

International
Paralympic Committee

Strategic Plan

2011 - 2014



From the President



Dear Readers,

Since the International Paralympic Committee's (IPC) first Strategic Plan in early 2003 we have come a long way together within the Paralympic Movement:

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

I passionately believe in the incredible human resources that the Paralympic Movement possesses. True sport is vitally dependent on the contributions of thousands of volunteers. This has been the key aspect in developing the culture of Paralympic Sport over the past 60 years. Bringing together athletes, coaches, administrators, supporters and, in the last 20 years, spectators and sponsors has created this unique energy source that we call the Paralympic Spirit which has led to the IPC's motto 'Spirit in Motion'.

In more recent years paid staff have entered into Paralympic Sport both at the national and international level. This has provided the necessary support to galvanise the work of the volunteers in ensuring that the Paralympic Spirit goes from strength to strength.

All Para athletes dream of competing on the unique world stage that is the Paralympic Games. The Paralympics are the Movement's flagship event and indeed are our shop window. Their development into a true world class event once every two years has brought increasing responsibilities to everyone involved in their organization. The IPC has developed a most effective and productive relationship with Local Organizing Committees and it is our job to make sure that structures and systems are the finest that they can possibly be.

The Paralympic Movement is at a point, at the start of the second decade of the 21st century, where it needs a renewed impetus, a new rush of hyper energy so that we can maintain the standards we have achieved so far, ensure continuing sustainable development and above all achieve the generation of a new and far wider and deeper pool of Para athletes from grassroots to elite all over the world.

The IPC Governing Board has listened to members at the 14th General Assembly in November 2009 in Kuala Lumpur and is taking steps to maximize Paralympic sports development in our member nations. We have been holding discussions with the International Olympic Committee (IOC) with the objective of strengthening the relationship between the two organizations. The intention is the creation of a vibrant sporting partnership which will change the IPC's level of recognition within the IOC and will also assure additional resources particularly for athlete and sports development.

Athlete classification is a crucial part of Paralympic Sport and the Paralympic Games. Classification systems must reconcile an athlete friendly and just application with the need for consistent rules as outlined in the Code which will ultimately ensure equitable competition. This will also attract and keep many new athletes within the Paralympic Movement.

In recent years the Paralympic Movement has achieved major success not only in the pursuit of sporting and athletic excellence. It has also been party to a revolution in the way nations of the world perceive the potential for societal change

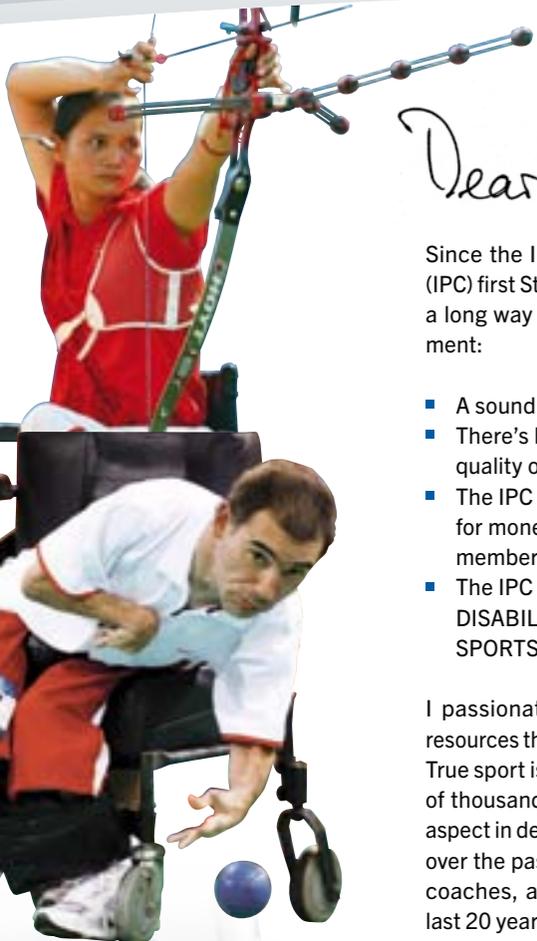
through staging major Paralympic competitions. This was at its most apparent in Beijing and China in 2008.

This desire to maintain sporting excellence while at the same time generating many new athletes and spreading the benefits of Paralympic Sport throughout society is clearly at the core of the philosophy and vision of the IPC.

I invite you to join with me and the other members of the Governing Board as we embark upon the next leg of our journey in the development of Paralympic Sport and the Paralympic Movement.

Philip Craven

Sir Philip Craven, MBE
December 2010



About this document

The purpose of this document is to outline the strategic direction of the International Paralympic Committee (IPC) as governing body of the Paralympic Movement. It also describes the IPC's additional responsibilities as an International Sports Federation in this context.

The plan focuses on the goals and priorities to be pursued by the IPC headquarters in Bonn while building on the vision of the wider Paralympic Movement and on the fundamental principles outlined in the IPC Handbook.

This Strategic Plan was developed within the second half of 2010 and was approved by the IPC Governing Board in December 2010.

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

In addition it explains the future path and vision to other external stakeholders, such as Games Organizing Committees, sponsors or other partners to foster their engagement. Ultimately the plan also serves as a general communication tool to any fan, follower or interested reader about the Paralympic Movement.

This Strategic Plan entails the development of a yearly IPC Corporate Plan which consolidates the activities from all IPC Departments and IPC Sports. The Corporate Plan ensures the implementation and support of the strategic goals described in this document.

Please note that this Strategic Plan only highlights what is considered to be a strategic priority. Therefore the plan does not represent an exhaustive reflection of all the IPC's roles and duties. Those can be found in the IPC Constitution on the IPC website (www.paralympic.org).

Please also note that listings and enumerations in this document do not indicate any order of priority, but rather represent a random order.

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The Organization



The Paralympic Movement

The Paralympic Movement is a global network of organizations brought together through their commitment to provide sporting opportunities for Para athletes i.e., all athletes from grassroots to elite, and through the belief to contribute to a better world with equal opportunities for all individuals.

The Paralympic Movement is constructed around the core values of courage, determination, inspiration and equality.

This shared philosophy of the Paralympic Movement also forms part of the vision described in the next section. It represents a strong message and driver for many initiatives carried out by its diverse membership.

