportunities for participation, growth, and performance excellence for all athletes, on and off the field of play. Athletes’ first means: athletes involved in decision making; prioritising equity, athlete health (mental and physical) and safety -spotlighting IPC policies and practices in safeguarding, anti-doping and classification.

**I stand for inclusivity, diversity and equity in all areas.** My intention is to continue to provide guidance, and support in building on the transformative work already commenced.

**I stand for a culture of research, education, and knowledge sharing.** Ensuring that in our engagement with members and athletes, we provide an environment that embraces open dialogue and robust debate so that together we can ensure the organisation continues to remain relevant, progressive, and inclusive while prioritising good governance and accountability.

We need to strategically clarify a course for enhanced stakeholder engagement, sustainable funding and financial security and equity in the Para sport space.

I would like to see sustained focus on the value and recognition of the Paralympic brand and the Paralympic Movement as a force for change, especially in the Disability Human Rights space. By supporting the #WeThe15 movement, shining the light on the 1.2 billion persons with a disability, we can, in the words of Nelson Mandela: “change, inspire, unite, speak to the youth in a language they understand and create hope where there once was none” through Para sport and the Paralympic Games.
Continuous evaluation and maintenance of organizational structures needs ongoing prioritisation to nurture the organization, to achieve the following:

1. Effectively, actively engage and support the membership and athletes.
2. Increased Para athlete participation globally. Advancement of world class Para athletes whilst promoting healthy, safe, fair world class events. This includes completion of the classification review, effectively managing anti-doping and safeguarding responsibilities and involvement of athletes in decision making.
3. Consolidating the Paralympic Games as a leading sporting event to grow public interest, partnerships, and relationships.
4. Promotion of evidence-based decisions and knowledge sharing to ensure engagement in sustainable, equitable, inclusive and diverse practices. Leaving a legacy of respect for each other and the environment.
5. Implementation of the governance review recommendations. Completion of the safeguarding policy and classification reviews. The eventual separation of World Para Sport from IPC functions.

If elected, it is my intention to expand on the work started in the IPC Science & Research and the Safeguarding Working Groups and encourage advancement of the Women Leadership and Mentor-Mentee Workshops to other regions. The VISTA conference remains top of mind as a vehicle for knowledge sharing, networking, and bringing athletes, members and scientists closer together.

It is with immense gratitude for the trust the IPC membership bestowed on me that I present this manifesto. It has been an honour to serve on the IPC Governing Board. My re-election will ensure continuity of leadership and working relationships. Your vote would be appreciated.
### 4.2 MOHAMED ALHAMELI

<table>
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<tr>
<th>Nationality:</th>
<th>UAE</th>
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<tbody>
<tr>
<td>Nominating body:</td>
<td>NPC UAE</td>
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<tr>
<td><strong>Current role:</strong></td>
<td>IPC Governing Board Member at Large, President of UAE Paralympic Committee, Advisor to the General Secretariat of Abu Dhabi Executive Council.</td>
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</table>

**Social Media**
- [Facebook](#)
- [Instagram](#)
- [Twitter](#)

**Who am I?**

With a very rich academic and professional background of 40 years in business management and finance, I contributed tremendously to bringing more Government and community support to, and awareness of, sport for athletes with an impairment in UAE and the entire Middle East Region. I always advocated for the empowerment of athletes with an impairment, and supported their participation in all major IPC events.

Through my volunteer role in the UAE NPC last two decades and being member of the IPC Governing Board since 2013, I managed and supported, at the highest level, successful organization of approved IPC international events in UAE including but not limited to General Assemblies, World Championships, World Cups, Grand Prix and many World and Regional Games.

**Why should I be elected?**

Being member of the IPC Governing Board team last two terms, gave me the privilege to serve better the Paralympic Movement and be part of the historical transition of the Organization’s leadership in 2017 with a new President onboard, and it gave me also the opportunity to take part in the decision-making process for the governance review and many other important matters related to the development of the movement and “making for an inclusive world through Para sport”.

As the world is recovering slowly from the pandemic that affected all the aspects of our life last 18 months, I believe that the stability within the IPC Board is crucial to ensure that the transition and the implementation of the ambitious plan of reform is successful.
Manifesto

I am honored to submit my nomination for the IPC Governing Board (GB), as a member at large. This nomination has been endorsed by the UAE NPC. You are aware that I enjoyed the honor of serving as member of the IPC GB for last two terms, and I strongly believe that there always remains a room for more work to be done, and efforts to be exerted, towards the realization of the IPC vision and mission.

I’m delighted to share with you part of the achievements I was able to realize during the past 8 years in serving the Paralympic Movement.

Solidarity & Global Responsibility,

In supporting NPCs of developing countries, as promised, we hosted in UAE several high-profile Para Sports competitions such as World Championships, Asia Oceania, World Cups, Grand Prix and many other International Championships that attracted thousands of athletes from all over the world, and more than 500 of them were invited from developing countries and benefited from our solidarity programs.

Since 1998, when we hosted the IPC Powerlifting World Championships, the UAE became one of the main hubs of Para-Sports in the world and we were able to support the IPC and several IFs in delivering their major competitions in several cities of my home country.

IMPROVING THE QUALITY OF PARA ATHLETES’ LIFE THROUGH SPORT

We have continued our active role in raising local and regional awareness, and in creating sports opportunities for all Athletes with impairment by hosting and organizing tens of International Para sports events that included but not limited to ParaPowerlifting, ParaAthletics and Shooting World Championships and World Cups, Regional Championships, Fazaa Championships, European Handcycling Circuit, IPC and APC Governing Board meetings and General Assemblies, AGITOS and IPC education Programs and many much more. We have been, and will always be, committed to host any major event that would promote and develop the Paralympic movement and serve the Para Athletes of the world.

Through professional training and with the support of our sponsors and donors, we were able to develop our athletes’ capabilities to have more of them able, not only to compete at the international level, but also to be awarded by all types of medals and they excelled in Rio 2016 and Tokyo 2020 Paralympic Games by being 10 times on the podium.

PARA SPORT FOR ALL
We remain faithful to our belief in fair and equal opportunities irrespective of gender or impairment class or type.

As I promised earlier to the majority that voted for me in 2013 and in 2017, and as there is no ceiling for success, there always remains a room for work to be done to:

1. Continue improving the quality of life and inclusion of athletes with impairment all around the world and particularly disadvantaged regions.
2. Look for more sponsorship opportunities to support IPC activities, particularly in the developing countries.
3. Provide more training opportunities in all Para Sports fields.
4. Organize, and host, more of Para Sports events and education programs.
### 4.3 JAI-JUN CHUNG

<table>
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<th><strong>Nationality:</strong></th>
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<tr>
<td><strong>Nominating body:</strong></td>
<td>NPC South Korea</td>
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<tr>
<td><strong>Current role:</strong></td>
<td>Vice President of NPC South Korea / CEO of Aribio Co., Ltd</td>
</tr>
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</table>

#### Who am I?

I began my scientific journey when I enrolled in a doctoral degree in Physiological Biochemistry at Glasgow University, UK. After years of research and business, it was possible to cultivate expertise in novel drug development and eventually build a company, Aribio Co., Ltd, in South Korea and the U.S. that focuses on developing treatments for incurable diseases such as Alzheimer's disease.

I was never a professional athlete but competed as a swimmer in junior school. Much later in my career I was introduced to the inspirational stories of para-athletes which led me to form a partnership with the Incheon 2014 Asian Para Games.

Since then, I had the opportunity to serve different roles in Paralympic Movement in Korea as president of Korea Para Swimming Federation, Chef de Mission of Rio 2016 Paralympic Games, head of support team of PyeongChang 2018 Paralympic Games, and chairperson of International Sports Committee.

#### Why should I be elected?

I have seen the movement grow over time. IPC never stopped its efforts in spreading the movement and its core values even facing the unprecedented challenges, including successful delivery of Tokyo 2020.

I believe that with my current expertise and continuous determination for self-development as a scientist, a para sport advocate, a leader and a team player, I will be the most suitable person to support the IPC in spreading its vision and core values.

I am fortunate to have met Mr. Jin Owan Jung, who has done everything possible to lay the foundation of the movement in Korea, as an athlete and as a sports administrator. Through this long friendship I have had the opportunity to listen to para-athletes’ voice and to understand their needs. I can support them in their journey to reach their full potential and achieve their dreams.
I have seen the movement grow over the last few decades in Korea and around the world. I have also seen Korea grow as a country from its humble origins to what it has become now. With such experience and background, I have a better understanding of the issues that IPC members of developing countries face.

**Manifesto**

**INCLUSIVE GROWTH:**

I believe we need to do more to support the development of Para sports in emerging National Paralympic Committees. In collaboration with governments and various existing IPC organization, such as AGITOS Foundation, International Cooperation Agency and Official Development Assistance (ODA) initiatives for para sports, I will set up a fund to promote balanced growth of NPCs in developing countries and expand opportunities for para-athletes to participate in the Paralympics Games. The fund can be used for coach and advisor dispatch program, youth para sports camp in both summer and winter sports, coaching academy and many others.

**ENHANCED SUPPORT FOR PARA ATHLETES:**

I will ensure athletes' voices are heard and strengthen athlete supporting systems through links with ADECCO and conduct various research activities to improve the quality of life of athletes. Specifically, by utilizing the expertise of the biopharmaceutical sector, I will support and construct information platform to help sustain the health and general wellbeing of para-athletes.

**CONSOLIDATE BRAND REPUTATION OF PARALYMPIC MOVEMENT**

I will support the establishing brand reputation of the Paralympic movement, comparable to the Olympic by evaluating assets, value and scale of the Paralympics Games, which will be the basis for building the unique PARA brand for long term sustainability.

**FINANCIAL SOUNDNESS**

IPC has secured sustainable financial position through long-term agreement with IOC until at least 2032. I will use my business skills to promote IPC's strong financial position, continuity of fund operation and sustainable financial soundness.

**STRENGTHNING IPC GOVENENCE**

IPC has put tremendous efforts into restructuring organization, increasing cooperation with international organizations and expanding communication channels among member nations and organizations for expanding Para movement. I will make every endeavor for IPC to reach its objective effectively.

In the post Covid-19 era, digital technology will be more important for effective communication with NPCs and IPC organizations. I will support to bring in
various digital platform to bridge the information gap among members and to preserve the transparency in Executive Board operations.

At last, it would be a great honor to be part of the team to create a more sustainable future for para-athletes and make this world more inclusive through para sports.
4.4 LEONEL DA ROCHA PINTO

**Nationality:** Angola  
**Nominating body:** NPC Angola  
**Current role:** IPC Governing Board Member at Large, President of NPC Angola

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**Who am I?**

I live in Luanda, together with my wife and my four children. Born in 1962 on a small farm, I had a wonderful childhood. With the beginning of the Civil War in November 1975, our life changed. We lost our farm, had to leave the country and lived in a refugee camp in Namibia. There I experienced not only the “reality in Africa” but also disability. A lot of people in the camp including some of my friends had impairment caused by the war and landmines. We organized “Sport for all” and I organized competitions in the camp. In 1983 we came back to Luanda, I finished my studies and was hired by an international shipping company. Later I founded my own companies and currently have about 420 employees. I am the founder of the Para Sport movement in Angola and active in the political party and civil society organizations.