The membership draws together various perspectives and backgrounds including the National Paralympic Committees (NPCs) representing the national view, the sporting angle through the International Federations (IFs), the regional perspective through the Regional Organizations and the view of the International Organizations of Sports for the Disabled (IOSDs).

The commitment and obligations of those members is codified in the IPC Handbook as the Movement's ultimate reference document and framework.

International Paralympic Committee (IPC)

The IPC as governing body and as lead organization of the Movement



Founded on 22 September 1989, the IPC is an international non-profit organization based in Bonn, Germany. It is run by more than 160 National Paralympic Committees (NPCs) from five regions, the International Federations (IFs) and four disability specific international federations (IOSDs). These member organizations are represented in the General Assembly as the IPC's highest decision-making body. Furthermore the IPC is composed of a Governing Board, a Management Team in Bonn, various Standing Committees and Councils.

The IPC executes and leads the direction of the Paralympic Movement. As such it ensures that the constitutional duties as outlined in the IPC Handbook are carried out appropriately. This includes supervising the organization of the Summer and Winter Paralympic Games, developing athletes opportunities and the direct responsibility for several Paralympic sports.

The IPC as an International Sports Federation

The IPC serves as the International Federation for several Paralympic sports, for which it supervises and co-ordinates the World Championships and other competitions. Furthermore the IPC ensures the day-to-day management duties and technical administration for those sports, just as any IF does.

This IPC responsibility related to the individual sports dates back to the creation of the IPC. Back at that time the sports were sometimes handled by multiple entities creating challenges in co-ordination and event organization. It was one of the mandates of the newly created IPC in the early nineties to harmonize the management of the sports. This also meant bringing many of them under the umbrella of the IPC to review and strengthen their structures and to introduce further sports technical and managerial standards.

Further information on the IPC's role as an International Federation can be found in a dedicated chapter later in this Strategic Plan.

Vision and Values of the Movement

The IPC Strategic Plan can only lead to success, if it contributes to the overall vision of the Paralympic Movement and further promotes the Movement's values. In doing so the plan will be more easily understood, embraced and ultimately be adopted as reference for other membership organizations.

The Vision

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

Enable

Creating conditions for athlete empowerment

Paralympic Athletes

The primary focus, from initiation to elite level

Achieve

Sporting excellence is the goal of a sports centred organization

Inspire & Excite

Touch the heart of all people for a more equitable society

The Aspiration

The athletes and the Paralympic Games are at the heart of our Movement. Their performances and incredible stories teach the values of acceptance and appreciation for people with a disability.

The Paralympic Movement builds a bridge which links sport with social awareness thus contributing to the development of a more equitable society with respect and equal opportunities for all individuals.



The Values

The Paralympic Movement follows four major values:

Courage, Determination, Inspiration and Equality.

These beliefs also focus on the athletes, their talents and their accomplishments, so that the athletes act as role models for the vision and aspirations.

The IPC has made this philosophy part of its Constitution and used it as the guiding underlying reference for this Strategic Plan. Hence references are found throughout this document which link back to the very essence of the Movement.

Building the Plan

This Strategic Plan outlines the focus and priorities of the IPC as the Movement's umbrella organization for the next four years, 2011-2014. The plan follows the overall philosophy and vision of the Movement and, to reflect this, it is based on the IPC Handbook and deliberations of the General Assembly. But even more so it is built on wide consultation and interviews with all Paralympic stakeholders, board members, senior staff and others.

The aim of the Strategic Plan is to define the direction and priorities for all initiatives to be led by the IPC headquarters in Bonn over the coming years. The IPC Governing Board has taken the lead in this exercise while working in close consultation with the IPC Senior Management Team.

Developing the Strategic Plan has been a journey built on conversations. It is more than the final outcome and will continue beyond the final printing. It is intended to be a living document that evokes participation and inspiration. The IPC Strategic Plan is also building on a successful previous strategic planning cycle which has shown high-class outcomes and achievements.

Examples of achievements during the previous strategic planning cycle include:

- Highly successful Summer and Winter Paralympic Games in Beijing and Vancouver with record performances, attendance and media coverage
- Development of a strong relationship with the IOC bringing many fruitful synergies around the Games, but also other areas
- Clear definition of the Paralympic brand and articulation of what the Movement stands for and is respected for
- Several previous IPC sports have become strong enough to move to their own governance structures

While following on from these successes and with a clear vision, there is no doubt that there are also several challenges which need to be addressed. A recent risk assessment run by the IPC has shown that there are several factors which influence IPC's strategies and which need close attention when planning future activities. Some key elements in this regard can also be found in the next section on strategic drivers.

Strategic Drivers

This Strategic Plan has been developed from a multitude of sources. This section in particular highlights factors which influence the IPC's strategies in this plan. Some of those factors can be internal, others external to the Paralympic Movement.

One of the key drivers for the IPC's position today, especially with regards to the Games, is the strong relationship with the IOC. While these ties also confine the IPC's strategic options in some respects, they have also enabled the growth of the Paralympic Games as a high profile, high quality global event. The number of athletes participating in the Summer Paralympic Games has increased from 400 athletes and 23 countries in Rome in 1960 to 3,951 athletes and 146 countries in Beijing in 2008 watched by over three and half billion people worldwide.

As the scale and quality of the Games have grown so have the expectations and costs. This in turn has created pressure to increase funding from sources such as sponsorship. The growth which the IPC has experienced with the Paralympic Games and its member organizations has placed considerable pressure on its capability to support existing as well as new activity.



The IPC sees a bright future and is ready to match the challenges. Therefore the IPC needs to:

- Ensure the Paralympic brand is properly understood and managed.
- Strengthen the IPC's organizational capability and generate greater and more secure financial resources.
- Build on current partnerships in particular with the IOC as well as developing new strategic partnerships.
- Change perceptions about people with a disability and existing stereotypes.
- Prioritize and facilitate the development of members in developing countries both through direct support and the support by other members.
- Provide mechanisms to leverage the capabilities and resources of the members across the global community.
- Ensure, together with the members, the quality and integrity of the athlete classification systems and athlete pathways.
- Ensure, together with the members, the development and retention of volunteers.

Another important milestone and key factor in influencing the IPC's activities has been the Convention of the United Nations (UN) to advance and protect the rights of persons with a disability. The convention was introduced in 2006 and by 2010 nearly 150 countries had signed and adopted the treaty. People with a disability should have the right to participate in sporting activities with a choice between mainstream and disability-specific programmes, have equal access to sporting activities in the school system and have access to sporting and recreational venues whether as a participant or as a spectator.