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**Why should I be elected?**

"Contribute to reducing the gap" is not a slogan but is my programme for my next term on the IPC GB. I had the honour of attending all Summer Games since Atlanta 1996 in different functions and the growth of the movement since then is a real success story. The organization of the Games in London, Rio and now Tokyo is outstanding and our media coverage is brilliant. We can be proud of this success but there is a huge gap between the 15 leading NPCs and the rest of our movement. It cannot only be about the medals, it should also be about the situation of a significant number of African, Asian, Oceanian, South American and even some European NPCs that don't have enough or even any systematic funding to support the athletes pathways. The gap is even widening steadily. During my current term as GB and Agitos Foundation Board member, I used my experience and voice to advocate for development initiatives. The IPC athletes support and education initiatives were important but more needs to be done. We need more classification opportunities, more training opportunities for athletes and coaches. I would like to remain the advocate for this mission.
Manifesto

With all my passion and commitment to our movement, I would like to contribute to “reducing the gap” between the 15 leading NPCs and the rest of our movement. The IPC as an organization has grown from 15 employees to more than 120 but the number of staff and financial means in 90% of our NPCs has not changed at all. The entire movement is driven by volunteers, and in the NPC in developing countries, it is common practice that the President pays the IPC membership fee from his wallet, whilst coaches pay for the travel cost or even food for the athletes from their money. The core of our movement is athletes. Their performances will change the perceptions of the public and will contribute to a more inclusive world. I will battle to get funding to establish training programmes and competition opportunities. NPCs need the funding to support the athletes’ pathway and to organize competitions and send athletes to subregional, regional or international competitions. More partnership and funding through the national governments is essential. We need to work to change the laws to ensure that the NPC does have the same recognition and funding as the NOCs. This will only happen if the IPC develops and implements a strategy to support this approach. Under my leadership as President of the African Paralympic Committee, we approached the African Union and after a lot of negotiations the APC is formally recognized “as the legitimate umbrella body for all matters related to Sports for Persons with disabilities”. We were present at meetings with African Sports Ministers and this year we were actively involved in the elaboration of the “Updated African Sports Policy”. We will now need to work with each government in Africa and ensure the first edition of the African Para Games in 2023. I would like to see the IPC Governing Board Members and the IPC Management team being much more proactive in supporting NPCs with a similar strategy. This includes visits to the NPCs with joint meetings with the national government authorities. NPCs need budgets not only for one year or to send athletes in the year of the Paralympic Games but a commitment for a multi-annual budget. The communication between the IPC and the members has improved but IPC Management needs to learn much more about the reality and the challenges NPCs are facing. Communication needs to be more dialogue, including in different languages, than directives, as it is often now. Parallel to this, we should not conceal that in several NPCs there is not too much sense of excitement about the future. This only can be changed if there is a change of leadership. We need much more young, female leaders and athlete representatives in our NPC Governing boards. They are use to dealing with social media and can contribute to increasing the visibility and the perception of our movement. This change can only be achieved in partnership. “Together we can do the change”.

INTERNATIONAL PARALYMPIC COMMITTEE
## 4.5 MUFFY DAVIS

<table>
<thead>
<tr>
<th><strong>Nationality:</strong></th>
<th>USA</th>
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<tbody>
<tr>
<td><strong>Nominating body:</strong></td>
<td>NPC USA</td>
</tr>
<tr>
<td><strong>Current role:</strong></td>
<td>IPC Governing Board Member at Large, Professional Speaker, State Representative, Idaho House of Representatives</td>
</tr>
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### Social Media
- [Facebook](#)
- [Instagram](#)
- [LinkedIn](#)
- [Twitter](#)

### Who am I?

Sport has been my life’s defining passion since I was a child learning to ski at three years old and since then has helped me find a lifelong purpose. Because of the Paralympic Movement, I have been able to live out my dreams and aspirations for more than 20 years. As a dual sport athlete and three-time Paralympian, I have first-hand experience of the mentality it takes to be a Para athlete on the world’s biggest stage. Since retirement, I have held prominent leadership positions within the Paralympic Movement which include being a member of the IPC Governing Board, a member of the IPC Women in Sport Committee, UCI Paracycling Commission and USOPC Paralympic Advisory Committee.

### Why should I be elected?

It has been my great honor to stand as a member of the IPC Governing Board over the last four years. I believe passionately in the work of the IPC, our current leadership with President Andrew Parsons, and our collective power to make a more inclusive world for all. While I am extremely proud of the many great strides made over the last cycle, our work is far from complete, and it is my hope to serve once again to ensure our momentum progresses. I respect our present leader President Parsons immensely and believe we have a strong working relationship. He has placed his trust in me to represent the IPC on several IOC Commissions, including the 2026 Games Evaluation and Coordination Commission. Additionally, as an active and outspoken advocate for inclusion and diversity, I believe my broad perspectives, experience and commitment to the Paralympic Movement and its mission can continue to be an asset to the IPC Governing Board. The goals, aspirations and needs of athletes has been the core of our decision making and will continue to be if I have the privilege of serving a second time.
Manifesto

If re-elected, I will continue to ensure the IPC Governing Board is providing consistent and transparent collaboration opportunities with its members while allowing for an open forum for feedback into IPC operations. I will work to progress our governance review and collaborate closely with the IPC leadership team to ensure changes are implemented effectively and efficiently. I believe we must continue to find opportunities to generate greater exposure while also providing resources and infrastructure for Paralympic sport and its heroes across the globe. I will work to support the programs which our present Governing Board has begun to implement such as continuing the transition of the internally governed World Para Sports to externally managed International Federations or Independent Governing Organizations. Our membership has repeatedly stated this is an important and vital step that must be a priority for the next Governing Board. Additionally, further work and development of our classification system, continuing to prioritize the ongoing review and update of the IPC Athlete Classification Code and then seamlessly implementing the Code, fairly and equally, across all Paralympic sports will need to remain a top priority for the upcoming quad. The successful launch in 2021 of the 10-year WeThe15 campaign to increase worldwide awareness, inclusion and integration of the disability community must remain a priority as it is truly our vision in action. In addition, I believe continuing to strengthen and improve our SafeSport and anti-doping policies needs to remain a focus of the next Governing Body. Furthermore, continuing to strengthen and increase IPC representation throughout the IOC and further develop our relationship to grow worldwide sponsorship, awareness and reach will remain prioritized if re-elected to the IPC Governing Board. And finally, above all, I remain committed to ensuring the successful growth and implementation of all Paralympic sports and Paralympic Games as to accomplish our vision - enabling Paralympic athletes to achieve sporting excellence and inspire and excite the World.
### 4.6 CHELSEY GOTEll

**Nationality:** Canada  
**Nominating body:** NPC Canada  
**Current role:** IPC Athletes' Council  
Chairperson (outgoing), IPC Governing Board Member at Large

#### Social Media
- [Website](#)  
- [Facebook](#)  
- [Instagram](#)  
- [Twitter](#)  
- [Linkedin](#)

#### Who am I?

I have dedicated the last 21 years of my life to the Paralympic movement. I am a 12 time Paralympic medalist (3 gold, 2 silver, 7 bronze) spanning three Paralympic Games in the sport of para swimming in the S13 classification for visually impaired athletes. I have passionately served this movement as Chair of the IPC Athletes' Council, a national and international board member, governance expert, an advisor for gender equity and safe sport, and sport administrator for a Games Organizing Committee.  

Professionally I am an Osteopathic Manual Practitioner and clinic owner. Through my multi-faceted roles I bridge both strategic and operational implementation with expertise in business and sport management, governance and Games delivery.  

I pride myself on being an effective leader and strong communicator with a proven track record of success. I am always seeking new ways to grow and innovate to deliver for the constituents that I represent.

#### Why should I be elected?

Following my athletic career, my work has been dedicated towards creating a stronger and more prosperous sport system for the next generation of Para Athletes. My motivation has intensified over the years, leveraging every one of my leadership roles to be a positive force for change. Each position has given me a more in-depth understanding and appreciation of the complexity of the Paralympic movement and the needs of our membership.
Together, we have made transformative changes to the IPC that will continue to be implemented in the coming years. If elected to the Governing Board, I will bring my expertise to help deliver this ambitious plan, strengthening our sustainability and influence worldwide. My leadership record shows that I tackle complex issues head on with integrity and transparency. I will help deliver on the governance reforms that are necessary to advance our movement forward, specifically regarding classification, diversity, equity and inclusion. I am committed to strengthening our community and the Paralympic Games while always keeping the needs of our members and athletes at heart.

Five years ago my IPC Athletes' Council campaign slogan was “10% sight, 100% vision”. This sentiment remains true today, as the future of our movement awaits us.

**Manifesto**

Over the past four years, I have had the great honor to be the athlete voice on the Governing Board, as we laid the groundwork for the future of the IPC. We have established and begun to deliver on priorities that elevate our movement and unify the athlete community.

When we stand together, we are stronger together. This commitment to bettering our movement, gave way to undertaking paramount changes. We are fostering meaningful engagement with our members and athletes, delivering a robust governance and classification code review, increasing our financial security and showcasing sport as a vehicle to shift the narrative for disability and the human rights agenda.

As the outgoing Athletes’ Council Chair, I am proud to have been a strong advocate for our athlete community, raising important issues that have helped shape the future of sport. Together we delivered a compelling strategic plan and innovative vision for an athlete-centered organization and successful Paralympic Games.

It is now with great enthusiasm that I share my manifesto for Member at Large to the IPC Governing Board.

**Evolution of the Paralympic Games:**

The professionalization and awareness of the Paralympic Games have improved tremendously - but great potential for growth remains. We must explore opportunities to reach a younger demographic, building a new generation of fans that engage with our movement year round. Additionally, how we leverage digital technology will play an important role in growing our brand and ability to secure commercial partnerships that align with our values.

**Governance:**
Our Movement has spent a significant amount of time addressing how enhanced governance can better serve the growing needs of the IPC and our stakeholders. I am committed to working together to implement these reforms, and ensuring we take bold steps forward to address the outstanding items of gender, equity and inclusion, athlete well-being and increased representation.

Additionally, I would like to continue to foster a governance culture that is efficient, collaborative and drives decisions with a high level of integrity, transparency and forward thinking.

**Classification:**

Classification is the most fundamental aspect of our movement. By conducting an overall strategic review of the Classification system, it will allow us to make decisions that are strategically aligned to our long term vision. We must address the systemic challenges to ensure the evolution of Paralympic Sport.

**Membership and Athlete Engagement:**

We have made significant progress in shifting the culture of engagement with our most important stakeholders. However if elected, I will advocate for increased opportunities for collaboration with our membership and athletes. The challenges and needs of our members are extremely diverse and I believe all viewpoints should be considered as we make decisions that represent the collective.

The Paralympic movement has made a profound impact on the person and leader I have become. I would be honored to represent you as we navigate the road ahead. I hope my Manifesto sparks conversation and I welcome open dialogue with each of you. Thank you for your consideration.
## 4.7 Khatab Hayat

<table>
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<tr>
<td><strong>Nominating body:</strong></td>
<td>NPC Egypt</td>
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<tr>
<td><strong>Current role:</strong></td>
<td>President of the Egyptian Paralympic Committee</td>
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</table>

### Who am I?

(BA) in economics and political science and Master of Public Administration (MPA) from the American University in Cairo, PHD degree in philosophy (Political Science) from the Economic and political science faculty from Cairo University.

I was the office manager of Her Highness Sheikha Fatima Bint Mubarak wife of the late Sheikh Zayed Bin Sultan Al Nahyan president of the United Arab Emirates.

I am a professor of Management and business Administration.

I am actually the President of the Egyptian Paralympic committee (the first woman to head a sports entity, in the Middle East and the Gulf).

I am the President of the Paravolley Africa Committee.

I was nominated by the International Paralympic Committee as the woman of the year in 2017.

I have been nominated by the President of Egypt His Highness Abdel Fattah el Sissi, as a member of the Egyptian Legislative Senate on the 18th of October 2020.

### Why should I be elected?

Because of my academic background and my experience in teaching different business curriculum and modules, I am able to set up scientific plans and implement them through strategic, tactical and operational plans.