The general worldwide context is constantly moving and changing, creating new opportunities and challenges. New technologies are being developed and utilized in Paralympic sports. This creates challenges for our systems to understand and manage the use and spread of these technologies.

Economic factors and a more prudent view on future economic activity has significantly impacted the wealth or indebtedness of individuals and governments around the world. Cutbacks in government expenditure and reduced corporate revenues may impact on the availability of funding.

At the same time large areas of the world continue to grow rapidly both in terms of population and economic strength.



The emerging nations of Asia, Africa and Latin America present tremendous opportunities to develop the presence of the Paralympic Movement globally.

In addition, the IPC is facing a number of challenges which have also been identified and discussed on different occasions, some of them as a result of the IPC's recent risk assessment:

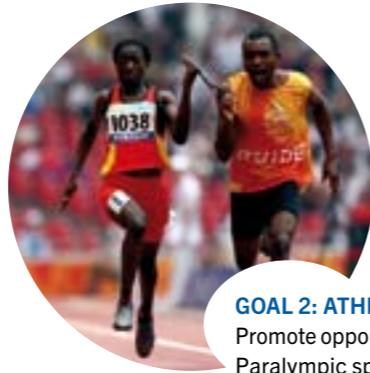
- The success of recent Paralympic Games has placed Paralympic sports more than ever under the spotlight. The challenge is to live up to increasing expectations ensuring the transparent and consistent application of the rules with equitable athlete classification systems.
- The Games remain the pinnacle for Paralympic athletes. It is critical to continue to grow the athlete base and attract people to participate and get engaged in Paralympic sports at grass roots level. Also the role of the coaches here is crucial.
- An insufficient number of competition opportunities and events for athletes at the local and regional level in order to gain ranking points and also to be classified before they reach the Paralympic Games level.
- Often member organizations lack the resources, administrative experience or competencies to support home grown athletes and officials.
- Volunteers are the backbone of the organization and continue to manage the vast majority of the activities within the Paralympic Movement. It is a challenge to develop and retain dedicated volunteers.
- There is a significant gap between the standards of the Paralympic Games and other events for Para athletes. The varying level of sophistication, of quality and of the event environment sometimes lead to an inconsistent image and attractiveness of Paralympic Sport.
- There is a discrepancy between expectations and the funds available to run activities which can place the final outcomes at risk.

Strategic Framework

The IPC Strategic Plan has identified six strategic goals which support and contribute to the overall philosophy and vision of the Paralympic Movement:



GOAL 1: PARALYMPIC GAMES
Ensure successful Paralympic Games for all participants



GOAL 2: ATHLETE DEVELOPMENT
Promote opportunities to engage in and grow Paralympic sports



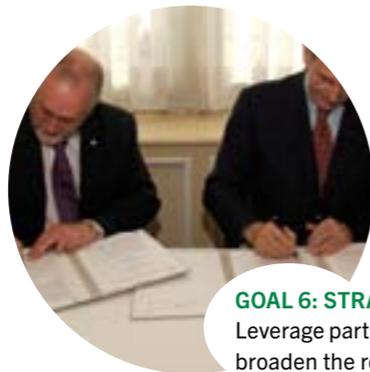
GOAL 3: PARALYMPIC BRAND
Build greater understanding and use of the Paralympic brand



GOAL 4: FUNDING
Ensure appropriate funding and identify revenue opportunities



GOAL 5: ORGANIZATIONAL CAPACITY
Enhance efficient structures to ensure the ability to deliver



GOAL 6: STRATEGIC PARTNERSHIPS
Leverage partnerships to use synergies and broaden the reach



In the process of establishing the strategic goals the following framework has been developed. The purpose of the framework is to illustrate inter-connections and how it all fits together into one concept.

These goals are described in detail on the following pages. It is important to note that the first three goals reflect the core business of the IPC (What we are about: Games, Athletes and Brand). Goals four to six are tactical goals which help to support the core business across all streams (How we achieve it: Funding, Capacity, Partnerships).

These two dimensions of 'core business' and 'tactical goals' need to be integrated in order to function properly. They have to nurture each other in order for them to grow and progress. For example, funding and strategic partnerships allow further development of the Paralympic Games and new athletes. Raising the profile of the Games and Paralympic athletes can generate more funding through sponsorship.

Hence the relationship consists of mutual or circular stimulation in which each dimension feeds and develops the other.

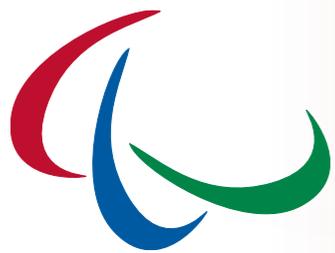
In order to complete the picture a third dimension needs to be added which shows why we pursue the mentioned goals, stressing the impact and improvement that can be achieved. This third dimension contains the vision and aspiration of the Paralympic Movement and how the first two described dimensions relate to these. It puts into context the contribution that the IPC can make to a more equitable society through the example of Paralympic sports and athlete ambassadors.

This third dimension also allows the Paralympic Movement and the IPC as its lead body to become more visible and more present. The footprint and impact of all our activities will grow and so will the respect and influence for what we do.

Strategic Goal 1: Paralympic Games

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

Thus they represent a showcase to a worldwide audience and act as primary vehicle to change perceptions and to leave tangible legacies. Finally, the Paralympic Games also guarantee the majority of the IPC's funding. Given their central role it is the goal to safeguard the high standard of the Paralympic Games and continue to develop their appeal to all participants.





Ensure Successful Paralympic Games for all Participants

BACKGROUND/CONTEXT

The Paralympic Games have grown dramatically since its first edition 50 years ago. The number of athletes participating has increased from 400 in Rome in 1960 to 3,951 athletes in Beijing in 2008 with similar percentage growth in the Paralympic Winter Games. The number of sports, media coverage, sponsor interest, spectator attendance and global audiences have grown to make the Paralympic Games one of the largest multisport events worldwide.

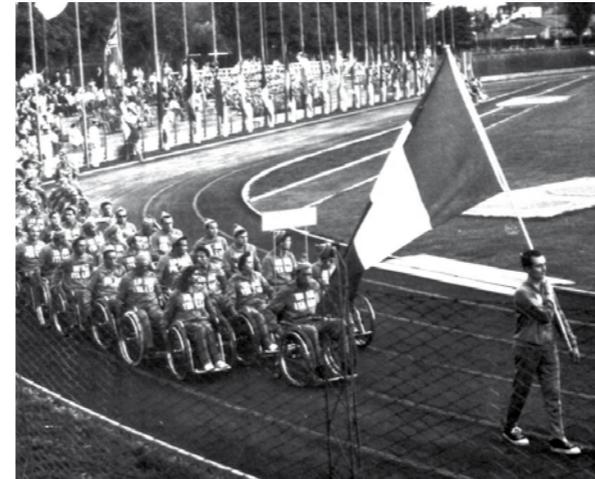
The decision to host the Paralympic Games in the same city as the Olympic Games has been formalized in agreements with the International Olympic Committee since 2000. This has made a significant contribution to the high standards that the Paralympic Games enjoy today. At the same time it confines the range of actions and sets a framework with little flexibility.

A series of measures focusing on the IPC's capabilities to govern, manage, deliver and evaluate the Games have been successfully implemented in this period.

The impact of the Games on Paralympic sports, the global media coverage and its role as an agent for social change has been proven. Finally, the quality of the sporting experience has also been praised by athletes and spectators. This success has further emphasized the critical role that the Paralympic Games have on the development of the Paralympic Movement.

The rapid growth of the Games also brings with it higher expectations and increasing accountability and responsibility, thus placing considerable pressure on the IPC's capabilities (i.e., Games management). It is also challenging the credibility of the systems (e.g., sport and athlete classification rules) and the ability of the members to deliver (e.g., athlete development).

This effect goes beyond the Games itself. It affects the members when developing and implementing sport programmes that provide critical pathways for athletes aspiring to participate in the Paralympic Games.



STRATEGIC PRIORITIES

1

Extend the contractual relationship with the IOC, maximizing the potential of the close liaison with the IOC and addressing related challenges.

Ensure a professional, needs driven coordination and management process from bidding phase, through planning and delivery up to legacy mode also contributing to a further enhanced IPC profile towards the Organizing Committees of the Games (OCOGs).

Strengthen the support and provision of expertise to the Organizing Committee with a special emphasis on guiding documentation, coaching and knowledge sharing opportunities. Establish a sustainable and fair

model to fund the additional support and advice provided to the Organizing Committees.

Maximize the media coverage of the Games, prior to, during and after the event. Develop strategic messages which ensure that the values of the Paralympic Movement are appropriately communicated using the athletes as role models and focusing on their achievements.

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

Define benchmarks of Games legacy and work with the Local Organizing Commit-

tees, host cities, governments and relevant authorities to identify appropriate legacy goals and desired impacts in each local and regional context. Work with staff and volunteers involved in the Games to continue promoting the Paralympic ideals and spirit, so that the pool of 'active ambassadors' also becomes a real legacy.

Ensure delivery of an attractive sports programme with elite competition based on solid qualification and athlete classification systems. Target the right balance to allow fair gender and impairment type representation as well as participation from all continents with a diverse mix of cultures and nations.

Strategic Goal 2: Athlete Development

The athletes are the essence of the Paralympic Movement. It is the goal to empower Para athletes at all levels to enjoy the opportunity to practice sports and to facilitate the development of competition pathways from grass roots through to the Paralympic Games.

This requires the development of a well functioning system of organizational structures, capable human resources and access to the necessary resources. In this system the work and initiatives of International Federations, NPCs and Regions need to be synchronized to complement each other and to form a coherent plan.





Promote Opportunities to Engage in & Grow Paralympic Sport

BACKGROUND/CONTEXT

Driven by the Paralympic Games, the Paralympic Movement has experienced exceptional growth since the creation of the IPC in 1989. As of 2010 the IPC has a total of almost 200 members, including NPCs, International Federations, Regional Organizations and IOSDs. However, this growth has not been balanced across all organizations. With the increasing sophistication and visibility of the Paralympic Games, the differences in their level of readiness and professionalism have become more and more apparent.

In developed countries, sport infrastructure is often strong and supported by a range of sponsor and governmental organizations. In contrast, in developing nations sport infrastructure is sometimes poor with few facilities, limited supply of equipment and little government support. In between you find a wide range of organizational models, resource levels and capabilities with cultural and language differences contributing to the mix.

Hence, initially motivated Para athletes are often struggling to find the right starting point at the grassroots level and miss coaching and career assistance to become elite. They feel deprived of 'their right to practice sports' as stated in the UN Convention on the Rights of Persons with a Disability.

Similar discrepancies exist within the International Federations with a wide spread in resources, in the management structure, in the delivery capabilities and in the robustness of their systems. Environmental elements such as sport regional interest and popularity, number of athletes in the athlete pool and relations with the IFs on the Olympic programme are additional factors resulting in very different opportunities for athletes to follow a clear path.

During 2006-2009 the IPC implemented the Organizational Development Initiative (ODI) as a programme to support the sustainable development of small NPCs. This initiative achieved some success, but was limited by the financial resources available. Subsequently in 2007 the International Paralympic Foundation (IPF) was established. Part of the IPF's aim is to contribute to furthering the IPC's programmes and objectives with regards to athlete development and educa-

tion. Therefore, many of the strategic priorities listed in this section can be run through the IPF.

This strategic goal and the promotion of the IPF also follows the strong message from the 2009 General Assembly that the IPC should take a more active role in supporting the development of Paralympic sports and the organizational capabilities of the membership. The objective is to grow and sustain athlete participation at all levels by providing quality competition opportunities and skilled human resources (coaches, officials, administrators) as the foundation for the pathway from initiation to high performance sport. This needs to be underpinned by the appropriate leadership structures.

An additional objective is to reinforce the IPC's ambition of an athlete centred organization providing the means and opportunities for athletes to perform at their best, and also to accompany them in their personal development as responsible sportsmen or women, ambassadors, role models and help with post career planning.



2

STRATEGIC PRIORITIES

Maintain a manageable evaluation and reporting mechanism of realistic needs to better assess the required support to NPCs, IFs, IOSDs and to Regional Organizations. Develop strategies to maintain the effective and efficient promotion of sports activities for Para athletes from grassroots to elite level focussing on those countries and organizations most in need.