As head of the EPC I was able to set strategic plans and implement them and achieve successful activities based on scientific vision. I am also a good motivator to all the players in all sports.

My leadership credentials are not limited to sports only, but to the social life of players, coaches, officials and staff.
I am a big supporter of women’s sport and women in sport, because I am a role model for them. I believe in the inclusion of girls and women at all level of Paralympic sports. That is why I took a decision to form the first women Para volley team, which competed in the African Championship in Rwanda and got a silver medal.

I am using my leadership and communication skill and understand my strengths and how to grow my potentiality. I am using these skills in doing great efforts in promoting and developing the Paralympic movement in Egypt and Africa. I have the ability to handle and solve problems.

**Manifesto**

I will stand as a governing board member of IPC.

Because of my academic background and being a professor in Management and business Administration I think I can use my knowledge and experience if being a governing board member of IPC.

I will try to meet the IPC vision of making an inclusive world through Para sport. To start with, there must be a thorough understanding and analyzing of the core values and principles of the different countries members in the IPC. This will help in tailoring programs that would meet the expectations of each one. By doing this, we will facilitate the full inclusion in sport from the different countries.

I will present a strategic plan that will help make sure that Paralympic games are satisfactory delivered. This will include tactical and operational plans that will help accomplishing our target, and help in developing Para sport and advocate social inclusion.

These plans should track detailed schedule to make sure that they reach the objectives within specified time. By doing so, IPC can deliver and organize efficient Paralympic Games.

I am also planning on focusing on the inclusion and development of women. There must be plans that assure that women should be represented in leadership and coaching roles. It is also important to eliminate the barriers that are facing women and girls when it comes to getting involved in the participation in sports.

It is important to know that many different things influence women’s participation in sport. These things will be analyzed and discussed in order to assure more inclusion.

I do hope that I can help IPC increases its global awareness, by illuminating and exposing the different cultures and attitudes of the Middle East, Arab and African Countries.
If elected I will try to focus on more educational programs for the different areas that are included in the IPC activities (Coaches, referees, classifiers and administrators).

**Because** Sport has proven to be a cost-effective and flexible tool for promoting peace and development objectives I will try to provide a universal framework for learning important values such as **fairness, teambuilding, equality, discipline, inclusion, perseverance and respect**. Learning and understanding these values will help contributing in the development of soft skills needed for responsible citizenship.

Sports is a tool for development, it helps an individual much more than in the physical aspects alone. It builds character, **teaches and develops strategic thinking, analytical thinking, leadership skills, goal setting and risk taking**.
4.8 SABRINA IBANEZ

**Nationality:** Switzerland  
**Nominating body:** FEI  
**Current role:** FEI Secretary General & CEO, President of APSO

**Social Media**  
- LinkedIn

**Who am I?**

I come from a mixed-cultural background as my father was Salvadoran and my mother Austrian-Hungarian. I attended University in Boston and have lived in the French speaking part of Switzerland for 30 years. But it was growing up in El Salvador where I fell in love with horses for their ability to be non-judgemental and respond only to a person’s behaviour. It’s this respect which pushes me to try and make a difference in the sport.

Since joining the Fédération Equestre Internationale (FEI) in 1991, I’ve worked my way to the top to become the Federation’s first female Secretary General in 2015. I’m fortunate to have led projects that helped the FEI evolve into a modern and innovative Federation, and for the tremendous satisfaction I get from my work as President of the Association of Paralympic Sports Organisations and other Organisations.

My greatest accomplishment will always be my two adult sons.

**Why should I be elected?**

If elected, I would bring the following values and skills that I use effectively in the other positions I hold:

- **A commitment to good governance and open communication.** I have taken great pride in creating opportunities for all relevant stakeholders to voice their opinions on any intended policy changes. I truly believe that this is the only way to arrive at solutions that have the buy-in of all stakeholders and better reflect the needs and priorities of the community.

  Direct, open and honest communication among stakeholders was especially critical during the Covid-19 pandemic and the equine EHV-1 crisis that negatively impacted the equestrian calendar and required rapid decisions.

- **Out-of-the-box thinking.** I’ve overseen the creation and execution of non-conventional commercial strategies, like the creation of a youth...
engagement strategy which includes a dedicated TikTok channel with content created by the youth for the youth. These initiatives have significantly boosted the profile of the FEI and equestrian sport worldwide.

**Advocating for diversity and inclusion with concrete results.** Online leadership courses for Women in Sport, which were created on my initiative have led to numerous women getting promoted to senior leadership positions within their respective sport organisations in both summer and winter disciplines.

**Manifesto**

The Paralympic Movement plays a crucial role in showcasing ‘possibilities rather than disabilities’ and in highlighting the need for a world that is more accessible and inclusive for people with disabilities. Knowing that sport has this power to positively change the public’s perception of disability is what keeps me motivated professionally, and it is the reason why I wholeheartedly support campaigns like #WeThe15 which proactively work to inform the general population about disability issues.

With over 20 years of experience at the Fédération Equestre Internationale (FEI), I have had the good fortune of contributing to the transformation of our Federation through my work on disability, inclusion and governance issues as well as in Communications and Marketing. My first term as President of the Association of Paralympic Sports Organisations (APSO) - composed of 19 Para Sports in the Paralympic Games - has made me keenly aware of the benefits of collective strategies and synergies, and has deepened my insights into the challenges faced by para athletes and their international Paralympic Sports Organisations.

The world is changing rapidly. New technologies in particular have caused a shift in consumer behaviour and transformed the way fans consume sports. If we are to keep up with the times, we need to be agile, ready to adapt and prepared to face up to any reputational challenges. The IPC has understood this and one of the results is its courageous move towards governance reform.

My cross cultural background has made me a fervent believer in the importance of diversity and inclusion to the longevity of a sports organisation, or any organisation for that matter. Advancing diversity and inclusion in the work place leads to stronger and healthier governance structures and better organisational problem solving abilities, which is especially critical in a post pandemic era.

If I am elected to the IPC Governing Board I pledge to:

- apply **innovative approaches**, including initiatives to increase digital and media exposure of the Paralympic Movement and ensure its **relevance for**
future generations whilst respecting the history and tradition of the Paralympic Games

- work with departing para sports currently governed by the IPC and support them during their transition
- encourage talent development in an inclusive and safe environment
- provide expertise on the delivery standards for multi Para Sport events in order to bridge the know-how of Paralympic Sports Organisations with the IPC’s strategies
- actively work towards creating a world where people with disabilities enjoy full access in all spheres of work and life.

I pledge to serve these ideals to the best of my abilities.
### 4.9 DUANE KALE

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<td>NPC New Zealand</td>
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<tr>
<td><strong>Current role:</strong></td>
<td>IPC Vice President</td>
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</table>

**Who am I?**

I am a proud multi medal winning Paralympian, two-time Chef de Mission and passionate board member of the IPC, having served two terms.

In addition to my role as Vice President of the IPC, I chaired the Audit & Finance Committee and I chaired and lead the governance review process. As a member of the IOC Paris 2024 coordination commission, I remain focused on these Games.

My unique experience covers extensive international business roles in addition to global sports achievement, and sports governance and administration.

My profession is in banking. I have recently concluded a 35-year career where I held senior regional and divisional roles managing teams of 500+ people.

I am now developing a governance career as an independent director and have been appointed to the Government crown entity board of Sport New Zealand, along with another Foundation that supports children with disabilities to be active in sport.

**Why should I be elected?**

Like any athlete, when you know there is more to offer you are drawn back to the competition arena. For me, there is unfinished business that I want to see through.

The IPC Governance Review has been an extensive piece of work which has been developed to ensure we have ‘fit for purpose’ governance practices. It allowed us to demonstrate to members the culture of the IPC, a culture that is open, transparent and consultative.

I’m confident we have the right combination for the transformative leap the IPC will make in the next decade. Not only do I personally and professionally want to be part of this exciting transformation, I would like to assist with the implementation of the governance changes proposed and to help guide further
important governance practices that improve gender diversity and athlete well-being.

I offer continuity to the IPC President, Board and Management and wish to support the establishment of the next generation of board members who will lead the Movement into its exciting and bright future, as an organisation that truly demonstrates that athletes are the core of decision making and one that provides growth and development opportunities for all members.

Individually stronger, collectively unstoppable.

**Manifesto**

The board and management have established a very full agenda of strategic and operational priorities, including the governance review, classification review, a human rights agenda, increased diversity and athletes at the forefront in decision making. At the same time, we want to continue to develop the benefits to members, strengthen our IOC partnership and continue to lift the Paralympic Games experience and profile.

Many of these things are not mutually exclusive and are actually interdependent. With such a clear platform of priorities established, that have taken the IPC in the direction required, now is not the time for a significant renewal. Now is the time for relentless focus and alignment on the delivery of these large programs of work.

What I offer members is solid governance of the Movement in 3 key areas:

- **An effective governance culture;** with the board adding value as a team with a high-performance culture based on open debate, thoughtful challenge and constructive dissent. To lead with high standards of ethical behaviour, commitment and integrity

- **Holding to account;** by firstly guiding the risk appetite and then overseeing and monitoring of the risk management indicators, while ensuring that effective and independent oversight is provided on performance and conformance matters

- **Effective compliance;** ensuring financial stability and with high standards of compliance. I will comply with the duties and responsibilities of the IPC and ensure that our stakeholders have confidence in the governance and decision making.

There are board priorities whereby I will offer to take a leading role. Firstly, is the Governance Review. Gaining the approval of the membership for the new constitution, can be compared to being at the 200m mark of a 400m race.

I am proud of the process, engagement and consultation undertaken to get us to this stage, however the next 2-years will involve a significant amount of
implementation work and I am able to provide more time to achieve this. There are the elements of the governance review that members said were important, but due to recent world-wide disruptions, adjustments were required whilst ensuring that a large portion of the governance review could be implemented at the earliest opportunity.

It would be my privilege and honour to serve the IPC membership in a second term as Vice President and to support and assist a President who has a very clear roadmap for the next 4-years. The role of the President has grown considerably and my recent conclusion of my professional career allows for increased support, involvement and representation of the IPC and our President.
### 4.10 TANJA KARI

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<tr>
<td><strong>Nominating body:</strong></td>
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<td><strong>Current role:</strong></td>
<td>Director, TRAILS (Technology- Recreation- Access- Independence- Lifestyle- Sports) Adaptive Sports and Recreation Program at the University of Utah Health, Craig H. Neilsen Rehabilitation Center, Technical Classifier, World Para Nordic Skiing</td>
</tr>
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</table>

#### Who am I?

I am a proud Paralympian from Finland and I have had the privilege to live most of my life in the world of Paralympic sports as an athlete, a sport administrator, and a volunteer.

I represented Finland in 5 Paralympic Winter Games and finished my competitive career at the 2002 Paralympic Winter Games. Since retiring from my athletic career I've poured myself into the field of adaptive sports. Educationally, this led me to earn my master's degree in Sport Sciences. Since 2002, I have worked with and volunteered for the IPC, serving in various capacities on the IPC Athlete Council, WADA Athlete Committee and with World Para Nordic Skiing (WPNS) and presently, I continue to work as an International Technical Classifier for the WPNS. Professionally, I direct adaptive sports programs at the University of Utah, our focus is on serving individuals with complex physical disabilities.