Develop and organize learning and training opportunities for NPC and IF staff and volunteers in the areas of governance, management, leadership and sports promotion including coaching, classification, medical and science. Use the IPC Academy and the expertise from education leaders while consulting with the Regional Organizations in facilitating the initiatives. Support member organizations by providing them with tools, systems and contents they can re-apply in their context (cf. Goal 5).

Reinforce minimum eligibility, organizational standards and common services to be provided through all IPC members and work with relevant members to reach compliance and commonly acknowledged service levels.

Develop athlete pathway programmes starting from the grassroots to the elite level boosting athlete participation and career development. Work with the IPC members to develop athlete support and information resources e.g., athlete leadership training and post-career assistance.

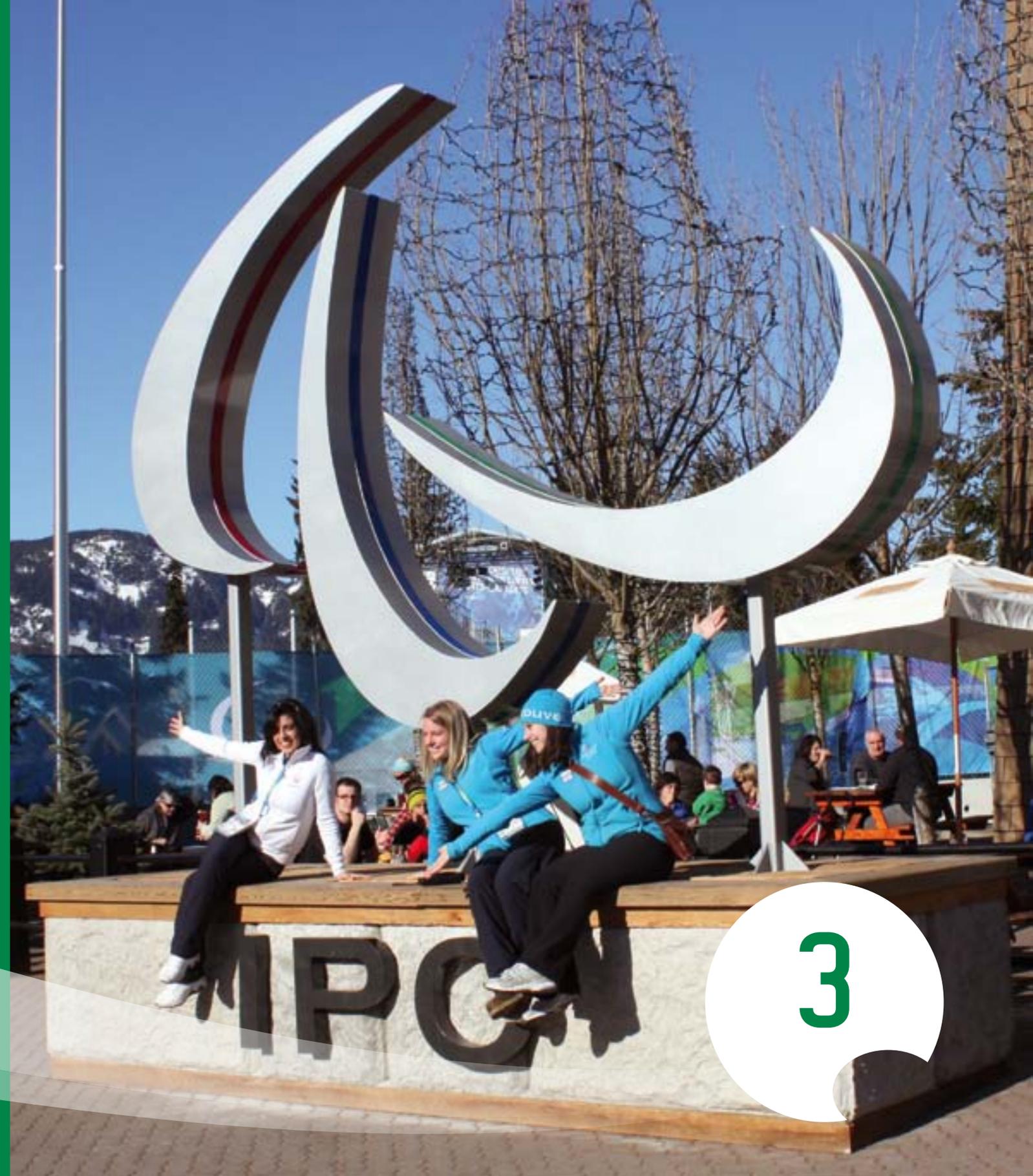
Support and ensure that all International Federations have solid structures and technical competencies in order to ensure the credibility and consistent quality standards for their sports. This must be based on comprehensive and recognized athlete classification systems.

Ensure that sports are practiced in a manner that protects the health of the athletes and that respects fair play and ethics including compliance with the World Anti-Doping Code and the IPC Classification Code.

Promote the organization of local, regional and international sporting competitions working with the appropriate IFs, NPCs, IOSDs and Regional Organizations also contributing to sufficient classification opportunities for athletes.

Strategic Goal 3: Paralympic Brand

The Paralympic brand teaches the values of acceptance and appreciation for people with a perceived disability through the lessons and examples of the athletes and the Paralympic Games. The Para athletes demonstrate courage and determination and they inspire all mankind to believe that anything is possible. The Paralympic brand is a bridge which links sport with social awareness to challenge stereotypes and ultimately leads to equality. The goal is to further promote this message in the communications using the network of the IPC membership in ensuring that the positive association with the brand can result in further benefits for the Movement.



3



Build Greater Understanding and Use of the Paralympic Brand

BACKGROUND/CONTEXT

The vision, aspirations and values of the Paralympic Movement have always played an important role since its creation in 1948. The Paralympic Spirit has touched millions of people around the world. Nowhere has this spirit been more evident than at the Paralympic Games. However, it was not until 2006 that this spirit was defined and articulated in the form of a comprehensive and marketable “Brand”.

Since 2006 the IPC and all its members and stakeholders have been involved in the process of aligning to the Paralympic brand structure. At the same time and along with the most recent growth of the Paralympic Games (awareness and impact), the recognition and value of the Paralympic brand has started to grow. However, this recognition is still very limited in terms of reach and depth, especially compared to the Olympic brand. The IPC has also limited ability to capitalize on any increased value owing to the nature of our current relationship with the IOC.

There is no doubt that today the Paralympic Movement has a brand with defined attributes and clear messages that is recognized in the sporting environment, easily understood by the general public, by the media and by partners. It will be

the priority over the next four years to find new ways to take advantage of the increased value of the Paralympic brand and to strengthen the interest in associating with the Paralympic brand, its messages and values.

This on-going development of the brand will require careful management, as the risk associated with the wider recognition and growing value will also increase. The IPC must remain flexible and in control of the brand and its use.



STRATEGIC PRIORITIES

3

Develop clear strategies that build on the achievements from the previous 2006-2009 planning cycle and that help generate a greater awareness and understanding of the Paralympic brand and its values. The key objective is to better target appropriate opportunities to capitalize on the value of the Paralympic brand.

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

Create greater awareness of athlete profiles and promote their roles as ambassadors in order to promote the brand values and generate more interest and involvement in the Paralympic Movement.

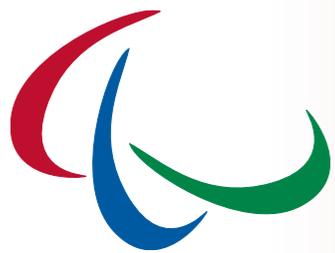
Support and encourage the IPC membership to make sure that the Paralympic brand becomes an inherent characteristic of their activities and of their behaviour thus living the spirit as true ambassadors of the Movement for a consistent brand presentation around the world. Provide the membership with tools and applications to achieve that goal.

Elaborate elements of commonality and of distinctiveness from the Olympic brand affecting both, the IPC Membership as well as the Games. Articulate the additional, distinctive brand value related to social impacts and awareness in order to communicate and leverage these aspects in the work with potential partners.

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

Strategic Goal 4: Funding

Having sufficient funding in order to carry out the core activities will allow the IPC to focus its creative energies on its core strategic objectives. Continued funding growth is essential, if the IPC is to meet the rapidly increasing demands and opportunities of running major international events and supporting the development of its members. The IPC's responsibility is to identify and develop diversified funding streams leveraging its brand and capabilities based on the framework set down in the IPC Handbook. Another focus should be to enable IPC members to increase their capabilities to generate funding as a benefit to the Movement as a whole.



4



Ensure Appropriate Funding and Identify Revenue Opportunities

BACKGROUND/CONTEXT

The IPC's funding has come from different streams over recent years: it is sourced from a range of areas including the Paralympic Games, other IPC sports events and sponsorship. Other, smaller revenues are sourced from grants and membership fees.

The IPC is largely dependent on funding from the Paralympic Games. This source provides approximately 50% of the IPC's total revenues. It is based on the agreement that the IPC grants all Paralympic Games related marketing rights to the local Games Organizing Committees in exchange for a fixed rights fee. While this arrangement has been instrumental in providing revenue stability, at the same time it limits the IPC's ability to grow further revenues from the Paralympic Games in the short to medium term.

The profile and reputation of the Paralympic Games is well recognized today. It is of considerable value from a sponsorship perspective as demonstrated in recent major sponsorship deals. Some sponsors even come to the table to acquire the Paralympic rights focusing solely on the Paralympic brand assets.

The IPC enjoys the support of a range of quality partners including Games TOP Sponsors (partners of the IOC and the Olympic Games) as well as other large global players in the corporate market. These partnerships are valued by the IPC and there are opportunities to grow these relationships further and to develop more opportunities for sponsorship.

The IPC runs a range of events outside the Paralympic Games. Revenues from these events are small, but in the longer term there is the potential for them to provide some opportunity for revenue growth as they increase in standard and profile.

Also the capacity of NPCs to generate revenues in their territories is a critical factor. The development of the Paralympic brand and the Paralympic Games will support them in their endeavours. Exploring new opportunities while adhering to the framework of the IPC Handbook opens additional potential.

The International Paralympic Foundation (IPF) was set up to attract funding to support the vision and the development of the Paralympic Movement through specific initiatives and projects. While the Foundation has attracted some funding there is potential to grow this even further.

Building on the Paralympic brand, the profile and expertise in the IPC and in the membership structures, there is the potential to generate additional funding. New and creative ideas need to be explored especially with regard to their appeal to external organizations and potential supporters.

An innovative idea is to use the expertise the IPC has developed in various areas and turn it into assets. One of the most obvious areas in which the IPC has gained a lead role is the area of accessibility which has been identified as one of the key elements contributing to the IPC vision and philosophy of equal opportunities for all. It will be critical to more systematically identify, capture and capitalize on such expertise.



4

STRATEGIC PRIORITIES

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

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

Identify and develop marketable properties which appeal to the corporate or government sectors. These can build on existing sporting events and projects, but also on other new ideas capitalizing on the IPC's expertise and lead role in social and legacy projects (e.g., fostering social participation and people's empowerment through accessibility).

Assess revenue potential through appropriate feasibility and business case studies.

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

Develop business plans with clear revenue streams for a wider range of existing products and services, such as Paralympic hospitality, Observer Programmes and special event opportunities (e.g., Paralympic Awards, Paralympic special meetings/conferences, Excellence Programme providing targeted advice to Games Organizing Committees).

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

Support the IPC's members with information, knowledge transfer, examples of best practices and tool kits on administration, project management, sports development and marketing and communications to approach and ensure public and private funding.

Strategic Goal 5: Organizational Capability

Organizational capability refers to the ability to undertake IPC's core roles effectively, to respond to new opportunities and to ultimately achieve the strategic goals. Much is expected of the IPC by its membership, by its sponsors and by the athletes and, while the capability has developed, it needs to grow even further. The IPC's responsibility is to ensure it has a stable, appropriately staffed, skilled and focussed workforce with processes and systems that are relevant and effective.





Enhance Efficient Structures to Increase the Ability to Deliver

BACKGROUND/CONTEXT

As of 2010 the IPC has almost 40 full-time staff performing a wide range of roles that include leadership of IPC sports, delivery of the Paralympic Games, interacting with members and supporting a large number of governance groups, Councils and Committees. Even though the IPC is relatively small in size and has a somewhat limited capacity, the expectations are high and the IPC is determined to strive to meet those expectations.