#### Why should I be elected?

I am running for the IPC Governing Board because I believe that my experience as an athlete, my work with the IPC and as a sport administrator will complement the experience of my fellow Governing Board members. Strategic priorities that I feel are critical objectives, that continually evolve and need further advancement within the Paralympic Movement include; the expansion of training and competition opportunities, the growth of the sport pipeline, the development of opportunities for athlete’s with high-support needs, the exceptional delivery of the Paralympic Games as well as continual process improvement in the areas of athlete classification and anti-doping. Importantly, the ongoing review of the governance structure provides many risks and opportunities. I believe that it will be essential to move forward in this endeavor optimistically but with a sense of caution. We need to ensure that the resultant outcomes that any governance structure reorganization created will allow us to achieve our strategic priorities and continued growth and development of the
Paralympic Movement. I deeply believe that it is critical to prioritize the voice of the athlete in all aspects of the Paralympic Movement and this collective ‘voice’ must be the driving force in accomplishing this work.

**Manifesto**

My name is Tanja Kari and it is with great enthusiasm that I formally submit my candidacy for the for the next IPC Governing Board.

As a child, growing up with a minor physical impairment (right arm missing just below elbow), I loved sports in every way imaginable, and it provided me a childhood that I will never forget. Through hard work, determination, and a love of sport, I was able to reach the highest levels of competition as an athlete in cross-country skiing. I was humbled to finish my competitive career at the 2002 Salt Lake City Paralympic Winter Games. These Games were delivered to the highest standards and fueled my desire to remain committed to the Paralympic Movement after my competitive career had concluded.

My athletic experiences heightened my awareness of the opportunities and challenges surrounding adaptive sports which has progressively ignited my motivation to positively impact the Paralympic Movement in any way that I am able. I recognized early on in my athletic career that I was very fortunate to receive appropriate support and opportunity to compete and train. While every athlete must earn their respect and opportunity in the field of play, I believe that ensuring athletes access to necessary support and opportunities to participate, to develop and to compete should be available to all Paralympians andPara athletes. I value the Paralympic Movement’s role in facilitating and providing a platform for athletes to compete and to perform at their highest potential however the pipeline to reach this elite level requires continual refinement.

Professionally, I serve as the Director of Adaptive Sports and Recreation at the University of Utah. We work with individuals with complex physical disabilities and provide beginner, intermediate and elite level sports daily programming (alpine skiing, cross country skiing, handcycling, kayaking, sailing, shooting, swimming, wheelchair tennis). Within this opportunity, I regularly witness the power of sport in transforming lives and the importance of the athlete pipeline.

Since 2002, I have worked with and volunteered for the IPC, serving in various capacities. I have developed a strong understanding of the importance and complexities of the Movement’s unique issues and decision-making processes. Through the multiple roles that I have held within the Movement, I have gained essential experience in working internationally within multi-language and multi-cultural environments, which is and continues to be very important considering the global reach of the Paralympic Movement.

I want to recognize the important work that the IPC is doing in developing, improving, and supporting opportunities for all individuals with disabilities.
Together we can do the important work to achieve these priorities as we move forward and expand the Paralympic Movement globally. I am grateful to be involved in the Paralympic Movement and through a diversity of backgrounds and with the spirit of collaboration, we will elevate all Para athletes and Paralympians worldwide.
### 4.11 MIKI MATHESON

**Nationality:** Japan  
**Nominating body:** NPC Japan  
**Current roles:** Education Committee member, IPC Steering Committee member, Japanese Paralympic Committee Board member, Japanese Wheelchair Basketball Federation, I’mPOSSIBLE Global Educator, Education Commission member, IOC

**Social Media**  
- [Twitter](#)

**Who am I?**

I am a strong believer that the combination of the positive power of sports and education is a versatile tool to improve the quality of life for all people.

I acquired a spinal cord injury at the age of 20 and have a background in education. I am a 3 time gold medallist from the 1998 Nagano Winter Paralympic Games in Ice Sledge Speed Racing, who has witnessed how sport can change the lives of people with disability.

I grew up in Tokyo Japan and have been living in Canada for the past 20 years. Through my cross-cultural experience and working experience at an international organisation, I have developed unique perspectives, skills, and networks.

I am a person who wants to promote para athletes/sports and am passionate about spreading awareness of inclusion, embracing diversity and equity to eliminate discrimination especially towards people with disability.

**Why should I be elected?**

1. I have over 20 years of commitment to the Paralympic Movement with various roles; a Paralympian, volunteer, journalist, educator, para sports federation's board member and IPC/IOC education committee member. I have seen the positive changes created by the Paralympic Movement, its sports, and athletes in many different aspects. Therefore, I can bring unique perspectives, experiences and skill sets to provide appropriate solutions and various opportunities to the NPCs.
2. I am passionate about athletes, sports, the Games, and the Movement. I know how to empower people and society through diversity, equity, and inclusion through para sports. Collaborating with the IPC Athlete Council, I will define para athletes’ roles outside of the playing field.

3. I am a leader and communicator who has a great track record of changing the mindset of teachers around the world and have inspired them to be a part of the Paralympic Movement. They play a significant role in discovering talent of para athletes and actualising an inclusive world through para sports. I can contribute to members to share my knowledge and experience in inspiring and motivating local teachers to make them a great driving force and supporters of the Paralympic Movement in their communities.

**Manifesto**

Helping IPC and its members to maximize their potentials.

1) **Support IPC and NPCs to further promote and raise awareness of the Paralympic Movement**
   - To enhance visibility of the Paralympic sports, my focus is both on the value and quality of the Paralympic Games. I will be a dedicated listener who pays attention to the athletes, coaches, and staff members in order to provide the best possible environment.
   - To draw attention/gain support from governments and stakeholders, and also to recruit prospective para athletes, the Paralympic education programme “I’mPOSSIBLE” is proven to be an effective and impactful tool regardless of the size of the NPCs. I have a vast knowledge and experience to promote the programme so that I can help the NPCs to engage in conversations with relevant stakeholders so that NPCs can move forward and fully benefit from the education programme.

2) **Collaborate and promote the “WeThe15” campaign with the relevant stakeholders to eliminate discriminations, preserve dignities for people with disability by increasing opportunities and enhancing accessibilities and mobilities.**
   - To transform people’s mindset and create more active change makers, it is necessary to provide clear reasonings, information and motivation. This is my passion and I have rich experience, skills, knowledge to achieve our goal.

3) **Strengthen the ties between IPC and IOC.**
   - To strengthen our relationship with the IOC, we can promote values of sports together. Since I have been a serving member of the IPC and IOC education committee/commission for 3 years, I can clearly see and strategise how to elevate the positive power of sports through education.
4) Unlocking untapped potentials and empowering women to increase female representation in para sports.
   - To reach and recruit more female athletes and supporting staffs from all member nations, I can utilise similar frameworks such as “Sport for Tomorrow (SFT)”. SFT was led by the Japanese government for the preparation of the Tokyo 2020 Games and advanced many programmes for international cooperation and exchange through sports.

As the Tokyo 2020 Games were postponed, we faced unexpected challenges and harsh criticisms. During this difficult time, I worked closely with relevant organisations including IPC/IOC, TOCOG, researchers, media, educators to address the Paralympic values, to come up with various ways to promote para sports and sustain public interest.

I can guarantee that my ability to collaborate with multiple stakeholders, adapt to new realities, achieve goals with innovative and creative thinking will be great assets for the IPC governing board.

If you have any questions or comments, I would love to hear from YOU. I am available and willing to listen to your ideas, comments, issues, and suggestions from anyone who is involved in the Paralympic Movement.
4.12 MING-CHU MU

**Nationality:** Chinese Taipei

**Nominating body:** NPC Chinese Taipei

**Current role:** President, Chinese Taipei Paralympic Committee

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**Who am I?**

I was a middle school teacher for 5 years. Then studied abroad at Oregon State University in U.S.A., received my Master and Ph.D. degrees in the area of Education.

Returned back to Taiwan and taught at University for more than 15 years. It was very pleasant to seeing young generation learning and growing.

I have run 4 elections and be elected as the Member of National Assembly (Congresswoman). Served as the Presidium, chairing the Committee of Constitution amendment. I was elected two turns of Legislator (lady Senator), at National Legislative Yuen and auditing National budget and questioning government policies and laws.

Right now, I am the President of CTPC. As the chairperson for handling all aspects of preparation of the 2021 IPC GA. Sincerely welcoming all IPC Family to Taipei for a safe, warm, pleasant General Assembly in December.

**Welcome to Taipei. From your home to my home.**

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**Why should I be elected?**

If you like to see some change taking place at Governing Board. Please give me 1 vote. I would very much like to bring some new stylish leadership to the board.

Not only am I a University Professor, or served at the National Congress, one turn of Congresswoman, two turns of Senator. I have been involved in advocating gender equality and promoting the rights of minorities volunteering works. I am currently the President of Chinese Taipei Paralympic Committee (CTPC); this is also a non-compensated job. I would like to contribute more for CTPC, helping more Para-athletes and connect CTPC to the world by joining global community. Learn and grow, service and responsibility. **If you could give me 1 vote, it means an opportunity for me to serve and an opportunity for CTPC towards international. Thank you for your love and support.**
You have many votes in your hands, you might have some candidates in your mind.

Please reserve 1 vote for me, okay?
When you give me 1 vote, I may gain a chance to serve you 1 turn, 4 years.

**Manifesto**

In this big IPC Family, it is a world of diversity. Members are from 182 countries and territories. IPC governs the Paralympic Games every 4 years. Bring the Paralympic Movement to every single corner. Promote Para-athletes never give up spirits and their fantastic performance to the end of the world. **IPC did a terrific and amazing job.** What I did in Chinese Taipei cannot be compared. Therefore, I really hope I could join the IPC team and learn from everyone, make more friends from all over the world. I would love to contribute what I did in the field of Education and circle of Politicians. The experience I had from grass root training of the para-athletes and the social works, I believe I am a capable candidate.

I was a high **school teacher**, nurtured many youths.

I was a **college professor**, taught many young students.

I was a **university trustee**, helped operating a private University reborn from no money to pay for educators’ salary to having 5 billion NTD fund.

I was once a **congresswoman** at the highest level, amended the national constitution and participated the election.

I was once the busiest and earnest **lady senator**, audited the government budget and questioned the Executive Premier for their governance results. Hosting numerous press conference to reflect the publics’ opinions, pushing government to make the right decision and deliver results.

NOW, I am retired from professional career. I have more free time, doing what I am happy to do, helping others with meaningful things. I am grateful to be able to be part of some Para-athletes’ life, I am willing and able to service them more and fight for their rights more.

The 2021 IPC General Assembly will be held on Dec. 9 – Dec. 12 in Taipei City. I will strive all my best to overcome the challenges of COVID-19, train volunteers, finding money, prepare all kinds of work to make the General Assembly as smooth as possible. I welcome all friends from all over the world to come to Taipei, experiencing a successful and wonderful time at the 2021 General Assembly.

**Welcome to Taipei. From your home to my home. Love.**
4.13 LUCA PANCALLI

Nationality: Italy
Nominating body: NPC Italy
Current role: IPC Governing Board Member at Large, President of NPC Italy

Social Media
- Instagram
- Twitter

Who am I?
I was a Modern Pentathlon Athlete of the Junior Italian Team until 1981, when I fell off the horse during an international competition. Then I became a Para Swimmer, attended every edition of the Paralympic Games from Stoke Mandeville 1984 to Atlanta 1996, winning 8 gold, 6 silver and 1 bronze medals. I started to advocate for disability rights as soon as I could, first as a law student then as a lawyer. I founded the Italian Paralympic Committee in 2003, which was recognised as a Public Entity from the Italian Government in 2017, at the same level of the National Olympic Committee after many personal battles to raise the awareness of the relevant institutions towards the Paralympic Movement. Later in that year I was elected IPC Member at Large, a major responsibility I took with pride and honour. Most important, I am Maria Giulia and Alessandro’s proud father.

Why should I be elected?
I really want to continue the amazing path started in 2017 as IPC Member at Large, committed to do my best.

The new Governing Board was well aware of the main challenges from the start: a solid governance review, classifications, athletes’ wellbeing, relations with IOC, and all the entire world behind the scenes. We had no way of knowing that we would have to deal also with a pandemic.

This Movement knows very well how difficulties make people stronger, in fact Tokyo 2020 was an unprecedent triumph for the Paralympic Family. Never felt so proud of IPC, I was honoured to closely follow the operations and it was a success beyond all expectations.

The job is not done yet: we are still trying to fix all the consequences of the pandemic and many other different matters, like for example the future Games.
As member of Milan Cortina 2026 executive board, it is my duty to supervise all the Paralympic aspects and I think that it is very important to have this voice inside the IPC.

Together with my background and after the milestone achieved in my Country, I would like to be at complete disposal of the International Family again.

**Manifesto**

I am a Proud Paralympian, and I really mean it. I believe this so much that sometimes people criticize me, especially when I say that If I could go back, I would not change anything of my life, not even the accident. I was a promising Pentathlon Athlete at 17 years old, then the vulnerable ghost of that same boy reflected in the mirror. I am grateful to my accident because it gave me the possibility to fall and feel pain, to recover and feel sometimes frustration sometimes satisfaction, to rise again as a Para Athlete and feel the best feeling ever in the swimming pool, to win medals for my Country at the best event in the world, the Paralympic Games. I am grateful also because I can now say that I am part of a growing international Family I have always fought for and I always will for the full recognition of our rights. Life can take away limbs, sight, hearing, brain functions, the possibility to stand, but these impairments daily feed an outstanding inner power which is the reason why we are the strongest Movement in the world. Sometimes people are aware of this inner strength, sometimes they are not. IPC can really spread this awareness throughout the world and the example of our Para Athletes is the most effective weapon to reach every house with or without people with a disability. It is not just a matter of being disabled or not: the true inclusion occurs when everyone is involved in the process, for a positive cross-contamination of values and mutual understanding. The Paralympic Movement has grown tremendously because its seed has been well planted and a luxuriant tree is now bearing amazing fruits and providing a refreshing shade too. Like all the living beings, this tree must be taken care of. We must keep fertilizing and pruning where needed, listening to its urges, and defending it at all costs against any storms. Tokyo 2020 was a magnificent rainbow after a fearful storm. I am so proud of what it has been done and I am even prouder when I think how powerful we are now. That is our essence, we fall, and we rise stronger than ever. My best wish for the future of the Paralympic Movement is to continue to see first-hand its virtuous evolution: more people with disabilities involved in sport not necessarily to become Paralympic champions, easier access to the equipment, one NPC in every Country, a more concrete commitment from governments and institutions for the necessary official recognition. I can say this last point is particularly important to me because after many endless personal battles, in 2017 the Italian government recognized that the NOC and the NPC are on the same level. Our national results are a direct consequence of this extraordinary achievement, as
it happens also in other Countries where this sensitivity has been already activated. Proud of you all, keep on flying together!
4.14 JOHN PETERSSON

**Nationality:** Denmark  
**Nominating body:** NPC Denmark  
**Current role:** NPC Denmark President

**Social Media**  
- Facebook  
- Twitter

**Who am I?**
I have been involved with para sports since 1982, first and foremost as an athlete, a para swimmer, and a proud Paralympian. At the New York 1984 Paralympic Games, at the age of 14, I was able to win the first of 15 Paralympic medals – six of which are gold.

Following my retirement after the Sydney 2000 Paralympic Games, I chose to further dedicate myself to the continued development of our great Paralympic Movement. I have proudly served the movement internationally as an IPC Governing Member, Chairperson of the IPC Regions Council, Chairperson of the Supervisory Board of the Agitos Foundation and President of the European Paralympic Committee.

In 2018, I was elected President of the Executive Committee of Parasport Denmark (NPC Denmark) after serving as vice-president since 2005, and I understand the great opportunities as well as the challenges of being a small part of the growing Paralympic Family.

**Why should I be elected?**
Born in 1970 with an impairment, I have lived with and continue to face the barriers of inclusion, and I am as determined as ever to change the way the world perceives and reacts to people with disabilities.

For the past 40 years, I have been at the forefront of the Paralympic Movement. I have witnessed and played my part in the incredible evolution of parasport and the development of our Paralympic family.

There is, however, still much more work to do to continue along this exciting path, that we have set for ourselves. We must do even more to ensure that no member, no sport, and no athletes are disregarded or left behind, and that the strength of the IPC benefits regional and national development to an even greater degree.
But we must also look outside our immediate family. Change starts with sport, and I believe the IPC has an important role to play in breaking down the barriers of inclusion around the world. I want to continue to support and champion the promising WeThe15 campaign in the exciting years to come.

**Manifesto**

As a member of the IPC Governing Board, I will be a strong voice for:

**Fairness**

The Paralympic Games are arguably the highlight of our Movement, showcasing the sporting excellence of our athletes and inspiring people all over the world. As the Games continue to expand in reach and scope, we must do everything to protect the reputation and secure a high level of fairness in the competitions. To that end, we need an athlete-focused classification system and constant vigilance in our common fight against doping and cheating.

**Breaking down barriers and ending discrimination**

Together, we can break down the barriers that keep us apart. The WeThe15 campaign will continue to unite persons with disabilities all around the world in a single human rights movement with a common goal: Social inclusion, disability visibility and accessibility.

The IPC must build on the impressive launch activities of the campaign this summer and continue to champion the cause over the next decade, bringing governments, businesses, and the public together to create enduring change.

**Youth development**

The development of young athletes and role models is for me at the very heart of our Paralympic Movement, and the IPC should continue to play a very active role in supporting and encouraging youth development and athlete pathways everywhere.

Our first aim must always be to provide the best possible support for our athletes, and we have a big responsibility to protect especially the younger generations. I consider sport a basic right for every child - no matter their ability or where they live in the world. Therefore, I want the IPC to actively support NPCs in championing youth development.

**Togetherness**

I will work for an IPC development that is driven by a balanced interaction with no member left behind. Our Paralympic Family is a family for all, and we must acknowledge the diversity of our member organizations, athletes, and sports.

To that end, I consider the Regional Organizations an asset within the structure of the IPC, and it is integral that their efforts are commended and supported as
they continue to play a key part in organizing regional sporting events, coordinating development activities, and providing support to the IPC members in the respective regions.

Strength through unity

As President of NPC Denmark, I have worked to establish strong relations with the Danish Olympic Committee, and an important milestone in the partnership has been achieving equal rights and possibilities between Paralympians and Olympians.

Internationally, I am very happy to see that the relationship between the IPC and the IOC is also on the right path. I believe that it is very important, that we continue to strengthen the alliance, adding value to all stakeholders and benefitting all IPC members.
## 4.15 JUAN PABLO SALAZAR

<table>
<thead>
<tr>
<th>Nationality: Colombia</th>
<th><img src="image" alt="JUAN PABLO SALAZAR" /></th>
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<tr>
<td>Nominating body: NPC Colombia</td>
<td></td>
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<tr>
<td>Current role: IPC Governing Board Member at Large</td>
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### Social Media
- [Twitter](https://twitter.com)

### Who am I?

Expert for the disability rights Movement, with emphasis on communications and sports.

I Chaired the National Council on Disability while being Advisor for President Santos on disability policy. Mainly landing the CRPD at a local level. Before, and from civil society, I directed the Arcángeles Foundation. At a regional level I also Chaired the OAS's Committee on their regional version of the CRPD. I currently work as Disability Consultant for the Inter-American Development Bank interacting with governments and civil society to make inclusion a reality in the region.

From a sports perspective, I'm founder of Colombia's first Wheelchair Rugby club. I have a passion for developing sports as a tool for broader social transformation. I served as Colombia's Chef Mission at Beijing 2008 and London 2012 Paralympics. I was then elected as President of the Colombian Paralympic Committee and currently I'm finishing a first term as IPC Governing Board Member.

### Why should I be elected?

I'm very passionate about the Paralympic movement. So first and foremost, I will bring my love for the movement to the table. However, I'm also an expert on disability rights and communications. I'm also a person that speaks my mind so I know I will bring thorough debate to all the issues that arrive at the Governing Board as I believe I have done for the past years.

I have worked within an international environment for 15 years including the past term as governing board member. My skills and education in diplomacy can continue adding value to our Board. My human rights background and experience working in government and in a development bank bring a unique perspective we need to move forward. I´m also part of a wide network of
organizations working for disability rights and these personal relationships is how we build trust.

**Manifesto**

The WeThe15 campaign is only in its beginning stage. Maybe we already achieved the toughest task by moving from 0 to 1. But the potential we have with it is enormous and we need to be very careful in order to get it right. It’s not trivial though! The following steps are complicated as we finish designing and start implementing the objectives of the campaign. So, with this in mind, I think I can bring to the table the technical skills to give this a proper structure. We need an expert voice at the Board level to drive this and to understand the sophisticated technical debate when we network with the relevant organizations to move it forward. I have the expertise to do this and I’ve been honored with the trust of our President and the rest of Governing Board to lead IPC’s agenda on human rights for the past term. It’s a dream come true for me, I believe I’m good at it and I would be honored if with your vote, you allow me to continue building this new chapter for our organization. Allow me to elaborate with concrete actions our vision of bringing inclusion to the world through Para sport. We are on the right track.
### 4.16 KARL QUADE

<table>
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<tr>
<td>Nominating body:</td>
<td>NPC Germany</td>
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<tr>
<td>Current role:</td>
<td>Vice President Top-Level Sport</td>
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#### Who am I?

After my studies as a teacher in Physical Education I made my PhD in Biomechanics and Training Theory. Many publications from the 90th focused on prosthetics in sport, especially track and field.

For 32 years I was employed in the Federal Institute of Sport Science and later in the Federal Ministry of Interior, now I am retired.

As a three times Paralympian and afterwards as an official as well, I want to contribute my experiences to the Governing Board.

From 1996 until 2021 I have been the German Chef de Mission at the Paralympics. Furthermore I have been a member of the IPC Paralympic Games Committee for 2 years and served for the European Paralympic Committee in the Board.

In German NPC I built the top-level sport system for athletes with disability with all the framework of dual career, training centres, etc. Another important issue is the safeguarding of classification.

#### Why should I be elected?

As a former Head of Department in the Federal Ministry of the Interior in Germany, I work on the development of major sport events to bring more countries into the situation to realize such events. This includes the focus on the integrity of sport and good governance. This function also had a very close cooperation with the Olympic sport. Mayor sporting events are a big challenge nowadays, this includes many economic and ecologic factors. These events are very important for the movement and must be held all over the world to stimulate the regions for the Paralympic world.

The Paralympic Sport gets more and more public. The presentation of our sport secures the income of many athletes and organizations. The classification gets even more important as the economic benefit improves. The future of classification in Paralympic sport needs to be on the best technical and ethical level as it can be. I will contribute my experiences to the work of the IPC.
Manifesto

What do I stand for?

After a long time in different functions as an athlete and official I want to contribute my experiences to the Governing Board of the IPC. The vision of the IPC focuses on athletes. The IPC is an athlete-centred federation. As a former athlete, I have a very good impression of their needs and possibilities. On the other hand, I built the top-level sport system for athletes with disability in Germany with all the framework of dual career, training centres, etc. These are the experiences I will contribute to the work of the IPC.

International sport is in a difficult situation.

The awarding of major sport events, the dealing with TV rights showed criminal actions. Many countries withdraw the application for major sport events in the last century. IPC can act as a stabilizing factor in the international (sport-) policy. It can be a role model for international sports federations with regard to integrity and good governance.