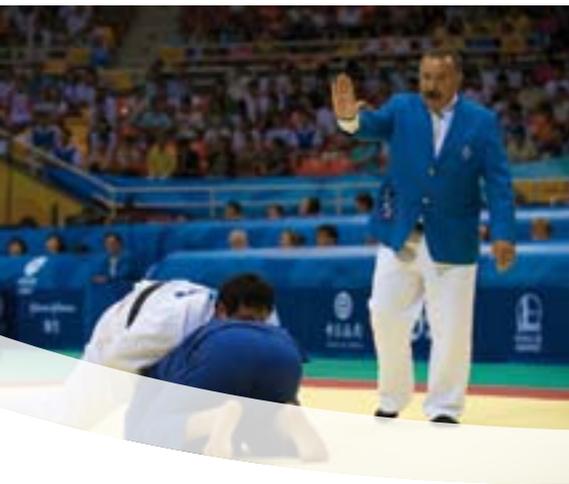
In the context of increasing quality and scale of the Paralympic Games, the development of IPC Sports and the large IPC membership, there is now pressure on IPC staff and on other member organizations to deliver consistently and to add value. The pressure of day-to-day demands however leaves limited capacity for improvement to systems, development of new events, growing revenue etc.

The current situation is unsustainable and places the IPC at risk. Establishing an experienced and appropriately sized workforce is therefore a major priority, if the IPC is to achieve its key goals and lead the Paralympic Movement effectively in the future. Addressing this challenge is not just about more staff. It is also about ensuring staffing resources are focused on organizational priorities and that organizational systems are effective and efficient.

In addition motivational factors as well as timely career opportunities and perspectives at all levels should contribute to a stable working environment for staff and volunteers. This needs to be part of a 'healthy' IPC organizational culture in which staff feel involved and can socialize effectively.

Going beyond the confines of the IPC and looking at the large and diverse network of the Paralympic Movement, there are organizational challenges. Each member organization is different, is working according to local cultures, frameworks and resource possibilities. Whilst the governance structure and forums in place have proved their worth, there is still the need and room to strengthen the pathways of communication across all levels, exchange experiences and use synergies.

This also means the facilitation of projects with the aim of promoting the capacities of the members, so that they can contribute to the continuous improvement of the system.



STRATEGIC PRIORITIES

Maintain and further develop the organizational, legal and financial frameworks and procedures of the IPC as an organization in compliance with German and international law and aligned with best practices.

Define and maintain the appropriate levels of volunteers and IPC staff covering the required skills to deliver the strategic and corporate plans. Include professionals with an impairment as part of the recruitment strategy.

Ensure adequate promotion of IPC volunteers and staff and their capacities through training opportunities, recognition and incentives. Match individual development processes and skills with the IPC's strategic goals through appropriate training and career planning. Extend the training to other

member organizations by working with the IPC Academy and other appropriate educational organizations.

Elaborate IPC's organizational values and foster a volunteer and staff culture of involvement, exchange and recognition leading to a positive identification and engagement with the organization and its objectives.

Implement a comprehensive and integrated planning process from the strategic and corporate plans up to performance and schedule reviews. Focus on strategic priorities and not on activities that add little value.

Further develop adequate management systems, tools and contents to improve the capacity to manage all processes, to mitigate

possible risks and to support the consistent delivery of quality services to the IPC membership and other stakeholders. Well functioning systems, tools and contents shall be re-employed for the benefit of other membership organizations. The education tool kit is a good example of such practice.

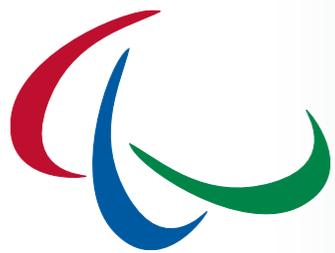
Establish a central source of reference or a forum for IPC members to access and gain best practice ideas and application from across the community. This includes the development of a systematic database and knowledge management tools to ensure the capturing, cataloguing, conservation and access to the history of the Paralympic Movement.



Strategic Goal 6:

Strategic Partnerships

Partnerships refer to working relationships with organizations that have common interests and help the IPC achieve its strategic objectives. Partnerships enable the IPC and the Paralympic Movement to have an impact and influence beyond their immediate perimeter of operations. Strategic partnerships have led to major change in attitude and legislation in several host countries before and after the Paralympic Games. The IPC's responsibility is to establish and develop a range of partnerships that can help achieve its strategic goals.



6



Leverage Partnerships to Use Synergies and Broaden the Reach

BACKGROUND/CONTEXT

Strategic partnerships can facilitate the IPC's work in various ways: It can broaden the knowledge and information base for all activities; it can contribute to reaching higher standards or it can help spread the Paralympic vision and values. Examples from some of our current partnerships clearly show such benefits.

The IPC enjoys a well established and productive relationship with the IOC. This relationship became even closer in 2000 following the report of the IOC 2000 Commission which was created as a result of the 1999 Salt Lake City bid scandal. The first part of the IOC-IPC agreement was signed during the Sydney 2000 Olympic Games by Presidents Samaranch and Steadward. In this context the IOC was seeking a positive association showing social responsibility, assets which the Paralympic Games could provide.

The collaboration with the IOC occurs on various levels: The IPC President is an IOC Member and the IPC is represented on several IOC Commissions enabling the IPC to be informed of ongoing IOC policies and directions. Furthermore, the work around the Games has increased the quality level of the Paralympic Games to an exceptional level much appreciated by all Paralympic Games clients.

IPC sponsors are key partnerships that provide knowledge and capability beyond just money and equipment. They can bring in solutions and expertise from their core businesses which can enrich and enhance the activities of the IPC. The area of technology is an obvious example where the IPC benefits from such partnerships.

The Games TOP Sponsors play a particularly important role in this context, as through their general Games engagement they have got a broader reach and activation level. By working with those partners on Paralympic brand assets and differentiators, the communication and awareness benefits can be multiplied considerably.

In addition other strategic media partnerships with broadcasters or members of the press can help extend the reach of the IPC and the Paralympic Movement by helping to spread the message about the Paralympic values epitomized by Para athletes at all levels.

The IPC has started to establish partnerships with influential international organizations such as the United Nations (UN) and other Non-Governmental Organizations (NGOs) around the world. These partnerships seek commonalities in messaging and initiatives enabling the IPC to increase its influence and work with others to achieve greater impact.



6

STRATEGIC PRIORITIES

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

Encourage and assist the membership to actively develop and manage partnerships and funding at government and more local levels as well as with businesses. Develop, monitor and support the implementation and evaluation of appropriate programmes and projects run by IPC members.

Strengthen the relationship and understanding with the IOC for a deeper sport-partnership stressing mutual benefits.