Meanwhile, the IPC is a catalyst for the development of the situation of people with a disability in many countries in the world. The campaign "#WeThe15 - A movement for an inclusive world" is a wonderful example for this goal.

As a former employee of the Federal Ministry of the Interior in Germany, I work on the development of major sport events to bring more countries into the situation to realize such events. This includes the focus on the Integrity of sport and good governance. If elected for the Governing Board I would resign as Chef de Mission for the relevant Games.

Why should I be elected?

As a Paralympic athlete in the Games 1984, 1988 and 1992 and as an official as well, I want to contribute my experiences to the Governing Board. The biggest success was the win of the gold medal with the German Volleyball team 1988 in Seoul.

Since that time, I work voluntarily for the Paralympic movement on a national and international level. From 1996 until 2021 I have been the Chef de Mission of the German Paralympic teams at all the Paralympics.

Furthermore I have been a member of the IPC Paralympic Games Committee for 2 years. In 2007 during the general assembly of the IPC in Seoul I have been honoured with the Paralympic Sport Award in the category “Exemplary Games Official”.

4.17 MAJID RASHED

<table>
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<tr>
<td>Nominating body:</td>
<td>Asian Paralympic Committee</td>
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<tr>
<td>Current role:</td>
<td>President Asian Paralympic Committee, CEO of Dubai Club for People of Determination, National Ambassador (UAE) of UNICEF, Board Member of Supreme Committee for the Protection of the Rights of Persons with Disabilities, Board Member of NPC UAE</td>
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Social Media
- [Instagram](#)
- [Twitter](#)

Who am I?
I discovered para-sport as a child and experienced first-hand how sport can change lives and open up new worlds. My sports were Table Tennis and Athletics and I competed at National and Regional level. Post competing, I became a sports administrator, starting with the UAE Athletics team at Birmingham World Championships and quickly took on more responsibility in a variety of roles including being Chef de Mission for the UAE team at the London Paralympic Games. Alongside my sports administration roles, I have developed a career in media with my own shows on UAE radio and television, using my profile to raise awareness of sport for persons with impairments and promote equal rights. This has led to an invitation to be part of a government committee and to a position with UNICEF.

Why should I be elected?
With 32 years in the Paralympic family, as both athlete and administrator, I have the knowledge and skills to add value to the IPC Governing Board.

I have a proven track record in:
- fostering collaboration between organisations
- listening and responding to the needs of NPCs and athletes
- delivering opportunities to grow the Paralympic pathway
- upholding the highest standards of governance
- communicating well in an open, honest and transparent way
- engaging key stakeholders with the Paralympic Movement
• understanding the challenges that nations face on the ground

If elected, I will work tirelessly to support the development of the Paralympic Movement across the world.

Manifesto

The Paralympic movement is the biggest global force that drives societal change for people with an impairment and I value its magic in transforming lives. In the last decade, it has made great progress and grown rapidly, reaching many more people around the world. However, there is still so much potential and much to be done.

We need:

• **Stronger NPCs and Regional networks**: We need to close the gap between the developed nations and the emerging ones. This gap is likely to have widened as a result of the global pandemic. It is therefore vital that we encourage collaboration and mentorship between NPCs and across regions to create NPCs who have the capability and resources to support athlete development.

• **Stronger athlete pathways**: we need to work closely with IFs and IOSDs to increase the opportunities for people with an impairment, both to try para-sports for the first time and to compete at local, national and regional level, building to the pinnacle of the Paralympic Games. We need to focus on young athletes who are the future of our movement.

• **Stronger IPC**: the IPC achieves so much with comparatively limited resource. We need to build its capacity to lead our movement and help fulfil its potential.

This is how I think we can achieve these goals:

• **Open dialogue and collaboration**: We need to increase the communication between our membership through regular dialogue. The Pandemic has taught us that this need not always involve costly in-person meetings and by using technology it is possible to connect more frequently and in a way that ensures all the membership can be heard. At all times, the athlete voice should be listened to loudly and clearly. The IPC Athlete Forum should be held regularly and also replicated at regional level to enable a wider dialogue to take place.

• **Partnership working**: as a movement we are stronger together. This is equally as true for our relationship with the IOC as it is for the membership. We need to be an outward looking movement, proudly independent but openly collaborative.

• **Support our members to achieve greater self-sufficiency** As the Movement develops and attracts more commercial and broadcast
interest, we must ensure that all members benefit, not just the developed ones.

- **Strengthening the Agitos Foundation**: With more resource, the Agitos Foundation can truly support the development of NPCs and para-sport opportunities at the grassroots level.

Whilst we should all be proud of what the Paralympic Movement has achieved so far, we are really only at the beginning of the journey of using it to transform the lives of people with an impairment across the world. If I were elected onto the IPC Governing Board, I would work tirelessly to support the IPC and the Movement on delivering the vision of making an inclusive world through sport.
4.18 EHUD RASSABI

Nationality: Israel
Nominating body: NPC Israel
Current role: Chairman of the Israeli Foundation for Children with Disabilities (ILAN)

Social media
- Facebook

Who am I?
I am a certified public accountant, former MP, member of the Israeli Parliament (the Knesset), and an expert consultant in economics, class actions, valuations and mediations and currently nominated by different Districts and Supreme Courts as such. I also serve as External Director on the boards of a number of public companies. I hold a Bachelor degree in Accounting and Economics from Tel Aviv University, Israel. Among my professional activities, I voluntarily serve on several activities in nonprofit organizations. As the chairman of "ILAN - the Israeli Foundation for Children with Disabilities", I put great effort to assist children and adults, by promoting healthy and active lifestyle by mean of physical activities and sports. For my contribution for the future of young athletes with disabilities to become Paralympians, I was recognized and nominated by the Israeli Paralympic Committee as a Goodwill Ambassador to the Paralympic games in Tokyo.

Why should I be elected?
I am striving for collaboration between countries, to exchange knowledge and experience gained over the years, for the benefit of people with disabilities and the entire society. As the chairman of ILAN's Sports Centers for the Disabled, which is one of the world pioneers in the field of Paralympic Sports, I feel that I can contribute to the Paralympic movement by sharing my philosophy as well as offering practical recommendations based on my life experience promoting young people through Paralympic sports. In the parliament I served as a member of several committees such as the Finance Committee and the Subcommittee for Taxes and Hi-Tech. I also chaired the Friendship Parliamentary League between Israel and Japan, Australia, New Zealand and Sri Lanka. During my term of service, I proposed numerous bills, most of which dealt with economic matters such as encouragement of capital investments, tax reform, incentives for foreign investors and strengthening the competitiveness and attractiveness of the domestic economy. I believe that my governmental experience and the
connections that I have made over the years, along with my business background can be utilized to the needs of the Paralympic movement.

**Manifesto**

When I read the vision of the International Paralympic Committee - to make for an inclusive world through Para sport - I see myself. This is who I am and this is why I dedicate my life to a better inclusive society.

As a volunteer chairman of Ilan organization for the last 15 years, which was founded 70 years ago, I believe and act to fulfill its vision.

Ilan's vision is "to enable people with disabilities to live meaningful life"

I believe that sport is one of the most effective tools to achieve this vision.

I feel that there is a gap between the dream of having equal opportunity to education, sport, healthcare and employment for people with disabilities and the reality in many countries. In our world, discrimination and prejudice are still exist. I believe that the IPC should be a leading international organization to promote changes through sport, and sport in did is a key to make this change in societies;

I believe that the IPC should be athlete-centered organization and empower the athletes themselves as the best ambassadors to facilitate the required change.

According to my vision, the IPC should serve the NPC's and the IF's in the best possible way. The IPC leadership should involve its members in decision making processes and through continuous consultations. In order to accomplish this notion, we need in the management team dedicated people who are ethical, transparency and loyal as well as experienced and professional.

I believe that the IPC should keep his focus on less developed countries and areas with under representatives. To do so, strong countries should be matched with less strong countries to mentor and assist in the developing of Paralympic sports everywhere.

Gender equality should be further prompted at all levels.

In my vision, the IPC should initiate more collaborations and joint projects with other international organizations that hold similar visions.

I was awarded by the M.P. the emperor of Japan the "decoration of the order of the rising sun" for my contribution to the relations between Japan and Israel and served as the Ambassador of Sri Lanka in Israel.

So, I am aware of the power we have to make our vision come true through collaboration between people organizations and countries.
The IPC and the Paralympic movement have done a lot since early days and the change is incredible.

But the challenges that we still have, and opportunities arise, put us in a place where we can play even greater part in designing the future of a better society through sport.
Who am I?
I have worked in all areas of Para Sport as an athlete, coach, sport development officer, Performance Director, Board Member and President/Chairman of the British Paralympic Association. I was a board member of the London 2012 Organising Committee and I was proud to be elected an IPC Governing Board member in 2017.

This experience has enabled me to have a full understanding, knowledge and appreciation of Para Sport right from participation through to the Paralympic Games.

I am an active board member on a hospital trust board for 8 years. I have significant experience of organisational governance and accountability.

I am honest and hard-working. I work with integrity and a passion for everything I do.

I am a strategic thinker and have an understanding of how strategies are translated into operational delivery with clear and successful outcomes.

I understand the Paralympic movement and am passionate about its growth and evolution.

Why should I be elected?

The Paralympic movement has given so much to me. When I lost my sight, sport gave me a focus to rebuild my life. I experienced triumph on the podium at a Paralympic Games, an experience like no other.

When I finished competing I wanted to continue to give back to para sport. Being a coach, Performance Director, Chairman of the British Paralympic Association and most recently as a Governing Board member of the IPC have all given me the opportunity to do that.

My experience means that I am able to understand the issues that IPC members experience. I have been part of a committed IPC Governing Board team who, in
my opinion, have transformed the approach for the IPC to be a member-focused organisation driving towards greater participation and inclusion through a competitive sport programme, a more contemporary business-focused approach with the Olympic movement and our partners and with an ambitious plan for how we work in partnership to improve the rights for disabled people globally.

I want to continue to be part of that team that has delivered so much but has so much more to do.

**Manifesto**

I am a passionate, committed member of the IPC Governing Board. The past four years have been challenging in many ways. Both in terms of the response to the global pandemic, the drive to put disabled people front and centre of what the Paralympic movement is there for, and in shaping the future for the movement to ensure it maintains its growth and impact right across the world.

The IPC, under the leadership of Andrew Parsons, has been developing substantial changes to our governance and ambition as a movement. I have been committed to listening to members, working as a cohesive Governing Board to develop and agree proposals which are fit for purpose and will take the IPC and the Paralympic movement into the future. Our job is not done. We are only now starting to implement these changes and there is much to do to support members through those changes.

If elected, I will support the IPC in embedding any future changes to its governance. I will support sport sustainability with the goal for all sports to become independent.

I believe the priorities for the IPC are:

- Effective communication and engagement within its membership and the wider Paralympic Movement.
- Review the IPC Athlete Classification Code by engaging with the membership including a mechanism that ensures that the Athletes Voice is heard. It is crucial to implement any changes at the appropriate time to ensure that classification meets the needs of the growth of Paralympic sport.
- Establish a mechanism to support all nations in developing National Paralympic Committees and the development of Paralympic sport in those nations.
- Evolve and improve the quality of sport on the field of play with an athlete-centred approach.
- Through positive engagement and positive partnerships ensure clean, safe and fair sport across all sporting competitions.
• Maximise broadcast opportunities that ensures global reach of the Paralympic Games and Paralympic Winter Games.

• We need to use the power of the Paralympic Games and Paralympic Winter Games in conjunction with the #WeThe15 campaign that maximises the rights for persons with disabilities in society and establishes inclusion opportunities to participate in Para Sport. The Paralympic movement has the ability to not only change and improve the lives of people competing in para sport but also to inspire and motivate the public and to significantly change perceptions towards disability. It is this unique combination of showcasing athletic endeavour whilst effecting social change which is so powerful.

• In order for an organisation to be athlete centred it should ensure that its strategic plans and operational delivery provides a culture and environment that enables Para athletes to develop from participation to elite performance.

• At all times work with honesty, integrity and openness and be fully aware of the impact upon the athletes development and its stakeholders of any decisions that are taken. The IPC needs to ensure that in everything it does, the athlete voice is heard.
### 4.20 IMRAN JAMIL SHAMI

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<td><strong>Nominating body:</strong></td>
<td>NPC Pakistan</td>
</tr>
<tr>
<td><strong>Current role:</strong></td>
<td>Secretary General NPC Pakistan, South Asia Representative to the Board of Executives of Asian Paralympic Committee, Vice President South Asia Para Sports Federation</td>
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</table>

**Social Media**
- Facebook
- Instagram

**Who am I?**
Following are my credentials that entitles me as a right person for the right job at IPC BOG:

i. Post Graduate Certificate in Sport Management from Royal Holloway University of London

ii. Master in Business Administration

**Experience**

**Professional:**
- **19 years** in dealing with management, Finance, legal affairs with the Government of Pakistan.

**Para Sports:**
- **14 years** in rehabilitation of persons with disabilities that included training of persons with disabilities in para sports as **Coach**.
- **18 years** with NPC Pakistan as its founder Secretary General Chief Organizer of number of para-sport championships and national games

**Board of Governors:**
- **15 years** as member of Board of Executives of Asian Paralympic Committee

Father of a 19 years old daughter with multiple disabilities
At NPC and APC dealt with management, finance, legal, classification, training, inclusive sports, diversity, and other miscellaneous issues

**Why should I be elected?**

I will bring to IPC BOG the true professional working skills with attributes of loyalty, integrity and dedication with complete understanding of the issues pertaining to management, finance, legal, diversity, classification, coaching, and social inclusion of disabled persons.

Wish to represent more than 100 developing countries of the world at IPC BOG since I myself belong to a developing country and have true understanding of the problems / issues being faced by the NPCs of these countries. I am confident that I would be able to present such plans and projects to IPC BOG that would assist in eliminating the impediments in growth and sustainability of NPCs and the para sports in the developing world.

For the Developing World, my motto is “Social Inclusion & economic rehabilitation of Disabled through Para Sports instead of begging on the streets”. To achieve this, I have to be the part of the body responsible for decision making at IPC.

33 years long experience with para-sports to shoulder the responsibility.

I live a life true to its values and pursue meaningful goals.

Open-minded and accommodative to diverse views and opinions.

A progressive man, believes in change, never afraid of challenges, and result oriented.

**Manifesto**

To work together and contribute effectively to make IPC as an organization of the athletes, for the athletes and by the athletes (through representative NPCs) fully competent to meet the challenges of consistent evolution, inclusion and diversity.

To professionally assist the IPC BOG in its efforts to make IPC financially and administratively strong and to make Paralympic Games as the second biggest sporting event.

To succour solidarity and fraternity of the Paralympic Family - Not only the IPC do it but under the umbrella of IPC strong NPCs of the world help weak NPCs in their capacity building, development of para sport, and resolution of their outstanding issues ensuring increase in numbers practicing para sports from grass root level right through the elite level improving the depth of talent coming from each country.
To assist the IPC BOG to do things differently: The IPC has an excellent vision which itself reflects that it is an athlete centered organization. Effective Implementation on the objectives of the organization as envisaged in its constitution by the previous Boards of Governors and the IPC Management Team and the remarkable achievements so far has received international recognition and appreciation. I would therefore not do different things but shall use my entire potential to assist the IPC BOG to do things differently in order to cater for the needs of the para athletes all over the world and the NPCs which represent them, more creditably.

To realistically represent the underdeveloped world: There are 100 countries in the world which are ranked as the poor nations either we take the Per Capita Income or the Human Development Index. We can easily imagine under what socio-economic conditions the persons with disabilities would be surviving in these countries when persons without disabilities are living therein in poverty. A very small number of opportunities exist in these countries for persons with disabilities with regard to their physical, social, medical and economic rehabilitation. Poor economies tend to limit the priorities of the governments of these countries to survival of the state with some essential development initiatives. As such the NPCs of such countries despite their deep desire are not being able to implement upon their plans and programs for development of para sports and Paralympic movement at large. The BOG of IPC is responsible for making policies, rules and regulations in accordance with the vision, mission and objectives of the organization which have uniform application all over the world. I therefore, believe that the IPC BOG should comprise at least one representative from the underdeveloped world who can truly represent them when it comes to policy and decision making. I am from one of such countries and comprehensively understand not only the predicaments being faced by such NPCs for their own growth but also their capacity issues to implement and benefit from IPC's programs and policies. It would be an honor for me to stand for the NPCs of these countries when it would come to policy and decision making).

Ref: https://www.jamiiforum.com/threads/top-100-poorest-nations-on-earth.145397/
## 4.21 Gursharan Singh

| Nationality: India |  |
| Nominating body: NPC India |  |
| Current role: Secretary General, NPC India |  |

### Who am I?

Gursharan Singh has played various roles in his life- National Athletic Champion, Corporate Executive, Entrepreneur, Family Man and now a Sports Philanthropist & Administrator. Born into humble home, he achieved great heights through his own talent and hard work.

In the arena of sports, he held the National Record for Middle Distance Running and went onto becoming the Captain of the Delhi State Athletic Team. After his Post Graduation from India’s premier Business School, he became CEO of Billion-Dollar Indian Corporate and single handedly built his own successful International Trade Company. However, the love for sports pulled him back into developing and promoting the Indian Paralympic Movement from the ground up.

Thus, through years of sportsmanship, travel and business, Gursharan has acquired vast knowledge of business administration, international cultures and sporting policies. But most importantly, the empathy for a sports person that comes only from being a sportsperson yourself.

### Why should I be elected?

Gursharan Singh, currently Secretary General- NPC India, is an aspirant of the post of Member at Large of IPC Governing Board.

For the past decade and more, he has played a pivotal role in developing and promoting Indian Paralympic Movement from the ground-up by adorning various responsibilities such as Treasurer, Vice President, Interim President, Chef de Mission and Secretary General.

Collaborating with IPC, APC, Ministry of Sports and Ministry of Social Justice Govt. of India, Gursharan has indepth knowledge of policies, technical and protocol nuances for the smooth organisation and functioning of the society while achieving new heights. A testament of his focus has been the historic performance of the Indian Contingent at the 2020 Tokyo Paralympic Games.
India had not been able to achieve a ranking in top 25 in Olympic/Paralympic Games. However, NPC India, under the leadership and guidance of Gursharan, ranked 24 in the recently concluded Tokyo Games.

Other achievements of Gursharan Singh have been enactment of Rights of Persons with Disability Act, 2016 through the Indian Parliament, introduction and sensitization of Paralympic Sports in the Indian Education Curriculum and Chief Advisor to Govt of India to build its first Paralympic Sports Excellence Centre, Madhya Pradesh.

**Manifesto**

Unlocking the full Potential of Para Sports and development of comprehensive ecosystem for its growth and development.

Having been part of it for more than 11 years, I feel deeply connected to the Paralympic Movement. I have a vision for taking Paralympic Movement to the grassroots worldwide & bringing Para Sports at par with Able Body Sports in terms of participation, viewership and collaborations.

I thank all my colleagues who have been associated with Paralympic Movement and supported me to bring Para Sports in India to this level.

Paralympics Movement has the potential to become greater than any other popular sport in the World and be an essential part of the larger Sports Ecosystem that touches numerous aspects of our lives.

This manifesto outlines my vision for achieving my dream for an allround spread of Paralympic Movement in the World.

**Strengthening Regional Cooperation in Paralympic**

I believe that strengthening the Cooperation is a must, particularly in areas where it is still in a nascent stage. My special focus would be on South Asia.

**Collaborations**

Collaborations with Governments in each Country can help us reach our goals without getting involved in activities that we don’t specialize in. This can help us improve Para Sports policies, get access to funds, create ParaSports compliant infrastructure and related facilities.

**Equality**

Discrimination between able and disabled sports persons be removed by actively negotiating with Governments in both developed as well as developing countries.

Athletes from developing countries should not be at a disadvantage due to lack of equipment, training and injury management.
Athlete Centric

Paralympic Movement across the globe should primarily be Athlete Centric with greater focus on their needs. It must be impartial with respect to caste, religion, language, colour and region etc.

Post Career Athlete Program

A program to integrate an Athlete post sport career into a gainful career be ensured. Insecurity about the future should not prevent disabled athletes from opting for a sports career. For this Insurance, pension and compensation should also be included to take care of their special needs.

Skill Development

For Paralympic movement to reach the grassroots levels effectively, it is essential to ensure financing/subsidizing of regular training programs / courses for developing a pool of classifiers, technical officials and coaches in Member countries. This will help increase the talent identification and participation around the world.

Focus on Marketing

Paralympics Games are as full of passion, talent and competitiveness as the Olympic Games and there is potential for steep increase in TV viewership. I will focus on promoting broadcasting of Paralympic games not just on Sports Channels and International news channels but also on channels specializing in specific regions and countries.

I shall also emphasize on use of Digital Marketing as a cost friendly way of connecting to the youth and the next generation. This shall include initiatives like Worldwide Paralympic Athlete Portal, Social Media Handles for all Paralympic bodies and dissemination of Paralympic videos and news through popular websites.
### 4.22 ROBYN SMITH

| Nationality: | Australia |
| Nominating body: | Virtus |
| Current roles: | Vice President Virtus World Intellectual Impairment Sport (formerly INAS), CEO Sport Inclusion Australia, CHAIR Australian Sporting Alliance for People with Disability, CEO Virtus Oceania Asia Games 2022 |

#### Social Media
- LinkedIn

#### Who am I?

I am a citizen of the world advocating Inclusion for All – bringing a collective voice through lived experience.

I am Robyn Smith (she/her), a female leader and woman in sport. I am a passionate advocate for the wonderful and positive impacts that sport brings to change the lives of people, especially people who are underrepresented and marginalised because of a disability. I believe disability should not determine a person’s place and value in our society but be embraced for the diversity they bring to our society, no matter the disability, gender, or ethnicity.

For 30 years I have been involved with sport – from the grassroots of small country towns to elite and professional sports; at local clubs and through State, National and International Sporting Organisations; for many athlete groups, including people with disabilities; and most currently for athletes with intellectual impairment. Sport is in my DNA.

#### Why should I be elected?

To be your representative, bringing a collective voice that can be amplified and heard when we present as one.

I wish to be your representative, firstly for all athletes, secondly for the growth of the para-movement across many of our sister nations. Seeking to grow inclusion for people with disabilities using sport to challenge perception, change attitudes and be the change in sport for humanity.

With your vote, I will advocate on your behalf for people of disability and provide a voice for all nations that can benefit from being part of a collective, making us stronger together.
If elected, we gain a guaranteed seat on the Brisbane 2032 OCOG. Your vote will have an immediate impact on a decade long planning cycle benefitting the entire Paralympic movement.

IPC will be addressing its next Strategic Plan 2023 – 2026, and I will provide strategic direction, leadership, and an inclusive athlete-first focused outlook without bias to enhance the Para-sport Movement globally and fulfil humanitarian objectives.

I will look for ways that nations that are underrepresented, nations whose people with disability experience more marginalisation, nations who believe in sport changing lives for the better, can speak up and share their ideas, through me.

Manifesto

Dear Paralympic Friends,

It is an honour to be your candidate for the 2022 IPC Member at Large, contributing my leadership, strategic partnerships and the lived experience to bring a collective voice to represent all the nations and stakeholders of the Paralympic Games Family.