Seek partners who will understand and strengthen the ability to accomplish the aspiration to contribute to the development of a more equitable society. Maximize the use of existing networking platforms, such as the Paralympic Hospitality Centre and IPC guest programmes offered during the Paralympic Games period.

Identify collaborative opportunities and synergies within the network of the Paralympic Movement for NPCs, IFs, Regions and IOSDs. For example linking with and between NPCs can create productive networks and synergies.

Further develop the IPC Honorary Board membership, enabling the members to generate funding and enhance global visibility and recognition of the Paralympic Movement.

Further develop partnerships throughout a diverse mix of organizations including 'Disability' representative groups, cultural organizations and other Non-Governmental and Governmental Organizations.

Link with the United Nations (UN) both at regional and national level to promote the implementation of the UN Convention on the Rights of Persons with a Disability to ensure that the Paralympic Movement becomes an increasingly active partner of civil society.

The IPC as an International Federation

Introduction and Context

Background of IPC's Role and Involvement

The involvement of the IPC with individual sports dates back to the origins of the IPC. Back in that period Paralympic sports were sometimes handled by multiple entities creating challenges in co-ordination and event organization.

It became one of the mandates of the IPC to harmonize the management of Paralympic sports which also meant bringing many of the sports under the umbrella of the IPC. Back at that time the IPC was in charge of a multitude of Paralympic sports. However the longer term perspective and desired trend was clearly for the sports to develop their own autonomy.

This trend received further support at the IPC's General Assembly in Torino in 2003 (titled 'Engineering the future') which carried a motion with the aim of supporting IPC Sports towards more self-sustainability and eventual independence from the IPC.

Through its Sport Governance and Management Initiative launched in 2006 the IPC further strengthened the management approach for IPC Sports. The purpose of this initiative was to enhance the operational efficiency, resource capacity and technical competency of IPC Sports by developing terms of reference for all bodies, in the form of bylaws and by placing qualified experts to oversee the sports technical aspects of each sport. This strategy was necessary to ensure quality service delivery, to contribute to sports' self-sustainability and better prepare them for self-governance.

At the same time several IPC Sports had reached a level of professionalism and had established fruitful relationships with IFs on the Olympic programme which allowed them to move away from the IPC. This has been the case for some major sports, such as Archery, Cycling, Equestrian and Table Tennis just to name a few over recent years.



IPC Sports

The IPC continues in its role as the International Federation responsible for the management and governance of nine sports as of 2010. In this capacity the IPC fulfils the fundamental roles of an IF including:

- Management of all technical aspects, such as rules, rankings, records and athlete classification
- Supervision of World Championships and other competitions co-ordinating closely with local organizing committees
- Financial management and administration
- Promotion and communication of each sport

It is the clear desire of the IPC, relevant stakeholders and IPC Sports representatives to transition these nine sports to independence. The IPC's responsibility is to actively plan with each sport to create the opportunity for this transition to occur. The target set by the IPC General Assembly is the year 2016 by when all IPC Sports shall have moved to independence from the IPC.

Status Overview

Currently IPC Sports benefit in many ways from being an integral part of the IPC. They can draw from the resource base and benefit from the general status and recognition that the IPC enjoys as an organization. Furthermore, they can count on the transfer of valuable expertise from the Paralympic Games, other events and from other IPC service functions, such as marketing, communication and technology support.

At the same time the co-existence of IPC Sports alongside the IPC as governing body comes with some challenges. A key one is that many people do not know or understand the role of the IPC as an IF. Even the athletes are sometimes not aware that they participate in an IPC or another IF event and what difference this makes for them. This also leads to another challenge at the national level where IPC sports can be governed by other entities such as national sport associations which will probably use different administrative systems.



Governance Structure of Paralympic Sports

The governance of 26 Paralympic sports (20 Summer, 5 Winter and 1 Non-Paralympic Games sport) falls under the responsibility of different bodies:

IPC – International Paralympic Committee (9 sports)

IOSDs – International Organizations of Sports for the Disabled (6 sports)

IFs – International Federations (11 sports) consisting of

- Independent IFs – International Paralympic Sport Federations
- Integrated IFs – IFs on Olympic programme with Paralympic responsibility

A detailed breakdown of the 26 Paralympic sports and their affiliation can be found on the IPC website

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



The IPC as an International Federation

Link with Strategic Goals

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

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

For that purpose all sports under direct IPC responsibility have also developed their separate strategies, corporate plans and budgets. These plans are based on the direction and priorities set in this IPC Strategic Plan.

Supporting Strategies

Supporting strategies have been defined as a consistent framework for all IPC Sports to work towards IPC's strategic goals and towards the long-term objective of reaching independence from the IPC.

In order to realize and prepare for the transition to independence the pre-condition is that an IPC Sport must be able to be financially and managerially sound. They must also be able to govern their sport effectively.

At the same time IPC Sports must ensure all required technical competencies and expertise in order to guarantee the credibility of each sport which is of paramount importance. Sports credibility and professional structures are more important than pushing for independence at all costs.

Hence the strategies on the following page will support the objectives also noted under the strategic goals and the ambition for sport independence.

Along these strategies each IPC Sport will develop its individual plan taking into consideration the specific status and context. The relevant Sport Technical Committees and IPC Sports Management Team play an important role in driving this process. The progress will be tracked in regular intervals in order to ensure that none of the sports is left behind or lacks attention on its road to independence.

The IPC will work with IPC Sports to reach the appropriate level enabling independence. This will still require a considerable investment of time and resources which the IPC is committed to make while maintaining the right balance and focus on the six overall strategic goals described earlier in this document.



Sport Independence

Establish a transition timeframe and plan for each sport based on their development and organizational readiness.

Clearly lay out the quality criteria to become an independent organization and ensure that all business processes reach an appropriate level to allow independence.

Competitions and Paralympic Games

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

Ensure an attractive sports programme for athletes and spectators.

Athlete and Sport Development

Ensure each IPC Sport has the capability to regularly and consistently deliver high-quality competitions on the local, regional and international level closing the gap between elite and grass-root level.

Funding

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

Brand

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

Further refine the positioning of IPC Sports and competitions in the overall Paralympic competition calendar and foster communications to increase

Partnerships

Strengthen the communication and partnerships with related sporting bodies on the national and international level, especially with the corresponding International Federation on the Olympic programme.

understanding and receptiveness for the standing and objectives of each sport.



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