As a global community we played a small role in the success of Tokyo 2020 - a success in its own right and a first ever Games in a pandemic! In another first, the IPC awarded Brisbane Australia hosting rights for Olympics and Paralympic Games in 2032 - giving the IPC a decade to influence and enhance sport inclusion for athletes with disability. Securing a seat on the IPC Board will provide automatic representation on the Brisbane 2032 OCOG from its formation. Your vote can immediately translate to opportunities for growing the para-sport movement over the next decade and beyond.

I will advocate on your behalf for people of disability, provide a voice for all nations that can benefit from being part of a collective, making us stronger together. I will promote an inclusive athlete-first focused outlook without bias to enhance the Para-sport movement globally.

I will actively listen to all stakeholders and through collaboration commit to ensuring we achieve our strategic, financial and humanitarian objectives. The collective groups of the IPC: the NPCs, IFs, IOSDs, and the IPC itself can come together stronger in our diversity, to foster a global vision of sport for humanity.

My vision - Inclusion for All.

Our mission:

Equity

Building stronger partnerships with stakeholders to drive more participation of athletes, NPCs, IOSDs and IFs. We must build partnerships with global...
corporations, media and broadcast, government, and non-government agencies to promote the Paralympic ideals, so the **para-sport movement can have a more equitable share of resources and funding to benefit from inclusion in a more sustainable manner.**

**Included**

Leveraging the brand of the IPC as a collective to lead social change already underway to improve human rights. Through IPC’s extensive reach, we can help people find dignity, meaning, and hope - from refugees seeking the dignity of competition, to developing countries striving to find purpose and strengthen pathways, to developed countries looking to serve more diverse athlete populations equitably and ensure a high-quality of life after sport.

**Track Record**

As your candidate, I will share my expertise and experience on intentional leadership around inclusion, equity, dignity, and diversity. Having brought to the world stage events like Global Games in Brisbane, I have successfully encouraged decision makers to include and support people with disability. I have opened doors for para-sport to be included into local, state, and federal agenda in my nation and others. My track record can be reproduced in your nations too.

**Voice**

My leadership style is one with shared spotlight, as I advocate for the Inclusion of All people with disability from nations. This is a global position that needs global and collective solutions. I will also practice an athlete-centric approach to ensure the athlete voice contributes to decision making.
### 4.23 LÁSZLÓ SZABÓ

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<td>NPC Hungary</td>
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<tr>
<td><strong>Current role:</strong></td>
<td>President NPC Hungary</td>
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</tbody>
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#### Social media
- Facebook

### Who am I?

President of the Hungarian Paralympic Committee, President of the Hungarian National Student and Leisure Sport Association for Disabled

I have gained extensive experiences in many fields of the Hungarian disability sports, endeavouring to launch a dynamic development and achieving excellent results with our athletes in national and international level of Para sport over the past decade.

### Why should I be elected?

"Sport is primarily a spiritual concept. Sport opens up the soul through the body." said Professor Albert Szent-Györgyi, a famous Hungarian Nobel Prize winner for discovery vitamin C.

I am convinced that every sport is for everyone, whether we are able bodied or disabled people. I think the Para sport goes beyond itself, it’s one of the core values of the world’s social and business life, its common affair. The intellectual accessibility has already started but we have to continuously work on it! The societies of the world could help to understand that the common communication with the people with disabilities, the collective work and the acceptance have a positive impact on the economic and spiritual life of the countries.

The sport is the most complex activity, connecting athletes with their team and fans, fulfils its global mission by the result of common thinking and goals. Living with disability not equal being loser. Stronger athletes create more powerful memberships, more powerful memberships bring about more power and inspiration to the worldwide Paralympic Movement. Let’s do it together!

### Manifesto

**Motto:** Living with disability not equal being loser.
Stronger athletes create more powerful memberships, more powerful memberships bring about more power and inspiration to the worldwide Paralympic Movement. Let’s do it together!

**Athletes first:**
- Athletes’ voice in the focus
- Enhance their positive appreciation
- Support the athletes beyond their sport career

**EQUAL WORLD IN PARA SPORTS**
- Well-structured classification system
- Equal opportunities for the athletes, fair play

**STRONG PARTNERSHIPS**
- Strengthen the work with the IOC
- Increase global sponsorship cooperations
- Involve more stakeholders

**E = MC² ENERGY = MOTIVATION OF COMMUNITY AND CAPABILITY**
- More than a team, we are a family
- More transparency, creative teamwork
- Inclusivity and integrity in society, culture and sports

**DEVELOPMENT AND SUSTAINABILITY**
- Business & marketing field development
- Accessibility must become universal
- Importance of the Agitos Foundation

**NEW HORIZONS**
- Talent showcase
- Education of new generations
- New sports
### 4.24 ESTHER VERGEER

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<tr>
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<td>NPC Netherlands</td>
</tr>
<tr>
<td><strong>Current role:</strong></td>
<td>Chef de Mission</td>
</tr>
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</table>

#### Social Media
- Facebook
- Instagram
- Twitter

#### Who am I?
I am a former Dutch athlete. For years, I was the number one female wheelchair tennis player in the world. At the moment, I am the tournament director of the ABN AMRO World Wheelchair Tennis Tournament in Rotterdam. Alongside Richard Krajicek, I am responsible for the organization of the wheelchair tennis tournament and integrating it with the ATP 500 tournament of Rotterdam. Furthermore, I am a NOC*NSF advisor for the Dutch Paralympic team. As a mentor for talented Paralympic athletes and Chef de Mission, I am working on the development of sports for disabled athletes. I am the Chef de Mission of Paralympic Team NL during the Games in Beijing 2022.

#### Why should I be elected?
In the year the IPC was founded (1989), I became paralyzed. Little did I know that this new international sports organization would wind up providing me with confidence, strength, power, independence, and self-esteem – qualities I acquired because, thanks to the IPC, I was given the opportunity to play sports.

I have been part of the Paralympic Family for over twenty years, as a wheelchair tennis athlete, an ambassador, a wheelchair tennis tournament director, a Chef de Mission at two Paralympic Games and as founder of my own grassroots sports foundation for kids with physical impairments.

The Paralympic Movement stands out as one of the most powerful inspirations for mankind. I look forward to serve the Paralympic Movement as a member of the IPC Governing Board. Together, let the world see, let the world play, and let the world feel the power of Paralympic sports.

#### Manifesto
Ending up in a wheelchair as an 8-year-old girl was the most terrifying moment in my life. Winning gold medals at four different Paralympic Games were the most exciting moments that ever happened to me. Everything I have
experienced by playing sports, has led to priceless life- skills. Meanwhile, I am grateful to be able to pass these skills to my little daughter, and to many other people around the world.

We all grow up under different circumstances, our backgrounds differ and the opportunities that we get may be different, too. But the love for sports has a unique power to unite us. To fully support athletes from around the globe, we need all members of the IPC, by listening carefully to the challenges they face and by assisting them with, tailor-made solutions.

The opportunities for Paralympic sports are boundless. Now is the time to create more exposure for our elite athletes. We have heroes, role models and ambassadors eager to inspire others and to be the voice for the next generation. In this era of awareness for diversity and inclusion, we can set the example and show the world how an inclusive society is a strong society. The Paralympic Family uses sport as a powerful tool for integration on all levels.

I look forward to serve the IPC and its members with my diverse knowledge and long-time experience:

- As a wheelchair tennis athlete. I was number 1 in the world for 13 years, won 7 Paralympics gold medals, and twice became Laureus World Sportsperson with a Disability (2008/2012). I have won a total of 48 Grand Slam tournaments and helped wheelchair tennis to grow in its professionalism, including integrating the sport into several Grand Slams.

- As founder of the Esther Vergeer Foundation, I have first-hand experience with the life- changing impact of sport for kids with an impairment. I help children to find a place in regular sporting clubs; belonging in society, growing their self-esteem, and introducing sports to them as a tool for personal growth.

- As Tournament Director of the ABN AMRO World Wheelchair Tennis Tournament I now have in-depth experience with the business side of Paralympic sports. My capacity to manage, organize and persuade others to create world class tournaments for wheelchair tennis athletes and spectators, helped to realize a fully integrated tournament.

- As two-time Chef de Mission of Paralympic TeamNL, my responsibility is to create a great experience for our athletes and equalize the experience for Olympic and Paralympic athletes in facilities. Equal rights and opportunities for Olympic and Paralympic athletes is my strong driving conviction.
We can build on our achievements together with the NPC’s, International Federations, commercial and media partners, and the IOC. Together we can learn, and we can get stronger. Let’s maximize our potential as individuals and as an organization. Let’s unite ourselves for sports.

Together, let the world see, let the world play, and let the world feel the power of Paralympic sports.
# 4.25 JIANMIN ZHOU

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<tr>
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<tr>
<td>Current role:</td>
<td>Para archery athlete; Delegate to Ningbo Municipal People's Congress; Vice President of Zhejiang Provincial Disabled Persons' Federation.</td>
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## Who am I?

My name is Jiamin Zhou, an active archer from China. In 2013, I started Para Archery training and participated in many archery events. In 2016, I got two gold medals in Rio Paralympic Games. At the same time, I am a delegate to Ningbo Municipal People's Congress and Vice President of Zhejiang Provincial Disabled Persons' Federation. In these positions other than an athlete, I am making efforts for the people with impairment to live a wonderful and fulfilling life.

## Why should I be elected?

I'm very proud to be a candidate for member at large of IPC. First of all, I have been engaged in the field of Paralympic sports for eight years. During this period, I live and train with many Para athletes of different impairments and sports. Therefore, I have a better and more profound understanding of the challenges faced by Para athletes and the support they wanted most. Secondly, I have been engaged in social work related to persons with an impairment since 2017, and have encountered and overcame many difficulties. These experiences make me more aware of the challenges in work related to persons with disabilities. I hope to eliminate the discrimination against people with impairment, promote the Paralympic movement in the world, and achieve unity, friendship, and peace among countries.

## Manifesto

**My vision: Care about Every One**

The Paralympic Games I look forward to will:

1. **Let more people participate in the Paralympic Movement.** Not only let Para athletes release their potential and show their talent, but also let non-elite persons with disabilities have the opportunity to enjoy sports. To provide comprehensive support in aspects of competition organization, venue facilities, equipment & apparatus, research, volunteer services, and cultural exchange is a way for everyone to have access to sports.
2. **Make the Paralympic Games equal for everyone.** Pay attention to gender equality in the Paralympic movement, encourage and support more countries and regions to join the Paralympic Family. Let Paralympic Games break bias and stereotypes, to build a more inclusive and equal world with less “impossible” and more “possible”.

I expect to join the International Paralympic Committee and:

1. **Listen to the needs and provide support.**

   We should deeply understand the needs including emotional needs of athletes, especially those suffering from poverty and war, and strive to provide them with more support. Make sure every athlete participates in sports more equally and fairly. To highlight the central status of athletes and show our respect for athletes.

2. **Inspire the new generation and inject new energy.**

   We should not only encourage young athletes to participate in the Para sports, but also encourage them to join international sports organizations, because we need young blood to bring us new ideas and strength, and give them the right to speak.

3. **Popularize the Paralympic Games and improve its influence.**

   Paralympic movement has played a key role in helping people with impairment integrate into society, enhancing public understanding of disabilities, tapping the potentials of people with impairment, and realizing their life value. The Paralympic Games, the core brand of the Paralympic movement, has become a sports gala for people in different countries to enhance mutual understanding and promote the progress of human civilization. Let more people understand the Paralympic spirit and its irreplaceable value, and further improve the social influence of the Paralympic Games.